

Management Models of Industrial Parks in China

Overview of the current situation and draft
concept for an international forum

Chen Xueyi, Anna Katharina Meyer



2011

Content

1 Preface	3
2 Framework Conditions.....	5
2.1 Development Objectives	5
2.2 Types of Industrial Parks.....	6
2.3 Characteristics	8
3 The Industrial Park Management.....	9
3.1 Role of the Park Management.....	9
3.2 Models of the Park Management.....	11
4 Environmental Policies	12
4.1 The 12th Five-year Plan	12
4.2 Circular Economy as a Development Strategy.....	13
4.3 Eco Industrial Parks in China.....	13
5 Park Profiles	15
6 Strategic Remarks.....	23
7 References	24
8 Annex.....	25
8.1 Concept for the International Forum	25
8.2 Invitation letter for speakers (German and Chinese version).....	32
8.3. Visiting request for TEDA (German and Chinese version)	38
8.4. List / contacts of potential speakers.....	44

1. Preface

During the Sector Network Meeting TUEWAS (Transport, Environment, Energy and Water in Asia) in Bangkok in 2010, the working group on Sustainable Industrial Areas (speaker: Heino Vest) formulated an interest in the different forms of industrial park management. They agreed upon a working plan to collect information on the different management models of industrial parks in GIZ partner countries. It is planned to develop a tool, together with Peter Bank (ifanos projects), to distinguish different management models and identify entry points for cooperation. Within the GIZ programme "Energy Policy and Energy Efficiency" in China, we started to characterize industrial parks in China and to prepare an international forum, which will be held on September 17th and 18th in 2011. The background information is subsumed in this report.

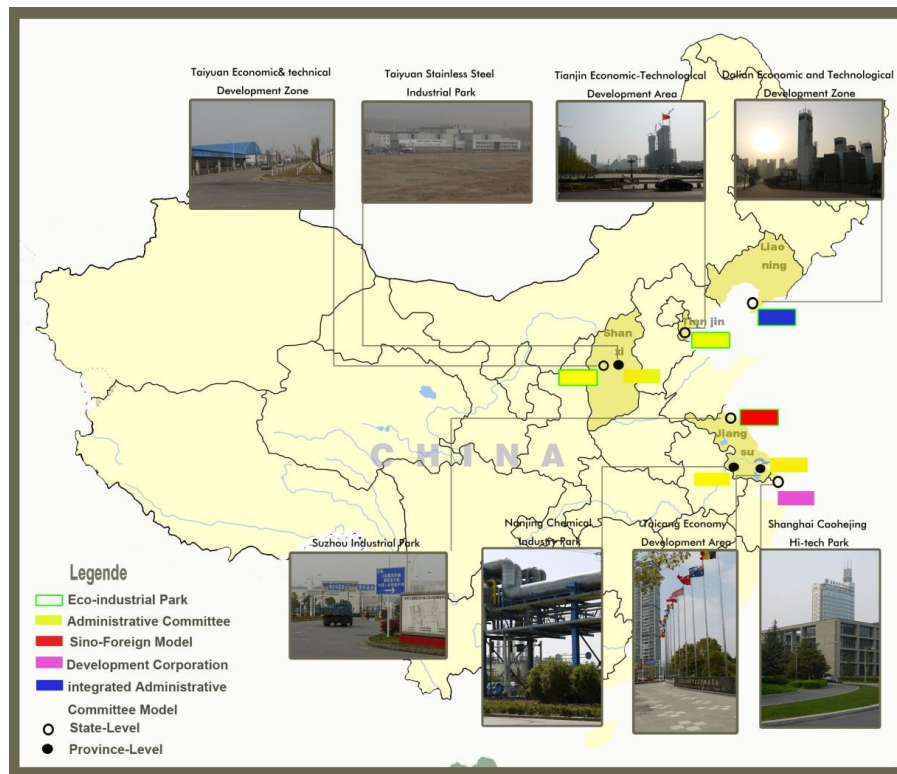
To collect the information on industrial park management in China and to identify and contact potential speakers for the international forum, the authors, Chen Xueyi and Anna Katharina Meyer, read relevant publications and visited eight industrial parks in three provinces (Shanxi, Liaoning, Jiangsu) and the two municipalities Tianjin and Shanghai. The visits have been decisively supported by CADZ, the China Association of Development Zones (Mr. Mei). The association was founded in 1993 and is a national-level organization granted by the Ministry of Civil Affairs of PRC. Its role is to promote development zones in China and to foster the communication and cooperation between zones.

The managements we conducted interviews with have been selected mainly by two criteria: the overall rating of the industrial park and the widest possibility of distinction between their management models. In China, there are two ratings available for industrial parks. One is the official rating of CADZ, which defines the following key factors for its rating: Economic performance indicators, level of development of the infrastructure construction, human resources and social responsibility, progress in conserving energy, and protection of the environment, quality of management and administration, as well as environmental, technological and product innovation. China Knowledge, a Singapore based private rating company, applies very similar criteria: Macroeconomic performance of local area, level of development of the industrial park, local investment and operation costs, local skill level, and quality of management and administration.

We have the feeling, that officials and executives managing industrial parks are always enthusiastic and welcome investments. It would be overconfident to assume, that within a few hours of visit, we got to know the advantages and disadvantages of their administrative capacity in its entirety. Furthermore, we have the feeling the different administrative models do not differ too much from each other. Having visited industrial

parcs where the different administrative models have been appointed leaves us with a feeling that even though the park management plays and Important role, the differences of the industrial parks cannot mainly be deduced from the fact that one or the other model is in place.

The map below shows the parks visited between 8 and 14 April 2011.



(Source: authors' design)

In addition we learned that the political targets from the central government are difficult to meet. They can contradict the strategies and intentions of park managements to focus on low carbon initiatives or conservatively investing companies. We assume that during the forum these concerns will not be raised and discussed openly.

Date	Industrial Park	Place
08.04.2011	Taiyuan Stainless Steel Industrial Zone	Taiyuan, Shanxi Province
	Taiyuan Economic and technical Development Zone	Taiyuan, Shanxi Province
12.04.2011	Tianjin Economic-Technological Development Area	Tianjin
13.04.2011	Dalian Economic and Technological Development Zone	Dalian, Liaoning Province
14.04.2011	Shanghai Caohejing Hi-tech Park	Shanghai
15.04.2011	Suzhou Industrial Park	Suzhou, Jiangsu Province
18.04.2011	Nanjing Chemical Industry Park	Nanjing, Jiangsu Province
19.04.2011	Taicang Economy Development Area	Taicang, Jiangsu Province

2. Framework Conditions

In China, the differentiation between development zones and industrial parks is difficult or often impossible. Most industrial parks are established within development zones or entire development zones are set up according to the concept industrial parks. In this report, we mainly refer to development zones as industrial parks which are defined as **geographically restricted areas under a park management** that focus on industrial production and manufacturing in single or multiple sectors.

The establishment of development zones in China was driven by **national economic policies** aiming at the development and modernization of the economy. The implementation of China's modernization plans started with the launch of a new policy course in 1978. It pointed out the direction towards the **reform of the domestic economy and opening up of the external sector** of the economy.

2.1. Development Objectives

The overarching objective of the domestic economic reform was the adaptation of China's centrally planned economy to the principles of market economy in order to increase efficiency and promote economic growth. In accordance with the opening up of the external sector of the economy foreign trade was liberalized and direct foreign investments permitted progressively in different industrial sectors. China's **strategy on development zones (1979)** comprises the following objectives (Chen 1996: 203 p):

- **Attraction of foreign capital and modern technology**
Foreign capital should ease the financing bottle necks e.g. for infrastructure of the modernization process, whereas technology transfer is required to upgrade old production facilities, to improve production capacities and to promote the transition from labor intensive to technology intensive production.
- **Increase of foreign trade and export**
The share of export-oriented production in development zones should equal ca. 70% of the total production in order to settle the trade deficit caused by capital imports. Production for import substitution in the zones is only allowed for modern high quality products.
- **Linkage Effects (cumulative effects of industrialization):**
There are two types of linkage effects: 1) backward linkage, whereby investments are made in anterior provinces to procure input for zone production, i.e. natural resources or products of domestic suppliers flow to

the zone and 2) forward linkage whereby the output of zone production flows to commercial customers outside for further processing. The success of linkage effects is decisive for whether a zone functions as an isolated enclave or a promoter of regional economic development.

- Learning effects(production related educational effects):
Learning by doing increases the production and management knowhow of the employees, which supports the upgrading of processes, the improvement of product quality and the establishment of more efficient organizational structures. An increase of domestic employees as middle managers is especially relevant as they can afterward perform educational functions themselves.

- Economic experiment and demonstration effects:
For the Chinese government industrial zones function as laboratories for testing principles of a market economy. The beneficial aspects for China's modernization process will be adopted and gradually spread throughout the country. For the outside world the zones function as showcases of China's reform.

2.2. Types of Industrial Parks

Based on their governmental level and position in the national development strategy and structural reform the **development zones in China are divided to national, provincial (regional) and county (local) levels zones**. Driven by the early success stories and economic boom the number of development zone in China has exploded during the last decade. The total number registered by the Chinese National Development and Reform Commission exceeded 6600 in 2006. 164 of them represent national development zones that were examined and approved by the State Council. Since national level zones enjoy national preferential policies and have by far the highest shares of foreign investment their impact on China's economic development is the most significant.

The national development zones and industrial parks in China offer **preferential policies** and function under **special economic laws** like zone specific policies and administrative privileges.

