

# 2. Implementation of the Action Plan

*How to mobilize internal resources to implement measures?*



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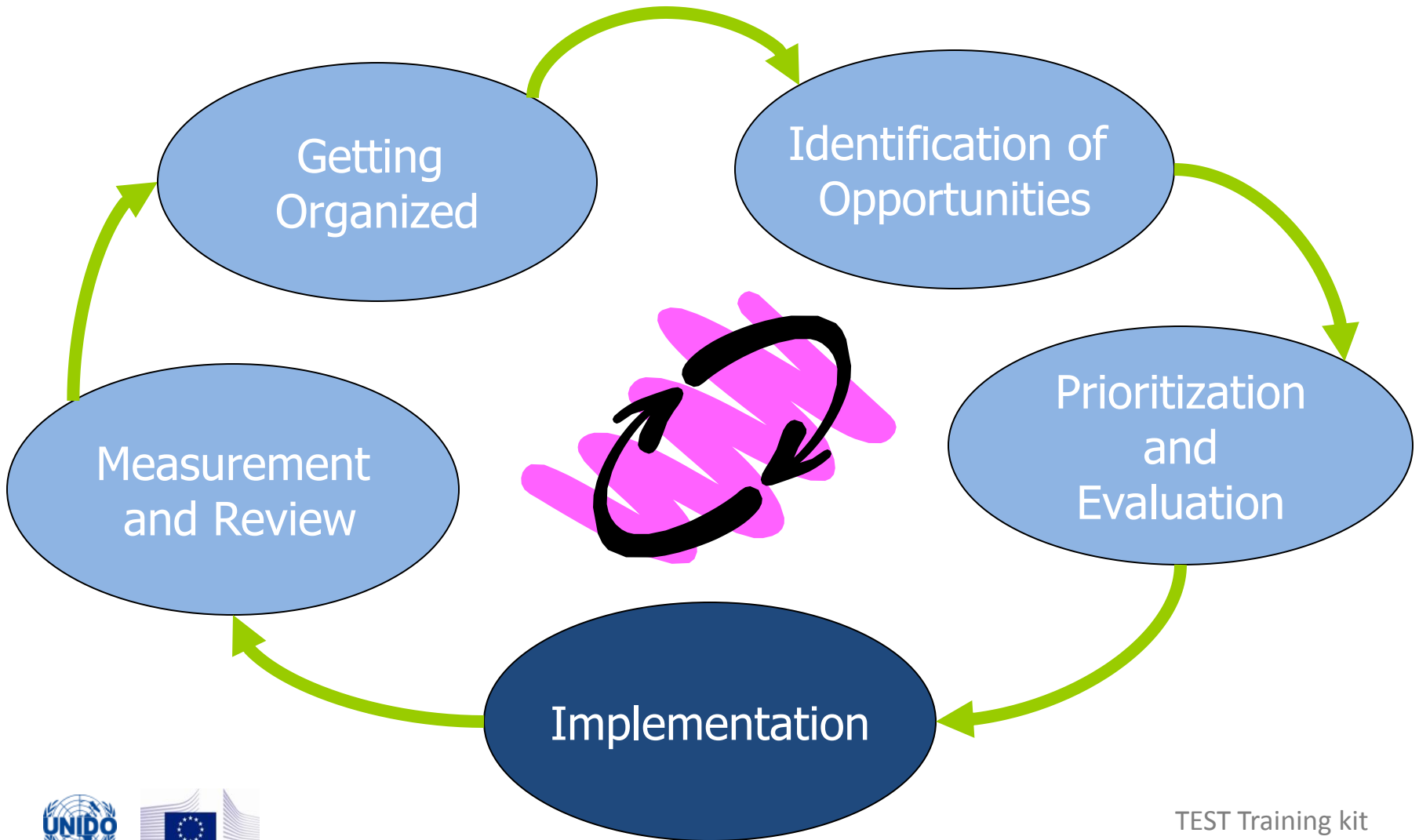


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# The process is a cycle



# Overview of Step 2

TEST action plan  
(including monitoring  
plan)

Human resources  
Financial sources

External experts

Existing documentation  
of company  
management and  
information systems

Establish required  
documentation and  
information system,  
including installation of  
sub-meters

