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european platform for rehabilitation



EUROPEAN PLATFORM FOR REHABILITATION

The network of leading service providers to people with disabilities

NEWSLETTER

Editorial

Special:

- EPR Innovation Prize
- Projects
- EPR Public Affairs Event
- EQUASS Certification

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Dear EPR members,

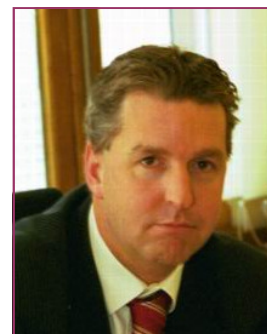
Over the last couple of years, the EPR experienced a positive momentum with an increasing enthusiasm and participation from the members, more sophisticated co-operation mechanisms, a solid financial basis and enhanced organisational capacity in the secretariat. This internal growth was also reflected in a greater external appeal in terms of growing membership and recognition by the major sectoral stakeholders. These developments result today in a window of opportunities which places a bigger responsibility on the EPR management structures to consolidate the growth, relevance and attractiveness of the EPR.

In the light of this context, the Board of Directors approved last September a Strategic Plan 2009-2011, which will enable the EPR to implement its activities in a consistent and systematic way, making more effective use of its operational resources. The Board confirmed the primary objective of EPR to support capacity building within the membership, and helping the members to be successful, competitive and sustainable social service providers. In achieving this objective, the EPR believes it can also impact on the social sector by contributing to the modernisation of

disability-related health and social services.

The launch of the EPR Charter on 'Modernisation of disability-related health and social services' can be considered as an important milestone in enhancing the external profile and relevance of our network. The pathways to modernisation laid out in this Charter reflect the results of the EPR's experience of learning together to find solutions for the common challenges in our sector. With this Charter, EPR intends to contribute in a constructive manner to the ongoing debate on how to secure the highest quality of services for all people with disabilities within the given financial constraints. The EPR members will not only promote the application of the pathways to modernisation in their own organisations, they will also use this document to strengthen their impact on policy-making at both the European and national levels.

In this last newsletter in 2008, I would also like to share with you my excitement and enthusiasm for the EPR activities in the coming year. During 2009 the dissemination of EQUASS throughout Europe will during 2009 significantly gain speed and momentum as a consequence of the successful investments in re-



branding, project applications and a decentralised marketing approach. The new Centre Action Plans 2009-2010 will generate extensive mutual learning and exchange of good practices, with an increased focus on benchmarking and deployment of results at the centre level. The design of an integrated EPR Governance Model will offer the network a solid framework for further development.

We can all be proud of fifteen years of EPR and the level of international co-operation we have achieved, but we should certainly not rest on our laurels. The turbulent times we currently live in seem to confirm the need and relevance of EPR, but at the same time pose serious challenges to international co-operation. I would like to wish all of you a very nice Christmas period, and I am looking forward to working with you in the new year.

Jan Spooren

RehabCare
meeting in people, changing perspectives

Pluryn

National Learning Network
meeting in people, changing perspectivesCentre de Réadaptation
de Montréal

DURAFORT



ASTVEDT



THE EDEN FOUNDATION



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Calendar of EPR events 2009

January

- 29-30 January, “Ageing and disability” training seminar, Mulhouse, France

February

- 10-11 February, 3rd meeting of the “Empowerment” learning group Brussels, Belgium
- 26-27 February, 2nd EQUABENCH Workshop on "Managing by Process and Facts", Slovenia

March

- 11 March, Board of Directors meeting, Brussels, Belgium
- 23 March, Reintegrate project feedback meeting, Brussels, Belgium

April

- 2-3 April, Coordinators meeting and training seminar on EU funding, Brussels, Belgium

May

- 28-29 May, 3rd EQUABENCH Workshop on “People Development and Involvement”, Germany

June

- Workshop for Directors on “Strategy Development and Change Management”, Slovenia (date to be determined)

September

- 24-25 September, 4th EQUABENCH Workshop on “Customer Focus”, The Netherlands

October

- 14 October, Board of Directors, Dublin, Ireland
- 15-16 October, Annual Conference, Dublin, Ireland

November

- 26-27 November, 5th EQUABENCH Workshop on “Results Orientation”, Italy

December

- Board of Directors meeting, Brussels, Belgium (date to be determined)
- Public Affairs Event, Brussels, Belgium (date to be determined)

** This is the list of EPR events as known at the time of publication. Activities within the Centre Action Plans (CAPs) are not included, but will be announced soon. In case of changes in the EPR calendar of events, members will be duly informed. It is advised to confirm details of events with the secretariat prior to attending.*

News from the members

Durapart & AVRE: National Learning event in Trondheim

A national learning event on EQUASS Assurance and the Indicator project was arranged by representatives from Durapart and Nopro together with AVRE on the 3 and 4 November 2008, with the title "To share is to improve".