Preferential policies provide the investors e.g. with a tax holiday from a corporate income tax for the first two profitable years and a tax reduction of 50% for the next three years. Furthermore, exemptions or reductions apply to e.g. export tariffs and import taxes. According to the industrial focus and development goals, the zones can be classified in seven

categories¹. Two of them are Economic and Technological Development Zones (ETDZs) and New- and High-Tech Industrial Development Zones (HIDZs):

- Economic and technological Development zones (ETDZs)

The aim of ETDZs was to transform their labor intensive industry to capital and technology intensive industry (Meng 2003: 234 p). In ETDZs industrial, commercial, residential and recreational areas are integrated. Due to their **function as industrial and residential areas**, ETDZs often exclude investors from the heavy industry e.g. petro chemistry. Instead, they focus on secondary and tertiary industry such as electronics, mechanical engineering and food industry. **Heavy industry can sometimes be located at so-called satellite sub-zones** of ETDZs, e.g. TEDA chemical industrial park (Salonen 2006: 39). The first wave of ETDZs was set up between 1984 and 1988 in open coastal cities. Following their success next ETDZs were established in other larger cities in the coastal region between 1992 and 1994. In 1992 this development strategy was also introduced to central and western China. Here, the largest wave in establishing ETDZs took place between 2000 and 2002, when the central government allowed every province, autonomous region or municipality to request the upgrade of a qualified provincial ETDZ to a national one. ETDZs enjoy many preferential policies and are the **most comprehensive form of Chinese development zones** (Meng 2003: 234 p). According to the China Association of Development Zones (CADZ), there were 56 national led ETDZs in the end of 2007.

7

- New- and High-Tech Industrial Development Zone(HIDZs)

The HIDZs concept is based on the ETDZ concept, but concentrates on attracting foreign investors from industries that **focus significantly on science and technology** such as electronics, biotechnology and materials technology. Their economic activities are directed at domestic and overseas markets and include R&D as well as commercialization and industrialization of new high-tech solutions (Meng 2003: 234 p). Due to their strong links to R&D community and need for highly qualified human resources, technical universities, research institutes and science parks form an integral part of HIDZs. The preferential policies enjoyed by HIDZs are comparable to those of ETDZs, but only apply to companies from sectors that are officially approved as new and high-technology.

¹ Special Economic Zones (SEZ), Economic and Technological Development Zones (ETDZ), Free Trade Zones (FTZ, also called Bonded Zones), New- and High-Tech Industrial Development Zones (HIDZ), Border Economic Cooperation Zones (BECZ), Export Processing Zones (EPZ), and Tourist and Holiday Resorts (THR).

2.3. Characteristics

Altogether Yang et al. (2001) and Qiao (2005) summarize the characteristics of Chinese development zones arising from their development mechanisms and purposes as follows:

- **Independent:** Chinese development zones are relatively independent from their parent cities as they possess administrative privileges and are usually equipped with their own necessary infrastructure. Moreover due to their multi-function as an industrial base and commercial and residential areas they form independent operational units.
- **Comprehensive:** this characteristic highlights the different functions of development zones, their focus on diverse industries and companies with different sizes as well as their varying scales at present, secondary industry predominates in the Chinese development zones. But more efforts are being made to promote tertiary industry.
- **Superior:** Chinese development zones can be considered superior, since in comparison to other areas they enjoy preferential policies, have often well developed infrastructure and hence, better investment conditions. In addition, zones generally pay more attention to environmental management since the majority of investors are foreign and intact environment increases the attractiveness of a zone.
- **Intensive:** Chinese development zones are intensive in terms of financial and human capital, revenues, generation of exports, production technology and products.
- **Concentration and diffusion:** this characteristic underlines that Chinese zones are still mainly located in eastern coastal regions and larger cities. On the other hand their development has diffused from earlier isolated areas to urban and suburban areas.

After 20 years of development Chinese development zones are now characterized by the **fastest regional economic growth rates** in China, the **highest density of foreign capital** as well as the **most dynamic manufacturing and export bases** (Salonen 2010: 30). However, alongside these positive economic effects many challenges and environmental problems have emerged. The challenges include in particular the need to advance industrial restructuring and the creation of more innovative management models in development zones. **Environmental problems** that are also starting to inhibit the rapid growth comprise scarcity of natural resources such as land, water and energy and partly heavy environmental pollution (Luo 2007). In order to **reduce land use** the national government has already recommended local governments to reduce the number of their

development zones. Furthermore, these problems and challenges provide the rationale for the recent **initiation of circular economy policies and strategies** in several Chinese development zones (Salonen 2010: 30).

3 The Industrial Park Management

In order to understand the park management in industrial parks in China it is important to have in mind, that the park management in most of the cases is a government agency: The so called **administrative committees are part of a national or regional local government**. The involvement of private enterprises in the park management is rare. The selection of a certain management model is usually strongly affected by the **development mechanism** of a park². The land in Chinese industrial parks is always owned by the state and the administrative committees are authorized to lease it to tenant companies. A tenant company can sign two types of agreements for the land use with the administrative committee. It can either buy the land use rights for production purposes for 25-50 years or rent the land on yearly basis. To examine management structures, we concentrated on the organizational structure of the park management and particularly on the division of responsibilities for site development, recruitment of tenant companies, construction and provision of infrastructure as well as environmental protection.

9

3.1 Role of the Park Management

In **Germany**, where industrial parks are mainly managed by private companies, the main objective of the park management is to **make profit by leasing plots of land and selling infrastructure and other services or products** to tenant companies. The two main roles of the park management are the developer and the operator of the park. During the operation it also functions as a supplier of services to tenant companies (Salonen 2010: 39).

In **China** as in many Asian countries industrial parks are usually used as **instruments of industrial development policies**. Therefore the objectives of the Chinese park management follow those set by economic policies and development plans. Thus, the main aims include the attraction of foreign

² The Development and Reform Commission (DRC) has the highest authority and influence on the development and operation of industrial parks. They are responsible for the development of municipal macro-level development plans and setting targets for industrial park development, which have to be translated into micro-level plans and implemented by the park management.

investments, modern technology and management knowhow as well as a better control over foreign business. As stated above, the actor responsible for the park management is in most of the cases an administrative committee that functions as an agency of the local government. Therefore it overtakes some typical **responsibilities of the local government and functions as the main regulatory authority** of the park (Salonen 2010: 40).

The management of the Shanghai Chemical Industry Park, for example, offers the following infrastructure, utilities and services:

<p>Transport Infrastructure</p> <ul style="list-style-type: none"> • Roads • Pipelines • Railroad network • Port 	<p>EH&S</p> <ul style="list-style-type: none"> • Emergency response • Medical services • License management • Environmental monitoring
<p>Utilities and waste treatment</p> <ul style="list-style-type: none"> • Electricity • Steam • Gas • Industrial gases • Drinking water • Cooling water • Process water • Wastewater treatment • Hazardous waste combustion 	<p>Services</p> <ul style="list-style-type: none"> • Jetty and tank farm • Construction jetty • Warehousing services • Administrative services e.g. settlement, customs and banking

Possible **environmental interests of the park management** comprise e.g. the secure supply of resources and fully functional supply and treatment facilities to ensure uninterrupted operations and long-term production at the site. Moreover, in theory, it strives for resource efficient operations to reduce the production costs at the site and compliance with environmental laws and regulations as well as low accident rates to avoid pollution fines and environmental liabilities. All of these aspects also contribute to positive site image and increase its attractiveness for new investments (Salonen 2010: 40). It has to be said, though, that the investment oriented policies formulated in the Five-year plans bear the risk that although the park management prefers investors from certain pillar industries it seems that they are rarely making an effort to search for such new investors that fit the existing value chain in the park.

3.2 Models of the Park Management

In China, four different models of the park management can be distinguished:

- Administrative Committee Model (e.g. Dalian Economic Technological Development Zone)
- Administrative Committee and Investment Holding/Development Corporation Model (e.g. Tianjin Economic Technological Development Zone)
- Development Corporation Model (e.g. Caohejing Hi-Tech Park)
- Cooperation Model with a foreign government (e.g. China-Singapore Suzhou Industrial Park)

Most industrial parks in China belong to the **Administrative Committee Model**. The Administrative Committee in a Development Zone consists of 14-20 Bureaus with different tasks. Examples are the Development and Planning Bureau, the Economic Development Bureau, the Construction Bureau, the Finance Bureau, the Environmental Protection Bureau, the Social Development Bureau, and the Public Utility Bureau. They are subordinate to the government and play a role in connecting the industrial park to the local government. The directors of the bureaus are regularly rotated to prevent corruption. In this model the administrative committee is responsible both for governmental administration and the management of investments, infrastructure and utilities. In the case of Dalian Economic Technological Development Zone like in other zones under the administrative committee model, the administrative committee does not offer environmental infrastructure services on its own but secures their availability through certified utility and treatment companies in the zone and provides the tenant companies with a list of certified companies. The tenant companies have principally a free choice in selecting their utility and treatment companies, but in reality this freedom is limited because they are only allowed to close a contract with such companies that are certified by the administrative committee.

In the second model, which consists of an **Administrative Committee and a Development Corporation**, the Administrative Committee is only responsible for governmental administration and enterprise management, whereas the Development Corporation takes over the infrastructure and utilities management. But still, in the case of Tianjin Economic Technological Development Area (TEDA), for example, the TEDA Investment Holding Co., Ltd. is a business entity authorized by the Administrative Committee of TEDA. It comprises 80 enterprises and its major task is to manage state assets. The public utility and treatment companies in TEDA affiliated to the

Holding include a water company, waste water treatment plant, power company, bus company, etc.

In some cases of industrial park management, a **state owned-enterprise** by itself is in charge. This is the case in Caohejing Hi-Tech Park, for example. Even though the company was founded to manage the Caohejing Park it became a success story and subsidiary companies were founded to manage similar parks in the region. From the managers we interviewed, we learned about some advantages of this management model: Not being an entity of the city government frees the company from the pressure to attract investments only in one specific park, respectively city. Managing several parks in the region gives them the opportunity to attract and group companies related to their fit into the value chains and the range of services offered and requested.

The **Cooperation Model with a foreign government** can be well characterized by the China-Singapore Suzhou Industrial Park. The Suzhou Park was founded in cooperation of the Chinese and Singaporean governments in 1994. Its management entities comprise Suzhou Industrial Park Administrative Committee (SIPAC) serving as an agency of the city government and China-Singapore Suzhou Development Company (CSSD) which is responsible for the development and construction of transport and environmental infrastructure as well as investment promotion. An important factor for the Chinese administration is that the foreign country transfers its experience about park management and software technological expertise to the Chinese.

