



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Ministry of Trade & Industry
وزارة التجارة والصناعة



GEIPP

GLOBAL ECO-INDUSTRIAL PARKS PROGRAMME



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

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



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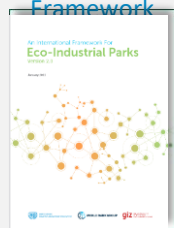
Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

Assessment, Identification and Implementation of EIP Opportunities

Ahmed Yahia
Chemonics Egypt

UNIDO EIP Assessment Tool

International EIP Framework



EIP Assessment Tool

EIP ASSESSMENT TOOL: INSTRUCTIONS

RATIONALE FOR THE TOOL
The management of an industrial park (IP) involves a wide range of activities in the daily operations of the industrial park itself, involving the continuous improvement of IP operations and engaging with the park's stakeholders, including investors, tenants, utilities, and regulatory bodies. An effective park management structure is thus requisite for a successful IP development. It is important for park management to understand their performance against international EIP benchmarks to identify gaps and make action on EIP opportunities such as advanced and/or greenfield industrial identification, services, environmental, etc.

TOOL OBJECTIVES
The objective of this tool is to assess an industrial park against the international framework for Eco-Industrial Parks (UNIDO, 2018) and subsequently identify, prioritize, plan, manage and monitor eco-industrial park initiatives. It can be used and adapted for a range of existing (brownfield) industrial parks and management structures, e.g. private company, public authority, public-private-partnership, etc.

STEPS AND INSTRUCTIONS
The tool is designed to be used by international development agencies, e.g. by UNIDO staff members as part of IP projects and service providers (e.g. National Cleaner Production Centres, consulting companies) who work with industrial park management within their countries.

STEPS IN TOOL	CLICK HERE TO START	DETAILED INSTRUCTIONS	ESTIMATED TIME TO COMPLETE TOOL												
STEP 1 Assess industrial park performance against the primary goals and performance indicators of the International EIP Framework	Click here to start	Negotiate with park management teams, go through the benchmarks of the international EIP Framework and compare it to the current park management with indicators. This comparison is done by the park management team. The tool is available in Arabic and English. The tool is available in Arabic and English. The tool is available in Arabic and English.	<table border="1"> <thead> <tr> <th>Task identified as subject to assessment</th> <th>Single task (single)</th> <th>Related tasks</th> </tr> </thead> <tbody> <tr> <td>Identify Consultant</td> <td>2 to 3 person days</td> <td>4 to 5 person days</td> </tr> <tr> <td>Park management</td> <td>1 person day</td> <td>2 person days</td> </tr> <tr> <td>Location where step can be implemented</td> <td>Proprietor work can be done at office of experts. Step should be coordinated with park management office with steps.</td> <td></td> </tr> </tbody> </table>	Task identified as subject to assessment	Single task (single)	Related tasks	Identify Consultant	2 to 3 person days	4 to 5 person days	Park management	1 person day	2 person days	Location where step can be implemented	Proprietor work can be done at office of experts. Step should be coordinated with park management office with steps.	
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STEP 2 For each of the IP opportunities identified, select a qualitative rating (e.g. low, medium, high) of the task when it is implemented, arranged broadly and ranked from high management and resources to low on the opportunity.	Click here to start	For each of the IP opportunities identified, select a qualitative rating (e.g. low, medium, high) of the task when it is implemented, arranged broadly and ranked from high management and resources to low on the opportunity.	<table border="1"> <thead> <tr> <th>Task identified as subject to assessment</th> <th>Single task (single)</th> <th>Related tasks</th> </tr> </thead> <tbody> <tr> <td>Identify Consultant</td> <td>2 to 3 person days</td> <td>2 to 3 person days</td> </tr> </tbody> </table>	Task identified as subject to assessment	Single task (single)	Related tasks	Identify Consultant	2 to 3 person days	2 to 3 person days						
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Open EIP Assessment Tool

