



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Ministry of Trade & Industry
وزارة التجارة والصناعة



GEIPP

GLOBAL ECO-INDUSTRIAL PARKS PROGRAMME



Schweizerische Eidgenossenschaft
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Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



Eco-Industrial Parks Industrial Park Managers Training

Cairo, 31th of May, 2023

Industrial park operation

The roles of park management for successful development of EIP

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Webers Consulting

Building Blocks of an Industrial Park

Infrastructure

- ✓ Available land
- ✓ Road system
- ✓ Supply and disposal networks
- ✓ Pipelines and conveyors
- ✓ Digital infrastructure

Governance

- ✓ Industrial park contracts
- ✓ Implementation of national policy
- ✓ Compliance
- ✓ Investor engagement
- ✓ Community regulations / By-laws

Utilities

- ✓ Energy Management
- ✓ Water Management
- ✓ Waste and Material utilization

Site development

- ✓ Site master planning
- ✓ Site Marketing / investors attraction
- ✓ Local business and SME promotion
- ✓ Site planning

Management of the site

- ✓ Maintenance
- ✓ Facility management
- ✓ Security
- ✓ Incident / emergency management
- ✓ Fire brigade
- ✓ Monitoring & risk management

Cooperation / Joint services

- ✓ Creation of cooperation networks
- ✓ Business development services
- ✓ Formation & management of clusters
- ✓ Information platform

Logistics / access

- ✓ On-site logistics
- ✓ Inbound and outbound logistics
- ✓ Transportation of workers
- ✓ Access routes

Human resources

- ✓ Recruitment of qualified workers
- ✓ Pre-job and on-job training
- ✓ Ambulance and first aid
- ✓ Social infrastructure & services
- ✓ Workers well being

Structuring Industrial Park models

Governance related Models (Ownership Park Models)

To develop, organize, and manage an industrial park, relevant actors should be considered

Owners of the land	The landlord selling or leasing the land to other legal entities
Operators of facilities	Companies using the facilities for production, manufacturing, servicing, or development
Operators of the infrastructure	Provision of infrastructure such as roads, lighting, waste Water treatment, distribution networks for electricity or water, digital infrastructure
Regulatory authority	Created by the government to oversee and enforce regulations regarding specific aspects e. g. industrial park regulations or safety issues

- Ways of cooperation, assignment of responsibilities, tasks, and duties are characteristic for the different **Ownership Park Models** and for success and risks in the prevailing context

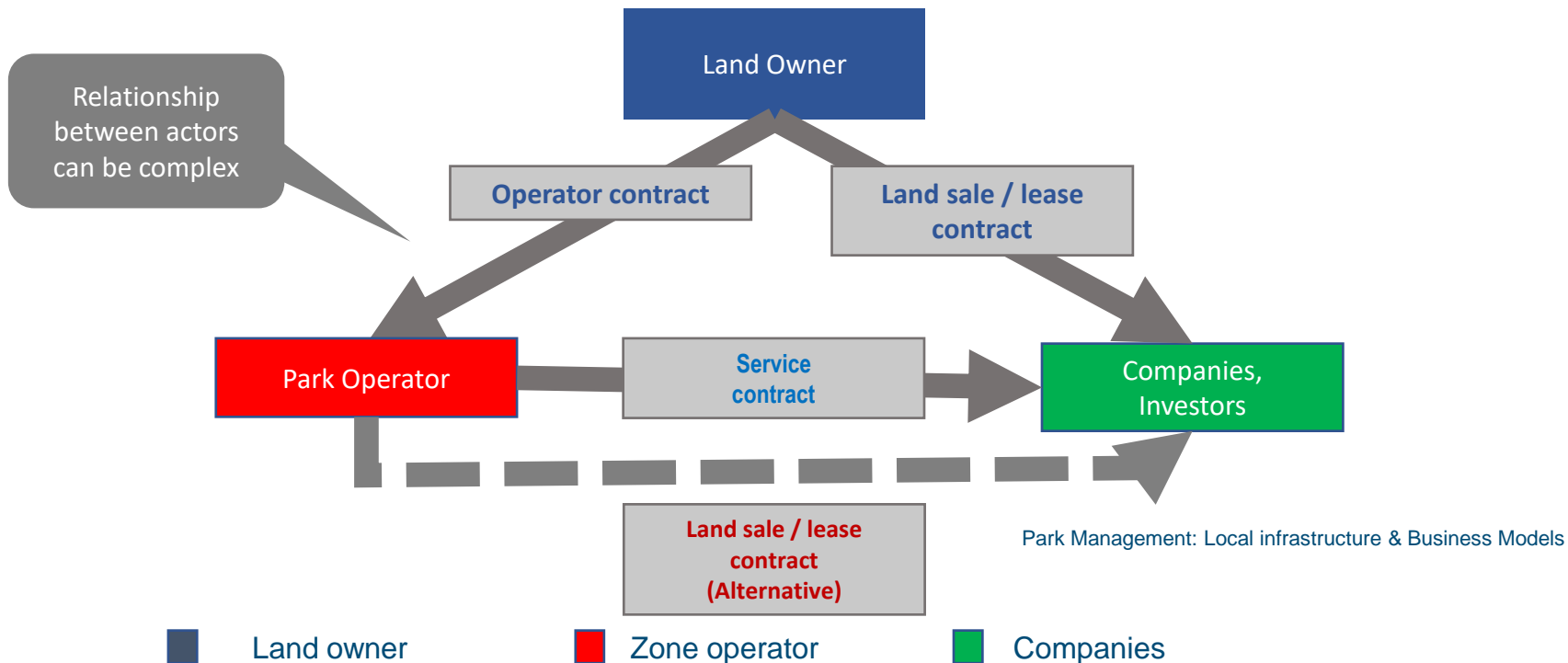
Roles of Stakeholders in the Industrial Park Models

