

Quality Manual

- Section 0 Preamble
- Section 1 IBH and Quality
 - 1.1. Our Activities
 - 1.2. Our Quality Policy
 - 1.3. The Structure of our Quality Management System
 - 1.4. Organisation Chart
- Section 2 IBH's Processes
 - 2.1. Cartography Processes
 - 2.2. Management Processes
 - Management Process
 - Financial Management Process
 - 2.3. The Continuous Improvement Process
 - 2.4. Support Processes
 - Quality Documentation Management Process
 - Human Resources Management Process
 - External Communication Process
 - Internal Communication Process
 - Infrastructure Support Process
 - 2.5. Operational Processes
 - Commercial Projects Management Process
 - Technical Management Projects Process
 - Subcontractors Process

Written by: (Name)	Approved by: (Name - Date)	Application on:
J. Agie		Document on application since approved (date of approval)

Revision :	History :
01	Original emission of the Quality Manual
02	Comparison between ISO 9001/2000 and IBH Quality Manual
03	Section 0: suppression of exclusions §7.4 and 7.5.5; Field of Activities and Section 1.4 Organisation Chart

Section 0. Preamble

Both this Quality Manual and the IBH Quality Management System apply to all IBH's activities.

Standard ISO 9001, version 2000, which is IBH's Quality Management System reference, is totally covered except for the following sections:

- 7.3 Design and Development: IBH does not design products, but meets its clients needs;
- 7.5.3 Traceability: traceability is not a requirement for IBH activities;
- 7.6 Control of Monitoring and Measuring Devices: IBH does not use any measuring equipment.

Field of Activities

IBH's "Environment Engineering" activities are certified as per International Standard ISO 9001 (2000).

Section 1. IBH and Quality

1.1. Our Activities

IBH: Bureau d'Ingénierie Bourgeois et Harris s.a.

Chaussée de Louvain, 592

B -1380 Lasne

Belgium

Tel: (+32) 2/357.07.57

Fax: (+32) 2/357.07.50

URL address: <http://www.ibh.be>

E-mail: ibh@ibh.be

IBH is a Belgian firm of consulting engineers, mainly involved in environmental projects and waste management.

The company was set up in Brussels with the English company EC. Harris in 1977 under the name "Ingénierie Bourgeois & Harris" or "IBH" and is currently based in Lasne in the Walloon Province of Brabant.

IBH's service include: complete project management, economic and technical consultancy, basic engineering, competition organization, tender evaluation and reports, order making, supervision in construction and assistance to plant operation and maintenance.

The studies and projects carried out by IBH, which are essentially for public authorities or for mixed investment companies, in Belgium, Europe, North America, Africa and South Asia include the following:

- Strategic plans for the treatment and recovery of solid waste
- Environmental incidences studies
- Feasibility project studies relating to the treatment of solid waste
- Regrouping and transferring stations
- Waste to energy plants
- Sludge treatments plants
- Sorting plants
- Composting plants
- Biomethanisation plants
- Waste water treatment plants
- Flue gas cleaning equipments
- Medium-sized industrial plants

1.2. Our Quality Policy

In order to build the future of our company, year after year, we have been developing a harmonious relationship with our customers within the framework of the tasks entrusted to us.

IBH's corporate culture and organization are based on **competence**, **progress** and **complementarity** with its customers and its partners.

We continually improve our **Competences** by:

- Recruiting highly-qualified personnel
- Guaranteeing team multidisciplinary
- Encouraging the continuous training of our personnel and the communication of their knowledge
- Capitalizing our wide experience in our field of activity

Our essential **Progress** factors are the following:

- Creativity
- Continuous improvement
- Regulation and technology follow-up
- Keeping in touch with our business contacts (industrial or political contacts, universities...)
- Participating in international projects
- Involving the whole team in management

Complementarity with our customers and our partners is proved by:

- Our adaptation capacity and our promptness based on the flexibility of our organization and on the reliability of our partners and our subcontractors
- The best choice of resources (mainly human) applied to the jobs entrusted to us

In order to maintain and develop the characteristics (strengths) of our company, IBH is committed to introducing a Quality Management System. Each member of staff is involved in applying the System by means of well-defined actions and close collaboration with the Quality Manager.

