



D1.7 TRAINING AND AWARENESS RAISING MATERIAL

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ACKNOWLEDGEMENT

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EXECUTIVE SUMMARY

In the framework of the GREENTU Project, funded by the European Commission under the Switch Africa Green Programme, three training sessions have been carried out in order to train the representatives of the selected accommodations in the ISO 14001 standard, its requirements, the implementation process, the certification, etc.

Different training materials have been specifically prepared by GreenTU team, in order to make the standard and its requirements understandable to everyone, and to put into practice what the accommodations should do to meet and show evidence of the compliance of these requirements.

During the training sessions, a brief theoretical explanation has been provided, however most of the activities have been focused on the practical implementation. Special emphasis has been laid on working in groups, in order to maximize the exchange of knowledge and experience.

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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 1.7 Training and awareness raising material” is a compilation of the training materials (presentation, practical exercises, group dynamics, etc.) prepared for the 3 training sessions carried out in the framework of “Output 1 – Improved sustainability and resource efficiency of the Tourist Accommodation Sector in Uganda and compliance with internationally recognized EMS ISO14001”.

2 TRAINING SESSION 1

The first training session was conducted in November 28th, 2018. Representatives of 17 accommodations attended this event (see attendance sheet in Annex II). The structure of this session was divided in three different parts:

1. Introduction to GreenTU project and working plan
2. Introduction to ISO 14001, and its requirements
3. Group dynamic

Introduction to GreenTU project

During this first part of the training session, GreenTU team introduced the project, and its objectives, the partners as well as the main target groups and beneficiaries.

Moreover the working procedure, which included not only tools but also technical assistance, was discussed. Among the tools provided it is worth mentioning the practical guide developed, the training sessions themselves and the material specifically prepared (procedures, records, etc.). With regards to the technical assistance, the 2 methods to be implemented were presented: visits in situ and technical assistance via platform. In this sense, the 3 platforms and their use was explained:

- Helpdesk platform
- Document repository platform
- Knowledge base platform

Finally, the work planning for the coming months was agreed.

Introduction to ISO 14001, and its requirements

During the second part of the training sessions, an introduction to Environmental Management Systems and ISO 14001 was carried out, in order attendees to understand what the implementation of an Environmental Management System means, and what are expected.

Afterwards, some basic and simple requirements were theoretically explained:

- Environmental policy
- Environmental aspects: identification and evaluation of environmental aspects and impacts.
- Compliance obligations
- Environmental objectives and planning action
- Environmental performance



Figure 1 – Pictures of the first training session (November 28th, 2018)

Group dynamic

Taking into account the explanations previously provided, some practical exercises were carried out. For the development of these exercises some basic information of a non-existent hotel was given to the attendees: description of the hotel and data related to its environmental performance.

According to this information, the participants worked on the following activities:

- Definition of environmental objectives and planning action
- Definition of an environmental policy
- Identification and evaluation of environmental aspects

The participants worked in groups, and afterwards, each group presented the environmental objectives and the environmental policy defined, as well as the results of the evaluation of the environmental aspects carried out.

All the presentations and training materials used are included in the Annex I of this deliverable.

3 TRAINING SESSION 2

The second training session was conducted in May 22nd, 2019. Representatives of 26 accommodations attended this event (see attendance sheet in Annex II). The structure of this session was divided in two different parts:

1. ISO 14001 - Requirements
2. Group dynamic

ISO 14001 requirements

During the first part of this second training session, a brief review of the ISO 14001 standard, and the requirements explained during the first training session in November, was conducted.

Afterwards, some additional requirements were theoretically explained:

- Environmental Management System – Description and definitions
- Risks and opportunities
- Identification of resources: maintenance programme Vs. maintenance monitoring record.
- Competence, training and awareness: personnel form Vs personnel profile.
- Communication
- Documented information: master list of forms, distribution list and master list of external documents.
- Emergency preparedness and response: emergency report, emergency drill record, and other emergency documentation.



Figure 2 - Pictures of the second training session (May 22nd, 2019)

Group dynamic

Taking into account the explanations previously provided, some practical exercises were carried out. For the development of these exercises, each participant thought about the situation of his own accommodation, and afterwards discussed and exchange ideas in small groups.

The participants worked on the following activities:

- Identification and evaluation of risks and opportunities
- Definition of the maintenance programme
- Filling in the personnel forms
- Filling in the emergency report

Finally, after working in groups, each group presented the risks and opportunities identified, the maintenance programme defined, as well as the emergency situations addressed.

All the presentations and training materials used are included in the Annex I of this deliverable.

4 TRAINING SESSION 3

The third training session was conducted in May 23rd, 2019. Representatives of 27 accommodations attended this event (see attendance sheet in Annex II). The structure of this session was divided in two different parts:

1. ISO 14001 - Requirements
2. Group dynamic

ISO 14001 requirements

During the first part of this third training session, the last requirements of the ISO 14001 standard were explained:

- Environmental objectives and planning action
- Training and awareness planning
- Control of suppliers and contractors: first evaluation form and performance assessment form
- Operational control
- Internal audit: audit planning, checklist and report.
- Management review
- Non-conformity and corrective action





Figure 3 - Pictures of the third training session (May 23rd, 2019)

Group dynamic

Taking into account the explanations previously provided, some practical exercises were carried out. For the development of these exercises, each participant thought about the situation of his own accommodation, and afterwards discussed and exchange ideas in small groups.

The participants worked on the following activities:

- Definition of environmental objectives and planning action
- Supplier evaluation form
- Service provider/supplier performance assessment form
- Non-conformity and corrective action report

Finally, after working in groups, each group presented the environmental objectives defined, the suppliers evaluated, as well as the non-conformities identified.

All the presentations and training materials used are included in the Annex I of this deliverable.

5 ANNEX I: PRESENTATIONS AND TRAINING MATERIALS


All the presentations and training materials specially prepared for the training sessions are listed in the table below have been attached in this Annex I.

SESSION	DATE	NAME	MATERIAL
1	28/11/2018	Introduction to GreenTU	PowerPoint presentation
		Introduction to ISO 14001. Requirements related to Environmental Policy, Environmental Aspects, Compliance obligation, Environmental objectives and planning action, and Environmental Performance	PowerPoint presentation
		Group Dynamic	PowerPoint presentation, description hotel, environmental performance data, and templates for the definition of environmental objectives, environmental policy, identification and evaluation of environmental aspects, etc.
2	22/05/2019	ISO 14001 – Requirements related to risks and opportunities, identification of resources, communication, documented information and emergency preparedness and response	PowerPoint presentation
		Group Dynamic	PowerPoint presentation and templates for the definition of risks and opportunities, maintenance programme, personnel form, and emergency/accident report.
3	23/05/2019	ISO 14001 – Requirements related to the definition of environmental objectives and planning actions, control of suppliers, operational control, internal audit, management review and non-conformity and corrective action.	PowerPoint presentation
		Group Dynamic	PowerPoint presentation and templates for the definition of environmental objectives, evaluation of suppliers and non-conformity report.

TRAINING MATERIAL - SESSION 1

28/11/2018



	INDEX
	<ul style="list-style-type: none">• GREENTU PROJECT• PARTNERS• TARGET GROUPS & BENEFICIARIES• OUTPUT<ul style="list-style-type: none">• Implementation of ISO 14001 in MSMEs



GREENING THE TOURISM SECTOR IN UGANDA



Duration

01/02/2018-31/01/2021

SWITCH Africa Green



3



PARTNERS

COORDINATOR

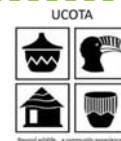


FUNDACIÓN GAIKER
Spanish Technological
Centre specialized in
Sustainable
Development

PARTNERS



**UGANDA TOURISM
ASSOCIATION (UTA)**
Umbrella organization
that brings together
all tourism trade
associations in Uganda



**UGANDA COMMUNITY
TOURISM ASSOCIATION
(UCOTA)**
Convenes Community
Tourism Groups in all
regions of Uganda

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OBJECTIVE: GREENTU PROJECT

The overall objective of this action is to **boost the transformation of Uganda towards an inclusive green economy** by enhancing the sustainability and competitiveness of the Tourism Sector.

To attain this, the action aims at:

- equipping MSMEs of the Tourist Accommodation Sector in Uganda to implement Best Sustainable Consumption and Production (SCP) Practices and Environmental Management Systems (EMS ISO14001)
- fostering sustainable consumption by consumer awareness raising campaigns and supporting MSMEs of the Tourism Sector on eco-labelling scheme implementation
- enabling policy environments for SCP and linking MSMEs to financial institutions

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TARGET GROUPS

MSMEs of the Tourist Accommodation Sector in Uganda

(implementation of Best SCP Practices and EMS ISO 14001, public image improved, market penetration increased)

Tourists travelling to Uganda

(driving force for switching to sustainable consumption)

Tour Operators and Travel Agencies in Uganda

(will count with certified products (ISO 14001, eco-labelling) to enter in international markets)

Financial institutions

(will be sensitized on the importance of Green Financing)

Governmental institutions and local authorities

(will be sensitized on the necessity of increasing budget to Tourism Sector and on SCP Practices)

Tourism Associations in Uganda (UTA, UCOTA, AUTO, TUGATA, USAGA, etc.)

(will improve their skills to make the Tourism Sector more sustainable)

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BENEFICIARIES

Rural Communities

(provided with knowledge and tools to exploit in a sustainable manner their economic activities)

Citizens of Uganda

(benefit from reduced environmental impacts, increase in climate resilience, a more equality society)

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OUTPUTS OF THE PROJECT

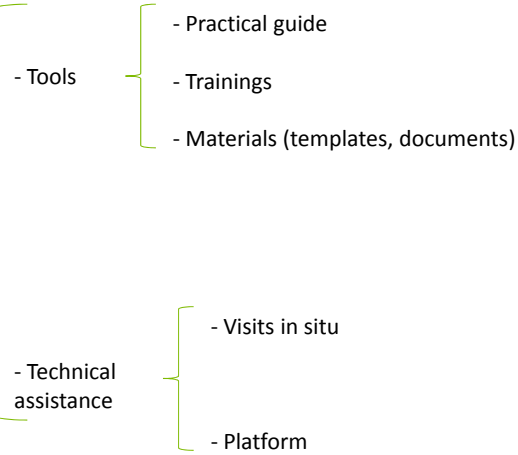
O.1. Improved the sustainability and resource efficiency of the Tourist Accommodation Sector in Uganda

- Practical Guideline for the implementation of EMS ISO 14001
- Implementation and internal audits of ISO 14001 in MSMEs
- Training to staff members of MSMEs



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Implementation of ISO 14001



<http://support.greenttu.eu>

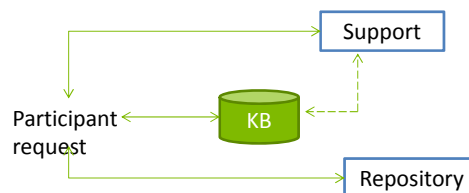
- You will have the chance to make requests and questions
- GREENTU team will communicate with you and send information and documents related to your request or question.

<https://kb.greenttu.eu>

- Frequently Asked Questions – You will find a lot of and useful information here. These section will be completed with the questions and requests we receive.

<http://docs.greenttu.eu>

- Repository system to share documents within the project team.
- We can also give you an account, so you can store your documents there.



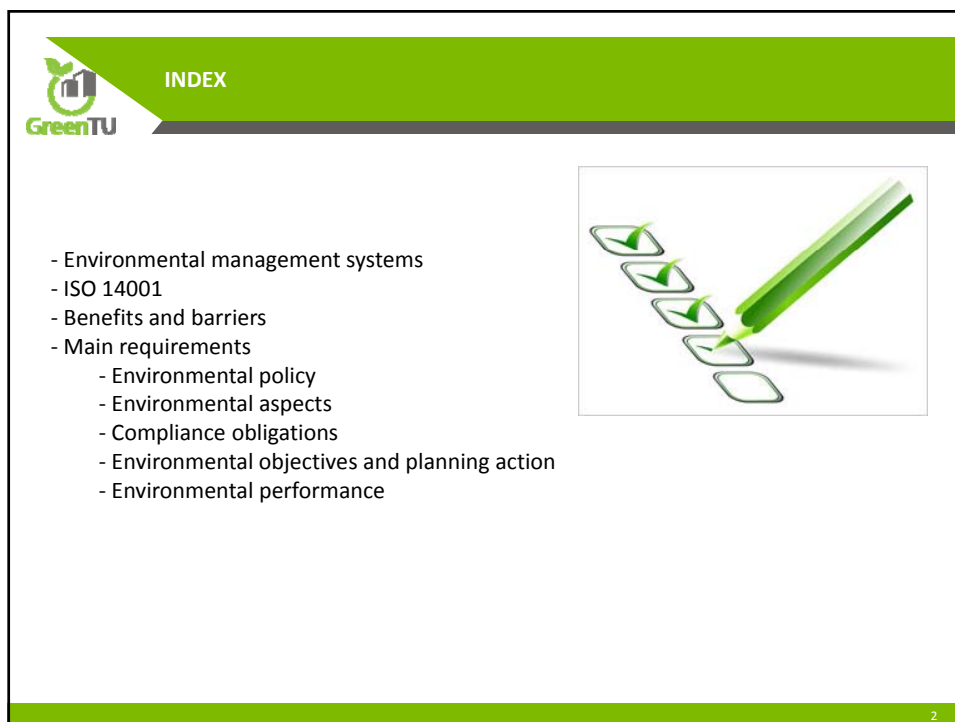
TIME FRAMES

- Analytical work to study each MSME → from Nov 2018
- Trainings → 2 day- training course May 2019
- Implementation → from April 2019 (After carrying out analytical work)
- Audits → from Oct 2019
- Next visits → Every six months

**THANKS!**

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Environmental management refers to the set of activities that the company / project carries out to protect the environment.

