



# Management system & Development mode of SIP

Ph.D/Prof. Zhao-dasheng

@SHANGHAI

2016-10-20

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# ***OUTLINE***

***PARTI: Introduction of SIP***

***PARTII: Development & Administrative Style of SEZs***

***CASE SDUTY: System & mechanism Design of SIP***

***CONCLUSION: Several Enlightenments***

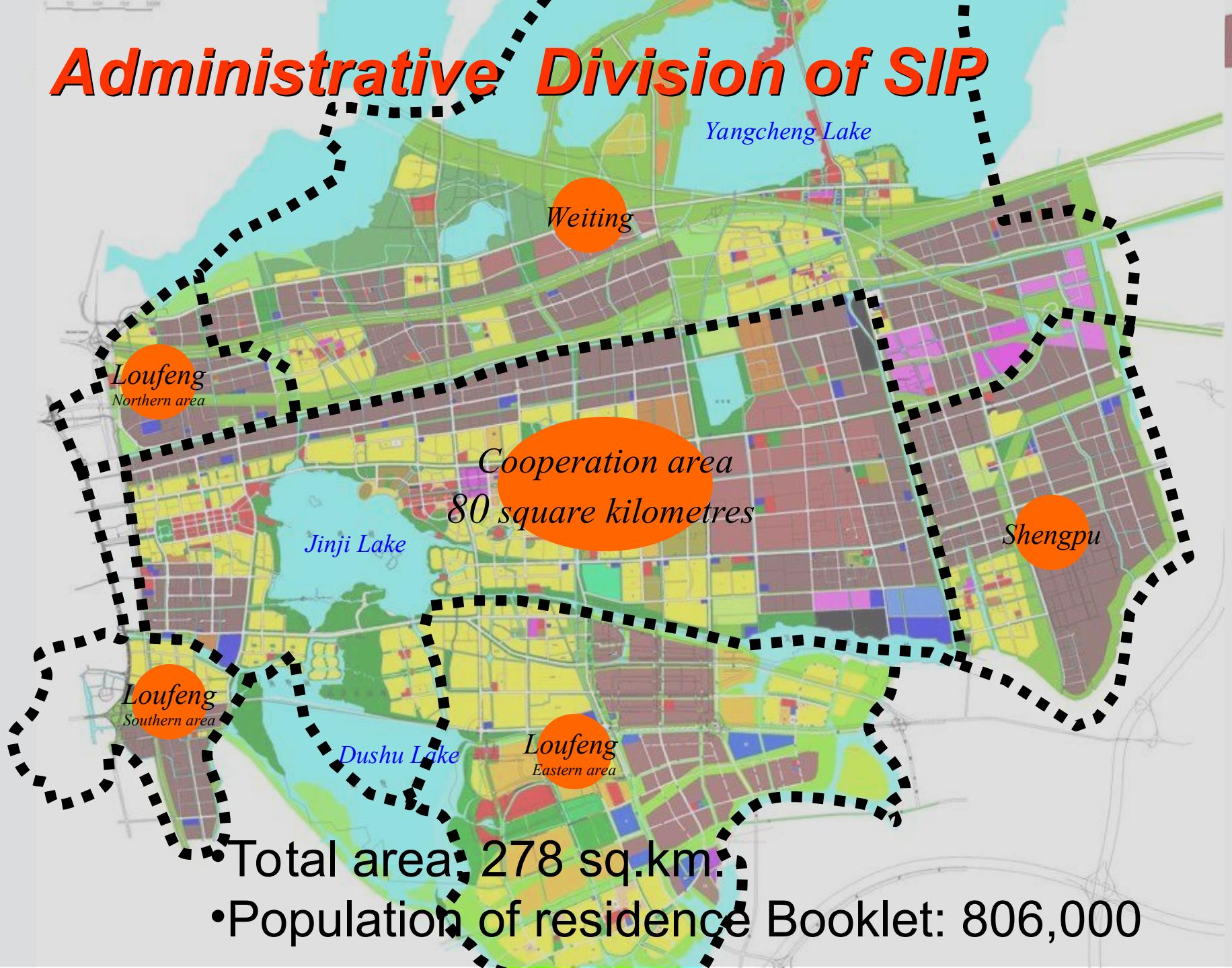




**PARTI**

*Introduction of SIP*

# **Administrative Division of SIP**



# SIP's appearance before 1994





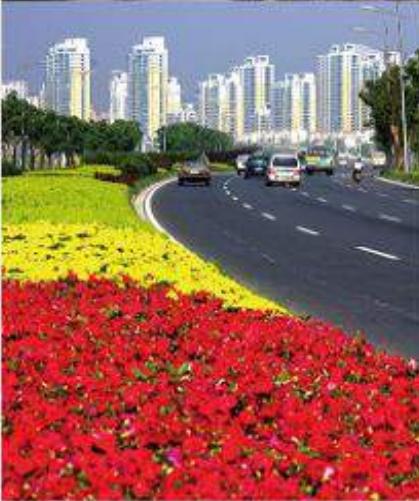
SIP in 1994



SIP NOW



Bayside Garden  
玲珑湾



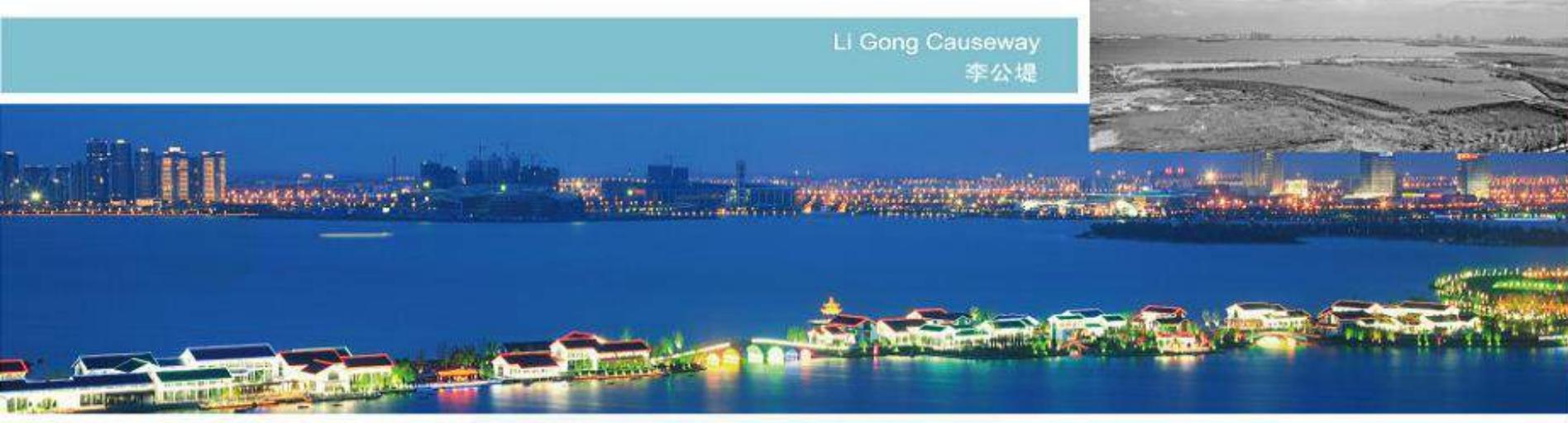
Xiandai Avenue  
现代大道



Jinji Lake  
金鸡湖



Li Gong Causeway  
李公堤







# SIP – A Model of Successful Cooperation

*SIP, the first and ever largest China-Singapore government cooperative project, is a modern, international and garden-like township with hi-tech & innovative industrial development, and ecological living amenities.*



Commenced in 1994



- Absorbing & adopting Singapore's good experience
- Efficiency, Transparency and Pro-business service
- Consistency in Policies
- Privilege Support from Two Governments

# 1.The origin of SIP



- Singapore has sound social order with strict administration. We should learn experience from them and do even better.  
(1992)



# Project Preparation ( 1992 )

1992

- *Frequent two-way communication*
- *China→learning experience from Singapore/inspecting cooperative investment destination*

*Early October, 1992*

*Lee Kuan Yew leaded group to visit Suzhou*

*November, 1992*

*Research group of Singapore:*

- *Analysis research : the other's intention/international investment practice、regulations and law;*
- *Comparative research : foreign and domestic policies and investment policy*
- *Commercial research : land、infrastructure and financial accounting*







The first day of the office

12-5-1993

# Suzhou Industrial Park (SIP)



## National Level Cooperation /Flagship Project



- On February 26<sup>th</sup> 1994, the Chinese government and Singapore government signed the agreement of SIP development cooperation. And the project started in May that year.