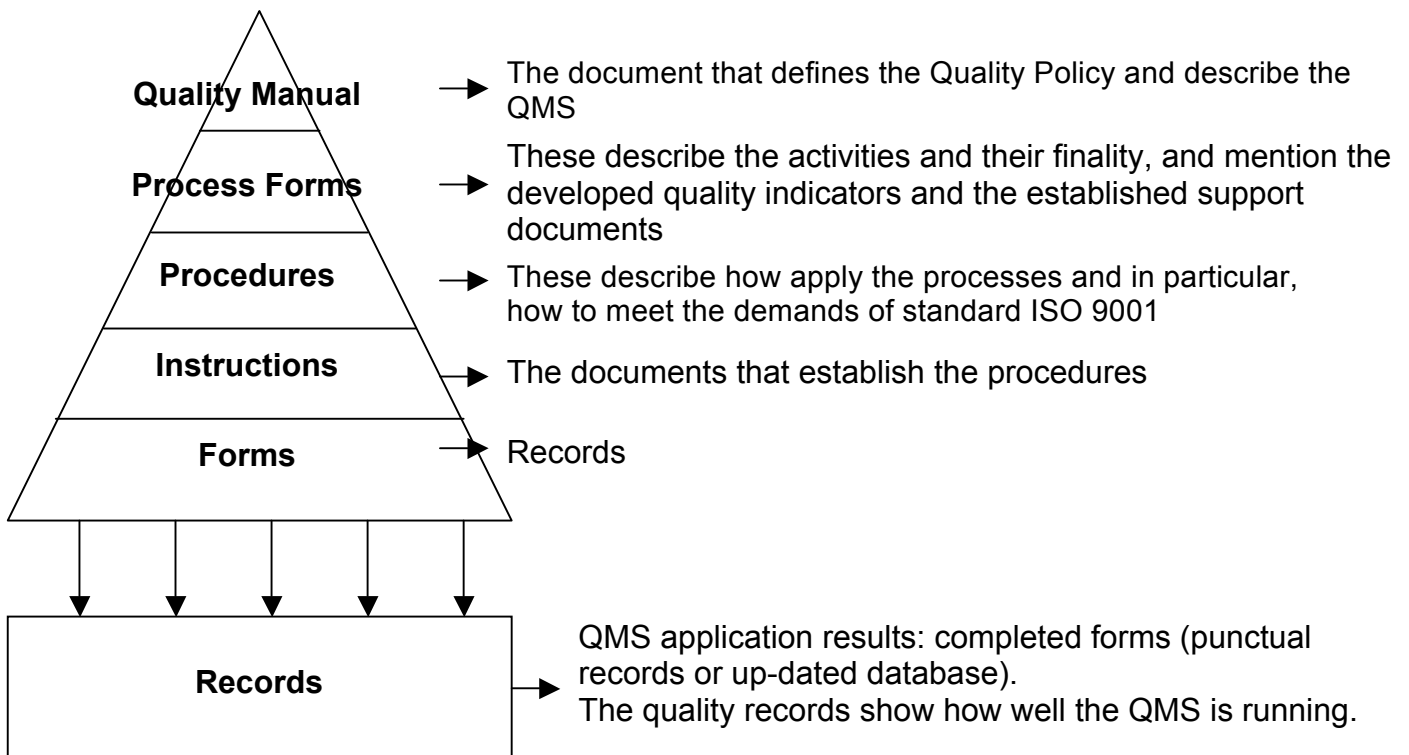
Date:

With the agreement of the whole team,

Manager signature

1.3. Quality Management System Structure

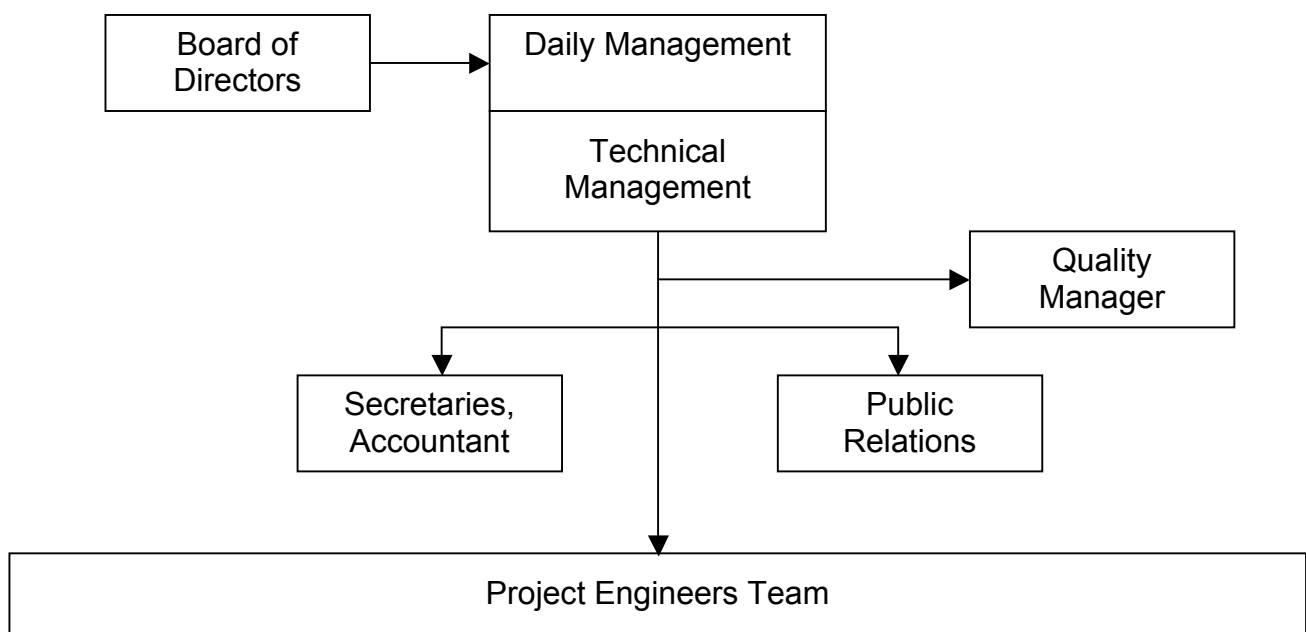
The architecture of the Quality Management System documentation is made of 5 levels:



1.4. Our Functional Flow Chart

IBH has adopted a structure that makes communication easier between each member of the company.

Complementarity of competences prevails over hierarchy.



In this flow chart, each person is involved in “Quality Actions”. Monitoring is undertaken during staff meetings.

The Quality Manager’s main task is to monitor and evaluate the quality project. The Quality Manager encourages and motivates the staff by ensuring that they are involved at all levels.

Based on the received information from the staff and above all from the Quality Manager, Management makes strategic decisions.

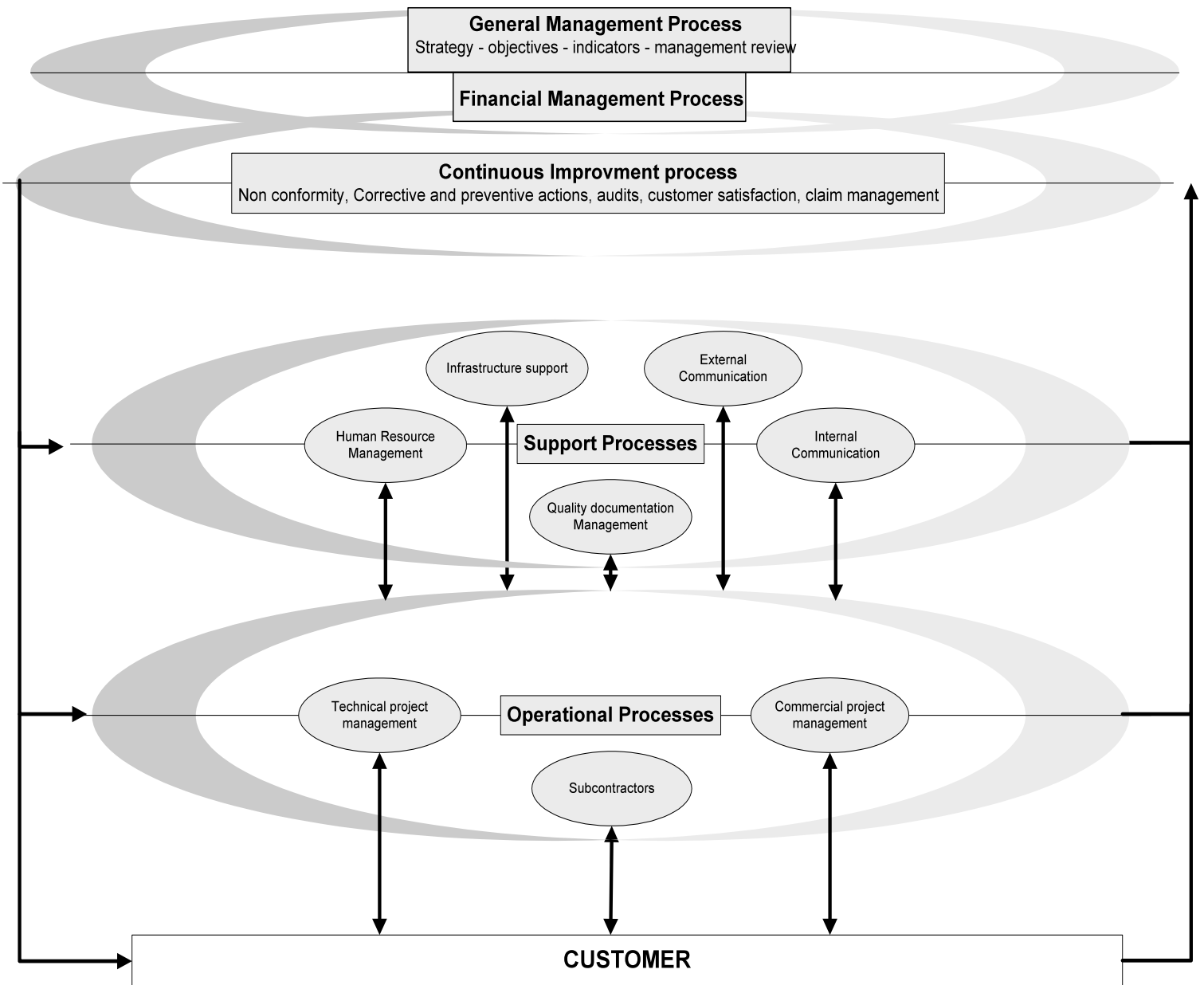
Support documents:

- Flow chart
- Job description.

Section 2. IBH Processes

2.1. Cartography Processes

The IBH Quality Management is based on the analysis of its main processes. These are described in the following pages.



2.2. Management Processes

Management Process

The management is responsible for the definition of the general strategy of the company and its goals, in addition to monitoring and adapting them.

IBH strategy is based on the quality policy described in section 1.2 of this manual and on the strategic goals defined below:

- To provide environmental services (particularly in the field of solid waste) and to be paid for these services
- To ensure long-term activity
- To develop a reliable partnership with the external subcontractors and favoured partners
- To look for new opportunities, linked to IBH competences

Management is responsible for defining goals related to the Quality. It evaluates and monitors all the points that affect the quality of products/services and customer satisfaction.

The indicators are defined in order to facilitate monitoring. In this task, management is assisted by the Quality Manager.

These points are discussed during the Management Review.

Support documents:

- "Management" Process Form
- PRO-5.01: Management Review

Financial Management Process

The Financial Management Process provides the resources to:

- Ensure cash flow
- Obtain loans / financial resources
- Obtain and retain bank confidence
- Prepare the annual accounts (official accountancy documents)
- Prepare internal analytical accounts

Support documents:

- Financial Management Process Form
- PRO-6.05: Financial Management.

2.3. The Continuous Improvement Process

The objective of the Continuous Improvement Process is to identify strengths and weaknesses in project management and in the Quality Management System with a view to implementing corrective and preventive actions.

This process, which is essential to IBH progress, is applied to all activities that influence the quality of products/services or the relationship with clients. The process includes the following aspects:

- Non conformity treatment and customer complaints
- Corrective actions
- Preventive actions
- Internal audits
- Customer satisfaction measurement

"Quality indicators" are established. Their evolution is monitored.

With regard to the Quality Management System, improvement of the same and the processes, "goal forms" and "indicator forms" are established. The goals, the indicators and the monitoring of the same are subject to management review.

Finally, this process must take into account improvement propositions made by the staff.

Support documents:

- The "Continuous Improvement" process form
- PRO-8.01: Customer complaints management, internal non-conformities and preventive request action
- PRO-8.02: Corrective Action Management
- PRO-8.03: Preventive Action Management
- PRO-8.04: Internal Audit
- PRO-8.05: Customer satisfaction measurement

2.4. Support Processes

“Quality Documentation Management” Process

The Quality Documentation System includes all the necessary documents to ensure the correct and effective planning, operation and control of processes.

