



Re-use and Recycling European Union Social Enterprises

Qualiti-ES
Quality management in Reusing/ Recycling Social Enterprises

Report of the Inventory amongst RREUSE members

September 2006

Table of contents

1. Context	3
2. Analysis of the inventory	4
1. Profile of the members	4
2. What is quality, why work on it?	7
3. Quality policies at the federations level	9
4. Systems on members level	13
5. Success factors	15
6. Future tendencies	16
3. Inventory report per member	17
Austria – RepaNet	18
Belgium - KVK	22
Belgium – RESSOURCES	31
Finland - SEKY	40
France - Emmaüs France	45
France – Envie	51
Germany - BAG Arbeit / Werkstatt Frankfurt	57
Greece - ERS	62
Netherlands - bKN	66
Spain - AERESS	71
Spain - AIRES	76
UK - Charity Shops	81
UK - CCN	84
UK - Create	87
UK - CRNS	91
UK - Cylch	96
UK - FRN	102

Preamble

This report is based on telephone interviews with the members of RREUSE. It offers an overview of their opinions and current practices. There has not been additional market analysis or desk research on for example the status of legislation in the different countries.

Data has been collected from all members except for IDEA Ambiente because they are currently in reorganization.

1. Context

Quality management is of increasing importance for the reusing and recycling social enterprises. Governments on European, national and local levels increase their demand for proven quality amongst their partners. With the recent WEEE directive this pressure has become very tangible. Not only governments, also producers and consumers expect more: from product guarantees, over professional after sales service to transparency and reporting.

The reusing and recycling social sector is challenged to respond to these changing demands. This response is desirable on a European level since that is where the longer the more the debate is held. Moreover, an increased attention for quality management will help the sector achieve a double goal: confirm its' added value as an actor in the reuse and recycling economy and improve the overall performance of the sector.

This quality project Qualiti-ES is set up to start responding to these challenges. Many of the RREUSE members have already developed a quality management strategy, ranging from developing a tailor made label, over environmental management systems up to formally accredited quality systems like ISO. The objective of this project is to bring together the knowledge and practices of the members and to stimulate exchange. The project even wishes to go further by opening the debate whether a minimum quality standard for the sector is possible and what this may be.

Concretely the deliverables are: first making an inventory of what exists, secondly developing a practical manual on quality management for the reusing and recycling social economy, thirdly organising a conference on the subject in November 2006.

The inventory that lies before you is the first step in this project. You will find a brief analysis of the quality management systems that are in use amongst the RREUSE members, followed by an individual report per member.

We hope you enjoy reading it.

2. Analysis of the inventory

1. Profile of the members

To give an overview of the profile of the members of RREUSE, three points of view have been used. First the sectors in which the members are active, secondly their size, expressed in numbers of members they have themselves; and thirdly size expressed in numbers of people employed and implicated.

When positioning the members of RREUSE according to the sectors they are active in, it gives the following distribution:

Member	WEEE	Textiles	Other household products	Bulky Household waste	Compost	Kerbside collection	Other reuse & recycling activities	Other than reuse & recycling
At- RepaNet	X		X				X	
Be- KVK	X	X	X					
Be- Ressources	X	X	X	X	X	X	X	
Fi- Seky	X							
Fr- Emmaüs Fr	X	X	X	X		X	X	X
Fr- Envie	X							
Ge- BAG Arbeit	X	X	X	X				X
Gr- ERS	X						X	X
Neth- bKN	X	X	X	X		X		
Sp- AERESS	X	X	X	X				
Sp- AIRES	X	X	X	X		X		X
UK- CCN					X			
UK- Charity shops		X	X					
UK- Create	X							
UK- CRNS	X	X	X	X	X	X	X	X
UK- Cylch	X	X	X	X	X	X		
UK- FRN	X			X				
Total	15/17	10/17	11/17	9/17	4/17	6/17	5/17	5/17
%	88 %	59 %	65 %	53 %	23 %	35 %	30 %	30 %

Almost all members are active in the sector of WEEE. Second important is some combination of textiles, other household products and bulky household waste.

The number of members affiliated has been distributed according to three ranges from a small number over medium to large numbers.

In this count only the members that are active in the field of re-use and recycling have been included. In the last column it is indicated which percentage of the total number of members these represent.

Member	Number of members active in re-use and recycling			Total number of members	% Of total of members
	< 25 members	25 < < 100 members	> 100 members		
At- RepaNet		25		25	100 %
Be- KVK		33		33	100 %
Be- Ressources		63		63	100 %
Fi- Seky	12			12	100 %
Fr- Emmaüs Fr			184	224	82 %
Fr- Envie		39		39	100 %
Ge- BAG Arbeit		60		200	30 %
Neth- bKN		84		84	100 %
Sp- AERESS	22			22	100 %
Sp- AIRES		26		35	75 %
UK- CCN			220	220	100 %
UK-Charity shops			250	250	100 %
UK- CRNS		75		108	70 %
UK- Cylch		61		61	100 %
UK- FRN			230	230	100 %
Total	2/ 15	9/ 15	4/ 15		
%	13 %	60 %	27 %		

ERS and Create not included because they don't have members

For FRN the number of members mentioned is the number of members that paid up, there are 400 organisations in total that are represented by the FRN.

Most members of RREUSE have themselves a network of between 25 and 100 members.

Finally an overview of the staff employed at the federation itself, and the staff, trainees and volunteers that are implicated via the members.

These figures are only **indicative**.

For the numbers of FTE employed by the members, especially as volunteers, there is not always a structured registration system.

Member	FTE at federation	FTE employed by members			Total
		FTE paid staff	FTE Trainees	FTE volunteers	
At- RepaNet	0	700			
Be- KVK	8,33	2.583			
Be- Ressources	7,3	1.500			
Fi- Seky	0	500			
Fr- Emmaüs Fr	15	3.500			
Fr- Envie	12	829			
Ge- Bag Arbeit (on environment)	2	300	3.000		
Gr- ERS	9	Na			
Neth- bKN	2	3.000			
Sp- AERESS	0	725			
Sp- AIRES	3	1.500			
UK- CCN	3,5	2.200			
UK- Charity shops	6	10.000		100.000	
UK- Create	na	40	25		
UK- CRNS	11	734	515		
UK- Cylch	13	652		675	
UK- FRN	4,6	2.500 1.000 PT	6.600	10.000	
Total	96,73	32.263	10.140		

At Seky there is no permanent staff employed by the federation. A network of employees from the different member companies takes up the federation's tasks. At AERESS there is a similar way of working and in addition two external staff take care of the secretary that is mailings, accounting, ...

Overall it can be stated that a minimum of **42.500 workers**, not counting the volunteers, are directly employed or trained in the sector.

2. What is quality, why work on it?

2.1. What is quality?

The RREUSE members define quality from different angles.

A first series of definitions is about what **parts or dimensions of the organization** may be concerned.

A first view is that quality can be defined on three levels in the organization: the product, a process or the entire organization. On the level of the product, quality is then defined as setting specific standards for the product or service provided.

A second view is to define quality according to three process lines: the organization of the internal processes, the treatment of staff and the customer service. Or another view is also: the supply and procurement phase; the production process that is the internal organization and the personnel management; the sales demand phase that is customer focus, after sales process, price setting, customer protection and product liability.

A third view is to define the domains that are concerned with quality that is: social, environmental, health and safety.

A second series of definitions concern the **quality process** which is characterized by the fact that:

- It is planned
- It is about having a better control over the way you do things and this can be formalized according to international standards (ISO, ...)
- It is documented, even very lightly
- It is enterprise wide
- It implies continuous improvement.

There is a tendency to agree that the quality standards being used should be of the same level as those of the private sector. Social enterprises should position as professional organizations and therefore also use similar quality models as those used in private sector.

2.2. Why work on it?

Very different arguments are put forward as stimuli for working on quality management. These can be grouped under three types of drivers that is market driven, sector driven or driven by external factors. 'Why not work on it?' is also a relevant question and brings forward both more practical arguments as culture, resources and the heaviness of the systems as well as the market itself.

2.2.1. Drivers

Market driven motivators are:

- Customer orientation

If you want to keep in business then customer satisfaction is the major issue. There is the need to provide an assurance in general that the product delivered is a quality product in the

market. More specifically for WEEE products there is an explicit warranty of a one-year or six months guarantee.

- Supplier conditions

Especially in Spain and France there is a strong pressure from the suppliers to comply with a certified quality system. This is made explicit by the local authorities that inscribe a quality certification as a condition in their calls for proposals or private companies stating that they are only allowed or willing to work with certified companies.

- Competition

In the past competition in the market of second hand clothing has been quite fierce and has led to some quality or rather marketing tools such as logos, to differentiate as a social sector from the other competitors.

Currently competition is growing strongly in the WEEE market. Since the market becomes profitable, many private companies enter as players so the social economy should strengthen itself.

- Market structure

In many countries the structure of the WEEE market is changing. New players enter the market and influence the market rules. There is however not one similar evolution over the whole of Europe, the market restructuring has country specific characteristics. Specifically in Catalonia for example, the government stimulates the social economy organizations to enter this market. In the UK, for example, supply is increasingly coming through larger organizations (called ARCs (Authorised Re-use Centres)) with the capacity and competency to offer quality assured collection service. They then supply the re-use and recycling sector. Therefore the FRN is offering a national brokerage and the market is in some cases moving from a local to a national level.

As **sector driven** elements there are:

- Internal drive

The growth of companies sometimes forces them to make a serious evaluation of their way of working. Taking a quality management approach then helps to critically evaluate the ways of working and the results achieved. Another internal driver for companies can be the search for continuous innovation.

- Professionalism

The social sector in general strives to work as a professional business and to introduce more professionalism in the ways of working.

Complementary to this is the argument of better public relations. When working with quality systems, branding or logos the sector proves that it takes for example environmental issues seriously or improves its image to the clients.

Thirdly there are factors that can be considered more **external** to the market and sector functioning:

- Legislation

The WEEE directive and national legislation makes it compulsory in some countries to have a certified quality system in place in order to be allowed to take part in the WEEE network.

- Government funding

It is clear that when governments foresee funding to stimulate a specific management system that this increases its spread. A good example is the funding of Investors In People in Scotland.

- Societal pressure

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

2.2.2. Barriers

As barriers to put a priority on quality management four main arguments are put forward:

- The market

The evolutions in the WEEE market are not only a driver for more 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 that is dismantling and recycling, as such leaving little opportunity for re-use.

In addition, and especially in the UK, current bad practices of other sectors play a discouraging role. Certain potential partners of for example FRN work with organizations that are not fully compliant. Even certain local authorities that are potential suppliers work with dubious partners (for example exporting to Asia or those that re-use without testing that the product is "fit for purpose"). In addition the trading standards for waste items are unclear. Through these bad practices it becomes a challenge for the social sector to keep access to the reusable goods in the waste stream.

- Culture

Culture is a barrier mentioned on two levels. First there is the organization culture that is the need for sufficient readiness for change, or the urgency for change that must be felt. Secondly there is a general resistance in the social sector to use more formal systems such as the certified quality systems.

- Resources

It's about money that is investment and recurrent costs, competent people and time.

- The systems

The quality management systems in themselves create resistance. Some federations, for example Emmaüs France, find it difficult to develop a quality strategy for a very diversified group of members. It risks either to be too strict or too general. In general, normative and heavy systems are preferably avoided. Moreover, the monitoring and auditing procedures are heavy and costly

3. Quality policies at the federations level

When looking at quality strategies at the federations level the focus is mainly on how federations go about quality management amongst their members rather than the type of system in it.

Every member of RREUSE is in a more or lesser degree concerned with quality management.

This varies from developing tailor made quality systems for the members, promoting these and organizing consultancy; to letting the members take the initiative and focus on being informed.

Overall four types of quality and dissemination strategies may be distinguished: a push strategy, an offer on demand strategy, a project based approach and a bottom up approach.

3.1. A push strategy

In this approach the federation actively promotes a quality management approach to its members and also prospect for new adherents.

What	<p>This approach is characterized by:</p> <ul style="list-style-type: none"> - 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 organized by the federation and consisting of auto-evaluation, peer review or done by the federation as accredited auditor
Who	<p>1. Belgium – KVK KVK promotes the branding of the 'Kringwinkel' for the shops, the Label Revisie for WEEE treatment and the EFQM approach K2 for overall management.</p> <p>2. France – Envie Envie is a type of branding for all the members in the network. They must comply with the Envie standards in order to be allowed as a member. The network is a type of social franchising.</p> <p>3. UK – Charity shops The Charity shops have developed a Code of Charity retailing and are currently considering to make the compliance with this code compulsory for the members.</p> <p>4. UK - FRN The FRN has developed the National Standards System and aims to become a recognized auditor and accreditor for this quality system. All accredited members will have access to the partner networks with FRN being a broker and the 'one stop shop' for manufacturers and other partners.</p>
Members' profile	<p>The members of these federations have a rather homogeneous profile by all being active in a similar sector and thus providing similar or complementary services. The common quality system strengthens them as a network.</p>

3.2. An offer on demand strategy

In this strategy, the federation has developed a quality approach or wishes to promote an existing one and service and accompaniment are delivered on demand of the members, there is no active prospecting.

What	<p>This approach is characterized by:</p> <ul style="list-style-type: none"> - The development of a quality approach by the federation or the selection of an existing system - The accompaniment of the implementation with the members - A tailor made offer is developed on demand of the members including the search for finance - The auditing and control system depends on the type of system
Who	<p>1. Belgium – RESSOURCES RESSOURCES has developed a diversified offer for its' members: there is ElectroRev, a label for the WEEE treatment; Valeurs ajoutées is a light overall management system; Managens, an approach to EMAS certification. When different members ask for support RESSOURCES organizes a coaching project, if only one member has a demand then the support takes form of consultancy.</p> <p>2. Germany – BagArbeit / Werkstatt Frankfurt BagArbeit has realized a quality management project to support members in the development of an ISO 9001 system. The resulting manual is available to all and there is an offer for training or workshops for those who want the implement.</p> <p>3. UK – Cylch Cylch develops tools and approaches for its members. Currently for IIP, Social audit and Green dragon, an environmental management system, support is offered to the members.</p>
Members' profile	<p>The members are rather diversified from the point of view from activity sector as well as size.</p>

3.3. A project based approach

Here federations have developed quality management tools for their members on a project basis. That means that the approach was limited in time. The results of the project are available to the members but there is no continuity in the accompaniment.