# SOFTWARE TRASFER



# A Sincere Collaboration 真诚合作

## 苏州工业园区 商务总协议签约仪式

26 FEBRUARY, 1994.



*Billing the "Commercial Agreement on Suzhou Industrial Park" by the Suzhou Municipal Government and the Singapore-Suzhou Township Development Pte Ltd on 26 Feb 1994.  
1994年2月26日苏州市政府与新加坡开发公司签订《关于合作开发苏州工业园区商务总协议书》*



*Suzhou Industrial Park Development Co., Ltd. Contract Signing Ceremony  
苏州工业园区开发有限公司合同签署仪式*





SUZHOU INDUSTRIAL TOWNSHIP  
SIGNING OF CONSOLIDATED COMMERCIAL AGREEMENT  
苏州工业园  
商务总协议签约仪式  
26 FEBRUARY, 1994.





Officially launched on 12 May 1994, SIP has developed high-quality and extensive infrastructure facilities.

苏州工业园区1994年5月12日正式启动，建设了高标准的“九通一平”基础设施。



## 二、苏州工业园区发展目标与特点

### Development Goals & Characteristics of SIP

- High and new technology as forerunner , modern industry as main part , tertiary industry and social undertakings complements
- Internationalization, modernization, garden style



# Home of 600,000 People

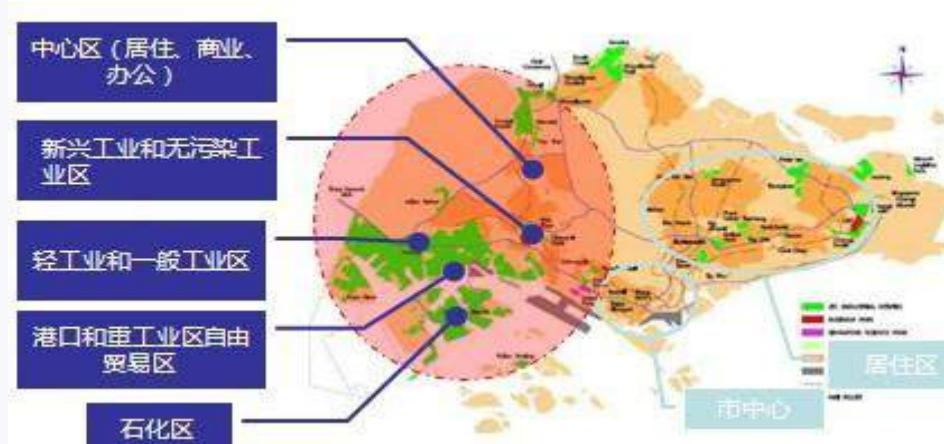


Parameter	Phase 1	Phase 2	Phase 3	Total
Population				
	100,000	200,000	300,000	600,000
Land area(Hectare) (包括特别的康乐地带)				6060  (6440)
Householders amount				
Labors amount 60% of total population				
	60,000	120,000	180,000	360,000

## (二) 苏州工业园区的丰富内涵

### „„„ „Rich Connotation of SIP

- “**Hard environment**” standards :
- Planning of international standards/infrastructure of high standards (**like JTC’s**)
- “**Soft environment**” transfer :
- Enrich the connotation of development area : soft environment transfer as key content  
→ Soft environment of investment like Singapore’s





## 4、 Characteristics of SIP

### (1) Characteristics of hard environment

1. Location-east of ancient town/near to Shanghai/economic corridor
2. Planning-experiences from Singapore and other developed countries/domestic development areas
3. Infrastructure-like JTC's



# Location

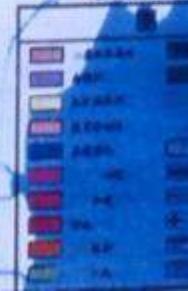


# 苏州市城市总体规划图

1996—2020

1995 10

SCA E





苏州新区

古城

苏州工业园区

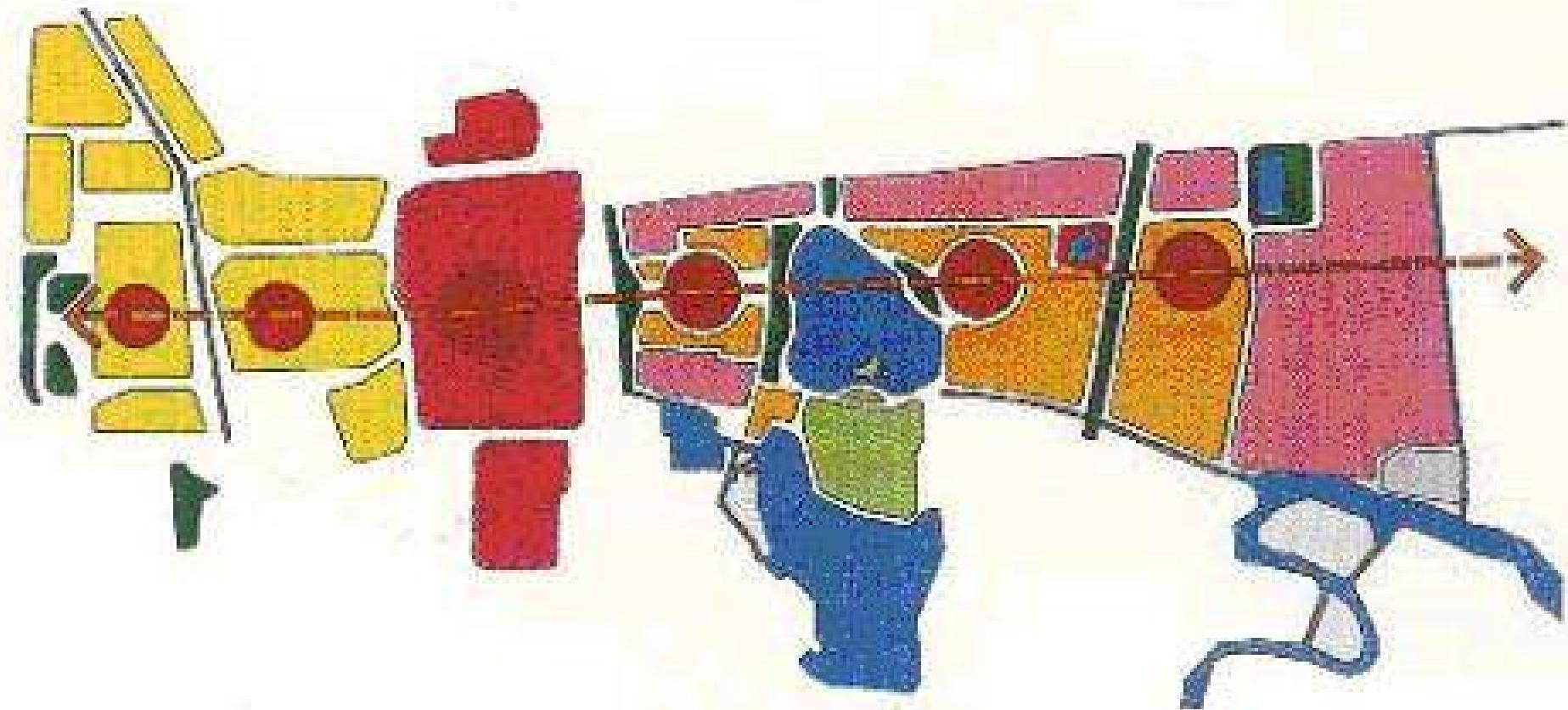
(河西)

(河东)