The main goal of the seminar was to share experiences and new activities on quality assurance and outcome measurement in the sector of Vocational Rehabilitation services in Norway.

Both national and international speakers presented during the two days, including Mr Guus Van Beek who gave an inspiring speech on the development of EQUASS.

In total 83 participants from 39 different organisations were present.

Karl-Wiggo Jensen from Durapart is the project leader of the Indicator project and was one of the persons in charge of this successful event.

More information about the indicator project:

<http://www.indikator.no/Engelsk.htm>



Contribution of Grete Kristiansen, Durapart AS, Norway

grete.kristiansen@durapart.no

The feedback from the participants:

"This should be arranged every year!"

A new General Director at Centro Polifunzionale don Calabria

In 2008 a change of the top management occurred at ODC – Centro Polifunzionale don Calabria in Verona.

As of the end of September 2008 Mr. Stefano Schena and don Gabriele Cordioli left their positions, as General Director and President of ODC, respectively.

Mr. Alessandro Galvani has been appointed as General Director, having previously served as Chief of the Office for Training of Human Resources of the ODC Hospital in Negrar, Verona.

Mr. Galvani is also President of UMMI, an NGO working in the field of international cooperation for health development.

Contribution of Valentina Danese

Centro Polifunzionale don Calabria, ODC

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CRPG promotes study on the inclusion of people with disabilities

“The inclusion of People with Disabilities - Contributions to the implementations of the National Strategy”, a study financed by European Funds, will be concluded at the end of the year.



This study, coordinated by CRPG, aims to systematize the knowledge available regarding accidents and injuries that lead to disabilities, to support the strategy policy regarding the social inclusion of people with disabilities as well as to promote the technical capability of the disability service providers, in regards to intervention methodologies.

In order to organise and facilitate a workshop on mainstreaming and inclusive society (held in November, in Lisbon), a cooperation agreement was concluded between CRPG and EPR.

Contribution of Ana Pinto
CRPG, Portugal
ana.pinto@crpg.pt

CRPG hosts rehabilitation service providers from Germany

On 3 October 2008, members of the organisation Brüsseler Kreis (Brussels Circle) visited CRPG. Brüsseler Kreis is an association of major protestant and catholic social service enterprises in Germany focusing on providing services to people with disabilities old and young people as well as on health care and education.

CRPG used the occasion to present the Portuguese disability strategy and policies.

Contribution of Ana Pinto
CRPG, Portugal
ana.pinto@crpg.pt

**The Brüsseler Kreis (Brussels Circle) –
a collaboration of the major Protestant and
Catholic social enterprises in Germany**

**More information about Brüsseler
Kreis:**

[http://www.bruesseler-kreis.de/en/
about_us/about_us/about_us.php](http://www.bruesseler-kreis.de/en/about_us/about_us/about_us.php)

CRM visits CRPG to exchange best practice on internal auditing

On 1 October seven internal auditors from the CRM visited CRPG in Portugal.

The two Centres have a common goal: to support and help people with disabilities.

After a site visit of the CRPG centre, the participants and the hosts focused on exchanges concerning the practice of internal audits. Mulhouse presented its 10 years experience in that field, including methodology and tools.

Every French participant shared his own experience, including strong points (regular training) and aspects to improve.

Through these exchanges, the participants were able to apply the spirit of EPR: to exchange practices, to learn from each other and to produce together.

This interesting experience could go further. A date is already planned for 2009 when representatives from CRPG may participate in the next French internal audit training.

Contribution of Jean-Claude Schrepfer
CRM, France
Jean-Claude.SCHREPFER@arfp.asso.fr



"To share one's practices is always very enriching."