What	This approach is characterized by: <ul style="list-style-type: none"> - The development of a quality management system by the federation - The development is limited in time and project based - The project deliverables are available for all members - There is no further accompaniment -
Who	<p>1. Finland – Seky Currently 5 members of Seky form a network for the implementation of ISO 14001. Although an ISO 14001 is an ongoing process for the individual members there is no plan yet to roll out the approach amongst the other members.</p> <p>2. Greece – ERS As an NGO, project management is the inherent way of working of ERS.</p> <p>3. Netherlands – bKN BKN has started an ISO 14001 project in 2000. The project has run over three years and has resulted in a manual to support members to set up autonomously their quality system.</p> <p>4. Spain – AIRES AIRES plans projects and promotes these but does not support on a continuous basis the members. ISO has been a one and half year project, EMAS has been a 4 years project and will be over at the end of 2006.</p>
Members' profile	No one type of profile is present here.

3.4. A bottom up approach

The members take, according to their own needs and wishes, the initiative to elaborate and implement a quality management system. The federation is kept informed on these.

CRNS and AERESS can be mentioned here since for the time being they have no particular strategy. CRNS has just started up and AERESS just realized a complete restructuring. They are however informed on the members' quality activities.

What	- Follow up of the members' activities
Who	<p>1. Emmaüs France Emmaüs France follows up what the main developments amongst its' members are, in the field of quality management. For the smaller members Emmaüs France considers developing a tailor made tool.</p>
Members' profile	Very diversified in size, type of activity, type of structure.

4. Systems on members level

The companies and organizations, member of the RREUSE members use a great variety of quality management systems. These range from labels used by the entire network to ISO certified systems implemented by only one member.

Hereby an overview of the types of systems present amongst the members:

Member	Label	Environmental Management System			Social Management System		Overall Management System			
		ISO 14001	EMAS	Tailor Made	IIP***	Tailor made	EFQM	Social Audit	ISO 9001	Tailor made
At- RepaNet		X	X			X				
Be- KVK	X									X
Be- Ressources	X		X						X	X
Fi- Seky		X								
Fr- Emmaüs Fr		X							X	
Fr- Envie		X				X				X
Ge- Bag Arbeit		X							X	
Gr- ERS	NA									
Neth- bKN		X		X						
Sp- AERESS		X	X							
Sp- AIRES		X	X						X	
UK- CCN										
UK- Charity shops										
UK- Create										X
UK- CRNS		X			X					X**
UK- Cylch				X	X			X		
UK- FRN										X

** = Scottish Quality Management System, tailor made for Scotland

*** = Investors In People standard

The previous table offers an overview of the mere presence of a system. More in detail the number of organizations per member that adhere to these are mentioned below. The figures are related to the number of members 'concerned' that is that are directly concerned by the type of system. A label for WEEE treatment will for example only concern the organizations that do the WEEE treatment.

These have been classified according to:

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

It is mentioned whether it is a standard system or whether the federation has developed the approach. Only those systems that are taken up on a federation's level are mentioned here, not all the initiatives of the individual members.

Labels

A name or brand is considered here as a label when it is a brand name with an explicit quality control.

Labels that are developed by the federations and also promoted amongst the members:

Name	RREUSE member	Type of development	Number of Members Concerned	Number of Members Implementing	Number of Members 'accredited'	% Impact
Revisie	Be – KVK	Federation development WEEE	11	3	8	100 %
Kringwinkel	Be – KVK	Federation development marketing	33	2	24	78 %
ElectroRev	Be - RESSOURCES	Federation development WEEE	16	2	5	44 %

Environmental management systems

Some federations have promoted or are still actively promoting an environmental quality management system, which results in the following impacts:

Name	RREUSE member	Type of development	Number of Members concerned	Number of Members implementing	Number of Members 'accredited'	% Impact
ISO 14001	Fi- Seky	Standard	12		5	42 %
ISO 14001	NI- bKN	Standard	84		1	1 %
EMAS	Be - RESSOURCES	Standard	63		2	3 %
EMAS	Sp - AIRES	Standard	35	3	6	26 %

Social management systems

Envie has developed a quality system for insertion but it is not made compulsory for the members. CRNS does not actively promote the Investor In People approach; the members take themselves the initiative to comply.

Name	RREUSE member	Type of development	Number of Members concerned	Number of Members implementing	Number of Members 'accredited'	% Impact
Sozial Gute Siegel	At - RepaNet	Austrian development	25	10	3	55 %
Qualirei	Fr- Envie	Federation development	39		6	15 %
IIP	UK- CRNS	Standard	108	5	16	20 %
IIP	UK- Cylch	Standard	61		15	25 %

Overall management systems

Actively promoted systems result in the following impact:

Name	RREUSE member	Type of development	Number of Members concerned	Number of Members implementing	Number of Members 'accredited'	% Impact
EFQM – K2	Be- KVK	Federation development	33	18		55 %
Valeurs ajoutées	Be – RESSOURCES	Federation development	63	9		14 %
Envie	Fr- Envie	Federation development	39		39	100 %
ISO 9001	Ge- Bag Arbeit	Standard	200		30	15 %
Create	UK- Create	Individual development	1	1		100 %
National Standards System	UK - FRN	Federation development	230	Start up		Na
Social Audit	UK - Cylch	Standard	61	6	6	20 %

5. Success factors

As critical success factors to implement a quality system the following have been mentioned:

- Customer

Inform the customer on your approach and what this may imply.

- Culture

Change readiness is one of the important barriers not to start a new way of working whether it is on quality or in another field. The need to have 'a burning platform' that is the need felt for serious action and the readiness to do so is critical.

- 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 organization gets involved.

- Implementation process

An essential characteristic of a successful approach is participation. The models are best developed interactively with the members and if possible complemented by some individual coaching. To get the approach implemented some champions and some very concrete quick wins, help moving forward. Technology can also play a catalyzing factor: the use of an online platform, to share documents and to exchange good practices help fast learning in the implementation.

- Communication

Have a clear message from the board and the executive committee. In the course of development and implementation, keep communicating on progress or difficulties. Once a quality system put in place, continue communication at regular intervals on figures and evolutions.

- Resources

Make quality management a priority so dedicate time and money. When you start, also take the time you need.

- System

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

Get certified only if you have to. And if you go for, for example, an ISO system then dedramatise it. Quality management is in essence about practical day-to-day working agreements.

- Networking

For the members that develop networks mainly in the WEEE treatment, the partnerships with industrial partners prove to be critical.

6. Future tendencies

Overall three future policies show:

- Some members continue on the development of new tools such as a light version for small organizations, a game to involve employees, ISO implementation.
- Some members continue the promotion of the tools that are only recently developed and of which the implementation is starting for example the label ElectroRev, the National Standard of FRN.
- Some members have rolled out new systems and developments and first prefer to stabilize and then evaluate for example the Seky members that start the ISO implementation.

3. Inventory report per member

Per individual member of RREUSE an overview is made of the quality management activities. These individual reports are structured in a similar way and are classified first alphabetically per country and then alphabetically on the name of the member.

Country – name of the member

Austria – RepaNet Austria

Contact: Sepp Eisenriegler, Berthold Schleich
sepp.eisenriegler@rusz.at & schleich@arge.at

Date of creation: 2004

Number of staff: no fixed staff but time is distributed amongst members

Membership of other international networks: -

Number of members: 25

Number of staff employed by members: 700 (permanently)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	12	5.000
Furniture		
Bicycles		

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
	21	4

RepaNet works broader than only in the reuse and recycling sector. Many members are part of the network because they wish to develop further their activities in the environmental fields and find their support with RepaNet.

What we understand by quality and why we work on it

What

Customer satisfaction is the first priority. This means that second hand products should not come back even with a warranty. Our second priority is the quality of the processes for our own employees and the quality of training for the transitional workers (12 months). And thirdly there is the quality of our marketing. Without a good marketing we don't get our good products well promoted and sold.

Why

Driving forces:

- Continuous improvement of the own performance
- Reach an equal level of performance
 - Amongst the members
 - Compared to the competition
- Prove the competitive advantage on the social level towards the competition
- Get recognized as a valuable partner in the Austrian waste management system

Barriers:

- It is considered an additional task consuming resources
- Often there is a lack of funding and time

Quality policy at federation level

Currently the federation wishes to use a social quality label: 'Social Gute Siegel'. It shows all the processes needed in a social enterprise whatever sector they are active in. Most members have developed this departing from TQM. The TQM has been adapted to the social sector with a main focus on the social processes.

For the environmental processes the federation stimulates the members to adopt the standard EMAS system. EMAS is promoted because the EC and the Austrian Ministry recommend it.

For the more technical processes RepaNet will also adopt the label used by Revisie and ElectroRev (Belgium) and Envie (France).

The **admission criteria** for the members:

- they must be recognized as a social enterprise
- they are either active in the environmental field or have the intention to build up activities in this sector

Quality policies on members level

On a members level:

1. Sozial Gute Siegel
2. EMAS
3. ISO 14001

Type of system	Number of members
EMS	
EMAS	1
ISO 14001	1
SMS	
Tailor made: Sozial Gute Siegel	3

Detailed description of approaches

Systems:

1. Sozial Gute Siegel

Social Gute Siegel

Adherents:	-
Status:	Start up: 10 Operational: 3 Accredited:
Objective:	To realize the quality standards necessary for a social economy enterprise.
Results:	- The internal processes are cleared out - Cooperation become possible because the processes are clearer and there is data available for the monitoring and controlling possible.
Implementation time:	About 1 year.
Tools:	- Implementantion handbook

Critical success factors

- Simply complying to a criterion is not enough, the system must live and be daily used
- Capacity, have the physical resources and the available budget to work on it
- There are barriers from the management point of view because the sector has emerged from the social side and management models are not yet fully integrated

Previous try-outs

We have tried to implement a total quality management system and EQUAL funded it. Unfortunately, there was not enough WEEE treatment yet so there was not sufficient external pressure combined with a lack of internal resources to move to a quality management system.

In addition many members are searching for new niches in other sectors, which is also very time consuming.

Future plans and ambitions

It is still envisaged to develop a global management system for the members.

Critical factors for future success therefore are:

- build up sufficient capacity at the federation level to support the members sufficiently
- the cost /benefit of the system must be clear

To develop this RepaNet wishes to involve the Austrian Ministry to help funding the project once enough members are mobilized.

Belgium - KVK

Koepel van Vlaamse Kringloopcentra vzw

Contact: Filip Lenders, Jurgen Blondeel
 filip.lenders @kringloop.net & jurgen.blondeel@kringloop.net

Date of creation: 1992

Number of staff: 10 persons / 8,33 FTE

Membership of other international networks: -

Number of members: 33

Number of staff employed by members: 2.583 (permanently without volunteers)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	11 active on WEEE repair 24 members sell WEEE products of	12.255,65 tons by the 33 members of which 94% by the 24 members of the Revisie network
Combined collection of: Textiles Other household products	33 centers (100 shops)	37.524,37 ton

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
0	15	18

KVK is a network of reuse centers. The centers collect goods and after tidying up or restoring, sell these in their network of shops. Some centers also revise WEEE according to a minimum set of norms. If the shops meet certain quality criteria they are allowed to use a label, meant as a type of branding.

What we understand by quality and why we work on it

What

KVK works on quality management at three levels that is: the product/service, the processes and the overall management.

This can imply certain norms in f.e. the communication in the shops or in the way of working for repairing WEEE. The goal on the overall management is that the members are working in a planned and structured way with quality and implement this in a planned way in its organisation.

On whatever level it is situated, quality management has the following characteristics:

- It's a learning process and as such implies continuous improvement
- The approach is planned, methodical and systematic
- It is documented (can be very light)
- It is an enterprise wide project

Why

Driving forces:

- Need to distinguish from other second hand shops and networks of second hand shop such as Oxfam, Eco-Shop, TROC International ...
- Need for an improved image to attract more than only budget clients in the shops for example also the 'treasure seekers'
- Need for a good final product with a quality label to satisfy customer demand and to comply with the WEEE regulations
- Supporting the members in professionalizing their management and giving them supporting tools to help them realizing their quality goals.

Quality policy at federation level

KVK has developed a **quality policy** for its members on three levels:

- A branding system for the shops which are then recognized as 'De Kringwinkel'
- A quality label for the revision of WEEE: 'Revisie'
- An overall management approach based on the EFQM model, called K2, to create the optimal conditions to satisfy the needs of all stakeholders as clients, government

For each of these the KVK takes the lead in the development and supports its members in the implementation and continuous improvement. This is done by means of workshops, individual guidance, fora to exchange experiences, an Internet platform. KVK has taken the development and spread of quality systems as an explicit task and therefore invests in personnel: 0.7 FTE works for the 'De Kringwinkel', 1 FTE on 'Revisie' and 1.8 FTE work on the K2.

For the EFQM-K2 approach KVK has a **coaching offer** for the members:

- Every 2 years a call for projects is launched amongst the members for a coaching by the internal consultant of KVK
- The coaching is a combination of group workshops and individual coaching. The workshops stimulate exchange of knowledge and experiences, increase motivation and are cost effective. The individual coaching allows translating the models and frameworks of the workshops into very concrete applications. There is always:
 - o A workshop for the management to introduce the framework and principles
 - o A workshop for the operational staff
 - o Individual coaching of personnel on the workflow
- The process is a learning process meaning that in the course of the implementation the tools are continuously improved and new ones are developed.

The objective of this coaching is mainly knowledge transfer and the development of the necessary skills to work autonomously afterwards.

The general **criteria** for admission for the members are:

- Dispose of a collecting service and a shop that is accessible to all. Reuse must be one of the objectives and the collection is free of charge,
- A minimum of five different types of goods must be for sale in the shop that is textiles, furniture, household appliances, ...
- The centre must work professionally, contribute to the reuse and recycling of household waste, and contribute to sustainable development,
- Reuse has priority over recycling,
- Create employment for underprivileged groups,
- Work complementary with other actors,
- Collaborate on a structural basis with the governments,
- Recognize the role of the federation in case of conflict.

Quality policies on members level

There are no additional initiatives on the individual members level. Combining a bottom-up approach with a top-down develops the quality policy of KVK. Members are actively involved in the development of the contents and KVK organizes the spread and implementation.