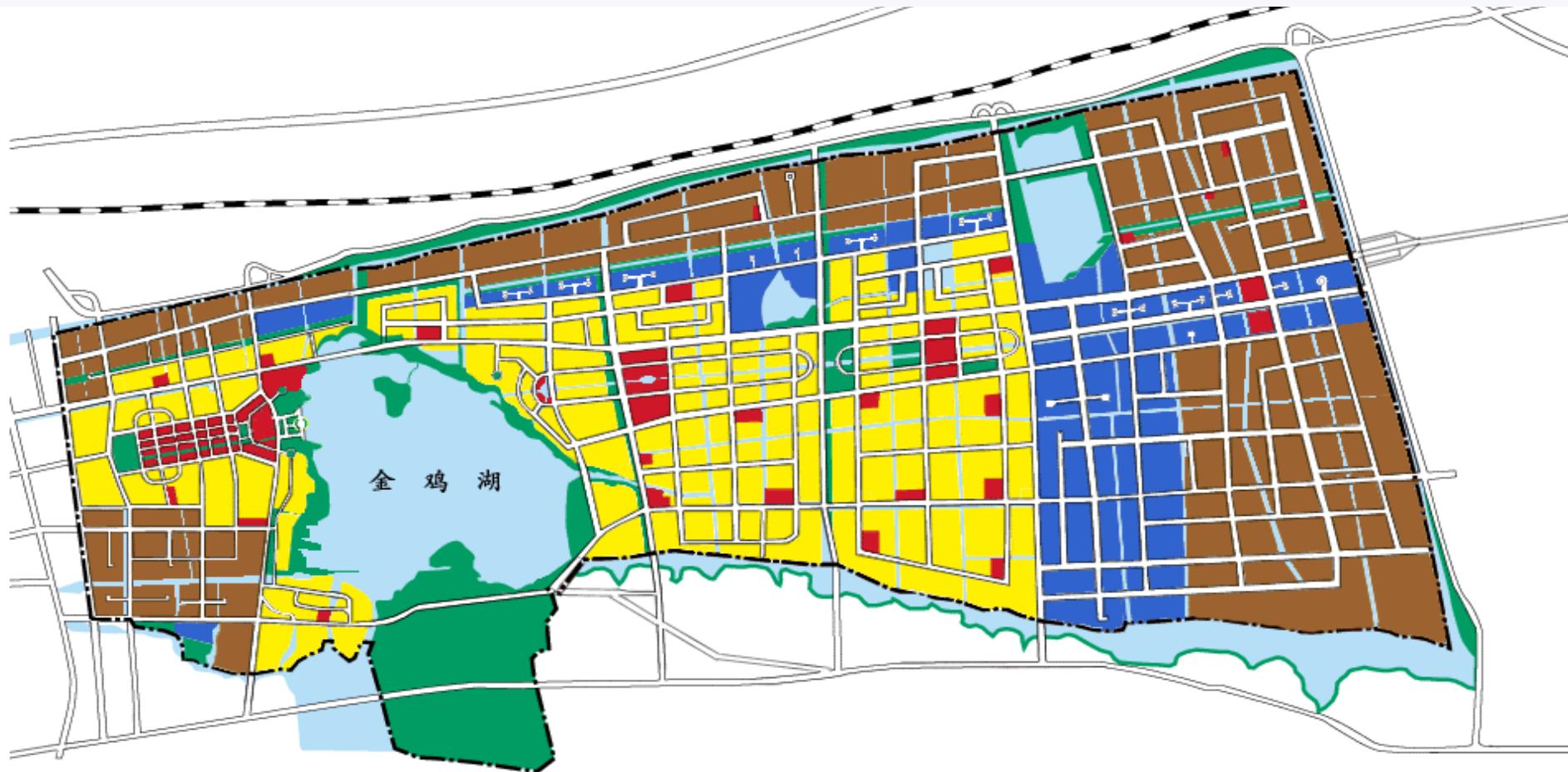
(第一区)

(第二区)

(第三区)



