



REUSE AND RECYCLING
EUROPEAN UNION SOCIAL ENTERPRISES

Qualiti-ES

The pursuit of quality
in social economy

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RREUSE is a specialised European network of national and regional social economy federations and enterprises with activities in reuse and recycling.

Similar to the member organisations, the European network combines both social and environmental objectives and gives them equal emphasis.



Abbreviations:

EMS: Environmental management system
RE: Reuse and recycling social enterprise
SMS: Social management system
WEEE: Waste electrical and electronic equipment

Icons:



Good to know



Quote

Foreword

What is quality management in the social economy? What is its importance? What is unique to quality management when applied in the social economy? The terms 'quality' and 'quality management' cover a broad range of domains. Is our product good? What is the effect of our production on the environment? Are our employees satisfied and motivated? Do we have a professional overall management?

Measuring and constantly improving quality is key to the future of the social economy sector. Transparency and communication on the value-adding nature of the sector helps to differentiate from the mere market economy.

On the basis of these questions, and convinced of the importance of quality management, RREUSE has decided to make an inventory of the quality systems in use amongst its members, together with reasons why these systems are used and a description of the effects. As the Belgian Secretary of State for Sustainable Development and Social Economy, I support the initiative, while many have contributed by passing on practical tips, describing their experiences and approaches, and identifying what does and what does not work. Many thanks for all these contributions.

The result is this manual on quality management, which encompasses practices in the field and not only theory. This manual is intended for organisations active in the reuse and recycling social economy and more broadly in the social economy as a whole. It will help you to identify different possibilities for quality management in this sector. The manual offers a view on the types of quality management systems that can be useful for social enterprises. It also gives tips on which types of systems to choose, as well as the results that may be expected. It is not a cookbook for the implementation of quality systems from a to z, although you will find sufficient references for further reading and it will put you in a position to start working on implementing the best system possible.

So, let's read through the manual and get started!

Els Van Weert,
Belgian Secretary of State for Sustainable Development and Social Economy

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1. Introduction

Chapter one provides an introduction to the manual.

The manual continues in chapter two with a definition of quality and some essential characteristics of quality management. After this more general introduction you will discover what makes quality management so specific when applied in reuse and recycling, and what drives the sector to apply this type of management.

Chapter three describes in more detail some frequently used types of systems, namely EFQM, ISO and EMAS, with a description of each and, more importantly, the reasons why these systems should be used. In addition, an indication is given of the outcome of using each system and how to start this up in practice.

Chapter four lists some of the main decisions to be made before a quality management system can be implemented. Many of these questions are valid whether for an individual organisation, a network or a federation. A specific part of the chapter is dedicated to networks and federations. Possible

strategies to disseminate a certain management approach are also discussed.

In the text you will discover inserts with 'good to know' information that either clarifies elements or can help you to make the right decisions. You will also find quotes to illustrate a certain context.

From a methodological point of view the following approach has been used: Firstly an inventory is made of the quality management systems in use amongst the 18 members of RREUSE, active in 10 different countries in Europe. This inventory identifies the dominant approaches and systems in use. These have been further described on the basis of interviews, desk research, site visits and workshops to give you a theoretical – but mainly a practical – description of quality management.

The objective of this manual is to provide hands-on insight into quality management systems, which decisions to make in order to start implementing such a system, and what may lead you to do so successfully.

2. Quality issues: social and environmental

a. What is quality?

The word 'quality' covers many domains and concepts. Quality is defined as follows in ISO 8402:

"It is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs."

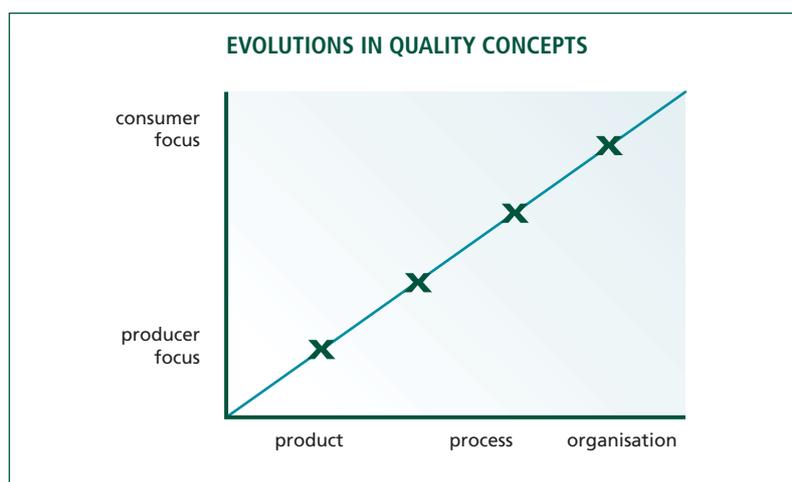
Or it can be stated more broadly as follows:

"Delivering quality is to give the customer exactly (= 100 %) what has been agreed,

- *not only the external, but also the internal customer, such as the employees,*
- *by doing things correctly and also by doing the correct things,*
- *in order to raise the customers' satisfaction."*

Depending on the size of the company, the development phase of the organisation, the type of product and the production process, the term quality can cover different ranges of activities.

Typically in a small organisation the same person does most of the work, and aspects of quality are part of the job. When an organisation becomes more complex and produces more products, an end or intermediary control can be implemented, to be performed by a specialist. The next evolution is greater quality care – that is, installing instructions, procedures and audits that create the confidence that quality will be guaranteed throughout the production process. Finally, in Total Quality Management, quality is an inherent part of the vision of the company.



A quality management system is the organisational structure, the processes, the procedures and the responsibilities of realising quality. It is a system that can be used to control quality. If you can control quality, you can improve it.

b. The essence of a quality management system

Whatever system you use, all quality management systems have some characteristics in common:

- **It is a learning process and it means constant improvement:**

Quality management is never finished. It is about a way of working, deciding, and learning from your decisions. It is not only your organisation that changes constantly – your environment, the legislation and customer demands do too. In this changing context, quality is continuously managed and improved.

- **The approach is planned, methodical and systematic:**

It is not a once-off activity. Quality management is a well-designed process that follows the logic of the PDCA cycle, described below. This cycle makes continuous learning possible.

- **It is documented (can be very light):**

How can we realise quality? We can do so by documenting the minimum standard of the process so that all employees know what and how to contribute to the realisation of that standard. Since many RSEs are small organisations, the right balance must be found between the use of documentation and the workload this implies.

- **It is an enterprise-wide project:**

Quality management is not merely a function or a certain technical system. Everyone in the company contributes to quality and everyone is, as an employee, also a customer with a right to qualitative treatment. This means that qualitative social employment must be created.

- **It is finding a good balance between results and processes:**

Some say it is only about results, while others say it is all about the process. The truth lies somewhere in the middle. Focusing strongly on the processes and documenting and communicating these without checking whether the end result is a better product is a highly theoretical approach. By focusing only on the results, you risk creating inefficiencies in the process.



Typically the first two characteristics of planning and constant improvement are inherent to the project cycle of:

Plan - Do - Check - Act or Adjust

P = planning and structuring the quality system

D = doing, and realising your programme

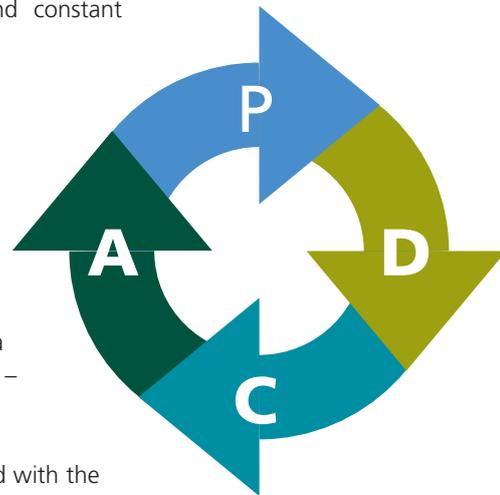
C = controlling and evaluating performance

A = acting on continual improvement and, equally important, communication and verification

This systematic approach to the PDCA cycle means that results are a logical consequence of planning – they do not happen by chance – and the link between the results and the approach is clear.

You plan, you do, and you get results. These can then be compared with the stated objectives. You learn from this and adjust the way in which you work. Since this cycle is a continuum, the continuous learning process makes quality more than just a stroke of luck.

In this process you should formulate clear objectives – what your goal is and where you want to be – and ideally these objectives are translated into indicators or concrete norms. At planned moments you evaluate and adjust. Also interesting is the method of benchmarking whereby you compare your own organisation to other organisations in the same sector.



c. The social and environmental focus

In order to manage quality, you will need to set up a system. You can use one of the standard systems already in existence, or you can develop your own system. You may have heard of ISO, EFQM, social audits.... All these are quality systems that have a specific focus and objective and have developed specific guidelines.

Not all these systems are relevant for reuse and recycling social enterprises (RSEs). RSEs have quite a specific vision and mission, namely:

“To contribute in a significant way to sustainable development by equally paying attention to the social integration of

neglected groups of people or groups at risk, to the protection of the environment and to economic equality and quality of life.”

From the statutes of RREUSE

This is done concretely by creating employment in the reuse and recycling sector. This means that in this business there are two important processes, namely social employment and reuse and recycling. The latter activity is a means of making money to ensure the continuation of social activities. Whereas in most organisations these personnel processes are considered support processes, this is not the case in the social economy.

The core and support processes could be designed as follows:

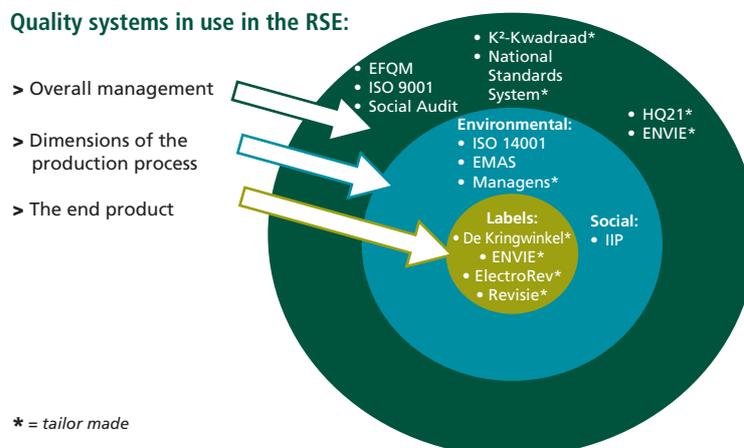


This has implications for the quality systems in use. Not all quality systems are relevant for the reuse and recycling social enterprises.

Specifically for the RSEs, the overall quality systems and those focusing on the core processes, i.e. the social and environmental dimension of the activities, are relevant. The HACCP (Hazard Analysis and Critical Control Point), for example, focuses on food safety, and is mainly relevant to the catering

business. The Fair Trade label becomes relevant only when importing goods from Third World countries.

Some organisations or federations in the reuse sector have also developed their own tailor-made systems departing from an existing standard. When inventorying the standard and tailor-made quality systems that are currently in use, you will find the following:



Herewith a brief description of what these different systems mean and the source of inspiration for the tailor-made systems:

Standard system	Brief description (source: New Economics Foundation)
EFQM	A framework for identifying the strengths and areas for improvement of an organisation across all its activities or single issues/projects.
ISO 9001	A quality management system for the process of production, providing standards and requirements for the way in which production is managed and reviewed for the entire organisation.
Social audit	Social audit is a method whereby organisations can plan, manage and measure non-financial activities and monitor both the internal and external consequences of the organisation's social and commercial operations from a social, economic and environmental point of view. The approach is highly specific, i.e. via stakeholder consultation.
ISO 14001	An environmental management system concerned with what the organisation is doing to minimise its activities' harmful effects on the environment.
EMAS	An environmental management framework that provides the basis for a published environmental report and addresses the entire organisation's environmental performance.
Investors in People (IIP)	A business improvement tool designed to enhance an organisation's performance by improving its relationship with its employees.

The basis of the tailor-made systems amongst the reuse and recycling social economies is as follows:

Tailor-made system	Country	Underlying model
K ² -kwadraad	Belgium – Flanders	EFQM
The National Standards 2002	UK	An overall assessment scheme covering nine quality areas. These are developed on the basis of the model PQasso which is the public sector equivalent of ISO 9001.
HQ 21	Belgium – Wallonia	Triple P, the three dimensions of sustainable development: People, Planet, Profit
Managens	Belgium – Wallonia	EMAS
De Kringwinkel	Belgium – Flanders	A self-developed checklist for shop management
ENVIE	France	Envie is both a global management system for a network of social 'franchising' companies and a brand for the products sold for reuse. Envie is a deposited trademark on EU level.
ElectroRev	Belgium – Wallonia	A guarantee label for WEEE reuse
Revisie	Belgium – Flanders	A guarantee label for WEEE reuse

Included in the overview and table are the formal quality management systems and labels. By labels and brands we mean these names that are accompanied by a formal and recognized quality guarantee. Not included here are for example charters that is declarations of intention.

d. Tips to improve your chances of success

Introducing a quality management system means introducing change. Here you will find some tips by practitioners to help you achieve the desired change:

- **The customer**

Inform the customer of your approach and what it means.

- **Culture**

A lack of change readiness is an important barrier when new ways of working are introduced, whether with regard to quality or another field. Frequent communication and a participatory approach are ways to deal with this resistance.

- **Implementation process**

An essential characteristic of a successful approach is participation. The quality systems are best developed interactively with the members and, if possible, complemented by some individual coaching.

In this approach it is important to start with small, manageable projects that contribute little by little to the big picture. Do not try to do too much at once.

Finally, technology can play a catalysing role: the use of an online platform, to share documents and to exchange good practices, contributes to rapid learning in the implementation.

- **Communication**

It is important to have a clear message from the board and the executive committee. In the course of development and implementation, maintain communication on progress or difficulties. Once a quality system has been put in place, continue communication at regular intervals regarding figures and evolutions.

- **Top management involvement**

Top management must clearly engage in the approach and do more than provide lip service. Through the engagement of top management, the entire organisation becomes involved.

- **Resources**

Making quality management a priority means dedicating time and money. When starting, also make sure to take the time you need. As a very general guideline, foresee 0.1 to 0.5 FTE of time dedicated and a throughput time of at least one year to get a system in place.

- **System**

Make sure your quality system is clear and, if you have a tailor-made development, that all RSEs implement it in the same way and respect the same standards.

Get certified only if you have to and, if you opt for an ISO system, for example, then be sure to de-dramatise it. Quality management is in essence about practical day-to-day working agreements.

