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### Eco-Industrial Parks Industrial Park Managers Training Cairo, 31<sup>th</sup> of May, 2023









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### Welcome and introduction

UNIDO and MoTI









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### Introduction to the workshop and assignment

Mona Hamdi Chemonics Egypt









### The workshop Eco- Industrial Park Managers Training

### Objective:

- To raise stakeholder awareness of the environmental, economic and social benefits of EIPs.
- To familiarize park authority managers with methods and tools for evaluating the current state of the park in terms of EIP performance levels and assessing EIP opportunities to achieve EIP performance levels.





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### The IP managers training is an activity of: EIP Policy Support assignment

### Objectives

- ✓ Create effective policies to support the implementation of EIPs
- Mainstream environmental and social issues into industrial development policies
- Development of the EIP vision and roadmap

### **Success Factors**

- ✓ A combination of international best practices and national expertise
- A participatory approach with actors and stakeholders (multi-stakeholder approaches)
- ✓ Attention to implementation mechanisms and procedures
- Taking into account the diversity in the conditions of industrial zones in Egypt
- Prioritize policy interventions
- Building on the above









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### Overview of the Global Eco-Industrial Park Programme (GEIPP)

Shahenaz Fouad UNIDO





6







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# Introduction to Eco-industrial parks and the international framework

Michael Weber Weber Consulting











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### What is an Eco-Industrial Park?

"A community of manufacturing and service businesses located together on common property. Member businesses seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues.

By working together, the community of businesses seeks a collective benefit that is greater than the sum of individual benefits each company would realize by only optimizing its individual performance."

En la cluster and sustal nable in dustrial development concept Bright B

(Lowe, 2001)

In short, the EIP concept is about creating more resource-efficient and cost-effective industrial zones which are more competitive, attractive for investment and risk resilient.











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### **Different terminologies are used internationally** But all based on same principles and concept



Question to participants: what is the most used terminology in your country?

Source: UNIDO, WBG, GIZ (2017). An International Framework for Eco-Industrial Parks. https://openknowledge.worldbank.org/handle/10986/29110.









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### Key components of eco-industrial parks





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### **Development of an International Framework on EIP**









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International Framework can be downloaded from:

https://www.unido.org/sites/default/files/files/2021-04/An%20international%20framework%20for%20ecoindustrial%20parks%20v2.0.pdf









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### **UNIDO EIP Assessment Tool**

### Rationale for the tool:

- The management of an industrial park plays a crucial role in the daily operations of the industrial park property, ensuring the continuous implementation of EIP opportunities and engaging with the park's stakeholders, including resident firms, communities, and regulating bodies.
- An effective park management structure is a key requisite for a successful EIP development.
- It is important for park management to understand their performance against international EIP benchmarks to identify gaps and take action on EIP opportunities which are achievable and can generate substantial benefits (e.g. economic, environmental, and social).

### Objectives of tool:

- Assess an industrial park against the International Framework for Eco-Industrial Parks (UNIDO, WBG and GIZ, 2017 / 2021)
- Identify and prioritize EIP improvement opportunities for industrial park
- Plan, manage and monitor EIP opportunities









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### International EIP Performance Requirements

- Requirements: key topics and sub-topics which are considered relevant as components and requisites of Eco-Industrial Parks and their performance
- Focus on key impacts, rather than focusing on detailed requirements which may differ per industrial park
- Include indicators which can be monitored, managed or influenced by the park management or companies











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### **Overall Framework for Describing Eco-Industrial Parks**



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION





Process of continuous improvement: Going beyond the minimum EIP requirements















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### **Overall Framework for Describing Eco-Industrial Parks**

