

THE SUZHOU INDUSTRIAL PARK: SINGAPORE'S EVOLVING CONTRIBUTION 30 YEARS ON

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Singapore continues to contribute to the growth of the Suzhou Industrial Park (SIP) although it is no longer in the driver's seat. At the strategic level, SIP's progress lends substance to bilateral ties and continues to enable leaders and officials from both sides to build long-term relationships. The SIP administrative committee adapts relevant elements of Singapore's economic development experiences and practices for SIP's own development. The two sides have met a few times over the past three decades to plan SIP's development over a longer time horizon of 10 years. They are helping companies in SIP to go regional and companies in Singapore to expand into China by going to Suzhou. The living environment in SIP is constantly being enhanced through the provision of green spaces and seamless connectivity between Suzhou and other locations, and by improving the daily services provided at the neighbourhood centres, a concept that originated from Singapore. In some areas, they appear to have done better. Going forward, as a Government-to-Government project between Singapore and China, there is still joint responsibility on both sides to ensure the continued success of the SIP.

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Chinese:

苏州工业园区：新加坡 30 年来不断演变的贡献

尽管新加坡不再处于主导地位，但仍然在苏州工业园区（SIP）的发展中持续贡献力量。在战略层面，SIP 的发展为双边关系增添了实质内容，并继续使两国领导人和官员能够建立长期关系。SIP 管委会借鉴新加坡经济发展经验和实践中的相关要素，以促进自身的发展。在过去的三十年里，双方多次会面，共同规划 SIP 未来十年的发展。他们帮助 SIP 的企业走向区域化，也帮助新加坡企业通过进驻苏州来拓展中国市场。SIP 的生活环境不断改善，这得益于绿地的提供、苏州与其他地区的无缝连接，以及新加坡起源的邻里中心中提供的日常服务的提升。在某些方面，他们似乎做得更好。展望未来，作为新加坡与中国之间的政府间合作项目，双方仍然肩负着共同责任，以确保 SIP 的持续成功。

French:

LE PARC INDUSTRIEL DE SUZHOU: L'EVOLUTION DE LA CONTRIBUTION DE SINGAPOUR 30 ANS PLUS TARD

Singapour continue de contribuer à la croissance du Parc industriel de Suzhou (PIS) bien que la Cité-Etat ne soit plus aux commandes. Au niveau stratégique, les progrès du PIS renforcent les liens bilatéraux et continuent de permettre aux dirigeants et responsables des deux côtés de construire des relations à long terme. Le comité administratif du PIS adapte des éléments pertinents des expériences et pratiques de Singapour pour son propre développement. Les deux parties se sont rencontrées plusieurs fois au cours des trois dernières décennies pour planifier le développement du PIS sur un horizon de 10 ans. Ils aident les entreprises du PIS à se développer régionalement et les entreprises de Singapour à s'implanter en Chine en s'installant à Suzhou. L'environnement de vie dans le PIS est constamment amélioré grâce à la création d'espaces verts et à une connectivité fluide entre Suzhou et d'autres lieux, et en améliorant les services quotidiens fournis dans les centres de quartier, un concept originaire de Singapour. À l'avenir, en tant que projet de gouvernement à gouvernement entre Singapour et la Chine, il reste une responsabilité conjointe des deux côtés pour assurer le succès continu du PIS.

Spanish:

EL PARQUE INDUSTRIAL DE SUZHOU: LA CONTRIBUCIÓN EVOLUTIVA DE SINGAPUR 30 AÑOS DESPUÉS

Singapur sigue contribuyendo al crecimiento del Parque Industrial de Suzhou (SIP) aunque ya no está al mando. A nivel estratégico, el progreso del SIP da sustancia a los lazos bilaterales y sigue permitiendo a líderes y funcionarios de ambos lados construir relaciones a largo plazo. El comité administrativo del SIP adapta elementos relevantes de las

experiencias y prácticas del desarrollo económico de Singapur para el propio desarrollo del SIP. Las dos partes se han reunido varias veces en las últimas tres décadas para planificar el desarrollo del SIP con un horizonte de tiempo más prolongado de 10 años. Están ayudando a las empresas en el SIP a regionalizarse y a las empresas en Singapur a expandirse en China yendo a Suzhou. El entorno de vida en el SIP se mejora constantemente mediante la provisión de espacios verdes y una conectividad sin fisuras entre Suzhou y otros lugares, además de mejorar los servicios diarios proporcionados en los centros vecinales, un concepto que se originó en Singapur. En algunas áreas, parecen haberlo hecho mejor. En el futuro, como un proyecto de Gobierno a Gobierno entre Singapur y China, todavía existe la responsabilidad conjunta de ambas partes para asegurar el éxito continuo del SIP.

Executive Summary

1. Thirty years on, Singapore and China are still collaborating on the Suzhou Industrial Park (SIP), the first Government-to-Government project that was established in 1994. This decades-long partnership is unusual as early problems had led the Singapore consortium to transfer majority ownership and management to the Chinese side in 2001.
2. The SIP is no ordinary industrial park. It has a software transfer programme unlike other Government-to-Government projects from the very start. The SIP also lends substance to the interactions between the leaders and officials on both sides when they meet to discuss the project.
3. Although the Chinese side now drives the SIP, there are regular bilateral meetings to review progress and identify new areas of cooperation. Both sides are planning the next phase of cooperation in the SIP to support the industrial park's development over the next 10 years.
4. The Suzhou Industrial Park Administrative Committee (SIPAC) appears to have continued with the practice of closely following developments in Singapore to see if there are areas they can adapt in the SIP. As long as Singapore is stable and continues to progress, there will always be areas that SIPAC will find useful.
5. Through the International Business Cooperation Centre (IBCC), Singapore is helping Chinese companies in the SIP go regional, moving to Singapore and even onward to other locations. This role has become more important due to China's strained ties with the United States and Europe.
6. Singapore-based companies are also expanding into China by establishing a presence in the SIP with the help of the IBCC. The A*STAR Partners' Centre and NUS (Suzhou) Research Institute have contributed to this two-way flow.

7. Singapore has kept to its commitment of providing software training if there is a demand for it. Although the nature of training offered and the level of officials it has hosted have changed, the fact that SIPAC has continued to send its officials for training shows that they see value in maintaining this Singapore connection.
8. SIPAC continues to improve the living environment in the SIP which also bears the Singapore DNA. More neighbourhood centres, a hallmark of Singapore's urban landscape, are being built to provide easy access to facilities and amenities for residents within a 1.5-kilometre walking radius.
9. In the vegetable markets at the neighbourhood centres, technology is widely used to capture data on the fruits, vegetables and seafood sold daily. Libraries in these centres provide machines for book sterilisation before borrowing.
10. SIPAC appears keen to maintain the Singapore link as it lends legitimacy to its claim that the SIP is unique compared to other industrial parks in China. Singapore also stands ready to contribute to the industrial park's progress. As a Government-to-Government project, both sides share a responsibility to ensure its continued success.