An Environmental Management Systems (EMS) is a framework that helps an organisation to achieve its environmental goals through consistent review, evaluation and improvement of its environmental performance.

It is a systematic approach to finding practical ways for saving water, energy and materials and reducing negative environmental impacts.

EMS is a system which integrates procedures and processes for training of personnel, monitoring, summarizing and reporting environmental performance information to internal and external stakeholders of a firm.



ISO 14001 is an internationally agreed standard that sets out the requirements for an environmental management system.

It helps organisations to improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.

It helps organisations identify, manage, monitor and control their environmental issues.

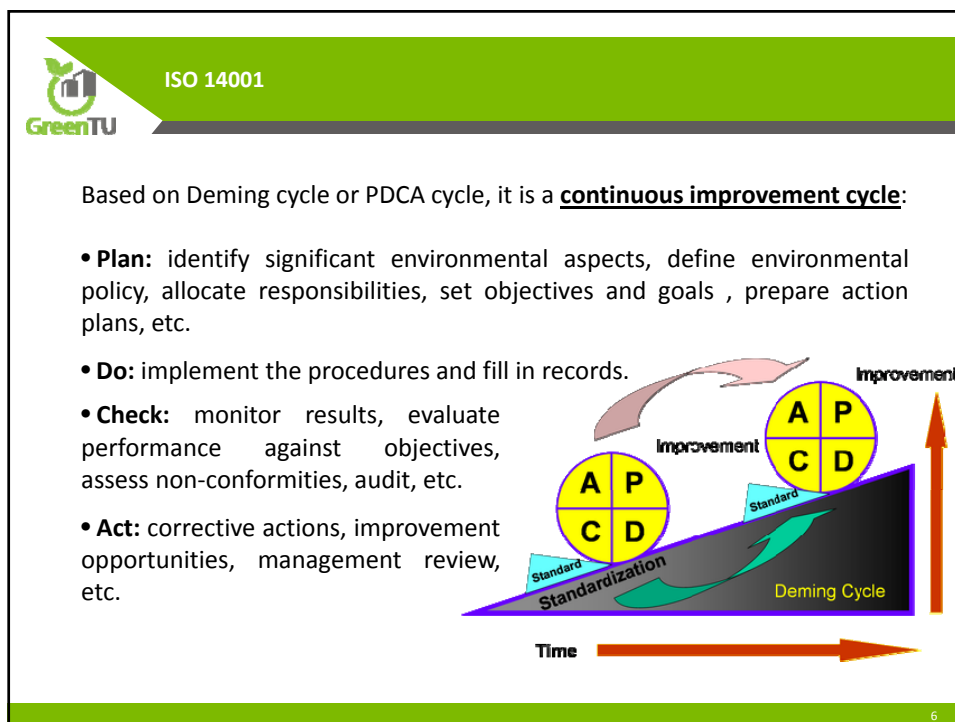
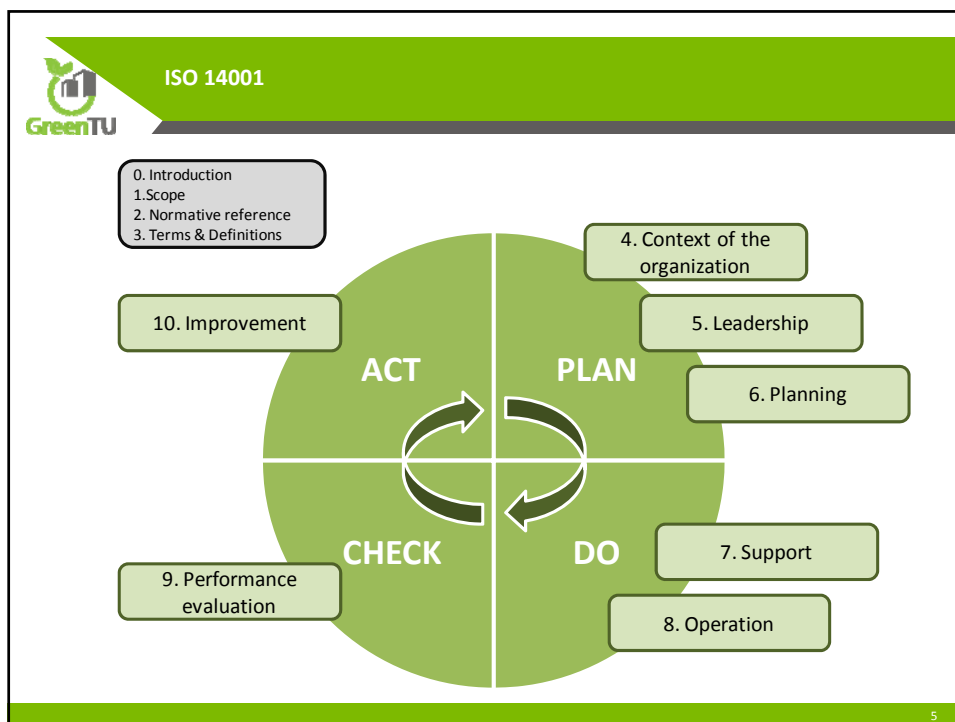


ISO 14001 is...

- Management of environmental aspects
- Applicable to any organisation
- Tool to help you think **GREEN** and be proactive
- Management standard

ISO 14001 is not...

- Regulation or law that must be followed
- Requiring you to reach zero emissions
- Product standard



BENEFITS AND BARRIERS

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BENEFITS AND BARRIERS OF THE EMS

BENEFITS

Optimizes resources
and processes



Improves public
image



Regulatory
compliance



Improves community
regulations



Continual
improvement



Prevents
environmental risks



Reduces costs



8

BARRIERS

- Lack of the top management commitment
- Frequent changes of personnel and top management
- Common perception that the cost is higher than the benefits
- Insufficient training
- Lack of responsibility and involvement



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MAIN REQUIREMENTS

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- Environmental Policy (Leadership)
- Environmental Aspects (Planning)
- Compliance Obligations (Planning)
- Environmental Objectives and Planning Action(Planning)
- Environmental Performance (Performance evaluation)

ENVIRONMENTAL POLICY

An environmental policy is the **declaration of commitment to the environment**. It provides a vision of environmental principles which guide the actions of employees and management.

Top Management shall establish, implement and maintain an environmental policy that:

1. Is **appropriate to the purpose and context** of the organisation
2. Provides a **framework for setting environmental objectives**
3. Includes a **commitment to the protection of the environment**, including **prevention of pollution** and other specific commitments relevant to the organisation
4. Includes a **commitment to fulfil its compliance obligations**
5. Includes a **commitment to continual improvement** of the Environmental Management System to **enhance environmental performance**.

The environmental policy shall:

- be maintained as **documented information**
- be **communicated within the organisation**
- be **available to interested parties**

Tips for a good policy:

- ✓ Short, simple, direct, concise and realistic
- ✓ Avoid technical words and make it clear and easy to understand
- ✓ Related to accommodation's activities
- ✓ Compatible with other policies and integrated with the business strategy



ENVIRONMENTAL POLICY

The Mira Hong Kong operates to high standards of performance and advocate socially and environmentally sustainable business practices. Our aim is to bring a positive benefit to the societies in which we operate through high quality services, economic growth, environmental protection, community involvement and employment. In order to adhere to these principles, we endeavor to:

- Set sound environmental and social objectives and targets, and integrate a process of review and reporting.
- Comply with all applicable environmental laws, statutes, and regulations.
- Continuously improve environmental performance and reduce environmental impact of our activities.
- Create environmental awareness among our employees, customers, suppliers and the community at large.

All staff will follow the requirements of the Environmental Management System in the performance of their tasks and will ensure this policy is supported and maintained. This policy will be communicated to our customers, suppliers, and subcontractors. It will also be made available to the public whenever requested.

Approved by:


Kenneth Sorensen
Business Unit Head,
Hotels & Serviced Apartments

This Environment Policy outlines the key elements of the Dusit Environment Management System and describes our initiatives to manage our operational footprint in a sustainable manner.

As a global provider of hospitality services, we recognize that our business decisions have the potential to impact our communities and the environment. We believe in balancing environmental issues with financial priorities as a core part of corporate social responsibility. Our commitment to corporate social responsibility includes:

- Environmentally prudent management of our facilities around the world
- Protecting our environment and prevention of pollution
- Collaboration with suppliers to improve our indirect environmental impact
- Environmental programs
- Educating for our employees
- Green investment and socially responsible products offered to our customers.

We implement an Environmental Management System using indicators set out in the ISO 14001 Standard, to achieve our organizational targets and compliance obligations. Our key performance indicators are:

- Waste water management
- Waste management
- Chemical Management
- Sustainable Natural Resource Conservation
- Sustainable Energy Conservation
- Prevent Pollution and Sustainable Environmental Management

We encourage our staff to represent our commitment to the environment and to offer our internationally certified ISO14001 Standard to our interested parties.

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TEMPLATES FOR THE DEFINITION OF THE ENVIRONMENTAL POLICY



Associated document:
D2.2-1
REV 0

ENVIRONMENTAL POLICY

Brief description of the accommodation: profile, processes, scope of the EMS.

It is the policy of **ACCOMMODATION NAME** to respect the local Environment and to be committed to and responsible for the Environmental performance of the accommodation, and to **communicate this policy** to all persons working for or on behalf of the accommodation, and any interested parties.

The hotel's Environmental Management System has been developed in accordance with the requirements of ISO 14001:2015, and is implemented on the basis of **continual improvement** and **prevention of pollution**, and is regularly audited to determine its effectiveness.

Where possible, the accommodation reduces, re-uses and recycles all materials to minimise waste, and use environmentally responsible suppliers and sub-contractors in order to minimise the use of polluting releases and energy as efficiently as possible.

Top Management is committed to **comply with legal and other requirements** to which the hotel subscribes related to its environmental aspects. Moreover, Top Management ensures that **all employees** at appropriate levels throughout the accommodation are **trained** and developed to understand, implement, maintain and improve the **environmental objectives** established by Top Management at the Management Review meeting, and further detailed and monitored in specific functional environmental management programmes, in order to achieve the Environmental policy, goals and objectives.

Top Management reviews the effectiveness of the accommodation's Environmental Management System, policy, goals and objectives on a regular basis and reviews the overall **environmental performance** annually, at the Management Review Meeting.

Date:

Name:



Associated document:
D2.2-1
REV 0

ENVIRONMENTAL POLICY

Brief description of the accommodation: profile, processes, scope of the EMS.

The **ACCOMMODATION NAME** is committed to **protecting the local and global environment**. To minimise environmental impacts concerning our activities, products and services, we shall:

- **Comply with applicable legal requirements and other requirements** to which **ACCOMMODATION NAME** subscribes related to its environmental aspects.
- To include the consideration of environmental issues in business strategies and initiatives.
- **ACCOMMODATION NAME** Top Management is committed to ensure that the protection of the environment is firmly embedded in both the company's and all the employees' culture and will endeavour to influence its suppliers and customers in a similar strategic environmental manner.
- **Prevent pollution**, reduce waste and minimise the consumption of resources.
- **Consider the wider global impact** of all our activities including those of our suppliers, customers and other stakeholders.
- **Educate, train and motivate employees** to carry out tasks in an environmentally responsible manner and ensure that a continuous professional development strategy remains core to our business goals.
- Encourage environmental protections among suppliers and subcontractors.
- To investigate the feasibility of influencing suppliers, customers and other interested parties with consideration to life cycle impacts and their aspects and activities.
- Encourage and enhance biodiversity and ecology.