12

4. Environmental Policies

Before summing up the political strategy to establish Eco-industrial parks, it is crucial to understand the “bigger picture” of Chinese policies.

4.1 The 12th Five-year Plan

According to the 12th Five-year Plan (2010 to 2015) the development of a “green” economy has turned to be a key issue in China. The plan includes binding targets on resource and environmental protection, which include:

- Energy – A 16% cut in energy intensity (energy consumed per unit of GDP), 17% cut in carbon intensity (carbon emitted per unit of GDP) and a boost in non-fossil fuel energy sources to 11.4% of primary energy consumption (it is currently 8.3%).
- Pollution – 8% reduction for sulphur dioxide and chemical oxygen

demand and a 10% reduction target for ammonia nitrogen and nitrogen oxides, the latter of which come mainly from China's dominant coal sector. There will also be a focus on cutting heavy-metal pollution from industry.

- Water – Water intensity (water consumed per unit of value-added industrial output) is set to be cut by 30% by 2015.
- Forestry – China also aims to boost forests by 600 million cubic meters and forest cover to 21.66%.
- Climate – Both carbon taxes and carbon trading have been widely discussed and may be introduced in the next five years. (website: China dialogue)

4.2 Circular Economy as a Development Strategy

In 2006, the Chinese government formulated the objective to develop a circular economy in its 11th Five-year Plan. Circular economy was seen as a **new method of economic growth**, which takes coordinated growth between economy and ecology as a target, and uses the methods which take “reduce, reuse and recycle” as principle to develop the economy. In 2009, the "Circular economy promotion law" came into force.

Circular Economy is implemented on three levels:

- company level: cleaner production
- industrial park level: Eco-Industrial Park development
- city/regional level: Eco-city development

4.3 Eco Industrial Parks in China

In Practice, developing a circular economy and building Eco-industrial Parks (EIP) are a central strategy for a “green” economic development.

The State Environmental Protection Administration (SEPA) **defines** EIP as “a new type of industrial park designed according to the requirements of cleaner production, the concept of circular economy and ecological industry principles. By means of material and energy recycling, it connects different types of plants and enterprises into a symbiotic association in which resources are shared and by-products are interchanged. The waste or by-products of one plant may become raw materials or energy resource of another. Trying to simulate the natural ecological system and establish the circulation mechanism of “producer-consumer-decomposer”, this system seeks to obtain closed material circulation, multilevel utilization and the minimum output of waste.” (SEPA 2003)

In 2007, SEPA, the Ministry of Commerce, and the Ministry of Science and Technology had published **guidelines** for the “Planning of Eco-industrial Demonstration Parks in China”. The guidelines lead the construction of national as well as provincial EIPs. The main objective in an EIP is to develop an eco-industrial network that will benefit both regional production and consumption systems and environmental protection (website: jsychb).

By 2007, 26 EIPs have been approved by SEPA as national demonstration EIPs in China. As for local EIPs, more than hundred of local Industrial Parks or Economic and Technological Development Areas claim to have adopted some of the related approaches.

Guigang Industrial Park (Guangxi Province) was the first national Eco-industrial Demonstration Park in China. (Yuan, Shi 2007: 21p)

China is one of very few countries, where the implementation of **EIP-concepts is certified**. More than classifying the environmental benefit, it shows the political importance of a more resource efficient and environmental friendly production.

Criticism of the Chinese approach is twofold: Some scholars are criticizing the “approval-procedures” which are said to be not strict enough in the international context. In addition to this, it is questioned why an industrial park is approved to be an EIP if only some EIP-initiatives are taken place while the predominant part of the park is just a regular industrial park.

The Chinese scholar Wen criticizes that the development of EIP is strongly driven by the government and not by the market. He assumes that enterprises would easily succeed in seeking patterns of circular economy which lead to their profits – they just have to be included in the planning and application process. Furthermore, he states that the efficiency of using resources is still very low in China and those discussions and developments within the parks have to be connected to scientific research and an international exchange of experiences (Wen 2010).

5 Park Profiles

Within the following pages, the parks visited are described.

TEDA – Tianjin Economic Technological Development Area



Basic Facts

- Tianjin – one of China’s four municipalities
Primary industrial, commercial, economic center of North China
- 142 km from Beijing



- Size: 40km², established in 1984
- Industries: mechanical manufacturing, automobile, modern service industries, pharmaceuticals and chemicals, food and beverages
- TEDA has complete industrial clusters
- State level Park

Management Model

- Administrative Committee Model (with TEDA Corporation., Ltd)
- Employees: ca. 200 within the administrative committee, 800 in total

Ownership Structure

- The Administrative Committee of TEDA is a dispatched office under the Municipal Government,

„ TEDA Co.; Ltd was formed to take actions which a governmental body could not. Make revenues, for example and offer services for a certain cost.“

which shall be responsible for the unified management of the relevant administrative affairs within TEDA.

- TEDA Co., Ltd is a sub-separation within the Administrative Committee. It operates all over China and is not restricted to the Tianjin
- Chinese Communist Party Committee

Services of the Park Management

Administration: development planning, policies, investment attraction / promotion, public relations, streets, public areas

- Since the Administration is payed for by taxes, services offered to the companies are mainly for free (non administrative fees area)
- TEDA Co., Ltd: land development, construction, infrastructure, maintenance of greens within the company plots, electricity, water, steam, logistics
- For electricity, water, and steam TEDA Co, Ltd. has a monopoly, for logistics, etc. the companies may choose from several private provider

Environmental / climate relevant initiatives

- Circular economy experienced substantial growth in TEDA. They set up the *Circular Economy Development Plan of TEDA*. They created the website www.greenrecycle.com. More than 160 enterprises obtained ISO 14001. The park management draw up the “ pilot unit of China’s eco-industrial park”



Initiatives to foster cooperation between companies

- Park management facilitated industrial symbiosis network
- Creation of *TEDA sustainable development enterprise association*
- Low carbon center and carbon trade center



Further information

There are TEDA promotion offices in Japan, Hong Kong, Taiwan, U.S., Korea, and Germany

Contact

Wang Rong (Eco center Manager)
No. 19 Hongda Street, TEDA, Tianjin,
P.R. China 300457
Website: www.teda.gov.cn
Tel: +86 22 25202676

Caohejing HI-TECH Park Shanghai



Basic Facts

- Shanghai- the economic and financial centre of mainland China
- Located on China's eastern coast at the mouth of the Yangtze River



- Size: 12,48 km², established in 1988
- Industries: Information technology, Microelectronics, New Materials, Biomedicine & Pharmaceuticals, Aeronautics & Astronautics, Automotive Accessories, Environmental Protection & New Energies
- State level Park

Management Model

- Development Corporation Model
- Employees: ca. 150 within the main office

Ownership Structure

- The Shanghai Caohejing United Development Corp. is a state-owned Corporation
- The board of Directors is the people's government of Shanghai municipality who is in charge of the development planning of Caohejing Park
- There are subsidiary companies of the Caohejing Development Corp. operating smaller high-tech parks in and near Shanghai
- Main source of revenue: leasing plots

„With our experiences and business interest, Caohejing United Development Corporation is able to run several high-tech parks without competing for jobs, tax revenues, etc. That's what public authorities do in general.“

Services of the Park Management

- The Shanghai Caohejing United Dev. Corp. is responsible for the development, construction, infrastructure, and investment attraction/ promotion.

Environmental / climate relevant initiatives

- Passed ISO 1400 and 9001 environmental quality certification system
- Setting "green door sills"-criteria to the enterprises

- Attraction and selection of investments in clean technologies, environmental protection is prior
- Application for Eco-IP label
- Consultancy services and incentive schemes for energy efficiency and water management (cooperation between park management and Shanghai environmental protection agency)

Initiatives to foster cooperation between companies

- Set up Caohejing Hi-tech Park Enterprises Association
- Member of the international Association of Science Parks (IASP): its members enhance the competitiveness of companies and entrepreneurs of their cities and regions.



Further information

Sister-parks: Heidelberg Technology Park and further parks in Germany, Finland, France, and Austria (exchange of experiences between the park management and single companies)



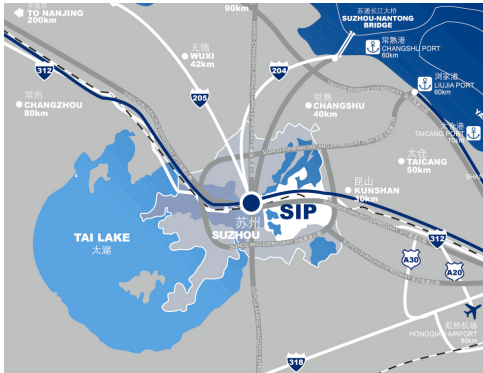
Contact

Royce Li (Deputy Director)
A 17 Floor, 900 Yishan Road Shanghai
P.R. China 200233
Website: www.caohejing.com
Tel: +86 216485000



Basic Facts

- China-Singapore Suzhou Industrial Park is located in Suzhou, Jiangsu Province.
- The core district, covering an area of 80 km² was developed jointly by the Chinese and Singaporean governments.



- Size: 268km², established in 1994
- Three major sections: Jingji Lake-rim CBD, innovative science and technology Dushu Lake District, Yangcheng Lake Travel Resort.
- Industries: electronics, mechanical-electronic integration, pharmaceuticals, fine chemicals, precision engineering, new materials.
- State level Park,

Management Model

- Sino-Foreign Model
- Suzhou industrial Park is infused with the Singaporean management style. It has a flexible and open management style. Singapore's government has contributed valuable experience and modern methods

„The Steering Council and the Development Group are closely connected. They work together in a very flexible way. First I was director of the Steering Council, later of the Development Group.“

to the park's development.

Ownership Structure

The administrative function and management function is separated.