- **Networking**

For those members developing networks mainly in the field of WEEE treatment, partnerships with industrial partners are critical.



THE DRIVE FOR QUALITY IN REUSE AND RECYCLING SOCIAL ECONOMIES

While implementing a quality management system is not always entirely your own decision, different forces are at play to facilitate or obstruct the implementation of clear quality systems. These forces and counter-forces arise from market dynamics, internal sector dynamics, and external events.

Drivers

Market-driven motivators are:

Customer orientation

If you want to remain in business, customer satisfaction is a major issue, and the social economy is no exception to this rule. Furthermore, if you have to deliver a guarantee warranty on your product, quality even has to be formalised. You can also view the government as your customer and follow up on ways of satisfying this client.

Supplier conditions

Especially in the WEEE market there is strong pressure from the suppliers to comply with a certified quality system. Local authorities often include quality certification as a condition in their calls for proposals, while many private companies are only allowed or willing to work with certified companies.

Competition and market structure

In the past, competition in the market of second-hand clothing has been quite fierce and has led to some quality or marketing tools, such as labels, to differentiate itself as a social sector from other competitors. Quality differentiation, particularly when it comes to social processes, is also important to justify government funding.

Currently competition is growing strongly in the WEEE market. Since the market has become profitable, many private companies are now entering as players, with the result that the economy is strengthening itself by means of quality management systems.

Sector-driven elements are:

Internal drive

The growth of companies may force them into a serious evaluation of their working methods. Among the RSEs it is mainly the larger organisations that initiate quality management. Taking a quality management approach then helps that company to critically evaluate its working methods and the results achieved.

Professionalism

The social sector in general strives to work as a professional business and to introduce greater professionalism into working methods. Part of this can be better communication or public relations. When implementing an EMAS, for example, the reporting proves that environmental issues are being taken seriously.

In addition, there are certain factors that can be considered more **external** to the market and sector functioning:

Government funding

Government programmes that stimulate the implementation of a specific quality management system clearly have an important impact. The support for Investors in People in Scotland, for example, has contributed to its spread in the country.

Societal pressure

A more general drive is the societal evolution. Here tendencies like corporate social responsibility, transparency, and reporting on the social objective stimulate greater concern about qualitative management.

Barriers

The market

Evolutions in the WEEE market are not only a driver for greater quality and professionalism; at the same time they represent a potential barrier. The private sector actors that enter the market mainly focus on the cheaper disposal routes, namely dismantling and recycling without pre-treatment and leaving little opportunity for reuse.

Culture

The social economies often have a history of relatively flexible structures and a search for innovative activities. This also often coexists with a resistance to using more formal systems such as the certified quality systems. In addition, quality management implies the need for an overall vision and strategy and not only management by opportunities.

Resources

This concerns money for investment and recurrent costs, as well as competent people and time. It is therefore important to determine whether any incentive schemes for RSEs exist in your country.

Systems

The quality management systems in themselves create resistance. Processes have to be described, a quality system set up, etc. Among the reuse social economies there are many smaller organisations for which these systems may appear far too heavy.

3. Four dominant quality systems in the RSEs

In quality management many different systems exist: standard systems, and tailor-made systems focusing on people, environment, products, results or processes, etc.

Here we describe four important types of quality systems used by RSEs:

- Overall quality management systems
- Environmental management systems
- Social management systems
- Labels

The overall quality management systems can serve as an umbrella for the other types of systems. In this chapter we depart from the highly comprehensive overall system that is EFQM and position and relate it to other systems.

There is no single best system. The choice of best system for your organisation or your member organisations depends on your objective, the market conditions, the size of the organisation(s), the timeframe, and the resources.

a. Overall quality management systems

1. Description

Overall quality management systems mainly deal with the quality of the management of the organisation as a whole.

Standards systems that do so are, for example, EFQM, ISO 9001 and social audits. The latter, however, has a distinctive character by virtue of its method, which is to work with stakeholder consultation (see p. 20).

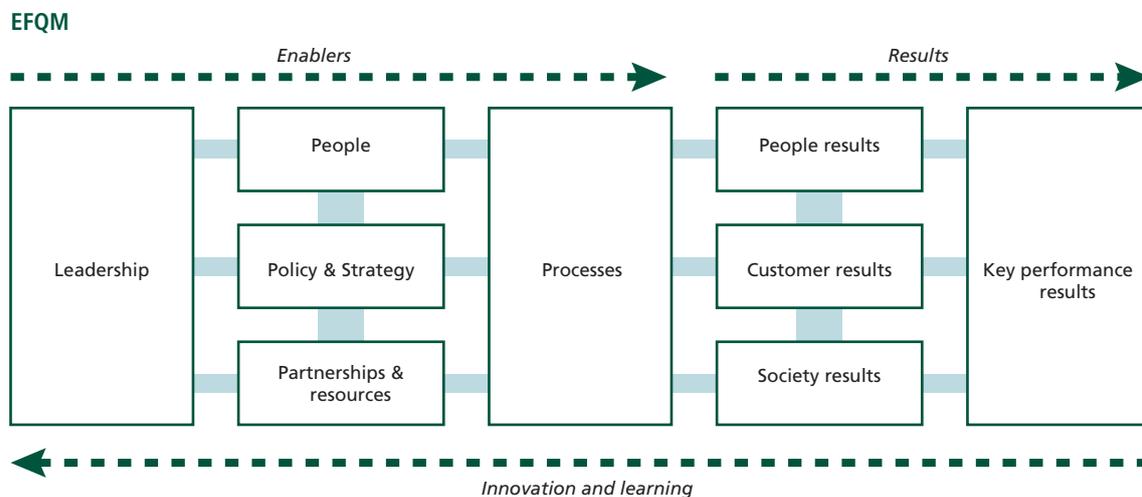
The EFQM model may be taken as an example of an overall quality management system. The EFQM excellence model is a non-prescriptive framework based on nine criteria. It can be used to assess an organisation's progress towards excellence. The model recognises that there are many different approaches to achieving sustainable excellence. It is based on the premise that:

Excellent results with respect to performance, customers, people and society are achieved through leadership driving policy and strategy, which is delivered through people, partnerships, resources and processes.

Enablers and results

To the left of the framework are the enablers, while to the right are the results.

- **Enablers:** **How** does the organisation undertake its key activities?
- **Results:** **What results** are being achieved?



Leadership: Your leaders develop and facilitate the achievement of the mission and vision. They develop organisational values and systems required for sustainable success, and implement these via their actions and behaviours.

Policy and strategy: You implement your mission and vision by developing a stakeholder-focused strategy that takes into account your market and sector.

People: You manage, develop and realise the full potential of your people at individual, team-based and organisational level.

Partnerships and resources: You plan and manage external partnerships, suppliers and internal resources in order to support policy and strategy and the effective operation of processes.

Processes: You design, manage and improve processes in order to fully satisfy, and generate increasing value for, cus-

tomers and other stakeholders.

Customer results: You comprehensively measure and achieve outstanding results with respect to your customers.

People results: You comprehensively measure and achieve outstanding results with respect to your people.

Society results: You comprehensively measure and achieve outstanding results with respect to society.

Key performance results: You comprehensively measure and achieve outstanding results with respect to the key elements of your policy and strategy.

For each of these domains, EFQM advises that you describe processes, set key results and indicators to be followed up, and monitor the results.



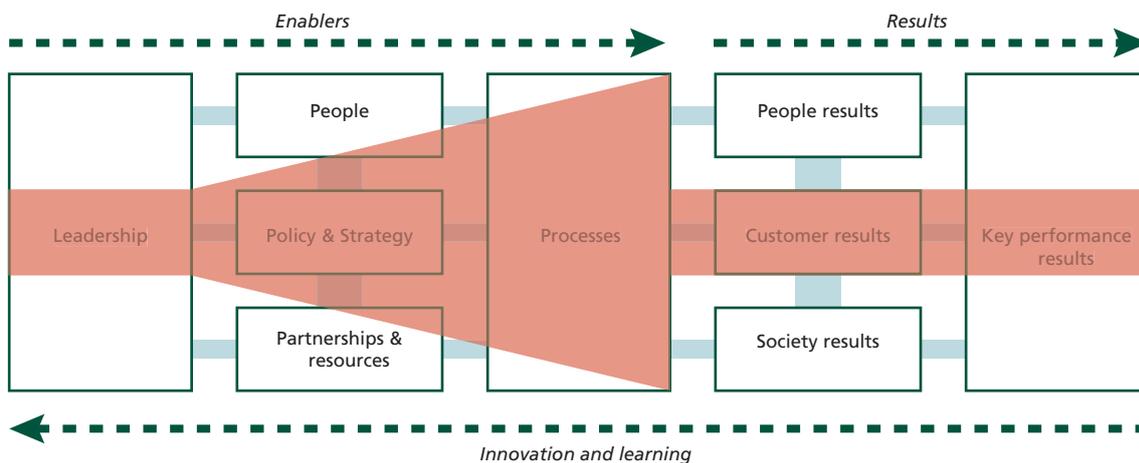
EFQM AND ISO 9001 | SIMILARITIES AND DIFFERENCES

EFQM and ISO 9001 are both overall quality management systems and can be compared as follows, from both a content point of view and an organisational coverage point of view:

	EFQM	ISO 9001
Objective	Constantly improve the organisation's own performance.	Deliver total client satisfaction through an effective and constantly improving system.
Benefits	Efficiency and better performance results in relation to clients, people, society, and key performance.	More satisfied clients, and fewer quality-related problems and related costs. Improved efficiency is achievable, but there is no explicit objective.
Format	EFQM is non-normative, i.e. it does not prescribe the minimum to be done. It offers a framework for good management. Comparison with others can be done through a system of benchmarking.	ISO is normative and prescriptive. A minimum number of well-defined processes must be in place so as to comply with the norm.
Key performance indicators	Reporting and indicators are in three domains, namely people, customer, and society. Rapid orientation towards indicators.	Reporting and indicators focus on the client.
Audit	Self-assessment framework. Application can be submitted for external quality award. You perform at your own pace.	Recognised validation and accreditation for meeting the standard. Everything must be in place and up to date for the auditor.
Cost		Audit cost: 1.000 €

The ISO 9001 covers a slightly more limited part of the organisation than the EFQM model does:

ISO 9001 versus EFQM



2. When to opt for it

The main arguments in favour of opting for an overall quality management model are:

- An overall management model can cover many activities of many members or organisations.
- It helps to secure equilibrium between the different aspects of management. All domains are represented, which means that no activities can "fall out" of the model.

- A broader model shows the domains in which efforts have to be realised in order to achieve results. Two dimensions come to the fore, namely the engagement to achieve results and the engagement to realise this with an efficient allocation of means.

Why specifically opt for EFQM?

Two of the overall management systems mentioned here are ISO 9001 and EFQM. In the table of comparison you will

already find the aspects to be considered when opting for one system rather than the other. Specifically for EFQM these aspects may be the following:

- It is non-normative – “all roads lead to Rome” – and the model does not prescribe to you which road to take or how fast to travel.
- Similarly to ISO, it is an internationally respected and accepted model with an internationally structured network.
- The model has a broader focus than only reporting the key performance indicators and managing the organisation on the basis of these.
- This system is an option if there is no external pressure to choose either a specific model or a normative one.

3. How to start up as a reuse social economy

A practical way to launch the implementation of the EFQM model is the following:

The processes

- Start with a description of your core processes, i.e. the personnel process and the reuse and recycling activities or the treatment of the goods. First describe the overall process and then go into more detail. For these descriptions you should develop a standard layout and define the numbering of the processes, the types of documents, and the responsibility for these documents.

In appendix 1 you will find an example of “collection of goods on demand” (process no. 5).

The people

- The second step may then be to describe the functional requirements and competences involved in the different types of functions present in the organisation.

In appendix 1 you will find an example of a competency description for an employee charged with registering incoming goods.

The key indicators

- To be able to follow up the results of your management, concrete indicators have to be identified – not too many, but the right ones that reflect the objectives you pursue. For these indicators, data has to be collected in a structured way and regular reporting done. This allows man-

agement to do a follow-up and make adjustments in the functioning of the organisation where necessary.

In appendix 1 you will find an example of indicators that can be used to follow up the results of the management and the organisation.

The self-assessment

- Conduct regular (annual or biennial) self-assessment to discern your organisation’s strengths and areas in which improvements can be made. Involve staff members of different functional areas to discuss matters and reach consensus. Following this process of evaluation, improvement plans are launched and monitored for progress.

In appendix 1 you will find an example of objectives (based on the EFQM sub-criteria) to be discussed during a self-assessment.

At the same time all relevant documents already present in the organisation can be collected. For instance, an organisational chart or a mission statement often already exists, which is relevant to the domain of ‘Leadership’.

4. What works and what doesn’t, and the results

The value-adding nature of the EFQM model lies in the fact that it offers some techniques to structure the follow-up and evaluation of management. The model does not prescribe how you should create employment for groups at risk, but rather offers a way to follow up, evaluate, and continuously improve the way in which you work and organise your activities.

The system should not be implemented all at once. The subjects that are currently a priority to you are selected, and you should preferably start with some very concrete action.

Some concrete results are the following:

- It becomes clear that a quality system contributes to more efficient management without you having to diminish your social objective.
- All aspects of the organisation, not only the obvious ones, are considered. The interaction between all the organisational domains becomes clearer.
- More attention is paid to evaluation (checking and adjusting) with a focus on the relation between efforts and results.



ALTERNATIVES TO THE STANDARD SYSTEMS A TAILOR-MADE APPROACH FOR THE REUSE AND RECYCLING SOCIAL ECONOMIES

As mentioned, some reuse and recycling economies experience the quality systems as being quite heavy and expensive. A light format for a quality approach could be the HQ 21 model:

THE HQ21 model

What is it?

The HQ21 method (High Quality for the 21st Century) is a participative tool to identify strengths and weaknesses in the organisation and to then, in relation to the goals and values of the organisation, set up a highly concrete progress plan. With the HQ21 model, this process takes place with as many stakeholders as possible.

Why should you use it?

Over the years, people and their environment (in its broadest sense) change, and due to their fast-paced lives people fail to clearly perceive those changes. You may ask yourself why things are not going as well as before. It is time to sit up and take notice. In a participative organisation, it is preferable for stakeholders to join you in this. Consequently, you invite members of staff, employees, workers, trainers, and "external" stakeholders like clients and the municipality to participate in the process. This will give you a 360° X 360° scope of view to enable you to have critical insight into your organisation (in a positive, constructive way) and then to decide on the concrete action to be taken to ensure the organisation's sustainable development.