The **ACCOMMODATION NAME** is committed to **continual improvement** of its **environmental performance**. **This Policy will be communicated** to all staff, contractors and suppliers, and will be available to any other interested party.

Date:

Name:

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ENVIRONMENTAL ASPECTS

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IDENTIFICATION OF ENVIRONMENTAL ASPECTS

The accommodation shall **determine the environmental aspects** of its activities and services that it can control and those that it can influence, and their associated environmental impacts, considering a life cycle perspective.

➤ **Environmental aspect:** is defined as an element of an organisation's activities, products or services that can interact with the environment:

➤ **Environmental impact:** is any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services

For the compilation the accommodation needs to take into account:

- Direct activities: the hotel has control
- Indirect activities: the hotel has no control but can influence
- Normal situation: refers to normal operation
- Abnormal situation: refers to start up operations and planned maintenance
- Emergency situation: refers to accidents and emergency cases

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ENVIRONMENTAL ASPECTS & ENVIRONMENTAL IMPACTS

ENVIRONMENTAL ASPECT	ENVIRONMENTAL IMPACTS
AIR EMISSIONS	AIR POLLUTION OZONE DEPLETION GREENHOUSE GAS CONTRIBUTION
ENERGY CONSUMPTION	GREENHOUSE GAS CONTRIBUTION AIR POLLUTION
FUEL CONSUMPTION	GREENHOUSE GAS CONTRIBUTION AIR POLLUTION
HAZARDOUS MATERIALS RELEASE	HUMAN HEALTH IMPACT SOIL CONTAMINATION HAZARDOUS MATERIAL DISPERSAL
NATURAL RESOURCES CONSUMPTION	RESOURCE DEPLETION
NOISE EMISSIONS	NOISE DAMAGE VIBRATION DAMAGE
NON HAZARDOUS WASTE GENERATION	SOLID MATERIAL DISPERSAL
HAZARDOUS WASTE GENERATION	HAZARDOUS MATERIAL DISPERSAL HUMAN HEALTH IMPACT
OIL SPILLS/RELEASES	ECOLOGICAL DAMAGE HAZARDOUS MATERIAL DISPERSAL
TOXIC SUBSTANCES RELEASES	HUMAN HEALTH IMPACT TOXICS CONTAMINATION OR ADDITION TO AIR, LAND AND WATER
CULTURAL DISTURBANCES	DAMAGE TO NATIVE RESOURCES LOSS OF PUBLIC ACCESS TO RECREATIONAL RESOURCES
WASTEWATER DISCHARGE	GROUNDWATER CONTAMINATION SEDIMENTATION OF WATER COURSES
WATER CONSUMPTION	RESOURCE DEPLETION

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EVALUATION OF ENVIRONMENTAL ASPECTS

The accommodation has to determine those aspects that have or can have a significant environmental impact by using established criteria → **significant environmental aspects**

Although the standard does not establish any method for evaluating significance, some guidelines have been proposed related to environmental concerns:

- Scale of the impact
- Severity of the impact
- Frequency of the impact
- Legislative concern
- Interested parties concern

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SCALE	
IMPACT IS CONTAINED WITHIN THE WORK AREA (ISOLATED)	2
IMPACT IS RESTRICTED TO /CONTAINED WITHIN THE HOTEL PREMISES (CONFINED)	4
IMPACT MIGRATES OUTSIDE THE SITE OF HOTEL INTO LOCAL COMMUNITY (REGIONAL)	7
IMPACT MIGRATES OUTSIDE THE REGION IN WHICH THE HOTEL IS LOCATED (GLOBAL)	10

SEVERITY	
HARMLESS, NEGLIGIBLE IMPACT	2
MINOR EFFECTS THAT ARE EASILY REMEDIED	4
MODERATE, COULD BE REPAIRED	6
SERIOUS, HARD TO REPAIR	8
CATASTROPHIC, VERY DANGEROUS, MUST BE REPAIRED OR REGENERATED	10

FREQUENCY	
RARE - LESS THAN ONE TIME A YEAR	2
INTERMITTENT - UP TO 3-4 TIMES PER YEAR	4
REGULAR - IT HAPPENS ONCE A MONTH	6
VERY OFTEN - 1-2 TIMES PER WEEK	8
CONTINUOUS - MORE THAN 3 TIMES PER WEEK	10

LEGAL AND OTHER REQUIREMENTS	
COMPLIES WITH LEGISLATION AND REGULATIONS	1
MINOR VIOLATION	5
MAJOR VIOLATION OR FREQUENT MINOR VIOLATIONS	10

INTERESTED PARTIES	
INTERESTED PARTIES HAVE NEVER EXPRESSED CONCERN ABOUT THE ASPECT	1
INTERESTED PARTIES HAVE SOMETIMES EXPRESSED CONCERN ABOUT THE ASPECT	5
INTERESTED PARTIES HAVE OFTEN EXPRESSED CONCERN ABOUT THE ASPECT	10



Associated document:

D3.2-1

REV 0

IDENTIFICATION AND EVALUATION OF ENVIRONMENTAL ASPECTS

[illegible]



TEMPLATE FOR THE IDENTIFICATION AND EVALUATION OF ENVIRONMENTAL ASPECTS

ENVIRONMENTAL ASPECT	PROCESS/ DEPARTMENT	IDENTIFICATION ENVIRONMENTAL IMPACT	TYPE		CONDITIONS			EVALUATION CRITERIA					RESULT
			DIRECT	INDIRECT	NORMAL	ABNORMAL	EMERGENCY	SCALE	SEVERITY	FREQUENCY	LEGISLATIVE CONCERN	INTERESTED PARTIES CONCERN	
WATER CONSUMPTION	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT	WATER DEPLETION	X		X			10	6	10	1	1	28
ELECTRICITY CONSUMPTION	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT	CLIMATE CHANGE AIR POLLUTION	X		X			10	8	10	1	10	39
FUEL CONSUMPTION	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT TRANSPORTATION	CLIMATE CHANGE AIR POLLUTION RESOURCE DEPLETION	X		X			10	8	10	1	1	30
CHEMICALS CONSUMPTION	HOUSEKEEPING	AIR EMISSIONS	X		X			4	6	10	1	1	22
VEHICLES MAINTENANCE	EXTERNAL VEHICLES MAINTENANCE	AIR POLLUTION WASTE WASTE WATER		X	X			7	6	4	1	1	19
ORGANIC WASTE	RESTAURANT	SOLID MATERIAL DISPOSAL	X		X			7	4	10	1	1	23
PLASTIC WASTE	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT	SOLID MATERIAL DISPOSAL	X		X			7	6	10	1	1	25
PAPER WASTE	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT	SOLID MATERIAL DISPOSAL	X		X			7	6	10	1	1	25
HAZARDOUS WASTE	HOUSEKEEPING	SOIL AND WATER CONTAMINATION	X		X			7	8	8	1	1	25
WASTEWATER DISCHARGE	ACCOMMODATION OTHER SERVICES RESTAURANT HOUSEKEEPING MANAGEMENT	GROUNDWATER CONTAMINATION SEDIMENTATION OF WATER COURSES	X		X			7	6	10	1	1	25
HAZARDOUS SPILLS/RELEASES	HOUSEKEEPING	HUMAN HEALTH IMPACT SOIL AND WATER CONTAMINATION	X		X			7	8	2	1	1	19
FIRE	GENERAL	AIR POLLUTION WASTE	X				X	10	10	2	1	1	24
FLOOD	GENERAL	WASTE WASTE WATER	X				X	10	10	2	1	1	24

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EVALUATION OF ENVIRONMENTAL ASPECTS

The accommodation has to communicate its significant environmental aspects among the organisation.

The accommodation shall maintain documented information of its:

- environmental aspects and associated environmental impacts
- criteria used to determine its significant environmental aspects
- significant environmental aspects

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COMPLIANCE OBLIGATIONS

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COMPLIANCE OBLIGATIONS

The standard requires the hotel to:

- Determine and have access to the compliance obligations related to its environmental aspects
- Determine how these compliance obligation apply to the organisation
- Take these compliance obligations into account when establishing, implementing, maintaining and continually improving the Environmental Management System

The accommodation shall maintain documented information of its compliance obligation.

It is helpful to start by identifying regulatory requirements by preparing a list of the known regulations in a record, which must be periodically updated.

There are many ways for obtaining information about the applicable regulations:

- Regulatory agencies
- Industrial associations
- Seminars and workshops
- Publications
- Newsletters/magazines
- Ministry entities (e.g. NEMA)



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COMPLIANCE OBLIGATIONS

Ref	Aspect	Legislation/Enforcement	Key Requirements	Relevance/Controls	Compliance
E1	Waste Management – General	<i>The Environmental Protection (Duty of Care) (England) (Amendment) Regulations 2003 and the Waste Management Duty of Care Code of Practice 1996.</i> <i>Enforced by the Environment Agency or SEPA.</i>	Wastes to be stored securely. Controlled wastes to be disposed of to a licensed waste carrier. Vetting of waste carriers.	Disposal of waste arising from factory and office activities. Evidence of compliance: Documented transfer of waste from the organisation to a waste carrier signed by both parties. Retained for 2 years.	All waste streams are securely stored in labelled cages/containers? All waste carriers licence are valid and on file?
E2	Waste Management - General	<i>Environmental Protection Act 1990: Part II 'Waste on Land'.</i> <i>Enforced by the Environment Agency or SEPA.</i>	Appointment of waste authorities. Prohibition on unauthorised disposal of waste. Granting of licences for treatment, keeping and disposal of any specified waste in or on specified land.	Use licensed carriers.	All waste carriers licences are valid and on file for all transport/waste carriers?
E11	Emissions to Air	<i>Environmental Protection Act 1990: Part III Statutory Nuisance and Clean Air.</i>	Nuisance (Noise, Dust, Smells). Activities not to be source of statutory nuisance.	Noise (waste compactor, compressors). Dust (waste compactor). Waste litter in yard. Smells (contaminated plastics and tins).	Evidence of statutory complaints?
E12	Emissions to Air	<i>Clean Air Act 1993.</i> <i>Enforced by Local Authority and Secretary of State.</i>	Heating oil emissions. The Act contains provisions relating to the control of grit, smoke and dust. The Act prohibits, subject to conditions, emissions of dark and black smoke from chimneys serving boilers and industrial plant.	Competent persons must service equipment regularly.	Evidence of regular maintenance?

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COMPLIANCE OBLIGATIONS

Ref	Aspect	Legislation/Enforcement	Key Requirements	Relevance/Controls	Compliance
E16	Resource Consumption	<i>The Waste Electrical and Electronic Equipment Regulations (SI 2006 No.3289) were laid before Parliament on 12th December 2006 and came into force on 2nd January 2007.</i> <i>Enforced by the Environment Agency.</i>	Aims: To reduce the waste arising from electrical and electronic equipment. To improve the environmental performance of all those involved in the life cycle of electrical and electronic products. Any businesses using EEE must comply with the new regulations, meaning you must store, collect, treat, recycle and dispose of WEEE separately from your other waste. Similar to Waste Transfer Notes, you must obtain and keep proof that your WEEE was given to a reputable waste management company and treated and disposed of in an environmentally sound way.	Disposal is free if you were sold the equipment after 13th August 2005 or if you are replacing with equivalent EEE. This service will be delivered through the producer take-back scheme. You must pay for WEEE where you are discarding EEE purchased before 13th August 2005, or where you are not replacing EEE with an equivalent. Payment must also be made if you cannot trace the producer or their compliance scheme, or if you choose to negotiate with producers to accept the cost of treating and disposing your WEEE.	Choice to reuse equipment or donate before recycling. Evidence of contractual arrangement with ? to dispose of WEEE? Consignment note numbers will be used when disposing of equipment?
E17	Releases to Water	<i>Anti-Pollution Works Regulations 1999 (SI 1999/1006).</i> <i>Enforced by the Environment Agency.</i>	Under the Anti-Pollution Works Regulations 1999 (SI 1999/1006) The Environment Agency can serve an Anti-Pollution Works Notice on a company if they perceive that an activity is causing or may cause pollution to controlled waters. This means primary responsibility for carrying out and funding the works can be placed with the polluter.	Chemicals, solvents, diesel oil and other. Substances/materials used on site.	Evidence of risk assessments?

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The accommodation has to establish environmental objectives at relevant functions and levels, taking into account the organisation's significant environmental aspects and associated compliance obligations, and considering its risks and opportunities.

The environmental objectives will be:

- Consistent with the environmental policy
- Measurable (if practicable)
- Monitored
- Communicated
- Updated as appropriate



The accommodation will maintain documented information on the environmental objectives.

When planning how to achieve its environmental objectives, the accommodation shall define:

- what will be done,
- what resources will be required,
- who will be responsible,
- when it will be completed,
- how the results will be evaluated, including indicators for monitoring progress towards achievement.