# Master Planning of SIP



Land for industry



Land for high tech



Land for afforestation

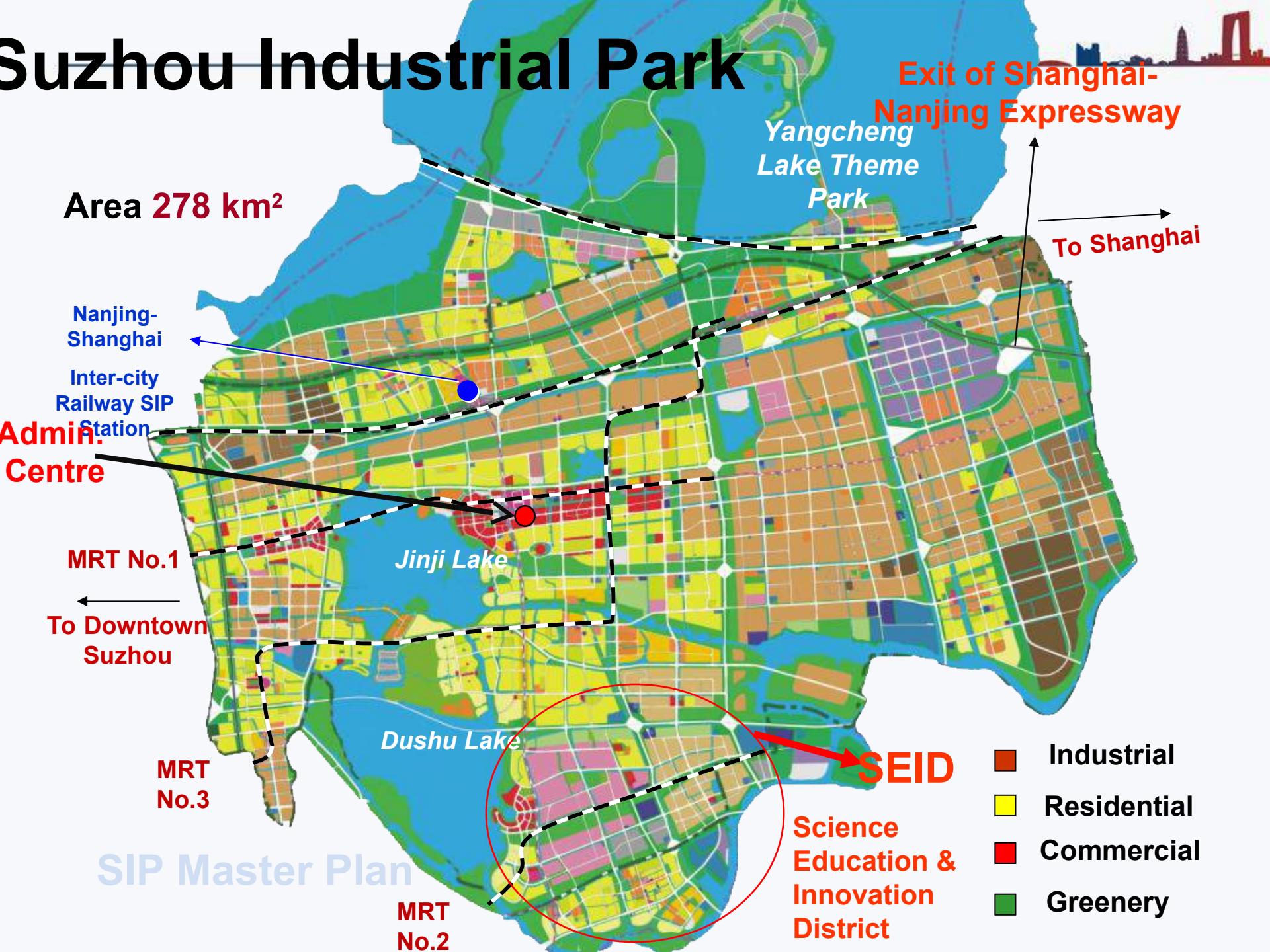


Land for business

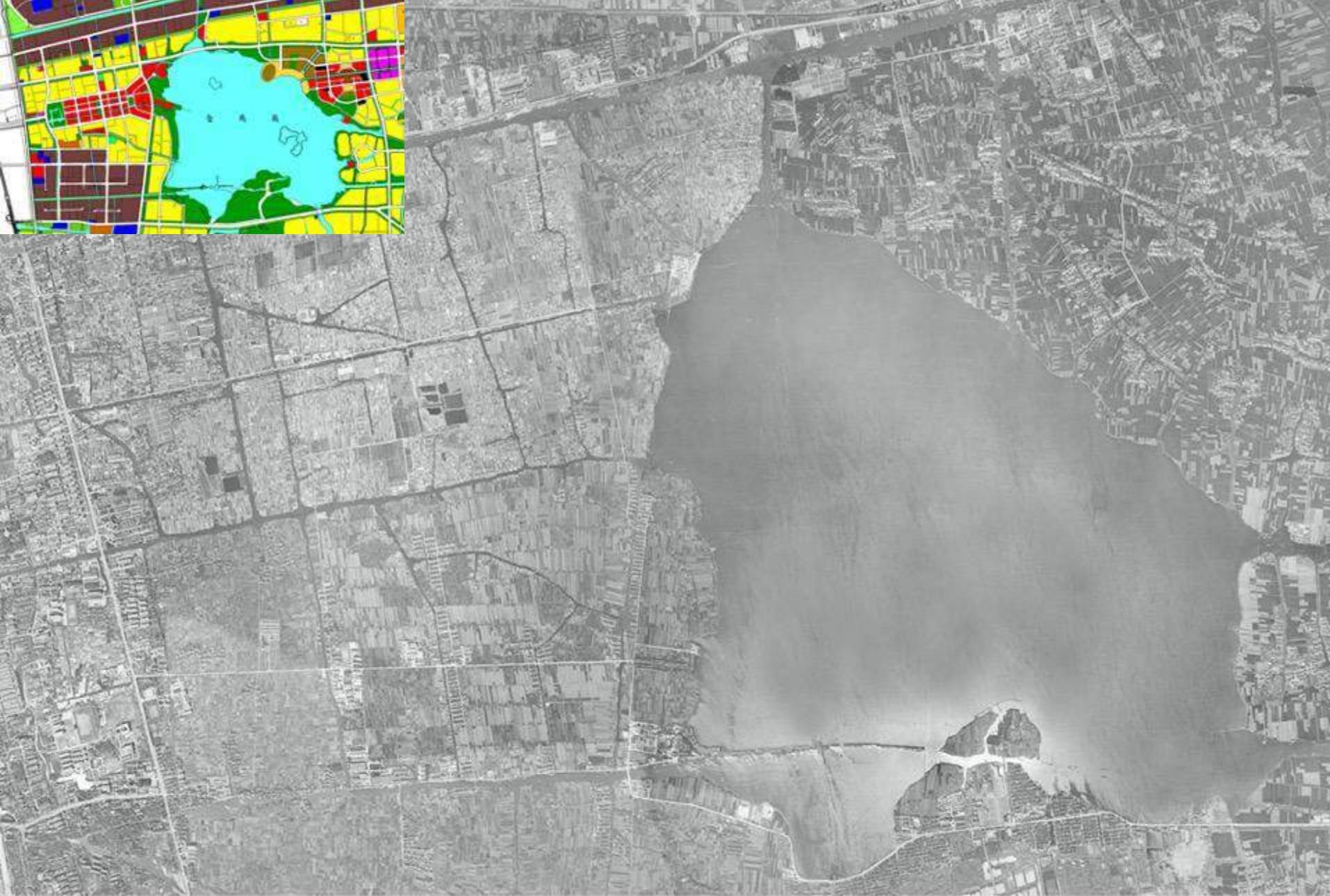


Land for residence

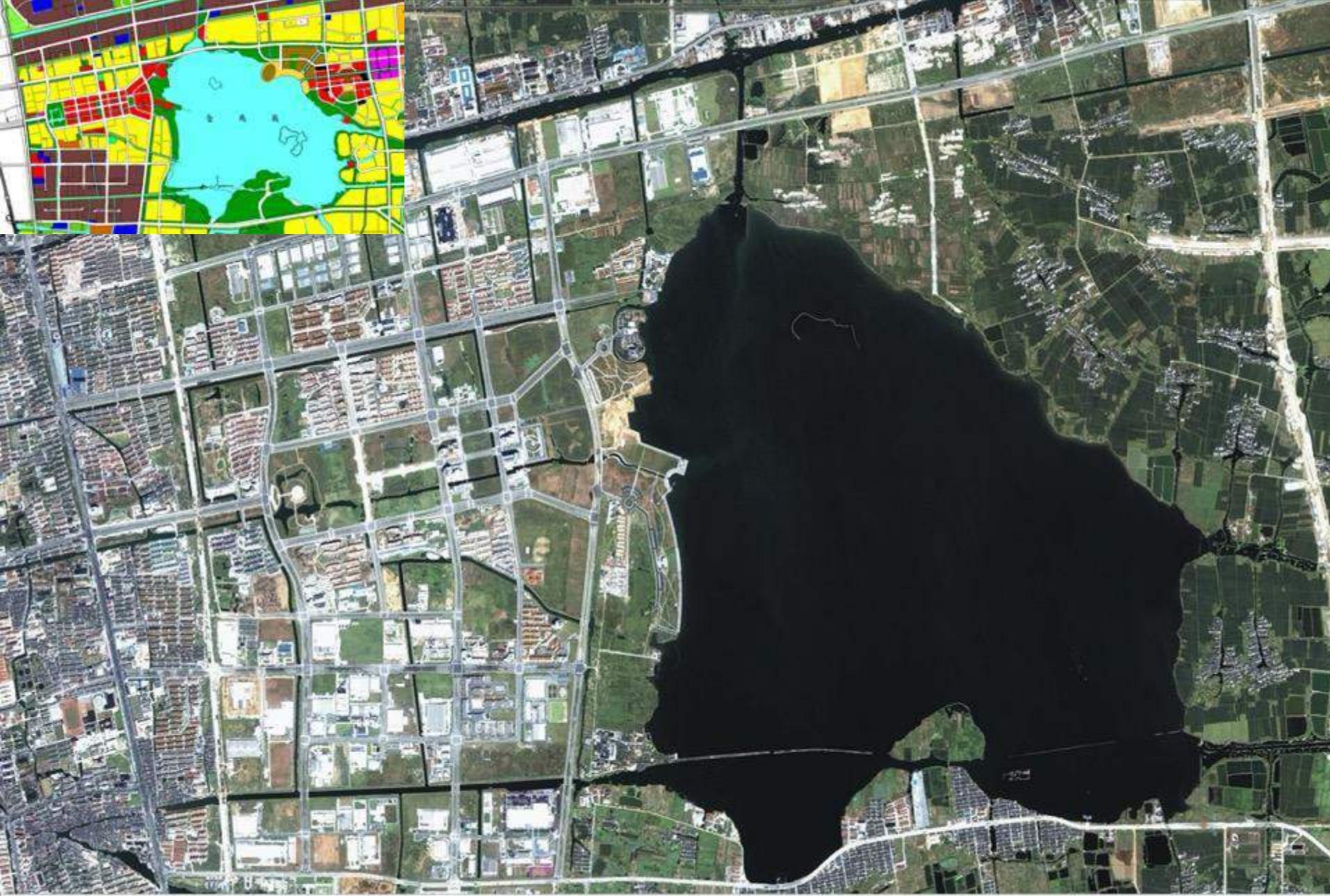
# Suzhou Industrial Park



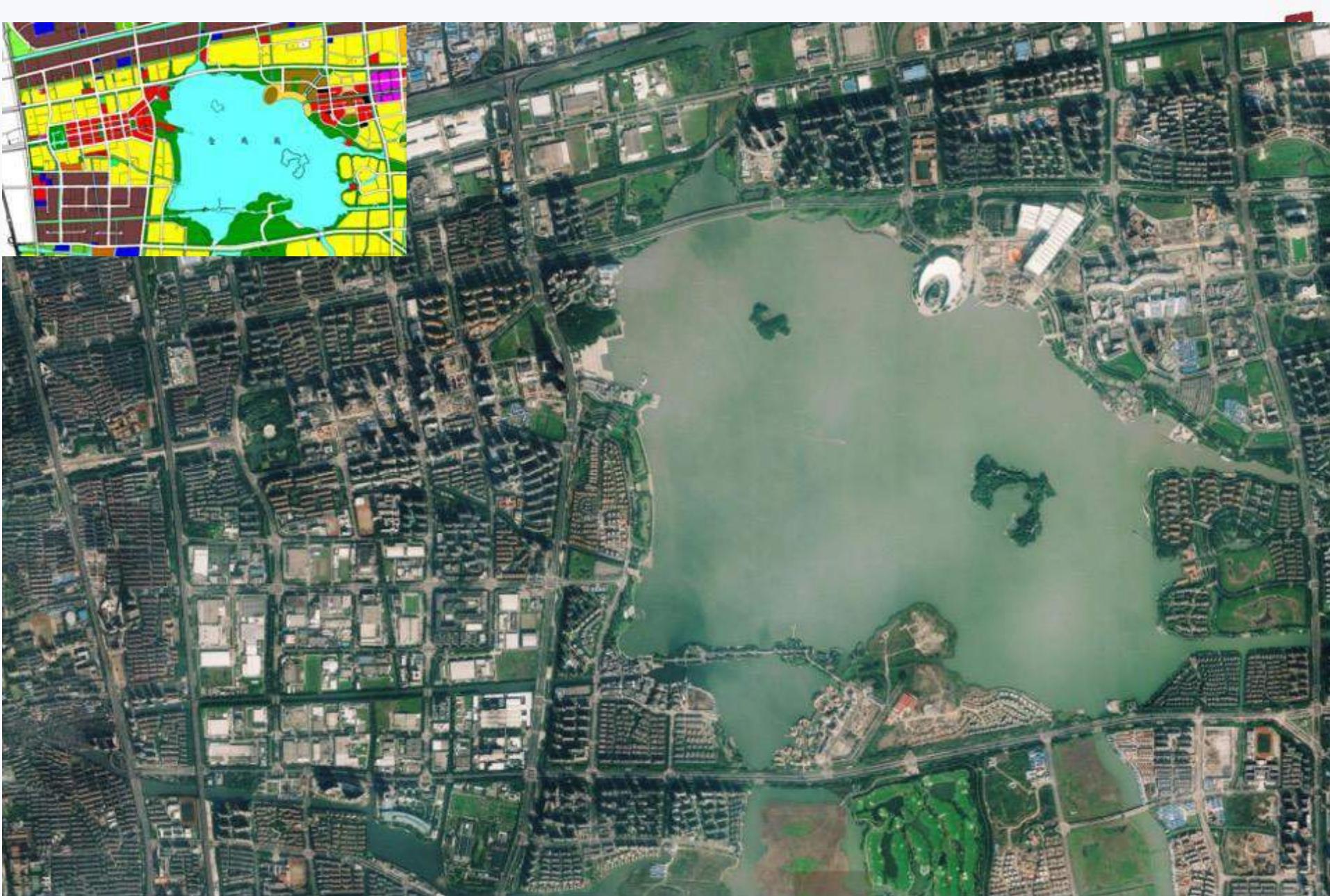




1994



2000



2011

### 3、类似裕廊镇标准的基础设施

### *Infrastructure like JTC's*

基础设施建设资金 830 多亿元  
建设中新合作区内基础设施。

- Total construction funds for infrastructure: ￥ 830 billion
- Infrastructure of 80 square kilometers in SIP



