



Session 3: International Contributions to the Transformation of Industrial Parks



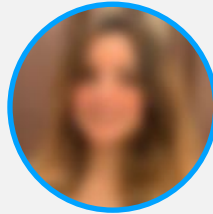
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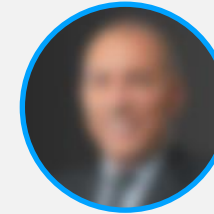
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Implemented by:



SIA Transformation of KSEZ (Kigali Special Economic Zone)

The First Steps

07/05/2023

Stefan Wenske





Agenda

Outlook for 2023 / 2024

1.

Current stage of
the KSEZ

2.

Financial and
operational
sustainability

3.

Check List for
other countries

4.



1. Current Stage of the KSEZ

Requirements for Industrial Parks working according to international standards to attract FDIs:

- Reliable maintenance of infrastructure
- Park Management services
- Monitoring System
- Spatial planning and zoning
- Central Waste Management

Further requirements for a successful transformation to an Eco-Industrial Park to enhance environmental and social performance:

- Social Infrastructure
- Circular Economy practices



1. Current Stage of the KSEZ

5. Professional legal and business advisory services

4. Resource efficiency, One-stop centers

3. Zoning, M&E System, waste water management

2. Facilities, business-related services for tenants, training services

1. Basic infrastructure maintenance, standard procedures, incident management

Current Fields of Intervention



2. Financial and operational sustainability

Lack of Financial and Operational Sustainability:

Previously (until 2022):

- Relying on income through sales of land plots
- Steady income through lease of land limited and not growing

→ Loss of Income must be compensated through other sources



Growing clusters and an increasing number of companies in the value chain attracts bigger companies with higher demands and service requests. To cope with this pressure, the park operator must anticipate these requests and build up a service portfolio in advance.



2. Financial and operational sustainability

First steps to meet requests from tenants:

1. Offering business-related services to tenants
 - Bankable maintenance services on tenant's premise
 - Trainings for workers in the park, e.g. language training, pre-job training, safety at the work place, etc.
2. Defining Standard Operational Procedures
 - Maintenance plans and schedules to increase efficiency
 - Incident management, e.g. in case of fire
3. Set up a Customer Relationship Management System
 - Prerequisite and crucial part to introduce business services, such as trainings (from point 1.)
4. Transportation service for workers



2. Financial and operational sustainability

Project Time Line:

06/2023

03/2024

12/2024





3. Check List for other Countries

Check List to keep in mind for the operations in your industrial area:

- Do maintenance services meet international standards, are SOPs in place?
- Are there other services offered by the park?
- Is there a system in place to approach customers?
- How does the park operator refinance itself, publicly subsidized?
 - Does the business model entail timely limited income streams?
 - Are there adjustments in place to cope with lack of financial sustainability?
- Are there feedback mechanisms for investors to the park management in place?
- Are there already facilities and other amenities in place?

- If you have successfully passed the first 2 levels of the pyramid, then
 - Is there a functional waste management in place (level 3 of the pyramid)?
 - Are there already more advanced services planned or offered (level 4 or 5 of the pyramid)?



Thank you

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