The accommodation will consider how actions to achieve its environmental objectives can be integrated into the organisation's business processes.



ENVIRONMENTAL OBJECTIVES

CONTROLLED

EHS MANAGEMENT SYSTEM

TITLE: Objectives & Targets and Programs
AUTHOR: Joe Smith
APPROVAL: REV: 1.0
DOC ID: EMSF003
PAGE: 1 of 3
DATE:

Objective: Reduce Volume of LHW Program Name/Number: EMP-01

Target: By 10% in 2010 based on 2009

Champion: Bill Edwards

Original Date: 12/15/09

Associated Aspect(s): Waste, Air, Use of / Contaminant Disposal

Revision Date: NA

Applicable Considerations:

1. Regulatory Compliance	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	5. Emergency Response	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	9. Technological Options	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
2. Other Compliance	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	6. Pollution Prevention	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	10. Financial	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
3. Contaminant Impacts	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	7. Cost Control or Incentive	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	11. Operational Business	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
4. External Communication	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	8. Significant Aspect or Risk	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	12. Interested Parties	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

Task	Status	Responsible Party	Schedule	Comments
Establish LHW Team and assign responsibilities	0%	Smith	2-1-09	
Develop and implement LHW Tracking Program	0%		3-1-09	
Establish baseline for 2009 waste & volume	0%		3-1-09	Cost tracking by accounting
Monitor Tracking for 2009 and develop 2009 baseline	0%		1-1-10	
Quarterly LHW meetings	N/A		Ongoing	
Review 2008 baseline and ID potential Projects	0%		9-1-09	
Evaluate feasibility of projects and get management approval	0%		11-15-09	
Develop implementation plan for approved projects	0%		1-1-10	

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the mira

ENVIRONMENTAL OBJECTIVES FOR

(Sept 2017 - Aug 2018)

No.	Objective	Measurement methods	Dept. Involved
EMST-17	Reduction of total electrical energy consumption by 5% comparing with 2015	End-result	Engineering
EMST-18	Organized at least 1 CSR-related activity to arouse TMs' awareness in environmental issue	Enrollment Records	Human Resources
EMST-19	Initiate at least 1 new green practice in the hotel for more TMs' involvement and contribution in environmental aspect	Recycling Records	Engineering, Human Resources & related departments

Approved by:

Date: 20 September 2017

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ENVIRONMENTAL OBJECTIVES & PLANNING ACTION



Associated document:
D3.5-1
REV 0

ENVIRONMENTAL OBJECTIVES AND PLANNING ACTION

Nº	Objective:	Target:	Concerned area:
1			
Derived from... (Significant environmental aspect, compliance obligations, risk and opportunities...)		Deadline	Current value
		Target value	Responsible
		Resources	Completion date
1	Activity or step 1		
2	Activity or step 2		
3	Activity or step 3		
4	Activity or step 4		

Date:

Name:

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ENVIRONMENTAL PERFORMANCE

35

PERFORMANCE EVALUATION: MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

Environmental performance is how an organisation manages the environmental aspects of its activities and services and the impact they have on the environment. The organisation's environmental performance can be improved by reducing negative environmental impact or increasing positive environmental impact.

The accommodation shall monitor, measure, analyse and evaluate its environmental performance. The organisation shall determine:

- what needs to be monitored and measured,
- the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results,
- the criteria against which the organisation will evaluate its environmental performance, and appropriate indicators,
- when the monitoring and measuring shall be performed,
- when the results from monitoring and measurements shall be analysed and evaluated

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PERFORMANCE EVALUATION: MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

The accommodation shall ensure that calibrated or verified monitoring and measurement equipment is used and maintained, as appropriated. ✖

The accommodation will evaluate its environmental performance and the effectiveness of the Environmental Management System, and will **communicate** relevant environmental performance information, both internally and externally.

The accommodation will retain appropriate **documented information** as evidence of the monitoring, measurement, analysis and evaluation results.

Monitoring is required to analyse and evaluate if the management system is performing in line with the expectations and enables an organisation to:

- Evaluate environmental performance
- Analyse causes of problems
- Asses compliance with legal requirements
- Identify areas requiring corrective action
- Improve performance and increase efficiency

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PERFORMANCE EVALUATION: MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION



Associated document:
D6.6-1
REV 0

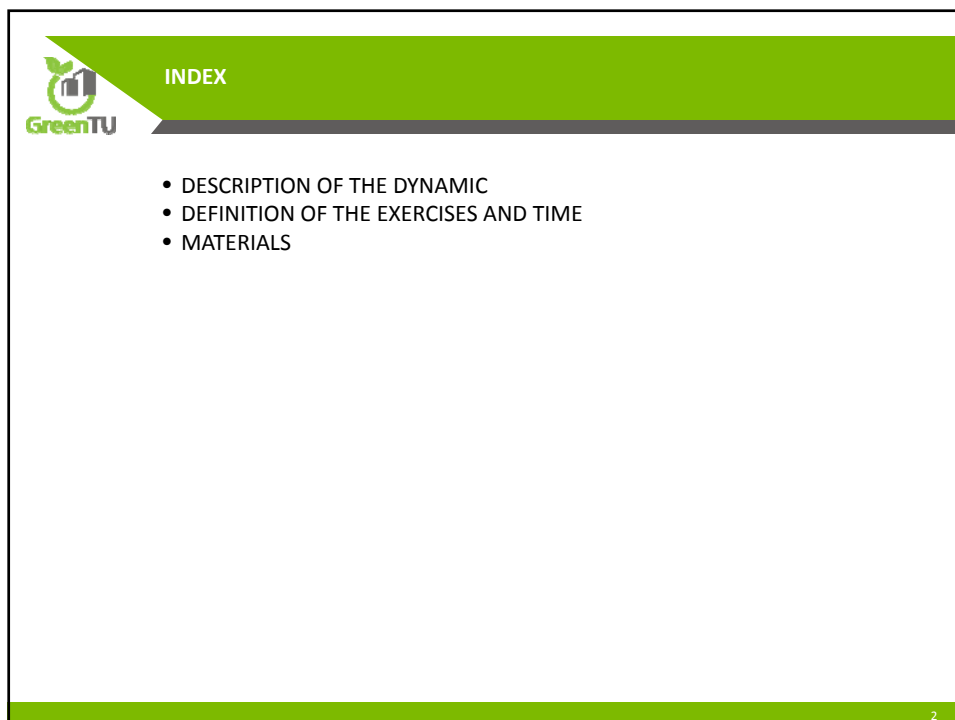
ENVIRONMENTAL PERFORMANCE

Overnight stays current year (2017)			CURRENT YEAR - 2018																		Evaluation
Overnight stays current year (2018)			SEMESTER 1						SEMESTER 2						PREVIOUS YEAR 2017		CURRENT YEAR 2018				
Category	Indicator	Unit	Performance criteria	TRIMESTER 1	TRIMESTER 2			TRIMESTER 3			TRIMESTER 4			TOTAL ABSOLUTE VALUE	RELATIVE VALUE	TOTAL ABSOLUTE VALUE	RELATIVE VALUE				
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
Management	Training hours in environmental issues	hours														#DIV/0!	0	#DIV/0!			
Management	Percentage of green procurement	%														#DIV/0!	0	#DIV/0!			
Management	Investment in SCP practices, green technology	UGX														#DIV/0!	0	#DIV/0!			
Management	Meetings with interested parties	number														#DIV/0!	0	#DIV/0!			
Operation	Water consumption	m3														#DIV/0!	0	#DIV/0!			
Operation	Electricity consumption	kWh														#DIV/0!	0	#DIV/0!			
Operation	Fuel consumption	l														#DIV/0!	0	#DIV/0!			
Operation	Natural gas consumption	m3														#DIV/0!	0	#DIV/0!			
Operation	Wood consumption	kg														#DIV/0!	0	#DIV/0!			
Operation	Charcoal consumption	kg														#DIV/0!	0	#DIV/0!			
Operation	Paper consumption	kg														#DIV/0!	0	#DIV/0!			
Operation	Plastic waste	kg														#DIV/0!	0	#DIV/0!			
Operation	Glass waste	kg														#DIV/0!	0	#DIV/0!			
Operation	Organic waste	kg														#DIV/0!	0	#DIV/0!			
Operation	Waste water	kg														#DIV/0!	0	#DIV/0!			

Date: _____ Name: _____

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DESCRIPTION OF THE DYNAMIC

1. Groups of participants
2. Provide groups with different materials
3. In each group all participants have to make at least one contribution to each exercise so no one monopolize the time
4. The solution for each exercise should be agreed by simple majority (51%) taking into account that each participant has a vote
5. The last two minutes of each exercise will be employed in agreeing the solution
6. A representative of each group should be elected, so he/she present the final results of the group to the attendees

3



DEFINITION OF THE EXERCICES AND TIME

EXERCISE	TIME
Definition of the environmental policy	15 mins
Identification of aspect	15 mins
Identification of impacts	15 mins
Evaluation of aspects and impacts	15 mins
Presentation of results by each group (environmental aspects)	15 mins
Definition of objectives and actions	15 mins
Presentation of results by each group	15 mins

4



MATERIALS

1. Templates
2. A2 and A4 papers
3. Post-its different colours

5



THANKS!

info@greentu.eu

www.greentu.eu



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Union

The hotel GreenTU has open its doors 4 years ago with the aim of offering quality luxury services at an affordable price to its clients in a natural environment near some of the main touristic attractions in Uganda. Its offer of additional services includes a complete SPA with different beauty and massage treatments, guided tours to see some of the natural attractions in the surroundings, visits and activities with some local traditional communities, a restaurant service with local and international cuisine and a lobby bar.

Their clients are tourists from Uganda and mainly, from surrounding countries like Kenya and Rwanda, although the number of visitors from Europe and USA has increased in the last year.

As the hotel owners are very interested in promoting their hotel in European and American markets, they have made a study about the profile of their European and American clients and they have concluded that these clients look for luxury services, as those they offer, but at the same time, they are very aware of the importance of sustainability so when deciding in which hotel to stay they value much if the hotel has any sustainability certificate or environmental management system. For this reason, the hotel manager has been commissioned to get the ISO 14001:2015 certification.

The hotel is located in a place with high yearly rainfall, and it is near to a lake and 12 km from a natural reserve. Although it is in the middle of a village and next to some households, it is surrounded by green areas and gardens and it has an outdoor swimming pool.

The water consumed by GreenTU hotel comes from the water supply network. The hotel has its own treatment plant for the waste water and it has a septic tank (5m³) which is emptied periodically.

Regarding energy consumption, electricity is consumed mainly from the electricity grid although the hotel has its own diesel power unit to guarantee supplying when power cuts occur. Other fuels consumed are natural gas and charcoal that are used mainly for heating and in the kitchens.

The wastes generated by the hotel are collected together; so periodically a truck carries the wastes to a landfill.

Although the hotel offers many services, the main activities are:

- Restaurant (we are going to focus on breakfast)
- Housekeeping
- Laundry
- Administration
- Maintenance operations

The hotel opened with all required licences ready and is very concerned about environmental issues and sustainability but they have identified that their personnel is not very much aware of sustainability and sustainable practices.

In the following table you can find the consumption for the years 2017 and 2018

ENVIRONMENTAL PERFORMANCE

Overnight stays current year (2017)	5576
Overnight stays current year (2018)	5790

Overnight stays current year (2017)		5576
Overnight stays current year (2018)		5790

CURRENT YEAR - 2018																				
SEMESTER 1										SEMESTER 2										
			TRIMESTER 1			TRIMESTER 2			TRIMESTER 3			TRIMESTER 4			PREVIOUS YEAR 2017		CURRENT YEAR 2018			
Category	Indicator	Unit	Performance criteria	Jan	Feb	Mar	Abr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL ABSOLUTE VALUE	RELATIVE VALUE	TOTAL ABSOLUTE VALUE	RELATIVE VALUE	Evaluation
Management	Training hours in environmental issues	hours														0	0,00	0	0,00	
Management	Percentage of green procurement	%														0	0,00	0	0,00	
Management	Investment in SCP practices, green technology...	UGX														0	0,00	0	0,00	
Management	Meetings with interested parties	number														0	0,00	0	0,00	
Operation	Water consumption	m3		364	358	340	329	274	268	281	276	325	339	388	395	3741	0,67	3937	0,68	
Operation	Paper consumption	kg		195			160			165			204			634	0,11	724	0,13	
Operation	Electricity consumption	kWh		58340	54616	53138	50498	48214	43786	44785	49701	51954	54814	57310	59785	600477	107,69	626941	108,28	
Operation	Fuel consumption	l		1788	1603	1542	1404	1212	1186	1090	1122	1324	1510	1590	1767	16255	2,92	17138	2,96	
Operation	Natural gas consumption	m3		2,95			2,6			2,33			3,12			10	0,00	11	0,00	
Operation	Charcoal consumption	kg		277		256		248		252		276		312		1560	0,28	1621	0,28	
Operation	Waste generation	kg		6478	6392	6348	6305	6240	6155	6120	6044	6088	6192	6345	6482	71840	12,88	75189	12,99	
Operation	Waste water	kg		264	252	242	237	231	221	214	226	237	248	252	271	2770	0,50	2895	0,50	

Date:	Name:
-------	-------

The list of indicators is an example. Each hotel can modify the list and delete or include some, mainly with regards to "Management indicators". The list of "Operation indicators" can also be modified, for example because wood is not consumed in the hotel.