- 1) Organization of China-Singapore Joint Steering Council:
 - Chinese side- Chairman: Vice Premier Mr. Wang Qishan
 - Singaporean side- Chairman: Deputy Prime Minister Mr. Wang Kan Seng

- 2) China-Singapore Suzhou Industrial Park Development Group Co., Ltd (CSSD)
 - Suzhou Industrial Park Stock Co, Ltd. (the Chinese Consortium): 65%
 - Singapore-Suzhou Township Development Pte., Ltd (Singapore Consortium):35%



Services of the Park Management

Organization of China-Singapore Joint Steering Council: Chinese side is responsible for the administrative management. Both sides are in charge of investment attraction

China-Singapore Suzhou Industrial Park Development Group Co., Ltd (CSSD): land development, construction, infrastructure, maintenance of greens within the company plots, electricity, water, steam, logistics
 One-stop Project-Approval Service Center: complete services of administrative approval for existing companies.

Environmental / climate relevant initiatives

- Approval by ISO 14000
- Encouraged settlement of resource efficient, low polluting industries and modern services
- Promotion of energy audits for enterprises
- Highest industrial water recycling rate in the region (19,5%)
- National ecological demonstration park



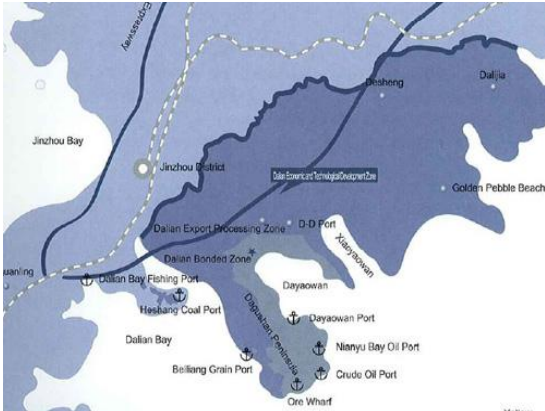
Contact

Liu Juan (Economic & Trade Development Bureau)
 Suzhou Industrial Park
 Xiandai Building, No999 Xiandai Avenue,
 P.R. China 215028
 Website: www.sipac.gov.cn
 Tel: +86 512 66609802



Basic Facts

- Dalian- located at the southern tip of the Liaodong Peninsula is bordered by the Bohai Sea to the west and the Huanghai Sea to the east



- Size: 20km², established in 1984
- Industries: petrochemicals, electronics and communications equipment, electrical machinery, metallic products.
- State level park

Management Model

- Integrated Administrative Committee Model (Jinzhou District Government and the Dalian City Government)
- Employees: more than 1000 within the administrative committee

Ownership Structure

As a part of the Jinzhou District, the Dalian City Government and the District Government are both in charge of the Development of the park.

Services of the Park Management

„We are proud to be the first development zone on the national level – and we have well developed industry clusters within the zone.“

- “one-stop” Service
- Offer excellent education chance, also international school were landed in DDZ
- DDZ is the fourth national trial area for integrated reform education
- The community health service integration was expedited and the type cooperative medical treatment participation rate reached 100%

Environmental / climate relevant initiatives

- National eco-Industrial Park
- 153 enterprises in DDZ were certified with ISO14001
- The ratio of qualification for drinking water at source was 100%. The ratio of qualification for treated waste water coming out of treatment plants was 100%
- The development zone is certified as an Eco Industrial Park, but not much information is available



Initiatives to foster cooperation between companies

- Set up a international Association of enterprises:



Further information

The Administrative Committee is new established



Contact

Xie, Xuehui (Development & Reform Bureau)
704 Jinma Road; Dalian, Liaoning
P:R: China 116600
Website: www.dda.gov.cn
Tel: +86041187623241



Basic Facts

- Nanjing – capital of Jiangsu Province
- One of the major three central cities along the Yangtze Delta Region.
- Nanjing Port is the largest inland-river petrochemical and liquid chemical products transfer port in China.



- Size: 45 km², established in 2001
- Industries: Petrochemical, Fundamental Organic Chemicals, Fine Chemicals, Macromolecule, Pharmacy, New Science Materials, Biochemical

Management Model

- Administrative Committee and Development Corporation Model (with NCIP Co., Ltd)

Ownership Structure

- The Administrative Committee of NCIP is a dispatched office under the Municipal Government, which is responsible for the unified management of the relevant administrative affairs within NCIP:
- NCIP Co., Ltd is a sub-separation within the Administrative Committee.



Services of the Park Management

- Administration: development planning, policies, public finance, investment attraction/ promotion, public relations, streets, public areas
- NCIP Co., Ltd: land development, construction, infrastructure, maintenance of greens within the company plots, electricity, water, steam, logistics

Environmental / climate relevant initiatives

- Industry agglomeration in respect to input needs
- Gathering disposal, qualified discharge
- Energy saving initiatives and reduction of emission
- By promoting sustainable development NICP advocates the idea of "responsible care", which focuses on improving health, safety, evaluation: proclamation and communication of those three aspects



Initiatives to foster cooperation between companies

- flow patterns for materials and component substances are captured by the park administration and used to attract new investors or to improve exchange processes between companies (environmental reasons and cost reduction as incentive for cooperation between companies (facilitated by the park management)

„Pipelines and material exchange are our secrets for success.“

- Establishment of committees of companies to exchange experiences with new technologies, environmental guidelines, etc.

Further information

Cooperation with Currenta to share experiences, know-how, training courses, and organize joint activities and events.

Contact

Ge Xingquan
(Deputy Director Investment Promotion Dept.)
168 Fangshui Road,
Luhe District, Nanjing, Jiangsu Province
P.R. China 215028
Website: www.ncip.cn
Tel: +86 2558394797



Basic Facts

- Taiyuan – capital of Shanxi Province
- One of the major three central cities along the Yangtze Delta Region
- Size: 9,6km², established in 2002
- Industries: new material processing, equipment manufacture, information industry and food and agricultural product processing
- State level Park



Management Model

- Administrative Committee Model

Ownership Structure

- The Administrative Committee is a dispatched office under the Taiyuan City Government, which is responsible for the unified management of the relevant administrative affairs and management of investments, infrastructure and utilities.

Services of the Park Management

- The Administrative Committee consists of more than ten bureaus with specific tasks. Such as the Investment Promotion Bureau, the Environmental Protection Bureau, and the Policy research Bureau.
- The Administrative Committee is in charge of the Development management, Construction management, recruitment Management and also the operation Management for Taiyuan economic and Development Park.



- Examination and approval operation mechanism of “one window making acceptance and handing, centralized examination and approval, one window

making charge, limited time for completion of matter handling”

Environmental / climate relevant initiatives

- Ecological industrial Park demonstration zone
- Passing ISO14001 environment management system
- Heavy industry cannot settle in the Zone

Initiatives to foster cooperation between companies

- The Administrative Committee organizes dialogue meetings twice a month between companies, to let them know about the policies from government and to foster communication between them.



„Because we have a lot of pharma industry, we attracted some packaging companies to extend the value chain within the park.“

Further information

One of the first group of nationwide 3 “equipment manufacturer (energy equipment) national new-type industrialized industry demonstration bases”

Contact

Xu, Fang

(Investment Promotion Dept.)

No.1 East Street, Taiyuan Economic and Technological Development Zone, Taiyuan, Shanxi, P.R. China 030032

Website: <http://www.tynewtown.com/>

Tel: +86 0351-7560330

Taiyuan Stainless Steel Industrial Park



Basic Facts

- Taiyuan – capital of Shanxi Province
- One of the major three central cities along the Yangtze Delta Region.
- Nanjing Port is the largest inland-river petrochemical and liquid chemical products transfer port in China.



- Size: 14,84 km² established in 2004
- Industries: mainly stainless steel
- Province level Park

Management Model

- Administrative Committee Model
- Employees: ca. 130 within the Administrative Committee

Ownership Structure

- The Administrative Committee is a dispatched office under the Taiyuan City Government, which is responsible for the unified management of the relevant administrative affairs and management of investments, infrastructure and utilities.



Services of the Park Management

- the Administrative Committee consist of more than ten bureaus with specific tasks. Such as the Economic Development and Business Inviting Bureau, Construction Bureau, Environmental Protection Bureau
- The Administrative Committee is in charge of the Development management, Construction

management, recruitment Management and also the operation Management for Taiyaun economic and Development Park.

- In the Taiyuan Stainless Steel Industrial Zone there is a trading platform for steel as one of the major advantages of the park. The park managements promotes the principle: “Three available and one platform” - supply of water, electricity and road and leveled ground
- Tenants may also buy services from outside service providers



Environmental / climate relevant initiatives

- The “environmental Impact assessment” for new tenants is characterized as very important
- Until now an exchange of materials does not take place but it is supposed to be an objective for the future

Further information

The park includes the only steel trading Centre in Taiyuan

Contact

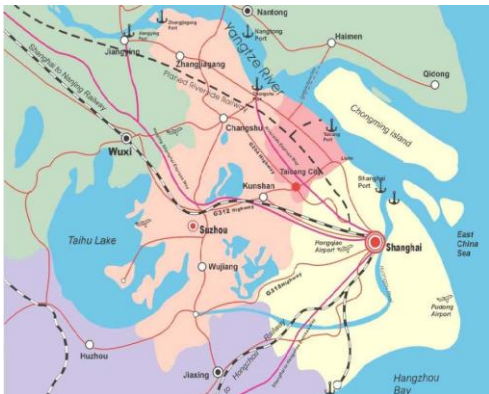
Guo, Hongqiang
(Economic Development and Business Inviting Bureau)
The Western of North Exit, National NO.108 highway,
Taiyuan, Shanxi
Website: <http://www.tisco.com.cn/>
Tel: +8603155655333

Taicang Industrial Park



Basic Facts

- Taicang – Jiangsu Province
- One of the most developed cities among Shanghai economic circle and the Yangtze River Delta



- Size: 80km², established in 1991
- Industries: Automobile Production/Assembly, Electronics Assembly & Manufacturing, Shipping/Warehousing/Logistics
- Provincial level Park

Management Model

- Administrative committee model

Investment Promotion Strategy

The area is the first Cooperation Base for Sino-German Enterprises, which was jointly established by the Ministry of Commerce of the People's Republic of China and the Federal Ministry of Economics and Technology of the Federal Republic of Germany. From around 400 companies, 150 are from Germany. Taicang Economic Development Area has been one of the most concentrated areas with German investments nationwide.

