

ECAP WORKSHOP

**LABELS AND ENVIRONMENTAL
MANAGEMENT SYSTEM: REGIONAL AND
NATIONAL APPROACHES**

Date:

05/06/2009

Venue:

Ministry of Environment
Brussels Capital-Region





LIST OF BEST PRACTICES THAT WILL BE PRESENTED DURING THE WORKSHOP ON THE 5TH OF JUNE 2009 IN BRUSSELS, BELGIUM

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Note: This is an internal working document addressed to the participants of the ECAP workshop on 'Labels and environmental management system: regional and national approaches.'

Not for dissemination.



123 Environnement - France

Representative:

Jan-Erik Starlander

Role in the creation of the best practice:

Name	123 Environnement
Logo	
Country	France
State, Region	
Executing organisation	General French Assembly of Chambers of Commerce and Industries (ACFCI)
Target groups	SME
Objectives	∞ Staged implementation of ISO 14001/EMAS
Background	According to a survey conducted by the ADEME with managers of SMEs, over 80% of them are very concerned or somewhat concerned with energy and environmental management. However, the recognition of ISO 14001 or EMAS is still underdeveloped in France, and as a result, significant efforts made by many entrepreneurs cannot be officially recognized.
Project's description	<p>1.2.3 Environment is based on AFNOR FD X30-205, developed by a standards committee composed of representatives of manufacturers, engineering firms and local and regional administrations. 1.2.3 Environment allows SMEs to go step-by-step towards the international certification ISO 14001 and / or EMAS registration.</p> <p>1.2.3 Environment offers SMEs the possibility of being part of a group of innovative companies and leaders whilst also providing the support of environmental CCI counselors and their partners. The process is easy to implement for SMEs and the financial conditions are attractive. Participating companies are valued.</p>
Method	<p>Level 1 - Evaluate the current environmental situation and identify priority actions</p> <ul style="list-style-type: none"> ∞ Formalize the commitment of management ∞ Establish and implement a plan of priority actions ∞ Identify the main sources of environmental damage ∞ Identify the main legal requirements ∞ Launch the process



	<p>Level 2 - Develop an environmental program</p> <ul style="list-style-type: none">∞ Ensure the efficacy of the actions∞ Anticipate emergencies∞ Organise trainings and awareness raising∞ Define the operational requirements∞ Develop the environmental Program <p>Level 3 - ISO 14001 and / or EMAS</p> <ul style="list-style-type: none">∞ Formalize an environmental management system∞ Implement the internal audit and management review∞ Formalize the documentation and records∞ Implement corrective and preventive actions∞ Assess compliance with the requirements∞ Monitor and measure∞ Organize communication∞ Develop operational processes∞ Define the roles and responsibilities
Advantages	<ul style="list-style-type: none">∞ Provides SMEs with the opportunity to choose the level appropriate to their own situation and to progress at their own pace∞ An asset in an SME's bid for key customers∞ A unifying project for the SME team
Certification and recognition	A certificate is delivered at each level, following an audit undertaken by a competent and independent expert.
Public subsidies and costs	
Donor, Fund	
SME Contribution	Audit cost from 500 up to 1000 Euros
Result, case studies	
Links	http://www.123environnement.fr
Contact Person	

Factors which contributed to the success of the best practice:

Difficulties encountered in the development of the best practice:



EMAS Easy - Europe

Representative:

Mathilde Angéliéri – Eco-Conseil Entreprise

Role in the creation of the best practice:

Developed from Eco-Mapping©, EMASeasy© was the next step in the evolution of facilitated approaches to environmental management for SMEs. Heinz-W. ENGEL and his team from Eco-conseil Entreprise in Belgium developed the tool and implemented its use with SMEs across Europe.

Name	EMAS easy
Logo	
Country	EU
State, Region	
Executing organisation	Eco-Conseil Entreprise
Target groups	SMEs
Objectives	To reduce the burdens of access of SMEs to implement EMAS and ISO 14001.
Background	Recognising the two most significant challenges faced by SMEs implementing environmental management systems – cost and lack of appropriate human resources – the author of EMASeasy, Heinz-Werner Engel, has set out to provide a process through which small and micro-businesses can educate and involve their staff in their environmental issues, keep the bureaucracy of the process to a minimum, utilise support from and offer support to other partners in any cluster, and achieve certification to ISO 14001 or registration to EMAS in a short and manageable time frame. The EMASeasy process takes the theme of '10 people, 10 pages, 10 days' – illustrating the idea of clustering, of the limited bureaucracy involved and the commitment of the organisation to managing the implementation of the process. The clustering approach means heaving a group of 3-5 SMEs, which share a consultant. Together they move forward for an implementation of EMAS or ISO14001. This allows diminishing cost in consultancy. In the cluster the SMEs use the same documentation structure to allow cross-fertilisation and internal auditing. Furthermore, it reduces the cost of certification and/or registration by doing a jointly organised process.
Project description	Developed from Eco-Mapping©, EMASeasy has been rolled out across Europe by the Belgian consultancy, Eco-Conseil Entreprise. Identified by the European Commission as one of several tools it has chosen to employ to promote greater compliance with environmental require-