Check if baseline data are  
available for all indicators

Implement action plan

Develop training plan and  
train company staff

Information system on  
flows

Resource efficiency  
measures implemented

Supporting  
documentation and  
information system  
procedures in place

Training plan

Inputs

Activities

Outputs

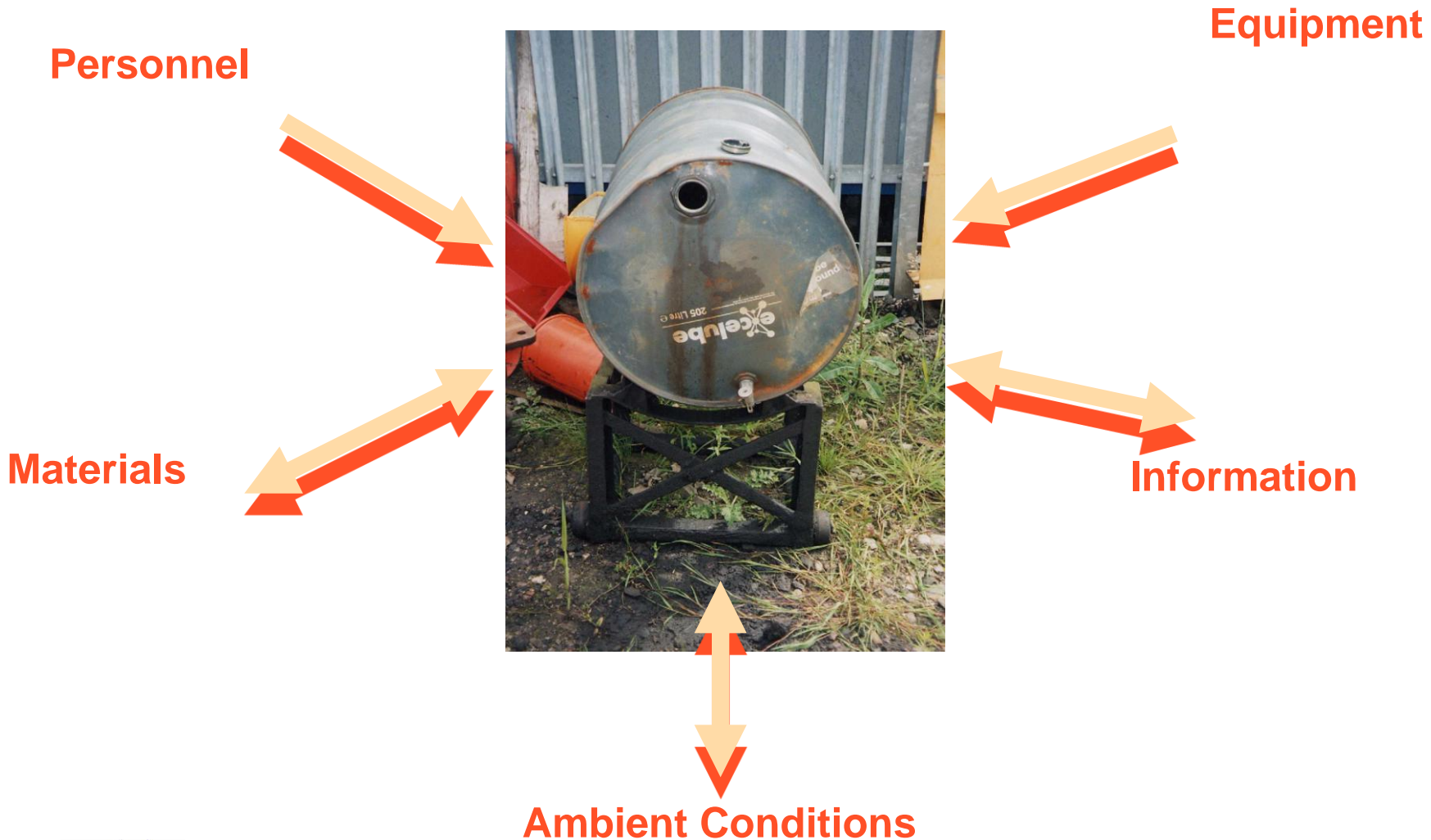


# Implementing the Action Plan

1. Start with resource efficiency measures, both GHK and low-medium cost measures that can be implemented with company resources
2. Develop basic procedures to support TEST (e.g. significant env. Aspects)
3. Develop operational control procedures and working instructions linked to GHK measures
4. Develop information system procedures including installation of sub-meters
5. Training and communication