Services of the Park Management

- The park management together with Delegation of German Industry & Commerce in China-Shanghai (AHK Shanghai) established the AHK-Chinese Sino-German Vocational Training Centre. Long-term vocational

training is carried out in cooperation with vocational schools and companies. It is organized according to the German dual system of vocational education which combines theoretical learning and practical training.

- The park management attracts private consulting companies especially for German companies.

Environmental / climate relevant initiatives

- As in most administrative committees, Taicang has an environmental protection bureau
- High-tech water treatment plant, designed by Fraunhofer Institute
- The park management plans to apply for the “state level park”-status. To achieve this goal, a sound environmental management is needed. They are working on it.
- Energy-intensive companies are not accepted to settle. Bosch was just rejected.



Initiatives to foster cooperation between companies

There are no specific initiatives to foster cooperation between companies. Nevertheless, especially the German companies are characterised to be very pro-active in exchanging experiences. They are organising round-tables by themselves. Sometimes they invite AHK as a mediator.

Contact

Fang, Tianming (Foreign Capital Section)
88, Shanhai E.Rd, Taicang, Jiangsu, P.R.C.
www.tcinvest.gov.nc
Tel:+86051253595155

6 Strategic Remarks

Having visited a number of industrial parks in China it becomes very clear that the **park management plays a very prominent role**. It is therefore recommendable to cooperate with the park management in order to initiate activities in the industrial sector. It has to be understood, though, that the park management in China plays a **double role** as a site developer and regulatory agency. It is felt that transparency and neutrality cannot be ensured and that this aspect could complicate cooperation.

Tiina Salonen (2010) sees another problem in the regular rotation of the directors of the administrative bureaus. Although this practice may help to prevent corruption, it can cause problems to the implementation of **long-term organizational strategies**.

In China the park development is steered by political decisions and new tenant companies are recruited **without a clear long-term network and business strategy**. What we noticed during our field visits is what Tiina Salonen, as well, writes in her book "Strategies, Structures, and Processes for Network and Resources Management in Industrial Parks. The Cases of Germany and China" (2010): In China, the **interfirm integration in the parks is very low**. The park management of the parks visited seems not to have adopted the role as a mediator between the tenant companies. If the industrial parks want to foster interfirm cooperation, for which the industrial park concept itself with the strong management structures provides potential, the administrative committees will have to increase the private sector involvement in the park development. They could start with the development and operation of smaller specialized industrial parks within huge industrial zones by founding joint ventures with foreign infrastructure companies or as another strategy foster the cooperation between the tenant companies to understand how synergies could be created. One good example for this has been the establishment of Toyota within the Caohejing Industrial Park as a major user. Toyota together with the park management intensively cooperate on marketing strategies to attract companies which best fit into the value chain. One difficulty in Chinese Industrial parks is that they have sometimes acquired producers of same products into the park. German industrial parks usually avoid creation internal competition, because it makes building of interfirm cooperation difficult.

7 References

Chen, Z. (1996): Wirtschaftliche Förderzonen und Besteuerung: Eine Fallstudie zur Volksrepublik China. Hamburg, Kovac.

Luo, Y. (2007): Environmental problems and countermeasures during the industrial park development in China. 2nd Sino-German Workshop on Sustainable Development of Industrial Parks, Beijing, 14.-16.05.2007.

Meng, G. (2003): The theory and practice of free economic zones: A case study of Tianjin, People's Republic of China. Frankfurt am Main, Peter Lang GmbH, Europäischer Verlag der Wissenschaften.

Qiao, Q. (2005): Development of state industrial parks in China. In: Holländer, R. et al.: Proceeding of the German-Chinese Workshop on Sustainable Management of Industrial Parks on October 12-16, 2004 in Leipzig. Berlin, Logos.

Salonen, T. (2010): Strategies, Structures, and Processes for Network and Resource Management in Industrial Parks. The Case of Germany and China. Lohmar, Josef Eul Verlag GmbH.

Salonen, T. (2006): Status quo and future trends - Industrial estates in China
Chemische Rundschau, 05/06.

24

SEPA (2003): State Environmental Protection Administration. 2003

Wen, Z. (2010): Building Modern Ecological Industrial Parks on the Basis of Circular Economy. School of Economics and Management, Jiangsu Teachers University of Technology.

Yang, J. et al. (2001): Environmental Management in industrial estates in China Background paper for UNEP DTIE and the China State Environmental Protection Administration. Paris, UNEP DTIE.

Yuan, Zengwei; Shi, Lei (2007): From Growth to Development: Circular Economy Strategy and Its Implementation in China. Department of Environmental Science and Engineering, Tsinghua University, Beijing China.

Website jsychb:

http://www.jsychb.gov.cn/styc/UploadFiles_2900/201009/2010090210591195.pdf

Website China dialogue:

http://www.chinadialogue.net/UserFiles/File/PDF_ebook001.pdf

8 Annex

8.1. Concept for the international Forum

Industrial Parks worldwide –

management models and framework conditions to facilitate a sustainable business environment / industrial development

Forum, 17.-18. September 2011, Taiyuan, Shanxi Province, China

Introduction

The federally owned Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*, an international cooperation enterprise for sustainable development with worldwide operations, has been operating in China for almost 30 years. As an instrument of bilateral cooperation, we act on behalf of the German government and in the interests of both Germany and China.

GIZ provides policy advice to support China's reform process to build a harmonious, resource-saving society which strives for a balance between economic growth, social equality and environmental protection. The challenges related to a *low carbon economy* feature highly on GIZ's agenda. Capacity building for partner-country experts is a key component of our services.

GIZ supports the sustainable development of industrial parks in a variety of countries.

Objectives

Participants of the forum should learn that different management models and framework conditions can make a difference in successfully developing industrial parks.

Countries worldwide introduced different approaches and park managements are faced with different framework conditions which will be presented during the forum.

The following topics should be discussed:

1. Situation and relevance of Industrial Parks worldwide
 - History of Industrial Park development
 - Types of Industrial Parks

- Political framework (preferential policies, laws and regulations, etc.)
 - Rating systems and role of administration
2. Comparison of administrative models in different countries
- Management structure
 - Responsibilities, land tenure, etc.
 - Funding
 - Decision making processes
 - Services (supply and waste management, facilitation of administrative issues, market access, communication/exchange of material between companies, etc.)
3. Special initiatives of different park managements:
- Cooperation with successful foreign park developers (China-Singapore Suzhou Industrial Park, co operation between Nanjing Chemical Park and Currenta Chempark Leverkusen)
 - Exchange of material flows (Nanjing, Taiyuan, Currenta Chempark Leverkusen)
 - Co operation / exchange of experiences between companies (Taiyuan, Nanjing, GMG in Tunisia)
 - Establishment of Low Carbon Centres, Cleaner Production Clubs, Eco Industrial Parks (Tianjin, Caohejing Shanghai, APE Indonesia, Suzhou, APIIC initiatives)
 - Focus on certain investors, e.g. from Germany or high tech sector (Taicang, Caohejing Shanghai)
4. Role of Development Cooperation
- EU-Trade Project
 - GIZ Energy and Energy Efficiency Programme
 - German development cooperation examples from Tunisia, India, Ghana, Indonesia, etc.

Set up

The forum will take place during the Mainland Expo 2011 in Taiyuan, Shanxi Province, in China, from 17th to 18th of September. It will be a two-day event with 10 slots for speakers from different backgrounds. There will be room for questions. A moderator will guide through the programme.

Participants reach from international experts to government officials and industrial park managers. The size of the forum and whether a participation fee should be collected or not still needs to be discussed. Furthermore, we have to decide how to compensate the speakers and if we offer an honorarium.

Proposed Agenda

Time	Speaker	Topic	Content	Comment
<u>17.09</u>				
:				
10:00	Mr. Qian Shao Jing (DofCom)	Industrial Parks in Shanxi Province	Development and prospect of Industrial Parks in Shanxi Province, difference between parks on national and provincial level	
10:30	Mr. Wu (PDRC)	Expectations from the forum for further industrial development in Shanxi Province	Objectives and plans to establish coking plant parks with a high level of by-product utilization, recent activities	
11:00	Mrs. Anna Katharina Meyer (GIZ Germany)	Administrative structure of IPs in Germany, role of GIZ to support IPs worldwide		
11:30	Mr. Mei (China Association of Development Zones)	A national association as the "Home" of development zones in China	Major lines of business, membership procedures, funding, services	
12:00	Lunch			
14:00	Mrs. Mandy Li Bing (China Knowledge)	Introduction to a rating system of China's industrial parks	Methodology, key factors, role of management aspects, main findings	
14:30	Mr. Zhao Da Sheng (Souzhou IP)	Co operation between China and Singapore to	History of government-to-government co operation, different roles of administrative	

		set up Suzhou IP	committee and development Co Ltd.	
15:00	Mr. Raghu Babu (GIZ India)	Eco Industrial Development strategies on provincial/state level in IPs in India	Administrative structure of IPs in India, roles of national and provincial/state level, APIIC pilot initiatives in Andhra Pradesh	
15:30	Mr. Ge Xinquan (Nanjing Chemical Park)	The park management of Nanjing Chemical Park and the Corporation with Currenta	Material exchanges between companies, cooperation with Currenta	
16:00	Coffee break			
16:30	Dr. Ernst Grigat (Currenta)	Privately managed IPs in Germany – the Currenta Case	Currenta’s development as a company formed by Bayer and Lanxess, responsibilities, services, co operation with companies / governmental structures	Co operation agreement with Nanjing Chemical Park exists, excellent example to show real private company involvement , not yet asked