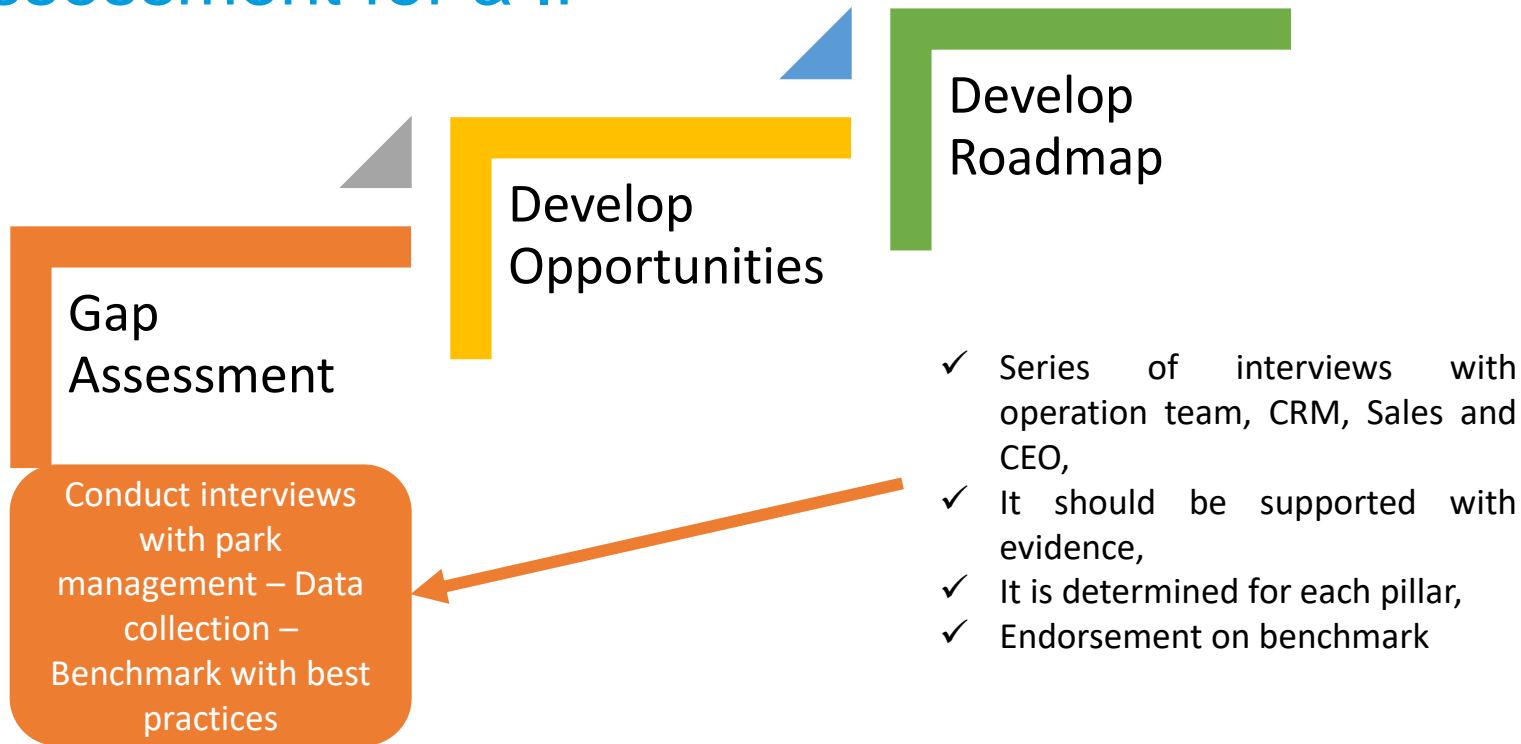
https://hub.unido.org/sites/default/files/publications/UNIDO_EIP_Assessment_Tool_EIP_International_Framework

EIP_Assessment_Tool_EIP_Framework_2.0_indicators

EIP Assessment for a Industrial Park (IP)



EIP Assessment for a IP



EIP Assessment for a IP



EIP Assessment for a IP



- ✓ Opportunities should be broken down into detailed actions,
- ✓ It's crucial to identify the needed resources (financial, human) for each action,
- ✓ Importance of presenting the pre-feasibility of opportunities that need investment,
- ✓ Endorsement on implementation time frame,
- ✓ Endorsement on responsibilities,

Identify breakdown of each opportunities into actions – define responsibilities – Define time frame – Define needed resources – Determine KPI's

How to use and complete the EIP Assessment Tool?

