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# INDIANS LEADERS PROGRAMME 2016

30.05.2016 - 03.06.2016  
Bilbao, Santander & Madrid





As Alonso Dezcallar, Secretary General of the Spain India Council Foundation, explained to the four participants in this year's edition, the main objective of the Indian Leaders Programme is to strengthen the relationship between the two countries by offering Indian professional experts the chance to get to know Spain in the fields related to their professional activity. The Programme was created as a short-term immersion in our country in order to offer an updated overview of the Spanish social and cultural landscape and to break away from stereotypes, show the country's potential to be highly competitive in many sectors, favour the creation of networks and generate long-term relationships.

The diplomat welcomed the Indian delegation in Bilbao at the first event on their agenda in Spain. Alonso Dezcallar detailed the goals and objectives of the Spain India Council Foundation and the actions taken to achieve them. He highlighted the Leaders Programme as one of the most successful, consolidated activities and explained that, during five days of work, they would have the opportunity to meet professionals from the public and private sector who work in the field of sustainable urban development. The main objective of the Programme is for everyone to interact as much as possible, thus generating a constant, diverse and enriching flow of experiences for both parties.

"We chose Bilbao, as well as Madrid, for what they can teach us as examples of urban development," Alonso Dezcallar explained to the Leaders.

The first stage of the programme took place in Bilbao, which has undergone and continues to undergo



## THE 5TH INDIAN LEADERS PROGRAMME BEGINS

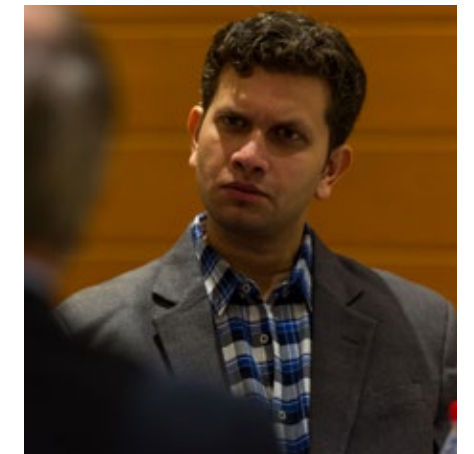
**The Secretary General of the SICF, Alonso Dezcallar, welcomed the participants in Bilbao and outlined the agenda and objectives during their time in Spain**

a spectacular transformation from an industrial city to a modern, service-oriented one with a clear commitment to environmental regeneration. Its transformation has been internationally recognised and turned the city into a global tourist destination.

Alonso Dezcallar pointed out that

**Alonso Dezcallar: "We chose Bilbao and Santander, as well as Madrid, for what they can teach us as examples of urban development"**

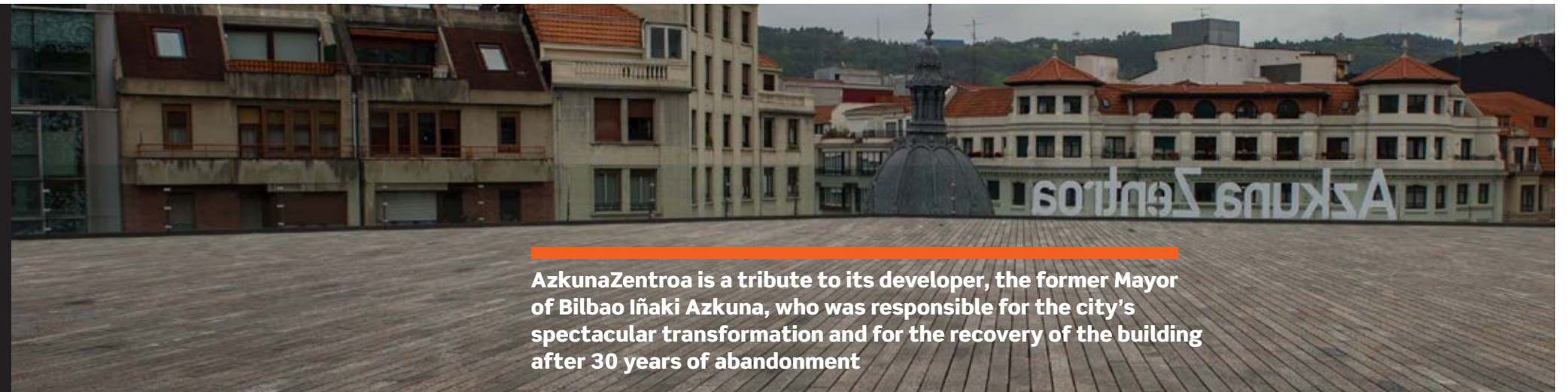
some of the best companies in the smart cities sector are Spanish. Their experience and skill could be useful for India, a country which is currently immersed in a major process of urban renovation and which is also very committed to clean energy and sustainable development. The Secretary General said he was sure that this visit would be fruitful for the Indian guests both professionally and personally, and highlighted that, in previous editions, the participants were surprised by the similarities between the two countries.