The hotel has to define a performance criteria for each indicator, and these criteria are usually related with a performance improvement. Example: *increase the number of green products purchased, participation in local and regional environmental forums, decrease the amount of waste generated, increase the percentage of waste reused and recycled, etc.*

Each hotel has to decide how often will monitor each indicator. Our suggestion is to monitor the "Management indicators" every 3 or 6 months, and to monitor "Operation indicators" monthly.

At the end of the year, the results should be evaluated. Has the result achieved comply with the performance criteria? Short explanations should be provided: results achieved, main reasons/causes, identification of potential risks and opportunities...

ENVIRONMENTAL OBJECTIVES AND PLANNING ACTION

Nº	Objective:	Target:		Concerned area:	
1					
Derived from... <i>(Significant environmental aspect, compliance obligations, risk and opportunities...)</i>		Deadline	Current value	Target value	Responsible
Environmental programme		Responsible	Resources	Deadline	Completion date
1	Activity or step 1				
2	Activity or step 2				
3	Activity or step 3				
4	Activity or step 4				

Date:	Name:

ENVIRONMENTAL POLICY

Date:

Name:

ENVIRONMENTAL POLICY

- Brief description of the accommodation: profile, processes, scope of the EMS...
- Respect the local Environment and to be committed to and responsible for the Environmental performance of the accommodation
- Communication of the policy
- Continual improvement
- Prevention of pollution
- Waste prevention and minimisation
- Comply with legal and other requirements
- Educate, train and motivate employees
- Implement and establish environmental objectives
- Revision of the environmental performance

Date:

Name:

Example of environmental aspects and potential environmental impacts

Environmental aspect	Environmental impacts
Air emissions	Air pollution Ozone depletion Greenhouse gas contribution
Energy consumption	Greenhouse gas contribution Air pollution
Fuel consumption	Greenhouse gas contribution Air pollution
Hazardous materials release	Human health impact Soil contamination Hazardous material dispersal
Natural resources consumption	Resource depletion
Noise emissions	Noise damage Vibration damage
Non hazardous waste generation	Solid material dispersal
Hazardous waste generation	Hazardous material dispersal Human health impact
Oil spills/releases	Ecological damage Hazardous material dispersal
Toxic substances releases	Human health impact Toxics contamination or addition to air, land and water
Cultural disturbances	Damage to native resources Loss of public access to recreational resources
Wastewater discharge	Groundwater contamination Sedimentation of water courses
Water consumption	Resource depletion

SCALE	
Impact is contained within the work area (Isolated)	2
Impact is restricted to /contained within the hotel premises (Confined)	4
Impact migrates outside the site of hotel into local community (Regional)	7
Impact migrates outside the region in which the hotel is located (Global)	10

SEVERITY	
Harmless, negligible impact	2
Minor effects that are easily remedied	4
Moderate, could be repaired	6
Serious, hard to repair	8
Catastrophic, very dangerous, must be repaired or regenerated	10

FREQUENCY	
Rare - less than one time a year	2
Intermittent - up to 3-4 times per year	4
Regular - it happens once a month	6
Very often - 1-2 times per week	8
Continuous - More than 3 times per week	10

LEGAL AND OTHER REQUIREMENTS	
Complies with legislation and regulations	1
Minor violation	5
Major violation or frequent minor violations	10

INTERESTED PARTIES	
Interested parties have never expressed concern about the aspect	1
Interested parties have sometimes expressed concern about the aspect	5
Interested parties have often expressed concern about the aspect	10

IDENTIFICATION AND EVALUATION OF ENVIRONMENTAL ASPECTS

[illegible]

Date:

Name:

Green <20
>20 Yellow <35
Red >35

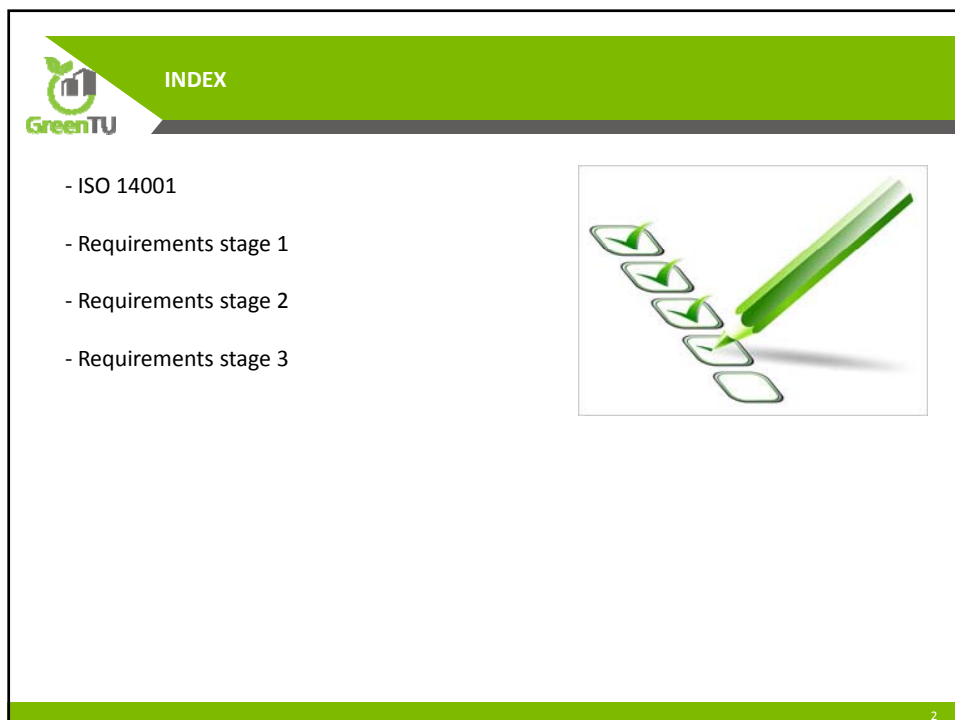
IDENTIFICATION OF ENVIRONMENTAL ASPECTS

IDENTIFICATION OF ENVIRONMENTAL IMPACTS

Identification			Type		Conditions		
Environmental aspect	Process/ Department	Environmental impact	Direct	Indirect	Normal	Abnormal	Emergency
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							

TRAINING MATERIAL - SESSION 2

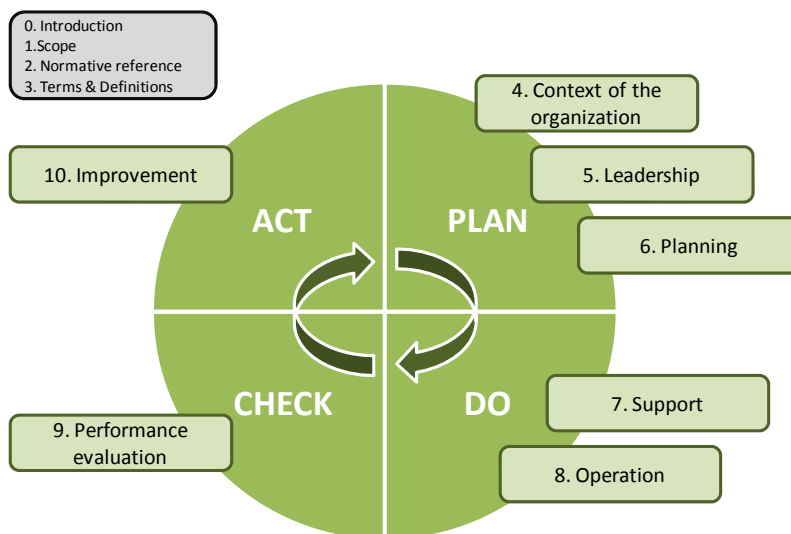
22/05/2019



ISO 14001 is an internationally agreed standard that sets out the requirements for an Environmental Management System.

It helps organizations to improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.

It helps organizations identify, manage, monitor and control their environmental issues.



REQUIREMENTS STAGE 1

March – May 2019

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REQUIREMENTS STAGE 1

SECTION	CHAPTER	PROCEDURE TITLE	ASSOCIATED DOCUMENTS
1 CONTEXT OF THE ORGANIZATION	P1.1	Context of the organization	D1.1-1 SWOT analysis D1.1-2 Record of needs and expectations of interested parties
	P2.1	Leadership and commitment	D2.1-1 Environmental policy
2 LEADERSHIP	P2.2	Organizational roles, responsibilities and authorities	D2.2-1 Personnel profiles
	P3.2	Identification of environmental aspects and impacts	D3.2-1 Identification and evaluation of environmental aspects
3 PLANNING	P3.2	Compliance obligation	D3.3-1 Compliance obligations record
	P4.2	Competence, training and awareness	D4.2-2 Training attendance sheet
4 SUPPORT			
6 OPERATION	P6.1	Environmental performance	D6.1-1 Environmental performance

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REQUIREMENTS STAGE 2

June – August 2019

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REQUIREMENTS STAGE 2

SECTION	CHAPTER	PROCEDURE TITLE	ASSOCIATED DOCUMENT
1. CONTEXT OF THE ORGANIZATION	P1.2	EMS's description and definitions	
3. PLANNING	P3.1	Risk and opportunities	D3.1-1 Risk and opportunities
4. SUPPORT	P4.1	Identification of resources	D4.4-1 Maintenance programme and planning D4.1-2 Maintenance monitoring record
			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
5. OPERATION	P5.3	Emergency preparedness and response	D5.3-1 Emergency plan D5.3-2 Emergency report & accident report D5.3-3 Emergency drill record

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EMS'S DESCRIPTION AND DEFINITIONS

9

P1.2 EMS'S DESCRIPTION AND DEFINITIONS PROCEDURE

The aim of this procedure is to make a brief introduction of the hotel and describe the object and scope of the Environmental Management System.

Description of the hotel: name, where it is located, since when, main facilities, size, address, description of the surrounding area (urban, national park), etc.

Scope of the EMS: includes all the activities, products and services offered. The EMS includes:

- The Environmental Policy
- The Statements of responsibility and authority
- The environmental procedures and records
- The identification of the resources and training allocated to management performance of work and verification activities including internal audit
- The appointment of the Environmental Management Responsible
- The arrangement for periodic management reviews

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RISK AND OPPORTUNITIES

11

RISK AND OPPORTUNITIES

The aim of the process is to ensure that the organization can achieve the intended outcomes of its EMS, to prevent or reduce undesired effects and to achieve continual improvement.

Risks and opportunities can be related to environment aspects, compliance obligations, other issues or other needs and expectations of interested parties

RISKS	OPPORTUNITIES
Will be managed with a focus on decreasing their likelihood and minimizing their impact if they should occur	Will be managed to increase their likelihood and to maximize their benefit if they should occur



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P3.1 RISK AND OPPORTUNITIES PROCEDURE

The aim of this procedure is to define the required processes to manage risk and opportunities within the hotel

D3.1-1 RISKS AND OPPORTUNITIES RECORD

RISKS AND OPPORTUNITIES RECORD

CODE	IDENTIFICATION	ROOT OR CAUSE	PROBABILITY	IMPACT	LEVEL	CLASSIFICATION	ACTION REQUIRED
Risks: R1, R2, R3 Opportunities: O1, O2, O3	Risk and opportunities could come from: <ul style="list-style-type: none"> SWOT analysis interested parties Audit reports Complaints and suggestions Environmental aspects 		Exceptional =1 Rare =2 Possible =3 Probable =4 Sure =5	Trivial=1 Low = 2 Moderate =3 High =4 Catastrophic =5	Level = Probability X Impact	22-30 = Not acceptable or Highly Profitable 10-21 = Moderate 0-9 = Acceptable or Not Profitable	Not acceptable or Highly Profitable → An objective or planning action must be defined Moderate → An objective or planning action may be defined Acceptable or Not Profitable → No objective or planning action will be defined

IDENTIFICATION OF RESOURCES

Resources are needed for the effective functioning and improvement of the EMS.

The resources can include: human resources, natural resources, infrastructure, technology and financial resources, etc.