	<p>ments in SMEs, EMASEasy seeks to promote clustering to reduce consultancy costs, to offer mentoring opportunities and to promote shorter certification/ verification audit times. In system terms, it provides templates for key environmental management system documents which provide comprehensive coverage for the requirements of ISO 14001 and EMAS. These are simple to use and, when consolidated, provide the requisite audit trail for a certification to ISO 14001, or the information necessary to populate the environmental report for an EMAS registration. The European experience suggests that small and micro-businesses are clustering happily and winning registration to ISO 14001 or EMAS in roughly equal proportions. Audit times for the smallest are being reduced comfortably to one day!</p>
Method	<p>The work process from, Start to End, takes 30 steps.</p> <p>The EMASEasy process starts (PLAN) with an eco-map, prepared for seven areas of the site or organisational activity which are potential sources of pollution or non-compliance – the urban location and strategic positioning, issues surrounding any emissions to air, soil and water, waste production, energy consumption and operational risk (abnormal circumstances).</p> <p>In parallel with the development of the eco-mapping information, an opinion may be taken from each employee as to the organisation's performance on environmental matters using the EMASEasy 'environmental weather map'.</p> <p>Before structuring into a formal "PLAN" phase, a consolidation of the 'material flows and resource use' information is needed. This consolidated information identifies the consumption of energy and water, raw materials and other products, together with the dispersion of finished product waste, waste water and solid waste and any other materials for which there is no further use.</p> <p>There is also provision in the Eco-planning stage for the identification of relevant environmental legislation, the identification of performance indicators and, subsequently, the environmental programme with objectives and targets, together with any identifiable training needs.</p> <p>On completion of the eco-planning phase, the compilation of the EMASEasy environmental management system starts. This is facilitated by the consolidation of the information gathered on the eco-maps into the FLIPO (flows, legislation, impacts, practices and weather map opinions) sheet. FLIPO enables the organisation to attribute priorities (Setting Priorities sheet) for the environmental management system (EMS) and the allocation of objectives and targets to the elements of the environmental programme.</p> <p>At this stage, responsibilities for managing targets and objectives start to evolve and EMASEasy's 'Responsibilities Matrix' is helpful in identifying staff who have immediate responsibility for elements of the EMS, where staff may be delegated certain responsibilities, or where they may need to be made aware of performance requirements, but have no immediate responsibilities for action. It is likely that, the organisa-</p>



	<p>tion's environmental policy will be published at this stage if this has not already been accomplished.</p> <p>The organisation's environmental manual is largely templated in the EMASeasy guidance document, with statements compliant with the requirements identified in section 4 of ISO 14001:2004. These statements all refer to the expectations identified from the various elements of EMASeasy.</p> <p>At this (DO) stage, Operational Control (ISO 14001, 4.4.6) and Emergency Situations (ISO 14001, 4.4.7) need to be addressed with the employees. This is achieved through the use of an 'identity card', which shows a picture of the employee and the duties assigned to him or her. "Good Practice codes", mostly comprised of pictures, might, if needed, be developed at this stage.</p> <p>'Quickcheck' is the tool for internal control and regular evaluation. Apart from identifying the relevant operational controls, it provides information on the performance targets or parameters within which an employee's work should be managed. It also offers the employee a route into the internal auditing process for corrective or preventive action that he/she might think necessary in the context of his or her day-to-day performance. Of course, everyone's responsibilities regarding measurement and process control will be then integrated into their 'identity card'.</p> <p>An Eco Log Book is provided with the templates to provide the record for any environmentally significant event, confirmation of any training undertaken and the communication of any letters, instructions or reports that are relevant to the maintenance of the EMS.</p> <p>The results of the internal audit process planned through the 'Quickcheck' will be recorded in the 'Control Panel'. This identifies the performance measurement indicators and the progress towards annual targets and objectives; social indicators; evidence of elements of the EMS audited in each quarter and contractual arrangements with outside suppliers. This is the document, which together with relevant elements of the 'Quickcheck' returns, provides the material for consideration at the management review. The management review takes place at least annually and can be more frequent. Any management decision resulting in the implementation of corrective and preventive measures undertaken – the evidence for 'continual improvement' – is recorded in the 'Control Panel'.</p> <p>At this stage, a company, having demonstrated the effectiveness of its EMS and evidence of a management review offering opportunities for continual improvement, is also able to complete the final step. This is the completion of an environmental statement for verification and publication in accordance with the (EMAS) Eco-management and Audit Scheme.</p>
Advantages	<ul style="list-style-type: none">∞ Maximum 5 to 10 days consultancy per SME∞ Cluster approach with related reduction of both consultancy and auditing costs



	<ul style="list-style-type: none"> ∞ Simplified and direct methodology for ISO 14001 certification/EMAS registration ∞ Internal efforts to implement EMS reduced by 70% ∞ Light system to maintain after certification / registration
Certification and recognition	EMAS registration, ISO 14001 certification
Public subsidies and costs	In most countries and regions, the SMEs can benefit from public subsidies covering 50 % of the consultancy costs. In some regions the subsidy might reach 70% when SMEs are coached in clusters.
Donor, Fund	
SME Contribution	
Result, case studies	More than 60 enterprises are currently ISO 14001 certified and/or EMAS registered on the basis of this methodology
Links	http://www.emaseasy.eu
Contact Person	Heinz Werner Engel hwe@mac.com

Factors, which contributed to the success of the best practice:

Hands-on tool to implement an EMS: almost no need to read the standard before the verification/certification!

EASY.... but not "light" regarding standard's requirements

Cluster approaches favoured as clustering drastically lowers the consulting costs and no micro or small enterprises will implement an EMS without external support. Moreover SMEs are keen on sharing experiences with their peers on environmental issues.

