

EID ToolBox Quick User Guide

Sustainable Management of Industrial Areas

Brief description of the tool

The Sustainable Management of Industrial Areas (SMIA) approach is designed for implementing an integrated, effective, and profitable management system in industrial areas, which allows for continuous improvement. SMIA is targeted at managers and managing staff of industrial areas, industrial parks, and management units of zones that integrate industries, commerce, and services. SMIA helps beneficiaries to identify “blind spots” in their operations, i.e. inefficient practices and Non Product Output (NPO) at the area level. The implementation of Action Plans leads to “4 wins”: increased organisational effectiveness, environmental performance, economic efficiency, as well as enhanced safety.

Aim of tool

SMIA includes relevant actors and organises an exchange of experiences amongst participants in order to release ‘energy for change’ and implement concrete improvement measures that result in “4 wins”:

- Enhanced capabilities to implement change in the organisation
- Increased environmental performance through improved efficiency in resource use (water, energy, soil, air)
- Reduced management costs and increased competitiveness of businesses
- Reduced risks and enhanced security for persons and goods inside and outside (neighbours) the industrial area.

SMIA helps to identify improvement opportunities and untapped potentials of the industrial areas’ management system and helps to change attitudes, ineffective communication, and co-operation patterns over time. This promotes a continuous learning and improvement process, which extends from the immediate implementation of limited changes to the development of an integrated management system that strives for excellence in services related to economic promotion, environmental and risk management, as well as organisational development. SMIA can also develop bottom-up criteria for good management practices in industrial areas, which might lead to benchmarking and certification.

Content of tool

Starting from a systemic institutional and thematic diagnosis, managers follow a “cycle of change” during training sessions which are designed according to experiential learning principles. The resulting process of organisational development combines a wide variety of organisational management tools (according to the competencies of the trainer) related to good practices for economics, environmental aspects, and risk management.

The SMIA training/consultancy programme is usually offered to a group of managers from 5 – 8 industrial areas or parks who start a process of organisational

development, accompanied by an international trainer and local consultants during 8 – 12 months.

Especially after the second of 4 training modules, improved communication, cooperation, and negotiation skills are applied to relevant thematic issues, including improvement and development of new services.

Applying the Non Product Output (NPO) concept at industrial area level. Participants learn how to identify the Non Product Outputs at the industrial area level in the form of waste, effluents, emissions to air, noise, and impact of transport and mobility.

Utilising the SMIA Manual for Industrial Area Diagnosis. This Manual contains 7 Thematic Maps, which participants use to identify onsite improvement opportunities regarding:

1. Landscape and General (living) Conditions
2. Infrastructure, Transport, Use of soil and sub-soil
3. Emissions, Waste
4. Water and Waste Water
5. Energy
6. Industrial and Natural Risks
7. Construction Sites

The SMIA Manual also contains 4 “interview guides” that can be used with a sample of enterprises, users of the industrial area, neighbours, and institutional partners in order to gather feedback on the management of the industrial site as well as about existing or desired services and infrastructure. In addition, the Manual contains all tools applied during the first training to support the diagnosis of improvement potentials of industrial area management and elaboration of an Action Plan.

Understanding the Cycle of Change. Following the onsite application of the Industrial Area Diagnosis, participants elaborate a list of the area’s strengths and weaknesses. They analyse the actual effects of identified and documented improvement potentials (economic, environmental, organisational, risk, social effects) and their causes. On this basis, measures are developed and their potential effects in terms of the envisaged 4 wins are assessed. A detailed Action Plan is elaborated as the basis for implementation, following the end of the training, network meeting, or on site work session.

Enhancing personal management capabilities. SMIA trains participants in using the presentation, visualisation, moderation, and team-building techniques that are required to implement change in organisations, to enhance existing knowledge and problem-solving capabilities, and to promote effective networking amongst industrial area managers and improved communication with relevant institutions.

Most important steps

SMIA is comprised of 4-5 training sessions that use interactive learning methods based on principles of adult learning for training of full-time managers and eventually voluntary members of governance bodies and relevant institutional representatives. Group training (4 days for module 1; 2-3 days for modules

2-5) is followed by consultancy support onsite and moderated “network meetings” (1 day). Training and consultancy is provided by the authorised international expert and/or locally trained consultants with relevant experience (e.g. CEFE, PREMA® training). Network meetings and a roundtable process with relevant institutions provide a forum for peer consultancy, problem-solving activities, and general support for the change process. All activities are structured, output-oriented, and tailor-made, as much as is needed.