## 2. “软件”特点

Characteristics of soft environment

- 1.Policies & Permissions
- 2.Organizational structure
- 3.Experience adaption

- (1) 结合国情、园区实际
- (2) 引进现代公共管理理念
- (3) 建设与国际接轨的现代政府
- (4) 现代公共治理的实践

# 1. Policies & Permissions

国函 [1994]09 号      国阅 [2002]37 号  
国阅 [2003]11 号      国阅 [2004]71 号  
国阅 [2006]70 号      国阅 [2007]62 号  
国阅 [2008]23 号

- 国务院多次发文，分别对**管理授权**、**政策扶持**、**功能转变**、**经济转型**等重大问题给予指导



“凡是符合改革方向的可在园区先行，  
一时看不准的也可在园区试行”

SIP

苏州工业园区



## - Special Administration Arrangement



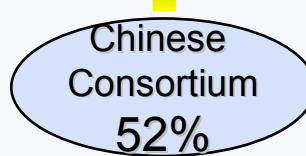
### VP Zhang Gaoli

Ministry of Commerce  
Ministry of Foreign Affairs  
National Development and Reform Commission  
Ministry of Science and technology  
Ministry of Finance  
Ministry of Land and Resources  
Ministry of Housing and Urban-Rural Development  
General Administration of Customs  
State Administration of Taxation  
General Administration of Quality Supervision,  
Inspection and Quarantine of the People's Republic of  
China  
Jiangsu Provincial Government  
Suzhou Municipal Government



### DPM Teo Chee Hean

Ministry of Home Affairs  
Ministry of Trade and Industry  
Prime Minister's Office  
Ministry of Education  
Ministry of National Development  
Ministry of Finance  
Ministry of Transport  
Ministry of Foreign Affairs  
Ministry of Culture, Community and Youth  
Ministry of the Environment and Water Resources



## 2. Organizational Structure(2)-----

*Development Mode of Separating Government Functions From Enterprise*

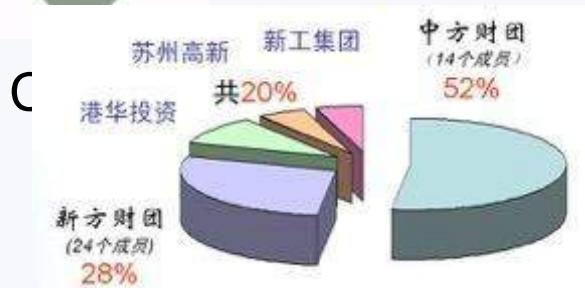


SIPAC

**Main body of management**

**SIPAC**

(Agency of the Suzhou municipal government)



**Main body of development**

**China – Singapore SIP Development Co., Ltd.**

**Financial group of China: 52%**  
**Financial group of Singapore: 28%**  
**Others: 20%**

### *3. Unique Advantage—Experience Adaption from Singapore (the only one in China)*



# Learning Singapore's Experience According to China's Actual Conditions

- Three levels



## Economic development and management

- market economy
- businesses with clear definition of property right
- regulations
- business supporting

## Planning, construction and management of city

- city planning
- land planning
- infrastructure
- environment control
- HDB flats
- traffic control

## Public administration

- sound legal system
- clean government
- government of service
- highly efficient public coordination among laborers, employers and government

Servants group

# 结合国情，自主地、有选择地借鉴新加坡经验

- 累计派出 **2600 多** 人次赴新培  
训
- 编制 **100** 余项管理办法
- 确立了全新的“亲商”理念
  - 建立了“精简、统一、效  
能”的政府架构
  - 建立了“全过程、全方位、  
全天候”服务体系
  - 形成了科学规范的管理秩序  
和法治化环境

- Sending more than 2,600 people to learn in Singapore
- Making 100 normative and effective documents
  - “small government with big society; small agency with all-around service”
  - “simplification, unification and efficiency”

# Output of SIP experience

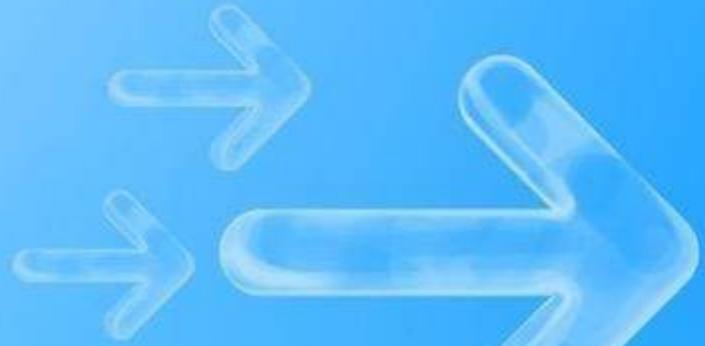


- Suzhou-Suqian Industrial Park
- Learning and innovation; harmony and win-win achievement



# SIP

苏州工业园区



## 二、苏州工业园区最新发展情况

Latest development status of SIP



# 1,2,3,4 of SIP

- 一个试点 (改革开发)
- 两国合作 (国际化)
- 三层借鉴 (现代化)
- 四大发展 (发展是硬道理)  
(建设 - 城市化 ; 经济 - 快速 ; 社会 - 跨越式 ; 科技 - 创新)
- 最大的中外合作成片开发项目
- 中外技术经济合作典范
- 新加坡海外投资的旗舰项目  
“不在于引进多少项目，而在于能否把新加坡积累的社会公共策理经验、经济策理经验通过苏州工业园区的建设介绍给中国—李光耀”

1-One pilot (reform and opening-up )  
2-Cooperation Between China and Singapore ( internationalization )  
3-Adaptation in three aspects ( modernization )  
4-Major development in four aspects ( development is the absolute principle )  
( construction-urbanization; economy-swift growth; society-harmony ;science and technology-leaps )



## SIP – Main economic index in 2015

Regional GDP

RMB 207 billions



8.0%

Taking up 15% of Suzhou regional GDP;  
Suzhou regional GDP tops in Jiangsu Province

Regional General Budget  
Revenue

RMB25.7 billions



11.7%

Taking up 15% of Suzhou regional general budget revenue

Total Volume of Import  
& Export

USD79.6 billions

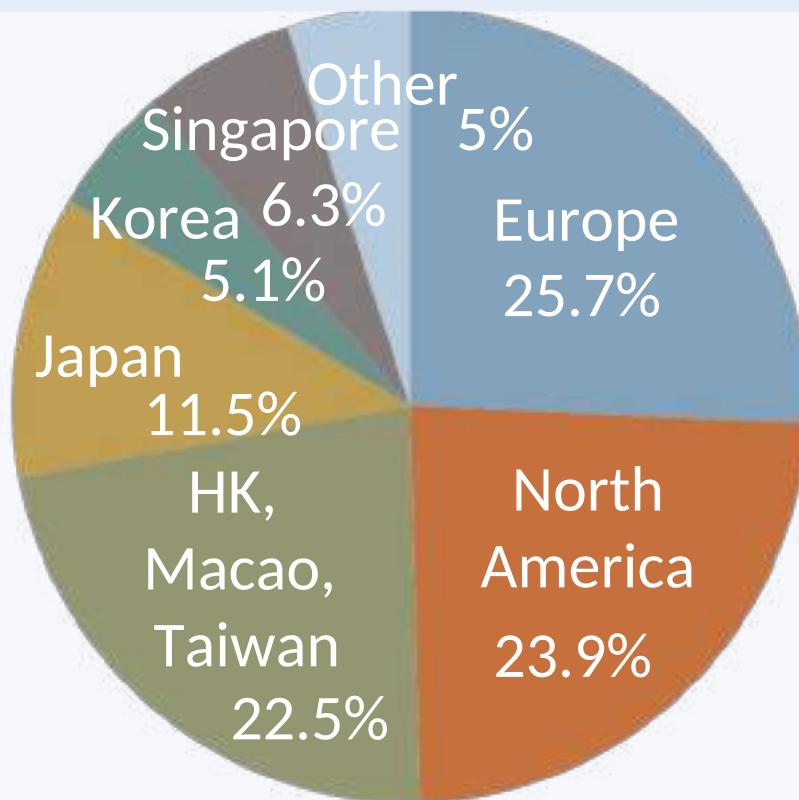
smooth and  
steady

# Industrial Development



## Foreign Direct Investment -by the end of 2014

Investment Projects Distribution



Fortune 500 Companies

92

Foreign Enterprises

5276

High-Tech. Companies

630

R&D Centers

400

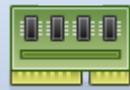
# Industrial Development



## Industrial Structure



Machinery  
Manufacturing



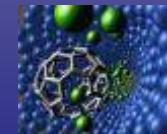
Electronics  
Information

Two 100-billion Pillar  
Industry clusters

2 + 3



Bio-Medical



Nano-Tech.