The Quality Documentation System Structure that supports the Quality Management System is described in point 1.3. of this manual.

The management of records and the documentation control system is described in a procedure in order to:

- Systematise the writing, approval and diffusion of documents;
- Correctly manage the records related to IBH Quality Management.

Support Documents:

- "Quality Documentation Management" Process Form
- PRO-4.01: Quality Documentation Management
- PRO-4.02: Records Management

“Human Resource Management” Process

Human Resource Management involves:

- Verifying staff competence
- Informing staff of tasks and responsibilities
- Providing job-specific training: identification of needs, training and evaluation
- Welcoming new IBH members, informing them of the Quality Management System

Each job is described in a “job description” form. A functional flow chart is established. A Quality Manager is selected.

During interviews with management (held on an annual basis or as required), staff members are informed of their missions within the projects.

Members of staff have the opportunity to discuss their professional perspectives with Management. Their training needs are clearly identified.

Support Documents:

- "Human Resource Management” Process Form
- PRO-6.01: Human resource management and training

External Communication Process

External communication includes all the means that contribute to developing the corporate image of IBH in order to ensure long-term activity.

All employees are responsible for presenting a good corporate image to clients.

Support Documents:

- "External Communication" process form
- PRO-7.05: External Communication

Internal Communication Process

Internal Communication ensures effective and efficient cohesion within the company and systematises information in the company.

Internal Communication resources include:

- Periodical internal meetings that provide the opportunity to share experiences (training, installation visits, trade fairs...). The goal of these meetings is to transmit all significant facts concerning the Quality Management System and its implementation
- Informal meetings with the staff
- Information board showing attendance and events
- Internal resource reservation: (cameras, projectors, CD writers...)
- Internal mails regarding changes made to the documentation system in order to ensure traceability
- Library including documentation about Solid Waste Management and the Environment with regard to both "Statutory Monitoring" and "Technological Evolution". This library is updated by staff.

Support Documents:

- "Internal Communication" Process Form
- PRO-5.02: Internal Communication

Infrastructure Support Process

The goal of this process is to provide means to meet the needs of customers in terms of quality, services and deadlines. A further objective is the effective use of the logistic support needed to keep IBH running smoothly.

The main supports are the following:

- Work rooms (main office, implementation offices...)
- General purchases
- Network use (phone, internet..),
- Legal and extra-legal personnel insurance, professional insurance...
- Database maintenance
- Secretariat organisation
- Services and supply management
- Mail management

All members of staff are responsible for maintaining the intellectual property of clients and contacts in order to avoid loss or alterations to received information and the dissemination of confidential information or data to third parties. This measure concerns the management of all types of documents and informal communications.

The management of incoming and outgoing mails is a significant activity for IBH.

Database management is also important, especially with regard to the technical management projects and the Quality Management System. A procedure concerning database back-up and maintenance has been established.

A database has been established for the different subcontractors who take part in the IBH infrastructure activities but do not have a direct link with product quality. This database contains the most important information about these services (IT, general purchases, insurance...)

Support Documents:

- "Infrastructure Support" Process Form
- PRO-6.02: Infrastructure Support
- PRO-6.03: Computerised database protection
- PRO-6.04: Mail Management; preservation of customer and contact intellectual property
- INS-6.02.01: Company document filing plan
- INS-6.02-Identification: "miscellaneous" instructions

2.5. Operational Processes

Commercial Projects Management Process

This process covers all the operations involved in obtaining orders and contracts:

- External contacts follow up, mainly by sales representatives
- Identifying the needs of potential clients
- Commercial opportunity evaluation in terms of availability and adaptation of demand and competences in addition to potential client quality evaluation
- Tenders:
 - Answering public tenders. In the event of selection, a contract is established in accordance with the procedure referring to the client's specifications and the IBH offer
 - Mutual agreements for private customers. Upon approval, a convention is established
 - Additional clauses are added to existing contracts. Upon approval, the contract is adapted in accordance with the procedure.
- Commercial monitoring following the order.

Support Documents:

- "Commercial Projects Management" Process Form
- PRO-7.01: Commercial Management

Technical Projects Management Process

The goal of this process is to satisfy client needs in terms of availability, quality service and deadlines with regard to the defined agreement, but also to contribute to IBH's economical balance.

For each project, the contract between IBH and the client contains a contractual program with the provisions: either by means of a study in the case of a private project or by means of a general program in the case of an engineering project.