Stakeholders follow different interests depending on their engagement in the park model

Owners of the land	<ul style="list-style-type: none"> ▪ Silent land owner ▪ Committed to park development
Operators of facilities / Investors	<ul style="list-style-type: none"> ▪ Focusing on their business ▪ Controlled by parent company abroad with limited freedom
Operators of the park / infrastructure	<ul style="list-style-type: none"> ▪ Industrial developer ▪ Industrial park operator
Regulatory authority	<ul style="list-style-type: none"> ▪ Governance that legal requirements are complied with ▪ Guideline / supervision that national industrial park policy is implemented

Assign the respective role to all stakeholders through the governance structure over all levels

Contractual establishment of EIP operator – example



Phoenix Pergang Integrated Complex (PIC) Malaysia - general contract award

Role of EIP operator

- Be aligned with the governance for the EIP
- **Facilitate** installation, implementation, and operation of resident companies' activities under aspects such as
 - Time to market
 - Cost
 - Quality
 - Business environment
 - Focus on core activities
- **Enable** cooperation among resident companies and with EIP outside the EIP through
 - Dedicated services
 - (digital) platforms
 - Park Council meetings
 - Creation & organization of networks
 - Pitch events

Tasks of a facilitator:

- Partner
- Guide
- Planner
- Taskmaster
- Enabler

Key functions of park management

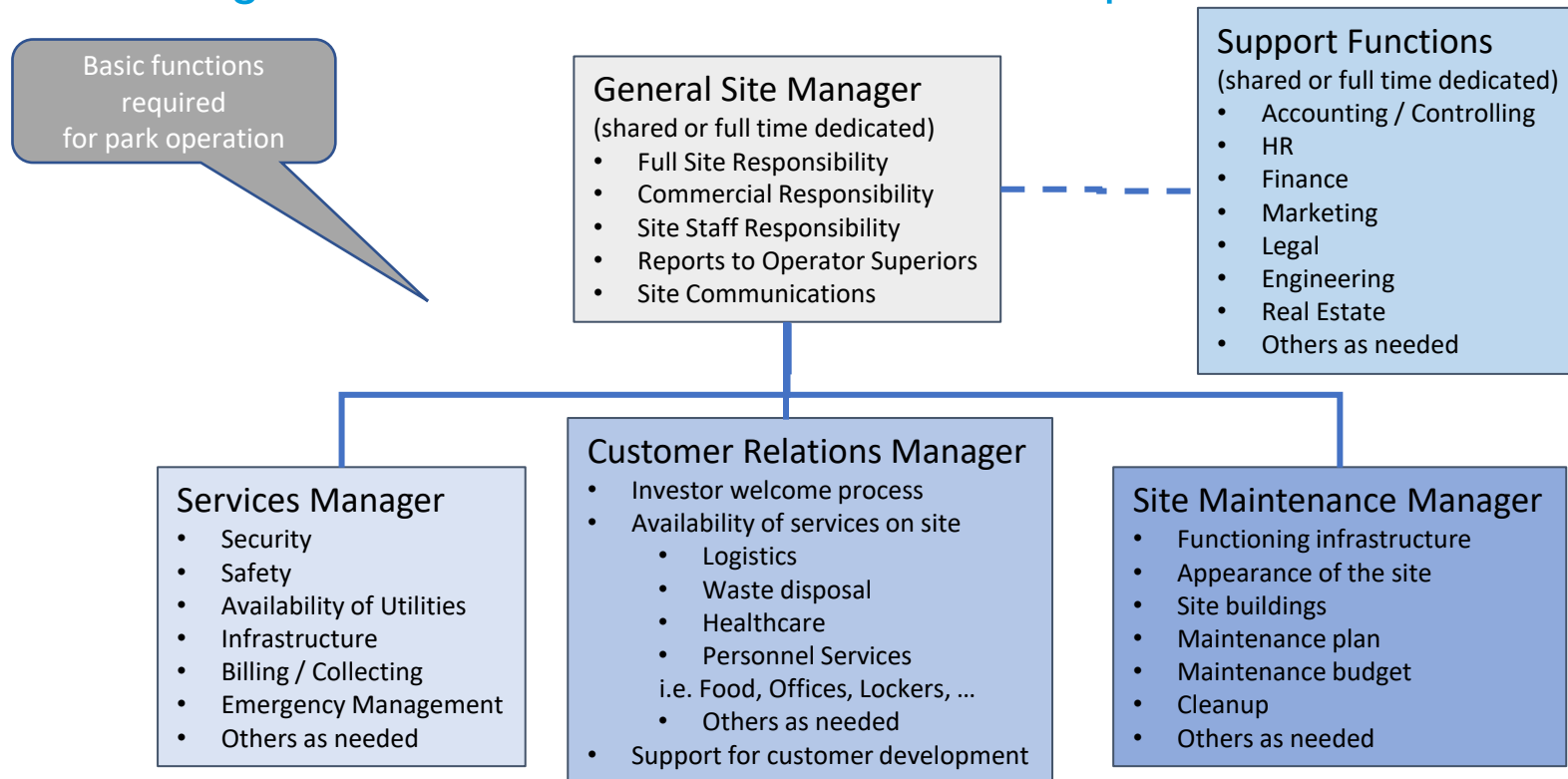


Potential contributions of park management services to International EIP Framework

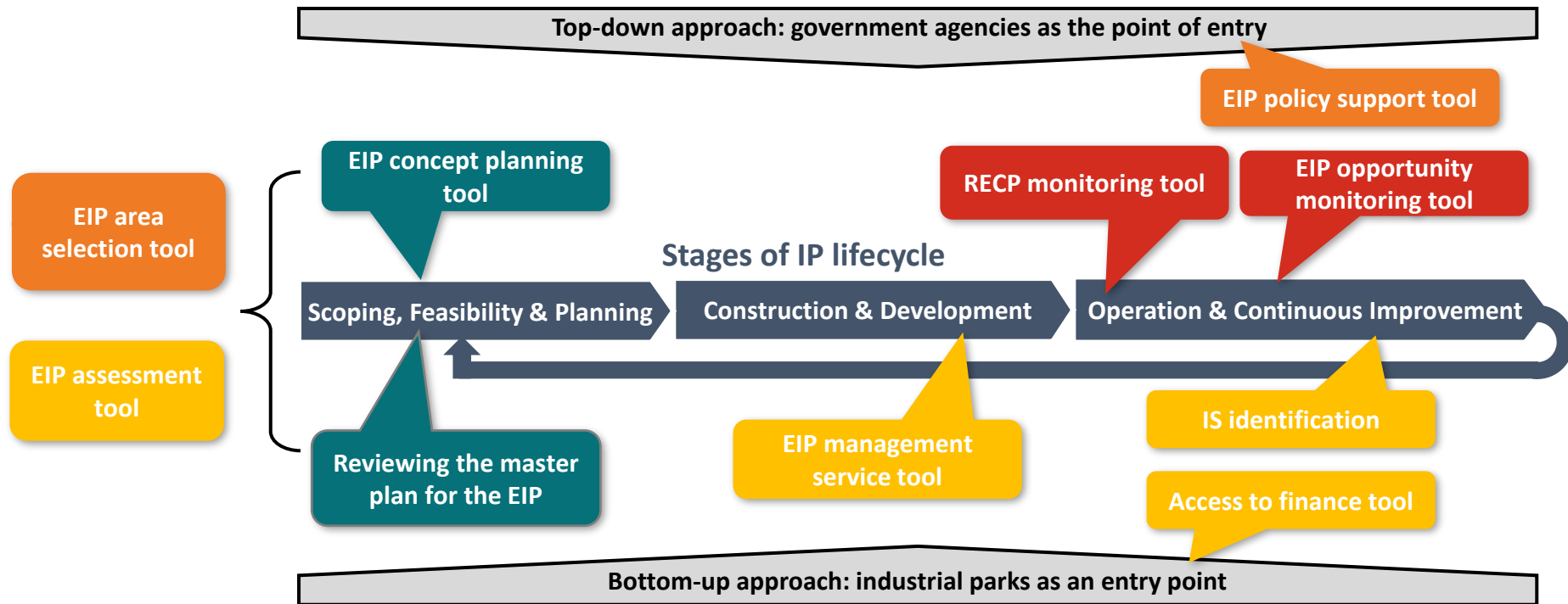
By working on park management services, industrial parks can strengthen their performance on most of the following benchmarks of the International EIP Framework, illustratively:

Park management		
Park management services	Prerequisite	Park management entity to manage and maintain the industrial park property, common infrastructure, and services as prescribed in the tenant contract and the park's Master Plan.
	Performance indicators	At least 75% of resident firms indicate satisfaction with regard to the provision of services and common infrastructure by the park management's entity (or alternative agency, where applicable).
Monitoring and risk management	Prerequisite	Park management entity maintains a monitoring system in place, tracking progress on environmental, social and economic performance at the park level and critical risk factors and related response
	Prerequisite	Where required, Park management has a plan in place to react to possible negative impacts due to climate change risks (heat waves and droughts, storms and floodwater events).
	Prerequisite	Park management entity has a functioning system in place to comply with local/national regulations and international standards applicable to the industrial park.
	Performance indicators	At least every 6 months, park management entity monitors and prepares consolidated reports regarding the achievement of target values (as documented in this framework) to encompass the following: Environmental performance; Social performance; Economic performance; and critical risk management at the level of the park.

Generic Organization Chart for Industrial Park Operation



How the Toolkit Contributes to Transition to Eco-Industrial Parks



Eco-Industrial Parks Toolkit

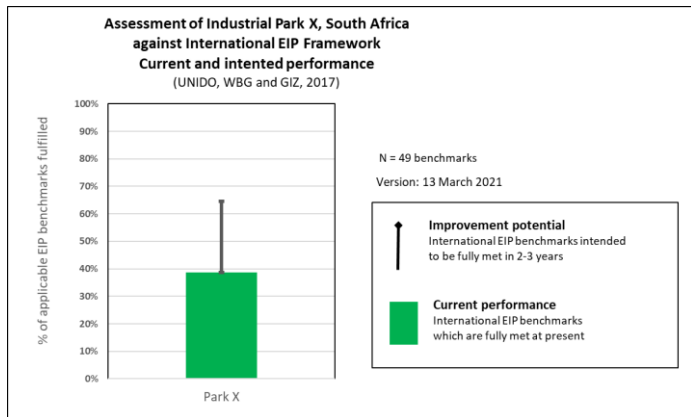
Toolkit Goals

The objectives of the UNIDO EIP Toolkit are:

- To provide a practical set of customized and flexible tools to assist practitioners in the development and implementation of EIPs and related initiatives
- To support the implementation of the EIPs and decision-making processes regarding new and existing industrial zones

EIP Assessment Tool

General EIP Current and Expected Performance



EIP assessments in Ukraine (left), Peru (centre) and Nigeria (right)

EIP Score Card

Industrial Symbiosis Identification Tool |

Low baseline on industrial area monitoring, risk management, planning and zoning

Swiss Confederation

The overall improvement potential of the industrial complex is 24% for all criteria of the EIP international framework

The overall intended performance against the EIP international framework for the four Ips assessed at the end of the project is 64%.

ECO-INDUSTRIAL PARK SCORE CARD: Park X

OVERALL PERFORMANCE ON THE INTERNATIONAL EIP FRAMEWORK

40% Improvement potential → 24% Intended performance → 64%

Category	Baseline performance	Improvement potential	Intended performance
PARK MANAGEMENT			
Park management overall	33%	44%	78%
Park management services	75%	0%	75%
Monitoring and risk management	0%	75%	75%
Planning and zoning	0%	100%	100%
SOCIAL PERFORMANCE			
Social performance overall	54%	15%	69%
Social management systems	83%	0%	83%
Social infrastructure	20%	40%	60%
Local community outreach	50%	0%	50%
ENVIRONMENTAL PERFORMANCE			
Environmental performance overall	20%	20%	40%
Management and monitoring	0%	0%	0%
Energy	33%	0%	33%
Water	25%	25%	50%
Waste and material use	0%	67%	67%
Climate change and the natural environment	20%	20%	40%
ECONOMIC PERFORMANCE			
Economic performance overall	75%	25%	100%
Employment creation	100%	0%	100%
Local business and SME promotion	67%	33%	100%
Economic value creation	50%	50%	100%

Note: EIP score card is based on applicable EIP benchmarks which are

Highly intended improvement as a result of the use of waste and materials

The baseline corresponding to economic performance is generally higher than in other categories

High optimization potential for "economic value creation"



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