- the experience of seven internal auditors from the CRM in Mulhouse, on visiting CRPG in Gaia

Centre Action Plans (CAPs)

Training Seminar on Inclusive Housing

On 12 November, Pluryn hosted the EPR seminar on Community-based Housing and Supported Living, Independent Living and Assistive Technologies. During the seminar, Ms Riek de Vries, manager of Pluryn Housing and Supported Living programmes for adult clients with physical limitations, gave an exhaustive picture of De Globe, a residence established by Pluryn in cooperation with a public housing corporation and two other service providers. The site visit and the interview with two residents provided the participants with evidence of the different organisational aspects of community-based housing. Further examples of the use of assistive technology to optimize housing facilities were provided by Mr Zlatko Matjatic from the Institute for Rehabilitation, Republic of Slovenia that illustrated the IRIS Smart Home and its advanced technologies, and by Pluryn during the visit of the Night Care Unit “de Winckelsteegh”. The participants appreciated the inputs received and considered the practical demonstrations among the strengths of the seminar.

Distance Learning Seminar

Berufsbildungswerk Neckargemünd (BBW) hosted of the EPR seminar on distance learning on 16-17 October. The BBW is a branch of SRH offering vocational training for young people who need special support. The participants explored different issues related to distance learning applied to vocational training. Prof Peter Baumgartner from the University Donau-Universität Krems was invited to provide the basics of e-learning and demonstrate its added-value. Prof Baumgartner together with Ulf Kager, Roland Ullmann, experts from BBW, reviewed practical examples of innovative methodologies and tools used namely in BBW, as well as new opportunities for training, such as the training on CISCO academy. This training was the first of its kind and was highly appreciated by the participants.

Knowledge Management

CV of experts on-line

In order to increase the possibilities of international activities for professionals from EPR members, a new KMC section was launched earlier this year specifically to promote expertise of professionals from EPR members. Professionals can use this section by posting their CVs on-line in the KMC. This section will be consulted by other members and the EPR secretariat when searching for available experts for international trainings, projects or consultancy. The CVs can be posted in the KMC which can be found at <http://epr.eu/kmc/Login?website=3>

In a network of excellence innovation is a core concept

EPR Innovation Prize

EPR launched an Innovation Prize which will be granted to the best practice inserted in the Knowledge Management Centre and selected for its innovative aspect and its added-value to the rehabilitation sector. All professionals from EPR members are free to insert templates on practices in the KMC in order to take part in this unique contest until the 31st March 2009. Further instructions are available on the EPR website at <http://www.epr.eu/index.php/description-members/21->

Projects

ÆGIS



**Open Accessibility
Everywhere**

Groundwork Infrastructure Standards

work Programme and will last 42 months. This international project aims at empowering people with disabilities, the elderly and anyone else experiencing disadvantaged when using Internet services, desktop PCs or mobile devices. The project will provide an accessible, exploitable and deeply embeddable approach in mainstream Information and Communication Technologies (ICT), and will develop open source accessible interfaces and accessibility toolkits for developers, alongside accessible applications and open source assistive technologies for end-users and their supporters.

The consortium is composed of 20 European partners; with Sun Microsystems as coordinator. EPR assumes an

ÆGIS project (Open Accessibility Everywhere: Groundwork, Infrastructure, Standards) is financed under the 7th Research Frame-

important role in this project as it is responsible for the collection of user requirements, the testing and evaluation of the project outcomes and the project's dissemination activities. As most activities (except dissemination) need to be carried out in Belgium, EPR has involved Mr Mark Delmartino and Mr Karel Van Isacker as Belgian experts, while the EPR secretariat staff is providing additional input. The project offers a unique opportunity to enter a new field (accessible ICTs) and to gain experience and prestige. A kick-off meeting took place in Prague on 1-3 September 2008 and the second Steering Committee was organised in Stuttgart on 1-3 December 2008.

For more information:

aegis@epr.eu &

<http://www.aegis-project.eu>

EQUABENCH



In October 2008, the EQUABENCH project brought together eight vocational, education and training (VET) organisations with a proven track record in innovation and continuous improvement. Partner

organisations from Italy, Slovenia, UK, Ireland, Belgium, Germany, Portugal and the Netherlands will follow a two year work programme to share expertise and best business practice at workshops, benchmarking activities and dissemination events, all coordinated by the Cedar Foundation, Ireland.

By establishing a network of European VET organisations, EQUABENCH aims to facilitate the import and export of best business practice in order to improve the quality of training for people who have a disability or other form of disadvantage. EQUABENCH will identify and adapt the innovative quality practice of network members and will use this to produce six Innovative Practice Guides structured around the EFQM fundamental concepts of Excellence.