1. 68 % of the shops have acquired the 'De Kringwinkel' brand
4. 73% of the WEEE-reuse centers have been accredited and are using the 'Revisie' label
5. 55 % of the members are working with the EFQM-K2

Type of system	Number of members
Product label	
Tailor made: 'De Kringwinkel'	24 members (= 68 shops)
Revisie	8 WEEE-reuse centers + 3 start up
Overall management	
Standard: EFQM – K2 ISO 9001	18 members Served as inspiration for 'Revisie'

Detailed description of approaches

Systems:

1. De Kringwinkel
2. Revisie
3. EFQM- K2

Selection criteria for EFQM:

- It is a non normative systems that gives a framework without imposing types of documents or specific procedures
- This approach fits best the culture of the recycling centers and the wish for autonomy and tailor made developments
- For the federation the framework is sufficiently concrete to develop instruments and a methodology of coaching and support

'De Kringwinkel' brand

Background

As a network KVK wishes to distinguish from other second hand shops. Therefore common communication instruments have been developed: a logo, norms of shop organization and product presentation, house style. At the same time an internal audit system had been organized in order to guarantee a minimum quality standard to the customer. This audit system and the communication instruments are being used by about 70% of the KVK members.

Adherents:	24 members (70 %) who represent 68 shops (68 %)
Status:	Start up: 2 members Accredited: 24 members
Objective:	Satisfy quality criteria concerning communication to the client, presentation style, shop organization.
Results:	- The creation of a distinctive profile in the second hand market
Steps:	- Every two years an audit is performed by the other 'Kringwinkels', a type of peer review - Each 'Kringwinkel' fills in its own scores and the auditing team comes to check on these - Not only the scores are checked but also the underlying processes. For example: are the windows clean+how is the cleaning organized? Is there an actionplan in place?
Implementation time:	1 year
Tools:	- The federation delivers all the elements of house style (logo, ...) - There is a manual, standard forms and checklists for the audits and self assessment - Training - Common online database (not interactive yet)
Follow up:	Every two years an audit
Auditing / assessment / control:	Self assessment and peer assessment, the other 'Kringwinkels' form an audit team
Cost:	Own time invested Federation staff for coordination and organization, external consultant for content and training
Financial sources:	- Membership fee
Advantages:	- Clear distinctive profile in the second hand sector - Homogeneous brand - More professional shop management, presentation and communication - Increased staff motivation and participation in the stores
Disadvantages:	- The audit system is heavy for the members because it takes a lot of time (visit, report), maybe change this to a dedicated person. - One can comply to the norm but still not score high on quality because the label concerns an overall attitude of customer care.

Revisie Label

Background

Revisie is a quality project. The aim is to offer its clients safe and reliable second hand electric appliances. The appliances are thoroughly tested and if necessary repaired according to well-defined technical procedures. Only those appliances who have passed successfully all steps receive a Revisie-label and are sold with a 6 months guarantee.

Since 2001 the producers are obliged to take back used electrical and electronic equipment. Recupel is the organization that organizes the collection and works with subcontractors for the reuse and recycling. Recupel has recognized the Revisie-label as a valid quality and guarantee label meaning that the labeled WEEE-reuse centers members of Revisie can collect discarded WEEE from the various centralization points within the collection network of Recupel.

Initially the intention was to go for an ISO 9001 system but this has appeared to be too normative for the revision centers.

Adherents:	- All members that have a specialized center to revise WEEE have adopted or are in the process of adopting the label
Status:	Start up: 3 Accredited: 8
Objective:	Meet a minimum number of quality criteria to guarantee a good and safe product. The appliances are sold with a 6 months guarantee.
Results:	- 8 members already labeled
Steps: Accompanied by KVK	- A WEEE-reuse centre that wants to become member of Revisie will be supported by the KVK during the start-up. This new member will have a startup time of 1 year. The KVK will support this member with a feasibility study, technical advice on layout of the reuse centers, explaining the procedures and working instructions of Revisie, in cooperation with another WEEE-reuse centre, who acts like a buddy. - After one year of start-up, the new member is audited by the KVK and another WEEE-reuse centre. Only if he passes this audit successfully, he will be accepted as a full member of Revisie.
Implementation time:	1 – 2 years
Tools:	The KVK gives continuously support to all members by offering a range of instruments and services that support the WEEE-reuse centers in their operations or start-up. The most important are: - Work instructions and checklists for repair - The label itself - A computer program for registration and follow up - Guidance and follow up of the quality

	management of the operations of the centers via a framework based on the ISO 9001 and EFQM-K2-methodology.
Follow up:	Frequent visits of the KVK to all members (approximately every 2 months). Product follow up by means of the guarantee settlement.
Auditing / assessment / control:	We aim to organize a yearly audit by KVK of all members. Recognition of the label by Recupel, the waste management organism for WEEE in Belgium, set up by the producers of electric and electronic appliances.
Cost:	A one-time membership fee of 6.500 €. The cost of the computer program for registration is 5.000€.
Financial sources:	<ul style="list-style-type: none"> - Paid for 3/4th by means of a contract with OVAM (Openbare Vlaamse Afvalstoffen Maatschappij). - Paid by 1/4th via membership fees of the reuse centers.
Advantages:	<ul style="list-style-type: none"> - Lighter than an ISO system. Initially the strive was going for an ISO 9001 system but this was far too normative. The implementation of procedures of Revisie is lighter and less formal than ISO.
Disadvantages:	<ul style="list-style-type: none"> - No official ISO 9001 accreditation of the WEEE-reuse centers. This is however not a strong disadvantage, since the need to obtain an ISO 9001-label for better recognition by external stakeholders is estimated to be rather limited.

EFQM – K2

Background

The “Kringwinkels” receive a label if they meet a minimum set of quality standards. This however led to the need for a more global approach to respond to the question ‘How shall we get organized to realize these standards?’. Departing from this need the federation has developed a support strategy for its members independently from the label itself but in order to create the conditions to satisfy the needs of different stakeholders such as the client, the government.

Adherents:	- 18 members (50 %)
Status:	Start up: Operational: 18 Accredited: NA
Objective:	EFQM-K2 is an overall quality management system concerning strategic management as well as operational processes.
Results:	- 18 members work with the system
Steps: Accompanied by KVK	- Year 1: <ul style="list-style-type: none"> o Step 1: pass through all the EFQM processes and start a quality manual o Step 2: self evaluation of the organization according to the K2-framework - Year 2: <ul style="list-style-type: none"> o Step 3: finalize procedures and evaluate o Step 4: assessment of the K2-indicators by the KVK quality manager
Implementation time:	2 years to start everything up
Tools:	- Individual coaching - Group coaching / workshops - Common online database (not interactive yet) - K2-framework & K2-indicators
Follow up:	Internal follow up of the K2-ramework (self evaluation instrument) External follow up of the K2-indicators (not obligatory)
Auditing / assessment / control:	No formal audit. The basic principle of the model is self-evaluations and continuous improvement. Since it's a non normative system there is no real auditing instrument.
Cost:	8.000 € / year
Financial sources:	- Own resources - Decreasing subsidies over 3 years (50% - 40% - 30%)
Advantages:	- EFQM is not normative; it offers a framework but no concrete guidelines or obligations on how to fill this framework in. - This way of working fits perfectly with the culture of the members, the right on autonomy and self development is safeguarded. - It's a company wide model

Disadvantages:	- No accreditation, this can be important if accreditation is a formal requirement for the sector.
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Critical success factors

- The combination of working in-group and individual coaching proves very successful. In a first workshop the management is informed on the framework and the principles. This is followed by a practical workshop for the operational team. Afterwards KVK provides individual coaching of the people on the workfloor.
- Provide time and put your priority on quality management
- An engaged and interested top management
- Financial resources
- Internal change readiness
- Some enthusiastic champions and some concrete quick wins
- The interactive development of the model together with the members

Previous try-outs

KVK has chosen to approach quality management by selecting existing models and adapting them to the profile and needs of the recycling sector.

The ISO 9001 was used for the revision centers but has proven to be too strict to handle.

Future plans and ambitions

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

Currently a time of stabilizing is foreseen to have the quality systems proof their value.

An extra tool that will be developed is one to involve the employees more by using a quality game.

Tools for sharing

All quality tools developed.

Belgium – RESSOURCES RESSOURCES

Contact: Etienne Daloze – e.daloz@res-sources.be

Date of creation: 1999

Number of staff: 8 persons / 7,3 FTE

Membership of other international networks: INEM

Number of members: 63

Number of staff employed by members: 1.500 (permanently) / 4.500 reached

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	16 25 (if IT included)	3.772 5.299
Textiles	14	15.699
Bulky household waste	18	4.838
Kerb side Collection	10	23.239
Compost	3	4.025
Combined collection		
Wood	10	30.434
Total		83.534 About 100.000 t are really treated.

Size of members*:

< 10 persons	11 > < 50 persons:	> 50 persons
49	11	3

* volunteers and trainees excluded

RESSOURCES is a network of social economy organizations that are all active in the field of reuse and recycling.

What we understand by quality and why we work on it

What

Quality management has two dimensions: it may mean management of the quality and it may be understood as quality of the management. Which one is best? Both, if one impacts the other! Since its start in 1999, RESSOURCES has worked on quality management.

Clearly the members of RESSOURCES have to manage the quality of the reused product, and the quality of their social work. RESSOURCES does not provide support on the social aspect since many other federations, such as ACFI (Action Coordonnée Formation Insertion), CAIPS (Concertation des Ateliers d'Insertion Professionnelle et Sociale), ALEAP (Association Libre d'Entreprises d'Apprentissage Professionnel), already do so.

Why

Driving forces:

- Aggressive competition in the sector of textiles led to the externally certified label Solid'R
- Need to differentiate on the social dimension from competitors
- Need to give quality guarantees to the customer
- Drive to more professional ways of working and internal processes
- The need of the members to have a simple and interactive approach that fits their size.

Inhibitions:

- Normative, heavily documented systems are avoided by the members, even if they are made as light as possible. The constraint of the audit is perceived once a year as an opportunity to make a review of the system but, for the rest of the year, as an extra load.
- The long time investment in personnel dedicated to the maintenance of the quality system is very heavy for small structures that do not see the benefit of the process.
- A never-said bottleneck is that a (good) quality systems drills deep in the organization. If you are not clear with the sense of your business, then it's quite difficult to open it to improvement methods.

Quality policy at federation level

There is no formal **quality policy** at the federation level, but there are different specific projects running.

The main project, on the level of **product quality**, is the ElectroRev label. This label focuses on procedures for testing, conditions to deliver an appliance,...

RESSOURCES is also concerned about professionalism in **overall management**. There, other tools are provided. There is the Solid'R label, an ethical label to be "different" from other textile collectors. There is the project Managens to improve the professionalism of

structures and to explicit our activities as an actor in sustainable development. And there is Valeurs Ajoutées, a light quality tool to help our members to structure their future by means of an action plan. Finally, one of our members (Terre) is ISO 9001 certified, and two of our members are EMAS registered.

RESSOURCES supports the members in two ways: if a group can be organised around a project, then it is considered as a federation project, and RESSOURCES tries to get it financed by the public sector. If the demand comes from only one member, then the support takes the form of a consultancy.

The basic quality criteria are the **admission approach and criteria** for the members:

- All members must comply with the 4 criteria of social economy
 - the services offered are for the members and the community
 - autonomy of management
 - democratic decision processes
 - people and work get priority on capital
- The members can have any legal structure as long as they adhere to the principles mentioned.

Quality policies on members level

On a members level:

6. one member implemented the ISO 9001 and got certified
7. 3 members went for the EMAS certification (2 by now, as one has had to close)
8. a larger group works with the lighter versions of quality management that we developed ourselves and with the product labels

Type of system	Number of members
Product label	
Tailor made: ElectroRev	7 in WEEE
EMS	
Standard: EMAS	2
Overall management	
Standard: ISO 9001	1
Tailor made: Solid'R Valeurs Ajoutées	7 in Textiles 8

Detailed description of approaches

Systems:

1. ElectroRev
2. EMAS / Managens
3. ISO 9001
4. Solid'R
5. Valeurs Ajoutées

Selection criteria:

- The main drive to develop an own quality system is the heaviness of the audits and administrative load of the internationally recognized systems as ISO.
- One very large member (Terre) has gone for the ISO accreditation on its own initiative.

ElectroRev

ElectroRev was launched in 2003. The three founding members wanted to define common quality procedures for the WEEE activities. ElectroREV was created to give quality guarantees (technical work, after sales service, ...) to customers and other partners (to distributor and producers federations, the eco-organism Recupel, ...). The label is recognized by Recupel, the official Belgian organization responsible for the collection and recycling of WEEE.

Adherents:	- 7 members active in WEEE
Status:	Start up: - Operational: 2 Accredited: 5
Objective:	The system tends to be normative and is based on self-assessment for the appliances. It is meant as a guarantee to the customer who buys second hand electric appliances.
Results:	- The members working on the program have become aware of the need for quality for the delivered goods. They set up their own quality criteria based on industry standards.
Steps:	- Build a traceability system - Set up an operational test system (technical referential)
Implementation time:	6 months to 1 year
Tools:	- Workshops
Follow up:	By an initial diagnostic (a joining test) and during the workshops
Auditing / assessment / control:	Self assessment
Cost:	250 euros for start up and 150 euros for the traceability software
Financial sources:	- Own
Advantages:	- A clear quality system based on industry standards
Disadvantages:	- The system is self controlled which weakens its credibility

EMAS/ Managens

Managens was launched in 2003. It was the first large official public support for quality management in social economy in Belgium. The federal authorities wanted to help the enterprises to be more professional in making their social and economic business. As RESSOURCES is active in the environmental field, we set up a quality management program based on the environmental norms which aims to encourage the members to be registered under the EMAS regulation. This by means of a simple and light set of procedures and tools, well suited for small enterprises.

Adherents:	- 2
Status:	Start up:- Operational:- Accredited: 2
Objective:	The system is normative and builds up in a participatory way. It offers the SME the possibility to be registered as EMAS company.
Results:	- 2 members EMAS certified
Steps: Accompanied by external consultant	<ul style="list-style-type: none"> - Set up an environmental policy - Define and set up the structure of the EMS (who is responsible for what, what procedures do we need to comply with the EMAS requirements) - Define and set up indicators - Publish an environmental declaration - Prepare internal audits - Have a management review - Ask for a third party certification body to audit the EMS
Implementation time:	About 1 year
Tools:	- Workshops, mapping, checklists and consultancy for the network
Follow up:	The indicators chosen by the company are indicated on their environmental declaration.
Auditing / assessment / control:	Once a year, by a third party certification body (in our case, AIB Vinçotte)
Cost:	20 days @ 650-700 €/day (13.000 - 14.000 €) + ¼ to ½ time for an internal + about 1000 € for the audit + 650 € for registration.
Financial sources:	<ul style="list-style-type: none"> - A support program paid consultancy from the Belgian Federal Government. - The members paid auditing and registration.
Advantages:	<ul style="list-style-type: none"> - The system is recognized officially, at a European level. - The investment is light compared to the recognition
Disadvantages:	- There remains a formalism in the system.