How does it work?

With the HQ21 concept, sustainable development is structured around four axes: social cohesion, sustainable economy, environmental care, and participation in society.

1. The diagnosis circle

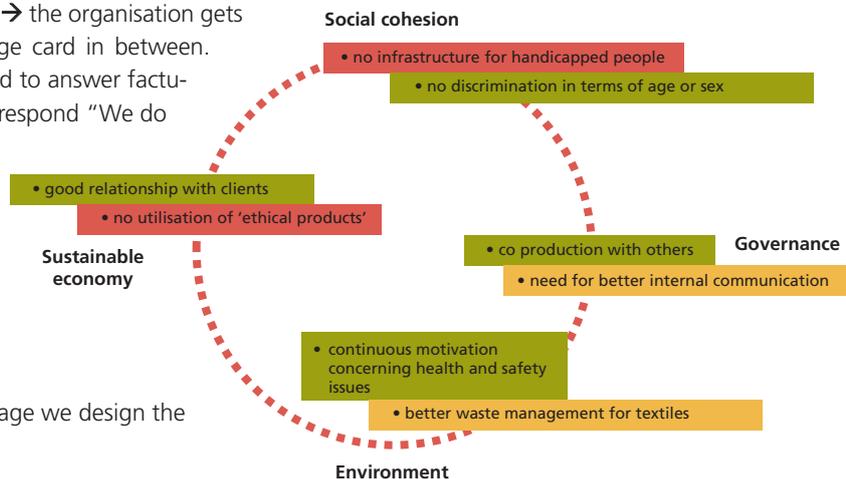
With groups of 6 to 10 stakeholders, the animator reviews each axis by asking questions. An example in social cohesion may be: "What is the position of disabled people? Are there facilities for them?"

If the group responds, "Well of course! We have specific measures for blind people, such as Braille screens" → the organisation gets a green card; or if the general answer is "Err,

no, we never thought about that" → the organisation gets a red card. There is also an orange card in between.

Note that the participants are asked to answer factually, not to judge. They must only respond "We do it well", or "We could probably do it better" or "We don't do it at all". Having the different points of view around the table is interesting for all the participants, giving more perspectives than a single expert could.

This takes two half-days. At this stage we design the diagnosis circle:



2. The strategic scheme

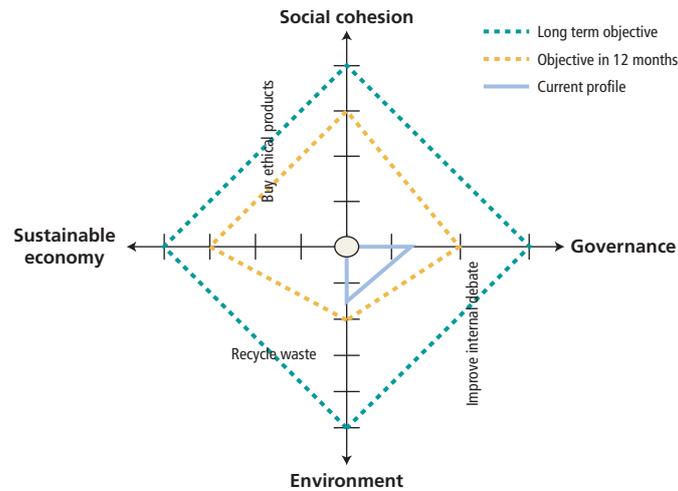
Together with the head of the organisation, it is then time to review the philosophy of the organisation: "Why are we doing our job? What do we intend to achieve by spending hours trying to insert people?"

Together with the head of the organisation and over the course of half a day, the "strategic scheme" is built, with the elements of the diagnosis serving as an important input.

3. The progress scheme

Finally, with all the stakeholders once again involved, the progress scheme is built.

This third part of the process is completed over a period of 2 half-days.



We select the items on which we want to act (between 3 and 5 per axis) and develop a concrete solution, including decisions on when this step of the solution should be completed, who will be the coordinator for this step, etc. The horizon should be between 2 to 5 years. This step, contrary to the first, is extremely creative – you are building your future!

You then structure your project sheet per axis and item and also define the steps, the deadline, and of course who does what.

What are the concrete results?

Better participation and improved internal communication. People are now “project-minded”. As the targets are very clear and concrete, it is easy to follow and evaluate how things are progressing. It may happen that the structure of the organisation is redefined, or a decision might be taken to halt some activities or develop new ones. Of course, in the case of such important matters, additional information is needed to make such decisions properly. Such information may be generated by means of a feasibility study or impact analysis. The ideas, are decided on and driven by your people. You have a concrete action plan, which is an essential factor in success.

b.Environmental management systems

1. Description

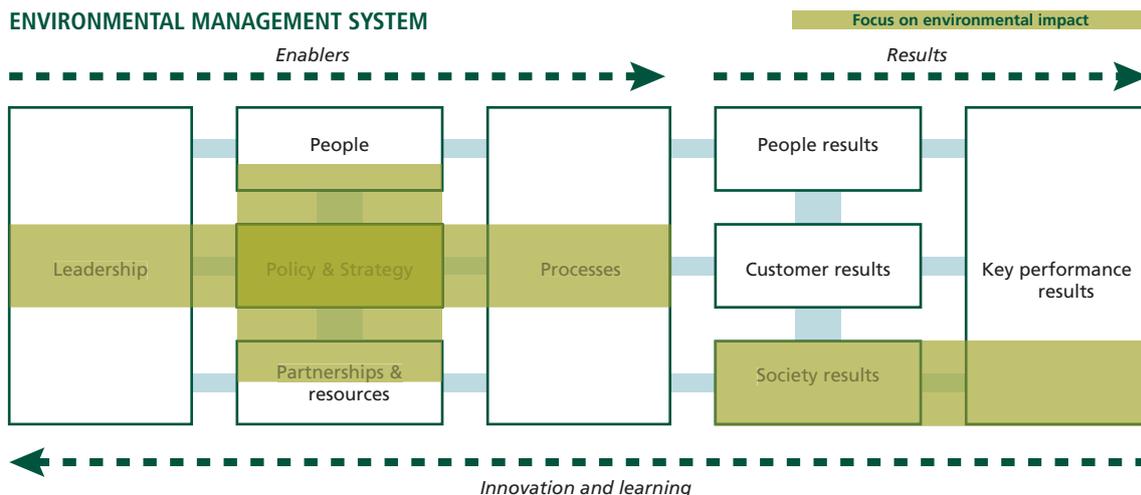
Environmental management is the management of those activities of a company that have an impact on the environment. The objectives are to conserve natural resources, limit emissions of pollutants and environmental hazards, and create a safe workplace.

Two standard models exist that are often used to take care of an organisation’s environmental quality, namely EMAS and ISO 14001. Here you will find a description of the EMAS approach, which has a broader scope than ISO. In other words, if you comply with EMAS, you automatically comply with ISO 14001 too.

EMAS stands for Eco-Management and Audit Scheme. It is a management tool used by organisations to evaluate, report on, and improve their environmental performance. The EMAS scheme specifically states the following:

- We go beyond legal compliance. Legal compliance is a condition for EMAS registration. In the fast-changing and complex legal domain of environment it is a challenge to remain up to date with the legislation.
- We have active employee involvement. Participation, communication and training are explicitly promoted.
- We practise honest and true communication. A key element of the EMAS scheme is to report on the improvements realised in environmental impact.
- Our goal is good environmental performance.

When placing the environmental management schemes against the broader EFQM frame we can state the following:



EMAS AND ISO 14001 | SIMILARITIES AND DIFFERENCES:

Both EMAS and ISO 14001 are frequently-used environmental management systems. The differences between the two are set out in the table below:

	ISO 14001	EMAS
Commitment policy	Policy must be defined. Commitment to constant improvement must exist, but no proof is required.	Policy must be defined. Concrete environmental performance must constantly be improved.
Objective	Minimise the harmful effects on the environment of the organisation's activities.	Provide the basis for a published environmental report and address the entire organisation's environmental performance.
Initial review	Only the procedure for the identification of environmental factors is mandatory. A list of factors is suggested.	Initial review is mandatory. Minimum list of direct and indirect environmental factors.
Legislative conformance	Commitment to compliance.	Compliance is obligatory. Otherwise the competent body, which keeps contact with the authorities, can revoke the verification.
Audit	Audit every one to three years. Accreditation of the verifier depends on the experience and qualification. State borders can easily be crossed.	Audit every three years at the most. Accreditation of the verifier is valid only for specific branches of industry (NACE code). State borders can be crossed under certain conditions.
Transparency	Only the policy is public. The label differs from verifier to verifier. No central mandatory register of verified companies exists.	Policy and environmental statement are public. Unified label at the EU level. Official register of verifiers and verified organisations exists at the EU level. More focus on training and implication of personnel.
Institutional framework	Regulated by standards. Institutions deal with the issuance of standards and the accreditation of verifiers.	Legislative regulation. In addition to the accreditation body there is also a competent body responsible for the control of the verifiers and verified organisations.

Source: INEM. 'EMAS put simply', Budapest, July 2001, completed by RREUSE 2006.

2. When to opt for it

Motivators when it comes to opting for an environmental management system can be the following:

- The reuse and recycling sector covers quite a diversity of activities, but has a common fundamental concern about environmental impact. The EMS is exactly the system to respond to this concern.
- The scope of an EMS remains quite large.
- Increasingly, an EMS is a differentiator or even an obligation when responding to calls for proposals from public authorities or private companies.

Reasons to specifically opt for EMAS:

When comparing ISO 14001 with EMAS, arguments in favour of EMAS are the following:

- There is an explicit focus on the implication of personnel, which is one of the characteristics of the social economy.
- Reporting is a very strong communication tool.
- However, it is more time consuming than ISO 14001.



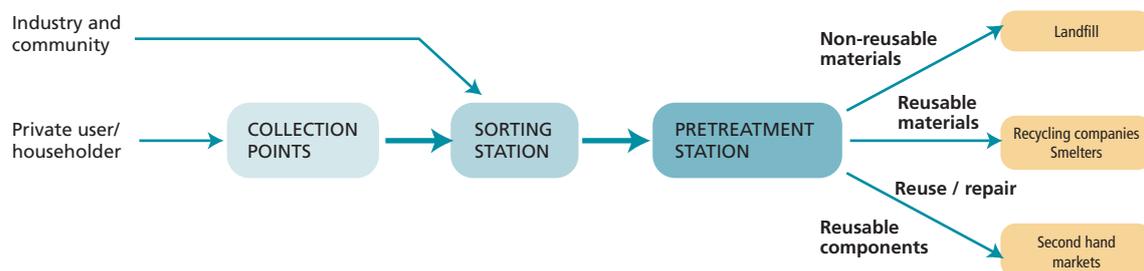
“In Tervatulli Ltd we obtained a major contract with the producer cooperative Elker thanks to our ISO 14001 certification. It has shown to be a competitive advantage in the public tendering and a proof of our professionalism.”

Tervatulli Ltd, Oulu – Finland, 2006

The production of electric and electronic equipment (EEE) is one of fastest growing businesses in the world, leading to a significant increase in waste EEE (WEEE) that creates a new environmental challenge. In Western Europe 6 million tons of WEEE were generated in 1998, and the quantity of WEEE is expected to increase at least 3-5 % per year. In 12 years, the quantity of WEEE will double. The European Union has therefore issued a directive on the treatment of waste electrical and electronic equipment (European Parliament and Council, 2003). The directive on WEEE is based on the producer-pays principle. Producers are required to finance the collection, treatment, recovery, and environmentally-sound disposal of WEEE.

In Finland electrical and electronic equipment producers and import business have formed the producer co-operatives Serty, Nera and Elker for purpose of organising the collection and recycling of WEEE. Within the supply chain of WEEE, various tasks like collection, transportation, sorting and disassembly of products and the storage and selling of material fractions, as well as reusable products and parts, are conducted.

We, as Tervatulli Ltd, are a social enterprise that reprocesses electrical and electronic equipments and the materials that are generated by disassembling and sorting. We collect Elker's WEEE from sorting points using our own trucks. At the pre-treatment station the WEEE is sorted into 17 different product categories and weighted. The reusable equipment and components are separated. The WEEE is stocked in the pre-treatment station until it is delivered to treatments plants or disposed of. The information about the collected WEEE is then sent to Elker Ltd.



3. How to start as a reuse social economy

In a detailed step-by-step approach, EMAS may be implemented through the following process:

Define your policy and plan in terms of where you want to be (=Plan)

- Draw up your environmental policy as a public document describing your commitments in respect of the environment.
- Then conduct an initial review of the effects of your activities and products. A convenient and simple tool to use for this is 'ecomapping', which allows you to work with a plan of the working areas and concretely indicate the points for improvement.

In appendix 2 you will find an example of an 'ecomap'.

- Set your objectives and targets derived from your environmental policy and the initial review.
- Draw up your environmental programme, i.e. who does what, by when and by which means, together with a structure and responsibilities.

In appendix 2 you will find an example of environmental management program.

- Define how you will ensure compliance with the legal requirements. A real challenge is to manage to follow up the evolution of the requirements. Someone in your organisation may do this, and the federation and even external consultants and agencies offer services in this field.

Set up your environmental policy system (=Do)

- To ensure that things get done, each employee will have to contribute to the management of the organisation's environmental impact. A training programme must be set up for this purpose.
- Adequate, moderate and efficient documentation must be drawn up and must contain the environmental policy, management programme, impacts, responsibilities and tasks, as well as all good practices and working procedures. In addition, an explanation must be given of how the documentation will be managed.
- Organise operational control by putting good practices on paper. Keep these simple and adequate. EMAS also requires that you draw up a contingency plan for emergency situations.

In appendix 2 you will find an example of a good practice.

- Communication is an essential element in EMAS. This constitutes both internal communication to employees regarding the objectives, good practices and results, as well as external communication to customers, authorities, professional organisations, the press, etc. For purposes of external communication, you may publish an environmental statement.

In appendix 2 you will find an example of an environmental declaration that combines the communication of the environmental policy with the objectives and targets set and the progress report.

Organise the control and monitoring (=Check)

- Define what data will be collected and how. Data is collected as soon as the initial review. The data must be managed and reviewed on a continuous basis.
- It is due to the following up of data, the observations of employees, customer complaints and your reactions to these that a cycle of constant improvement of the organisation's environmental impact can commence.
- You are not expected to await the presence of an external auditor, but should organise your own internal audit follow-up.