The Guides will be freely available to all VET organisations across Europe. On 27-28 November 2008 CRPG hosted the first EQUABENCH workshop on Leadership and Constancy of Purpose. The benchmarking visit of the centre provided ample opportunity to explore CRPG facilities.

EQUABENCH is supported by the European Leonardo da Vinci Transfer of Innovation programme via the UK's National Agency Ecotec.

For more information:

jana.kukuckova@epr.eu

EQUASS in Practice

'EQUASS in Practice' is an international project in the framework of the Leonardo Da Vinci Programme. The project aims to develop and to share best practice in the implementation of EQUASS Assurance for VET-service providers, with the goal of improving the quality of their services and achieving sustainable working practice and routines. The Association of Vocational Rehabilitation Enterprises (AVRE) is the project promoter and the project will last for two years. Partners of this project are Valakupiu Rehabilitation Centre (Lithuania), Institute for Rehabilitation (Slovenia), CRPG (Portugal), EPR (Belgium), and Rehab Group (Ireland). This partnership will make EQUASS Assurance more readily available to all VET-providers within the sector of vocational rehabilitation. The programme of the project includes development of methods, guidelines and strategies which will result in a practical web-based manual which will coach the VET-providers through their quality assurance work, and enable them to become certified. The first project meeting will take place in Oslo, Norway on 12 -13 January 2009.

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PROMETHEUS



The Prometheus project addresses the different aspects of quality: the definition of quality (Quality framework and criteria), measurement (indicators), assessment (processes, procedures for (self)-assessment) and improvement of quality of Social Services of General Interest (SSGI). The overall objective of this project is to develop, validate and pilot the cross-sectoral and trans-national application of a quality assurance system for social services.

The Prometheus project will be carried out with European and National partners. The European partners are: Mental Health Europe (MHE), European Federation of National Organisations Working with the Homeless (FEANTSA), Veneto Region, Italy, on behalf of the European Network of Social Authorities (ENSA), European Federation of Older Persons (EURAG), and European Committee for Standardization (CEN). The National partners are: CRPG (Portugal), Centre of Accreditation and Quality Development - CAKU (Denmark), Casa Ioana (Romania), Municipality of Alimos in Athens (Greece).

The first stage of the project started in December 2008 with launching of the CEN Workshop on Common Quality Framework for Social Services (CQF for Social Services). The result of the CEN workshop will be a CEN Workshop Agreement (CWA): an agreement between stakeholders about the definition of quality in SSGI and criteria for measuring quality. Based on the CWA the core criteria will be validated and operational quality indicators will be defined in order to make quality measurable and to assess and evaluate the performance social service providers. The CEN workshop process will last until July 2009. Individuals can participate in the CEN workshop process by registration via the CEN website (www.cen.eu). Registration should be done before the kick-off meeting that will take place in Brussels on 9 February 2009.

For more information:
jana.kukuckova@epr.eu

Reintegrate



The project *"Integrated e-learning for managing job retention and return to work"* (acronym: Reinte-

grate) is currently going through the critical pilot phase. This project, which aims to develop tools to address the skills and knowledge gaps of employers in disability management, involve the following six EPR members as pilot centres: CRPG, Portugal; ODC, Italy; Heliomare, the Netherlands; Institute for Rehabilitation, Slovenia; Durapart, Norway; and the Workchance Labour Force Market Supplier's Association, Hungary.

The centres are now busy preparing national focus groups, during which the employers will be consulted on the quality and relevance of the developed tools in the beginning of 2009. As a preparation to the pilot activities, the centres participated in a two days training of trainers delivered by the project partners.



The participants were introduced to the first version of the main outputs of the project for the purpose of evaluating, amending and validating them on the basis of national experience. The event was wonderfully hosted by CRPG and gave to pilot centres and project partners plenty of opportunities for networking, socializing and enjoying the best of Porto.

For more information:

nadege.jibassia@epr.eu

Vocational Rehabilitation in Romania

The Romanian Ministry of Labour and Social Affairs, as lead organisation, with BBI and EPR as partners, won a project under the ESF programme in Romania to set up vocational training and reintegration services for people with disabilities. It is an ambitious project of about 4M Euro (over 30 months) which aims to introduce instruments and methods for vocational assessment, vocational training, sheltered work and supported employment in three Romanian counties (Bucharest, Arad and Iasi).

The project will also design the legal and policy framework for these new services and train professionals to operate them. In parallel, experts will develop qualifications and an accreditation framework for these new professions.

