

Message from the developers and experts participating in the training course on (Eco)-Industrial Estate Management and Planning (EP-EIE 16) to the Round Table on Developing (Eco)-Industrial Parks in Andhra Pradesh Hyderabad 17 - 19 December 2007

The training brought together a rare mix of all groups concerned in and by industrial estate planning and management. Besides representatives from APIIC, experts and consultants on park construction and management, also the industries themselves participated and expressed their views and interest.

Indian as well as international experts gave inputs on the Indian path of planning and transforming existing industrial estates. International examples for spatial and master planning of industrial estates and parks then provided further platforms for consideration of steps forward.

The discussion of the meeting resulted in an analysis of current problems and shortcomings and a collection measures to overcome those shortcomings and for a more efficient use of available land, human capacities and environmental resources (i.e. energy, water, soil and air) in industrial parks in India. These measures when applied would be a great step forward for (Eco)-Industrial Development in India.

The participants of the experts training hand over these suggestions to the Round Table in Hyderabad. Wishing the Round Table all success our hope is that sound decision-making may be supported and prepared for with our discussions.

Obstacles & Shortcomings

(1) Master Planning of Industrial Parks

- To this day there is no integrated master planning of industrial estates in India. Basically land is being sold.
- Lack of park management: Only in some cases an estate provider is contracted for management purposes or the estate / park provider himself leases out the industrial areas (e. g. Ramky Ltd.) together with compulsory services and facilities (e.g. Common Effluent Treatment Plant, a managed landfill).
- Involvement of all stakeholders in the planning and initial design phases often remains insufficient. The set-up of industrial estates in India is mainly a governmental effort. The targeted industries are rarely taken on board right from the beginning. Thus there is no ground for joint decision-making. If more profitable parks and more efficient use of ground are targeted then a more proactive approach towards involvement of industry is necessary.

(2) Concept & Design of Industrial Parks

- The group has visited the two existing industrial estates Nacharam and Mallapur (both Hyderabad). These estates exist for more than 30 years. After an initial declaration of land as industrial estate they have basically grown through self-organized development. If any thematic contexts have been developed that was at best 'plotwise'. Never has there been a concept development in the sense of a "theme park". Park planning was virtually non-existent at any point of time. This example is not uncommon for Indian industrial estates.
- With strongly accelerating industrialisation it is necessary now to establish well-managed concept phases. They should be based on professional market studies, and on good insights into the possibilities and visions of the targeted industries. On that ground a concept may be derived that involves the industries while seeing them as equal partners and promoting their particular development interests.

(3) Information Policy & Transparency

- Lack of awareness among all network players for major managerial and environmental problems in industrial parks is a common phenomenon. If environmental efforts are undertaken (e. g. establishment of a CETP, a landfill, storm water drainage...) duplication of efforts and unclear responsibilities on (nearly) all levels are to be found. The same holds for community involvement and transparency concerning ongoing development efforts.
- IALAs as representative bodies of the involved industries often do not or are not able to fulfil their assigned role as communicator and integrator. It would be timely and highly desirable if this role in future is accepted and filled with life and action.

(4) The Process of establishing / implementing well-managed parks

- Once a decision has been made for transformation of an existing park it is **difficult to bring all stakeholders together** and design an **effective transformation process**.
- There is a **consistent lack of follow-up procedures as well as of single window clearances**. Since APIIC decided to take action concerning a CETP and a landfill in Mallapur and Nacharam it took now four attempts to collect basic data from the industries in the parks that are needed for construction and planning purposes. To this day the required data is not available.
- Industries are often uncooperative** for fear of costs or even closure in case they do not meet the existing environmental standards and legislation. This fear is counterproductive and needs to be dispersed via active stakeholder involvement and open information.
- On the other hand **law enforcements** are generally far too **weak and inefficient**.
- Last not least **improper interference from political bodies** running after vested interests of individual groups are equally counterproductive and often disturb the process of implementing long needed measures

Concrete Action for Innovation

(1) Training for APIIC, IALAs and Industry

- The **GTZ/ASEM programme** is focussing on **APIIC officials** very successfully building up awareness on management and planning possibilities, the feasibility of providing services and the need and cost effectiveness of environmental measures. This concerns both existing parks and parks to be established in coming years.
- The **training needs to spread into the full organisation of APIIC** and needs to reach all levels of people working in this key organisation for the implementation of Eco-Industrial Development (EID).
- Beyond APIIC also the **other stakeholders** in the overall process have to be addressed and integrated in training programmes. Only by reaching all stakeholders a successful turn to EID is feasible.

(2) Broad Media Supported awareness campaign on EID in India

- A **media campaign** could be designed to inform broader elements of the public and from other stakeholder groups. At least three target groups should be distinguished:
 - (1) governmental organisations and political bodies,
 - (2) industry and private enterprise,
 - (3) the broad public, NGOs, and the media.
- For each target group **key messages** need to be formulated and different media for getting the messages across have to be used (print media, press releases, APIIC news letters, governmental announcements, videos, radio programmes...). A possible supporter for such a campaign might be the Indian Federal Ministry of Industry and Commerce.

(3) Making use of the experience of pioneers

- During the days of the workshop the participants visited the premises of the pharmaceutical company Avra Laboratories Pvt. Ltd. The chairman Mr. Sobanna showed the participants how he has turned the premises into a impressive greenery. The company certainly is a pioneer in this respect. **Its example may be used to spread the idea about proper environmental development and management**. The chairmen of all existing industries in Mallapur could be invited by the company jointly with GTZ/ASEM for an informal weekend 'cocktail party' in the gardens of Avra Ltd. Learning by seeing and experiencing can be a powerful tool to overcome existing fears and misunderstandings.
- Such measures could also **pave the way** for pending attempts of data collection and cooperation with industries in the establishment of urgently needed measures such as CETP and landfill, as well as a storm water drainage system in Mallapur.

(4) Regional development plans & spatial planning

- These mechanisms are in place in all European and North-American planning departments. In Germany, in particular, spatial planning is a highly developed tool. In the long run **these tools should be adapted to Indian conditions** and used for industrial development all over India.
- A **feasibility study** on what elements might be applicable could build the ground for further applications and would be a great step forward.

(5) Clarification of responsibilities & consensus approach for transformation

- Many Indian stakeholders already are concerned about EID. However, a **clarification of who exactly is responsible** for what tasks in transforming present industrial parks into well managed and eco-friendly industrial parks is in high need. A joint effort for clarification as well as designation of tasks and responsibilities would be a major step forward.
- In the case of the Nacharam and Mallapur experience a **round table with the purpose of clarifying responsibilities** would be welcomed by all actors we were talking to during the days of the workshop.
- This would particularly be important for the **mandate, role and function of the IALA**. Potentials of the IALA model which could foster the transformation process should be identified and capitalized.

(6) Comprehensive approach for transformation

- A **holistic perspective and overview** of all tasks involved as well as for concrete next steps for the conversion of existing industrial parks into well managed parks is to be elaborated. At present this overview is nowhere to find thus the transformation process as such is lacking orientation and clear targets.
- A **feasibility study** on processes for implementation could start with the evaluation of international experiences, e. g. experiences with master planning of industrial sites, and should develop concrete advice on steps to be taken, in what time frames and by whom. Such a study could answer the following pending questions:
 - (1) What can be learned from international best practices?
 - (2) What makes sense under Indian conditions?
 - (3) How to adapt to legal, social and economic conditions in Andhra Pradesh?
 - (4) What are concrete and realistic options for implementation of first steps?