P4.1 IDENTIFICATION OF RESOURCES PROCEDURE

This procedure is aimed to implement a maintenance monitoring programme designed to support the EMS.

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D4.4-1 MAINTENANCE PROGRAMME AND PLANNING RECORD

Task number	Area or equipment to be checked	Check to be done	How often	Responsible

D4-1-2 MAINTENANCE MONITORING AND RECORD

Task number	Date	Follow up action	Checked by
1	06/07/2018	Replacement of the washing machine	
2	22/09/2018	Energy efficient bulbs	
3	31/12/2018	Water leaks in guest rooms	

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COMPETENCE, TRAINING AND AWARENESS

17

COMPETENCE, TRAINING AND SUPPORT

It is established the process of ensuring the training, competence and awareness of any person performing any tasks in the hotel or in its behalf for the EMS related activities.

D4.2-3 PERSONNEL FORM RECORD

Academic training: training / centre / year

Other training: training / centre / year

Professional experience: company / position / period

Current situation and position: department / position / start date

Other skills and competences

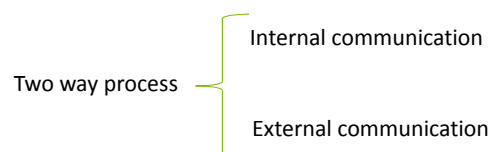
18

COMMUNICATION

19

COMMUNICATION

Communication allows the organization to provide and obtain information relevant to its EMS.



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P4.3 COMMUNICATION PROCEDURE

The aim of this procedure is to ensure an effective and timely communication of environmentally related information within the organization and to external stakeholders

D4.3-1 COMMUNICATION RECORD

Date	External/Internal	Channel of communication	Matter	Sender	Target Audience	Comments
22/05/2019	External and internal	Website	Environmental policy	EMS responsible	Clients Staff Public Administration	
30/06/2019	External	Website	Environmental requirements	Purchase Manager	Suppliers	Explanation of supplier evaluation and assessment form
22/05/2020	Internal	Bulletin board	Results of the internal audit	General Manager	Staff	Non-conformities of the internal audit. What should be improved

DOCUMENTED INFORMATION

The hotel should create and maintain documented information in a manner sufficient to ensure a suitable, adequate and effective EMS.

P4.4 DOCUMENTED INFORMATION PROCEDURE

The aim of this procedure is to establish a process for the review, distribution and implementation of documents that describe and control the EMS.



D4.4-1 MASTER LIST OF FORMS RECORD

Document / Form No.	Document / Form name	Revision no.	Date	Responsible
D1.1-1	Context - SWOT analysis	0	29/03/2019	Environmental Management Representative
D1.1-2	Needs and expectations of interested parties	0	29/03/2019	Environmental Management Representative
D2.1-1	Environmental policy	0	15/03/2019	Environmental Management Representative
D2.2-1	Personnel profiles	0	15/03/2019	Environmental Management Representative
D3.3-1	Risks and opportunities record	0	17/04/2019	Environmental Management Representative
D3.2-1	Identification and evaluation of environmental aspects	0	22/05/2019	Environmental Management Representative
D3.3-1	Compliance obligations	0	29/03/2019	Environmental Management Representative
D3.4-1	Environmental objectives and planning action record	0	17/04/2019	Environmental Management Representative

D4.4-2 DISTRIBUTION LIST RECORD

Document / Form no.	Revision no.	Distributed to	Date	Withdrawn on	Responsible for the distribution	Responsible for the removal
DS.1-1 Supplier evaluation form	1	Suppliers	08/09/2019		Purchase Manager	NA
D6.2-3 Internal audit report	0	Top Manager	22/06/2019	25/06/2019	Environmental Management Representative	NA

D4.4-3 MASTER LIST OF EXTERNAL DOCUMENTS RECORD

Document name	Source	Date
Environmental license (authorisation)	NEMA	04/10/2017
Practical Guide for the implementation of Environmental Management System (ISO 14001) in the Ugandan Tourist Accommodation Sector	GREENTU Project	05/05/2019

EMERGENCY PREPAREDNESS AND RESPONSE



EMERGENCY PREPAREDNESS AND RESPONSE

It is the responsibility of each organization to be prepared and to respond to emergency situations in a manner appropriate to its particular needs.

P5.3 EMERGENCY PREPAREDNESS AND RESPONSE PROCEDURE

The purpose of this procedure is to describe the hotel's methodology for:

- The identification and assessment of potential emergencies
- Its preparedness and response procedure for potential accidents and emergency situations that give rise to significant environmental impacts
- The documentation and communication of emergency procedures



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EMERGENCY PREPAREDNESS AND RESPONSE

D5.3-1 EMERGENCY PLAN

Each hotel must have its emergency plan

5.3-2 EMERGENCY REPORT & ACCIDENT REPORT RECORD

When an emergency or accident occurs, the hotel must complete a report.

- Detailed description of the accident
- Response/corrective actions
- Causes of the accident
- Suggested preventive measures

D5.3-3 EMERGENCY DRILL RECORD

- Date and type of the emergency drill
- Department/section
- Starting and completion time
- Number of participants
- Suggestion items
- Action plan

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EMERGENCY PREPAREDNESS AND RESPONSE

D5.3-3 EMERGENCY DRILL RECORD

Date of Emergency Drill	20/05/2019
Type of Emergency Drill	<input checked="" type="checkbox"/> Fire, explosions <input type="checkbox"/> Chemical spillage or leakage <input type="checkbox"/> Accidents as a result of equipment failure
Department/Section	Kitchen
Starting time	09:12
Completion time	09:26
Number of participants	5
Suggestion items	The employees are not aware of the steps that they have to follow when a fire occurs. They don't have a person who is responsible for closing doors and windows and/or calling to the emergency number. Staff is not familiar with the evacuation routes, etc.
Action plan	Training about all issues that the employees must follow when a fire occurs in the kitchen.

Prepared by: Environmental Management Representative Date: 02/06/2019

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DESCRIPTION OF THE DYNAMIC

1. Groups of participants
2. Provide groups with different materials
3. In each group all participants have to make at least one contribution to each exercise so no one monopolize the time
4. The solution for each exercise should be agreed by simple majority (51%) taking into account that each participant has a vote
5. The last two minutes of each exercise will be employed in agreeing the solution
6. A representative of each group should be elected, so he/she present the final results of the group to the attendees

2



DEFINITION OF THE EXERCICES AND TIME

EXERCISE	TIME
Definition of the scope	15 mins
Identification of risk and opportunities	45 mins
Identification of resources: Maintenance programme, planning and monitoring record	20 mins
Communication record	20 mins
Documented information	20 mins
Emergency preparedness and response	40 mins
Personnel form	15 mins
Presentation of results by each group	45 mins

3



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RISKS AND OPPORTUNITIES RECORD

CODE	IDENTIFICATION	ROOT OR CAUSE	PROBABILITY	IMPACT	LEVEL	CLASSIFICATION	ACTION REQUIRED
Risks: R1, R2, R3... Opportunities: O1, O2, O3...	Risk and opportunities could come from: <ul style="list-style-type: none"> SWOT analysis Interested parties Audit reports Complaints and suggestions Environmental aspects 		Exceptional =1 Rare =2 Possible =3 Probable =4 Sure =5	Trivial=1 Low = 2 Moderate =3 High =4 Catastrophic =5	Level = Probability X Impact	22-30 = Not acceptable or Highly profitable 10-21 = Moderate 0-9 = Acceptable or Not profitable	Not acceptable or Highly Profitable → An objective or planning action must be defined Moderate → An objective or planning action may be defined. Acceptable or Not Profitable → No objective or planning action will be defined.

Date:

Name:



D4.1-1

REV 0

[illegible]

Date:

Name:

PERSONNEL FORM

FIRST NAME:

.....

FAMILY NAME:

.....

ACADEMIC TRAINING:

TRAINING	CENTRE	YEAR

OTHER TRAINING

TRAINING	CENTRE	YEAR

PROFESSIONAL EXPERIENCE

COMPANY	POSITION	PERIOD

CURRENT SITUATION AND POSITION

DEPARTMENT	POSITION	START DATE

OTHER SKILLS AND COMPETENCES (TECHNOLOGIES, LANGUAGES, ETC.)

ACCIDENT REPORT

Date of the accident: _____ Time: _____

Location: _____

Type of accident: _____

Detailed Description of the Accident:

Responses / Corrective Actions:

Possible Causes of the Accident:

Suggested Preventive Measures:

Submitted by:		Position:	
Signature:		Date:	

TRAINING MATERIAL - SESSION 3

23/05/2019



SECTION	CHAPTER	PROCEDURE TITLE	ASSOCIATED DOCUMENT
3. PLANNING	P3.4	Environmental objectives and planning actions	D3.4-1 Environmental objectives and planning action record
4. SUPPORT			D4.2-1 Training and awareness planing and evaluation
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
6. PERFORMANCE EVALUATION	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
7. IMPROVEMENT	P7.1	Non-conformity and corrective action	D7.1-1 Non-conformities record D7.1-2 Non conformity and corrective action

ENVIRONMENTAL OBJECTIVES AND PLANNING ACTIONS



ENVIRONMENTAL OBJECTIVES

The hotel has to establish environmental objectives at relevant functions and levels, taking into account the organization's significant environmental aspects and associated compliance obligations, and considering its risk and opportunities.

The environmental objectives will be:

- Consistent with the environmental policy
- Measurable (if practicable)
- Monitored
- Communicated
- Updated as appropriate



The accommodation will maintain documented information on the environmental objectives.

5



ENVIRONMENTAL OBJECTIVES

When planning how to achieve its environmental objectives, the accommodation shall define:

- what will be done,
- what resources will be required,
- who will be responsible,
- when it will be completed,
- how the results will be evaluated, including indicators for monitoring progress towards achievement.



The accommodation will consider how actions to achieve its environmental objectives can be integrated into the organisation's business processes.

6

D3.4-1 ENVIRONMENTAL OBJECTIVES AND PLANNING ACTION RECORD

Nº	Objective:	Target:		Concerned area:
1				
Derived from... (Significant environmental aspect, compliance obligations, risk and opportunities...)				
	Deadline	Current value	Target value	Responsible
Environmental programme		Responsible	Resources	Deadline
1	Activity or step 1			
2	Activity or step 2			
3	Activity or step 3			
4	Activity or step 4			

Date:	Name:

COMPETENCE, TRAINING AND AWARENESS

D4.2-1 TRAINING AND AWARENESS PLANNING AND EVALUATION

Type of training	Programme details	Target Audience	Training Mode	Date / Month	Remark
Awareness training	Environmental Management System Implementation	Staff	In-person	abr-19	Everybody attended, and it has good reception. Successful
Competence training	Emergency training	Staff	In-person	jun-19	
Competence training	Identification and assesment of environmetnal aspects	Departmental managers	In person	may-19	
Competence training	Emergency drill	Staff	In-person	dic-19	



CONTROL OF SUPPLIERS AND CONTRACTORS

The hotel decides the extent of control needed within its own business process to control or influence (a) provider(s) of products and services.

P5.1 CONTROL OF SUPPLIERS AND CONTRACTORS PROCEDURE

The aim of this procedure is to describe the process for the evaluation, selection and monitoring suppliers and the processes and controls for the purchase and verification of good and services that may affect the environment

D5.1-1 SUPPLIER EVALUATION FORM

It is an initial evaluation form. The suppliers must complete his/her part and the EMR will conduct the overall evaluation

D5.1-2 SERVICE PROVIDER/SUPPLIER PERFORMANCE ASSESSMENT FORM

It is an assesment of the performance of the supplier



OPERATIONAL CONTROL

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OPERATIONAL CONTROL

The type and extent of operational control depend on the nature of the operations, the risks and opportunities, significant environmental aspects and compliance obligations. The hotel has the flexibility to select the type of the operational control methods

P5.2 OPERATIONAL CONTROL PROCEDURE

The purpose of this procedure is to establish and describe the process for determining, documenting and implementing operational control procedure associated with the hotel



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INTERNAL AUDIT

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INTERNAL AUDIT

The role of the internal audit is to provide independent assurance that the hotel risk management, governance and internal control processes are operating effectively.