The budget will cover expert fees as well as salaries of Romanian professionals involved and the (re) construction of buildings for locating some new services. BBI will be responsible for all Romanian expertise and the entire project management, while EPR will provide international expertise.

On 16 December 2008, all partners gathered in Bucharest for negotiations on the project design and contractual arrangements. All preparatory actions will be finalised during January 2009, and a kick-off meeting with all partners will take place during the first week of February.

For more information:

nadege.jibassia@epr.eu

Public Affairs

EPR Public Affairs Event

Modernisation of disability-related Health & Social Services

On 11 December 2008 the European Platform for Rehabilitation (EPR) organised a Public Affairs event on 'Modernisation of disability-related Health and Social Services' to mark EPR's 15th Anniversary, to launch the EPR Charter on Modernisation of disability-related Health & Social Services and to celebrate 5 years of certifying quality in social service provision.

The occasion opened with a welcome by Jerónimo de Sousa, Director of CRPG in Portugal and EPR President. Mr de Sousa was followed by Johan ten Geuzendam, Head of Disability of the European Commission, who presented the European approach to Modernisation, and then by André Lefèvre, director of CRM in France, who illustrated

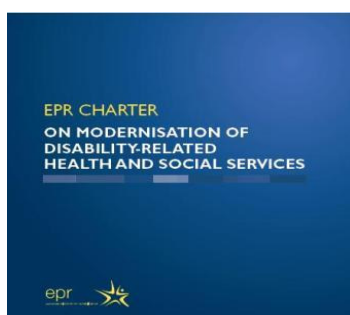


EPR's developments over the years.

During an interactive panel discussion, Johan ten Geuzendam, Carlotta Besozzi, Director of the European Disability Forum, Franz Terwey, Director of the European Social Insurance Platform and Roshan Di Puppò, Director of The Platform of European Social NGOs



shared the points of view of the institutions, users, funders and civil society on mainstreaming, empowerment, demonstration of the added-value of the non for profit sector, as well as full participation of users in society.



After a significant analysis of the challenges of modernisation, Jan Spooren, EPR General Secretary, launched the EPR Charter on disability-related Health and Social Services. The 10 pathways to modernisation laid out in this Charter reflect the results of EPR's experience in international co-operation, and are an attempt to translate the abstract concept of 'modernisation' into concrete guidelines and actions. With this Charter, EPR intends to contribute in a constructive manner to the ongoing debate on how to secure the highest quality of services for all within the given financial and human resource constraints.

As quality of services is at the heart of the modernisation process, the second session of the event was dedicated to the European developments in quality of social services and Guus van Beek, EQUASS Manager, showcased developments, latest achievements and future perspectives of the European Quality in Social Services (EQUASS) system.



Subsequently, the EQUASS Awarding Ceremony began and Frank Flannery, Chairman of the EQUASS Awarding Committee announced the certification of 10 organisations which have proven their compliance with the Quality Principles and presented them with certificates.



The event brought together high level and key European disability stakeholders and offered to EPR and its members ample opportunity to exchange views on how to cope with the challenges of Modernisation.

More information on the event, the Charter, powerpoint presentations as well as pictures can be found at:

<http://www.epr.eu/index.php/activities/public-affairs/9-public-affairs/55-public-affairs-events>

Supported Employment and Flexicurity

On the 10 October 2008, Jan Spooren participated in the EU Disability High Level Group on behalf of EPR. A key point on the agenda was the draft discussion paper on supported employment and flexicurity. EPR contributed to the discussion by providing the Commission with an analysis paper edited by Donal McAnaney.



Informal Network of Social Services Providers

EPR together with the other member organisations of the Informal Network of Social Services Providers signed a letter addressed to the Director General of DG Employment and Social Affairs and to the Chairperson of the Social Protection Committee. The letter aimed at expressing concerns about the current policy process on SSGI.

EU Presidency Conference on social services of general interest

The 2nd Forum on Social Services of General Interest organised by the French Presidency of the European Union, took place in Paris at the end of October 2008. The forum was a great opportunity to meet with other European service providers' organisations, relevant representatives of the European Commission, and the European Parliament. The plenary sessions and the workshops gave important indications to understand the future priorities and trends in the sector both at the European and national levels. The next forum will be held in Brussels in 2010.



EQUASS Certification

In 2008 the following organisations have been awarded with EQUASS certification.

