



Green Business Services. Innovation. Competiveness. Growth.
Contribution to Egypt's economic future.

GREEN BUSINESS SERVICES

For

Egyptian Enterprises

- Overview WAFFAR Qualification Programme -



Implemented by: **giz** Deutsche Gesellschaft für Internationale Zusammenarbeit

DECEMBER 2013

GENERAL INTRODUCTION

WAFFAR is a service developed by the German International Cooperation (GIZ) on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) for small and medium-sized companies. It aims at practically identifying, developing and implementing measures designed to substantially:

- Reduce production costs
- Improve environmental performance
- Enhance organisational capabilities

WAFFAR is designed for owners and managerial staff of small, medium-sized and even large companies, as well as for enterprises of supply chains or industrial areas.

The full WAFFAR qualification programme consists of several instruments to introduce an integrated, effective and profitable management system in the company. The programme is **modular** and **flexible** so that the various tools and methods can be combined or adjusted to suit the specific requirements of each company or type of institutional client.

In order to enhance organisational capabilities WAFFAR qualification programme also offers the training of soft skills like **presentation, visualisation, moderation** and **team-building techniques** which are required to implement measures, to enhance the knowledge and challenge-solving capacities existing within the company.

The WAFFAR qualification programme is **creative** and **interactive**: it builds upon the professional and personal experience of participants and aims at transferring in a sustainable way the newly acquired knowledge and skills into the companies.

WAFFAR services mostly allows for **inexpensive implementation** with an indispensable minimum of external input and, consequently, for wide application in a big number of companies.

The modular combination of instruments promotes the initiation of **a continuous improvement process (CIP)**, which reaches from immediate implementation of limited changes to the introduction of complex management systems in the fields of quality, environment, and workplace safety. WAFFAR services can be linked to other management systems and lays a good foundation for achieving certification according international standards, e.g. ISO norms on quality, environment, health, safety / social issues, and substantially decreases the required work, time and cost.

THE TRIPLE WIN APPROACH - KEY ELEMENT 1

By adequately taking into consideration 3 components, like cost management, environmental management and organisational learning, a **triple win** can be achieved:

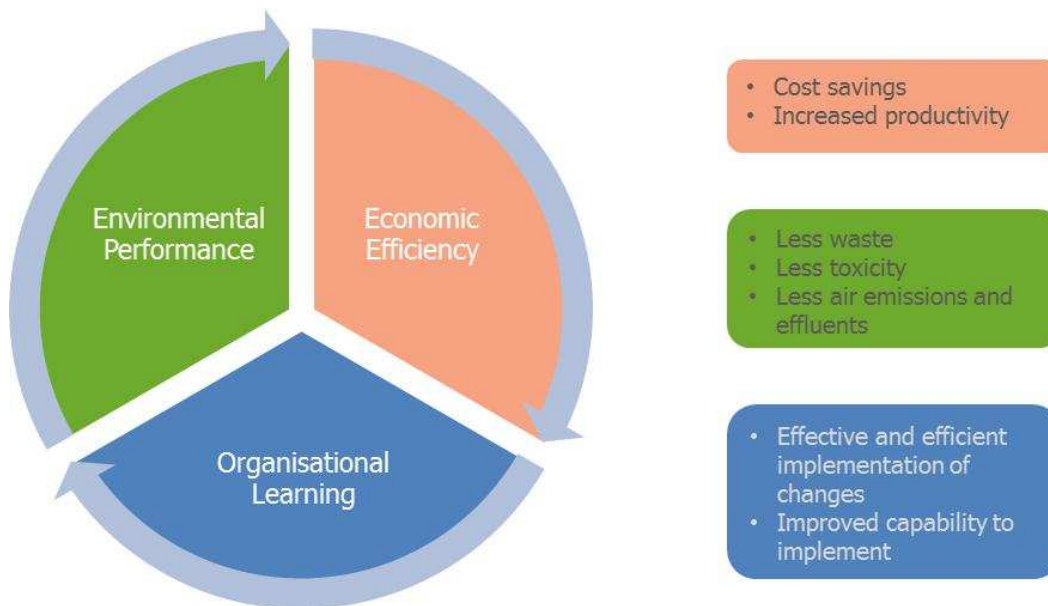


Fig.1: triple win | key element 1

WAFFAR services offers **triple win** to companies through:

- a systemic approach for the quick identification of problems, their impact and causes, as well as easy-to-implement measures in the field of quality, environment and workplace safety / social issues.
- a systematic analysis of improvement potentials through the Non-Product Output approach.

THE NON PRODUCT OUTPUT APPROACH (NPO) - KEY ELEMENT 2

Non Product Output (NPO) is defined through:

All material, energy and water, which is in the production process but does not end up in the final product.

