

# DIALOGUE FOR SUSTAIN- ABILITY



DIALOGUE FOR  
SUSTAINABILITY

# WHY CHOOSE DIALOGUE FOR SUSTAINABILITY



The audit approach increasingly finds itself in-effective in helping achieve social, economic and environmental sustainability goals. This is also a problem for Pakistani companies. The audit approach focuses only on forcing compliance instead of owning the process affecting sustainability, this is where a need for an alternate approach was felt.

This is where GIZ brought a methodology with the name of "**Dialogue for Sustainability**" (DfS). DfS is a process consultation approach designed to bring together various representatives throughout the organizational hierarchy, to work as a "*Change Management Team (CMT)*" towards achieving common goal of sustainability (social, economic, environmental) in organizational operations.



## DIALOGUE FOR Sustainability

DfS's evolution is reflective of all three sustainability pillars



Social



Economic



Environmental

# HOW Dfs WORKS



Baseline/GAP analysis provides a true picture of existing practices and identifies gaps against best practices.

Following this assessment, the industrial partner and its C-Suite assembles its *Change Management Team (CMT)* having representation from all organizational tiers.

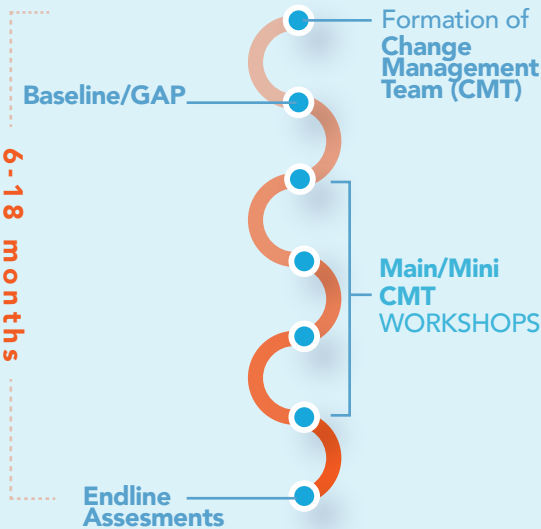
- Members of the CMT are invited to a two day thematic area CMT workshops

- Day one focuses on value added trainings (VATs) on agreed technical topics, day two of each CMT workshop is standardized and dedicated to following the six step approach from problem identification to action planning.

- In addition to CMTs, regular site visits (mini-CMTs) are conducted with a frequency ranging from once a week to once a month. The purpose of these visits is to monitor implementation and provision of VATs at the factory's shop floor.

- Post addressing agenda items on the action plan, the engagement comes to an end and with a third party end line assessment.

## WORKSHOPS



# USING 6 STEPS FOR SUCCESS



**step 1.**  
IDENTIFY  
PROBLEM



**step 2.**  
CAUSE  
ANALYSIS



**step 3.**  
GOAL  
ANALYSIS



**step 4.**  
FIND  
SOLUTIONS



**step 5.**  
AGREE ON  
SOLUTIONS



**step 6.**  
ACTION  
PLAN

# WHAT MAKES Dfs SO EFFECTIVE ?

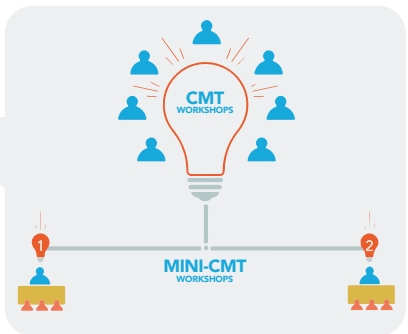
## 1 A COMMUNICATION GAME CHANGER:

Dfs establishes effective communication channels at the factory level to build trust between the top management, supervisors and workers.

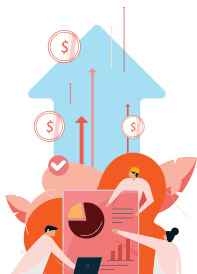


## 2 A CHANGE ENABLER THROUGH TRAINING & DEVELOPMENT:

OFFERS MULTI-TIERED DEVELOPMENT OF WORKFORCE THROUGH THEMATIC AREA CMT WORKSHOPS, MINI-CMTs AND AND PEER TO PEER LEARNING



## 3 A LOGICAL PROBLEM-SOLVING APPROACH:



Dfs helps identify, analyze and solve problems together as a team. The six step approach follows a logical sequence to approaching and addressing key problems.

# MAJOR WINS WITH Dfs



## HR and Labour Standards Related Data Points:



**52%**

Average reduction in Worker's Turnover



**31%**

Average reduction in Absenteeism



Improvement in two-way communication

## Productivity Related Data Points:



**46%**

Average reduction in order lead time



**24%**

Average improvement in efficiency



**7%**

Average reduction in DHUs



**61%**

Average reduction in machine downtime



**45%**

Average reduction in work in process

## Environment Related Data Points:

### Energy Efficiency



**13.4 kWh/kg to 12.8 kWh/kg**

Reduction in power consumption per kg of fabric



**13.1 kg to 9.7 kg**

Reduction in steam production per kg of fabric

### Water Management:



**163.4 l/kg to 126.8 l/kg**

Reduction in water consumption per kg of fabric

### Chemical Management:



ZDHC has been implemented and appropriate KPIs developed for partner factories

### Environmental Management:



Improved environmental management practices at partner factories including regular EMS risk assessments and other best practices