ISO 9001

Adherents:	- 1 (Terre)
Status:	Start up:- Operational:- Accredited: 1
Objective:	The system is normative and covers the overall management
Results:	- 1 member certified
Steps: Accompanied by external consultant	<ul style="list-style-type: none"> - Have a diagnosis to measure what has to be done to be in conformity with the norm. - Describe company structure - Define the company processes - Identify which procedures and records are needed to conform to the requirements of the norm - Inform the people - Write procedures, and apply - Internal audit - Management review - External audit
Implementation time:	About 1 year
Tools:	- No specific tools
Follow up:	Internal/external audit
Auditing / assessment / control:	Auditing by an external party
Cost:	25 days @ 650 €/d + audit (1000 €)
Financial sources:	- Partly public
Advantages:	- The system is recognized officially, at a international level.
Disadvantages:	- There remains a formalism in the system.

Solid'R

Solid'R was launched in 1999, at the a time when the textile members had to face very aggressive behaviors from textile competitors: we wanted to demonstrate, with a label certified by an independent body, that our way to conduct our business was really driven by social economy and ethical principles

Adherents:	- 7 in textiles
Status:	Start up:1 Operational:- Accredited:6
Objective:	The system is normative, with an external control. The focus is on the explicit commitment to the values of the social economy. The organization is profiled as a "loyal player" in the community, and is to be differentiated from other, non-ethic textile collectors.
Results:	- a Solid'R "banner" under which the activities of the members are promoted
Steps:	- Set up the registration file: reports of the General Assembly, proofs that the highest salary is not more than 4 times the lowest one, the balance sheet of the last two years, ...
Implementation time:	2 days
Tools:	- Checklist of the accreditation agency
Follow up:	Compliance or not
Auditing / assessment / control:	Auditing by an external body Ethibel http://www.ethibel.org/subs_e/5_audit/main.html
Cost:	200 € for the audit
Financial sources:	- Own
Advantages:	- Light - Differentiating from the others
Disadvantages:	- It is more an expression of intention and good behavior than hard figures

Valeurs Ajoutées

Valeurs Ajoutées started in 2005, and is non-normative and without any kind of certification. Although Managens uses a very light set of tools, it was still too “rigid” for associations who don’t need the kind of formalism imposed by EMAS. Most of the members needed simple, participatory methods to help them in making a “balance sheet” of their activities and an action plan for the future.

Adherents:	- 9
Status:	Start up: 8 Operational: 1 Accredited: NA
Objective:	It is a non-normative system to help the organizations to draw their own sustainable development, over 4 axes: environment, economy, social and participation to the community.
Results:	- Crucial and having an important impact is the large mobilization of stakeholders.
Steps: Accompanied by an expert of RESSources	- 2 session of diagnostic - 1 session where the plan and the policy of the organization is reviewed, taking into account the strengths and the weaknesses, both internal and external - 2 sessions to draw the “progress scheme”
Implementation time:	Between 4 and 6 months
Tools:	- Workshops
Follow up:	3 times per year RESSources visits the members to follow up the implementation
Auditing / assessment / control:	None
Cost:	6 days @ 650-700 €/day (3.900 – 4.200 €)
Financial sources:	- European support program INTERREG III a
Advantages:	- Light an practical, fit for smaller organizations - Implies a large number of stakeholders of the company, thus reinforce internal and external communication. - Very short in time (5-6 half days, on 4 to 6 months)
Disadvantages:	- No formal accreditation

Critical success factors

- Propose a non normative method, based on active participation for a few short sessions
- Made as light, as understandable, as participative as possible, then you may expect success.

Previous try-outs

None

Future plans and ambitions

RESSOURCES will focus on ElectroREV so that a maximum of the members working on electro can offer a real and efficient guarantee system to their customers. A Second focus is on Valeurs Ajoutées, which is very effective for small structures.

Critical factors for future success are:

- Simple and light systems
- Get certified only if you have to!

Tools for sharing

- Managens, based on ecomapping may easily be shared with other members; see <http://www.ecomapping.org/>
- Also Valeurs Ajoutées can be translated, but is under license of Extra-Muros <http://www.extra-muros.coop/>
- The test system used in ElectroRev could be useful to other members working on electro.

Finland - SEKY SEKY

Contact: Harri Niukkanen – harri.niukkanen@neo-act.fi

Date of creation: 2002

Number of staff: No staff in SEKY but staff of the members is dedicated to work for a part of their time for SEKY

Membership of other international networks: SerraNet EEIG
(= European Economic Interest Group – in creation) members of Finland, Austria, Italy, France: create better business in recycling and reuse for social enterprises. EEIG will be strongly related to RREUSE but more focused on marketing and management.

Number of members: 12

Number of staff employed by members: 500 (includes permanent and rehabilitations)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	12	

SEKY is a network of Electric waste recyclers (social firms). The members do not only go for reuse but do dismantling also. In total there are now 12 members amongst which: Työ & Toiminta ry, Neo-act Ltd., Tervatulli Ltd, EkoKaarina ry.

What we understand by quality and why we work on it

What

The quality approach is formalized by an environmental management system: ISO 14001. This is defined as:

' An important number of agreements to make sure that anything that has a link with the environment is well settled'.

An additional aspect of quality management is taken up from the EFQM approach namely the aspect of continuous improvement: actions and activities are measured in view of improving the way of working.

Why

Driving forces:

- The Finnish WEEE legislation states that producers should give a favor to buy their services from recyclers that are accredited and compliant with an internationally recognized quality system such as ISO or EMAS.

Barriers:

- The members that go for the accreditation are the larger organizations, for small companies this is less relevant and cumbersome.

Quality policy at federation level

There is no formal **quality policy** at a federation level. Currently there is a **network** of five members who jointly go for an implementation of the ISO 14001 system and will be accredited by the 1st of July. The five members have joined their forces since they strive for compliance with WEEE legislation, can share costs and can move faster thanks to a permanent exchange of knowledge and experience.

The policy on a federation level is now very pragmatic: let's wait for the first year of implementation and then evaluate the concrete results of the system.

The general **criteria** for admission for the members are:

- Compliance to the specific Finnish legislation on social enterprises (firms)
- 30% of the personnel should be long term unemployed or disabled

Quality policies on members level

On a members level:

1. 5 members implement the ISO 14001 and will be accredited by 1st July
2. At Neo-Act Ltd the logic of EFQM is used for the strategic planning

Type of system	Number of members
EMS	
Standard: ISO 14001	5
Overall management	
Standard: EFQM	(1)

Detailed description of approaches

Systems:

1. ISO 14001

Selection criteria for ISO 14001:

- It's an officially certificated system
- ISO 14001 is cheaper than EMAS

ISO 14001

Adherents:	5
Status:	Start up: - Operational: - Accredited: 5 by July 1 st
Objective:	Comply with the WEEE directive in Finland
Results:	- Accreditation ISO 14001
Steps: Accompanied by external consultant	
Implementation time:	10 months to get to the accreditation
Tools:	Internet based system
Follow up:	Per member a set of indicators is build up which is tailor made. A minimum of statistics is already followed up such as tons recycled, sold, ...
Auditing / assessment / control:	The certification process is done by the Swedish official certification organization since the consultant that accompanies the process has worked with them before.
Cost:	About 1000 € per year The overall cost is divided by 5
Financial sources:	- EQUAL project of EU - Own resources
Advantages:	- Officially certificated system
Disadvantages:	- The cost / benefit is not clear yet

Critical success factors

- An internet platform is used as a common database for all documents, this knowledge sharing system speeds up the realization of the project. The consultant has this same system for all the businesses he / she works with and brings in these experiences and tools also.
- Finland is already very environmental friendly which makes an environmental management systems more easy
- The top of the organization and all personnel must go along. It is a real challenge to take the system to every level of the organization. For data and follow up this is crucial.
- Customers must be well informed on the type of waste we actually want, to avoid any chemical or other hazardous waste.

Previous try-outs

In 2004, members of SEKY developed WEEE reuse quality standards and a label to accompany these. The label didn't have much success due to the fact that it was no official label. When the WEEE legislation came out this label was insufficient to comply with the standards.

In the electric equipment sector, the conditions of control for reuse equipment are the same as for any other type of electric equipment.

Future plans and ambitions

Currently the ISO 14001 is an ongoing process that will be evaluated on its' benefits. There are no plans to start implementation with other members but this is quite possible in the future.

In the meanwhile new demands are coming up like in the field of security. This might imply additional accreditations that become necessary.

France - Emmaüs France Emmaüs

Contact: Valérie Fayard, vfayard.emmaus.France@wanadoo.fr

Date of creation: 1985		
Number of staff: 15 persons / 15 FTE		
Membership of other international networks:		
⇒ EAPN (European Anti Poverty Network)		
⇒ Emmaüs International		
Number of members: 224		
Number of staff employed by members: 3.500 (permanently)		
Members and tons per type of sector:		
Sector	Number of members	Tons collected/ year
WEEE	5	12.000
Textiles	24	5.000
Bulky household waste	1	
Kerb side Collection (private sector took over)	2 specialized 15 additional activity	
Combined collection	152	
Size of members:		
< 10 persons	11 > < 50 persons:	50 persons
35	150	39
The main focus for Emmaüs France is the fight against exclusion. Emmaüs France has very different types of activities and members:		
<ul style="list-style-type: none"> - part of the members of Emmaüs focus on social housing implying no economic activity - part of the members have indirect or direct economic activities. There exist three types of structures <ul style="list-style-type: none"> ○ the 'Associations Emmaüs' (115): are living and working places for a community of compagnons. It is a very specific form of entirely auto financed cohabitation. They collect everything that people wish to put at their disposal. ○ The 'comité d'amis' (37): are groups of voluntary workers that collect everything that people wish to put at their disposal ○ Social economy enterprises (33): focus on economic activities and employment and are mainly active in textiles and WEEE 		

What we understand by quality and why we work on it

What

Quality is a diffuse subject; it is situated at all organizational levels and locations. Currently there is no formal 'quality definition' but different members work at their pace.

The main focus is on two levels:

- the quality of the products and services offered
- the improvement of production processes in terms of efficiency, environmental and social impact

Why

Driving forces:

- need for professionalism in the social economy sector and a proof externally of the quality of products and services
- explicit pressure from clients that can only work with certified organisations
- need for better internal processes and ways of working

Inhibitions:

- risky to take up a reference model for the very diversified group of members that typifies Emmaüs France. It will be either too general or too strict.
- Risk of penalizing those that cannot follow the reference

Quality policy at federation level

There is **no formal quality policy** at a federation level. Quality management is still an emerging issue.

Since five years there is a growing consciousness on the importance of quality and Emmaüs France, which shows in the following activities:

- Follow up of members
- Participation in workgroups of ADEME (Agence De l'Environnement et de la Maitrise de l'Energie)

The basic quality criteria are the **admission approach and criteria** for the members:

- The member must be backed by a local group
- The regional responsible must give a positive advice
- There is a formal audit on the following criteria: statutes and governance, associative life, personnel and voluntary workers, accounting, economic activity, participation in the network.

Quality policies on members level

On a members level:

1. three members adopt formal quality standard systems
2. there is a community of interest (COIN) on textiles where members exchange experiences on approaches, indicators, ...
3. many develop their individual approach

Type of system	Number of members
EMS	
Standard: ISO 14001	2
Overall management	
Standard: ISO 9001	2*
Other	
• COIN on textiles	4
• Own developments	Most

* 'Ateliers de Bocage' implements both systems

Detailed description of approaches

Systems:

1. ISO 9001
2. ISO 14001

Motivation

- This approach is applied in the social economy organizations
- On clients requests
- Allows to work on a same professional level as the competition, mainly in the WEEE sector

Selection criteria:

- Internationally recognized system
- Also used by private sector competitors

ISO 9001

Adherents:	<ul style="list-style-type: none"> - Ateliers du Bocage, active on WEEE and automotive, 26 sites all over France - Tri-Em, active in reuse of cameras
Status:	<p>Start up: -</p> <p>Operational: 1 (Ateliers)</p> <p>Accredited: 1 (Tri-Em)</p>
Objective:	Improvement of the overall management
Results:	<ul style="list-style-type: none"> - Important fundamental organizational work and questioning of current practices - New function descriptions, organization chart - Development of uniform procedures - Training of executive management in management techniques - Training of staff on procedures and operational ISO aspects
Steps: Accompanied by external consultant	<ul style="list-style-type: none"> - Engagement of top management and communication internally and externally towards clients - Information to the responsible staff - Drawing up of documents and development of processes
Implementation time:	3 years
Tools:	<ul style="list-style-type: none"> - Quality manual of consultant - Label 'QualiRei', label for social economy enterprises recognized by the government
Follow up:	Indicators followed by the quality manager
Auditing / assessment / control:	Official accreditation
Cost:	Development cost: 14 days of consultancy = 19.208 €
Financial sources:	<ul style="list-style-type: none"> - Partly the organization - Support by DRIRE (Direction Régionale de l'Industrie et de la Recherche en Environnement) - Support by FRAC (Fonds Régionale d'Aide aux Conseils)
Advantages:	<ul style="list-style-type: none"> - Formal certification and we add the social aspects - Obliges you to rethink the organization and define working practices - Puts in place indicators for follow up and management - Started as a client obligation and evolved to a management instrument
Disadvantages:	<ul style="list-style-type: none"> - Difficult to adapt the norms to the company despite the flexibility in the ISO approach - It takes time and resources - It takes a qualified person - High administration load - Highly demanding taken into account the personnel we work with

ISO 14001

Adherents:	- Ateliers du Bocage, active on WEEE and automotive, 26 sites all over France - TRI 37
Status:	Start up: 1 (Ateliers) Operational: 1 (TRI 37) Accredited: -
Objective:	Follow up the environmental impact of the organizational activities.
Results:	- Important work - Results in an action plan
Steps: Accompanied by external consultant	- Engagement of top management and communication internally and externally towards clients - Environmental analysis - Cfr ISO 9001 but more stress on information and training of personnel - Action plan
Implementation time:	starting up
Tools:	- The environmental plan for organizations of ADEME, CD and information that guides towards ISO 14001 implementation
Follow up:	Indicators followed by the quality manager
Auditing / assessment / control:	Official accreditation
Cost:	?
Financial sources:	- Partly the organization - Implementation support by ADEME - Certification paid 50% by ADEME
Advantages:	- Less heavy than the ISO 9001 implementation
Disadvantages:	- The condition of legislative compliance is very heavy due to the complexity and quick evolution of environmental legislation

Critical success factors

- Have a clear and continuous message from the board and executive committee
- Communicate, communicate, communicate
- Mobilize and motivate all
- Take your time
- Dedramatise ISO, it's not a paper tiger it's about practical day to day working agreements

Previous try-outs

Emmaüs France has started a 'solidarity' label together with other networks (like Caritas). This didn't work out well and the lessons learned are:

- The participants in the network each had a strong profile and vision
- The members of these federations are very diverse
- Being a member of Emmaüs is already a solidarity label in itself

Final

Future plans and ambitions

In the social economy the pressure on quality increases. In the sectors of WEEE and textiles there is a **tendency** to product chain management. As such the sector of social economy becomes one actor in the entire national reuse policy. Currently there are no quality stipulations in the calls for proposals but it is a major asset to be accredited.