This program is the basis for a Plan and for a document entitled "Work Program and Task Distribution".

According to the type of project, there may be several phases:

- Partial study concerning a private project or complete study
- Preliminary study and engineering plans
- Draft specifications
- Consultation forms preparation
- Offer analysis
- Project monitoring and work management assistance
- Project monitoring

In the event that the global document "Work Program and Task Distribution" concerning the project does not allow the clear identification of the basic tasks, a specific document for each phase is to be prepared.

The project leaders have control over the tasks entrusted to them, but in such a way that any other back-up member/colleague is able to take over the project at any time.

To do this they keep an updated "filing plan" concerning the incoming and outgoing documents.

Project monitoring documents are established, such as "Monthly Reports", "Reports and notes", "Technical monitoring documents", "Additional clause"...

IBH develops typical "specifications". In an effort to improve them, specific problems are recorded. This database is enriched with the experience from all the projects.

Support Documents:

- "Technical Project Management" Process Form
- PRO-7.02: Project Management
- PRO-7.02 ANX 1: Standard filing plan
- PRO-7.03: Private project management
- PRO-7.03 ANX 1: Standard filing plan
- INS-7.02.id proj.01: Plan (for each project)
- INS-7.02.id proj.02: Work program and work distribution (for each project)
- INS-7.02.id proj.03: Filing plan (for each project)

Subcontractor Process

IBH has to outsource some jobs (or part of jobs) to subcontractors (architects, more specialised planning departments...). In other cases, a partnership is set up (for example via a temporary association).

The relation with the subcontractor or with the partner is set up at different phases of the project:

- IBH makes an offer to a subcontractor/partner
- IBH keeps close contact with the subcontractor / partner during the project
- IBH "checks" the subcontractor / partner's work
- IBH hopes for future collaboration with the subcontractor/partner.

The choice helps to select a subcontractor or a partner who:

- "suits" the requirements he is selected for
- meets the client's wishes
- has verified professional skills (references)
- shows a relational quality in line with IBH and the client
- shows a healthy financial situation

During the project, IBH communicates with its subcontractor/partner. According to the kind of project, several means are formalised, such as meeting reports, plans, documents concerning work distribution...

The regular evaluation of subcontractors at the beginning and at the end of the project enables us to verify their professional and relational abilities.

IBH is responsible for the work undertaken by subcontractors.

Support Documents:

- "Subcontractors" Process Form
- PRO-7.04: Subcontractors Management

Standard ISO 9001 / 2000	IBH Quality Manual
4. Quality management system	
4.1. General requirements	Section 2 IBH's processes
4.2. Documentation requirements	2.4. Quality Documentation Management process
5. Management responsibility	
5.1. Management commitment	Section 1 IBH and quality
5.2. Customer focus	2.3. The continuous improvement process 2.5. Commercial Projects Management process 2.5. Technical Projects Management process
5.3. Quality policy	1.2. Our quality policy
5.4. Planning	Section 2 IBH's processes
5.5. Responsibility, authority and communication	1.4. Our functional flow chart 2.4. Human Resources Management process 2.5. Technical Projects Management process
5.6. Management review	2.2. Management process
6. Resource management	
6.1. Provision of resources	2.2. Management process 2.2. Financial management process
6.2. Human resources	2.4. Human resources management process
6.3. Infrastructure - 6.4. Work environment	2.4. Infrastructure support process
7. Product realisation	
7.1. Planning of product realization	2.5. Operational processes
7.2. Customer-related processes	2.3. The continuous improvement process 2.4. External communication process 2.4. Internal communication process 2.5. Operational processes
7.3. Design and development	---
7.4. Purchasing	2.5. Subcontractors process
7.5. Production and service provision	2.5. Technical Projects Management process 2.5. Subcontractors process

	2.5. Infrastructure support process
7.6. Control of monitoring and measuring devices	---
8. Measurement, analysis and improvement	
8.1. General	2.3. The continuous improvement process
8.2. Monitoring and measurement	2.3. The continuous improvement process 2.4. Internal communication process 2.5. Technical Projects Management process
8.3. Control of non conforming product	2.3. The continuous improvement process
8.4. Analysis of data	2.2. Management processes 2.3. The continuous improvement process 2.4. Internal communication process
8.5. Improvement	2.2. Management processes 2.3. The continuous improvement process