



# MONITOR AND REVIEW

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November 2017

# LEARNING OUTCOME & RESOURCES

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## Learning Outcome

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- Understanding the benefits from monitoring and review processes.
- Know when to involve stakeholders.

## Resources

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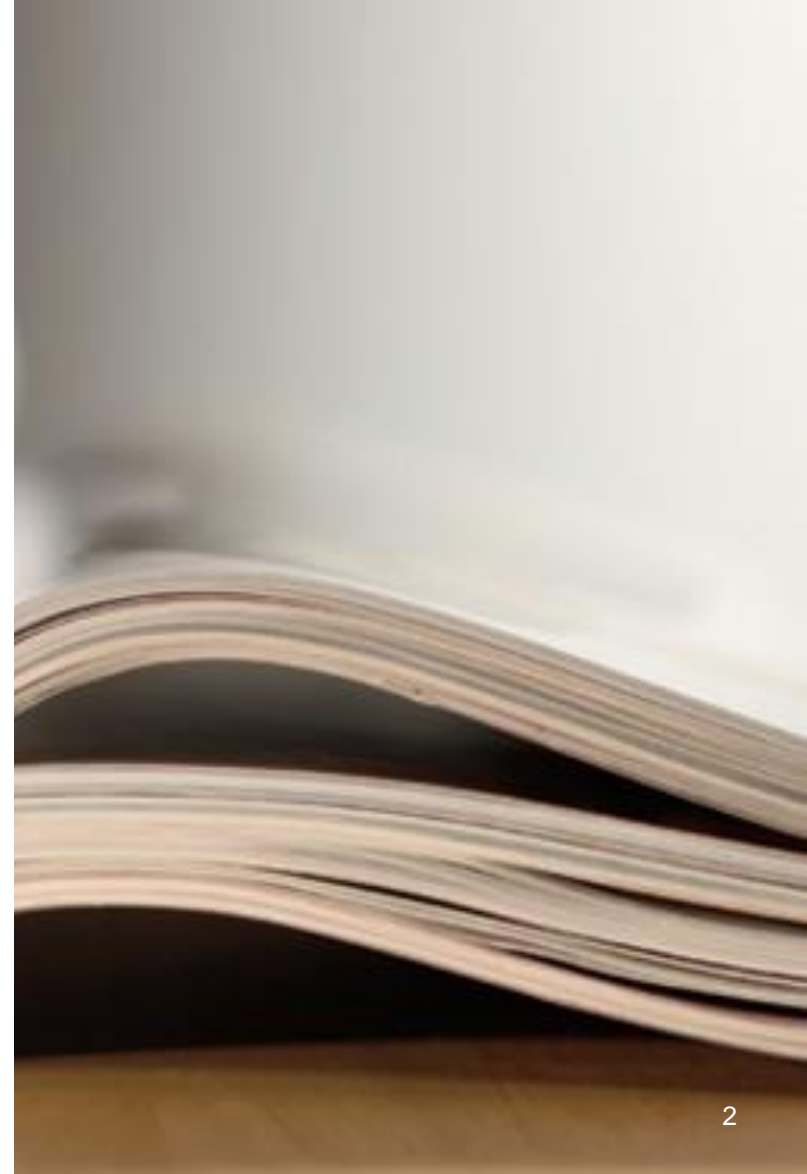
- REMC Company Handbook.
- ZDHC Chemical Management Systems Guidance Manual.

## Workbook

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Refer to complimentary excercises in your workbook.





# ZDHC REQUIREMENTS

## **ZDHC 4.2 – Internal Audit**

- Process for Internal Audits

## **ZDHC 5.3 – External Audit**

- Participate in External Audits

## **ZDHC CMS 5.1- Disclosure of Substance in Use**

- Process for Disclosing Substances in Use.

## **ZDHC CMS - 5.2 Stakeholder Review**

- Process for Engaging Stakeholders.

## **ZDHC CMS 5.3 Management Review**

- Process for Engaging Top Management.





**What problems can occur if you do not involve stakeholders?**



Brainstorm as a group and take notes in your workbook, exercise (23-1).