Park management					
Park management	Park management exists to deal with park planning, operations, management, monitoring.				
Park planning	Master Plan (or equivalent planning document) for industrial park exists and reviewed periodically				
Environmental performance					
Water reuse, efficiency	Proportion of total industrial wastewater from firms in the park are reused responsibly within or outside the industrial park [50%].				
Waste re-use/recycling	Proportion of solid wastes generated by firms, which are reused by other firms or outside [20%].				
Social performance					
Social infrastructure	Essential social infrastructure is provided in the site master plan and fully operational.				
OH&S management system	Proportion of all firms in the industrial park with more than 250 employees that have a well-functioning OH&S management system [75%].				
Community outreach	Number of outreach activities implemented by the park management [2 activities per year].				
Economic performance					
Local employment generation	Proportion of total workers employed in industrial park who live within daily commuting distance [60%].				
SME development	Park management entity allows and promotes the establishment of SMEs that provide services and add value to park residents.				





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### Practical Examples Worldwide











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### Need for customised solutions and opportunities



#### Each industrial park is unique









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### Contribution of eco-industrial parks to the circular economy

A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.





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### Greenfield versus brownfield

#### Development of new eco-industrial parks

- + Optimise design of park from start "blank canvas"
- + Allow for strategic planning of parks across country
- Uncertainties about industry mix and needs
- Upfront investments for eco-industrial initiatives



#### Optimising existing industrial parks

- + Build upon existing industry initiatives
- + Certainty about industry mix and needs
- Retrofitting existing infrastructure can be costly
- Dealing with "historical legacies"











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### Implementation Handbook for Eco-Industrial Parks

ଜୁନ୍ତିବ	a) Scoping EIP interventions	S	$\bigcirc$	- Ale		
Ø	b) Awareness raising					
S.	c) Policy support	Success	Implementation steps	Suggested tools	Practical	
Am	d) Park management structure	implementation			examples	
~~	e) Upscaling resource efficiency and industrial synergies					
	f) Performance monitoring and benchmarking					
Scopin	g & concept (Pre-) feasability	Design & construction	Operation		Redesign & optimization	
g) Capacity building						



UNIDO (2018). https://open.unido.org/api/documents/7523639/download/UNIDO%20Eco-Industrial%20Park%20Handbook\_English.pdfb



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# UNIDO's EIP Toolbox



#### UNIDO's EIP Toolbox is freely available online

https://open.unido.org/projects/C6/projects/170222











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### Benefits and motivation of EIPs

Ahmed Yahia Chemonics Egypt











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### Key benefits of eco-industrial parks



Reduced **use of** raw materials, water, energy and chemicals (toxic)

Minimized green house gas emissions and release of pollutants

Reduced waste through resource circularity Reduced economic, environmental, social risks

- Improved competitiveness and profitability
- Shared recycling facilities
- Creation of good-quality jobs
- Improved workers health and safety
- Increased quality of life for communities Better access to new technologies and finances









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### Key barriers for eco-industrial parks



- ✓ Lack of suitable policies to encourage EIP development (both command and control, and fiscal incentives).
- ✓ Lack of policies to encourage clean technology development and adoption.
- Lack of transparency surrounding industrial regulations and enforcement.
- Regulations not applied universally, leading to competitive disadvantages.
- Limited capacity of stakeholders to engage with more favorable regulatory frameworks.
- > Technological and socio-economic barriers
- Institutional and organizational capacity

→ Lack of consistent translation of national economic development policies into laws, regulations, and governance at the industrial park level.









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### Key barriers for eco-industrial parks



- Park management entity and firms lack finance to implement pollution prevention mechanisms.
- High upfront capital costs with longer term returns on investments limit implementation.
- Limited financial support for innovative processes and environmental measures to improve park infrastructure for the benefit of firms.
- Park management is not entrusted with mandates and budgets by tenant firms.
- Long lead times and disruptions when installing new technologies.
- Limited understanding of the benefits of socially responsible business practices.
- / Lack of research funding







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### Key barriers for eco-industrial parks



- Lack of internal resources and technical workforce.
- Lack of motivation for continuous improvements in moving toward an EIP.
- Lack of experience in dealing with developers and authorities.
- Lack of capacity for energy conservation and pollution prevention, or awareness of their cost saving potential.
- ✓ Lack of stakeholder communication channels.
- ✓ Lack of management resources.
- ✓ Lack of indicators and guidelines.
- Lack of external support from owners, value chains, communities and international organizations.