The ISO systems are applicable for the members that are active in the social economy. They are however not adapted to all our members. For the 'Communautés Emmaüs' we wish to develop a **light version** of a quality approach for their services and products.

Currently the person who implemented the ISO approaches at Ateliers du Bocage becomes coordinator for the WEEE. Thanks to this **competency**, the focus on quality management will automatically increase.

The following factors are **critical** for future success:

- Economic and procedural approaches must align to the entrepreneurial spirit of the members
- Find the good arguments to prove that the cost / benefit balance is positive
- Find the money and the competencies

France – Envie ENVIE

Contact: Jean Luc Tissier, Pascal Monard
Jean-luc.tissier@envie.org & envie.Strasbourg@wanadoo.fr

Date of creation: 1984

Number of staff: 16 persons / 12 FTE

Membership of other international networks: ENSIE

Number of members: 39

Number of staff employed by members: 1.358 people (200 permanently without volunteers and 1.158 disadvantage people) or 829 full time equivalents (200 permanents & 629 disadvantage people)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	39	50.000

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
	39	

Envie is a network of: 39 members. Envie has some 29 WEEE repair and 10 recycling workshops and some 50 shops to sell the refurbished goods to the customer. Envie is a federation and its members are divided over 4 regions. These regions are represented on a national level. The name Envie is a registered trade mark on European level.

What we understand by quality and why we work on it

What

Quality management is mainly about two things:

- It's about formalizing all the procedures so that we obtain a similar way of working in any Envie company.
- It's about continuous improvement by making an inventory of the state of the art in order to formulate objectives for improvement in the future.

Why

Driving forces:

- The market is the main driving force. There are on the one hand the demands of institutional partners, and on the other hand the quality response that has to be provided to the customer.
- There are also the demands of the social sector. There are the financiers but also the demands of the sector itself towards its societal objective. The social sector has an overall objective of insertion and we must also ask ourselves to what extent we reach these objectives.

In the WEEE treatment two aspects play that is reuse and recycling. In France the WEEE directive has been translated in legislation for the recycling part, that is obliging the collection, recycling and assuring traceability. For the reuse of products we are in a transitory phase. Currently Envie negotiates with an important partner (80 % of the market) to get a priority treatment for the supply of goods.

Envie would collect all goods at sites reserved to Envie. The part that cannot be reused will then be transferred to other partners. The option of being a prime actor and also organizing the sorting is being looked at.

On the reuse side, there is an obligation of traceability but no quality standards are set. For recycling a company must be recognized as qualified installation on environmental safety and other norms.

Quality policy at federation level

Our approach is an overall **quality approach** promoted by the federation.

Different tools have already been developed and introduced on a national level such as procedures for the reception of goods, training approaches, and tools for analyzing professional risks. All these are developed on a national level and can be adapted to the local context.

There exist audit tools and procedures. These are build up in a participatory way and reflect the experiences of all our members. Initially we worked with an 'external' auditor, that is employees from other Envie companies performed the audit. Now we evolve more to auto-evaluations.

All tools are accompanied by training that is tailored to the members.

The general criteria for **admission** for the members are:

- The nature of the project
- The subscription of our charter
- The convention for adhesion

An Envie company is actually coached as from the start by the federation. As such the members form a rather homogeneous network having all similar structures and management tools on a national level. Envie can be considered as a label in itself.

Quality policies on members level

The members sign up as an Envie company and if they wish they can add additional quality systems.

Type of system	Number of members
Social MS	
Tailor made Qualirei	6
EMS	
Standard: ISO 14001	2
Overall management	
Tailor made: Envie	39

Detailed description of approaches

We have three systems:

1. Envie qualification
2. Qualirei, a system specifically developed for insertion but which is not compulsory for the members. Actually six members are involved in the program.
3. ISO 14001: two members are involved.

Envie qualification

Adherents:	- All
Status:	Start up: Operational: Accredited: 39
Objective:	The brand Envie must represent a series of companies that all work in the same way and offer a similar quality. Envie can be considered as a social franchising network.
Results:	- Being recognized in the sector as an important actor thanks to the coherence in the brand and service.
Steps:	- A geographical zone will be solicited by a local structure that wishes to enter the Envie network, or Envie may decide to set up a new company and search for local partners to set this up. - The federation accompanies the set up and development.
Implementation time:	Between one and three years.
Tools:	- Different tools developed
Follow up:	There are steering boards that are set up every three months and consolidated. Per mid year there is a consolidated account and yearly we publish a social report (numbers of personnel, degree of difficulty of integration, inflow in regular economy, ...)
Auditing / assessment / control:	- Auto evaluation - Regional exchange If a company would pose a problem there is a follow up on a national level. In addition, the governmental controls on insertion organizations give sufficient quality guarantee.
Cost:	To network functions thanks to the personnel time at the federation.
Financial sources:	- Financed as insertion enterprises - Local finance - General councils sometimes finance for persons with minimum revenue - Cities can finance - Investment and training is mainly financed at the regional level - Corporate funding through private foundations such as Fondation Bruneau
Advantages:	- A very homogeneous network compared to other network structures.
Disadvantages:	- Behind the brand, the coherence is not always perfect because of differences between the members concerning capacities and resources. The local reality can therefore differ from the schemes presented. - There remains a high degree of autonomy and we also work with a lot of volunteers, this renders coordination sometimes difficult.

The federation has the right to withdraw the brand from a company. In practice this has never happened yet although there have already been threats expressed to do so.

Qualirei

Adherents:	- 6
Status:	Start up: Operational:6 Accredited:
Objective:	A quality system for insertion.

ISO 14001

Adherents:	- 2
Status:	Start up: Operational: Accredited: 2

Critical success factors

- Social: we started at the right time that is when the insertion organizations became interesting.
- Partnerships with industrial partners that work together with Envie.
- Our structure is apt for the application of the European regulations on waste.

Previous try-outs

We are currently trying out a project on the energy consumption of the repaired goods. The objective would be to create an indication of the levels of energy consumption.

Future plans and ambitions

Our future plans are the further development of our quality approach in the WEEE sector, which should in the longer run evolve to an ISO 14001 approach.

Another plan we have is to go for diversification. A part from reuse and recycling, we wish to broaden up our activities to collection and as such broaden up the number of activities that we take up in the chain.

Why should we go for the ISO 14001: it is a matter of publicly confirming that we are concerned with the environment and also work on it in a professional way. It corresponds to the image of Envie and in Lille it has already concretely been implemented.

Tools for sharing

Envie qualification system and approach.

**Germany - BAG Arbeit / Werkstatt Frankfurt
Bundesarbeitsgemeinschaft Arbeit e.V.**

Contact: Horst Bröhl-Kerner, Martin Koch
horst.broehl-kerner@werkstatt-frankfurt.de & koch@bagarbeit.de

Preliminary remark:

Werkstatt Frankfurt is a member of BAG Arbeit, a network of 200 members active in diverse sectors in the social economy. Of these a group of 60 members specifically focus on waste. This inventory mainly concerns these 60 members.

Date of creation of BAG Arbeit: 1989

Number of staff on environmental activities: 2 persons/ 2 FTE

Membership of other international networks: ENSIE (European Network for social Integration Enterprises)

Number of members: 60 active on waste and environmental issues

Number of staff employed by these 60 members: 300 (permanently, estimated), 3000 trainees (estimated)

Members and tons per type of sub sector:

Sector	Number of members (60)	Tons collected/ year
WEEE	20	10.000
Combined collection of: WEEE, bulky household waste	30	10.000
Textiles	10	unknown

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
10	40	10

Werkstatt Frankfurt is one of the 60 members of Bag Arbeit that are working mainly in the waste and environmental field. It is an enterprise founded some 20 years ago and its' focus is to create employment for the local communities.

What we understand by quality and why we work on it

What

Quality must describe targets rather than only the processes or how the organization is functioning.

Most quality systems deal with the processes and describe how to organize work whereas this should only be part of it. Resulting from this is that many organizations describe procedures but don't measure what the actual outcome of these is.

Why

Driving forces:

- Legal obligation to have a type of quality management system in place as a result of the WEEE directive. It is the general management system for waste management facilities in Germany (called "Entsorgungsfachbetrieb") with additional provisions for the monitoring aspects of the WEEE directive.
- Everyone asks for it, the societal pressure increases and it becomes mainstream to work on it.

Barriers:

- Too much effort and the cost / benefit balance is unclear
- Too many too formal systems, they mainly work on the formalization of procedures and in the social sector there is a strong resistance towards formalization.

Quality policy at federation level

At the federation level there is **no formal quality policy**. There has been a quality project developed by Bag Arbeit to support 8 members in the development and implementation of an ISO 9001 system. As a result of this project, a manual has been written and workshops to support the implementation have been developed.

A group of some 20 members that are all active in the treatment of WEEE form an informal network to exchange experiences and ideas.

The general **criteria** for admission for the members are:

- Create job opportunities for unemployed or qualify jobless people,
- Be a non-for profit organization.

Quality policies on members level

On a members level:

1. An own developed label 'ecomoebel'
2. ISO 9001 – 30 in Bag Arbeit as a whole
3. ISO 14001 – 5 of the environmental group (maybe more)

Specifically for waste management, there is an 'Ordinance', approved by the ministry of environment, on specialized waste management for all waste treatment facilities in Germany. It describes all the processes of how to deal with waste and these are similar to the requirement of ISO. This stimulates some members to also go for an ISO certification. EMAS is not very popular in Germany.

One problem to extent the 'Ordinance' to an overall management system is that the environmental activities are only part of the activities of the members so the enterprises still have to include the social aspects.

Type of system	Number of members
Product label	
Tailor made	ecomoebel
EMS	
Standard: ISO 14001	5 environmental
Overall management	
Standard: ISO 9001	30 (of Bag Arbeit)

Detailed description of approaches

Systems:

1. ecomoebel
2. ISO 14001
3. ISO 9001

Ecomoebel

www.ecomoebel.de

Ecomoebel is an online buying and selling platform for furniture. The furniture that enters the networks is tested on 'formaldehyde', and gets a guarantee label for one year.

Adherents:	- 7 shops
Status:	Start up: Operational: Accredited:
Objective:	Testing for formaldehyde and control of the overall quality of the furniture.
Results:	- 7 shops participate

ISO 14001

Adherents:	- 5 in environmental activities
Status:	Start up: Operational: Accredited: 5

ISO 9001

Adherents:	- 30 of Bag Arbeit as a whole
Status:	Start up: Operational: Accredited: 30

Critical success factors

- The focus must not be on formalizing processes but on results
- It is an important step to convince your staff to participate in it
 - It has to be a participative approach
 - If it isn't participative, then you can implant rules but people won't follow them

Previous try-outs

At Werkstatt Frankfurt appointing 1 to 2 people to develop a quality system was at first the approach. This didn't work out. We learned that the approach should be participatory in order to be successful.

Other initiatives have started on the technical aspects of work such as checklists for testing. They died out because after the introduction there was no follow up, no control nor a way to enforce these.

Future plans and ambitions

Amongst the members that are active in the environmental field, there is discussion on special standards for the waste management techniques. Progress however is slow because on the one hand many members feel they can have some profit of delivering good quality, but on the other hand they are forced to focus on the urgencies of daily occupations.

Due to the variety of the members that participate in the discussion, it is not easy to formulate common standards. Moreover there is also deliberation with other networks for example dealing with handicapped people and also small private enterprises.

Since the WEEE field is important for the future, one of the priorities will remain there.

Some critical success factors for the future therefore are:

- Dedicate time and resources to quality management

Tools for sharing

The 'Qualitätsmanagement-Handbuch' , a guideline to implement ISO 9001:2000.

Greece - ERS
Ecological Recycling Societies

Contact: Antigone Dalamanga, antigone@ecorec.gr

Date of creation: 1990

Number of staff: 9 persons / 9 FTE

Membership of other international networks: ACR+
(Association of Cities and Regions for Recycling and the Sustainable Management of Resources)

Number of members: NA

ERS is not a network but an environmental organization. It is a Greek NGO that sets up projects in association with other groups. There are projects run on waste. Since they are run on a project basis this means that they are round up after a period of two or three years.

What we understand by quality and why we work on it

What

Quality is a question of setting specific standards for the product you are 'producing', whether these are material products or services. It is also about standardizing methodologies and the way you do something that is the way your processes are organized such as collection, sorting,

So quality is about:

- Standardization
- Reducing environmental impact
- Health and safety

Why

Driving forces:

- In other cases quality management is stimulated by the competition in the internal market.
- In general it helps provide an assurance of the quality of your product in the market.
- For larger companies it is often introduced under the umbrella of Corporate Social Responsibility (CSR).
- In many cases in Greece, it concerns companies that are part of a multinational who requires quality management standards in its policy.

Barriers:

- Financial! You have to pay for the certification and first make a large investment to adapt yourselves to the certified standards. In Greece there are very little initiatives to support these programs so the industries that are enforced to present an EMAS certification either leave the region or the country.

The WEEE legislation is implemented but no extra quality standards have been set. In the Attica region industries categorized as medium heavy polluters must have ISO 14001 or EMAS and the heavy polluters must have EMAS certification at least. For example: when you are a WEEE recycling plant, you are part of the industrial recycling process. If you are in the Athens region, you have to comply with EMAS. When you are in the reuse sector you're not an industry so you don't have to comply. As well depending on the region you have mandatory health and safety inspection.