Tips for completing EIP Assessment Tool

- Transparency, personal interaction and objectivity are key.
- Note at start of the exercise that EIP assessment is not an audit, but a means to understand where the industrial park stands with regards to the International EIP Framework and to serve as a basis to identify and prioritize EIP opportunities for the industrial park.
- It is important to verify the responses on current and intended performance by asking how the benchmarks are met and request evidence where needed. In some cases, an initial “Yes” response may be actually be a “No”.
- Get a consolidated response from the whole team present in the exercise, and allow time for discussion.
- Spread the assessment over two sessions in subsequent days to keep the interactions engaging. Completing the EIP assessment in one full day tends to be too intensive.
- Combine the EIP assessment with a site tour of the industrial park to get first hand impressions and learn about key opportunities and challenges facing the park.



How to use and complete the EIP Assessment Tool?

Tips for completing EIP Assessment Tool

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UNIDO EIP Assessment Tool

STEPS IN TOOL

STEP 1

Assess industrial park performance against the prerequisites and performance indicators of the International EIP Framework

STEP 2

Select EIP opportunities which are most achievable and beneficial

STEP 3

Plan, manage and monitor progress on prioritized EIP opportunities

DETAILED INSTRUCTIONS

Together with park management team, go through the benchmarks of the International EIP Framework and assess to what extent the park meets each benchmark. This assessment is done for the park's current performance, but can also be done for its future intended performance (e.g. 2-3 years).

If a benchmark is not met, brainstorm about a specific opportunity that could be undertaken by park management and/or companies in order to meet the benchmark. Write down the consolidated opportunities in the respective cells.

For each of the EIP opportunities identified, select a qualitative rating (e.g. Low, Medium, High) of the likely achievability, anticipated benefits and interest from park management and companies to work on the opportunity.

Based on the review of the achievability, benefits and interest, come to a consolidated decision for each EIP opportunity on whether or not to select it for short-term action and monitoring. This selection process needs to be undertaken with park management team, and where needed with relevant tenant companies.

Formulate the EIP opportunities (selected in step 2) into concrete initiatives. For each initiative:

- * Estimate CAPEX, OPEX and cost recovery model
- * Define activities to be undertaken to deliver the initiative, including time period, responsible person, progress note, and if needed corrective actions
- * Set SMART targets (e.g. Specific, Measurable, Attainable, Relevant and Timely) and note the actual performance levels over time

Recognising that park management may have already systems in place to monitor and manage their activities, it is envisaged that the planning and monitoring of prioritized EIP opportunities is adapted to suit the specific requirements of park management and existing systems in place.

Assess current and intended performance

Each of the benchmarks of the International EIP Framework are assessed:

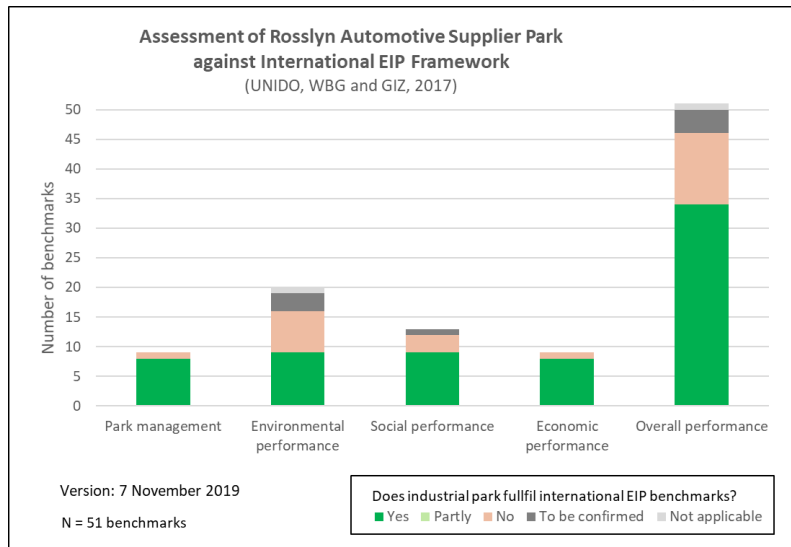
- Does park meet EIP benchmark at present?
- What is the intended performance? (Is the park interested/committed to achieve benchmark in 2-3 years time?)
- Possible responses: Yes, No, Partly, To be confirmed, Not applicable.
- Insert notes from discussion with park management and key evidence current performance.