# Audits

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**What is an internal audit?**



## INTERNAL AUDIT

- Establish, document and implement a process to periodically audit – at least once per year - performance against the CMS Elements and associated processes.
- The audits should determine if the CMS is properly implemented and maintained and is contributing to the overall goal of reducing the discharge of hazardous chemicals.
- Documents and records associated with the audit, including an audit plan, audit checklist and audit results, should be maintained.





## PREPARE FOR YOUR INTERNAL AUDIT

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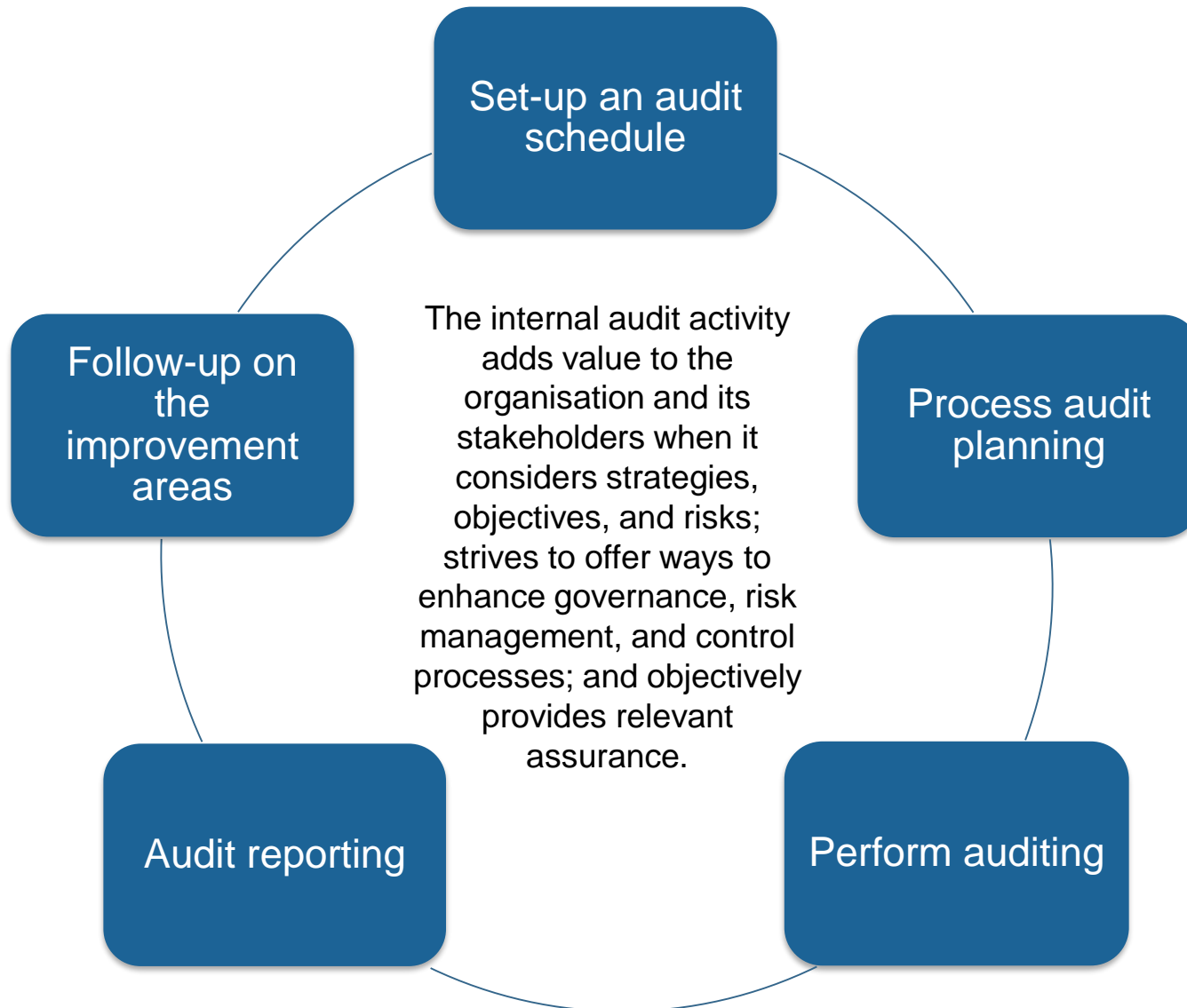
### **Considerations:**