Description of steps

SMIA trains managers to become change agents through improved self-management, communication, presentation, visualisation, negotiation, team work, and conflict management techniques alongside the technical competences concerning the thematic areas of industrial area management covered by the SMIA Manual for Diagnosis and Good Management Practices. Together, these competences are crucial for quick, but effective action, sustainable implementation, transfer of know-how, strengthening of problem-solving capacities, and effective networking amongst the involved actors.

Sequence of application to achieve tool’s goal

1. Introduction to the SMIA approach and its key methodological elements (4 wins, NPO at industrial area level, cycle of change) through a mix of experiential learning exercises, case studies, and presentations
2. Onsite application with the help of thematic maps and interview guides to identify the ‘blind spots’ in the industrial area and untapped improvement potentials
3. Evaluation of the findings from the diagnosis undertaken onsite following the “cycle of change”; under this framework, observations of strengths and optimisation potentials are first analysed regarding their current effects (economic, environmental, organisational, risk/safety, social) and their respective causes. Easy-to-implement improvement measures for major problems and improvement potentials are then developed and their possible costs and benefits are assessed.
4. Development of an Action Plan, including objectives, indicators, activities, responsibilities, and deadlines, which is used for discussion with governance bodies and implementation in the area.
5. The Action Plan is also the basis for follow-up consultancy onsite and ideally leads to new learning cycles, which typically result in more complex and mid- to long-term improvement measures and ultimately leads, step-by-step and bottom-up, to a management system oriented towards continuous improvement, eventually including benchmarking and certification.
6. Participation in 2-4 “network meetings” facilitated by an external moderator where a counselling technique, “Collegial or Group Consultancy”, is used to elaborate effective, profitable,

environmentally-sound solutions and action strategies for problems that occur within the industrial area management operations.

7. Documentation of improvements in the form of a Powerpoint case study/success story that illustrates the problems and its consequences, the improvements undertaken (together with photos showing the before/after situation), and information regarding economic benefits, reduction of environmental impacts, and improvements in organisational capacities and risk and safety. Such case studies can be used for promotion, verification, and data-gathering vis-à-vis indicators/objectives.

Estimation of required resources

Time

The SMIA process requires participation in:

- an initial 5-day training on Diagnosis of Improvement Potentials (including site application)
- 3 – 4 training sessions with analysis of implemented changes, support to overcome obstacles in the implementation of measures, and additional technical content related to industrial area problems or untapped potentials, including development and marketing of new or improved services and improved relationships with the institutional environment
- on site consultancy to support the change process
- 3-4 network meetings (lasting 1 day) which may be combined with joint site visits

Participation in a final ‘public event’ (2 hours – 1 day) where results are presented in the form of case studies.

This whole process typically lasts 8 – 12 months.

Funds

SMIA allows for inexpensive implementation of change in industrial areas or parks. Initial training for managers is free of charge or provided at a symbolic fee, as the positive effects are difficult to quantify in economic terms. In the long run, the training should be either provided as vocational or management training by a relevant public institution or universities or offered on a cost recovery basis by trained and authorised local consultants who ideally should be able to offer related training and consultancy of interest for the companies in the industrial areas.

Expertise

There are currently two international consultants who can provide expertise and training on SMIA. Edith Kürzinger (KuerzingerEdith@aol.com), who developed the tool and Joyce Miller (Joyce@caprese.org). Edith’s web site is <http://www.prosema.net>.

The following local consultants are qualified to provide training on SMIA.

Tunisia

Hassan Ammar ammar.hassen@planet.tn
Farhat Mammou gmgksarsaid@hexabyte.tn
Salem Fekih fekih.salem@planet.tn

Peru

Natalia Vizcarra angelinavi@proikos.net

The following consultants are still undergoing their own training process and are not yet qualified to train others:

Morocco

Mohamed Ezzine lena_aya@menara.ma
Rachid Chaouki chaoukird@yahoo.fr

Algeria

Youcef Smaili from Algeria smaima1@yahoo.fr

Documentation

All documentation resources can be found in the EID ToolBox from the grid page for SMIA
<http://www2.gtz.de/network/eid-toolbox/tools/smia.asp>.

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