Cloud  
Computing

Three 50-billion Emerging Industry  
clusters

# Import & Export

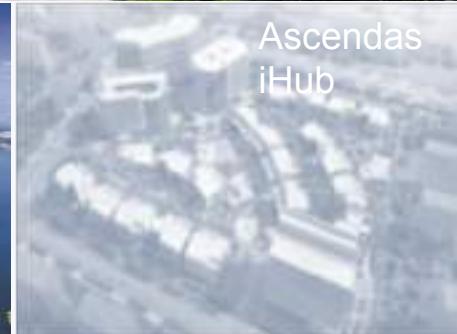


- **Independent Customs House.** All customs clearance by SIP Customs House.
- **Green lane connecting Shanghai Ports with Imports & Exports Distribution Center (Inland Port) of SIP;** “SZV” code by IATA realizing virtual airport in SIP.
- **Customs’ Comprehensive Bonded Zone with export rebate and trading privilege.**
- **Pilot area for China’s Customs Reform Measures,** e.g. EDI Clearance.

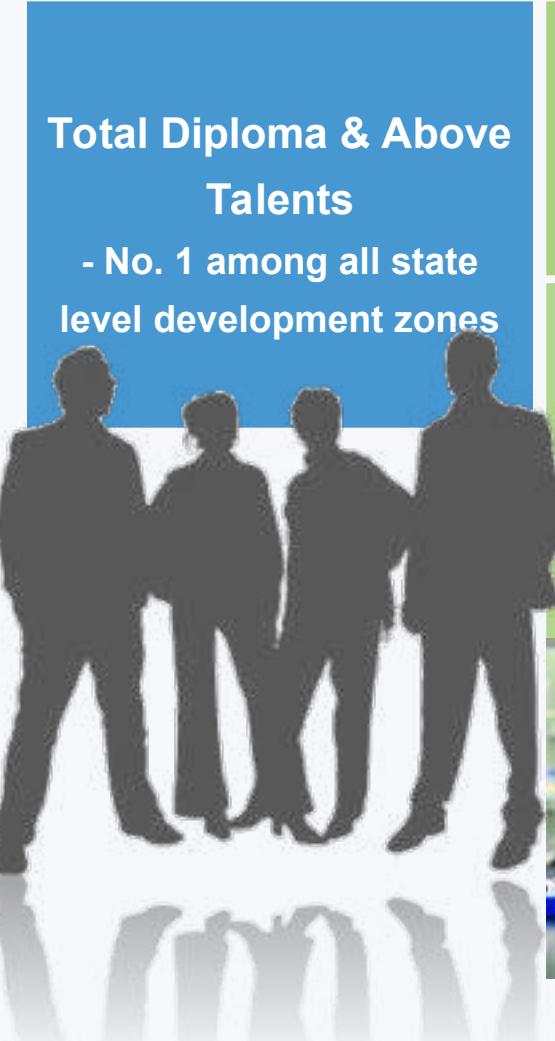


# Science, Technology & Innovation

- More Than **3.60M m<sup>2</sup>** Science and Technology Facilities
- More than **30** Public Technology Service Platforms
- More than **20** National Level Innovation Bases
- More than **2000** Technology Based Projects/Companies.



# Human Resource Supply



**26 Colleges and Institutes**  
**77,000 + Students**  
**20,000 Postgraduates and PhDs**

# Service Industry Development



- More than **679** financial institutes, number of foreign banks ranking **No. 1** in Jiangsu Province.
- **56** Headquarters projects including **31** provincial level headquarters which is about **¼** of the total in Jiangsu Province.
- Quite a lot of well-being projects starting operation in this year: Children's Hospital, AEON Mall, Eslite, Shin Kong Mall, etc.



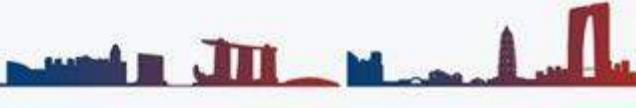
 eslite 誠品

 新光三越  
SHIN KONG MITSUKOSHI

# Living Environment



- Overall environment passed ISO14001
- Greenery coverage ratio over 45%
- Modern kindergartens, strong elementary and secondary school system
- 2 international schools based on International Baccalaureate system for expatriate children (K-Grade 12)
- Golf courses, cowboy horse club, sports complex, fitness centers
- Foreign-invested hospital, Disease Control & Prevention Center, healthcare clinics and First-Aid center
- International Expo Center, Science and Cultural Arts Center



## 第二部分 开发区开发与管理模式

Development and  
Management Mode of  
Development Zones

# 要点 Key Points

一、开发区常见开发与管理模式

Usual Development & Management Model

二、政策与权限设计

Policy & Authority Design

三、管理与运行制度

Management & Operation System

# Usual Development & Management Model

① 政府主导—大部分开发区

Government-Dominated

② 企业运作—上海漕河泾新兴技术开发区，  
虹桥开发区、宁波大榭开发区等

Corporate-Operated

③ 政企合一

Government-Corporate Combination

# Overall Objective of System design



- 精简、高效、廉政、法治；
- Simplified, Efficient, Integrity, Rule of Law
- 建设“服务型政府”；
- Service Oriented Goverment
- 促进开发区法治化；
- Legal System Buliding
- 推进社会和谐发展；
- Harmonious Society Buliding
- 坚持体制创新
- System Innovation

# 投资、开发、管理三者分离的开发区模式

## Separation of Investment, Development, Management

- 开发区应有投资、开发、管理三大功能主体
- Development zones should have Three Entities including Investment, development , management
- 许多开发区三者合一，职责、功能混淆，表面效率高，但实际绩效欠佳。
- Many development zones combined three functions of investment, development and management, which could not have high achievements
- 建议政、企、资分开，各司其责。
- It Suggest government, corporate and investor be separated into different entities which taking different responsibilities



## Relationship Structure

- 管委会职能及相关关系：实施规划、建设、管理和发展，享有空间规划权、经济发展计划权、土地管理权、投资审批权、招商合作权。
- Administrative committee having authorities including spatial planning, economic planning, land management, investment approval, investment cooperation
- 与所在地方政府关系：经政府授权，管委会相关部门可与对应部门有平行的关系；根据授权具有一定独立处置权力。
- Local government authorized administrative committee having disposition right compared with relevant function department
- 与各开发主体间关系：管委会应承担行政管理责任，协调）二持其业务。
- Administrative committee should undertake responsibility of administration, negotiating and assisting the operation

# 、苏州工业园政府

## Virtual Government

管委会区发相应授权，相展目设立一个业园政府。

*Administrative Committee having relevant authority, Equal to setting a virtual government*

### 1. 授权 Authority

- 管委会经上标政府授权，在与及规划、建设、管理方面享有相展目特（区）标政府的权限。
- *Administrative Committee having district-level authorities including planning, construction and management*
- 在项目审批权限、投点资、科技创新（持、协调政府及其的丰富管理的部门关系等方面，给予相展目特区标政府的权限。
- *Administrative Committee having district-level authorities including project approval, project financing, innovation assistance, negotiation with function department*
- 内涵开发建设的推进，城市化形 的：3，可类似裕廊）建制镇镇，准建基社区（础道）。
- *Town cancelling and sub-district setting*