Review the systems, communicate, and secure registration (=Act/Adjust)

- It is important to review the system annually in a management review to check whether it is going in the right direction or whether adjustments are necessary.
- Communication in some form is required every three years.

Refer once again to the environmental statement in appendix 2 as an example.

- You can demand registration by an accredited verifier who will check the adequacy of the data provided, the efficiency of your EMAS, and the actual improvement in your environmental performance.

Expect an implementation time of about one year during which a person may dedicate 25% of his/her time to the process.

4. What works and what doesn't, and the results

Depending on the type and size of your organisation, here are some **practical tips** on approaches you can consider:

It is important to have a motivated person with recognised authority as the leader of the environmental management system and to dedicate explicit time to this task. Everyone will be permanently motivated to pay attention to the quality prescriptions if they know that this leader might show up at any time.

Communication with personnel and training are important issues. Instead of giving training in a separate training room, training on the spot may be more useful and effective. A combination is possible by first having communication and training on the global objectives of the system in a more formal way, followed by regular brief training sessions on the work floor.

Internal audits can be very interesting moments if they are done regularly without too much formalisation. They can take the form of mini audits involving a quick check on a limited number of items. The quality idea then becomes an inherent part of the working method.

Another option is to hold "cross-audits", which are audits conducted by peer organisations. This is, of course, only possible if there is a group of organisations that are not in competition and which have similar experiences. It offers the opportunity for knowledge exchange and for hearing new perceptions or points of view.

The implementation of an EMS **results** in the offering of a clear 'fil rouge' in your environmental management. It forces you to take time to think about objectives and good practices, which might otherwise not happen because of the always urgent daily operational work.

c. Social management systems

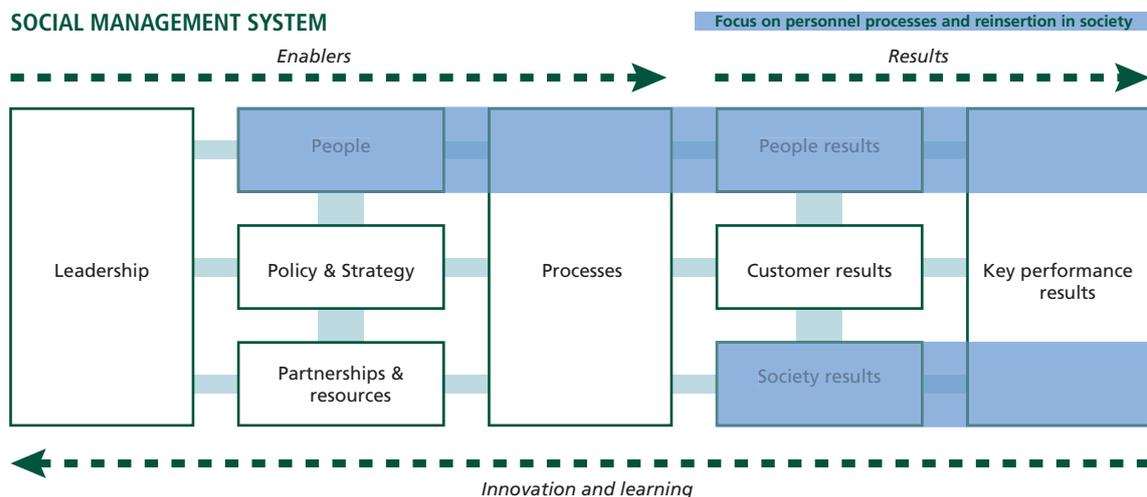
1. Description

A social management system sets guidelines to ensure high-quality personnel management. It concerns processes ranging from advertising for and recruiting personnel, through training and coaching, up to entering the regular labour market.

These processes are key in the social economy sector, which also envisages the reinsertion of people with difficulties into the labour market.

Some formal social management systems, such as Investors in People, exist. Many social economy enterprises or networks have, however, developed a specific approach. As a source of inspiration for the description of a social management system, here we have used Qualirei – a social management system developed for the French social economy sector.

When placing the social management system scheme against the broader EFQM frame we can state the following:





'IS SOCIAL AUDIT A SOCIAL MANAGEMENT SYSTEM?'

The term 'social audit' suggests that it concerns an audit of the social processes, but is this so?

What is social audit?

Social audit is a process whereby the organisation realises in a structured way its social, environmental and economic objectives. Hence, it concerns not only the social objectives of the organisation, but also more broadly the three dimensions of sustainable entrepreneurship. These objectives will be measured, evaluated, and reported internally and externally. This allows the organisation to be monitored in response to its own objectives and the expectations of its stakeholders. The stakeholders are all persons or groups of persons that influence the organisation or are influenced by its activities. They play a key role in the social audit approach.

Why should social audit be employed?

Merely by being active in the social economy sector and also in reuse and recycling, it is evident that this is the right track towards sustainable development. However, if you examine your own activities a little more critically, some questions arise, such as: How do our clients evaluate our work? How do our employees experience our approaches towards reinsertion? What exactly is our environmental impact?

In a social audit the three dimensions of sustainable development are made explicit, and social audit takes a stakeholder approach. The stakeholders are involved in the evaluation process and their opinions count when it comes to monitoring the organisation. This brings in a more diverse and therefore a richer view on the organisation and at the same time creates broader public support.

How does it work?

There are four phases in the approach, and each phase has an element of stakeholder engagement:

Phase 1: Planning

- Prepare the process by informing the employees, defining your approach, and conducting an initial SWOT analysis.
- Define your societal objectives.
- Identify your stakeholders and the people you will involve.

Identifying your societal objectives may already be a process in itself in cases where such objectives are not yet clear or are ready for revision.

Possible stakeholders with whom you can identify are employees, clients, suppliers, neighbours and the neighbourhood, as well as local, regional and national authorities, competitors, NGOs, etc. The first step is to map all

your stakeholders, while the second step is to choose who you will involve in the process and when. It is not necessary to involve all stakeholders at the same time and in the same way.

Phase 2: Accounting

- What are your criteria for measuring the performance?
- Identify these together with your stakeholders.
- And start collecting the information to see where you stand.

Some examples of stakeholder participation:

- Employees: Have them fill in a questionnaire every two years. Questionnaire topics can include team spirit, employment conditions, job contents, labour relations, and involvement in the organisation. It is interesting to involve an external party in this process to avoid prejudices and to allow people to speak their minds. Beware of the language issue, since this may become problematic if you work with employees from different countries.
- Clients: Have them fill in a questionnaire with regular frequency or invite some 8 to 12 clients to participate in a focus group discussion over a cup of coffee.
- The neighbourhood: Invite the neighbours to an open day with the opportunity for them to express their appreciation or make suggestions.
- Suppliers: Have them fill in regular questionnaires.

A challenge is to bring to the table different stakeholders at the same time and hold a debate on the organisations' objectives, achievements, and future orientation.

Phase 3: Auditing and reporting

- All requested information should be collected in a structured and permanent way so that a type of social accounting can be developed.
- Always keep it simple and relevant!
- Then prepare your social audit report. You might ask an external party to check the quality of your process and information.

The figures for the report might originate from the financial services, the different questionnaires and additional registration of quantities of production, environmental impact and social employment. In this phase the stakeholders are informed about the organisation's results and future intentions.

In appendix 3 you will find an extract of a social audit report.

Phase 4: Embedding

- Here the actual management starts: Where do we stand, what did we learn, where do we want to go, and how will we get there?
- Maintain a constant dialogue with your stakeholders.

Based on the results it is possible to involve some stakeholders in further workshops to find solutions to a very specific issue or to define the way forward.

What are concrete results?

You will have:

- an instrument for constant improvement in sustainable development, with similar attention paid to the environmental, social and economic dimension
- a basis for strategic decision-making based on a richness of perspectives
- stronger involvement by your stakeholders
- a highly concrete report with objectives, a follow-up of the previous year, and an action plan for the coming years

So...social audit is far more than a process of auditing your social processes.

2. When to opt for it

Arguments in favour of implementing a social management system are:

- Your employees are your most important clients, so they are the first to whom you must offer quality.
- Such a system will improve your credibility amongst other institutions and provide explicit proof of the social value being added. This is done by means of indicators and key results.
- Overall it strengthens the identity of social economy enterprises.
- It leads to the publication of a social report, which is an effective communication and promotion tool.

Setting up a clear social management system offers the opportunity to remobilise the team around the social objective of the enterprise. Often production becomes a mantra, because in the end revenue must be created. Moreover the government formally recognises you as a social enterprise. This recognition may allow you to sleep on the social processes, as governments do not necessarily look at the quality of the process, but rather at the key results.

3. How to start up as a reuse social economy

A practical way to set up the implementation of a social management system can be as follows:

Design the overall process

- As a first step the overall social processes can be designed. This will give you a clear view on all the issues involved, from the recruitment of personnel up to possibly application training.

In appendix 4 you will find an example of a mega process for social management.

Evaluate where you will start

- Once you have a view on all the issues involved, you can set your priorities. In which field is there an urgent need for action? Will this be for recruitment, for welcoming and

introduction, or rather for the training process? Once these priorities have been set, the management system can be worked out in more detail.

In appendix 4 you will find an example of the process details for the recruitment phase. Per-step tools can be developed. Also in appendix 4 you will find a tool with function requirements.

The key indicators

- For each step in the process that is worked out in greater detail, it is important to define indicators for the information that will be collected in order to follow up the improvement and effect of the social activities. These can be formally reported in a 'social report'.

In appendix 4 you will find an extract of a 'social report'.

Assessment and constant improvement

- As in all quality management systems, the cycle of systematically evaluating achievements and constantly improving the processes and results commences.

4. What works and what doesn't, and the results

In the accompaniment of organisations towards the implementation of this type of system, the exchange of experiences works most rapidly. It is a rhythm of training, doing and testing, exchange and adaptation.

As with all other systems, you should have a definite leader, allow sufficient time and – particularly for these social processes – work in a participative way. Create workgroups for constant improvement.

Finally, avoid dogmatism in the definition of processes. Whereas environmental impact can be measured rather precisely, there is no single best way to reinsert people into the labour market. The system should set common principles and invite ongoing questioning on the pertinence of your actions and method of doing things.

d. Labels and brands

1. Description

Some enterprises use a brand, others a label. In a formal sense, you will find that a label is defined as 'a piece of paper used for describing what something is'. A brand, on the other hand, is defined as a trademark that is 'a specific name used to distinguish a manufacturer's goods from another'. A trademark has a far more formal character, because it may be a legally deposited name of a product or an item.

For purposes of this manual, a label or brand implies that formal descriptions of what the label or brand stands for exist, along with the conditions for use of this label or brand name, as well as a formal control system or audit for checking the correct usage thereof.

2. When to opt for it

The motivation for choosing a brand or a label can be situated at different levels:

- From the social and societal point of view it enhances the coherence of a network. This leads to a higher level of legitimacy and credibility.
- From a political point of view this legitimacy makes you a partner that cannot be neglected.
- From a commercial point of view, a network with a brand or label is in a much stronger position than the sum of all the individual members. Calls for projects, for example, can be dealt with at network level rather than individual enterprise level.
- From a logistical and service point of view, all those who have the brand or label offer a similar quality service, meaning that clients can go to any member of the network and be confident of receiving the same service.
- Finally, from an economic point of view, a strong brand or label facilitates funding by the authorities.

3. How to start up as a reuse social economy

Labels and brands are mainly used throughout networks.

The different steps involved are the following:

Signing of a licence

- Firstly, a licence is signed. This licence is a formal contract stipulating all the rights and duties of both parties.

Conforming to the processes

- The enterprise using the brand or label must conform to the prescriptions in order to offer the level of quality for which it stands. In order to do so, the licence-holder can offer training and coaching for the implementation.

This support can be offered at different levels:

Subject	Tools
Production and sales	<ul style="list-style-type: none">• Software tool to follow up products• Manuals with work instructions• Scorecard with key production and sales figures
Social aspects	<ul style="list-style-type: none">• Social management system• Scorecard with key social figures
Administration / accounting	<ul style="list-style-type: none">• Scorecard with key financial figures

In appendix 5 you will find an example of different aspects with which you must comply in order to conform to the licence agreement.

Auditing

- Compliance with the prescriptions must be audited to ensure that the brand stands for the same level of quality amongst all members of the network. This audit can be conducted by an external party, or internally by a peer group.

Monitoring

- Based on the figures of the different scorecards, a permanent monitoring system can be set up. The aggregation of the figures of the entire network can be drawn up and reported. In addition, the different members of the network can benchmark their achievements amongst themselves.

These key figures will also serve to follow up the achievements of the network and signal any anomaly that may occur and which may necessitate an intervention or additional audit.

4. What works and what doesn't, and the results

To accompany the use of the licence, you must develop different models to be used by all licence-holders. These models allow you to become more and more professional.

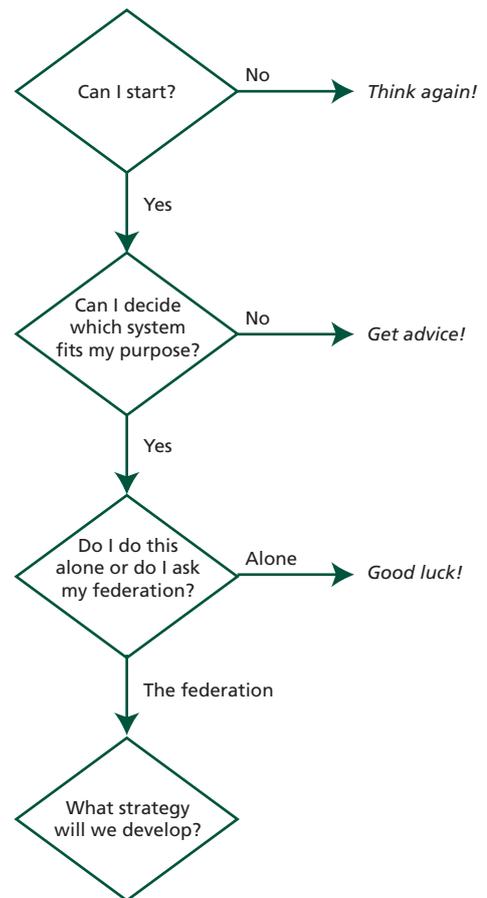
From a governance point of view, labels and brands are not always easy to manage. Often the different organisations have their own board of directors and general assembly. These also seek to develop their own policies, which may lead to incongruity in the exact implementation of the required processes.

Once you manage to have a strong brand or label and create a larger network, you effectively become an important partner in the sector. Thanks to the different scorecards there is also information available to confirm this position.