- Has a CMS audit programme been developed? How to be accomplished?
- Who needs to be involved in audit process?
- Possible links with other audit programmes (for example, our quality, EMS or health & safety management system audits)?
- Appropriate audit frequency decided?
- CMS auditors selected ? Required qualifications?
- Training needed for CMS auditors?
- Documentation of audits?
- Ways of communication of audit results (e.g. top management)?





# 5 STEPS - INTERNAL AUDIT





**What is an external audit?**



## EXTERNAL AUDIT

- Establish, document and implement a process to periodically audit the organisation against the ZDHC audit protocol criteria.
- Maintain documents and records associated with the audit, including an audit plan, audit checklist, and the results.
- Best practices for chemical management suggest that even suppliers should practice and audit chemical management. These practices are especially useful for verification of certificates of compliance or other certification letters regarding MRSL/RSL compliance.





**Which relevant audit protocols do you know?**



# CREDIBLE EXTERNAL AUDIT PROTOCOLS

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## **ZDHC Audit Protocol:**

- Supported by the ZDHC Chemical Management System (CMS) Guidance Manual and the ZDHC Audit Tool Package.
- To ensure one consistent set of chemical management assessment protocols to evaluate manufacturers' chemical management across their value chains, it has been aligned with the Sustainable Apparel Coalition (SAC) Higg Facility Environmental Module (FEM) and the Outdoor Industry Association (OIA) Chemical Management Module.

## **Higg Facility Environment Module measures:**

- Environmental Management systems.
- Energy use and greenhouse gas emissions.
- Water use.
- Wastewater/effluent.
- Emissions to Air (if applicable).
- Waste management.
- Chemical use and management.



# EXAMPLE

Area/ What to observe	Observation	Suggested improvement	Responsible	Time frame	Follow up Action
Printing: <ul style="list-style-type: none"><li>Observed the variations in set temperature and actual chamber temperature in curing.</li></ul>	<ul style="list-style-type: none"><li>Calibration of the thermostats were not performed since last 1 year.</li></ul>	<ul style="list-style-type: none"><li>The calibration of thermostat should be performed.</li></ul>	Maintenance Manager	2 Days	<ul style="list-style-type: none"><li>Perform regular check for the set temperature verses actual temperature.</li><li>Plan for the preventive maintenance/ schedule maintenance.</li></ul>

# Management Review

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# IDENTIFY YOUR STAKEHOLDERS

A stakeholder is a person who has something to gain or lose through your efforts of working towards Zero Discharge of Hazardous Chemicals.