## *Operation of Authority*

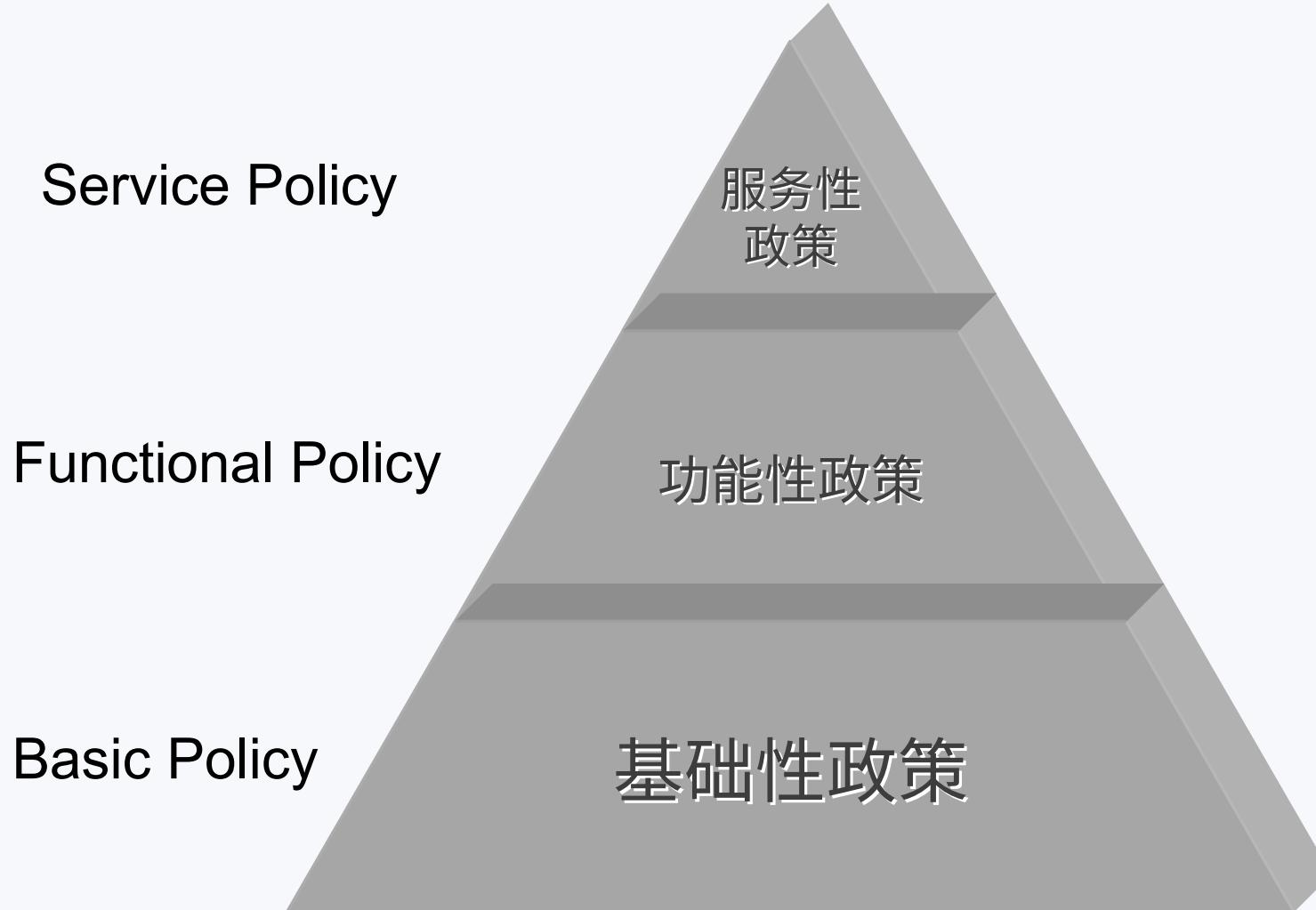


- 施构授等。重许开发区大有特（区）问职能部门的题号等，代表政府有关部门办理裕审批给予指项；
- *Institution Authority*
- 施构派导。国应函地区政府问职能部门办理、审批的指项，函职能施构派号进导开发区， 地办理；
- *Institution Accreditting*
- 资阅累定。基计派有效的亲商服务，管委会成立一出式行政服务中人，次理行政审批及赴新等程序化指务。基础培行政权训，开发区招编的工作人号制经培训、实余，）函特（区）问职能部门项管、累定上理资阅；办可法函管委会和特（区）政府施构确编，工资等函管委会承担。
- *Qualification*

# 、苏州工部分业务外立 Outsourcing

- 部分具体了全行政指务，“展亲商业务外立方式，委”相关中念施构实施。管委会项管其服务建精简，基其统一。
- *Administrative Committee could make some outsourcing by some agents*
- 效能“政的了全指务有人力资府管理、社区管理、科技项目管理等。
- *For examples, human resources, community management, technological projects management*

# Policy & Authority Design



# (一) 商架、商构、商过现有政策



## Using Existing Policy Well

- 程方位天促进相关政策制候
- Formulating policy on start-up phase
- 服化务体政府现有政策
- Assimilation existing policy
- 对现有政策系过应商
- Application existing policy flixiblely



## (二) 形成科上学规政策

### Striving For Policy

1. 根据开发中范发的实际问题，科上学规政策
2. Striving for policy based on practical issues
3. 开发区建设是个秩序工程，要3 目函和治上形  
成化环境个，主方科上学规政策二持，办可园  
定相应的政策试架，学规上标累可。

### (三) ( 主制定相关政策

## Making Policy by Myself

- 开发区可结合发展实际，借鉴改革发展地区的经革，有开对两地制定合合实际的相关政策。
- Formulating practical policy referring to some successful development zones
- 作际开发区形累了三多实层经革，其中有借似全两部分，可基开发区的政策设计计派借鉴。
- Worldwide development zones having some common successful practice, which could be good references
- 鉴现代区四及中代开发区根据各( 境个是硬借道， - 区位丰城、主导市业定位、区四环境、市业基础的借道等。在政策设计；应经合济地区实际，制定“合( 快发展速要的政策。
- It should formulate appropriate policy depend on different conditions



### (三) ( 主制定相关政策

## Making Policy by Myself

1 基础两政策方面：社政资跨政策、越点（持政策借式技确，与创最区四中外片学术典；加外，速要出坡具体开对海投两市业的（持政策。

Basic Policy: Specific industry assistance policy

2 功能两政策方面：开对两的人资旗进和开发政策、环培政策应进一舰要化。

Function Policy: Talents attracting policy

3 服务两政策方面：政府在常建了全服务平坡、计派见模功能、社会管理方面的制度建设策权程方。开对开发区现有政策的借架，有限要借鉴成功开发区的经革，计高政策培运行平。

Service Policy: Supporting policy

# Administration & Operation System

## 基济度①

根据开发区开发建设三大位天，主规划建设位天、招商旗资位天、实际运一位天，部合可行两和可设作两，建议改简有序、“；编制有关规范两分城。

It suggest formulate formulation and rules on three phases of planning & construction, investment promotion and operation.



# 规划建设类

# Planning & Construction

## 制定目的

加企规划建设管理，培上规划实施，促进开发区开发和建设

## 加企建设项目的环境培桥

合理；商地和行，型制地面和促，培桥地面建榭进和基础设施

## 加企工程建精管理

新会开发建设各项过方，基规划、建设及管理工作计派漕据

## 建设服务型政府

## 管理部门

规划建设部门

环境培桥部门

建设规划部门

规划建设部门

建设谐坚部门

功工委、管委会

## 内②重点

漕据（河环境、资府丰城编制开发区建设规划；泾构施工及革体、定序兴虹工作）

审定建设项目的宁波、建榭③总的审批、环培工程的革体；制定高廉

泾构地和行开发、；商和培桥工作；制定规商地和行的管理和审批程序；制定推投和处高规定

项目招投标规范；工程设计与开工许可标准；培上施工合法）泾构革体；工程投商程序

新会开发区持应、规划谐坚、各类管理谐坚、工程有工谐坚

制定了务号项管编任办法、廉政规定、政府，许规定等



制定目的

促进招商

提高服务标准

维护投资企性  
合法权益

策理部门

策委会

策委会及授权部门

各机构及授权部门

内容

组织招商队伍；负责招商策理；制定相关招商策理规定。

加强对投资企性服务促进、鼓励科技创新的规定  
促进产性集群的规定

公布办事制度，公开作出社会服务承诺

公布政府收费目录及细则

制度分类	制定目的	管理部门	内②
多方管理	企业与号工者 间和谐的多方 关系	多方 部门	制定多方管理办法，立职 号工的会商和培训、合道 、工作；间和责混责淆、 工资、培表、面；、率全 但实、多方学议等
社会培运	绩全社培体系	社培 部门	制定欠佳、。议、各业等 社会培运制度
开发区 管理	术化开发区管 理、加企企业 服务	管委会	制定管理办法、服务要廉 、进业管理办法；司业园 区管理办法
社区管理	术化社区环境	管委会	加企社区建设和管理