P6.2 INTERNAL AUDIT

The aim is to describe the procedure for planning, performing and documenting periodic internal audits to verify that hotel's activities are in compliance with its EMS to determine if the EMS has been implemented properly



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D6.2-1 AUDIT PLANNING

AREA	AUDITED PERSON	AUDITOR	MONTH	1.CONTENT	2.LEADERSHIP	3.PLANNING	4.SUPPORT	5.OPERATION	6.PERFORMANCE EVALUATION	7.IMPROVEMENT

D6.2-2 AUDIT CHECK LIST

This internal assessment will evaluate the compliance of the Environmental Management system with the ISO 14001:2015

D6.2-3 INTERNAL AUDIT REPORT

It must be defined:

- Scope of the audit
- Audit findings
- Non-conformances
- Observation and opportunities for improvement

MANAGEMENT REVIEW

P6.3 MANAGEMENT REVIEW PROCEDURE

The aim of this procedure is to establish, implement & maintain a procedure for conducting the Management Review of the Environmental Management system established in line with ISO 14001:2015



D6.3-1 TOP MANAGEMENT ANNUAL REVIEW

Period that includes the revision:	Date of the review:
------------------------------------	---------------------

1. Agenda

- Outputs from the previous Management Review
- Results of the internal and external audits
- Compliance with legal requirements
- Evaluation of environmental aspects
- Communication from interested parties
- Environmental performance
- Environmental objectives
- Non-conformities and corrective actions
- Training
- Summary and conclusions

2. Results

NON-CONFORMITY AND CORRECTIVE ACTION

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NON CONFORMITY AND CORRECTIVE ACTION

One of the key purposes of an EMS is to act as a preventive tool.

Non-conformity: it is the non-fulfilment of a requirement of the Environmental Management System (EMS)

Corrective action: it is a reactive process used to address problems after they have occurred

P7.1 NON-CONFORMITY AND CORRECTIVE ACTION PROCEDURE

The aim of this procedure is to establish the process to identify, track, investigate and correct non-conformities.

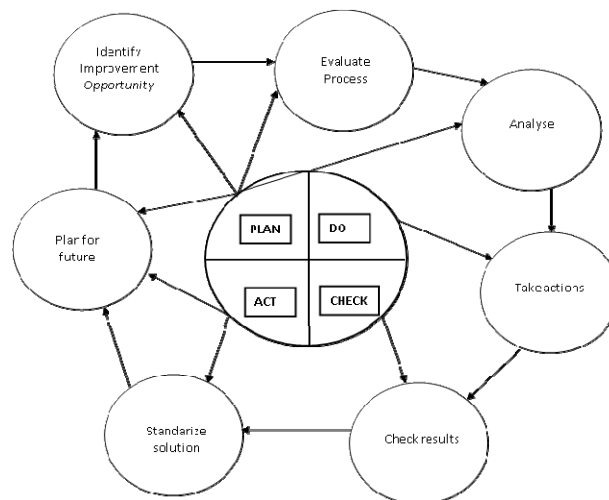
22

D7.1 NON-CONFORMITIES RECORD

Non-conformity no.	Date of detection	Description	Origin	Department	Detected by
1 2018-1	03/04/2018	D4.1-2 Maintenance Monitoring record is not updated	Internal audit	Cleaning & Maintenance	Environmental Management Representative
2 2018-2	12/09/2018	Hazardous substances do not have secondary container	Internal audit	Cleaning & Maintenance	Environmental Management Representative
3 2018-3	12/12/2018	Waste not correctly segregated	External audit	Environmental	External audit
4					


D7.1-2 NON-CONFORMITY AND CORRECTIVE ACTIONS REPORT

- Where does the conformity come from
- Description of a non-conformity
- Cause of the non-conformity
- Corrective action
- Follow up of implementation corrective action taken
- Verification of effectiveness of implemented corrective action









DESCRIPTION OF THE DYNAMIC

1. Groups of participants
2. Provide groups with different materials
3. In each group all participants have to make at least one contribution to each exercise so no one monopolize the time
4. The solution for each exercise should be agreed by simple majority (51%) taking into account that each participant has a vote
5. The last two minutes of each exercise will be employed in agreeing the solution
6. A representative of each group should be elected, so he/she present the final results of the group to the attendees

2



DEFINITION OF THE EXERCICES AND TIME

EXERCISE	TIME
Definition of environmental objectives and planning actions	30 mins
Training and awareness planning and evaluation	15 mins
Control of suppliers and contractors: evaluation form and performance assessment form	30 mins
Internal audit	45 min ^{MN3}
Non-conformity and corrective action	45 mins ^{MN1}
Management review	10 mins
Presentation of results by each group	30 mins

3



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Diapositiva 3

MN1 See the template and issues that are review
Maitane Nuñez; 09/04/2019

MN3 Audit planning: 10 mins Internal audit check list: 30 mins Internal audit report: 10 mins
Maitane Nuñez; 09/04/2019

ENVIRONMENTAL OBJECTIVES AND PLANNING ACTION

Nº	Objective:	Target:		Concerned area:	
1					
Derived from... <i>(Significant environmental aspect, compliance obligations, risk and opportunities...)</i>		Deadline	Current value	Target value	Responsible
Environmental programme		Responsible	Resources	Deadline	Completion date
1	Activity or step 1				
2	Activity or step 2				
3	Activity or step 3				
4	Activity or step 4				

Date:	Name:

SUPPLIER EVALUATION FORM

PART 1: SUPPLIER INFORMATION				
Company name:				
Contact person:				
Place of Business / Address:				
Phone:		Fax:		Email:
Details of the organization's scope of activity / products / services:				
Does the company belong to any Group of Companies?				
<input type="checkbox"/> No <input type="checkbox"/> Yes: _____				

PART 2: CONTRACTORS MANAGEMENT SYSTEM			
Contracts Management	Yes	No	Comments
Are interface mechanisms between the hotel and the supplier clear?			
Are terms and definitions clearly defined? (incl. payments terms and any unusual conditions)			
Does the supplier ensure that serving meets contractual requirements?			

PART 3: ENVIRONMENTAL MANAGEMENT SYSTEM

Contracts Management	Yes	No	Comments
Does the supplier's organization have a recognized and independently certified Environmental Management System (i.e. ISO 14001)?			
Certification No.	Expiry Date:		
If NO, does the organization have a documented Environmental Policy?			
Does the organization have a documented work instructions / production / manufacturing procedures?			
Does the organization monitor and measure environmental performance (water consumption, energy consumption...)?			
Does the organization have a training programme to ensure competence and progression for the personnel?			
Does the organization meet the applicable environmental legal requirements?			
Does the organization segregate the different waste stream?			
Has the organization implemented any action aimed at reducing its environmental impacts: reducing electricity consumption, reducing other resource consumption, avoiding accidents such as spillages, etc			

Name of Person completing this form:		Signature:	
Position held in Company:		Date:	

OVERALL EVALUATION

- ☐ Accredited supplier (directly if the supplier has a certified Environmental Management System)
- ☐ Conditional accredited supplier (if the answer to the questions above is “yes” at least in 2 of them)
- ☐ Non-accredited supplier (there is only one “yes” or the answers to all the questions above is “no”).

Signature of the EMR		Date	
---------------------------------	--	-------------	--

SERVICE PROVIDER/SUPPLIER PERFORMANCE ASSESSMENT FORM

Provider/Supplier name:	
--------------------------------	--

DEFINITIONS OF PERFORMANCE RATINGS				
<u>EXCEPTIONAL</u>	<u>SATISFACTORY</u>	<u>UNSATISFACTORY</u>	<u>N/A</u>	<u>INSUFFICIENT INFORMATION TO RATE</u>
Exceeds contractual requirements. The action taken by the provider/supplier met the contractual requirement and the scopes of services were accomplished	Meets contractual requirements. The actions taken by the provider/supplier were Satisfactory	Does not meet contractual requirements, and recovery is not likely in a timely manner. The provider/supplier's corrective actions appear or were ineffective	Not Applicable	There is not sufficient information to rate performance

PERFORMANCE RATING		COMMENTS
Work performed in compliance with contract terms	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Materials, supplies, products and equipment provided as required?	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Timeliness of work	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Customer service	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Quality of work	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Communication and Accessibility	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Prompt and effective correction of situations and conditions	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Documentation records, receipts, invoices and computer generated reports received in a timely manner in compliance with contract specifications	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
Environmental performance	<input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory	

	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> N/A <input type="checkbox"/> Insufficient info. to rate	
--	--	--

OVERALL PERFORMANCE

- ☐ Exceptional
- ☐ Satisfactory
- ☐ Unsatisfactory

Responsible	Date	Signature
-------------	------	-----------

NON-CONFORMITY AND CORRECTIVE ACTIONS REPORT

Non conformity n°		Date of detection:	
Department where NC is found:		Detected by:	
1. Non-conformity raised as a result of:			
<input type="checkbox"/> Internal Audit <input type="checkbox"/> Process non-conformity <input type="checkbox"/> Customer complaint <input type="checkbox"/> Suggestion (improvement) <input type="checkbox"/> Others: _____			
2. Description of the non-conformity			
3. Cause of the non-conformity (the investigation shall be conducted by the department or area where the non-conformity was found)			
Investigated by:		Date:	
4. Corrective action			
Proposed by:	Date:	Implementation date:	
5. Follow up of implementation corrective action taken			
The corrective action is: <input type="checkbox"/> Implemented <input type="checkbox"/> Not implemented			

Remarks:	
Signature:	Date:
6. Verification of effectiveness of implemented corrective action	
The corrective action is: <input type="checkbox"/> Effective <input type="checkbox"/> Not effective	
Remarks:	
Signature:	Date:

6 ANNEX II: ATTENDANCE SHEETS

The attendance sheets of the three training sessions organized have been attached in this Annex II.

TRAINING SESSION 1 – ATTENDANCE SHEET

28/11/2018






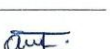





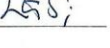
REGISTRATION FORM

Venue of the meeting... Hotel Africana Purpose... 1000 \$ Bus. Sep Trainings Date... 25th 11:2018

No	Name	Organization	Title	Email	Phone	Signature
1.	Salma Nabaka	BSR	Travel Consultant	nabakka.salma@gmail.com	0781995693	
2.	Aisha Nabwanika	UTA	Technical Officer	nabwanika94@gmail.com	0704020958	
3	Nahurira Bright	Nob View Hotel	Operations Manager	info@nobviewhotel.com	0773151001	
4	OPIO ERIC	Central Inn Ltd	Operations Manager	info@centralinn.co.ug	077241067	
5.	Denis Alex Ojiambo	Nile Hotel Jinja	Director	denisojiambo@gmail.com	0752753443	
6.	OSCAR SALUB	GAIKER	Coordinator Innovation	salub@gaiker.es	+34656781936	
7	Kamama Felix	SCOTIA	Fi officer	Felix@scotia.or.ug	780278010	
8	AINDRO TEBETWE	GAIKER	Researcher	aindra@greentub.es		
9	COSTANTINO TESSARIN	AUTO DESTINATION	MEMBER UNICEF	TESSARINCE@GMAIL.COM		
10	Donatus Mugisha	MUBS	Member	dmugisha@mubs.ac.ug	0774970702 0700723810	







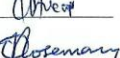



REGISTRATION FORM

Venue of the meeting... Hotel Africana Purpose... ISO 14001 & Best Soc. Practices Date... 28th Nov 2015

No	Name	Organization	Title	Email	Phone	Signature
1.	Sylvia Ntabagazi	UHOA	ES	ugandahotelsassociation.com	0750578580	
2.	KAKULU MATHIAS	UTA	Project Officer	kakulumathias@gmail.com	0774519503	
3.	Bogza Mulyem	Egypty Suite Hotel	M/0	bogza2000@gmail.com	0732200183	
4.	JOHN OKOTH	UCOTA	Field Officer	okothjohn50@gmail.com	0757086085	
5.	LYDIA	SOURCE GARDENS HOTEL	NGR	nabukenyengdunozu@gmail.com	0702641496	
6.	NABEESA DORA	MAZIKI VALLEY LODGES	Sales & Marketing	info@mazikelodge.com dora@mazikelodge.com	0777251093	
7.	Jennimah Semakadde	Banava Village	MD.	banavavillage@hotmail.com	0788432462	
8.	Lelle Gofrey Ssemwanga	TA Consult	Team leader	tourismduunni@gmail.com	77453566	
9.	Nalubega Aidatu	Savannah Lodge	Reservations	bookings@savannahlodges.com	0781738608	
10.	NCOBI JOHN	TOURIST BATHOTE	MANAGER	insgibidi@yahoo.com	0759975929	

REGISTRATION FORM

Venue of the meeting... Hotel Africana Purpose... 150 14001 & Best Soc Practices Date... 21.11.2015