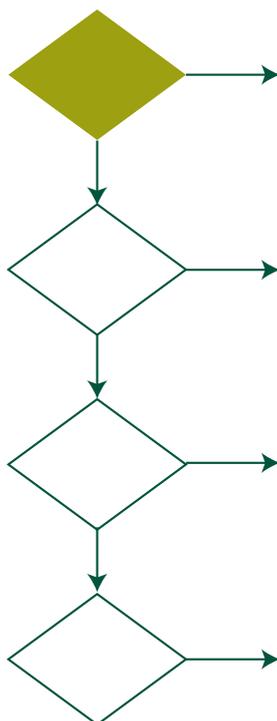
4. Decisions to take when defining your quality system

Once you start working with a quality management system, there are different decisions to be made before putting a system in motion. Do you have a clear view on why you want to start? Do you have a budget? Do you know which system you want to implement? Will you do it alone or with others? In this chapter you will find a step-by-step guide to the considerations involved when getting started with such a system.

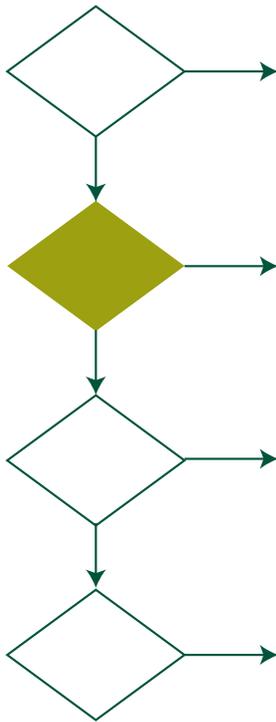
Be careful when implementing the decision-making process – in practice it does not always work as linearly as it is designed here:



Can I start?



1. What benefits do I want in terms of internal efficiency, customer satisfaction, and external relations or impact?
2. Is a certain system mandatory for my organisation, either by legislation or on the request of suppliers?
3. Am I in competition and will this give me a market advantage?
4. How can I integrate it into normal operations?
5. What will it cost to implement and maintain in terms of time and money?
6. What inducements exist to reduce costs or reduce the implementation time?
7. Do we need external certification and what will this cost?
8. What is the value to me if I am not interested in external assessment?
9. Is there a person with the right competences and status to drive this scheme?
10. And if not, where and how do I find the competences? Do we hire a consultant or do we train someone internally?



Which system fits my purpose?

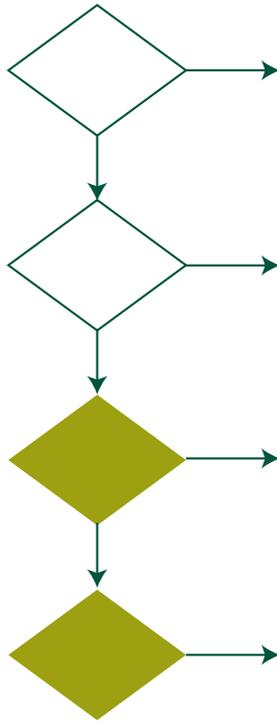
Once you know for sure what objective you want to achieve with a quality management system and you have the budget and competences in place, then the following table can help you decide which type of system is best for you:

Characteristics	EFQM	ISO 9001	ISO 14001	EMAS	IIP	Social Audit
Focus on your clients	X	X				X
Focus on personnel	X	X (limited)	X		X	X
Focus on environment	X		X	X		X
Stakeholder dialogue			X (limited)	X (limited)		X
Benchmarking	X					
Certification		X	X	X	X	X
Time needed	flexible	12-18 months	12-18 months	12-18 months	12-18 months	Flexible
Demand on staff time	medium	high	high	high	high	Medium
Training needed to use the system	medium	high	high	high	high	Medium
Possible to use in bit-sized chunks	X					X

If none of these systems fits your purpose, you can consider developing a tailor-made one. If you want this to have some legitimacy externally, then it is of course relevant to create some critical mass of organisations with a similar need and objective.

So, appeal to your federation to make this demand.

As a federation, what strategy will I use?



Before developing or promoting any system, ask yourself the following questions as a federation:

- What is your objective? Is it preferable that all members comply with the same quality system or not?
- What is the profile of your members? Is it highly diversified with different types of activities and different sizes, or is it rather homogeneous?
- What is your authority and legitimacy when it comes to promoting a certain system as a federation?
- What is your negotiation power amongst your stakeholders? Could you get a tailor-made system recognised by the authorities?

- What is the context in which you operate? Are there external forces that determine which systems to choose?
- How much time do the members wish to invest?
- What are the resources you have available?

The following five criteria will play a key role in the type of strategy you choose as a federation:

- The profile of your members
- The change readiness amongst the members
- The degree of commitment of members
- The competences present
- The available budget

5. Rollout strategies for federations

Broadly we may distinguish two types of strategies that can be chosen, depending on your objectives and the members' profiles and expectations. One strategy is no better than the other – they are just different.

Here you will find a description of two types of strategies:

- Push strategy
- Offer-on-demand strategy

The difference between these strategies lies in the way in which the members become engaged in adopting a specific quality management system. With the 'push' strategy the federation proactively seeks to engage the members in the system or model it has developed. With the 'offer-on-demand' strategy the federation creates an offer and the members take the initiative to engage.

The methods used to implement these systems remain the same whatever strategy is chosen. The right method for implementation is a good combination of workshops, individual coaching, and practical documentation.

a. Push strategy

1. What it is

This approach is characterised by:

- The development of a quality approach by the federation accompanied by a specific set of management tools.
- The accompaniment of the implementation with the members.
- Actively prospecting to implement the model and increase the number of adherents.
- An auditing and control system organised by the federation and consisting of auto-evaluation or peer review, or one that is done by the federation as accredited auditor.

2. When and why it should be used

- The profile of your members: Is quite homogeneous and the members have quite similar needs.
- The change readiness amongst members: Is high enough to create a critical mass of members that will step into the project.
- The degree of commitment of members: Commitment by a sufficient number of members who explicitly want to dedicate a clear number of own staff days.
- The competences present: Competences must be found for the longer term externally or preferably internally in order to realise active prospecting amongst the members.
- The available budget: Clearly, working time must be available and there must be sufficient time for development.



The Furniture Reuse Network is a UK-wide coordinating body of 400 furniture and appliance and IT reuse organisations. As a network we promote the reuse of unwanted furniture and other household items for the alleviation of hardship, distress and poverty.

Historically we have developed two standards documents for our members: 'Fit for Reuse' for organisations involved in the testing and reuse of WEEE, and the 'National Standards System 2002' (see p. 8) for all projects (both can be found at www.frn.org.uk/publications). The FRN is currently developing an accreditation system for organisations seeking to enter into contracts arranged by the FRN. This will be compulsory and will be backed up by an inspection system of visits, audits, and a checklist of policies, procedures and licences. We are currently discussing how this may be used as evidence to obtain ISO 9001.

We will have different requirements for members seeking to deliver different levels of service. For example, those involved in transportation and reuse will need to show a broader range of policies and procedures than those involved in reuse only.

We are developing and implementing this system of accreditation and auditing because it is important that one member should provide the same service as the other members. For example, when working with international companies or those that are geographically widespread, each member in our network has to provide the same services. The market opportunity is to work with major companies and to move towards the local delivery of a consistent national service. The idea is to create a 'one-stop shop' for the suppliers, which involves them in a single contract with the FRN to deliver a UK-wide service.

3. How to start up and implement such a strategy

Here you will find possible means of implementing this type of strategy. It can be developed in two phases, namely:

- Phase 1: the development of a model
- Phase 2: the actual rollout

First you must decide whether you wish to develop a tailor-made system or apply a standard. If you wish to tailor a system to your own needs you must foresee a sufficiently long period for this development. Beware, though – even if you stick closely to a standard system, you will also have to tailor this according to your profile and needs.

Phase 1: The development of a model

The easiest way to start is to select an existing model and take this as a basis rather than starting from scratch.

The development of a model can occur in the following steps:

- Start with a questionnaire amongst the members to identify their needs.

- The model itself is then developed. This is generally done by implicating some pilot organisations and with the help of an external consultant.
- You should then develop some concrete tools. Once the overall model has been created, practical tools can be developed according to the priorities of the members, which arise from concrete demands of the pilot organisations.
- All this information and the tools are then collected in a practical handbook or guide that will serve in the implementation of the model.
- Finally, the degree of value-adding of the quality system has to be communicated and the approach introduced and promoted to the members. This can be done by means of:
 - A starting seminar
 - By offering an exercise path to the members
 - By creating different workgroups to carry out the implantation together
 - By presenting the results on a continuous basis

The time to foresee for the development of a model is easily one to one-and-a-half years.



In Belgium, the Koepel van Vlaamse Kringloopcentra (KVK) has developed an EFQM-based quality model for its members known as K²-kwadraad. The EFQM model has been adapted to the needs of the reuse and recycling activities of its members, resulting in a model with an important focus on the personnel and production processes, as well as overall management.

At federation level we opted for the strategy to promote one model and to dedicate sufficient resources to its development and implementation.

Very concretely we worked with a project structure that was:

Project leader }
 Consultant } 2-weekly meetings (1) } Steering committee: 2-monthly (2)

- (1) continuous follow-up of the project, daily approach, development of tools, preparation of steering committees
- (2) evaluation of the intermediary results and design, and decisions on the next steps

The following resources were dedicated during the development of the model:

	Annually
Personnel (1 FTE)	€ 45 000
Housing / rent	€ 3 000
Working costs:	€ 12 000
• Computer lease	• € 1 000
• Administrative support	• € 2 000
• Transport	• € 5 000
• Project-related costs	• € 4 000
Consultancy (50 days)	€ 30 000
Total	€ 90 000

The following resources are required to maintain a permanent process of support:

	Annually
Personnel	0,1 FTE (per project member)
Housing / rent	€ 3 000 (per FTE)
Administrative support & organisational costs	€ 3 000 (per FTE)
Working costs:	€ 1 000 (per project member)
• Transport	• € 500
• Project-related costs	• € 500
Consultancy (20 days)	€ 15 000

Phase 2: The actual rollout

2.1 Gathering a critical mass

With this strategy, the federation actively 'recruits' members to step into the implementation process. This is for different reasons:

- The first reason is to have a sufficiently large group of organisations so that workshops can be organised and the exchange of experience and knowledge becomes relevant. This strongly increases the speed and quality of implementation. It creates a type of learning network.
- Secondly, by working with groups the quality system is implemented in successive waves amongst all the members.
- Finally, it allows the covering of the costs of the person dedicated to the development and implementation of the quality system.

Very concretely, it is advisable to have a minimum of three members in a group to ensure relevant knowledge exchange and some ten members to share the cost of a full-time equivalent for development and rollout.

2.2 Creating a common language

A second step in the implementation is to explain the concepts and vocabulary of the quality system. This is generally done by means of training. The first items of the training are – specifically for the RSE – a focus on core processes, goods and people.

You can organise your training on three levels:

- the management level: what is quality and what is quality management?
- the staff and 'champions' : what is quality and process management?
- the entire organisation: what is quality and how do I use quality tools?

2.3 Managing the system

A second series of items in training is more focused on how to manage the chosen system. Here two levels are important:

- the management level
- the staff and 'champions'

In addition to the training it is important to foresee individual coaching. Although the quality management system is already developed specifically for the needs of the RSE, each organisation still has its own specificities. Moreover, it always remains a challenge to translate the contents of workshops and a training programme in operational day-to-day terms. In addition, individual coaching serves as a permanent motivation to set quality on the agenda.

For the training and implementation you should foresee one to one-and-a-half years.

4. What works and what doesn't, and the results

The approach that works best is to immediately ask the question, "How does the organisation work in practice?" and to start describing the **processes in highly concrete terms** rather than first drawing up visioning or strategic documents.

This allows a very practical and hands-on approach with a clear focus on the daily operations of the organisation.

Also, the approach of combining in-group work and individual coaching, and having both the management team and the operational staff strongly implied in the process, proves highly successful.

As a federation you should easily foresee one to two years of development and start-up before entering into a permanent process of support and further development and adaptation. Remember the PDCA cycle (see p. 6).

b. Offer-on-demand strategy

1. What it is

This approach is characterised by:

- The development of a quality approach by the federation or the selection of one or more existing systems.
- The accompaniment of the implementation of a chosen system with the members.
- The development on demand of a tailor-made offer for a cluster of the members, including the search for finance.
- The development over time of different types of quality systems on a type of project basis.
- The auditing and control system depends on the type of system and is not organised by the federation.

2. When and why it should be used

- The profile of your members: Is not so homogeneous, there may be important differences in sector, size, and approach.
- The change readiness amongst the members: Is high enough amongst a cluster of members to create a critical mass of members that will step into the project.
- The degree of commitment of members: The commitment of the members is rather unclear, because the request is rather unclear. Once the federation creates an offer, the members can better clarify their interest in it or need for it.
- The competences present: There is a need for rather diversified competencies.
- The available budget: A more limited budget.

3. How to start up and implement such a strategy

Few steps are needed to deal with this approach, but all are equally important:

1. Perceive the needs of your members: Most of the members are facing day-to-day problems and thus do not see all strategic opportunities. It is the role of the federation to bear a prospective attitude in foreseeing strategic challenges that will come up in the mid-term future.
2. Inform the members about this possible challenge: Once informed, do they also feel it is interesting for them?
3. Then, with the 'offer-on-demand' strategy, the projects can be "scanned" through a decision grid to check whether or not they will be developed (see quote).
4. Build a project – if possible, using an innovative method.

5. Recruit your pilots: They are the members that will implement the project in their organisation.
6. Once the team has been built, you can really start working with them:
 - Clearly explain what it is all about: The method, the benefits: The purpose here is not to "sell" a project, but rather to propose a means to go further in the way of professionalism.
 - You need strong involvement by the participants
 - In every structure, you need to have someone clearly identified to drive the project. This person has to know what is expected of him/her and what his/her task will be.
 - Plan the project.
 - Follow the plan.



At RESSOURCES in Belgium, we work with the 'offer-on-demand' strategy.

The essential difference with the previous 'push' strategy is that there is not a single offering for all the members: we propose tools and management systems that fit some of our members. The members are so different in size and activities that if we want the tool to be practical, we have to focus on subgroups. Once a tool is developed, we actively promote these. The members are, however, free to use the tools or not, or to join the project group after a while.

At RESSOURCES we offer our members:

- HQ 21: an overall action planning model, based on the three dimensions of sustainable development (see p. 14).
- MANAGENS: an environmental management system based on EMAS
- Electro-Rev: a guarantee label for WEEE reuse and coming up, a 'ressourcerie' label.