## There are three types of stakeholders:

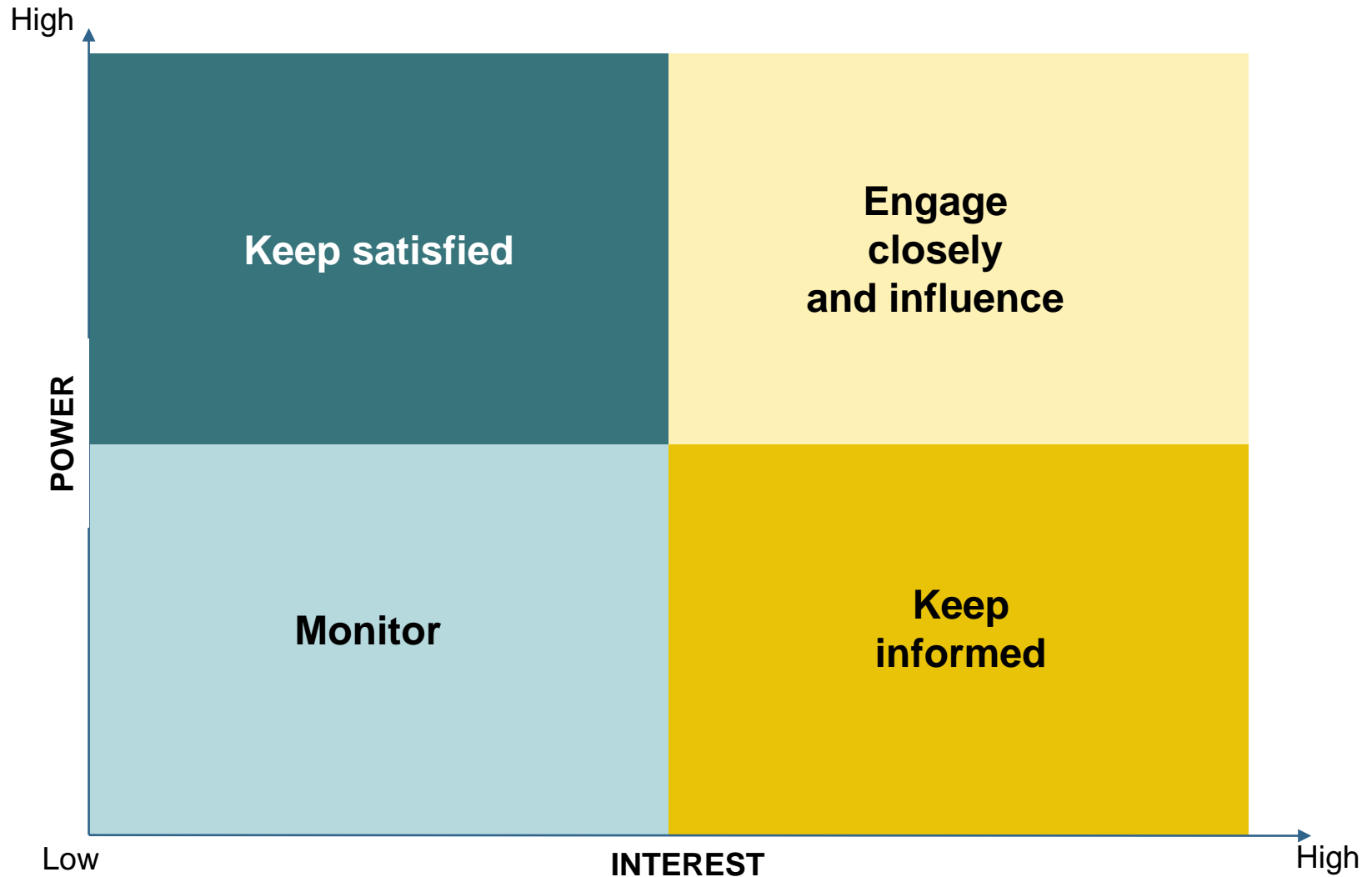
- Primary stakeholders: Are those ultimately affected by your efforts.
- Secondary stakeholders: Are indirectly affected by your efforts.
- Key stakeholders: Can also belong to the first two groups and have significant influence upon or importance within an organization.

## The stakeholder grid may help you identifying them:

Primary stakeholder	Secondary stakeholder	Key stakeholder
Senior management	Local community	Factory owner
Chemical suppliers	...	....