# Operational procedures & working instructions



# Examples of procedures for operational control

- Instruction for optimization of CIP cycle (timing, dosing, recuperation of caustic Soda and water);
- Instruction for regular inspection rounds for spills detection;
- Procedure for on-time sorting of returned goods (soft drink bottles) from clients that contributed to product recovery of 0.4% and reduced the volume of non-conforming products sent to drain by 95%.
- A procedure for on-site segregation and a storage system were also included in the EMS to valorise expired/damaged products as animal feed.

# Linkages EMS and TEST

ISO 14001 EMS elements	Required procedure in the ISO14001 standard		Link with TEST
	Yes	No	
Policy		X	Policy statement
Environmental aspects	X		Identification of resources losses
Legal & other requirements	X		
Objectives-targets and programs		X	TEST action plan
Resources, roles, responsibility and authority		X	TEST team
Competence, awareness & training	X		TEST training program
Communication	X		Communication of TEST results
Documents		X	TEST guidelines
Control of documents	X		
Operational control	X		GHK and best practices/instructions
Emergency preparedness & response	X		
Checking	X		TEST information system on flows
Non conformity, corrective & preventive actions	X		Causes analysis of process losses/inefficiencies
Control of records	X		
Internal audit	X		CP audit
Management review		X	Review of progress and TEST new cycle





# Barriers

Despite good Action Plan in place, implementation rate can be low.

**WHY?**

## **Barriers during implementation:**

- Lack of motivation of the responsible staff
- Neglected importance of GHK measures
- Lack of skills
- Unexpected changes in company priorities

How TEST consultant can assist?

# Your role as TEST consultant

- Regular communication with TEST team leader
- Periodical visits to company to review and measure progress on implementation of action plan
- Ad hoc technical assistance (e.g. facilitate contacts with suppliers, review technical offers/specs, model for procedures, etc.)
- Involve top management



# CASE STUDY



# Case study

## Overcoming barriers

while implementing TEST action plan in a  
**beverage company in Tunisia**



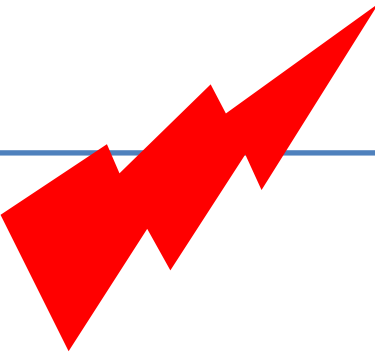
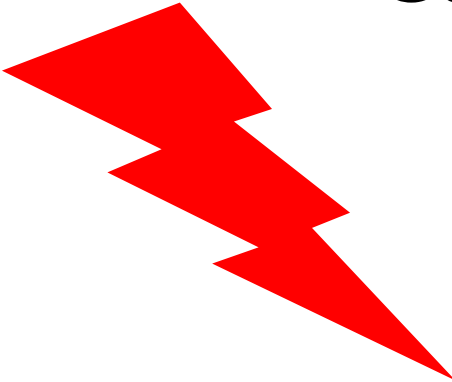
# Case study – starting points

An old plan to build a wastewater treatment plant (WWTP)

The approved TEST action plan included a number of good housekeeping and low cost measures to reduce organic pollution load to drain and volumetric load by one third

These measures should be implemented before designing the WWTP

# Case study – problem



Production manager was reluctant to change routine procedures as the company was certified for quality and food security. Good housekeeping was perceived as ‘soft’ measures of low importance rather than ‘real’ measures to be prioritized

# Case study – intervention of TEST team

The project team had to seek management support

Linked the TEST program to the company's ISO 14001 under preparation

The result was a strengthened EMS program with a strong focus on resource efficiency and pollution prevention

Other procedures were also developed to support good housekeeping and process optimization measures