Before developing a project we use the following decision grid:

1. Is the project coherent with the mission of the network?
2. To what extent is it a service to the members (over 40 points)?
 - explicit demand of at least one member and coherence with the rest of the members: 40/40
 - explicit demand of one of our main stakeholders (community, region, ...) and coherence with our members: 30/40
 - non-explicit demand from our members, but coherence with the members: 20/40
 - no demand or coherence with the members' activities: 0/40
3. What is the interest at federation level (15 points)?
 - at least 4 members can benefit from the project: 15/15

- 3 members can potentially benefit from the project: 10/15
 - 2 members : 5/15
 - fewer than 2 members can benefit from the project: 0/10
4. Synergies, partnerships, collaborations with our main stakeholder (15 points)
 - the project will create strategic partnerships or collaborations: 15/15
 - the project will create non-strategic partnerships or collaborations: 10/15
 - the project will not create strategic partnerships or collaborations: 0/15
 5. Reinforce the visibility of the sector to our stakeholders (15 points)
 - the project will have significant visibility geographically and in terms of duration: 15/15
 - the project will have significant visibility geographically or in terms of duration: 10/15
 - the project will have a limited impact geographically and/or in terms of time: 5/15
 - the project will have no visibility : 0/15
 6. Development or professionalisation of the main job (networks) (15 points)
 - the project has a direct positive impact on the development and professionalism of the work: 15/15
 - the project has a direct positive impact on the development or professionalism of the work: 10/15
 - the project has an indirect positive impact on the development and professionalism of the work: 5/15
 - the project does not have a positive impact on the development or professionalism of the work: 0/15

If the total is less than 60 points, the project is not in line with the main missions of the federation.

We then ask ourselves:

- Can we modify the project / idea to fit the main missions? How?
- Is it an explicit demand from at least one of our members? If so, then it is a specific demand and it should rather be treated as consultancy.

4. What works and what doesn't, and the results

The main difficulty, but also the richness in this approach, lies in the fact that all members are quite different and thus do not react in the same way. Some may be good at some steps, while others will take a long time to complete some tasks (or may come close to abandoning the tasks).

What is crucial is that the members must give a clear mandate to the federation to pursue development and coaching in some quality management systems.



LEARNING NETWORKS

1. What these are

Learning networks are groups of people that wish to exchange experiences and good practices. They share a common expertise and are bound together by a common mission or purpose. These networks often start off rather informally and may become more structured over time.

2. When and why these should be used

- Learning networks are very interesting if you wish to move faster in developing or implementing a system.
- It allows you to avoid the mistakes already made by others.
- It is cost effective.
- It requires a more or less homogeneous group of organisations or participants with similar knowledge and experience and similar interests or in a similar phase of implementation.

3. How to run a learning network

A learning network regularly exchanges information and mainly experiences. In the group you must agree on the ways in which exchanges will take place, as well as the

preparations required at each stage and who has access to which information.

Different options are possible here:

- Face-to-face exchange
- Telephone and teleconferencing
- Online tools

Ideally a combination of these is used. Face-to-face exchanges are necessary to create a sufficient basis of trust and to get to know one another. Teleconferencing and online tools are cheaper but more anonymous, and online tools are even accessible on a permanent basis.

4. What works and what does not, and the results

Learning networks are very strong when there is a high degree of trust and cooperation and a clear interest by each of the members when it comes to receiving from and contributing to the network. It is important that each member can receive as well as contribute.

Also, if you have a highly multidisciplinary team consisting of people with marketing perspective, production and logistics expertise, the exchange is even more enriching.

Good luck!

6. Further references

Websites

<http://www.accountability21.net> is an international membership organisation that develops standards for ethical and sustainability reporting.

<http://ec.europa.eu/environment/emas> is the European website on the EMAS, with a toolkit for implementation, news, events and activities.

<http://www.ecomapping.org/english.html> offers a practical tool to draw up an inventory of where your activities have an environmental impact.

www.efqm.org

<http://www.inem.org/> is the International Network for Environmental Management that has publications on quality management.

<http://www.investorsinpeople.co.uk>

<http://www.iso.org>

Available from: www.rreuse.org **Qualiti-Es**. 2006. *Quality management in reusing and recycling social enterprises: Report of the inventory amongst RREUSE members* [Online]. 108 p.

<http://www.socialauditnetwork.org.uk/>

Appendix I

Some examples of EFQM documents

- I.1 Collection of goods on demand
- I.2 Competency description
- I.3 Possible Key Indicators
- I.4 Key objectives

I.1 Collection of goods on demand

1. Objectives

Collecting goods without causing damage at customers' premises
Accurate recording of collected goods
Receiving goods in a customer-friendly way

2. Field of application

All establishments of Krinkel De Kringwinkel
All suppliers of reusable goods within the catchment area of Krinkel De Kringwinkel

3. Responsibilities and powers

All Krinkel De Kringwinkel employees are obliged, to the extent to which the procedure applies to them, to follow the procedures.

The warehouse supervisor is responsible for the collection on demand

The general coordinator is the person ultimately responsible for the collection on demand

4. Terms and definitions

Collection team responsible for collecting reusable goods

5. Related documents, forms and tools

No.	Name	Comments
5.1-DOC-04	Collection team selection criteria	
5.1-DOC-03	Planning for collections	It is drawn up in computer dispatching
5.1-FRM-10	Collection order	It is drawn up in computer dispatching

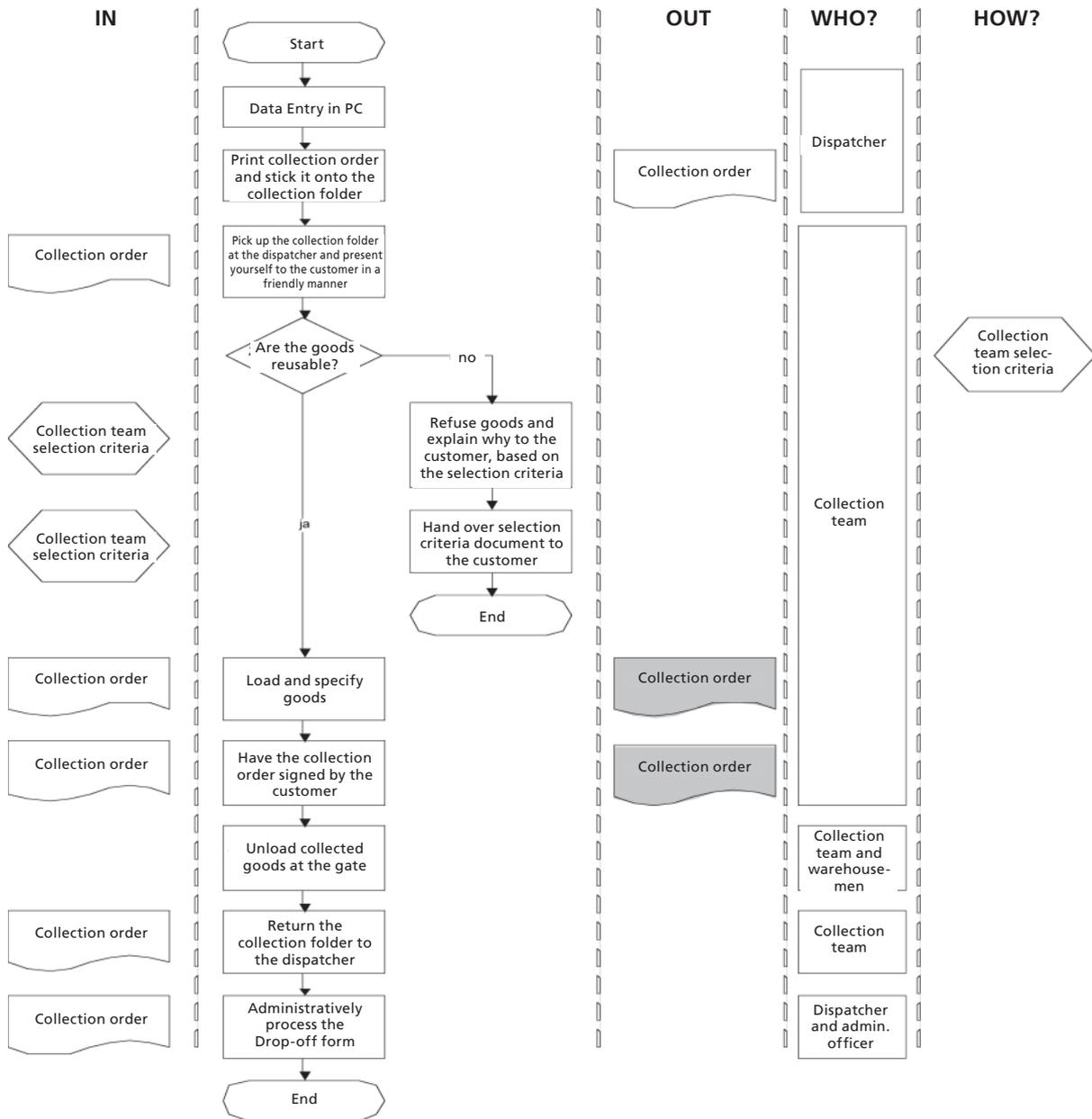
6. Completed forms

Form	Who	Repository	Retention period
Collection order	Administrative officer	Archives	10 years

7. Relevant literature

Customer-friendliness course
Computer registration system manual

8. Method



I.2 A competency description

Employee skills registration

Corporate skills (at organisation level)

- People-oriented attitude
- Teamwork
- Knack for productivity
- Learning attitude

Generic skills (at employee support level)

- Must qualify for employment within sheltered workshop
- Can work in a team
- Can work according to set procedures
- Can act decisively
- Has an interest in the range of duties
- Is in good physical condition

Job-specific skills

Knowledge:

Must be able to read and write

Ability:

THEORETICAL KNOWLEDGE

- Must have sufficient knowledge of Dutch to read work instructions.

PRACTICAL KNOWLEDGE

- Can load and unload a device.
- Can perform an initial visual check on reuse.

PRECISION

- Is attentive to safety on the shop-floor
- Only carries out tasks assigned by the instructor.

I.3 Possible Key Indicators

K² indicators

Leadership

- Description of mission/vision
- Evidence of positive feedback on tasks and skills in the job profile

Policy & strategy

- The extent to which policy has been determined in strategic and tactical choices
- The extent to which strategic and tactical choices are realised

Staff

- Number of procedures set and followed up
- Defined skill evolutions

External partnerships

- Evaluation of cooperation given by the 5 most important partners

Resources

- Risk analysis with accompanying management plan, which inventories a minimum of 5 risks: 1) finances, 2) employee occupation continuity, 3) safety, 4) buildings and 5) legislation

Processes

- Number of procedures set and followed up

Customer results

- Customer perceptions
- Assessment of customer evolutions

Employee results

- Labour quality perception

Social results

Still to be developed

Key performance results

- Kg of reuse/resident
- Number of social employments
- Financial results

I.4 Key objectives

Leadership

- The organisation describes its mission and vision.
- The organisation communicates the mission and vision to all employees.
- Leaders take part in improvement activities.
- Leaders follow training concerning quality control.

Policy & strategy

- The organisation develops a formal and informal consultation system to register the needs and expectations of the interest groups.
- The organisation translates needs and expectations in its policy.
- Establish and actualise annually a strategic plan.
- To have at least on the most critical components of the tactical plan performance indicators with concrete objectives.

People

- The processes and systems on employees have been fixed and described.
- The organisation develops an expertise plan for its employees: based on competences, specified from needs, implemented in training goals and in practice.

- The organisation involves its employees in a systematic manner in the decision-making.
- The organisation pursues an active communication policy with its employees with attention to formal and informal communication.

Partnerships and resources

- The organisation develops a system to contract and maintain contacts with key partners.
- The organisation has a system for mastering largest risk.
- The organisation manages its buildings, equipment and infrastructure in an efficient manner.
- The organisation makes knowledge and information accessible for all employees.

Processes

- Key processes have been described and have been fixed in procedures.
- The organisation can show that procedures are observed.
- The organisation has a system to evaluate procedures with respect to effectiveness and efficiency.
- The organisation develops systems to examine the needs and expectations of customers.

Appendix II

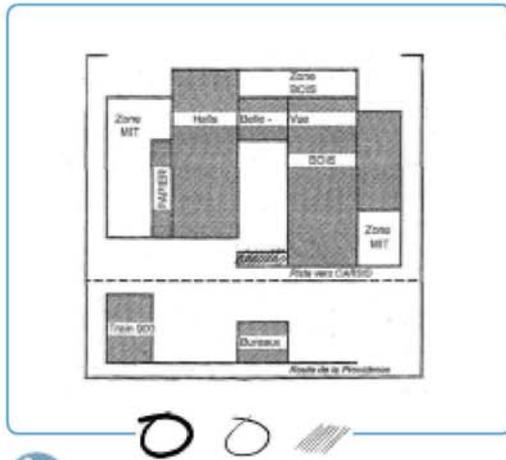
Some examples of EMAS documents

- II.1 An 'ecomap' to make an inventory of significant environmental impacts
- II.2 An environmental management program
- II.3 A good practice
- II.4 An environmental declaration

II.1 An Ecomap



- General Situation
- Water
- Energy
- ✗ Soil and storage
- Waste
- Air, dust, odours, noise
- Risks and safety



4.3.1. Problems, practices and impacts

- Sorting waste from electrical and electronic equipment: oil spill.
- Soil strewn with debris: T900
- No properly delimited zone with regard to scrap and wood that has to be sorted
- Storage of uncovered polystyrene bags
- Reduction of the storage area, which implies organisational problems

- Initial analysis
- ✗ Yearly evaluation



4.3.2. Applicable legislation

Decree of the Walloon Government (DWG) of 17/07/03 on liquid fuel deposits; DWG of 27/02/03 ; DWG of 04/07/02 (operating conditions) ; DWG of 09/04/92 (WEEE) ; DWG of 27/02/03 (WEEE) ; European directive on WEEE of 27/01/03; ADR



4.5.1. Indicators, figures and measures for 2005

- Impermeable surface: 37%
- Storage area surface: from 19000 to 4000 m²
- Permanent fuel stock in tanks: 4,000 l



4.3.3. Objectives and targets for 2006

- 4/ Decrease the amount of waste sent to the TLC
- 2/ Reorganisation of storage areas following the suppression of T600 and the predicted move from our site. This implies the improvement of storage areas and reduction of soil pollution
- 2/ Covered storage of polystyrene bags