Difficulties encountered in the development of the best practice:

Cluster approaches: peak periods of activity for the SMEs involved need to be considered in planning

Today, there are still very high costs for auditing and thus recognition of SMEs' efforts. Unless there is a strong pressure from the market, the EMS is not audited... with risks of it disappearing! Upcoming revision of EMAS, though, will give opportunity to cluster registration and therefore might allow drastically reduced costs on verification as well.




EcoBusinessPlan Vienna - Austria

Representative:

Thomas Hruschka

Role in the creation of the best practice:

Name	EcoBusinessPlan
Logo	 ÖkoBusinessPlan Wien
Country	Austria
State, Region	
Executing organisation	The major partners of the EcoBusinessPlan are the Vienna Economic Chamber, the Vienna Institute for the Promotion of the Economy, the Ministry for Agriculture, Forestry, Environment and Water Management, the Vienna Labour Chamber, the Austrian Trade Unions Federation, the Vienna Business Promotion Fund, the Senior experts for the industrial code of the Municipal Department 36 and the local authority for business procedures.
Target groups	All types of enterprises
Objectives	<ul style="list-style-type: none">∞ Reduce adverse environmental impacts of economic activity through integrated environmental protection strategies;∞ Improve the competitive position of Viennese businesses through more efficient use of resources (making full use of innovative potentials and cost saving opportunities), sustaining employment over the medium term;∞ Strengthen the advisory component in the relationship between the City Administration and private sector enterprises;∞ Contribute to the sustainable development of the City of Vienna;∞ Support the exchange of information, nationally and internationally, with city administrations and enterprises running similar programmes;∞ Extend and support environmental protection efforts both nationally and internationally;∞ Contribute to de-coupling economic growth from resource consumption and environmental damage.
Background	The EcoBusinessPlan Vienna was launched in 1998 by the Vienna City Administration, Municipal Department for Environmental Protection.



Project description	<p>Taking into account the diversity of enterprises in the city, the EcoBusinessPlan Vienna offers a number of different programme modules for large and small enterprises in a variety of industries. The common denominator is to promote sustainability by applying efficient and economical management practices. Consultancy services are provided to businesses in five different modules, which have been developed to foster environmental best practices and projects: EcoBonus, EcoProfit, EcoQuality Label for Tourism, ISO14001 and EMAS.</p> <p>Networking and cooperation among all partners helps to create a win-win situation for the environment and for businesses in Vienna.</p>
Method	<p>Three stage solutions tailored to the needs of each business:</p> <p>Stage 1. A consultant conducts an environmental check-up together with the company</p> <p>Stage 2. On this basis, the company management can decide to participate in the programme and select a suitable consultancy module.</p> <p>Stage 3. Supported by tailored consultancy services and expert input, the company develops its environmental project(s) and starts implementation during the first year of participation. An independent commission assesses the progress made and takes a decision about the award.</p> <p>All measures taken are documented in <u>the EcoBusinessPlan database</u>.</p>
Advantages	<ul style="list-style-type: none">∞ The database, which is publicly accessible on the Internet, can assist in motivating other businesses to launch similar projects.∞ Information about more than 10,000 environmental projects can already be retrieved from the EcoBusinessPlan database.∞ The implementation of these projects has enabled businesses to raise their efficiency, reduce resource consumption and achieve sustainable cost savings.∞ The City of Vienna makes its experiences available to other local governments in Austria as well.
Certification and recognition	
SME financial contribution	Differs from module to module
Public subsidies and costs	Public subsidies are granted for consultancy and training and capital investments are made by the private-sector companies, in some cases with support from additional public sources.
Donor, Fund	
Result, case studies	<ul style="list-style-type: none">∞ About 80% of participants rate the programme as "excellent" or "good", and 92% say they would recommend it to



	<p>others.</p> <ul style="list-style-type: none">∞ 680 enterprises participated in the programme and have saved about EUR 47,1 million, representing: 114.912 tonnes reduction of solid waste output; 1.214 tonnes reduction of toxic wastes; 175,3 million kWh energy savings – an amount equal to the annual energy consumption of 58.400 Viennese households; 51.470 tonnes of carbon dioxide emissions saved; 85,8 million kilometres reduction of total transport mileage – 2141 round-the-world trips; drinking water consumption reduced by 2.078.700 m³.∞ The EcoBusinessPlan goes international: Lower Austria, Salzburg, Styria, Vorarlberg and Upper Austria, together with the capital of Greece, Athens, and India's fourth-largest city, Chennai (Madras), want to develop EcoBusinessPlans of their own modelled on Vienna's programme. UN Habitat has included the EcoBusinessPlan sustainability projects worldwide.
Links	www.oekobusinessplan.wien.at
Contact Person	Dr. Thomas Hruschka E-mail: office@oekobusinessplan.wien.at

Factors, which contributed to the success of the best practice:

Difficulties encountered in the development of the best practice:




EcoDynamic company label - Belgium

Representative:

Gabriel Torres, Head of the label Unit at the IBGE.

Role in the creation of the best practice:

The label already existed when Gabriel Torres integrated the team as an auditor. He is now head of unit.