# Case study – effects

Implemented good housekeeping actions brought (eg. reduction of the volume of non-conforming products sent to drain by 95%)

As a result, COD and BOD<sub>5</sub> loads were reduced by 27 t/y and 21 t/y respectively

The WWTP could operate with 1/3 less electricity used by the aeration system due to reduction of organic load



# Case study – starting points

The company also received ISO 14001 certification in 2012

Top management appreciated and supported the TEST team, which was also manifested in rewards

The company now enjoys the best resource consumption rates in the group and the project team provides regular technical assistance to increase productivity of all the group production sites



# LINKAGES WITH EMS/ENMS IMPLEMENTATION REQUIREMENTS



# Linkages with EMS

EMS

Not in place

- Management system documentation, procedures, and working instructions can be put in place at this stage. If a company does not intend to pursue full-scale **EMS/EnMS** implementation for certification, only the relevant management documentation system elements should be put in place, e.g. those related to implementing good housekeeping measures and to the effective monitoring and evaluation of specific implemented measures in the TEST action plan.

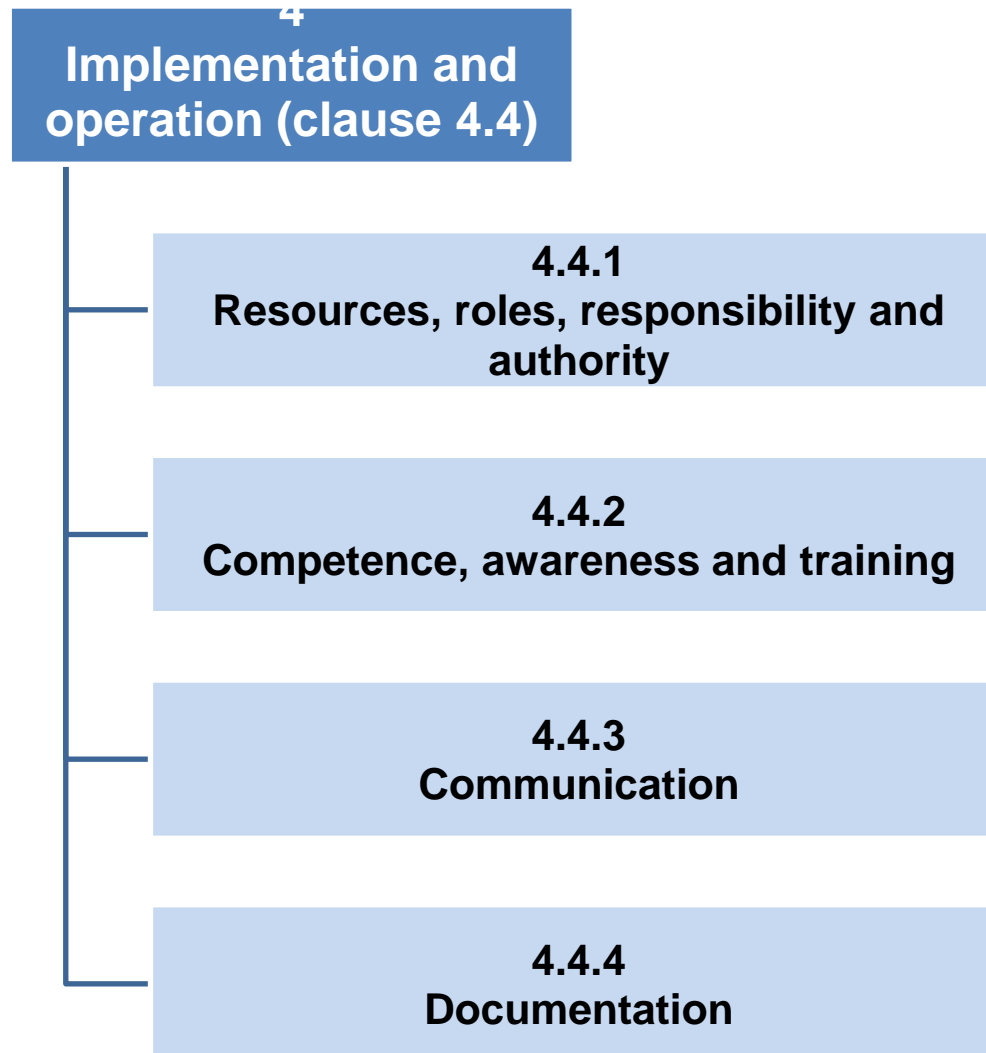
# Linkages with EMS

EMS  
In place

- Existing management system documentation including working instructions should be reviewed and upgraded as necessary to sustain good housekeeping measures (operational procedures) and the monitoring and evaluation of implemented measures. Integrate newly established information system on flows and resource efficiency as part of the management system, linking the managerial and operational levels of an enterprise..

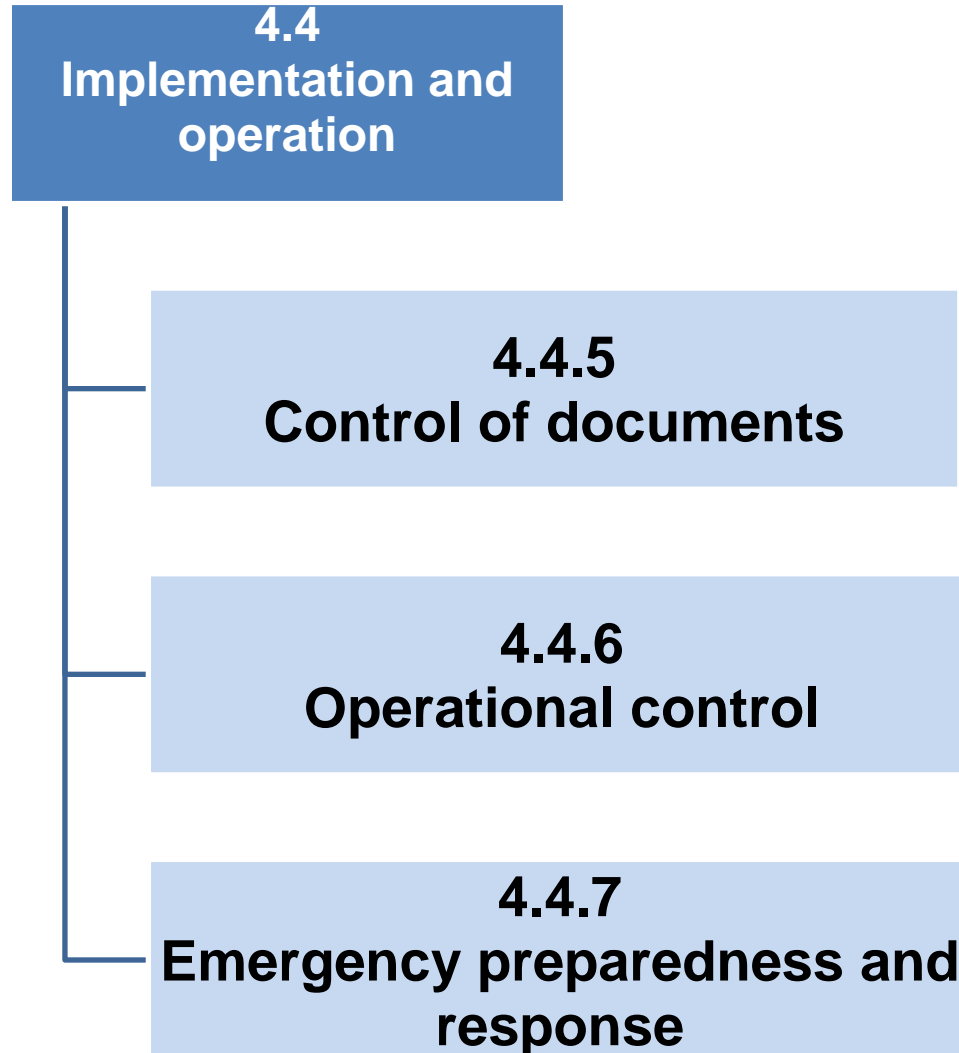
# Implementation process

## ISO 14001 standard requirements (1)



# Implementation process

## ISO 14001 standard requirements (2)



# Thank YOU for your Attention