Quality policy at federation level

There is not an explicit **quality policy** at ERS but different projects have been realized:

1. Project on WEEE
2. Integrated Product Policy
3. Compost quality control

Quality policies on members level

NA

Detailed description of approaches

Three important projects have been realised concerning quality management and reuse, recycling.

1. WEEE project

The objective of the project was to develop a quality rating for reusable goods.

Target groups and deliverables were:

- One brochure for employers
- One brochure for employees
- One for the customers

The brochures are meant for large communication to the employers, employees and customers. These brochures have also been compiled in one manual that addresses the different target groups.

The manual contains information on

- How to dismantle WEEE
- Health and safety norms
- Quality control
- Labelling
- And is made up of a combination of checklists

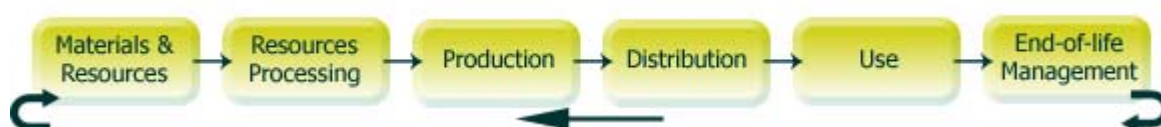
A rating has been developed for products. If the rating for the product was above a certain qualification, the product could be reused. This resulted finally in 'A quality': good for reuse; 'B quality': good for reuse with a small problem. So the customer knows the quality of the product he/ she buys.

2. Integrated product policy

www.startipp.gr

This project is integrated in a European policy and addresses products and services. The objective is to consider the entire lifecycle of a product and look at the product cycle from cradle to grave. The analysis goes from the production phase over logistics, use and disposal.

A product's life cycle



The objective is to reduce the environmental impact in every phase of the product cycle. The project is addressed to the Mediterranean industries. They will be informed on what tools and instruments are best for their company, product or service. It is indicated what they should be looking at and how to rate the environmental performance of the product.

The IPP is different for every sector and labeling is part of it. The project must result in a series of tools and an evaluation to see which tools are most effective in each life cycle phase. It will involve many elements: ISO systems, EMAS, eco-labeling, producer responsibility, Which tool is more valuable for your sector? In which phase what? Which producer responsibility scheme is best fit?

3. Growing with compost

This project concerns quality levels in compost. Most projects are household composting. It is a project for municipals composting green waste. The objective is to come up with a standardized system and get the different municipalities collaborate.

Therefore demonstration sites for household composting are being set up as well as for composting green waste. These demonstration sites are being set up throughout Europe in order to show and share good practices.

Critical success factors

- The ISO, EMAS systems cost a lot. In Greece the compliance schemes are regionally different so a solution is to locate elsewhere.

Previous try-outs

None

Future plans and ambitions

No further concrete projects yet.

Tools for sharing

All our manuals

Netherlands - bKN
Branchevereniging Kringloopbedrijven Nederland

Contact: Hans De Graaf, bkn@wxs.nl

Date of creation of bKN: 1995

Number of staff: 2 persons / 2 FTE

Membership of other international networks: Rreuse

Number of members: 84

Number of staff employed by members: 3.000 FTE (permanently no volunteers)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
Combined collection of: WEEE, textiles, bulky household waste	84	90.000 total: 10.000 WEEE 15.000 Textiles 65.000 Bulky household waste
Kerb side Collection	< 10	

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
20	44	20

The members of bKN exploit a network of 180 (120) shops selling clothes, furniture, and anything that can be useful in the household.

What we understand by quality and why we work on it

What

The quality approach is formalized by an environmental management system: ISO 14001. This is defined as:

' an important amount of agreements that make sure that anything that has a link with the environment is well settled'.

Why

Driving forces:

- Public relations, confirming to external parties that the organization seriously works on environmental issues
- Wish to innovate and improve the internal processes
- Awareness of the need to improve standards

Inhibitions:

- It's difficult and demands too much work
- There is no need felt to do it

Quality policy at federation level

In 2000 bKN has started the **project ISO 14001** for its members. The project took three years and has resulted in a manual to support the members in setting up autonomously their environmental management systems. Some members went to full accreditation; others developed their own system.

The project approach was to work with two pilot organizations coached by two consultants.

Currently there is **no longer a formal quality policy** at a federation level.

The basic quality criteria are the **admission approach and criteria** for the members:

- Be a non-profit organization
- No buying only sales

Quality policies on members level

On a members level:

1. one member implemented the ISO 14001 and got accredited
2. 25 others developed their own approach based on the ISO 14001 guidelines

Type of system	Number of members
EMS	
Standard: ISO 14001	1
Other	
<ul style="list-style-type: none"> • Own developments of members based on ISO 14001 	25

Detailed description of approaches

Systems:

1. ISO 14001
2. Own developments

Selection criteria for ISO:

- Added value of the system in terms of marketing
- Improvement of company processes
- Possibility to maintain the standard

ISO 14001

Adherents:	- Het Goed Deventer
Status:	Accredited
Objective:	
Results:	- Accreditation ISO 14001
Steps: Accompanied by external consultant	10 steps approach: 1. Initial environmental analysis 2. Identification of the relevant contents for the system 3. Identification of company specific procedures 4. Internal audits 5. Environmental policies and legislation 6. Internal and external communication 7. Monitoring and emergencies 8. Improvement of internal environmental care (complaint handling, ...) 9. Executive evaluation 10. Environmental annual report
Implementation time:	Two years
Tools:	- Different tools during the development - Resulting from the approach is a practical manual with <ul style="list-style-type: none"> o a detailed description of the 10 steps in development o examples of procedures o checklists o cost / benefit analysis of some environmental measures
Follow up:	Annual executive evaluation
Auditing / assessment / control:	Annual audit
Cost:	50.000 € for implementation and annual recurrent cost of 10.000 € for personnel and accreditation
Financial sources:	- Funds of Ministry of Economic Affairs (development) - Own resources for the implementation
Advantages:	- Helps to improve the company processes - It's a prestigious system
Disadvantages:	- The size and impact of the system is huge - Heavy administrative load - Little practical effort

Critical success factors

- Make a clear choice for yourself how far you wish to go with a quality system:
 - o An environmental analysis linked to an action plan
 - o Implementing the entire process without accreditation
 - o Implementing the entire process including accreditation

Previous try-outs

None

Future plans and ambitions

Before developing a new policy on quality management there is a need for a clear 'business case'. What are the advantages, disadvantages and what is the cost/ benefit and added value.

Critical factors for future success are:

- Simple and efficient system
- A clear proven value added concerning practical processes

Tools for sharing

A CD-rom with a practical manual on how to implement the ISO 14001 in ten steps.

Spain - AERESS
Asociacion Espanola de Recuperadores de Economia Social y Solidaria

Contact: Isabel Gayan, isabelgayanla@hotmail.com

Date of creation: 1994

Number of staff: no internal secretary but external staff of 2 (accounting, mail, bulletin...)

Membership of other international networks: -

Number of members: 22 (several members of AERESS are members of AIRES, the Catalanian network)

Number of staff employed by members: 725 (permanently)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
Combined collection of: WEEE, textiles, bulky household waste	22	

Size of members:

< 10 persons	11 > < 50 persons:	50 persons

All members of AERESS collect WEEE, textiles and bulky household waste combined. They organize the collection, take care of the separation and then organize sales through their network of shops. Whereas large members may have different shops, the smaller local members may have only one. Specifically for the treatment of WEEE, the smaller members include this in their workshop whereas the larger ones have developed specific centers for the WEEE. This counts for example in the Balearic Islands. This organization has signed an agreement with the company in property of the WEEE in Mallorca Island; another similar example is in Bizkaia, País Vasco.

What we understand by quality and why we work on it

What

Quality management is not just the correct management of waste, it concerns the entire organizational process. This means that quality has to be realized from the collection of the waste up till the sale of the goods, and not only in the production process but also in the social field that is concerning the people we work with.

Currently many members have entered the process of getting accredited in a formal environmental management system such as ISO 14001 and EMAS. In addition to this, in the textiles sector a logo has been developed to create a stronger branding and profile. This logo is different in each member of AERESS; at the moment, it isn't a common logo for textiles inside AERESS.

Why

Driving forces:

- WEEE legislation states that the customer must get a 1-year guarantee on the equipments bought.
- Many large private companies have entered the market since the last five years because this sector is becoming profitable. They are important players, which substantially increase competition for the social sector.
- To work with local authorities as a subcontractor, you are obliged to work with EMAS or ISO to enter in the process of calls for proposals.

Inhibitions:

- An overall quality system is complex.
- It is difficult to cover all the processes in one approach. The quality of the collection is one thing; the reparation of the WEEE is another.
- It is difficult for AERESS to make a contract with an external consultant to implement a quality system because the structure of the federation is such that we don't have a fixed staff.

Quality policy at federation level

Quality management is an important issue, but for the time being we don't have a quality policy on the federation level.

This is partly due to our structure. AERESS does not have own personnel making it difficult to take contacts with for example external consultants that may coach the quality process. Therefore it is on a members level that initiatives are taken.

The **admission criteria** for the members are defined in the legal basis of the federation:

- In the art 8. is defined the activity of the member. They must work in environmental and social themes. Besides, the members can be: founding members or have full rights.
- In the art 9. appear the documents that a new member has to present to the board.
- Finally, the board of AERESS approves the admission of the member, but it's definitively approved in the general assembly.

Quality policies on members level

On a members level:

1. A logo for textiles is adopted by 3-4 members (these are local logos)
2. For WEEE a common warranty is developed. In AERESS there is a WEEE work group who is defining common strategies.
3. 6 members or 25% are accredited for ISO 14001 and 3 members have started the development. One of the members has started with the social process.
4. 1 member is EMAS certified, only in one of their activities (in the management of the déchéterie)

Of the smaller members, the quality activities are less formal and clear.

Type of system	Number of members
Product label	
Textile logo	- 3-4 members in textiles
WEEE warranty	- 2 members
EMS	
Standard:	
ISO 14001	6 +3 members start
EMAS	1

Detailed description of approaches

Systems:

1. Logo textiles
2. WEEE warranty
3. ISO 14001
4. EMAS

Selection criteria for ISO and EMAS:

- Officially certified systems which are necessary to compete in the market of WEEE and to comply with the conditions of the calls for proposals

Logo Textile

Adherents:	- 3 – 4 in Textiles - Mallorca, Menorca, Bizkaia
Status:	Start up: Operational:3-4 Accredited:
Objective:	Create a distinctive image in the textiles sector
Results:	- common use of the logo
Tools:	- logo

ISO 14001

Adherents:	- in total 9
Status:	Start up: 3 Operational: Accredited: 6
Objective:	To create a common set of agreements to make sure that anything to do with environment is well settled.
Results:	- 6 members accredited

EMAS

Adherents:	- 1 (Andromines in Barcelona)
Status:	Start up: Operational: Accredited:1

Critical success factors

- For implanting a quality system there must explicitly be time and resources. If not, the daily activities are already so absorbing that it doesn't get realized.
- The change readiness of the people involved is crucial, if there is no clear understanding of why there should be a change, then people are not going to a new way of working but stick to the old habits.
- The pressure of legislation and the larger companies competition is quite recent

Previous try-outs

None

Future plans and ambitions

AERESS has recently gone through an internal restructuring, which has taken time and effort. The focus of the federation up till now has been mainly on WEEE and textiles; in the future quality management will definitely become a spearhead.

Tools for sharing

Spain - AIREs
Associació Intersectorial de Recuperadors i Empreses Socials de Catalunya

Contact: David Ferrer, textile@airescat.net

Date of creation: 1995 (change of name in 2000)

Number of staff: 3 persons/ 3 FTE

Membership of other international networks: -

Number of members: 35

Number of staff employed by members: 1.500 (500 insertion, permanently without volunteers)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	9	
Combined collection of: textiles, bulky household waste	17	
Kerb-side collection	5-10 (not main business)	

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
	30	5

AIREs is a network of social economy enterprises. The members are not only active in the environmental sector but also in other sectors such as gardening, catering, cleaning.

What we understand by quality and why we work on it

What

Social enterprises must position themselves as professional organisations. They should work according to the same quality standards as private companies do and also work on the continuous improvement of their skills.

A good example of this is that AIREs received the Environment Price for working on an EMAS certification with social enterprises.

Why

Driving forces:

- The growth of companies forces them to make a serious evaluation of their way of working.
- The competition of private companies entering the WEEE market is getting stronger, so the social economy sector has to strengthen itself.
- The Catalanian Government waste agency is also stimulating social economy enterprises to work in the WEEE market.
- Having a quality certification is an advantage when you compete in public tenders. Although it is no legal obligation to have an accredited quality system it can be taken in consideration to sign some contacts with public organisms.

Barriers:

- The private sector, active in the WEEE sector, mainly focuses on recycling and cannibalizes the market of reuse.
- Specifically in Catalonia, the WEEE collection may be done by social economy enterprises but this only on the condition that they take up the entire collection (6 million persons) which is beyond our capacity. In other regions (eg Euskadi social economy enterprises do take up part of the WEEE reuse and recycling market but there was no private competition.

Quality policy at federation level

The **quality policy** at a federation level is to promote the use of **EMAS** as environmental management system. To promote this we already received funding from the environmental department of state and are now financed by the foundation Luis VIVES to promote ISO 9001.

On federation level we coordinate the activities of the consultant coaching these processes. It is offered as an open program (in the case of EMAS), if members ask for support then we offer it.

Some of The members that obtained the ISO certifications did this on their own initiative but others did it supported by AIREs and Luis Vives's Project.

The **admission criteria** for the members are:

- Official recognition as an insertion enterprise or foundation or association and having for mission the insertion of personnel (30% or staff should be insertion personnel)

Final

Quality policies on members level

On a members level:

1. EMAS: 6 members are accredited and 3 in implementation process
2. ISO 14001: 2 members accredited
3. ISO 9001: 1 (or 2) accredited

The average profile of the members going for a certification is medium sized and situated in diverse sectors including textiles, catering. Fast growth is an important reason to have a serious review of the processes and ways of working.

Type of system	Number of members
EMS	
Standard:	
ISO 14001	2
EMAS	9
Overall management	
Standard:	
ISO 9001	1

Detailed description of approaches

Systems:

1. EMAS
2. ISO 14001
3. ISO 9001

Selection criteria for EMAS:

- Open program to all enterprises. If they believe they can achieve it, AIREs gives support.

