Sustainable and Environment-Friendly Industrial Production (SEIP) Project

Training 2 – master planning workshop Delhi

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Final Report - Training 2

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## Attachments

List of participants
1 Context and objectives

Within the “Sustainable and Environment-friendly Industrial Production (SEIP)” project, GIZ India is working towards improving existing and new industrial estates to achieve environmentally, socially and economically sustainable growth for India. In collaboration with GIZ, Drees & Sommer (trainer: Dr. Anke Jurleit) held a training designed for technical professionals, managers, policy makers, and academicians responsible for following roles:

- Site selection for industrial parks/estates
- Site master planning of industrial parks/estates
- Development of industrial parks/infrastructure
- Management of industrial estates

The aim of the training was to improve the participants’ knowledge and skills regarding the following topics:

- Improved site selection for industrial estates.
- Site Master Planning of industrial estates integrating multiple quality criteria to match international standards.
- Improved planning and designing of basic infrastructure in industrial estates.
- Retrofitting strategies for existing industrial estates.
- Application of Sustainability Standards for industrial estates.
- Strategic thinking for organizational development of their organisations

Contents:

- Siting of industrial estates
- Site Master Planning for development of new industrial estates and retrofitting of old industrial estates
- Planning of infrastructure and sustainability criteria

The training follows the successful application of the training methods in the planning workshop for Vapi (held in Ahmedabad, Gujarat in August).

2 Training structure

Day 1:

- Question round: Participants’ expectation from the three days training
- Presentation: “International case studies and learnings” – speaker: Mr. Raghu Babu, Project Director, SEIP
- “Guidelines for sustainable industrial area, introduction” – speaker: Mr. Raghu Babu, Project Director, SEIP
- “An International Framework For Eco-Industrial Parks, introduction” – speaker: Mr. Raghu Babu, Project Director, SEIP
- “GIZ’s sustainability standards and its application on industrial park planning” – speaker: Mr. Raghu Babu, Project Director, SEIP
- Game of Zones, introduction
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- Game of Zones exercise: Presentation by participants why and how they have prioritised criteria for industrial park planning – by the trainer and Mr. Raghu Babu
  - Importance of social infrastructure, gender equality
  - Theory vs. reality: Practice of industrial area master planning
- User profile exercise – explanation by the trainer, then group work

Day 2:
- Recap of day 1
- Presentation by participants on user profile exercise. Discussion of importance of stakeholder analysis and impact assessment on them. Jury by Prof. Banerjee and the trainer
- Site master planning exercise based on Kevin Lynch’s mental mapping method
  - Site analysis checklist
  - GIZ’s sustainability standards
- Site analysis beyond the boundary: Impact assessment on the neighbourhood.
- Macro level/regional level linkages of the site
- Dot exercise: site analysis based on available infrastructure and proposed infrastructure
- Discussion: Centralised infrastructure vs decentralised infrastructure

Day 3:
- Session at national level SEIP conference: “Overview of the Successful Models: Planning and Retrofitting of Industrial Areas” – speaker: Dr. Jurleit
- “Master planning process of Aleap industrial park, Live project, SEIP” - speaker: Prof. Banerjee
- “Environmental policies in India related to industrial development” - speaker: Dr. Subrahmanyam
- Expectation and learning analysis of the participants
- Q&A session with the trainer
3 Exercises and results

Figure 1 - Participants' expectations

Figure 2 - Working tables during the exercises
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Figure 3 - Presentation of user profile exercise

Figure 4 - User profiles (1/2)
Project review

In general, an in-depth approach to master planning on the basis of existing sites is most relevant for this kind of workshop. Participants have an understanding of the processes, but the application of this understanding to real plans and projects should be the main part of the workshop.

Participants were asked to bring their own project plans for review and discussion in the workshop, but few did so.

One participant brought a (confidential) project plan to be reviewed with the trainer. The level of detail from macro to micro analysis and design proposals was well carried through. However, the following topics would need further revision in order for this project to be...
a model GIZ project:

- Circulation and traffic pattern – studies, hierarchies, destinations
- Blue green and open space infrastructure – definition of typologies and their placement
- Visualization of the project in general (plans, drawings, renderings)
- Plot organization versus campus organization – plots are sold individually. Planning of the campus scale and its importance seem to be ‘forgotten’. The campus qualities (shared infrastructure, open space and traffic systems), which also benefit each plot, should be emphasized more in planning.

5 Participant feedback

Participant feedback was evaluated at the end of the workshop through a quick written feedback session. Several participants also expressed their thoughts via email after the workshop.