18.09

±

<u>10:00</u>	Mr. Royce Li (Shanghai Caohejing)	Management of Caohejing High-tech park by a development Co Ltd.	Benefits and differences of an administrative set up without an administrative committee	
10:30	Mrs. Wang Xinmiao (TEDA)	Park management of Tianjin Economic	Example of management through an administrative committee and a development Co Ltd.,	Ideally someone from the low carbon

		Development Area and the industrial symbiosis project with the EU	establishment of a low carbon centre	center would be available as a speaker
11:00	Mr. Dennis Zhu (Taicang Economy Development Area)	Establishment of a German Chinese Co operation base as unique feature	Example of management through an administrative committee by itself, park on provincial level	
11:30	Mrs. Xu Fang (Taiyuan Economic & technical Development Zone)	Initiatives by the park management to facilitate co operation / exchange of experiences between companies	Presentation of Taiyuan ETDZ dialogue platform	
12:00	Lunch			
14:00	Guntram Glasbrenner (GIZ Tunisia)	Management groups formed by company representatives to maintain Industrial zones in Tunisia	Administrative structure of Industrial Zones in Tunisia, government policies, voluntarily formed non-profit organizations in charge of management	
14:30	Mr. Guo Hongqiang (Taiyuan Stainless Steel Industrial Zone)	Park management of an administrative committee on provincial level, initiatives to extend the value chain of steel products		
15:00	Mr. Peter Laybourn (NISP)	Economic, environmental and social	Possible role of the government to support resource efficient	Programme Director of the National

		benefits of co operations between companies	production	Industrial Symbiosis Programme in GB, great presentation during Zero Waste Conference in Southampton
<u>16:00</u>	Coffee break			
<u>16:30</u>	Mr. Josef Tränkler (GIZ Indonesia)	Climate relevant activities in Industrial Parks in Indonesia	Administrative structure of IPs in Indonesia, Cleaner Production Clubs, Energy Efficiency, etc.	Jupp and Joyce have to decide who will best be appropriate as speaker for Indonesia
<u>17:00</u>	Mr. Philip Bartley (EU)	Co operation between EU and China in Industrial Park cross cutting issues to support trade	Approach and objectives of the EU programme, involvement of China Association of IPs	We have not met or asked him yet, but according to Mr. Mei and the project description it would be interesting
<u>17:30</u>	Dr. Heino Vest (GIZ)	Role of GIZ to support further activities, closing words, outlook		

Schedule for further Preparation

- Discussion with the Taiyuan team about our proposal for the forum (July)
- Discussion with PDRC to answer the questions raised under “set up” (July)
- Possible visits to further parks (July)
- Invitations and contacting of speakers (July)
- Discussion with speakers about specific input (August)

- Organisational / administrative preparation of the forum (August / September)

In addition to all of this, Anna will prepare the Sustainable Industrial Areas Working Group meeting which will take place before the forum (including the green economy topic and a site visit to TEDA).

Open Questions

After visiting 8 IPs in three provinces (Shanxi, Liaoning, Jiangsu) and the two municipalities Tianjin and Shanghai, we have the feeling, that officials and executives managing these parks are always enthusiastic and welcome investments. It would be overconfident to assume, that within a few hours of visit, we got to know the advantages and disadvantages of their administrative capacity in its entirety.

Furthermore, we have the feeling the different administrative models do not differ too much from each other. We found out, that an IP in China is managed by either:

- administrative committee as industrial zone owner
- administrative committee as industrial zone owner and development Co. Ltd as state-owned enterprise
- development Co. Ltd. as state-owned enterprise

Having visited IPs where the different administrative models have been appointed, leaves us with a feeling that the differences of the industrial parks cannot mainly be deduced from the fact that one or the other model is in place.

The question, though, remains which is REALLY distinguishing the different administrative models and what could be learned from it? What might be interesting for the participants to learn and discuss about?

In addition we learned that the political targets from the central government are difficult to meet. They can contradict the strategies and intentions of park managements to focus on low carbon initiatives or conservatively investing companies like the ones from Germany (in Taicang Industrial Park). We assume that during the forum these concerns will not be raised and discussed openly.

8.2 Invitation letter for relevant speakers (German and Chinese version)

Sehr geehrte/r

Wir haben die Möglichkeit sehr geschätzt, Sie am ... in ... zu besuchen.

Wir halten Sie als Sprecher für das von uns angekündigte Forum am 17. und 18. September 2011 in ... für sehr geeignet. Wir würden es sehr schätzen, wenn Sie zu einer Teilnahme an diesem Forum bereit wären.

Die genauen Inhalte ihres Beitrags und weitere Konditionen lassen sich besser zu einem späteren Zeitpunkt besprechen.

Zur Erinnerung möchten wir Ihnen unsere Arbeit und unser konkretes Anliegen kurz vorstellen.

Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in China

Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*, ein weltweit tätiges *Bundesunternehmen für nachhaltige Entwicklung*, ist seit rund 30 Jahren in der Volksrepublik China aktiv. Als Instrument der bilateralen Zusammenarbeit dienen wir im Auftrag der deutschen Bundesregierung den Interessen beider Länder gleichermaßen.

Wir beraten die VR China in ihrem Reformstreben, eine harmonische Gesellschaft zu entwickeln, den Rechtsstaat zu fördern und ein Gleichgewicht zwischen wirtschaftlicher Entwicklung, sozialer Gerechtigkeit und dem Schutz der Umwelt herzustellen. Fragen der *low carbon economy* gewinnen zunehmend an Bedeutung. Die Weiterbildung unserer Partnerfachkräfte ist dabei ein wesentlicher Bestandteil unseres Angebots.

Das Leistungsprofil der GIZ passen wir kontinuierlich an die rasanten Veränderungsprozesse im Rahmen der chinesischen Reformpolitik an. Dabei dient vielfach das deutsche Modell der sozialen und ökologischen Marktwirtschaft als Vorbild. Wir agieren zudem in Handlungsfeldern, in denen deutsche Akteure über ein fundiertes Profil und Wettbewerbsvorteile verfügen.

Kooperationen mit der deutschen Wirtschaft sind ein fester Bestandteil in jedem unserer Vorhaben. Aufgrund unserer langjährigen Arbeit besitzen wir umfangreiche

Kenntnisse institutioneller Strukturen und hervorragende Netzwerke. Es ist uns in China Anliegen und Auftrag, diese Kompetenz für die deutsch-chinesische Zusammenarbeit nutzbar zu machen.

Als gemeinnütziges Bundesunternehmen unterstützen wir die deutsche Bundesregierung bei der Erreichung ihrer Ziele in der internationalen Zusammenarbeit für nachhaltige Entwicklung. In mehr als 130 Ländern arbeitet die GIZ im Auftrag der deutschen Bundesregierung sowie anderer öffentlicher und privater Auftraggeber. Dazu zählen auch Regierungen anderer Länder, internationale Organisationen und die Privatwirtschaft. Weltweit aktiv sind wir zudem in der internationalen Bildungsarbeit.

**Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) bündelt seit dem 1. Januar 2011 die Kompetenzen und langjährigen Erfahrungen von Deutschem Entwicklungsdienst (DED) gGmbH, Deutscher Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH und Inwent Internationale Weiterbildung und Entwicklung gGmbH unter einem Dach.*

Kontext

Auf der Basis eines Kooperationsabkommens zwischen der Bundesrepublik Deutschland und der Volksrepublik China führt die GIZ unter anderem ein 5-jähriges Kooperationsvorhaben im Energiesektor durch.

Eine Komponente dieses Vorhabens, die in der Provinz Shanxi angesiedelt ist, beschäftigt sich mit der effizienten Nutzung von Energierohstoffen und deren Nebenprodukten und unterstützt die Regierung der Provinz Shanxi bei ihren Bemühungen zur Restrukturierung des Kokereisektors. Partner unserer Kooperation in Shanxi ist die Provincial Reform and Development Commission (PDRC).

Im Rahmen dieser Kooperation werden Konzepte für integrierte Kokereiparks erstellt, die neben der Produktion von Koks und Kokereigas eine Tiefenverarbeitung der Kokereinebenprodukte vorsehen. Die Kokereiparkkonzepte verbinden dabei die bereits bestehenden Kokereien mit neuen Anlagen sowohl der Koksherstellung wie auch die Verarbeitung der Nebenprodukte.

Mission

Da in diesen Parks zahlreiche Firmen aus unterschiedlichen Branchen zusammenarbeiten müssen, kommt dem Aspekt des Parkmanagement und der administrativen Strukturen eine besondere Bedeutung zu. Um die lokalen Partner in Shanxi bzgl. der verschiedenen Möglichkeiten des Parkmanagements zu beraten, findet im September ein Int. Forum zum Thema "Administration und Verwaltung von

Industrieparks“ statt.

Inhalte des Forums

Wir laden verschiedene Sprecher aus China, aber auch aus dem weiteren Umfeld unserer Arbeit ein (aus Tunesien, Indien und Indonesien), die über folgende Punkte sprechen werden.

- Politische Rahmenbedingungen (Fördermechanismen, Richtlinien, etc.)
- Rolle des Verbandes
- Kooperationsförderung zwischen Unternehmen
- Dienstleistungsangebot (Informationsverbreitung, Kommunikationsforen, etc.)

Wenn weitere Personen in ihrem Umfeld an dieser Veranstaltung Interesse haben, sind auch diese bereits herzlich eingeladen. Ein detailliertes Programm lassen wir Ihnen zukommen, sobald die Sprecher feststehen.

Wir freuen uns auf ihre Rückmeldung und danken Ihnen bereits im Voraus für die gute Zusammenarbeit.

Mit einem freundlichen Gruß

尊敬的...