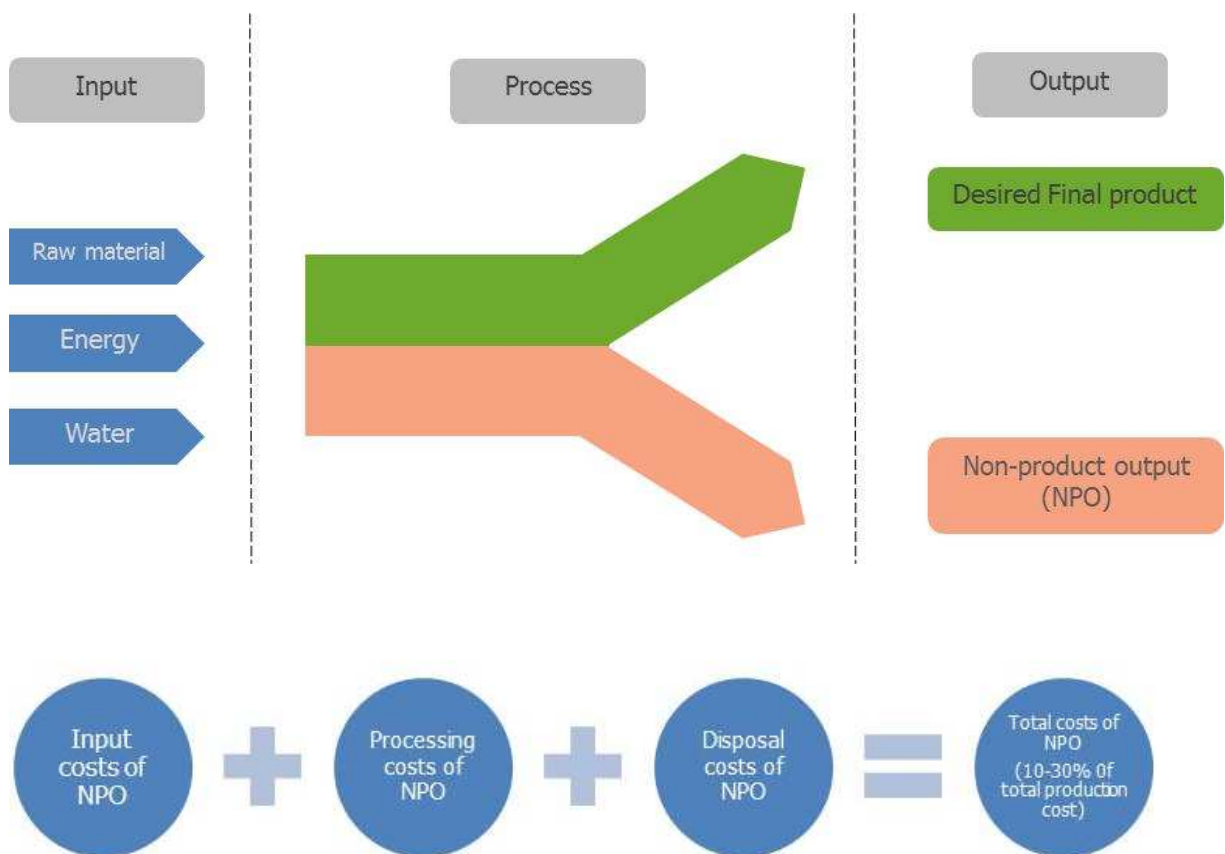


Fig.2: Non Product Output Approach (NPO) | key element 2

THE WAFFAR CYCLE OF CHANGE - KEY ELEMENT 3

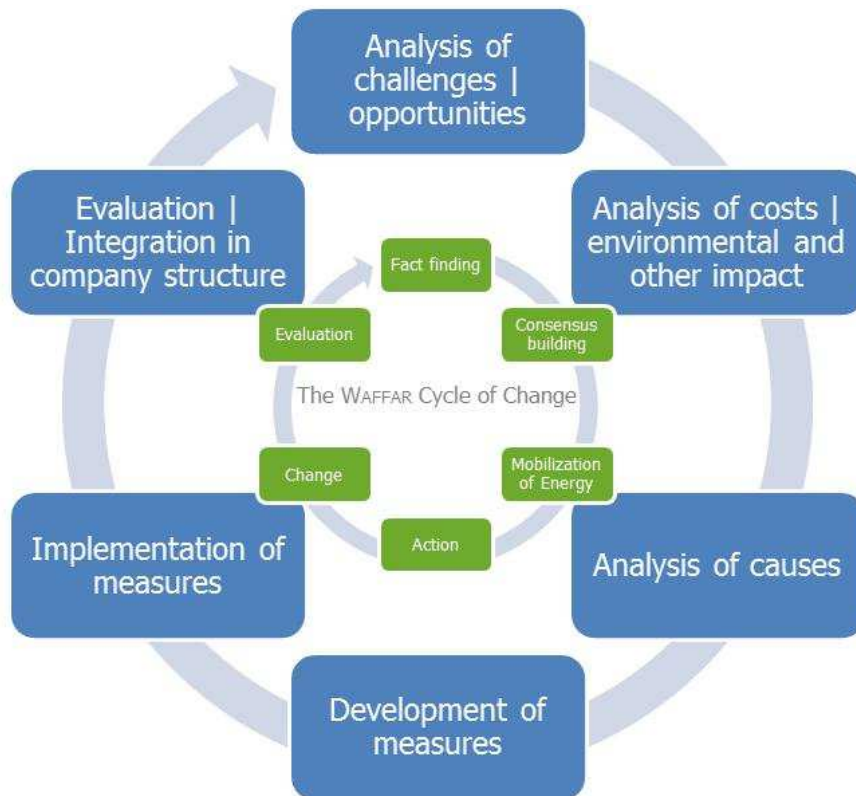


Fig.3: The WAFFAR Cycle of Change | key element 3

This cycle is based on the assumption that change processes, in order to be successful and sustainable, have to go through a determined sequence of phases. If this sequence is not adhered to, or is blocked at a certain stage, the process will run into conflicts, resistance, or will even fail completely. The consequences of “incomplete cycles” are “project torsos” or “project fragments” that increase resistance to change.

In the application of WAFFAR, the **external cycle** reflects the technical steps followed by the different modules. The **inner cycle** serves as a map for the change to be implemented by company staff involved in WAFFAR, in order to achieve effective implementation of measures thus reducing NPO and creating a triple win for the company.

STRUCTURE AND OVERVIEW OF THE WAFFAR QUALIFICATION PROGRAMME (EXTRACT)

QUALIFICATION PROGRAMME	TARGET GROUP	OBJECTIVE	DURATION