Name	"Ecodynamic company" Label
Logo	
Country	Belgium
State, Region	Brussels Capital Region
Executing organisation	Brussels Environment – IBGE (Brussels Administration for Environment and Energy)
Target groups	Large or small, private, public or mixed, branch of a multinational, SME, administration or association, whatever their sphere of activities, but with the condition that the organisation has a site of activities in the Brussels Capital Region.
Objectives	To encourage the companies and organizations of Brussels: <ul style="list-style-type: none"> ∞ to commit themselves voluntarily in a progressive improvement of their environmental performances (including energy) ∞ to gradually set up a system of environmental management
Background	The label was created in 1999. The first companies were labelled in 2000.
Project description	The "Ecodynamic company" label is an official recognition of good environmental management practices of public and private Brussels companies. It rewards their environmental dynamism and their progress in waste management, energy consumption and the rational use of raw materials. It also encourages the introduction of an environmental management system, with a view to the Eco-Management and Audit Scheme (EMAS) or ISO 14001. The label is a 3-star label with three levels, depending on the level of environmental performance within the organisation.
Method	The label is granted for a period of 3 years. The stages of the process The company or the organization: <ul style="list-style-type: none"> ∞ commits itself to the a public declaration of intent by signing the "Eco-dynamic company" charter This reference document declares the organization to be a candidate for the label and commits it to gradually implementing the 27 general principles of



	<p>eco-management. Once signed, the charter is returned to the IBGE, accompanied by the identification sheet presenting the organization.</p> <ul style="list-style-type: none"> ∞ obtains free guidance by an environmental consultant for (?) days as a result of signing the Eco dynamic Company charter. ∞ transmits to the IBGE, at the latest 2 years after the signature of the charter, an application for the label. <p>This application form for the label includes:</p> <ul style="list-style-type: none"> ∞ an environmental analysis presenting the regulatory aspects, the organisational aspects and the impacts on the environment of the activities of the label candidate ∞ an environmental program, specifying the working objectives developed from the analysis as well as the stipulations for the implementation of the selected actions. <p>Obtaining the label</p> <p>The label is granted to the candidate companies as a result of a multi-institutional "Ecodynamic company" jury, which gathers representatives of federations and public institutions, environmental organizations, consumers and other interest groups. The decision of the jury is based on checking the application form of the label candidate. The checking includes an on site visit guided by officials of the IBGE, allowing a better consideration of the field realities of the company.</p>
Advantages	<ul style="list-style-type: none"> ∞ When a company is awarded the eco-dynamic company label, the IBGE does what is necessary to inform the media of the results of the labeling (Label Awards, listed on IBGE website). The labelled company receives the right to affix the logo "Ecodynamic company" on communication materials for a 3-years cycle. ∞ With an official Brussels recognition, the label "Ecodynamic company" can help the companies who wish, to obtain the EMAS registration or a certification according to ISO 14001. ∞ EMAS registered or ISO 14001 certified companies are automatically granted the Ecodynamic 3 stars label.
Certification and recognition	EcoDynamic label: 1 star, 2 stars or 3 stars
Public subsidies and costs	2 or 3 civil servants + 200.000 euros for guidances and communication
Donor, Fund	Brussels Government
SME Contribution	Free of charge
Result, case studies	<p>See this page: http://www.bruxellesenvironnement.be/Templates/Professionnels/informer.aspx?id=2992&langtype=2060</p> <p>See also this pdf http://documentation.bruxellesenvironnement.be/documents/Depli-</p>



	ant_Prof_Label_FR.PDF?langtype=2060
Links	http://www.ibgebim.be/francais/contenu/content.asp?ref=722
Contact Person	Label Unit Phone: 02/775.75.11 E-mail: ecodyn@ibgebim.be

Factors, which contributed to the success of the best practice:

Simplification of the process of labelling in 2009:

- ∞ less administrative documents;
- ∞ more comprehensive and easier application form;
- ∞ more guidance for companies.

Difficulties encountered in the development of the best practice:

Lack of human resources to keep up with the success of the label





Ekoscan - Spain

Representative:

Salomé Cenigaonaindia

Role in the creation of the best practice:

IHOBE's role is to gather the knowledge of different agents involved in environmental improvement of SME's. As a result, they offer a working methodology and strive to create the conditions that can enable SMEs to implement better environmental practices. .

Name	Ekoscan
Logo (general)	
Logo to be used by certified organizations	
Country	Spain
State, Region	Basque region
Executing organization	IHOBE itself is a publicly owned company.
Target groups	All kind of organizations. Geographical scope limited to the Basque region as IHOBE belongs to the Basque Government
Objectives	<p>Ekoscan Certificate responds to the need to define an objective and transparent system that acknowledges, through external assessment, the efforts to improve environmental practices made by many organisations.</p> <p>The challenge of the companies that certify themselves by the Ekoscan Standard ® is twofold:</p> <ul style="list-style-type: none"> • firstly, systematising the achievement of environmental improvement results year after year, • and, secondly, ensuring the fulfilment of the applicable environmental legislation within a maximum of 3 years from the granting of the certification, according to the Standard.
Background	<p>IHOBE set up IHOBE services due to specific environmental problems. IHOBE conducted more than 100 environmental studies among industrial companies in different sectors. At the same time, they developed a network of Basque consultants in order to disseminate, as soon as possible, the cleaner production concept among Basque industrial sector organisations.</p> <p>In 1998, IHOBE was informed about the Stimular project and got in contact with a consultant involved in that programme. The methodology used by the Stimular Programme was im-</p>