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# Promoting EIP to Attract Investors and New Tenants

Ahmed Yehia Chemonics Egypt









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# Promoting EIP to Attract Investors and New Tenants

- An EIP help investors increase their profitability and resource efficiency (for instance through recycling, water re-use and renewable energy integration or monitoring of energy consumption)
- EIP offers tenants an easier route to compliance and meeting commitments
- Numerous multinationals and exporting firms have water, energy and waste commitments which are easier to meet in an EIP











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# Promoting EIP to Attract Investors and New Tenants

- ✓ An EIP offers investors access to shared resources such as energy, material, and water
- EIP can be translated into much needed services for wastewater treatment and waste management for instance
- EIP assists factories in improving their management practices and cost control
- An EIP helps investors improve employee retention and loyalty









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#### PARK MANAGEMENT 75% (Basic) park management services 25% Monitoring and risk management 100% Planning and zoning ENVIRONMENT 33% Management and monitoring 22% Energy 17% Water 0% Waste and material use Climate change and the natural environment 40% SOCIAL Social management systems 39% 57% Social infrastructure 0% Local community outreach ECONOMIC Employment generation 100% 44% Local business & SME promotion 78% Economic value creation

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# Egypt Experience

- Based on CE database and GEIPP assessments 7 Egyptian IP performance varies significantly between 20% and 60%
- Most zones taking the assessment have aspirations to improve above 70%
- Scoring from highest to lowest
  - ✓ Economic
  - ✓ Park management
  - ✓ Social
  - ✓ Environmental









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# Typical areas of improvement in Egypt

- Conduct surveys to understand current and potential tenants challenges and needs
- Develop EIP policy statements, vision, mission, roadmaps, develop EIP committee and targets
- Regular meeting with tenants on joint EIP and RCEP activities leading to stronger engagement and dialogue
- Development of KPIs, reporting lines, responsibility matrices
- Customer care SOPs and reporting lines
- Awareness raising services



Park Management Increased Score







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- Increased energy efficiency and renewable energy inclusion in shared infrastructure (street lighting, last mile electricity distribution, water supply and treatment)
- Investment in shared RCEP investments (heat recovery and exchange, shared cooling, heating, compressed air, utilities, etc.)
- Waste management services



- Facilitation of industrial symbiosis
- Linking with service providers, green finance
- Assistance in benchmarking and monitoring











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- Develop BDS for SMEs either directly through capacity building and consultancy or through linkages to support programmes
- Assistance in government compliance and paper work including licensing, certifications, social insurance, tax reporting etc. (on site officers or linkages with providers)
- Facilitating access to finance and banking services through attracting banks to open branches on site or advising and linking firms particularly to green finance facilities
- Assistance in accessing joint supply, creating databases of suppliers and B2B linkages for stronger value chain integration











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- Arrange joint transportation services for blue collars and workers in general
- Jointly implementing CSR programmes for stronger and more focused and coordinated impact on surrounding communities
- Develop vocational capacity building programmes addressing common skills gaps for labor and workers tenants face
- Improving social infrastructure by investing in on-site health care facilities (clinics to manage emergencies for instance) and day care for women with children working in the industrial zone
- Assistance in hiring and gender inclusion activities








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#### Industrial park operation