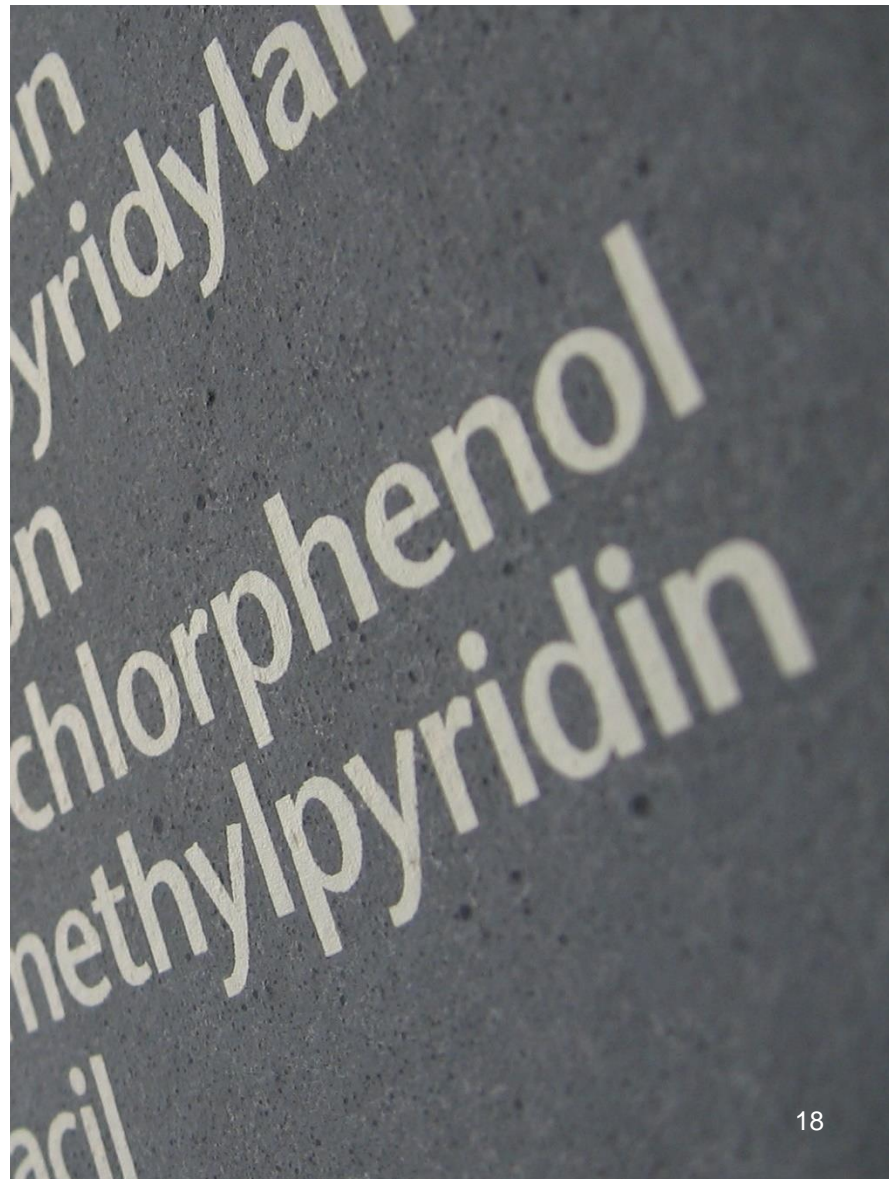
# CLASSIFY YOUR STAKEHOLDERS TO ENGAGE WITH THEM APPROPRIATELY





## DISCLOSURE OF SUBSTANCES IN USE

- Establish, document and implement a process for disclosing the substances in use.
- An organisation should determine and document which stakeholders will be provided the substances in use information and how the information will be communicated.
- The chemical risk assessment and inventory information can provide the basis for an organisation's disclosure practices.





## STAKEHOLDER REVIEW

- Establish, document and implement a process for periodically engaging with stakeholders to determine the suitability and effectiveness of the CMS.
- **Stakeholders should be given data on the status of the CMS that includes:**
  - Progress toward goals.
  - Audit results.
  - Status of change management and corrective actions.
  - Regulatory changes.
- Stakeholders are responsible for providing feedback on how to improve the system and guide the organisation closer to achieving the goal of zero discharge of hazardous chemicals.
- Documents and records, including meeting minutes, indicating performance of this element shall be maintained.





## MANAGEMENT REVIEW

- Establish, document and implement a process for periodically engaging with top management to determine the suitability and effectiveness of the CMS.
- **Top management should be given data on the status of the CMS that includes:**
  - Progress toward goals.
  - Audit results.
  - Status of change management and corrective actions.
  - Regulatory changes.
  - Input from stakeholders.
  - Follow-up actions from previous management reviews.
  - Changes that could affect the CMS.
  - Recommendations for improvement.
- Top management should be responsible for providing feedback on how to improve the system and guide the organisation closer to the goal of zero discharge of hazardous chemicals.
- Documents and records, including meeting minutes, indicating performance of this element shall be maintained.