	<p>proved with the knowledge of consultants about their regional characteristics and peculiarities, and this resulted in the initial Ekoscan methodology.</p> <p>Since then, IHOBE has been constantly improving its methodology as a result of:</p> <ul style="list-style-type: none">- continuously reviewing benchmarks by learning about different experiences, for example Eco-mapping, Öko-profit, DMAOT, ISO-easy, e+5 (Accorn), Envirowise, PIUS Check and experiences from the Basque country, including (Premie (EFQM) – Berrikuntza Agenda (innovation for SME`s))- networking with consultants – Minimum 1 annual meeting + continuous informal contacts- networking with certifying bodies (LRQA, Bureau Veritas, DnV, AENOR, SGS, TÜV) – Minimum 1 annual meeting for homogenization of auditing criteria + 1 internal meeting at each certifying body + continuous informal contacts with IHOBE
Project description	<p>Ekoscan® is an IHOBE service available for companies in order to:</p> <ul style="list-style-type: none">• identify aspects that could be environmentally/economically improved and make suggestions accordingly;• identify the environmental legislation that affects each industrial activity and assess the compliance level of organisations in relation to the legislation• begin the implementation of an 'Environmental Performance System' strengthening the continuous environmental improvement in the company's production process. <p>The Ekoscan standard requires ongoing environmental improvements and compliance with the environmental legislation.</p>
Method	<p>Ekoscan® service consists of the following stages:</p> <ol style="list-style-type: none">1. Elaboration of an Economic and Environmental Diagnosis focused on identifying the hotspots where the process is less economic and environmentally effective.2. Choosing areas for improvement where action is a priority.3. Elaboration of a Viability Preliminary Analysis of the proposed improvement measures from the technical, economic and organizational points of view.4. Ekoscan® Service concludes by defining an Environmental Action Plan adapted to the firm's needs in order to implement the chosen cleaner production measures successfully. This tool provides improvement by itself, but it also allows the company to head for more ambitious targets - implementing an Envi-



	<p>ronmental Improvement Management System in accordance with the Ekoscan Standard of IHOBE or an Environmental management system following ISO-14001 standard.</p> <p>On 11th of February 2004, Ekoscan Norm© was passed and consequently a new context for the evolution of the environmental performance of Basque companies appeared. The Ekoscan certificate does not only mean that an environmental improvement plan has been created, but also that the plan has had real results. Organisations that reach the second stage, in which the fulfilment of the environmental legal requirements have been verified, obtain the Ekoscan Plus Certificate.</p>
Advantages	<ul style="list-style-type: none">• Reduction of running costs• Participation in environmental workshops and conferences organized by this Publicly Owned Society.• Access to environmental publications and to considerable additional information that is very interesting for Basque Industry.
Certification, and recognition	Companies that fulfil the requirements of the Ekoscan standard are audited by the certifying bodies (LRQA, Bureau Veritas, DnV, AENOR, SGS, TÜV) and certified by IHOBE with the Ekoscan Certificate.
SME financial contribution	Ekoscan and its certification are fully financed by the companies. However, companies that are the target of Government Environmental Campaigns (based on priorities) receive co-financing (50%). IHOBE decides the priority sectors after studying the different environmental aspects of the most frequently represented sectors. It also takes into account the needs of SMEs.
Public subsidies and costs	IHOBE as a publicly owned company is funded by the Basque country.
Donor, Fund	Autonomous government of Basque region
Result, case studies	<p>The following data has been obtained from the 600 firms on which the work for definition of the Ekoscan Action Plan has been concluded:</p> <ul style="list-style-type: none">• Service length: 2.5 to 5 months• Company dedication: 25 to 40 hours• Satisfaction level of customer firms: 8/10• Short term money savings: 6.000 to 18.000 euros
Links	www.ihobe.net
Contact person	Salomé Cenigaonaindia, Responsible of the Ekoscan services, IHOBE, S.A. Phone: + 34 94 423 07 43



E-mail: Salome.Cenigaonaindia@ihobe.net

Factors, which contributed to the success of the best practice:

In Salomé Cenigaonaindia's opinion, one of the main factors contributing to the success of Ekoscan has been that the consultants are already convinced that Ekoscan is a good methodology. This, in addition to the possibility of offering a product that can receive financial support, has resulted in the success of the project

Difficulties encountered in the development of the best practice:

At the very beginning, as Ekoscan was new and unknown, the main problem was to convince the Basque companies (consultants in the first place, but also final users). That was the main reason to promote financed programs.

There was a second stage of difficulties when IHOBE decided to develop a certifiable standard.




Global Action Plan / EMS Easy – United Kingdom

Representative:

Tom Kennard

Role in the creation of the best practice:

Tom Kennard delivered the project with his colleague Thomas Store. Including delivery of workshops and client relationship development.

Name	GAP - EMS Easy
Logo	
Country	UK
State, Region	
Executing organisation	Global Action Plan
Target groups	SME
Objectives	<ul style="list-style-type: none"> ∞ It provides SMEs with a framework to manage environmental aspects (energy, waste, water, carbon, legislation, etc) ∞ It helps set policy and targets to judge and improve the financial and environmental performance of SMEs. ∞ It allows customers to clearly see that a business is managing its environmental responsibilities by achieving independent certification to ISO 14001 or EMAS ∞ It offers more effective or less costly methods of production or business processes.
Background	
Project's description	<p>'EMS Easy' is a new toolkit designed to easily implement an EMS. The Ecomapping™ and EMASeasy™ tools were developed by Heinz Werner Engel in Belgium and Global Action Plan is licensed to use them in the UK.</p> <p>EMS Easy is based on a popular tool called ecomapping, now in use in more than 80 countries. The purpose of ecomapping is to provide small organisations with a free, visual, simple and practical tool to analyse and manage their environmental aspects and create an understanding of their current environmental situation. This is the basis for EMS Easy, which is a smart, informal and lean way of implementing an EMS. It is a participatory and robust approach, which is manageable by any small business, using adult learning techniques and visual communication techniques that are inexpensive to implement.</p>
Method	The training programme is designed to give control over developing and implementing an SME's own EMS. Training days are