# The roles of park management for successful development of EIP

Michael Weber Webers Consulting







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#### Swiss Confederation **Building Blocks of an Industrial Park** Industrial park contracts $\checkmark$ ✓ Available land Implementation of national policy Road system Governance $\checkmark$ Compliance Infrastructure ✓ Supply and disposal networks Investor engagement $\checkmark$ Pipelines and conveyors $\checkmark$ Community regulations / By-laws ✓ Digital infrastructure Site master planning **Energy Management** ✓ Site Marketing / investors attraction Utilities ✓ Water Management Site development ✓ Local business and SME promotion ✓ Waste and Material utilization $\checkmark$ Site planning ✓ Maintenance Facility management Creation of cooperation networks Management Cooperation / ✓ Security ✓ Business development services ✓ Incident / emergency management ✓ Formation & management of clusters of the site Joint services Fire brigade Information platform $\checkmark$ ✓ Monitoring & risk management ✓ Recruitment of qualified workers **On-site** logistics ✓ Pre-job and on-job training ✓ Inbound and outbound logistics Logistics / access Human resources ✓ Ambulance and first aid ✓ Transportation of workers ✓ Social infrastructure & services ✓ Access routes ✓ Workers well being



38









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#### 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 infrastrucrture
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









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# 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> <li>Silent land owner</li> <li>Committed to park development</li> </ul>
Operators of facilities / Investors	<ul> <li>Focusing on their business</li> <li>Controlled by parent company abroad with limited freedom</li> </ul>
Operators of the park / infrastructure	<ul> <li>Industrial developer</li> <li>Industrial park operator</li> </ul>
Regulatory authority	<ul> <li>Governance that legal requirements are complied with</li> <li>Guideline / supervision that national industrial park policy is implemented</li> </ul>

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







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#### Contractual establishment of EIP operator - example











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# 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







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#### Key functions of park management

Management park property / service provision to tenants

Engagement with stakeholders and business representation

Facilitate ongoing and sustainable development of park

Monitoring and enforcement of Key Performance Indicators









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#### 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, <u>illustratively</u>:

Park managem	ent	
Park	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.
services	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).
	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
Manitaring	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).
and risk management	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.

26/11/2023



45



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#### How the Toolkit Contributes to Transition to Eco-Industrial Parks









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#### **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





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### Assessment, Identification and Implementation of EIP Opportunities

Ahmed Yahia Chemonics Egypt







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### **UNIDO EIP Assessment Tool**



Open EIP Assessment Tool

https://hub.unido.org/sites/default/files/publications/UNIDO EIP As sessment Tool EIP International Framework

EIP\_Assessment\_Tool\_EIP\_Framework\_2.0\_indicators











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#### EIP Assessment for a Industrial Park (IP) Develop Roadmap Develop **Opportunities** Gap Assessment Identify breakdown of each opportunities into opportunities – take actions – define endorsement on **Conduct interviews** responsibilities – Define opportunities – Define with park time frame – Define achievability and level management – Data needed resources of interest – Highlight collection – Determine KPI's Benchmark with best practices









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#### **EIP** Assessment for a IP Develop **Opportunities** Gap $\checkmark$ Assessment **Conduct interviews** $\checkmark$ with park management – Data $\checkmark$ collection – Benchmark with best practices

Develop Roadmap

- Series of interviews with operation team, CRM, Sales and CEO,
- It should be supported with evidence,
- ✓ It is determined for each pillar,
- ✓ Endorsement on benchmark







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# EIP Assessment for a IP

Develop Roadmap

#### Gap Assessment

Develop Opportunities

Identify list of opportunities – take endorsement on opportunities – Define achievability and level of interest – Highlight short-term opportunities Mandatory opportunities,

- ✓ Optional opportunities,
- Set meeting with park management to get feedback and endorsement,
- ✓ Achievability is determined according to park status,







Develop

**Opportunities** 



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### **EIP** Assessment for a IP

Develop Roadmap

#### Gap Assessment

- ✓ 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





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#### 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.













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#### How to use and complete the EIP Assessment Tool?