德国国际合作机构 (GIZ) 衷心地邀请您参加在.. 在...举办的工业园区国际研讨会议。通过在 4 月份由 GIZ 的工作人员 Anna Katharina Meyer 女士和陈雪漪女士与贵园区代表愉快的会面对园区的调查之后, 我们由衷地认为贵园区非常适合在此次会议中作为中国开发区的发言代表之一, 对于您的积极参与我们也非常珍惜和感谢。关于发言的内容和具体细节, 我们会在之后的时间里再次与您确认。在这里, 我很愿意再一次向您介绍 GIZ 的工作性质和项目内容。

德国国际合作机构(GIZ)

是一个在全世界范围内致力于可持续发展国际合作的联邦企业, 在中国开展合作已近三十年。作为双边合作机构, GIZ 受德国政府委托, 旨在推动符合中德两国利益和意愿的发展合作。

GIZ 为中国提供符合改革进程的政策咨询和建议, 支持中国构建和谐、资源节约型社会的发展目标、推动实现经济增长、社会公正和环境保护三者之间的相互协调。同时, GIZ 还日益加强在 *低碳经济* 领域方面的合作, 伙伴国专业人才的能力建设也是其主要服务之一。

借鉴德国特有的社会和生态市场经济模式, GIZ 针对中国改革进程的变化步伐实时跟进、适时调整其重点 (绩效) 领域。GIZ 在中国的合作领域是德国的传统领先并拥有独到经验的领域。

与德国经济伙伴合作是 GIZ 在华项目的重要组成。基于多年的工作成果 GIZ 积累了结构制度化方面丰富的知识, 并建立了广泛的网络, 并由此

推动中德两国的合作共赢。

作为公益性的、联邦企业，GIZ 支持德国联邦政府实现其可持续发展国际合作的各项目标。受德国政府以及公共和私营机构的委托，GIZ 的工作遍及世界 130 多个国家。此外，GIZ 还积极地从事国际教育工作。

德国国际合作机构 (GIZ) 自2011年1月1日起正式运营。德国发展服务公司 (DED)、德国技术合作公司 (GTZ) 和德国国际继续教育与发展协会 (InWEnt) 将整合其国际可持续发展合作领域的长期经验和专业技能，继续为委托方和合作伙伴提供高质量的服务。

内容

中德合作“能源政策和能源效率” (EPEE) 打捆项目是中华人民共和国政府与德意志联邦共和国政府间开展的执行期为5年的合作项目。中方项目负责机构为国家能源局，德方项目负责机构为德国经济合作和发展部 (BMZ) 委托的德国国际合作机构 (GIZ)。

其中,第四子项目“能源资源及其副产品的高效利用”的中方项目执行机构为山西省发展和改革委员会，德方项目执行机构是德国国际合作机构 (GIZ)。项目工作目标为改善山西省可持续的，环保的焦炭生产框架条件。

任务：

工业园区是产业聚集的主要载体，大量企业的进驻和发展是推动工业园区健康发展的前提。因此 作为管理者,如何对园区进行整体规划和科学的管理就显得极其重要。

出于此目的，德国国际合作机构 (GIZ) 即将在 9 月份召开以“世界范围

内工业园区管理”为主题的国际论坛。一方面为山西省焦化工业园区寻求改造发展模式,另一方面也为国际范围内工业园区进行对比和借鉴。

会议内容：

在会议期间,我们将邀请来在中国及其他国家(突尼斯,印度和印度尼西亚)的园区专家学者共同就工业园区进行发言,探讨。讨论内容有:

- 国家政策体系 (优惠政策 , 法律 , 法规条款等)
- 工业园区内企业合作
- 园区为企业提供的服务内容 (信息传达与交流)

同时,我们也热烈欢迎对于您身边其他对此次论坛报有浓厚兴趣的个人或组织的参与。在得到贵园区的回复后,我们会将会议的行程表递交给您。

37

期待您的回信,并预祝我们合作愉快

8.3. Visiting request TEDA (German and Chinese version)

Sehr geehrte Frau Wang Xinmiao,
sehr geehrte Frau Liu Yanmei,

wir haben die Möglichkeit sehr geschätzt, Sie am 12.04.2011 in Tianjin zu besuchen. Wir halten die *Tianjin Economic Technological Development Area* für ein gutes Beispiel nachhaltigen Industrieparkmanagements und würden Sie sehr gerne erneut mit einer etwas größeren Gruppe besuchen.

Wir erwarten für den 21.09.2011 circa 15 Personen, die im Kontext nachhaltiger Industrieparks in arbeiten. Sie kommen aus Deutschland, Kanada, Tunesien, Indien und Indonesien.

Sehr gerne würden unsere Gäste sicherlich eine Führung durch ihr Promotion Center und das Low Carbon Center erhalten. Wir würden uns über eine positive Rückmeldung von Ihnen sehr freuen. Weitere Konditionen lassen sich sicherlich in den nächsten Wochen besprechen.

Zur Erinnerung möchten wir Ihnen unsere Arbeit kurz vorstellen.

Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in China

Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*, ein weltweit tätiges *Bundesunternehmen für nachhaltige Entwicklung*, ist seit rund 30 Jahren in der *Volksrepublik China* aktiv. Als Instrument der bilateralen Zusammenarbeit dienen wir im Auftrag der deutschen Bundesregierung den Interessen beider Länder gleichermaßen.

Wir beraten die VR China in ihrem Reformstreben, eine harmonische Gesellschaft zu entwickeln, den Rechtsstaat zu fördern und ein Gleichgewicht zwischen wirtschaftlicher Entwicklung, sozialer Gerechtigkeit und dem Schutz der Umwelt herzustellen. Fragen der *low carbon economy* gewinnen zunehmend an Bedeutung. Die Weiterbildung unserer Partnerfachkräfte ist dabei ein wesentlicher Bestandteil unseres Angebots.

Das Leistungsprofil der GIZ passen wir kontinuierlich an die rasanten Veränderungsprozesse im Rahmen der chinesischen Reformpolitik an. Dabei dient vielfach das deutsche Modell der sozialen und ökologischen Marktwirtschaft als

Vorbild. Wir agieren zudem in Handlungsfeldern, in denen deutsche Akteure über ein fundiertes Profil und Wettbewerbsvorteile verfügen.

Kooperationen mit der deutschen Wirtschaft sind ein fester Bestandteil in jedem unserer Vorhaben. Aufgrund unserer langjährigen Arbeit besitzen wir umfangreiche Kenntnisse institutioneller Strukturen und hervorragende Netzwerke. Es ist uns in China Anliegen und Auftrag, diese Kompetenz für die deutsch-chinesische Zusammenarbeit nutzbar zu machen.

Als gemeinnütziges Bundesunternehmen unterstützen wir die deutsche Bundesregierung bei der Erreichung ihrer Ziele in der internationalen Zusammenarbeit für nachhaltige Entwicklung. In mehr als 130 Ländern arbeitet die GIZ im Auftrag der deutschen Bundesregierung sowie anderer öffentlicher und privater Auftraggeber. Dazu zählen auch Regierungen anderer Länder, internationale Organisationen und die Privatwirtschaft. Weltweit aktiv sind wir zudem in der internationalen Bildungsarbeit.

**Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) bündelt seit dem 1. Januar 2011 die Kompetenzen und langjährigen Erfahrungen von Deutschem Entwicklungsdienst (DED) gGmbH, Deutscher Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH und Inwent Internationale Weiterbildung und Entwicklung gGmbH unter einem Dach.*

39

Kontext

Auf der Basis eines Kooperationsabkommens zwischen der Bundesrepublik Deutschland und der Volksrepublik China führt die GIZ unter anderem ein 5-jähriges Kooperationsvorhaben im Energiesektor durch.

Eine Komponente dieses Vorhabens, die in der Provinz Shanxi angesiedelt ist, beschäftigt sich mit der effizienten Nutzung von Energierohstoffen und deren Nebenprodukten und unterstützt die Regierung der Provinz Shanxi bei ihren Bemühungen zur Restrukturierung des Kokereisektors. Partner unserer Kooperation in Shanxi ist die Provincial Reform and Development Commission (PDRC).

Im Rahmen dieser Kooperation werden Konzepte für integrierte Kokereiparks erstellt, die neben der Produktion von Koks und Kokereigas eine Tiefenverarbeitung der Kokereinebenprodukte vorsehen. Die Kokereiparkkonzepte verbinden dabei die bereits bestehenden Kokereien mit neuen Anlagen sowohl der Koksherstellung wie auch die Verarbeitung der Nebenprodukte.

Mission

Da in diesen Parks zahlreiche Firmen aus unterschiedlichen Branchen zusammenarbeiten müssen, kommt dem Aspekt des Parkmanagement und der administrativen Strukturen eine besondere Bedeutung zu. Um die lokalen Partner in Shanxi bzgl. der verschiedenen Möglichkeiten des Parkmanagements zu beraten, findet im September ein Int. Forum zum Thema "Administration und Verwaltung von Industrieparks" statt. Im Rahmen dieses Forums erwarten wir die oben angekündigten Gäste, mit denen wir am 21.09. sehr gerne nach Tianjin kommen würden.

Wir freuen uns auf ihre Rückmeldung und danken Ihnen bereits im Voraus für die gute Zusammenarbeit.