	<p>specifically arranged at intervals (3-4 weeks) to enable work on participants' own system to be completed ready for the next training day.</p> <p>Program :</p> <ul style="list-style-type: none">∞ Day 1 : Introduction to the toolkit & planning∞ Day 2 : Doing∞ Day 3 : Checking∞ Day 4 : Reviewing <p>On completion of the course a delegate will have the main elements of an EMS conforming to EMAS or ISO 14001 for implementation in their workplace.</p>
Advantages	The resultant EMS is concise, simple, engages staff, is less procedure intensive, and costs less to implement and operate than traditional EMS's. Everyone in the organisation can participate without having to read complicated written procedures and instructions.
Certification, and recognition	ISO 14001 & EMAS
SME Financial Contribution	Full & Subsidised
Public subsidies and costs	Various
Donor, Fund	Envision
Result, case studies	Very successful project.
Links	http://www.globalactionplan.org.uk/emseasy.aspx
Contact Person	Thomas Kennard

Factors, which contributed to the success of the best practice:

Good toolkit, great delivery and market need. Also contribution of subsidies helped markedly.

Difficulties encountered in the development of the best practice:

Most issues arose from introducing external auditors to new system!



Itinéraire Eco3 - France


Representative:

Florence Soscia

Role in the creation of the best practice:

Within Itinéraire éco3, she is in charge of the design and implementation of environmental program for the account of 7 CCI of the PACA region.

My role is to coordinate all the actions at administrative and operational level.

Name	Itinéraire Eco3
Logo	
Country	France
State, Region	
Executing organisation	All the Chambers of Commerce and Industry of the Provence Alpes Côte d'Azur Region (PACA)
Target groups	SME in the tourism sector
Objectives	∞ To help hotel, camping and other tourist accommodation managers to integrate an environmental management system and obtain a recognized environmental label
Background	<p>The tourism industry is facing increasing international competition and must adopt a sustainable development approach to deal with new regulations.</p> <p>At a time when the Tourism Quality Plan is being developed in France, the Chambers of Commerce and Industry and their partners are mobilizing to address these new challenges and to help professionals in the PACA region to strengthen their competitiveness.</p> <p>In this spirit, the Chambers of Commerce and Industry of PACA decided to launch a major sustainability awareness campaign from March to June 2009. This is based on a network of experienced professionals who are conducting two seminars and information sessions.</p>
Project's description	<p>This original and comprehensive program for professionals in the PACA region is both a tool for technical and financial assistance, and a good practice methodology to offer quality service delivery and reduction of energy expenditure.</p> <p>The "Itinéraire Eco3" is based on three core values:</p> <ul style="list-style-type: none"> ∞ more economical consumption, ∞ The use of green products (non-polluting or recycled), ∞ An eco-recognition by the award of an environmental label.



	<p>This quality process enables organisations specialized in tourist accommodation to better:</p> <ul style="list-style-type: none"> ∞ Control energy costs ∞ Choose innovative equipment tailored to their needs, ∞ Follow an efficient purchasing policy and motivate their teams, ∞ Preserve the environment and, by their example, distinguish themselves from competitors.
Method	<p>It consists of two phases:</p> <ul style="list-style-type: none"> ∞ information on key environmental issues ∞ support SMEs to obtain an environmental label recognition. <p>Within its assistance framework, 'Itinéraire Eco3' has developed the Magestour Guide. Composed of 3 thematic books ('methods and knowledge', 'better technologies', 'eco-acts'), this guide is a real working tool to lead and nurture a process of progress in social and environmental responsibility. It addresses the methodological and operational aspects to start, implement and maintain an environmental management process. It sets out actions for improvement and suggests simple acts to adopt on a daily basis.</p>
Advantages	
Certification, and recognition	Each professional can choose its environmental label (european ecolabel, green key, green globe ...)
SME financial contribution	
Public subsidies and costs	
Donor, Fund	Chambers of Commerce and Industry of the Provence Alpes Côte d'Azur Region (PACA)
Result, case studies	
Links	http://www.itineraire-eco3.com
Contact Person	<p>Florence Soccia, Chambre de Commerce et d'Industrie du Var</p> <p>Phone : 00 33 4 94 22 80 37</p> <p>E-Mail:florence.soccia@var.cci.fr</p>

Factors, which contributed to the success of the best practice:

The success of this operation is due to several factors:

- The environment is crucial for the touristic sector
- Professionals of the tourism industry are more and more aware of sustainable development issues
- Financial aid from the region are conditioned by the nature of environmental work



- Northern European customers who visit the PACA region feel already concerned with sustainable development and have clear expectations
- The Regional Council, as financial partner, wants to make from the PACA region the first French region in terms of the numbers of eco-labeled enterprises.

Difficulties encountered in the development of the best practice:

This is the first time that all the touristic services of the chambers of commerce and industry of the PACA region joint their efforts into a unique regional pilot project under the lead of Var Chamber of Commerce and Industry.