EMAS

Adherents:	- 9
Status:	Start up: 3 Operational: Accredited: 6
Results:	- 6 members accredited

ISO 14001

Adherents:	- 2
Status:	Start up: - Operational: - Accredited: 2
Results:	- 2 members accredited

ISO 9001

Adherents:	- 1
Status:	Start up: - Operational: - Accredited: 1
Results:	- 1 member accredited

Previous try-outs

None

Future plans and ambitions

The mission of AIREs is to promote continuous improvement to our members and to support them in this. In that perspective, the promotion of quality systems will continue in the future. Moreover, as a federation we also work on social responsibility in a larger sense and not only focused on the environmental issues.

For quality we stimulate the access to certification but who has to do the first step? Our members should take the initiative and be prepared to step into it. As a federation we then support them in the process and help to find additional financial resources.

Our objective is to demonstrate the need for and the possibilities of this type of certification! The good practices proof that you get easier access in the market. For some organizations it

is help in general management. Sometimes there is a good concept but only a faint idea of general management.

The smaller enterprises are not really interested in this type of approach since their working area is locally focused and small. Typically when they grow, interest arises.

Tools for sharing

Need for an exchange on small enterprise practices.

UK - Charity Shops Charity Shops

Contact: Lekha Klouda, lekha@charityshops.org.uk

Date of creation: 1999

Number of staff: 6 persons / 6 FTE

Membership of other international networks: -

Number of members: 250 charities running 6.300 shops

Number of staff employed by members: minimum 10.000 and over 100.000 volunteers

- many shops have 1 FTE and ½ FTE for administration
- an exact number is difficult to state because members like Oxfam have different activities

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
Combined collection: Bric à Brac, Furniture, Electrical goods Textiles (50%)	250	>200,000 (updated figures)

Size of members only for the retail:

< 10 persons	11 > < 50 persons:	50 persons
		18
20 % is run by the majority of charities		80% is run by 18 charities

Traditionally UK charity shops have mainly sold clothing. The quality of the clothing is however going down so the shops have started to diversify and also sell furniture, bric à brac and electrical goods. In the charity shops, we receive goods that are donations. As such they do not enter the waste stream. For items such as WEEE or furniture, these are tested to ensure product safety before resale takes place.

What we understand by quality and why we work on it

What

The charity shops have been around for over 50 years. One of the main reasons to start the Association of charity shops was to set some standards for the shops and to stimulate best practices.

For the charity shops: we introduced a Kitemark scheme in 2000 to improve standards in the sector. This scheme has been converted in 2005 into the Code of Charity Retailing.

Why

Driving forces:

- There was an internal drive to promote standards and good practices since this is our reason of existence
- Since UK government stimulates self regulation, this has given an extra push to the further development of standards

Barriers:

- There is already a lot of overregulation
- We have to comply with 3 sets of regulations:
 - Consumers
 - Charities
 - Reuse and environmental regulations

Quality policy at federation level

The **admission criteria** for the members are:

- Registered charities: there is a registration process to check the status of members.

The Association has developed a Code of Charity Retailing in close collaboration with the members. At the moment this code is not mandatory but in the future it may be considered to become so. Already over 80% of the members have signed up.

To stimulate the use of the code and good practices, the Association :

- has written a comprehensive manual which gives guidance to the members to carry out their activities: how to set up a charity shop, how to collect goods, how to operate textile banks, ...
- follows up UK legislation in the relevant fields such as health and safety, security measures, data protection,...
- provides with continuous updates of the manuals
- organizes workshops to disseminate the information amongst the members. The subjects treated in these workshops are complementary to what other organizations do. The Association provides training and seminars only on subjects that are not treated elsewhere.
- Organizes a quarterly survey of performance amongst the members and also publishes quarterly figures of sales and results for the charity sector sales.

Quality policies on members level

On a members level:

Probably many members have certain standards but there is no clear detailed view of the different standards used because of the wide range of different areas in which member charities work. Moreover, the quality systems they adopt often cover more than only the activities in the shops themselves.

Detailed description of approaches

Critical success factors

- Buy in from the target audience is very important. In 2000 there was a lot of support for our charter. We worked gradually and thanks to the support of the members and the consultation we did with them, the code has very broad support.
- Be a good listener and work in a participatory way.

Previous try-outs

None

Future plans and ambitions

In terms of quality and best practices we are considering making the code mandatory.

The main dilemma is not to exclude people or members because they don't fit the standards. If they are not yet able to meet the standards we would like to find a way to include them and offer the opportunity to learn what good practices are. We don't wish to lose organizations or put them in isolation because of the mandatory aspect.

Tools for sharing

Code of Charity Retailing

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

Final

UK - CCN Community Composting Network

Contact: Nick Mc Allister, nick@communitycompost.org

Date of creation: 1996

Number of staff: 4 persons / 3,5 FTE

Membership of other international networks: ECN - European Compost Networking

Number of members: 220

Number of staff employed by members:

- actual composting members: 10 persons per members (with volunteers included)

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
Compost	220	50.000

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
150	70	1

The members of the Community Composting Network do not only focus on composting. Some 60 to 70 % of the members also have other activities than composting. Some members are also members of horticultural organizations, or they give training. Some members are also member of other associations like FRN.

What we understand by quality and why we work on it

What

In quality management there is a number of different elements to consider:

- The way in which the organization is run: that is the support processes like administration, people processes
- The way in which the organization operates and organizes its core processes, being the collection, treatment and production of compost
- The quality of the end product standards

Why

Driving forces:

- Perform as a good practice in general and run the organization in a professional way
- A lot of the drivers are economic: increasingly the local authorities specify contracts and want the organizations to be certified. As such it is a competitive advantage to have some accreditation
- It's becoming a competitive necessity
- There is a constant debate on when waste becomes actually a product and when it stops to be waste. This debate will in the short run result in certain product standards.

Barriers:

- The members are relatively small whereas the UK quality standards are mainly focused on large organizations.

Quality policy at federation level

At the Community Compost Network, no formal quality policy has been developed. There is an important resistance amongst the members to enter into a formalized approach.

There are two standards here, the development of which involved the Composting Association in both cases.

The BSI PAS 100 is a standard aimed at compost products, although it contains lots of operational requirements. It was government funded through WRAP which is a body set up by the UK government.

The second is the industry code of practice, which is complimentary to the product standards and the various legal requirements operators have to meet.

This was developed by the Composting Association with support from the Environment Agency to help sites get through permitting and give them credibility with legislators.

The market for small members is currently shrinking. Where members will still play a role is in remote areas and in collaboration with larger organizations that wish to work with social organizations. The room for the community sector is shrinking.

This evolution also presents a new opportunity that is to set up larger networks in the composting. This will offer opportunities for more quality management.

Quality policies on members level

On a members level:

Some members have Investor in People, some use PQass.

Future plans and ambitions

Rolling out larger members will make it possible to meet the code of practice. This code of practice mainly states that you have to be compliant with current legislation.

The dilemma plays on how to keep the small members. If they are no longer on board then the strength of the network is being reduced. Whereas the network is important in the future.

Currently the CCN is working on training programs with other RREUSE members. In this training Quality management may become a separate module. In the future this will be promoted more proactively.

Another area for development is the product quality testing. Currently the technical cost of the tests is too high so for the smaller members a better-fit test should be developed in order to confirm a good product quality.

Tools for sharing

Our training program.

UK - Create Community Recycling and Training

Contact: Greg Walker, greg.walker@createuk.com

Date of creation: 1995

Number of staff: 40

Membership of other international networks: -

Number of members: not a network but one company

Number of staff employed by members: 40 (permanently without volunteers) + 25 paid trainees

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	1	<ul style="list-style-type: none"> - Collected 2000 machines/ week = 100 tons per week = 5.000 per year - Refurbishment about 200/ week = 10 tons per week = 500 tons per year

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
	1	

Create was set up in Liverpool in 1995 to reuse and recycle white goods. The objective of Create UK was then to replicate the activities of Liverpool throughout the country. The aim was to help charities getting started in the recycling business and then let them function on autonomously while remaining member of the network. A Create was set up in Tottenham. The network appeared to be too loose, without for example any reporting back, and the activities in Tottenham folded up.

The development model now is too grow from Liverpool, to collaborate with a network of partners and to remain one company. Create is also a member of the Furniture Reuse network

What we understand by quality and why we work on it

What

Quality is defined in terms of the quality of the finished product: this quality is of paramount importance. It is measured every week and there is a 1year guarantee on every product we sell.

Although we are a charity Create wishes to function as an ordinary business and therefore must stand for similar quality standards.

Create started looking at quality about 5 years ago. Previously there was an important collection of forms on quality while the quality of the end product appeared to be dreadful. The focus had been on a formal ISO 9001 system but this had evolved to bureaucratic paperwork.

Why

Driving forces:

- The customers! If you want to keep in business customer satisfaction is the major issue.
- The strive to function as a professional business and gain also gain economic independence (2mio pounds turnover, less than 10% is granting)
- The WEEE directive will come into effect soon and will be an important stimulus to recycling.

Barriers:

- The compliance schemes for the WEEE legislation will probably seek the cheapest disposal routes so probably a large amount will go to scrap and exportation to development countries, taking along hazardous waste.

Quality policy at federation level

The **quality policy** is focused on the quality of the end product and customer satisfaction. With this in view the entire production process is organized from collection to sales and also includes after sales service.

Quality policies on members level

There is no formal quality system installed but the entire production process has been organized in a way to guarantee maximum quality to the customer.

Type of system	Number of members
Production process "Call us – sticker"	
Tailor made	1

Detailed description of approaches

System:

1. Production process with quality checkpoints and the goods go out with a sticker with the phone number of the customer service.

Selection criteria for this process:

- The focus on product quality and customer satisfaction with a minimum of forms and documentation and including an after sales service.

Step in the process	Activities	Responsible	Documents
Reception and sorting of goods	Entry of all goods in software system - Goods for reuse - Good with hazardous waste for special treatment - Goods for recycling (+ scrap)	Receptionists	Barcode on reusable goods + product number + process sheet
Refurbishment	In the refurbishment centre: - Repair and - Check on activities on process sheet - Demand of parts and entry in software systems = Technical quality check	Refurbishment team	Process sheet is completed: - Worker ID - Parts - Work done
Sale	The sales team: - Check on cleanliness - Practical test: plug in, use - Decide whether to sell or not - Sticker for customer service = Commercial quality check	Sales team	Process sheet completed, warranty and tel.nr. given
After sales	After sales team, 3 engineers on the road: - Customer can call any time - Engineers pass and repair	After sales team	Process sheet follow up

Critical success factors

- The most critical checks on quality are:
 - Electrical safety!
 - Watch leakages!
- Communication: all statistics are published weekly. There is a large board with the number of appliances treated, refurbished, ... The whole workforce permanently sees how we perform quality wise and in the end we are judged on both on quality and quantity.
- In order to operate, the quality system needs to be very clear. The big change in 2001 was to give the responsibility for the final quality check to the sales team. Whereas the engineering team focuses on technical issues, the sales team checks what finally has been done.

Previous try-outs

ISO 9001 has been tried out but was not effective due to an administrative overload with little practical effect on the product quality.

Future plans and ambitions

Rather than setting up a network of organization, Create will expand its' activities from the current locations.

The major challenge for the future is to comply to the WEEE legislation and keep access to the reusable white goods in the waste stream.

Critical success factors for the future:

- Get our raw product, that is get the white goods from the waste stream

Tools for sharing

The production process and organization of the after sales team are interesting.

UK - CRNS Community Recycling Network for Scotland

Contact: Iain Gulland, iain@crns.org.uk

Date of creation: 2004

Number of staff: 11 persons / 11 FTE

Membership of other international networks: -

Number of members: 108

Number of staff employed by members: 734 (permanently without volunteers) + 515 trainees

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	7	
Textiles	5	
Bulky household waste	45	
Compost	12	
Kerb side Collection	6	

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
86	22	-

CRNS has started up in 2004 to build a stronger more capable social sector for maximizing the opportunities available for community recycling within the delivery of the Scottish National Waste Plan. The National Waste plan has set very specific recycling targets to be reached by 2020.

Some members of CRNS are also members of FRN and as such get complementary support. On the political level however, the Scottish parliament sets its own priorities in the waste and environment policy.

The members of CRNS are not all in the reuse and recycling business. Some members focus on training and education such as bicycle repair. Others have recycling activities in a very specific niche such as mattresses, carpets, and wood recycling.

What we understand by quality and why we work on it

What

At the federation level quality management serves two objectives. First of all quality management aims at being consistent in our services delivery to our members and secondly it means continuous improvement of our service level to the members.

Towards our members we encourage quality management on three levels

- The way the internal processes are organized
- The way staff is treated
- The service to the customer

Why

Driving forces:

- Everybody is working on it.

Barriers

- Time and resources, most members are rather small and have limited resources.

The Scottish National Waste plan has set out recycling targets for the year 2020. The social sector is recognized as a partner in the realization of this plan but the parliament has not set standards concerning quality management. Currently a waste management license is necessary. This license contains technical standards no quality standards.

Quality policy at federation level

For the time being CRNS **doesn't have a formal quality policy yet**. The business plan has been made up and quality management is set as one of the priorities for the coming two years.

The **admission criteria** for the members are also being worked out and will include some minimum standards of performance.

Quality policies on members level

On a members level:

1. IIP, Investors in People: 16 members are accredited and 5 are going towards accreditation
2. Scottish quality management system: 3
3. ISO 14001: 1

On a members level different quality systems are being used. IIP, Investors in People is the most frequently used. In addition 3 members use a specific Scottish quality management system and one member has gone for the ISO 14001 certification.

Type of system	Number of members
EMS	
Standard: ISO 14001	1
Social MS	
Standard: IIP	21
Overall management	
Standard: SQMS*	3

SQMS= Scottish Quality Management System

Detailed description of approaches

Systems:

1. IIP
2. Scottish quality management system
3. ISO 14001

Selection criteria for IIP:

- Specific focus on people which is typical for the social economy business

IIP

Adherents:	- 21 members
Status:	Start up: 5 Operational: Accredited: 16
Objective:	Investor in People takes effective action to improve the performance of the organisation through its people. It is a system departing from the overall business strategy, over the peoples management and learning towards continuous improvement.
Results:	- 16 members accredited
Steps:	- Inventory of state of affairs - Make up individual action plan - Realize action plan - Get accreditation - Continuous improvement
Implementation time:	Depends on the member
Auditing / assessment / control:	External audit

SQMS

Scottish Quality Management System

Adherents:	- 3 members
Status:	Start up: Operational: Accredited: 3
Objective:	The SQMS is an overall quality management system including domains as strategy, learning, marketing, service delivery, HR.
Results:	- 3 members accredited
Auditing / assessment / control:	Self assessment and audited By SQMS

ISO 14001

Adherents:	- 1 member
Status:	Start up: Operational: Accredited: 1

Critical success factors

- Since CRNS is just starting up, getting to know the CSF is part of the learning process now.