No	Name	Organization	Title	Email	Phone	Signature
1.	MATILDA GIBASE	UCOTA	Officer	matildagibase7@gmail.com	0787-401440	
2.	BRIGHTON NUWAHAIRE	HOTEL TRIANGLE	Marketing Manager	nuwahairebrighton@gmail.com	0706542590	
3.	Nelson Kiva	NEW VISION	Journalist	NKiva@newvision.co.ug	0799777737	
4.	Hilary Siele	Marasa	G.M.	hilochep@yahoo.com	0751 798 880	
5.	Makale cheswale	Arcaora	gm	toplemakale@gmail.com	0783302632	
6.	Agaba Stuart	Serena	HR	agabastuart2017@gmail.com	0701039935	
7.	Rosemary Dyela	Imperial Hotels	Marketing Sales	rosemary@hoteleg.com imperialhotels@hoteleg.com	0752744204 0772386372	
8.	Helen Lubosa	UCOTA	Ex. Director	helen@ucota.or.ug	0772 417246	
9.	LUREGA PAUL	UCOTA	OFFICER	mwonges39@gmail.com	0782378309 0701766549	
10.	Richard Kware	USA	CEO	ceouta2016@gmail.com	0755408475	

TRAINING SESSION 2 – ATTENDANCE SHEET

22/05/2019


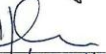


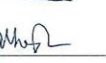

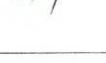


REGISTRATION FORM

Venue of the meeting EUROPE PLACE Purpose Hotelier's Training in KQ 14001 Date 22/05/2019

No	Name	Organization	Title	Email	Phone	Signature
1	Arjo Molly	Arch Apartments	G. M	arjabasements@gmail.com	0782862506	
2	Muganyizi Robert	Fairway Hotel	S.P.M.T.V	0700165034hayneul.eu	0783673203	
3	Phiona Masabo	UIA			0701933228	
4	Jennyiah Semakodde	Banang Village	G.M.	jennyiah.semakodde@hotmail.com	0788432462	
5	Namuyimba Lydia	Jevine Hotel	G.M	lydia.namuyimba@gmail.com	0704123313	
6	Kizito Godfrey	Flight Motel	Manager	godfrey.kizito@gmail.com	0774843283	
7	Nampewa Kena	Jebrah Hotel	Manager	irenanampewa@gmail.com	0783534418	
8	Charles Charles	Nob View Hotel	G.M	ando_charles@yahoo.com	0774225584	
9	Kamukha Felix	UCOTA	Staff	felix@ucota.or.ug	78278010	
10	Tumwine Jude	Serena Hotel	H.R.M	Jtumwine@serena.co.ug	0751705321	











REGISTRATION FORM

Venue of the meeting... Eureka Place Purpose Hotelier's Training in HR 1900 Date 22/05/2019

No	Name	Organization	Title	Email	Phone	Signature
1	Martin Magun	Georgian Hotel HUGMAN	Manager	Martin.Magun@yahoo.com	0704930434	
2	Harnet Mukibi	Serenade Eco Resort	Mr. D.	info@serenadeeco.com serenadakyagwa@gmail.com	0772493033	
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4	AINARA TELAETXE	GAIKER	RESEARCHER	ainara@greenu.eu	—	
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6	MASSANGA SOPHIA	MAKETE SERENADE HOTEL	DIRECTOR	serenadehotel@gmail.com	0755/690408 0756/90240	
7	REHEMATH NAKIRIOWA	SERENADE ECO RESORT	MARKETING OFFICER	naki.rehemah03@gmail.com	0702491765	
8	KIIZIA B. AUGUSTINE	PAVILION HOTEL	G. manager		0779698541 0756/90240	
9	MS. DEKALUMBI phoebe	NOB VIEW HOTEL	F O m	dekabombphoebe@gmail.com	0774472044	

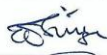








REGISTRATION FORM

Venue of the meeting.....Purpose.....Date 22/05/2019

No	Name	Organization	Title	Email	Phone	Signature
1.	KABALIISA JULIET	Kampala Kolping Hotel	Accountant	Kampalakolpingfinance@gmail.com	0783454344	
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3	Christopherson	Arcadia Suites	General Mgr.	toplexmahaka@gmail.com	0783302622	
4.	Rita Bagaba Abukware	Uganda Wildlife Conservation Education Centre	Asst. Education Officer	ritabagaba@gmail.com	0706075839	
5	SASAKI RONALD	HOTEL TOP FIVE	RECEPTIONIST	info@hoteltopfive.co.ug	0750892060	
6.	Ojiambo Patrick Lwanga	Mekunvi G House	Manager	Ojiambopatrick@telcel.co	982199540	
7.	Claire Mataggyero	Crystal Suites	Finance Manager	clairemataggyero@gmail.com	0752113584	
8.	Denis Alex Ojiambo	Nile Hotel Jinja	Director	denisaojiambo@gmail.com	0752753443	
9.	Fred Balikagira	"	Consultant	balikagiraf1@gmail.com	0772437283	
	Emmanuel Kintu L.		CS	emma.kintu@gmail.com	0776407783	




REGISTRATION FORM

Venue of the meeting EUREKA PLACE Purpose Hotelier's Training in ISO 14001 Date 22/05/2019.

No	Name	Organization	Title	Email	Phone	Signature
1.	ELSON TWIJUKYE	Georgina hotel. HOGMAN	DIRECTOR	elsontwijukye@gmail.com	0701877024	
2.	Chetan K. Thakur	MARASA AFRICA	Corporate Cm.	training@marasa.net	0752485492	
3.	DPIO ERICA	CENTRAL IN/NTD	OPERATIONS	operations@centralinn.co.ug	0777241067	
4.	MARTHA NABAASA	PROTEA HOTEL BY MARRIOTT, ENTEBBE	A. FRONT OFFICE MNG.	reception@proteaebb.co.ug	0777971858	
5.	Twinnugisha Geoffrey	PROTEA HOTEL BY MARRIOTT ENTEBBE	MTG MANAGER	Maintenance@proteaebb.co.ug	0701166004	
6.	STUART KUYAGA	GARUGA RESORT BEACH HOTEL	FRONT OFFICE	ganga_resort@yahoo.com	0774588817	
7.	Maserem James	Hotel paradise on the Nile.	F&B Sup.	Jamesmutaba@gmail.com	0777308888	
8.	KALULE GIBBSON	NAWUGONGO HOTEL	MANAGER	Kalulegibbson5@gmail.com	0705870014	
9.	Fred Balikagira	NILE HOTEL JINJA	MANAGER	balikagiraf1@gmail.com	0772437283	
10.	Okello William	MAKUTANO	Manager	abonwilliam@gmail.com	0783591123	

REGISTRATION FORM

Venue of the meeting.....Purpose.....Date 22/05/2019

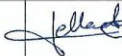









No	Name	Organization	Title	Email	Phone	Signature
1.	Richard Kware	UTA	CEO/TC	ceouta2016@gmail.com	+256755408493	
2	LUBEGA PAUL	UCOTA	TECHNICAL OFFICER	muwonge39@gmail.com	0701766549	
3.	KAKULU MATIAS	UTA	TECHNICAL OFFICER	kakulumathias@gmail.com	0774519503	

TRAINING SESSION 3 – ATTENDANCE SHEET

23/05/2019



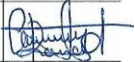


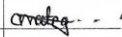
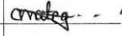




REGISTRATION FORM

Venue of the meeting... EURAKA PLACE Purpose Hoteliers Training in L.O 14001 Date 23/05/2019.

No	Name	Organization	Title	Email	Phone	Signature
1.	Ainara Tellaetxe	GD/IKER	RESEARCHER	ainara@greenber	—	
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4.	Muguna Robert	HOGIMAU	manager	Rob2016@gmail.com	0708493484	
5.	REHEMATH NAKIRYOWA	SERENADA ECO RESORT	MARKETING OFFICER	nakirrehemah03@gmail.com	0702491765	
6.	SOPHIA NASSANQA KISENYI	MAKERERE SERENE HOTEL	DIRECTOR	serenahotels@gmail.com	0752986109	
7.	Fred Balikagira	Nile Hotel	Manager	balikagirafl@gmail.com	0772437283	
8.	Martin Mugun	Georgia Hotel	Manager	martin-mugun@yahoo.com	0704930604	
9.	Masereka James	Hotel paradise	F&B Sup.	jamesmutba@gmail.com	0777308888	
10.	SEKALOMBI PHOEBE	NOR VIEW HOTEL	F.O.m.	phoebesekalombi@gmail.com	0774472047	






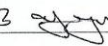




REGISTRATION FORM

Venue of the meeting Eureka Place Purpose Hotels training in ISO14001 Date 23/05/2019

No	Name	Organization	Title	Email	Phone	Signature
11	KYAGA STUART	GARUGA RESORT BEACH HOTEL	FRONT OFFICE	garuga.resort@yahoo.com	0774588817	
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13	SASAGI RONALD	HOTEL TOP FIVE	RECEPTIONIST	Ainfo@hoteltopfive.co.ug	0750892660	
14	Helen Lubowa	UWOA		helen@uwoa.co.ug	0772417247	
15	Ogumbo George Oguthu	Kantala Club Ltd	General Manager	gdo.ogumbo@gmail.com	0773859102 0703675355	
16	Claire Mategyers	Crystal Suites	Finance Manager	claire.mategyers@gmail.com	0752113584	
17	Nampeera Irene	Josiah hotel	Manager	irenenampeera@gmail.com	0783534418	
18	LUBEKA PAUL	Makerere Sevens Hotel	Manager	Sevenshotels@gmail.com	0776833076	
19	TOTANOMUGISHA GEOFFREY.	PROTEA HOTEL BY MARRIOTT ENTER	MANAGER	maindenroice@protea hotels.co.ug	0779599862	
20	MARTHA NABASA	Protea Hotel by Marriott ENTER	AFOM	reception@proteahotels.co.ug reception@proteahotels.co.ug	0779718558	





REGISTRATION FORM

Venue of the meeting..... EUREKA PLACE Purpose..... ISO 14001 / Eco-Label Date..... 23/05/2019

No	Name	Organization	Title	Email	Phone	Signature
21	KABALISA JULIET	Kampala Kolping hotel	Accountant	kampalakolping-finance@gmail.com	0783454344	
22	Chetan K. Thakke	MARASA AFRICA	Corporate Comm.	Therising@marasa.net	0752485494	
23	NAMUYIMBWA LYDIA	JEVINE HOTEL	MANAGING DIRECTOR	lydia.ngm1991@gmail.com	0704123313	
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25	Catherine Kuzemereuz	Emperor	Executive Chef		0783994613	
26	Muganyizi Robert A	Fairway hotel	S.maint/ce	0700165037hang'mauken	0783573203	
27	Kizito GODFREY	Flight Motel Entebbe	Manager	godfrey.kizito@gmail.com	0774843283	
28	Christopher mataka.	Arcaoria Suites	General manager	toplan mataka@gmail.com	0783302632	
29	Patricia Bagaba Alukware	Uganda Wildlife Conservation Education Centre	Assistant Education Officer	ritahbagaba@gmail.com	0708075839	
30	Richard Kawere	UTA	CEO	ceouta2016@gmail.com	0755408493	




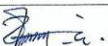


REGISTRATION FORM

Venue of the meeting EUREKA Place Purpose ISO 14001 / Eco-label Date 23/05/2019

No	Name	Organization	Title	Email	Phone	Signature
31	NANFUKA COSY	Kampala Holmg Holi	Front office & HOLMKEEPING SUPERVISOR	Cosynanfuka@gmail.com	0775356725 0704253619	Haut c.
32	Phione Masiba	UTA			0701953228	D.
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34	Jemimah Semakadda	Banana Village	Director		0788432462	D.
35	Mayega David Henry	JOBIAT/PAVILLION	CEO		07732231441	D. 
36	Natukumvza Comfort	Karamiake G House	Receptionist	notangot@gmail.com	0701086559	JW
37	Okello Eillian	Nakutano	Manager	alsonwilliam@gmail.com	078891123	
40	Ojiambo Patricia Lwande	Mak Univ. Guest House	Manager	Ojiambopatrick@yahoo.co	0782199540	
41	APIO MOLLY	Arch Apartments Ltd. G.M		archapartments@gmail.com	0782862566	
42	Emmanuel Kundi		CD	emma.kintu@gmail.com	077640783	Jr.

REGISTRATION FORM

Venue of the meeting... EUREKA PLACE ...Purpose... ISD14001 / Eco-Label ...Date... 23/05/2019

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	KAKULU MATHIAS	UTA	Technical Officer	Kakulumathias@gmail.com	0774517503	
	AMPUMUZA JOSHUA	AUTO	Operations	joshuaampumuza@gmail.com	0773090217	
	Allen Hamirango	UTA	Media Operator	rygnallennms@gmail.com	0704616809	
	LUBECA PAUL	UCOTA	TECHNICAL OFFICER	mvwonge39@gmail.com	0701766549	
	KALORE GIBBSON	NAMUGONJO HOTEL	MANAGER	Kalorigibbson5@gmail.com	0755070014	