N° 4.3.1. Environmental Actions Programme



4.4.1. Supervisor Closing date

N°	Description	Responsible	Closing date
2	Plan of the new site: definition of storage areas	TJ, PF	31/12/2006
2	Definition of current storage areas (until removal)	TJ, PF	31/03/2006
2	Purchase of sawdust, eco beads or absorbent products for oil leaks + purchase of a barrel for frying oil and fats	PF	March 2006
6	Sensitisation to immediate collection of spillage during unloading	SD / PF	31/12/2006
2	Definition of a storage area for polystyrene bags	SD / PF	28/02/2006



4.4.2. Training content

Training content	Number of participants	Date	Duration
Recall of good environmental practice	25	June 2006	1h
Recall of storage areas	25	June 2006	1h

Date of issue 22/02/2006

Signature and name

Sandrine Dufrane
Philippe Fontaine

Update No. 2

II.2 An environmental management program

No.	Objectives	Duration	Targets	Program	Due date	Supervisor	Reference doc
1	Conversion to biofuel for 15% of our total fuel consumption	2007	Conversion of 15% of total fuel consumption to biofuel	Prospecting for suppliers	end 2006	TJ	Training + vehicle file
			A blend of canola oil and fuel must be applied while awaiting the biofuel. This blending system will be kept for certain vehicles for which biofuel is not suitable.	Sensitising personnel to the problems of fossil fuel consumption and global	end 2006	TJ / PF	
				A tank and holding container will be installed according to current environmental standards. Storage of canola oil barrels and a holding tank.	end 2006	TJ / PF	
2	Optimising waste tonnage treated as part of our recycling activity	2006	WEEE activity development	Broadening the geographical collection	2006	TJ	
			Lagooning activity development	Prospecting for new clients	2006	TJ	
			Development of asbestos removal activity (set asbestos)	Prospecting for new clients	2006	TJ	
			Scrap activity development	Prospecting for new clients	2006	TJ	
			Investment in a loading crane		2006	TJ	
			Wood C activity development	Prospecting for new clients	2006	TJ	
			New recycling channel development (big bag, glass, ...)	Prospecting for new subcontractors	2006	TJ	
3	Optimising purchases of biological supplies	2006	Purchase maintenance of material and biological supplies	Purchasing recycled paper	2006	TJ	
				Purchasing organic consumer products	2006	TJ	
				Evaluating and modifying the products that the company uses to clean offices	2006	SD	
				Optimisation of fuel oil and electricity consumption	2006	SD	
4	10% reduction in final waste sent to the Technical Landfilling Centre	2006	Decrease the amount of waste sent to the TLC by 3% for 2006.	Sensitising clients to decreasing residues in incoming containers	2006	PF / TJ	
				Respecting the acceptance criteria when receiving waste	2006	PF / SD	
				Informing workers of the criteria to be respected	2006	SD	
				Increased sign-posting on site to prevent clandestine deposits	2006	PF / SD	
				Purchasing various PMC dustbins, glass, compost	2006	TJ / PF	
				Solving the problem of evacuating PMC for offices	2006	PF	
				Communicating with and informing staff	2006	SD + Brigadiers	
				Decrease the amount of waste sent to the CET by 4% for 2007	Intensifying CIW sorting	2007	PF / Foremen
				Sensitising to the source	2007	PF	
5	Intensive, proactive and permanent collaboration with our clients with regard to the environment	2006	2006	Organising a meeting with our principal clients' environmental officer		SD / PF	
			2007	Sensitising to treatment, sorting and workplace improvement - Advice		TJ	
6	Increase the number of training hours per person per annum	2006	Development of training schemes at safety/risk management level	Establishing a training scheme for 2006	2006	SD	Training planning
			Training on new themes	Training on the risks of asbestos and lagooning	2006	SD	

II.3 A good practice

Good environmental practice

Clean the storage areas at least once a week,
Check the condition of your tools and vehicle after each use,
Complete the weigh bills suitably with tonnages and descriptions,
Check that the load of incoming or outgoing vehicles is correct,

If you find a deposit of unsuitable waste, sign-post it and mark out the site.
Report environmental risks or accidents immediately to 0478/450.197
to ensure fewer risks for your environment!

Fuel is becoming increasingly expensive and vehicles are polluters, so think
of the best route:
you will save time and the company will spend less money!

On your own premises, like here, electricity bills are often too high, so you
could pay attention to wastage of electricity, water and heating.

Remember to:

Turn off the lights

Disconnect electrical appliances (radio, PC,...)

Turn off radiators

Close taps

II.4 An environmental declaration



A



Environmental Declaration 2005

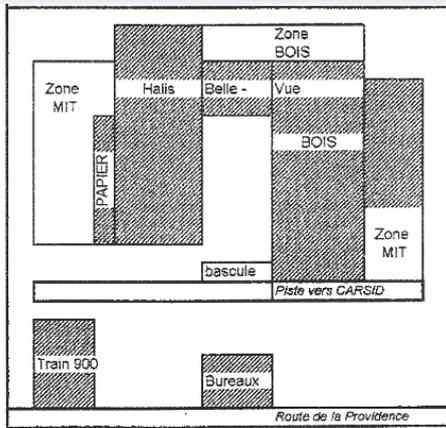
Retrival is a professional integration company that has created 30 jobs since its foundation. The company is active on various factory sites in the Walloon region and operates in 3 sectors: waste management, site improvement and greening, and industrial space restoration. Retrival belongs to the Ressources asbl social economy company network and is recognised by Recupel.

Retrival creates environmental jobs in a spirit of social economy and sustainable development. Through its environmental policy, Retrival is committed to environmental protection and pollution prevention beyond the requirements of the law. The company supports a process of continuous improvement and will carry out the environmental program described below.

Our environmental management system (EMS) is applicable to all Retrival activities. It takes into account the unique nature of the social economy and is based on a systematic approach to Ecocards. Our environmental officer is responsible for the planning, implementation and control of EMS, which is participatory, informal but rigorous work. This implies permanent work-training for all workers. EMS is carried out in permanent collaboration with Ressources asbl network staff. The network shares the same documentary system. Ressources asbl intervenes regularly to ensure legal control and it also intervenes in support of internal audits, training and management.

Dynamic external communication is supplied by Retrival and Ressources asbl.

For more information, please visit <http://www.retrival.be/emas.htm>



Company name **RETRIVAL**
 Establishment date 30/05/1997
 Contact person Thibaut Jacquet
 E-mail retrival@retrival.be
 Registered address Rue de l'usine, 1- 6010 Couillet
 Operational address Rue de la providence, 116- Marchienne
 Tel. 071/ 63 10 10
 Fax 071/ 31 88 16
 Website www.retrival.be
 NACE Code 37100
 VAT No. BE-460 796 619
 Annual turnover 1,568,409 Euros
 Average no. of employees/year 18.2
 Surface in m² 19000 m²
 Core business Non-hazardous waste recycling

Seize : Artisan Industry Service

Urban sitting : Mixed Residential Industrial

Direct and indirect priority environmental topics	Significant impacts
Energy (fuel, fuel oil, gas, electricity)	
Waste (prevention, collection and disposal)	
Soil and storage	
Air, dust, odours, noise	
Environmental risks	
Worker health and safety	
Purchasing policy	
Worker training	



Strategic environmental objectives from 12/2002 to 12/2006

- 1/ Conversion to biofuel for 15% of our total fuel consumption
- 2/ Optimisation of the waste tonnage treated within the framework of our recycling activity
- 3/ Rational use of ecological products
- 4/ Decrease the amount of waste sent to the Subsurface Containment Centre by 10%.
- 5/ Intensive, proactive and permanent collaboration with our clients to improve waste storage and management.
- 6/ Increase the number of training hours per person per annum by 30%

In order to evaluate important environmental aspects of its activities, Retrival uses the "FLIPO" criteria, i.e.

- Material flow and resources used
- Legal obligations
- Environmental impact
- Practices in force within the company
- Workers' opinions

At RETRIVAL, the most important environmental aspects can be found in the following activities:

- Sorting scrap from electrical and electronic equipment
- Site cleanliness and marking
- Material storage
- Sorting wood

Signed by + signature Date

22/02/2006

Next declaration in 2006





B

Environmental Declaration 2005

Resources used

	year 2003	year 2004	year 2005	Trend
Waste				
Treated waste (assimilated, WEEE...)	13,506	12,560	12,087	⊖⊖⊖
Proportion of recycled waste	95,2%	97,4%	96,3%	⊖
Proportion of reused waste (WEEE...)	0,3%	0,1%	0,1%	⊖
Proportion of waste sent to TLC	4,5%	2,5%	3,6%	⊖
Number of recycled waste flow	10	10	15	⊖
Water consumed by worker				
	1,40 m ² /tra	4,92 m ² /tra	2,97 m ² /tra	⊖
Energy				
Heating oil (canteen + adm)	51,91 l/m ²	63 l/m ²	69 l/m ²	⊖
Fuel (vehicles)	34,692 l	56,905 l	58,183 l	⊖
Proportion of biofuel	0%	0,18%	0,00%	⊖
Oxygen (cut-out metals)	4,757.2 m ³	1,542 m ³	1,846 m ³	⊖
Propane (cut-out metals)	1,487.5 kg	3,786 kg	326 kg	⊖
Electricity (canteen + adm)	539 kWh/tra	405 kWh/tra	396 kWh/tra	⊖
Transport				
Number of operating vehicles	9	9	11	⊖
Waste transported by train	93%	58%	0%	⊖
Waste transported by road	7%	42%	100%	⊖
Soil and storage				
Concrete storage surface	37%	37%	37%	⊖
Number of environmental accidents	6	3	3	⊖
Permanent fuel stock in tanks	4,000 l	4,000 l	4,000 l	⊖
Air, dust, odours, noise				
	0 complain	0 complain	0 complain	⊖

The amount of fuel consumed is increasing because our geographical area of operation is extending.
 Supply difficulties meant that biofuel could not start being consumed.
 (1) Environmental communication with clients cannot be quantified, they were not formalised in 2005. However, we respond to any EMS issue and we communicate regularly and effectively with our partners. Our environmental declaration and activity description are available on our website.
 (2) Sensitisation to good environmental practice occurs every week for every staff member during site visits.
 (3) Internal environmental checks generally take place once a week for each of our building sites. Formalisation is envisaged for 2006.

Environmental management indicators

	year 2003	year 2004	year 2005	Trend
Good environmental management				
Number of environmental actions	11	22	15	⊖
Environmental communication with clients and suppliers	9	21	(1)	⊖
Proportion of expenditure for purchases of ecological supplies / total expenditure for purchases of supplies	12%	27%	32%	⊖
Training of staff				
Training before recruitment	6 months full-time	months full-time	months full-time	⊖
In-service training of staff	12,9 h/full-time	16,6 h/ETP	27,7h/full-time	⊖
Sensitisation / Training	6.0 h/full-time	1,2 h/ETP	(2)	⊖
SME audit				
Number of internal environmental checks	12	13	(3)	⊖
Number of external environmental checks	5	7	7	⊖

Social indicators

	year 2003	year 2004	year 2005	Trend
Employment				
Number of jobs created	0	6	1	⊖
Number of reuse jobs	2 people/32T	0.5 pers/3T	0.2 full-time	⊖
Number of jobs in recycling	10p/12,857T	10p/14,396T	12p/10,350T	⊖
Participation in local development				
Neighbourhood complaints	0	0	0	⊖
Employment created within 5 km radius	24	28	29	⊖
Number of schools supported by our activities	5	5	5	⊖

Principal achievements of 2005

STRATEGIC OBJECTIVE NO.	
2	Relocation and cleaning of one of our sites (T600)
6	Sensitisation of new workers to EMAS
5	Website development
2	Expanding the variety of waste treated
2	Searching for new recycling channels (wood, big bag, biofuel...)

For more details and other actions: <http://www.retrival.be/emas.htm>

Eco-effectiveness indicators for 2003/2004/2005

	2003	2004	2005
kg of treated waste / 1,000 € of the turnover (kg/k€):	8,865,6	7868,43	7708,82
kg of final waste / 1,000 € of the turnover (kg/k€):	320,2	211,27	270,01
litres of fuel / 1,000 € of the turnover (l/k€):	19,6	34,76	37,1

Environmental targets for 2006

(100% base = activity ratio on 31/12/2002)

Labour relations	Reintroduction of the best practice guide 3% reduction in waste sent to TLC Improvement of waste management (polystyrene storage bags, avoiding clandestine deposits, management of in- and outgoing scrap)
Energy	Conversion of 15% of total consumption to biofuel
Training	Training on environmental and safety risks To develop an environmental behaviour indicator

For more information on the action plan and actions performed, please visit <http://www.retrival.be/emas.htm> or send an e-mail to retrival@retrival.be

Declaration of validation

Based on the organisation audit, site visits, interviews with collaborators, and investigation of documentation, data and information, Aib-vincotte International, in its capacity of environmental inspector, with Belcert accreditation no. B-017-EMAS, concluded:

- that the policy, program, management system, environmental analysis and audit procedure as regards the environment as well as the environmental declaration fulfil the requirements of European Parliament and Council Regulation (EC) No 761/2001 of 19.03.01 allowing organisations to participate voluntarily in a Community environmental management and audit system (EMAS).
- that the data and information in the environmental declaration are reliable and that they effectively cover all the significant environmental issues for this organisation.

eng. P. Olivier,
President of the Certification Commission.

On:



Environmental declaration 2005

OUR ENVIRONMENTAL POLICY

Aiming to preserve the environment for future generations, Retrival is committed to continuous environmental improvement and protection beyond the requirements of current legislation.

We will concentrate on the following points:

- To lay out our site according to an optimal environmental design;
- To improve our flow management and storage policy in order to decrease its environmental impact;
- To train every staff member and make them responsible for their working methods and their environmental impacts;
- To prioritise reusing materials before entering a recycling process; to prioritise recycling over disposal; to prioritise recycling over disposal;
- To make prevention a constant theme in our thoughts and actions both internally and with respect to our clients;
- To manage risks through information, communication and sign-posting;
- To become a model for our clients and partners with respect to the environment;
- To make everyone aware that they as individuals represent the whole Retrival team;

For the Retrival team

A handwritten signature in black ink, appearing to be "Thierry M. ...".