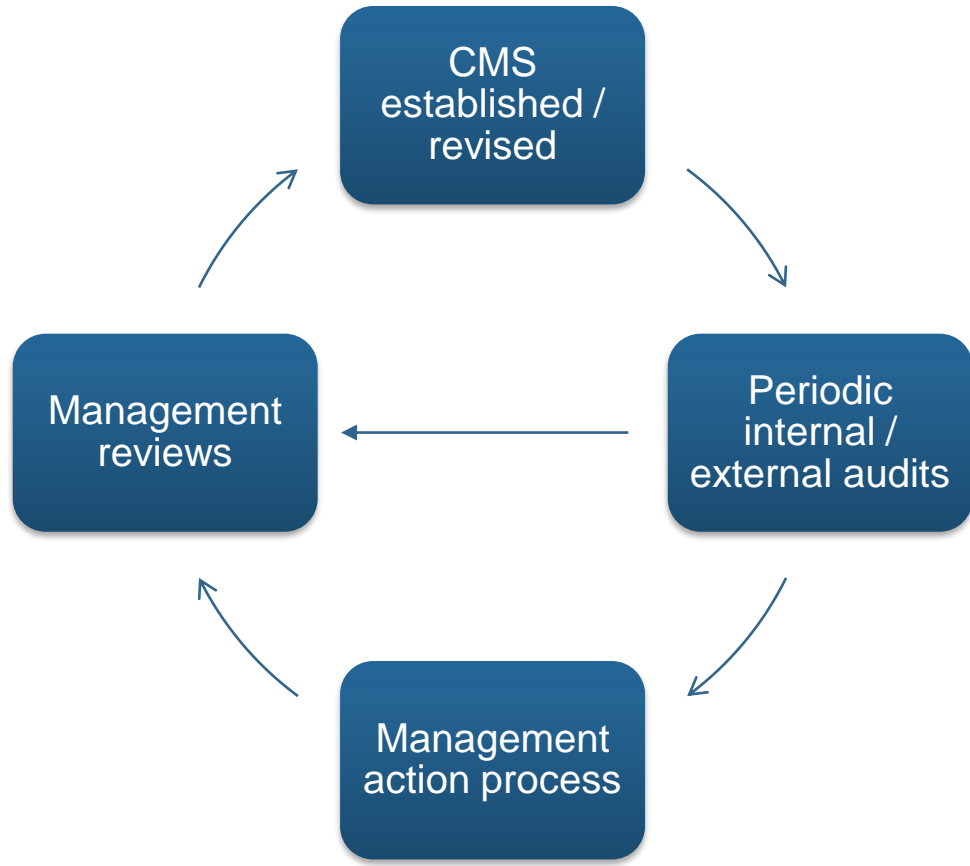
**What benefit from a management review for a Chemical Management System?**



# THE ROLE OF MANAGEMENT REVIEW

Key question of management review

“Is the chemical management system working?”



## EXAMPLE AGENDA POINTS FOR A MANAGEMENT REVIEW



- Follow-up actions from previous management reviews.
- Update on chemical management performance of the company.
- Results of internal / external audits and status of actions taken.
- Update on legal requirements and any gaps.
- Feedback from external parties, including complaints and praise.
- Suggestions / decisions on policy / procedure changes.
- Update on alternative assessment and corresponding chemical action plan.
- Further updates as required.





## REFLECTION

Take notes.  
Workbook, exercise  
(23-2).

Develop an agenda for your next management review and take notes on the facts you want to inform your management about.



# Open To Questions

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# SUMMARY

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Every participant to feedback with one key learning from the session.



Take notes in your workbook, exercise (23-3).



Based on the GIZ REMC Toolkit; adapted by **MADE-BY** and STS  
on behalf of Rewe Group, Tchibo GmbH and GIZ in cooperation with developPPP.de and the Partnership for Sustainable Textiles