Assurance of Quality in Social Services (EQUASS Assurance):

- Theotokos Foundation, Greece
- ROC Ter AA - Loopbaancentrum & Educatie Department, The Netherlands
- Motivation Foundation, Hungary
- Mølla Kompetansesenter Bærum KF, Norway
- Teli AS, Norway
- Hadelandprodukter AS - Senter for yrkeskvalifisering, Norway

Excellence in Social Services (EQUASS Excellence):

- Valakupiu Rehabilitation Centre, Lithuania
- Panagia Eleousa – sites Messolonghi and Agrinio, Greece
- Åstvedt AS – Bergern, Norway
- National Learning Network – sites Bray & Castlebar, Ireland



Certifications were handed out at the EQUASS Awarding Ceremony during the EPR Public Affairs Event on 11 December 2008 in Brussels.

EQUASS results

Indicators	2008
Certified organisations	18
Certified centres	24
Certified sites	35
Countries	10
EQUASS Local Licence Holders	3
EQUASS Consultants	23
Auditors: EQUASS Excellence	47
EQUASS Assurance	47

EQUASS upcoming events and contributions

12 & 13 January 2009 - Kick-off meeting of the LdV project: 'EQUASS in Practice' (Oslo, Norway)

15 & 16 January 2009 - Kick-off meeting of the Progress project: Best Quality (Bigge, Germany)

26 January 2009 - Information seminar for Vlaamse Dienst voor Arbeids Bemiddeling (VDAB) (Brussels, Belgium)

9 February 2009 - Kick-off meeting of CEN Workshop within the Prometheus project (Brussels, Belgium)

9 & 10 March 2009 - EQUASS Assurance Auditor training (Oslo, Norway)

EQUASS in Portugal

Service providers in the rehabilitation sector can apply for EQUASS certification through participation in the Arquimedeu project. The Arquimedeu project is an initiative of the Ministry of Employment and Social Affairs and funded by the ESF-structural fund. The National Institute for Rehabilitation (INR) is responsible for monitoring the Arquimedeu project. On 27 October 2008, managers and staff of the National Rehabilitation Institute were informed about the EQUASS approach and the EQUASS certification programmes.

More information see: http://www.poph.qren.pt/upload/docs/eixos/6_4_Programa_Arquimedes.pdf

Based on more than seven years experience in implementing the EQUASS approach, the CRPG decided to initiate activities in the area of quality consultancy: supporting social service providers in the implementation of the EQUASS approach in the organisation of social service providers. This new initiative of CRPG was supported by EQUASS with a training session for consultants how to support the implementation of EQUASS assurance in organisations for social services. 11 CRPG staff members have been certified with 'EQUASS certified Consultant'.

News from the Secretariat

Sarah De Roeck back at EPR

After six months of maternity leave, Sarah De Roeck returned to EPR, resuming her position of Financial Administrator and Office Manager. Sarah is in charge of all financial aspects of EPR, including the financial reporting and administration of European projects and EPR's EQUASS initiative. Furthermore Sarah is also responsible for the administration of the human resources of the organisation.

Email: sarah.deroeck@epr.eu



EPR Recruits Intern



Claude Delfosse joined the EPR secretariat in October 2008 as an intern. She recently graduated in European politics after her studies in France and Germany, and gathered practical experience within a German regional representation in Brussels and the European Parliament. Claude's main tasks at the EPR office include assistance in meetings and events, in the coordination of European projects and research and provision of information on topics of EPR Members' interest. Furthermore, she provides valuable support to the overall administrative activities as well as to the communication of EPR, including the maintenance of the EPR website.

Email: intern@epr.eu

EUROPEAN PLATFORM FOR REHABILITATION



The European Platform for Rehabilitation (EPR) is a network of leading European providers of rehabilitation services to people with disabilities and other disadvantaged groups. EPR's member organisations are influential in their countries and stand for high quality service delivery in the fields of vocational education and training, reintegration, medical rehabilitation and social care.

EPR assists its member organisations in achieving continuous professional improvement, best practice and competitiveness in every aspect of service delivery. Through its Public Affairs activities, EPR enables service providers to contribute to the formulation of European social policy, and facilitates access to EU funding.

Recognised as an important player on the European scene, the network receives structural funding under EU's Life-long Learning Programme. EPR has a seat on EU's High Level Group on Disability and has participatory status with the Council of Europe. EPR cooperates actively with all key sectoral stakeholders.

EPR on the web!

For regularly updated information on EPR and its activities, please check our website:

<http://www.epr.eu>

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The EPR newsletter is issued three times a year.

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