Key points:

- The training was very well-received by the participants overall.
- The level of expertise of the trainer and Mr. Raghu Babu were valued highly.
- The sustainability standards and the systematic basic assessment of site qualities presented were both valued highly.
- Several participants expressed that the training was too short to cover the depth and breadth of information that the topic encompasses.
- There was isolated negative feedback about length of presentations vs. length of exercises and case study discussion.
- It was also requested to devote a full day to case studies and the application of sustainability indicators to real projects in future trainings.
- Participants benefited from the opportunity to exchange ideas and learnings with other professionals in their field. The “cross-learning” aspect was greatly appreciated.
Figure 6 - Participant feedback collection
6 Lessons learned

Basis in practice

- Future trainings should focus even more on applying the sustainability standards to a real project. Exercises should be designed in advance by the workshop facilitator based on fully comprehensive site masterplan analysis. In this case, a site visit of the participants to the site under investigation is crucial.

- Sufficient plan material for practical exercises is absolutely necessary. Participants were asked to bring their own project plans, but this did not work out. As a result, there was an insufficient basis for performing some exercises.

- Participants wished for a very in-depth case study, applying the sustainability standards. We recommend using one of the existing GIZ SEIP projects and preparing a detailed analysis and exercises based on this project. Working step-by-step, participants can understand how the standards have been applied in a real project.

Focus on implementation process: participants asked about how to gain control over the implementation process. A further important piece in such workshop would be the topic of process management from construction to operation and maintenance. This complex topic is currently not fully covered in the GIZ Sustainability Standards.

Dual moderation: An Indian counterpart (Prof. Uttam) was very helpful to translate some of the issues based on Indian practice and or bureaucracy.

Length of training: the 3-day training was deemed to be too short to hear and apply the content.

Continued cross-learning: Participants appreciated the networking aspect of the training and the GIZ created a WhatsApp group on Site Master Planning of Sustainable Industrial Parks for more idea and information exchange. It is also planned to create a Facebook page on the same topic.
7 Recommendation for future trainings

Trainers: It is highly recommended to use two qualified trainers to conduct the training. This way, more direct feedback and support can be given during group work, and the workshop documentation can be significantly improved.

Contents: We recommend further development of GIZ Sustainability Standards or guidelines related to the implementation process (from planning to construction to operation and maintenance). This additional content needs to be developed based on the local Indian context (planning laws and regulations, planning processes, political and governmental context) and cannot be done from Germany.

Training structure “based in practice”:

STEP 1 - Introductory content: Introduction of the standards and context, some input on sustainability topics, brief “best practice” projects, group warm-up and user profiles exercises

STEP 2 - Learning the principles: one in-depth, real (Indian) case study applying the GIZ sustainability standards (e.g. ALEAP) should be presented in detail. All the sustainability standards should be applied to the project to demonstrate their relevance and how to use them.

STEP 3 - Applying the principles:

- Option A: Focus on one concrete site (as in the case of Vapi industrial estate training). Groups will apply the sustainability standards to the site in several exercises, then discuss and merge their results.

- Option B: Participants are required to bring their own project plans for group work. A maximum of 4-5 projects can be used in one training. Groups will apply the sustainability standards to these real examples through several exercises and discuss the similarities and differences between the different projects.
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List of participants

1. Aravind Viswanathan: Urban Planner, IBI Group
3. Vaddanapu Krishnaiah: Managing Director, BVM Energy and Residency Pvt. Ltd.
4. Dr. Swati Kothary: Assistant Professor, Institute of Architecture and Planning, Nirma University
5. Dr. Aparna: Assistant Professor, Institute of Architect and Planning, Nirma University
6. Neelanjana Nag: Associate Planner, Jurong Consultants (India) Pvt. Ltd.
7. Silalipi Dash: Associate Planner, Jurong Consultants (India) Pvt. Ltd.
8. Rattandeep Ahuja: Urban Designer, Jurong Consultants (India) Pvt. Ltd.
9. J. Vijaya Kumar Reddy: Environmental Engineer, TSIIC Ltd.
10. Dr. Vinita Yada: Professor, Department of Regional Planning, School of Planning and Architecture, New Delhi
11. Prashant Sood: Senior Manager, IL&FS Clusters
12. Arvind Pratap Singh: Assistant Vice President, IL&FS Clusters
13. Rakesh Kumar Pradhan: Consultant, IL&FS Clusters
14. Saurav Kumar: Junior Engineer, DSIIDC
16. Neha Prakash: Surbana Jurong
18. Dinesh Chahal: RSP Design Consultants (India) Pvt. Ltd.