Mit einem freundlichen Gruß

尊敬的王鑫淼和刘雁梅女士，

首先，非常感谢贵园区对在 4 月份德国国际合作机构 GIZ 的工作人员 Anna Katharina Meyer 女士和陈雪漪女士的接待和会面。

如您所知，在 9 月份将由德国国际合作机构 GIZ 主办国际工业园区研讨会，为此，我们计划在 9 月 21 日组织来自参会国家：德国，加拿大，突尼斯，印度，印度尼西亚的代表团（约 15 人左右）参观中国工业园区。通过会面对贵园区的考察，我们由衷地认为，泰达是中国最好的开发区，代表中国最高水平的生态工业园区。因此，我们希望国际参会代表团能够到贵园区参观考察，了解泰达在园区管理和低碳中心建设方面的成就，并以此让世界范围内其他国家的园区工作者和建设者了解中国高水平的开发区。

衷心期待您的回复，具体参观细节，我们将在得到您的回复后与您详谈。

在这里，我很愿意再一次向您介绍 GIZ 的工作性质和项目内容。

德国国际合作机构(GIZ)

是一个在全世界范围内致力于可持续发展国际合作的联邦企业，在中国开展合作已近三十年。作为双边合作机构，GIZ 受德国政府委托，旨在推动符合中德两国利益和意愿的发展合作。

GIZ 为中国提供符合改革进程的政策咨询和建议，支持中国构建和谐、资源节约型社会的发展目标、推动实现经济增长、社会公正和环境保护三者之间的相互协调。同时，GIZ 还日益加强在 *低碳经济* 领域方面的合

作，伙伴国专业人才的能力建设也是其主要服务之一。

借鉴德国特有的社会和生态市场经济模式，GIZ 针对中国改革进程的变化步伐实时跟进、适时调整其重点（绩效）领域。GIZ 在中国的合作领域是德国的传统领先并拥有独到经验的领域。

与德国经济伙伴合作是 GIZ 在华项目的重要组成。基于多年的工作成果 GIZ 积累了结构制度化方面丰富的知识，并建立了广泛的网络，并由此推动中德两国的合作共赢。

作为公益性的、联邦企业，GIZ 支持德国联邦政府实现其可持续发展国际合作的各项目标。受德国政府以及公共和私营机构的委托，GIZ 的工作遍及世界 130 多个国家。此外，GIZ 还积极地从事国际教育工作。

德国国际合作机构（GIZ）自2011年1月1日起正式运营。德国发展服务公司（DED）、德国技术合作公司（GTZ）和德国国际继续教育与发展协会（InWEnt）将整合其国际可持续发展合作领域的长期经验和专业技能，继续为委托方和合作伙伴提供高质量的服务。

内容

中德合作“能源政策和能源效率”（EPEE）打捆项目是中华人民共和国政府与德意志联邦共和国政府间开展的执行期为5年的合作项目。中方项目负责机构为国家能源局，德方项目负责机构为德国经济合作和发展部（BMZ）委托的德国国际合作机构（GIZ）。

其中，第四子项目“能源资源及其副产品的高效利用”的中方项目执行机构为山西省发展和改革委员会，德方项目执行机构是德国国际合作机

构(GIZ)。项目工作目标为改善山西省可持续的 , 环保的焦炭生产框架条件。

任务：

工业园区是产业聚集的主要载体, 大量企业的进驻和发展是推动工业园区健康发展的前提. 因此 作为管理者, 如何对园区进行整体规划和科学的管理就显得极其重要.

出于此目的, 德国国际合作机构 (GIZ) 即将在 9 月份召开以”世界范围内工业园区管理”为主题的国际论坛. 一方面为山西省焦化工业园区寻求改造发展模式, 另一方面也为国际范围内工业园区进行对比和借鉴.

期待您的回信 , 并预祝我们合作愉快。

8.4 Potential speaker for the Forum

„**Industrial Parks worldwide** – management models and framework conditions to facilitate a sustainable business environment / industrial development“, 17./18.09.2011

Speaker	Content	Explanatory Statement	Comment, Response, Acceptance	Contact
Governmental Institution				
Mr. Qian Shao Jing (DofCom)	Industrial Parks in Shanxi Province: Development and prospect of Industrial Parks in Shanxi Province, difference between parks on national and provincial level	He seems to be a motivated speaker and panelist, he facilitated our travels and should be „part of the stage-team“		Contact details with GIZ Taiyuan office
Mr. Wu (PDRC)	Expectations from the forum for further industrial development in Shanxi Province: Objectives and plans to establish coking plant parks	Partner of the programme, important counter part of GIZ Taiyuan office		Contact details with GIZ Taiyuan office

with a high level of by-product utilization, recent activities

Mr. Mei Yanchuan (China Association of Development Zones)

A national association as the “Home” of development zones in China: Major lines of business model, membership procedures, funding, services

Role of the association is important for the park management and future work of GIZ in this field

Information & Training Dept. Director, No. 23. Building Hujiayuan Dongzhimen Wai Beijing, meiyc@cadz.org.cn
Tel: 13801016882

GIZ Experts

Mrs. Anna Katharina Meyer (GIZ Germany)

Administrative structure of IPs in Germany, role of GIZ to support IPs worldwide

GIZ

Mr. Raghu Babu (GIZ India)

Eco Industrial Development strategies on provincial/state level in IPs in India: Administrative structure of IPs in India, roles of national and provincial/state level, APIIC pilot initiatives in Andhra Pradesh

GIZ

Guntram Glasbrenner (GIZ Tunisia)	Management groups formed by company representatives to maintain Industrial zones in Tunisia: Administrative structure of Industrial Zones in Tunisia, government policies, voluntarily formed non-profit organizations in charge of management		GIZ
Mr. Josef Tränkler (GIZ Indonesia)	Climate relevant activities in Industrial Parks in Indonesia: Administrative structure of IPs in Indonesia, Cleaner Production Clubs, Energy Efficiency, etc.	Jupp and Joyce have to decide who will best be appropriate as speaker for Indonesia	GIZ
Dr. Heino Vest (GIZ China)	Role of GIZ to support further activities, closing words, outlook		GIZ

International Experts

Mrs. Mandy Li Bing (China Knowledge)	Introduction to a rating system of China's industrial parks: Methodology, key factors, role of management aspects, main findings	The China Knowledge Rating is not very well known, plus it was criticised by some of our interview partners, nevertheless: the methodology is interesting and a discussion about it would be as well		119 Genting Lane, Singapore, mandy_li@chinaknowledge.com , Tel: 0065 62358468
Dr. Ernst Grigat (Currenta)	Privately managed IPs in Germany – the Currenta Case: Currenta's development as a company formed by Bayer and Lanxess, responsibilities, services, co operation with companies / governmental structures	He knows the Chinese context, is already exchanging experiences with Nanjing Chemical Park, could talk about the benefit Currenta gets from it	not asked yet	Currenta GmbH & Co. OHG, Leverkusen 51368 Leverkusen Tel: +49 214 30 0
Mr. Peter Laybourn (NISP)	Economic, environmental and social benefits of co operations between companies: Possible role of the government to support resource efficient production	Great speaker with a mission, not closely connected to management models	not asked yet	44, Imperial Court, Kings Norton Business Center, Pershore Road South, Birmingham, GB Peter.laybourn@nisp.org.uk

Mr. Markus Schwerzmann	Different models of industrial park management from a scientific point of view	Researcher with a lot of knowledge and reputation in this field	not asked yet	ICEM International AG, Zürich, markus.schwerzmann@icme-group.com
Mr. Philip Bartley (EU)	Co operation between EU and China in Industrial Park cross cutting issues to support trade: Approach and objectives of the EU programme, involvement of China Association of IPs	We have not met or asked him yet, but according to Mr. Mei and the project description it would be interesting		Room 2480, Beijing Sunflower Tower No.37, Maizidian Street, Chaoyang District, Beijing 100125, P.R. China, Tel: +86 (10)8527 5705
Park Management				
Prof. Zhao Da Sheng (Suzhou IP)	Cooperation between China and Singapore to set up Suzhou IP: History of government-to-government co operation, different roles of administrative committee and development Co Ltd.	Very experienced senior expert who has worked in an administrative committee as well as in a development corporation		Singapore State & City Planning Consultants Co Ltd., zhds126@126.com , zhds@scpc.cc , Tel.: 13506136056, www.sipac.gov.cn
Mr. Royce Li (Shanghai Caohejing)	Management of Caohejing High-tech park by a development Co Ltd.: Benefits and differences of an administrative set up without an			Deputy Director Communist Party Dept., A/17 Floor, 900 Yishan Road Shanghai, tjli@caohejing.com Tel: 18930170800

administrative committee			
Mrs. Wang Rong (TEDA, Low Carbon Center)	Park management of Tianjin Economic Development Area and the industrial symbiosis project with the EU: Example of management through an administrative committee and a development Co Ltd., establishment of a low carbon centre	not asked yet	No.19 Hongda Street, TEDA, Tianjin, P.R. China, rong.olivia.wang@ecoteda.org 0086-22-66371889 Interview held with: Liu, yanmei email: liuym@teda.net und Wang, Xinmiao
Mr. Ge Xinquan (Nanjing Chemical Park)	The park management of Nanjing Chemical Park and the Corporation with Currenta: Material exchanges between companies, cooperation with Currenta	Very practical approach, could talk about specific questions concerning the chemistry industry OR about the role of the 5-year-plans scaled down to the park level	Deputy Director Investment Promotion Dept., 168Fangshui Road, Luhe District, Nanjing, Jiangsu Province, gexingquang@hotmail.com Tel: 13951765057
Mrs. Xu Fang (Taiyuan Economic & technical Development Zone)	Initiatives by the park management to facilitate co operation / exchange of experiences between companies: Presentation of Taiyuan ETDZ		No.1 East STREET, Taiyuan Economic and Technological Development Zone, Taiyuan, Shanxi, Tel: 0351-7560330

dialogue platform

Mr. Dennis Zhu (Taicang Economy Development Area)	Establishment of a German Chinese Co operation base as unique feature: Example of management through an administrative committee by itself, park on provincial level		88, Shanghai E. Rd, Taicang, Jiangsu, P.R.C., fangtianming22@163.com Tel: 13812927566
Mr. Guo Hongqiang (Taiyuan Stainless Steel Industrial Zone)	Park management of an administrative committee on provincial level, initiatives to extend the value chain of steel products:	Back-up for Mrs. Xu Fang (Taiyuan Economic & technical Development Zone)	Director of Economic Development and Business Inviting Bureau, The Western of North Exit, National NO.108 highway, Taiyuan, Shanxi, tybxgyq@163.com Tel: 13803414333

For further information, please contact:

Anna Katharina Meyer

Environment and Climate Change
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ)
GmbH
Postfach 5180
65726 Eschborn
T + 49 6196/79-1090
F + 49 6196/79-801090

E anna.meyer@giz.de