INTERNATIONAL EIP FRAMEWORK (UNIDO, WORLD BANK, GIZ, 2017)		STEP 1: ASSESSMENT OF INDUSTRIAL PARK		
Topic	EIP prerequisites and performance indicators (including target values)	Does park meet EIP benchmark AT PRESENT?	(OPTIONAL) What is intended performance? (e.g. in 2-3 YEARS)	Notes and evidence on current performance of industrial park
PARK MANAGEMENT: EIP prerequisites ("must have for EIPs")				
Park management services	A distinct park management entity (or alternative agency, where applicable) exists to handle park planning, operations and management, and monitoring.	Please select	Please select	
	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. This should include, but is not limited to the following: <ul style="list-style-type: none"> • Property management, including plot allotments, re-allotments, development, land use monitoring, and so on. • Utilities, roads, and technical units such as waste and wastewater treatment plants and operations, power and energy systems. • Waste collection areas and services. • Maintenance and repair workshops. • Security and emergency response services and facilities. • Common landscaping, buffer zones, street lighting, security surveillance and street cleaning. • Common employee and tenant facilities. • Provide facilitating services to and between tenant firms (for example, networking, collaboration and training opportunities). • Engagement with the park's stakeholders and business representatives. 	Please select	Please select	

Assess current and intended performance

Assessing the current and intended performance of each of the benchmarks will generate the following graphs:

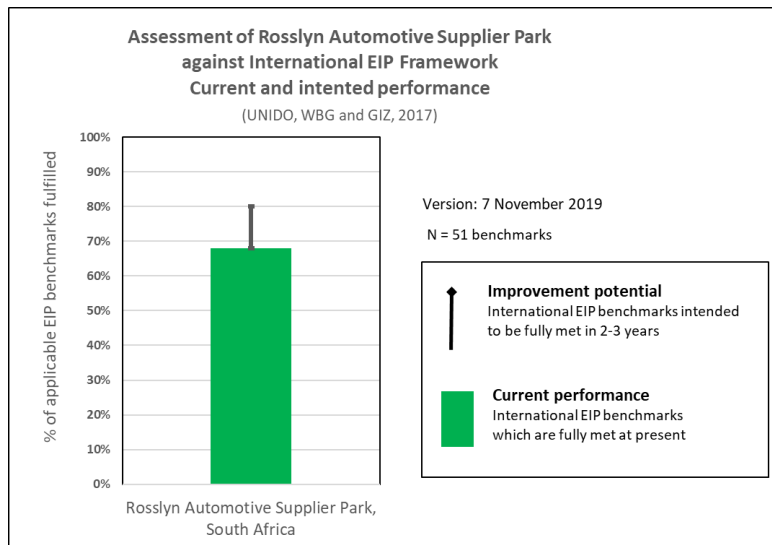
Illustrative example



Assess current and intended performance

Assessing the current and intended performance of each of the benchmarks will generate the following graphs:

Illustrative example



How to identify the opportunities?

The EIP improvement opportunities are identified following gaps in the current performance against the International Framework and the commitment of park management to meet benchmarks in 2-3 years time.