The Var CCI is thus in charge of:

- administrative matters: requests for public funding, preparation of grant applications, drafting of public procurements, monitoring of providers
- operational matters: leadership and coordination of 7 touristic services, development of programs, logistical organization of events (meetings, symposia, workshops, etc.), individual and collective follow-up of participating enterprises

The main difficulties encountered in this project were:

- to coordinate the actions of each chamber of commerce and industry
- to motivate the enterprises
- to work in a sector with a double seasonal peak (mountain/coastal)



ÖkoProfit – Germany / Austria

Representative:

Philipp Mihajlovic (B.A.U.M Consult office in Hamm)

Role in the creation of the best practice:

Besides other projects, the B.A.U.M. Consult office in Hamm, undertake the planning, the organization and implementation of ÖKOPROFIT-Projects in the federal state North Rhine-Westphalia. They deal with the project management, and implement consulting within the companies. They are responsible for the legal framework, for co-operation with the municipalities, and with participating companies and in addition organize and implement the project workshops,

Name	ÖKOPROFIT® (ECOPROFIT) - 'ECOLOGICAL PROJECT FOR INTEGRATED ENVIRONMENTAL TECHNOLOGY'
Logo	
Country	Germany, Austria, UK, Hungary, Poland, China, Slovenia, Netherlands, Russia, Tunis, India, South Korea, Nicaragua, Japan, Columbia
State, Region	Germany: Bayern; Nordrhein-Westfalen; Berlin, Baden-Württemberg, Sachsen-Anhalt, Thüringen, Hessen, Niedersachsen, Hamburg
Executing organisation	The Ökoprofit project was originally developed by the Environmental Agency of the city of Graz in co-operation with the University of Graz. The Environmental Agency runs and supervises the initiative. The approach has been adopted by cities/regions of other countries as well, sometimes modifying the Ökoprofit programme to their local circumstances, but the main approach remains the same.
Target groups	Companies in the production and service sectors with more than 20 employees.
Objectives	Ökoprofit is an initiative that furthers compliance with environmental law as well as the improvement of the environmental performance of enterprises.
Background	The Ökoprofit project was originally developed in 1991 by the Environmental Agency of the city of Graz (Austria) together with the University of Graz. More recently, Ökoprofit was further developed outside of Austria: Germany, UK, Poland, Hungary, China. The project has been awarded the 'European Sustainable City Award 1996' and the 'Dubai International Award for Best Practices to improve the Living Environment 2002'. It was also a finalist in the 'Bremen Partnership Award Contest 2001'.



Project description	<p>Ökoprofit is an environmental programme supporting the avoidance/reduction of waste and emissions in companies (alleviating the environmental impact of a company), including SMEs. The initiative is further intended to help companies cut costs. Specific workshops train companies to reduce waste and emissions and provide individual consultation.</p> <p>Ökoprofit is not an all-embracing EMS, but it can be used as a first step to implement an EMS according to EMAS or DIN EN ISO 14001.</p>
Method	<p>Companies co-operate with Ökoprofit consultants and set themselves precise objectives concerning the avoidance and/or reduction of waste and emissions in their companies. Individual plans outlining methods to attain these objectives are developed by the company in co-operation with the consultants (on-site consultation). For this purpose, the companies must first take stock of the present environmental impact of their activities and then devise a plan to improve environmental performance with regard to waste and emissions.</p> <p>Group-based approach</p> <ul style="list-style-type: none">∞ Ökoprofit method: during the initial workshops the enterprises work together on environment related topics in cooperation with consultants, responsible institutions and local partners.∞ Ökoprofit - Club: Membership offers updated methodology and examples of 'best practice'. The main focus is on a continuous improvement in environmental performance and an intensive exchange of experiences between the participating enterprises∞ The Ökoprofit ® Academy was founded to give other regions the chance to apply the methods that have proved successful in Graz. Consultants and local authority representatives are instructed in the Ökoprofit ® method through an extensive training programme. The subsequent Ökoprofit ® basic programme transfers this knowledge into participating companies.
Advantages	<p>Ökoprofit helps SMEs to take stock of their environmental situation without having to implement a complex environmental management system, such as EMAS or ISO 14001, which might exceed the capacities of some small and medium enterprises. The activities under the guise of the Ökoprofit programme may, however, lay the ground for further development of a more complex environmental management system.</p> <p>An important factor for the success of Ökoprofit is the special way local authorities, businesses and consultants work together through common training programmes and networking. This strong co-operation enables an effective flow of information and considerable synergies.</p>
Certification, and	Successful participation in Ökoprofit is rewarded with the



recognition	granting of the Ökoprofit award. Two of the preconditions for the grant of the label "Ökoprofit company" are attendance at workshops as well as a proposal to improve environmental performance.
SME financial Contribution	SME contributions: The companies have to finance at least part of the workshop/training sessions and also have to bear a share of consultancy costs. In addition, the costs of applying the measures to improve environmental performance, must also be covered by the company.
Public subsidies and costs	In Graz: the Environmental Agency's yearly operational budget for Ökoprofit is around €200,000 in addition to the human resources costs ("working time"). In other regions/countries: the benefits offered vary between federal states and cities. In Berlin, enterprises are supported up to 30- 50% depending on their size. In North Rhine-Westphalia/Germany: Municipalities get a governmental aid by the federal state for 80% of their own costs for implementing ÖKOPROFIT.
Donor, Fund	The city of Graz provides funding for Ökoprofit, and 50% of its services are financed by the Ökoprofit companies themselves.
Result, case studies	Until 2008: in Germany over 80 cities and communes with about 2000 enterprises participated in Ökoprofit
Links	www.oekoprofit-graz.at/ www.oekoprofit-nrw.de www.cpc.at
Contact Person	Philipp Mihajlovic B.A.U.M. Consult GmbH Sachsenweg 9 59073 Hamm Germany p.mihajlovic@baumgroup.de Tel.: 0049 (0) 2381-30721-171