Tips for completing EIP Assessment Tool

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# UNIDO EIP Assessment Tool

DETAILED INSTRUCTIONS STEPS IN TOOL 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 Assess industrial park current performance, but can also be done for its future intended performance (e.g. 2-3 years). performance against the prerequisites and performance If a benchmark is not met, brainstorm about a specific opportunity that could be undertaken by park indicators of the International management and /or companies in order to meet the benchmark. Write down the consolidated FIP Framework opportunities in the respective cells. For each of the EIP opportunities identified, select a qualitative rating (e.g. Low, Medium, High) of the likely achieva bility, anticipated benefits and interest from park management and companies to work on the opportunity. Select EIP opportunities which Based on the review of the achievability, benefits and interest, come to a consolidated decision for each are most achievable and EIP opportunity on whether or not to select it for short-term action and monitoring. This selection beneficial 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 Plan, manage and monitor performance levels over time progress on prioritized EIP opportunities 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.









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## Assess current and intended performance

	I	NTERNATIONAL EIP FRAMEWORK (UNIDO, WORLD BANK, GIZ, 2017)	STEP 1: A	ASSESSMENT OF IND	OUSTRIAL PARK
Framework are assessed:	Торіс	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
<ul> <li>Does park meet EIP benchmark at present?</li> </ul>	PARK MANAGEN	IENT: EIP prerequisites ("must have for EIPs")			
<ul> <li>What is the intended performance?</li> </ul>		A distinct park management entity (or alternative agency, where applicable) exists to handle park planning, operations and management, and monitoring.	Please select	Please select	
<ul> <li>(Is the park interested/committed to achieve benchmark in 2-3 years time?)</li> <li>Possible responses: Yes, No, Partly, To be confirmed, Not applicable.</li> <li>Insert notes from discussion with park management and key evidence current performance.</li> </ul>	Park management services	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: • 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	









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## Assess current and intended performance

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

Illustrative example











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## Assess current and intended performance

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

Illustrative example









service



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# 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.

II	NTERNATIONAL EIP FRAMEWORK (UNIDO, WORLD BANK, GIZ, 2017)	STEP 1: A	ASSESSMENT OF INI	OUSTRIAL PARK	
	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
MANAGEN	IENT: EIP prerequisites ("must have for EIPs")				
	A distinct park management entity (or alternative agency, where applicable) exists to handle park planning, operations and management, and monitoring.	Please select	Please select		
ianagement IS	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: 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 workhops. • Maintenance and repair workhops. • Common landscaping, buffer zones, street lighting, security surveillance and street cleaning. • Common employee and tenant facilities. • Drownon employee and tenant facilities. • Common defacilitating 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		









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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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#### ✓ Design vocational training program

- ✓ Assessment of employees satisfaction
- ✓ Improve social insfrastructure
- ✓ Improved gender inclusions



#### **Economic**

- ✓ Value added services to SMEs
- ✓ Services to overcome growth challenges
- ✓ Access to finance and improved access to banking services

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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.

	ST	EP 2: SELECT EIP OP	PORTUNITIES FOR	ACTIONING AND N	IONITORING
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	
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Swiss Confederation







Swiss Confederation

#### **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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# Planning and monitoring of prioritized EIP opportunities – Key success factors

Michael Weber Webers Consulting







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#### Planning and monitoring of prioritized EIP improvement opportunities

#### Important to consider for action and monitor plan:

- ✓ How does industrial park currently monitor and manage its activities
- ✓ What are monitoring requirements for specific opportunities?
- ✓ What are current gaps or challenges in monitoring system of industrial park?

#### A template for action/monitoring plan is included in EIP Assessment Tool.

- ✓ This template is an illustrative example how action/monitoring plan could look like and key elements it should include.
- ✓ It is very important to align with existing action/monitoring systems already used by the industrial park being assessed.
- ✓ It is usually better to include the prioritized EIP opportunities into existing action/monitoring systems, rather than creating a new system.