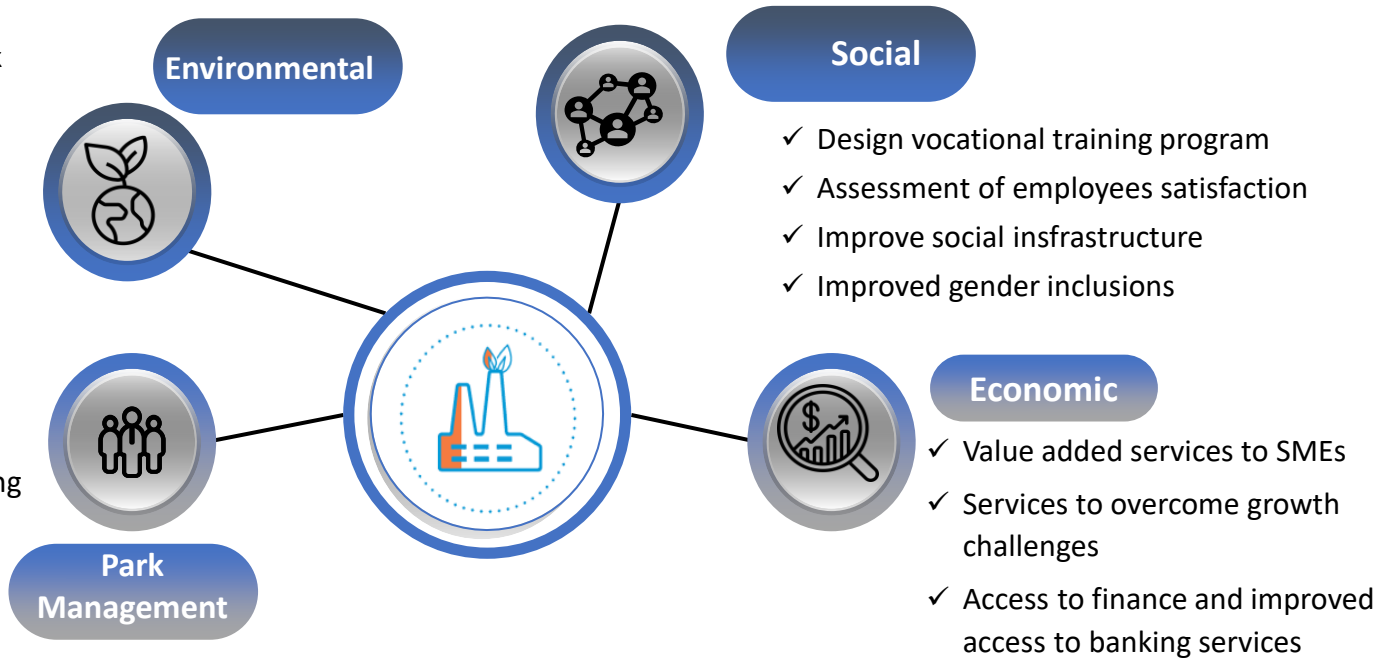
- ✓ In its most simple form, the EIP opportunity can be a rewording of a benchmark into an concrete opportunity for the industrial park.
- ✓ If the park already fully meets the benchmark or there is no commitment to meet the benchmark, it is usually not needed to come up an EIP improvement opportunity.

INTERNATIONAL EIP FRAMEWORK (UNIDO, WORLD BANK, GIZ, 2017)		STEP 1: ASSESSMENT OF INDUSTRIAL PARK			
Topic	EIP prerequisites and performance indicators (including target values)	Does park meet EIP benchmark AT PRESENT?	(OPTIONAL) What is intended performance? (e.g. in 2-3 YEARS)	Notes and evidence on current performance of industrial park	EIP opportunity for industrial park
PARK MANAGEMENT: EIP prerequisites ("must have for EIPs")					
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Most common opportunities in Egypt

- ✓ Resource management (park and tenants level)
- ✓ Benchmarking and targets
- ✓ Shared RE investments
- ✓ Symbiotic programme

- ✓ Define service needs and link with service providers
- ✓ Conduct workshops for sharing experience
- ✓ Increased systematic assessment of tenants satisfaction and needs



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How to prioritize EIP improvement opportunities?

Not all identified EIP opportunities will be high interest to industrial park!

- Trying to address all identified EIP opportunities will likely result in diffused efforts and limited achievements.
- Qualitative prioritization based on likely achievability, anticipated benefits, interest from park management (low, medium, high ratings).
- If achievability, anticipated benefits, interest park management have high ratings, then it is recommended to select the EIP opportunity for short-term action.

STEP 2: SELECT EIP OPPORTUNITIES FOR ACTIONING AND MONITORING					
EIP opportunity for industrial park	What is likely ACHIEVABILITY of EIP opportunity?	What are likely BENEFITS of EIP opportunity?	Interest from park management?	Select EIP opportunity for short-term action?	Comments
	Please select	Please select	Please select	Please select	
	Please select	Please select	Please select	Please select	

Interactive Session

- Each Group (Table) to represent industrial park,
- Use the EIP Assessment tool
- Implement step 1 (15 min)
- Implement step 2 (15 min)
- Define top opportunities (10 min)



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