WAFFAR Getting Started	Companies / entrepreneurs	<ul style="list-style-type: none"> • understand the relevance of an efficient use of raw materials, water and energy • know how to use flow-charts .for the identification of NPOs in the production process • being able to transfer ideas into practical changes in their own company • Come up with measures to be implemented through an agreed upon action plan 	3 days WS
Training of Trainers (ToT)	Solution providers / consultants	<ul style="list-style-type: none"> • understand the relevance of an efficient use of raw materials, water and energy • understand the basic concepts of WAFFAR (triple win, NPO, WAFFAR cycle of change, NPO costing, flowcharts.. etc) • learn the skills of moderating / facilitating a WAFFAR WS • learn how to document and report a case study • learn how to run an action learning set session 	6 days WS

OUTLOOK

The WAFFAR service portfolio is based on a modular structure in order to secure investment and can be tailored to various company requirements.

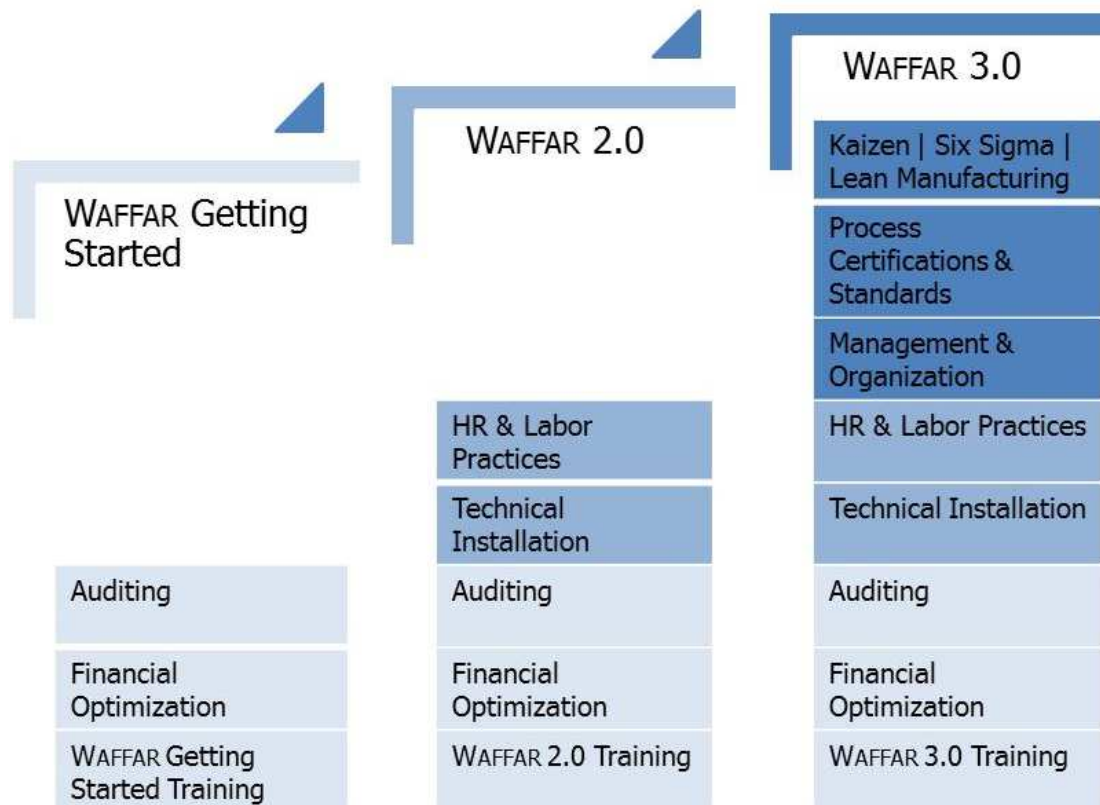


Fig.4: The WAFFAR service portfolio