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#### Key success factors for performance monitoring of industrial parks

- Have a clear framework, customised to need and priorities of industrial park
- Allocate clear responsibilities for monitoring ٠
- Enforcement and endorsement of EIP monitoring system ٠
- Be flexible and prepared to revise as working with performance indicators is and ٠ should be a continuous learning and improvement process.
- Have a solid baseline to assess the current state of industrial park and tenants ٠
- Where possible, link to existing indicator sets used by industrial park, companies ٠ and other stakeholders (e.g. OH&S or quality management systems)
- Recognize limitations and uncertainties of the different indicators for the EIP ٠
- Balanced focus on economic, environmental and social impacts of industrial park
- Learn from other experiences and benchmarking from other industrial parks / ٠ countries

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## Planning and Monitoring of prioritized EIP improvement opportunities

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This is template for the action/monitoring plan in EIP Assessment Tool. However, it is important to align with existing action/monitoring systems already used by industrial park











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## Planning and Monitoring of prioritized EIP improvement opportunities



However, it is important to align with existing action/monitoring systems already used by industrial park











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# Planning and Monitoring of prioritized EIP improvement opportunities

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This is template for the action/monitoring plan in EIP Assessment Tool. However, it is important to align with existing action/monitoring systems already used by industrial park









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### Planning and Monitoring of prioritized EIP improvement opportunities

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Example #2: Repair leaks in the steam network	Planned	in 2019			
Example #3: Upgrading of centralised wastewater treatment plant (WWTP)	Planned	in 2020			
Example #4 Establish committee on waste management, environment and resource efficiency	No	Not applicable	Tenant companies are not interested in participating in this committe	]	

This is template for the action/monitoring plan in EIP Assessment Tool. However, it is important to align with existing action/monitoring systems already used by industrial park









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# Planning and Monitoring of Prioritized EIP improvement opportunities

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This is template for the action/monitoring plan in EIP Assessment Tool.

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## Planning and monitoring of prioritized EIP improvement opportunities

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## Planning and monitoring of prioritized EIP improvement opportunities



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## Planning and Monitoring of prioritized EIP improvement opportunities



However, it is important to align with existing action/monitoring systems already used by industrial park









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## Planning and Monitoring of prioritized EIP improvement opportunities

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However, it is important to align with existing action/monitoring systems already used by industrial park











## Planning and Monitoring of prioritized ElP improvement opportunities

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## Planning and Monitoring of prioritized EIP improvement opportunities

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2000 people

well-being of local community

This is template for the action/monitoring plan in EIP Assessment Tool.

However, it is important to align with existing action/monitoring systems already used by industrial park



government office





Chemonics Egypt

Consultants







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# Planning and Monitoring of prioritized EIP improvement opportunities

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#### Worksheet is calculated automatically based on the monitoring worksheet

	Name of industrial park:		
Total number of EIP opportunities		0	in total
	- Implemented	0	
	- Planned implementation	0	
	- No implementation (yet)	0	
Electricity savings		0,00	MWh/yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
CO <sub>2</sub> emission reduction due to electricity savings		0,00	t CO <sub>2</sub> /yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
Fossil fuel saving		0,00	GJ/yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
CO <sub>2</sub> emission reduction due to fuel savings		0,00	t CO₂/yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
Water savings		0,00	m³/yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
Material/chemicals savings and waste recycling		0,00	t/yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
Financial savings (in Euros)		0,00	€/year
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	
Return on investment (average payback time)		0,00	yr
	- Implemented	0,00	
	- Planned implementation	0,00	
	- No implementation (yet)	0,00	

### Planning and Monitoring of prioritized EIP improvement opportunities

Summary of impacts

This is template for the action/monitoring plan in EIP Assessment Tool. However, it is important to align with existing action/monitoring systems already used by industrial park









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## Learnings from applications of International EIP Framework

Transformation into an EIP is a process of continuous improvement



Where are we now, where do we want to be, and how do we get there?"