Factors, which contributed to the success of the best practice:

There is a whole spectrum of different factors and circumstances that contributed to the dynamic development of ÖKOPROFIT in Germany and North Rhine-Westphalia:

- ∞ Municipalities became aware of the need for better environmental performance → ÖP offers a tool for achieving this in the local economy (Note: *In the end it depends on the political will and personal attitude of single persons at the municipalities, who cooperate with ÖP*)
- ∞ The local economy recognized the potential of saving money (taken into consideration the rising energy-prices) and doing good for the environment at the same time (Note: *The same here: motivated manager and employees are crucial for the implementation and a successful ending of such a project in the company*)



- ∞ Networking in the group-approach → possibility of learning from other experiences (through the workshops)
- ∞ The measure-orientated approach (in comparison to the highly formalized approach of EMS)
- ∞ Most of the measures can be calculated and balanced → there is a visible monetary and ecological outcome (saving Euro and kWh energy, m³ water, tons of waste, even tons of CO₂)
- ∞ Federal subsidies allow a lower financial contribution for the municipalities as well as lower fees for the participants

Difficulties encountered in the development of the best practice:

- ∞ Unmotivated co-operation partners at the municipalities
- ∞ Unmotivated contact persons within the participating companies



QuB - Germany

Representative:

Mark Stahl

Role in the creation of the best practice:

Name	QuB - Qualitätsverbund umweltbewusster Betriebe
Logo	
Country	Germany
State, Region	Federal States of Bayern, Schleswig-Holstein, Thüringen, City of Hamburg
Executing organisation	Governmental departments, chambers, environmental institutions in cooperation with external consultants from Hamburg, Bremen, Chemnitz, Dresden, Leipzig.
Target groups	Federal states, cities, chamber of commerce and industry, chamber of crafts, other regional, non-commercial institutions and organizations
Objectives	An EMS tailored to SMEs that is certified. With the help and cooperation of interested institutions, the system should be disseminated and established in other federal states.
Background	The concept of the QuB was developed on the initiative of the president of the chamber of crafts of Middle Franconia. Later, the concept was opened for non-crafts enterprises.
Project description	The QuB is a certificating system for SMEs that includes basic and sector specific demands for a quality and environmental management system. However, this system allows reducing some requirements for small enterprises. It doesn't replace a certification according to DIN EN ISO 9001, DIN EN ISO 14001 or EMAS.
Method	Group-based approach. The training is carried out in small groups with max. 10 enterprises. The implementation takes about 6 months and includes the following steps: <ol style="list-style-type: none">1. Training and consultation by an external consultant (4 half-day workshops and 2 half-day individual consultations)2. Recording and written documentation about input and output analysis, dangerous goods, machinery and equipment, training of employees, control of responsibilities3. Providing information about environmental impacts e.g. of used materials and products4. Acquainting new employees with environmental relevance of their actions5. Annual training regarding environmental protection



	<p>6. Continuous external supervision of the ecology-minded management</p> <p>7. Publication of a environmental declaration to inform customers about the enterprise and its environmental aspects as well as quality related actions</p> <p>8. Implementation of at least one environmental target</p> <p>Certification by an independent auditor. Re-certification every two years.</p>
Advantages	<p>1. Minimise the work for data collection and documentation</p> <p>2. Compact time-frame for implementation; support in introduction and realization</p> <p>3. Manageable costs through group consultations and workshops</p> <p>Although it is focused on environmental protection, QuB is an integrated management system that provides the basis for a certification according to DIN EN ISO 9001.</p>
Certification, and recognition	<p>LGA InterCert GmbH or LGA InterCert authorized external auditors (LGA InterCert is a subsidiary of the TUEV Rheinland consortium located in Nuremberg). The certification includes a visit with employee interviews, a check of the documentation and the control of the legal compliance. Successful enterprises are certified.</p>
SME contribution	<p>Date 01.03.2008:</p> <p>383 enterprises have participated: 329 from Bavaria and 28 from Hamburg.</p>
Public subsidies and costs	<p>The costs for the enterprises goes from 400 to 2000 €. The certification fees vary from 340 to 1080 €.</p> <p>The benefits vary.</p> <p>A) Hamburg: trainings and consultation are supported by the „Umweltpartnerschaft Hamburg“.</p> <p>B) Bayern: 50% of the expenses for implementation, up to max. 1650 €.</p> <p>C) Bremen: 60% of the consultation expenses.</p> <p>D) Thüringen: 75% from funds of the EFRE (Europäischer Fond für regionale Entwicklung) and from funds of the federal state</p>
Donor, Fund	
Result, case studies	
Links	<p>QuB-Homepage www.qub-info.de with special login for participants and publicly accessible Toolbar</p> <p>http://www.qub-info.de/derquh/der_quh.php;</p> <p>http://fhh.hamburg.de/stadt/Aktuell/behoerden/stadtentwicklung-umwelt/umwelt/betriebe/umweltpartnerschaft/qub/schritte/start.html;</p>



Contact person	
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Factors, which contributed to the success of the best practice:

Difficulties encountered in the development of the best practice:



**The ECAP Workshops 2009 are organised for
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