22 February 2006

Appendix III
An extract from a Social Audit report



The table of contents of Opnieuw & Co's Social Audit report contains the following 8 chapters:

1. What is Opnieuw & Co doing
2. The Social Audit process
3. Objective 1: a healthy financial policy
4. Objective 2: decreasing the mountain of waste
5. Objective 3: naturalising product reuse
6. Objective 4: undertaking with care for the environment
7. Objective 5: creating employment opportunities
8. Objective 6: a pleasant working atmosphere

CHAPTER 7

Objective 5: create employment opportunities

An important objective of Opnieuw & Co is to create sustainable employment. Especially unskilled and long-unemployed people find it difficult to secure a job in the regular labour market. Opnieuw & Co focuses firstly on this group of unemployed people. We examined the number of workshops and the profile of the employees. That recycling centres are labour-intensive initiatives should be obvious based on the facts below.

Jobs

In 2003, a total of 84 people worked for Opnieuw & Co. For the c.v.b.a. in Lier this group consists of 10 people on a fixed contract, 4 people on a temporary contract (asset regulation), 1 student with a part-time job and 7 article-60 employees.

For the npo in Mortsel this group consists of 26 people on a fixed contract, 1 employee on a temporary contract (asset regulation), 13 article-60 employees, 7 volunteers and 15 people via the labour office.

If we examine the different regulations, it appears that 36 people worked on a contract of indefinite duration in 2003, while 5 people worked on a temporary contract. The Public Centre for Social Welfare employs 20 people within the regulations of article 60. These article-60 employees, also known as social workers, are people who out of necessity arrive at the Public Centre for Social Welfare and are employed for a specific term until they qualify for unemployment benefits (for 1 to 2 years). 1 student with a part-time job is appointed and 8 volunteers come to lend a hand.

For the 'Labour Care' project, which started in 2002, an average of 15 employees worked in an unpaid capacity in a sheltered workshop in 2003

...

Follow-up of 2000-2002 planning:

- 7 extra people were recruited via the sheltered workshop - the minister allowed no more than that (planning 10)
- In our region no reuse centre for white and brown goods was established and therefore no new jobs were created

2003-2004 planning:

- during the performance interviews we will pay more attention to the flow into the regular labour market (career planning)
- Recruiting ten extra employees via the sheltered workshop
- Attracting twenty extra employees to the Labour Office
- appointing 10 extra employees via the Public Centre for Social Welfare of Antwerp
- Activating other Public Centres for Social Welfare to appoint people with us

Appendix IV

Some examples of documents for a social management system

IV.1 The mega process for social management

IV.2 The process details for phase 1: Recruitment

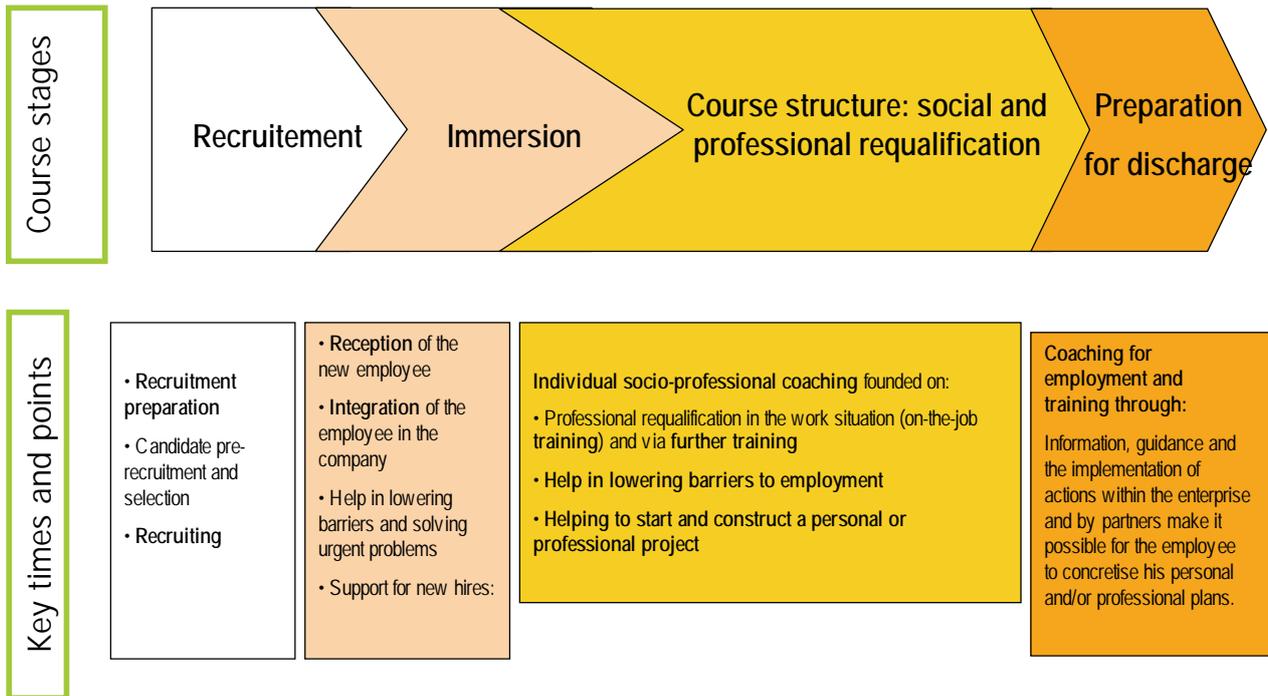
IV.3 A tool for recruitment: an overview of requirements per function

IV.4 An extract of a 'Social report'

IV.1 The mega process



Envie, which course?



IV.2 The process details for phase 1: Recruitment

PHASE 1	THE RECRUITMENT
Objective	To ensure an appropriate fit between accommodated people profile and integration offer from Envie EMO

Recruitment preparation and recruitment		Stages	Organisation/Contents	Actors	Tools and aids to be used
<ul style="list-style-type: none"> → A provisional assessment of the amount of recruitment necessary, related to our social activity's inherent "turn-over" → Systematic information of recruitment advisors: <ul style="list-style-type: none"> ▪ to respond to social services; ▪ to draw up a "portfolio" of candidates; → A mode of partnership recruitment 	<ul style="list-style-type: none"> ▪ Need assessments for positions to be filled in function of: <ul style="list-style-type: none"> ▪ anticipated staff turnover ▪ production-related needs ▪ composition of teams in place... ▪ Prospecting for local partners; ▪ Participation in local events (recruitment fair, local meetings...) ▪ Organisation of regular visits or open days 	<ul style="list-style-type: none"> ▪ Systematic communication of the employment offer to local partner advisors, to ANPE (National Employment Agency) ▪ Recording and study of candidacies ▪ Convocation to recruitment interviews 	<ul style="list-style-type: none"> ▪ Systematic communication of the employment offer to local partner advisors, to ANPE (National Employment Agency) ▪ Recording and study of candidacies ▪ Convocation to recruitment interviews 	<ul style="list-style-type: none"> Management Team leader External partners 	<ul style="list-style-type: none"> ▪ Provisional planning of course dates (entries/exits) ▪ Regular meetings ▪ Table of pre-requisites for work stations
<ul style="list-style-type: none"> → Definition of the profile(s) of the post to be filled 	<ul style="list-style-type: none"> ▪ Systematic communication of the employment offer to local partner advisors, to ANPE (National Employment Agency) 	<ul style="list-style-type: none"> ▪ Systematic communication of the employment offer to local partner advisors, to ANPE (National Employment Agency) 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> ▪ Envie EMO job descriptions ▪ Employment opportunity 	
<ul style="list-style-type: none"> → Reception of candidacies, convocation of candidates and recruitment follow-up 	<ul style="list-style-type: none"> ▪ Recording and study of candidacies ▪ Convocation to recruitment interviews 	<ul style="list-style-type: none"> ▪ Recording and study of candidacies ▪ Convocation to recruitment interviews 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> ▪ Liaison file with the partners ▪ Monitoring table of recruitment stages 	
<ul style="list-style-type: none"> → Candidate selection based on: <ul style="list-style-type: none"> ▪ Expressed motivation (desire to work, a project...) ▪ Social and professional diagnosis (eligibility for IAE) ▪ Identification and evaluation of (previously gained) skills 	<ul style="list-style-type: none"> ▪ One or more recruitment interviews 	<ul style="list-style-type: none"> ▪ One or more recruitment interviews 	<ul style="list-style-type: none"> Team leader Management 	<ul style="list-style-type: none"> ▪ CV provided by the person ▪ If need be, candidacy card ▪ Advisor liaison file ▪ Envie course file 	
<ul style="list-style-type: none"> → Final recruitment decision 	<ul style="list-style-type: none"> ▪ Information of candidates as well as advisors ▪ Request for documents necessary to establish the contract ▪ ANPE certification 	<ul style="list-style-type: none"> ▪ Information of candidates as well as advisors ▪ Request for documents necessary to establish the contract ▪ ANPE certification 	<ul style="list-style-type: none"> Management Team leader 	<ul style="list-style-type: none"> ▪ ANPE agreement 	

IV.3 A tool for recruitment: an overview of requirements per function

PREREQUISITES FOR POSITIONS OFFERED BY ENVIE EMO

The following tables show the main prerequisites for the positions offered by the Envie companies. It is obviously necessary to adapt them to your internal organisation:

	Assistant storekeeper Warehouse agent	Electrical repairer	Salesman or Shop assistant	Driver / deliveryman	Administrative position
Man or woman of working age	Yes	Yes	Yes	Yes	Yes
Referred by a social welfare body	Preferred	Preferred	Preferred	Preferred	Preferred
Strong work motivation	Necessary	Necessary	Necessary	Necessary	Necessary
Pronounced predisposition for manual labour	Preferred	Necessary	No	Preferred	No
Suited to carrying loads (50 kg)	Necessary	Necessary	Necessary	Necessary	No
Can read, write, and perform the 4 functions	Necessary	Preferred	Necessary	Necessary	Necessary
VL licence, see PL according to company vehicles	No	No	No	Obligatory	No
Driving experience	No	No	No	Preferred	No
Ability to communicate	Preferred	No	Obligatory	Obligatory	Preferred

IV.4 An extract of a 'Social report'

The social report of Envie is composed of the following chapters:

Chapter 1: Importance of the network in 2005
Chapter 2: Modalities for recruitment
Chapter 3: Contract and engagement in employment as part of the insertion process
Chapter 4: Profile of the employees
Chapter 5: Importance of the barriers to integration
Chapter 6: The outflow of employees in 2005
Chapter 7: Employment afterwards

EXTRACT OF CHAPTER 6:

6. The employees in integration discharged in 2005

6.1 Staff turnover in 2005:

In 2005, 530 employees left the Envie network, i.e. 45.8% of the total staff complement that year:

- 442 at the end of their course at Envie (47.2%) ;
- 88 at the end of their course at Envie 2E (39.8%).

The reasons for this turn-over being relatively lower than the companies' national average (50.8% according to figures' published by DARES) are:

- the significant lengthening of course duration for Envies EMO companies;
- the number of recent appointments made during 2005 by the Envie 2^E companies, whose activity is developing, taking into account the entry into force of the European directive on WEEE.

6.2 Lengthening of the average duration of completed courses

Course duration	EMO		2E		Together	
	Workforce	%	Workforce	%	Workforce	%
From < to 3 months	64	14,5%	17	19,3%	81	15,3%
From 3 to 6 months	85	19,2%	20	22,7%	105	19,8%
From 6 to 12 months	72	16,3%	17	19,3%	89	16,8%
From 12 to 18 months	58	13,1%	14	15,9%	72	13,6%
From more than 18 months	162	36,7%	20	22,7%	182	34,3%
No information	1	0,2%		0,0%	1	0,2%
Total	442	100%	88	100%	530	100%

This year, the average course duration for all employees in integration is **13.7** months (as opposed to 12.9 months in 2004 and 12 months in 2003).

- 14.1 months for the EMO companies (as opposed to 13.2 months in 2004 and 12.5 months in 2003);
- 11.7 months for the Envie 2E companies (as opposed to 11.3 months in 2004 and 8.6 months in 2003);

6.3 Methods of discharge

In 2005, 65.5% of employees went at the end of their contract (as opposed to 68% in 2004 and 63% in 2003).

6.4 Professional achievements and employability

79% of employees who left in 2005 achieved competences within the framework of their course within the Envie and Envie 2^E companies.

63% of them are employable, in view of the productivity and quality criteria for the full-time position(s) that they held throughout their courses.

- A higher level of certified employability gained by more employees
- In 2005, 63% of the employees left the Envie network with professional achievements (as opposed

to 59.7% in 2004 and 59.3% in 2003).

- 16% achieved professional competences within the framework of the internal professional requalification course offered by the Envie companies or by external follow-up on training.
- Moreover, there has been a marked increase in the amount of employees who achieved AFPA professional certificates within the framework of the training scheme set up in 9 network companies: 71 employees (13.4% of the entire Envie network workforce) achieved one or more professional certificates. They accounted for 11.2% of the workforce in 2004 and 9.7% in 2003).

On the other hand, nearly 21% of employees in integration left in 2005 (as opposed to 23% in 2004 and 18.8% in 2003 and 23.5% in 2002) without meaningful professional achievements. These employees did not spend enough time with Envie to gain sufficient professional experience. Nevertheless, during this time, these employees will have received the benefit of coaching to resolve some social problems.

Appendix V
Possible elements of a license agreement



The 'Envie Federation rules' stipulate conditions on the following subjects in their common policy for the Federation's corporations:

Common policy

1. Human resources

- a. Social professionalisation and requalification
- b. Staff management conditions
- c. Recruitment of directors for Envie Guaranteed Second-hand Electrical Household Appliance and Envie 2E Environment and Employment social companies
- d. Training
- e. Wage policy
- f. Evaluation

2. Economic activities of Federation member social companies

- a. Production and commercialisation of Envie Guaranteed Second-hand Electrical Household Appliance companies
 - Target clientele
 - Products
 - Free services
 - Paid services
 - The price
 - Means of distribution
- b. WEEE treatment activities of Envie 2E Environment and Employment social companies
 - Services and clients
 - The price
 - Service quality
 - Contractualisation

3. Economic equilibrium

4. Partnership policy, national and local agreements

General obligations

1. Participation in the network

2. Confidentiality

3. Information

- a. Information transmitted by member social companies
 - Permanent
 - Punctual or exceptional
 - List and calendar of economic, social and associative information to transmit
- b. Information transmitted by the Envie federation
 - Permanent
 - Punctual or exceptional
 - List and calendar of economic, social and associative information to transmit

4. Communication

- a. Internal communication
- b. External communication
- c. Sales promotion
- d. Use of logos
- e. Press relations

5. Use of Federation services

6. Follow-up of member social companies

- a. Follow-up
- b. Visits
- c. Accreditation