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### Practical example: East London Industrial Development Zone, South Africa











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## Practical example: East London Industrial Development Zone, South Africa











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## Practical example: East London Industrial Development Zone, South Africa

BENEFITS

Summary of prioritized EIP opportunities for ELIDZ

Benefits and Achievability

Low	Investigate centralised     steam generation	Add topic of "Satisfaction with social     infrastructure" to annual surveys.	
Medium		Develop maximum carbon intensity targets and incorporate it in the Master Plan. Overall thresholds should not limit investments.     Develop maximum energy intensity targets and incorporate it in the Master Plan. Overall thresholds should not limit investment.	
		<ul> <li>the ELIDZ.</li> <li>Investigate the construction of a hazardous waste landfill site nearby East London. Potential collaboration with BCMM.</li> <li>Conduct an annual survey with community members on their satisfaction with the community dialogue.</li> </ul>	<ul> <li>Including a focus on water efficiency.</li> <li>Continuously improve waste recycling - ongoing RECP assessments by the NCPC-SA.</li> <li>Identify financial incentives, grant schemes and support programmes to implement saving opportunities.</li> <li>Review an industry clustering concept and infrastructure/utility planning based on industrial synergies and eco-industrial park practices.</li> </ul>
High		Rain water harvesting.     Work together with BCMM to develop     urban-industrial waste synergies with	and Err principies.     Collaboration with the NCPC-SA on RECP, and IEE     methodologies.     Conduct RECP assessments at company level,
DZ		<ul> <li>Set up a central WWTP plant.</li> <li>Wastewater from the dairy, together with sewage can be intercepted for a potential biogras digester.</li> </ul>	Develop a JUC-year nool ever plan and climate change adaptation plan.     Incorporate the following in the Master Plan: climate change adaptation strategy, energy efficiency and renewable energy interventions,
_		Set up a central WWTP plant	<ul> <li>Develop a 100-year flood level plan and climate change adaptation plan.</li> </ul>

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ACHIEVABILITY







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## Practical example: East London Industrial Development Zone, South Africa

			Proposed actions – Subject to further discussion	on with ELIDZ and	d companies	
	Topic		Key short-term actions	Lead role	Support	Timeline
		A	<ul> <li>Review and decide which priority EIP opportunities identified for ELIDZ are worthwhile to assess further.</li> <li>EIP opportunities identified and prioritized through review of ELIDZ against International EIP Framework and smart solutions (November 2018) (Section 3.1)</li> </ul>	ELIDZ	NCPC-SA	Q1 2020
	Development and promotion		<ul> <li>Industrial synergy opportunities identified and prioritized at workshop at ELIDZ, April 2018 (Figure 8)</li> </ul>			
1	leading EIP example in	в	Discuss and agree on scope of work to further develop most promising EIP opportunities for ELIDZ and its tenant companies	ELIDZ	NCPC-SA	Q1 2020
	South Airica	с	Develop marketing strategy / material positioning ELIDZ as an emerging EIP in South Africa, including the associated economic, environmental and social benefits to the IDZ, tenant companies, and the community.	ELIDZ	ELIDZ communications / marketing team NCPC-SA UNIDO	Q2 2020
	Business	А	Finalize agreements between the IDC, ELIDZ, and the Eastern Cape Non-Automotive Cluster to release IDC funding for SMME developments.	ELIDZ	Clariter	Q4 2019
2	development to support	В	Allocate available land and develop support services for SMME cluster development.	ELIDZ	Clariter	Q2 2020
~	reprocessing of waste plastics by Clariter	с	Follow-up with UNIDO to seek support for Clariter in promoting the waste plastics recycling technology, identification of potential financial mechanisms/investors for commercialization, and create collaborations/synergies with other development projects on plastics recycling.	ELIDZ Clariter	UNIDO NCPC-SA	After successful piloting











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## **Interaction Session**

- Based on assessment in the previous interaction session,
- Select top 3 opportunities according to following indicators:
  - ✓ Achievability,
  - ✓ Benefits,
  - ✓ Interest,
  - ✓ Focus on Short-term
- Develop KPI's and monitoring plan









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## Summarize lessons learned and closing of training







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