Previous try-outs

None

Future plans and ambitions

CRNS has started up, already has 108 members and is implementing its business plan. One of the priorities in the business plan is to develop a policy on quality management

Tools for sharing

UK - Cylch Cylch

Contact: Hayley Richards, hayley.richards@cylch.org.uk

Date of creation: 1997

Number of staff: 15 persons/ 13 FTE

Membership of other international networks: -

Number of members: 61

Number of staff employed by members: 652 FTE (permanently without volunteers) and 675 volunteers

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	15	
Textiles	13	
Bulky household waste	25	
Compost	10	
Kerb side Collection	12	

Size of members:

< 10 persons	11 > < 50 persons:	50 persons
40	14	7

What we understand by quality and why we work on it

What

Having a quality management system means that you have robust systems in place to make sure your organization functions well on all levels that is:

- The organization itself
- The environmental processes and impact
- The social processes and impact

Why

Driving forces:

- As a sector we must improve our ways of working and continuously increase our professionalism
- Quality systems provide the standards that organizations need to bid for contracts
- Most local authorities ask for quality standards. These are mostly focused on environmental standards, the proof of a sound financial management and some people oriented systems. There is also increasing attention to health and safety standards.

Barriers:

- In order to access training to implement quality systems, you must be able to finance it
- Most audits cost
- Many people are quite busy with the daily operational running of the organization so a new system is considered an extra burden
- It is only when you go through the entire process that the benefits become clear.

Quality policy at federation level

In our **quality policy** we work on the principle of leading by example. In Cylch, we implement the quality systems that we support and promote amongst our members.

To our members we offer training and support to implement these systems. We deliver some training ourselves (e.g. social accounting) and work in partnership with different organizations to deliver other standards training (e.g. Green Dragon & IIP). Our members can follow the training for free. The members however do pay for the audit to get a certification.

At Cylch we are ourselves certified for Investors In People IIP and for an environmental management system called Green Dragon. This is an EMS developed in Wales, recognized by the Welsh local authorities and comparable to ISO 14001.

We also practice social audits. Our members looked for a system with to specifically measure value added. After training from the Social Auditing Network (SAN) Cylch did a social audit internally and we also delivered this option to our members. We started with a network of twelve members and 6 went through the entire process.

The **admission criteria** for our members are:

- full members: are non-profit organizations
- Cylch checks that they have an objective to reuse or recycle

Quality policies on members level

On a members level three systems are being used:

1. Green Dragon: a Welsh environmental management system, comparable to ISO 14001
2. the people management system: Investors In People
3. the SAN UK social accounting approach

Type of system	Number of members
EMS	
Tailor Made For Wales: Green Dragon	
SMS	
Standard: Investors In People	15
Overall management	
Social Audit	6

Detailed description of approaches

Green dragon

Adherents:	
Status:	Start up: Operational: Accredited:
Objective:	To reduce the environmental impact of the activities of the organization
Results:	- Clear standards are set to reduce the environmental impact - These targets can be on transport miles, paper usage, energy consumption, and water use.
Auditing / assessment / control:	There is a stepwise audit process & use of a logo
Cost:	500 pound for the audit
Advantages:	- it's an easy to accomplish system particularly at lower levels

Investors In People

Adherents:	- 15
Status:	Start up: Operational: Accredited: 15
Objective:	With Investors In People, the organization recognizes that key assets are the employees and shows that the right systems are in place to Support staff training and development in line with the organizations objectives
Results:	<ul style="list-style-type: none"> - Currently going through a new accreditation. - Develop a management system for appraisal, training, an action plan for identifying how staff will progress, how staff get the appropriate training, how personnel development and evaluation take place.
Implementation time:	Totally depended on the organization, it can vary on average between 10 and 12 months.
Auditing / assessment / control:	There is a formal accreditation and use of a logo
Cost:	For the training we receive various government subsidies so we can offer these for free to our members.
Financial sources:	- 500 pound for audit
Advantages:	- Combining IIP with the social audit has proven to be advantageous. At first we were using IIP as a tick box. So the systems were not really fit for our purpose. Through the social audit process we reviewed our standards and got to a more tailor made and fit for use system.
Disadvantages:	- it is easy to achieve in a tick box kind of way but you have to go further

The environmental standards are relatively easy because you have to achieve clear indicators. For IIP you'll rather develop a document.

Social Audit

Adherents:	- 12
Status:	Start up: 6 Operational: Accredited: 6
Objective:	The organization has to develop a framework document with the mission; the values and objectives in place to deliver. The focus is the triple bottom line that is social, economic and environmental impact. The essence of the social audit is to consult all relevant stakeholders on whether the mission and objectives of the framework document are achieved. To do so the organization also collects the necessary data to prove its progress.
Results:	- there is a social audit accreditation
Implementation time:	About 18 months
Auditing / assessment / control:	A panel, which is chaired by experts, goes through your social accounts and can make a statement of approval. The timing is led by the organization that is the organization chooses to get the statement when it wants.
Cost:	- 1000 pounds for the audit - in the future Cylch will support the development of social audits amongst the members and reduce this fee
Financial sources:	-
Advantages:	- it is a flexible systems which you implement as you wish
Disadvantages:	-

The objective of Cylch is to actively promote social audit. There has been finance for one year and in the future we will develop own coaching.

Critical success factors

- You need staff to become engaged in the process
- You need to be able to identify what the benefits are going to be. Since we are environmental organizations Green Dragon has the benefit that it is a rather easy system that allows us to prove our environmental impact. For social accounting, as a federation, we are one step ahead so we can market it because it helped ourselves as an organization and allows us to make the value added explicit. We held one -day events and the first steps in the process are quite easy so members get engaged more easily. IIP it is more difficult.

Previous try-outs

None

Future plans and ambitions

Our plans for the future are:

- We're going to promote social audit further together with IIP and Green dragon
- We develop 'Clean Stream', a quality assurance for recycling, to set standards for segregation at source collection systems

Tools for sharing

All available documentation

UK - FRN Furniture Re-use Network

Contact: Paul Smith, Craig Anderson
pauls@frn.org.uk & craiga@frn.org.uk

Date of creation: 1989

Number of staff: 5 persons / 4,6 FTE

Membership of other international networks: -

Number of members: 230 paid up members, but there are 400 organizations that are represented by FRN

Number of staff employed by members: 2.500 FTE permanently/ 1.000 part time permanently / 6.600 trainees / 10.000 volunteers

Members and tons per type of sector:

Sector	Number of members	Tons collected/ year
WEEE	160	11,000 tons reused (235,000 appliances) 20,000 tons recycled
Bulky household waste	400	70.000 tons reused (1.9 million furniture items)

Size of members*:

< 10 persons	11 > < 50 persons:	50 persons
70	213	117

* including trainees and volunteers

Furniture Re-use Network is a UK wide coordinating body for 400 furniture and appliance and IT reuse organizations. The network promotes the reuse of unwanted furniture and other items for the alleviation of hardship, distress and poverty.

CRNS and Cylch are network organization similar to FRN but working for Scotland and Wales. CRNS and Cylch members involved in re-use are members of FRN and their information is contained in this survey. Create is another member of RREUSE that is also member of FRN. FRN is a partner of the UK government to set the UK standards for recycling and reuse.

What we understand by quality and why we work on it

What

Quality is the assurance and monitoring of the services our members provide.

The FRN focuses on the three main stages in the process that is:

- The supply and procurement of the appliances and furniture
- The production process that is the internal organization and personnel management
- The sales demand phase that is customer focus, after sales process, price setting, consumer protection and product liability.

Why

Driving forces:

- There are the quality requirements of our partners: manufacturers, retailers, local authorities, and businesses.
- On the supply/collection side we must provide quality services to businesses and Local Authorities to make sure we get products.
- Supply is increasingly coming through our larger organizations (called ARCs: Authorised Re-use Centres) with the capacity and competency to offer quality assured collection service. They then supply the other members. Therefore the FRN is offering a national brokerage and the market is in some cases moving from a local to a national level.
- Internally in the organizations there must be a professional way of working to assure efficiency of the management of the organization to guarantee a good end product and reach the social objectives.

Barriers:

- Current bad practices of other sectors. FRN looks for high standards of operations but certain potential partners work with organizations that are not fully compliant. Even certain local authorities that are potential suppliers work with dubious partners (for example exporting to Asia or those that re-use without testing that the product is "fit for purpose").
- The trading standards for waste items are unclear. Regulators focus on waste treatment but don't put enough stress on the potential of refurbishment of the waste item and therefore ensure product liability and consumer protection.
- FRN uses reuse in its widest definition. We set ourselves up as quality reusers but other organizations enter the reuse market without following the quality standards. The appliances are, for example, not always tested before going back in sale. The suppliers focus on the waste regulations and not on the quality standards.
- Product liability is respected by FRN but it is not well regulated for the UK.

Quality policy at federation level

At a federation level quality is one of the **main focuses**.

Since 1989 FRN works on quality management and develops working standards for the members. It is our main activity. The members are quite diverse and instead of having them reinvent the wheel, the federation has explicitly taken up this role.

FRN checks what the members need and then works on the specific items.

Currently important work is being done on the UK WEEE legislation. The development of **a code of practice for UK WEEE infrastructure is going** on and FRN is involved. Part the WEEE legislation is about looking for standards. FRN publishes standards and the government recognizes these. A next step is to get accreditation for these standards and as FRN become a **recognized auditor and accreditor**.

FRN produces the quality standards but must now see how they get implemented and how to audit the members. In order to authorize and accredit the members FRN is creating a separate trading company. The organization will not only provide standards and accreditation but will broker contracted services and develop a network of partners to work with in the Furniture and WEEE supply chain.

Accredited members will pay a higher price, get accredited and will have access to partner networks. Initially some 30 members step into this.

The general criteria for **admission** for the members are:

- Full membership: open to charitable and voluntary reuse organizations. This includes organizations that reuse, transport or refurbish furniture or appliances for the benefit of people on low incomes.
- Associate members: support and promote the reuse sector for the benefit of a community.
- Only full members have voting rights.
- On the board of trustees we take up co-optees but they don't have voting rights.

Quality policies on members level

On a members level, we see three levels of quality management:

1. Suppliers product: publications are
 - Fir for re-use
 - Loading up - manual
 - Running bulky waste contracts with local authorities (published June 2006)
2. Internal membership issues: publications and standards:
 - National standards System
 - Loading up - manual
 - Training , working with volunteers internally

3. Supplying the services –
 - National standards System

Although many of the FRN members will take on and work to ISO and EMS standards, the FRN suggests that these are very broad procedural standards. The Standards that FRN produces are specific to the type of operation and give guidance as well as setting standards for operation. All FRN standards include the procedural setting; evaluation and reviewing that are called for by ISO standards.

FRN standards follow the basic systems and requirements of the ISO standards

To date FRN has focused on processes and procedures. The new organization will have also an accreditation mark which will include reporting systems, processes, and control systems.

Type of system	Number of members
Overall management	
Tailor made:	30 initially

Detailed description of approaches

Systems:

1. FRN develops its own standards, will get these recognized on UK level and will in the future function as the accreditation organism. At the same time FRN develops a re-use and recycling network with the suppliers and the accredited members.

FRN Standards for Furniture re-use and recycling

Adherents:	- 30 subscribers initially
Status:	Start up: 30 Operational: - Accredited: -
Objective:	To get an accreditation for working with furniture manufacturers of all types of equipment and provide the assurance that one accredited member will give the same service as the other accredited members. For example, when working with international companies or geographically wide spread, each member in our network has to provide the same services. The market opportunities are to work with major companies and to move from a local way of working to a national service providing network. The idea is to create a 'One stop shop' for the suppliers.
Results:	- 'One stop shop' for any groups in the UK, for all manufacturers and partners
Steps:	- Being defined
Implementation time:	1 year
Tools:	- Manual 'Bulky Basics' - Manual 'Fit for re-use' - Manual 'Loading up' - Guide on 'National Standards' - Interactive internet discussion board for the members (322 active members) - Training events - Workshops
Follow up:	Ongoing reporting on what is collected, accepted, results of the testing, sales figures, a system of full traceability and reporting. This will serve FRN, the manufacturers and refurbishers to consolidate the network. There was a computer system but this was not user friendly. Most of the groups have their internally developed systems that are not compatible.
Auditing / assessment / control:	By FRN, recognized by the UK government FRN will develop a regulatory system. The groups that meet the standards will audit the other organizations.
Cost:	Extra member fee (yearly subscription fee + fee per number of items that is according to the size of the member and what we broker for them)
Financial sources:	- Members resources
Advantages:	- Members take part in a network

Disadvantages:	Risks rather: <ul style="list-style-type: none"> - Expectation of the group to respond. We move from a time of opportunity to a time of expectations. The FRN is the face of this and we depend on our members for the credibility. - Opportunity for certain groups to grow and expand. This may create a territory fight. - The members at the early state will grow quickly, we must be wary not to advantage the 'early adopters'. - The accreditation organization will look at it that the fast growers also supply to the other member organizations. The future repartition of tasks may become the one large organization doing the collection and the smaller ones rather supplying to the low-income families.
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Critical success factors

- Buy-in from the groups and concretely in the short run get sufficient subscriptions
- Partnership that will be developed must be successful and must bring in sufficient supply
- UK regulations should push for standards
- Get the dubious reusers kicked out

Previous try-outs

A grouping of members called the 'WEEE movers' was an informal grouping and has been negotiating deals for members on an ongoing basis. This has increased supply of WEEE for re-use and has led to many taking on WEEE clearance and transportation contracts. Recommendations have been made based on these experiences and the new FRN trading company will formalize this group to work with retailers, local authorities and manufacturers.

Now we move to a formal and legal approach.

Future plans and ambitions

The roll out of the accreditation and implement the approach.

Currently there are a lot of opportunities in the reuse sector! It is a political issue at the local level, the government is looking further up the waste hierarchy and FRN works with them while remaining alert to any future opportunities.

Tools for sharing

All publications mentioned.