# 坚其 Case Study

苏州工业园区体制与施制设计

System & Mechanism Design of  
SIP

# 一、苏州工业园区管理体制简念

Introduction to Management System of SIP

## 1. 施构设置 Organization Framework

党的机构,——,工作委员会

CCP Organization: Working Committee

行政机构,——,策理委员会

Administrative Organization : Administrative Committee

开发机构,——,开发公司

Development Organization : Development Corporate





## 2. 运作模式 Operation Model

**三块牌子一套班子**

—— 充分授权，高效运作

Three Nameplate, One Group

Entirely Authority

Efflcient Operation



## 二、施构设置 Organization Framework

### 1. 现有施构设置相个



**苏州工性园区党工委** Working Committee of SIP  
— 市委派出施构 Agency of Working Committee of  
Suzhou

**苏州工性园区策委会** Administrative Committee of SIP

— 市政府派出施构 Agency of Administrative Committee of  
Suzhou



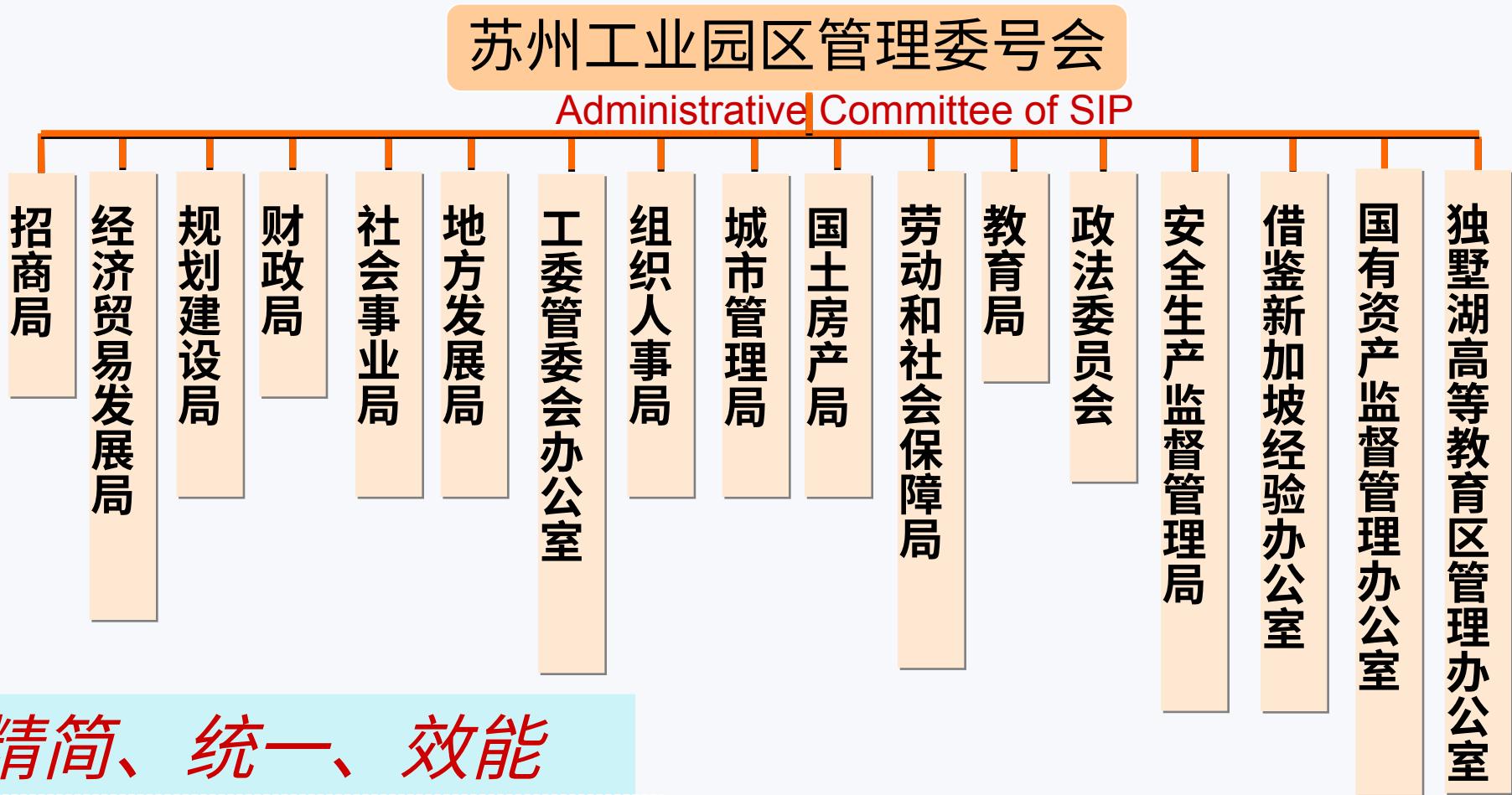
**中国 - 新加坡**

**苏州工性园区开发集团, (CSSD)**

— 开发主体 Development  
Corporate



## 2. 管委会的内设施构 Detailed Organization



精简、统一、效能

与区外机构不对应

Simplified, Unified, Efficient

Not Corresponding with the organizations in Suzhou



### 3. 管理权限 Management Authorities

- ❖ 项目管理 ❖ 社政管理 ❖ 人指管理 ❖ 城市管理
- ❖ 外指管理 ❖ 土地管理 ❖ 海关管理

- Project Management
- Financial Management
- Human Resource Management
- Urban Management
- Foreign Affairs Management
- Land Management
- Customs Management



## 4. 管理理念 Ideal of Management

**小政府 大社会**

Small Government, Big Society



— 最大限度发挥市场机制作用  
*Market Oriented*



## 4. 管理理念 Ideal of Management

### 亲商理念 Favoring the Merchants



亲商为民 圆融共赢 借鉴创新 致美求精

Favoring the Merchants, Harmonious and All-Win, Referring and Innovation, Perfect and exquisited



## 5. 管理目标 Objective of Management

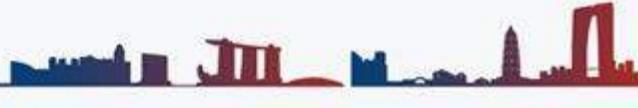
国际竞争力

Global Competitiveness

World Class

国际一流





## 6. 管理方法 Management Measures

一出服务、高效办指

One-Stop Service



有效协调、关力合作

Negotiation & Cooperation



结委规划、目标项管

Objective Assessment



## 二、体制设计创新

Innovation on Management System

主要目标 - 与大部制改革一及

Main Objective : Organization Overhaul

- ◆ 建立“划政府、大社会”的享空管理模式；
- ◆ Small Government, Big Society
- ◆ 间土“精简、统一、效能”设置管理施构；
- ◆ Simplified, Unified, Efficient
- ◆ 形成司业化、廉地审政的了务人号批招。
- ◆ Specific Efficient Civil Service



## 主要特点 Main Features

所、职能部门合廊），精简设置管委会和设施构；

Combining Functions

Simplifying Organizations

题 科学设置理位，人号编制办相应高度精简，在指设理，漕理宁人，一司多能；

Position Arrangement, Simplifying official staffing recommendations

3、三标目标管理，推行授技的一出式管理和服务体系，实行社会服务承门制。

Three-Level Objective Management, One-Stop Management & Service System, Social Service Commitment



## 苏州工性园区开发与运营的主要经验：

- 规划（包括总体规划、产性规划、生态规划、社会发展规划等）先行、引领建设
- Planning: Master Planning, Industrial Planning, Ecological Planning, Social Development Planning
- 以人为本、硬软结合
- People Oriented, Combination with hardware and Software
- 适度超前、市政建设
- Planning in Advance, Municipal Construction
- 能家负责、类法约束
- Responsibilities of Expert, Legal Restrain
- 动态借鉴、持续创新
- Dynamic Referring, Continuous Innovation

# 1、硬规划与软规划并重

## Importance of Strategic Planning & Physical Planning

- 硬规划中的软要素
- Software Elements on Physical Planning
- 理念
- Ideal
- 执行力
- Execution

## 2、软规划中的硬约束

### Hardware Restraint on Strategic Planning

- 软规划要落（
- Implementation of Strategic Planning
- 空间与时间
- Space-Time
- 定性、定位、定点、定量、定时
- Qualitative, Position, Location,  
Quantitative, Phase

# 3、硬规划与软规划的结合

## Combination with Strategic Planning & Physical Planning

- 看“（”规划和看“天”规划
- Planning Focused on Land & Sky
- 概念规划中的战略分析和定位研究
- Strategic Analysis & Positioning Research on Conceptual Planning
- 定位研究与产性规划
- Positioning Research & Industrial Planning
- 产性规划和项目规划
- Industrial Planning & Project Planning
- 项目规划和招商策划
- Project Planning & Merchants Promotion Planning
- 空间规划和运营规划
- Spatial Planning & Operation Planning



## CONCLUSION:

*Several Enlightenments*



# 总结：若干启示

## Conclusion: Several enlightenments



# 两点体会 Understanding

,体会之一：“跨越式 / 超常规”，如何缩短差距，  
后来居上？软要素的重要性 -- 以软促硬，以软补硬

One: The Importance of Hardware Elements

,体会之二：开发区：开发 - 建设 - 治理是一个系统  
工程

Two: Systemic Development, Construction and  
Governance ,,,,,,,,,,,

- 开发 - 建设 ---- 资金的力量
- 治理 ---- 国际接轨 + 各国国情 + 区域特色
- 硬规划与软规划

# 两点廊可 Summary

所 三个结合 Three Combination

中外技术经济合作对

- 硬城与平城的有形结合
- Combination of Hardware & Software
- 国外改进经革与中国国境的有效结合
- Combination of Overseas Advanced Experiences & Current Situation in China
- 现代了全管理理念与基人根服务据具的有施结合
- Combination of Modern Public Management & Serving the People

对具有体制和施制创新的定独

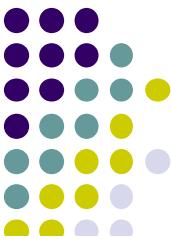


## 2、三个结越 Three Exceeding

- 结越了苏州处开发区—跨四两
- Cross-Region: Exceeding the Border of Suzhou
- 结越了一置经济范力—承担两
- Extensive: Exceeding the Only Economic Scope
- 结越了新加坡经革的土任协制—园区经革  
(结合国境 调中国特) →创新定独 )

SIP Model: Exceeding the Copy of Singaporean Experiences

合作中有特)、学余中有发展、借鉴中有创新，  
对具有二层次、苏



The keys of administration modes by modern government

*high efficiency, honesty and rule by law*







***Thank you***