# AZKUNA ZENTROA, AN EXAMPLE OF URBAN TRANSFORMATION

The participants in the Indian Leaders Programme visited this modern cultural centre in Bilbao, which is committed to innovation and technology



AzkunaZentroa is a tribute to its developer, the former Mayor of Bilbao Iñaki Azkuna, who was responsible for the city's spectacular transformation and for the recovery of the building after 30 years of abandonment



AzkunaZentroa in Bilbao was one of the examples chosen as a symbol of sustainable urban development that the participants in the Indian Leaders Programme had the opportunity to visit during their stay in the Basque city.

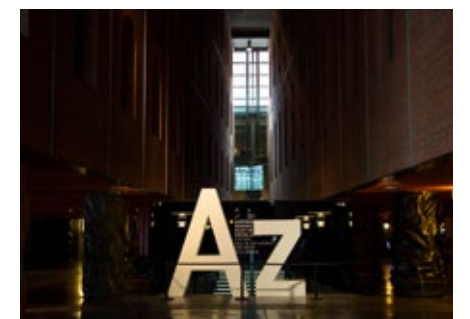
The old wine storehouse became a municipal company dedicated to programming, organising and managing art, culture, leisure and sports activities. It represents a clear commitment to innovation and technology and supports Bilbao's strategy as an open city of culture and knowledge, as well as being a landmark of the transformation of the city, which has been completely overhauled to serve its citizens and let them take centre stage.

The name it has held since 2015,

AzkunaZentroa, is a tribute to its developer, the former Mayor of Bilbao Iñaki Azkuna, who was responsible for the city's spectacular transformation and for the recovery of the building after 30 years of abandonment.

This modern centre was inaugurated in 2010 and is the work of famous French creator, designer and architect Philippe Starck. The participants in the Indian Leaders Programme visited the facilities as part of a guided tour during which they received comprehensive information on the centre's main attractions, from its sports centre to its function and exhibition rooms as well as the library.

During the visit, the Indian delegation showed an interest in several aspects of the centre, from the materials used to build it and adapt it to factors related to the organisation and financing of events and upkeep of the facilities.







To be able to understand why Bilbao is a great example of sustainable urban development, the Indian Leaders needed to situate the city both geographically and historically. The City Council's Urban Development councillor, Asier Abaunza, gave a detailed account of the city and its industrial past, linked to iron and steel.

The crisis the city suffered during the 80s and 90s, with the disappearance of most of its industry, made it necessary to carry out a radical transformation around two main goals: maintaining industries which might still be viable and improving citizens' quality of life. The estuary became the backbone of change and the goal was for the project to be carried out seeking sustainable development, efficient management through adequate planning, commitment to quality urban architecture and a tight budget so as to not generate any extra charges.

The Leaders were interested to know the opinions of people who were against the project and how those barriers were overcome, since the renovation of Bilbao was a long-term project (25 years) carried out by several public institutions that supported the project over the course of time in spite of the political changes.

The importance of the Guggenheim Museum for Bilbao as it is today was also discussed at the meeting. Asier Abaunza explained that this museum is essential, especially abroad where the city's background is not known. In response to questions from the participants in the Programme, the councillor clarified that Bilbao has not changed because of the Guggenheim Museum, but that the museum has served to present it as a global tourist and leisure



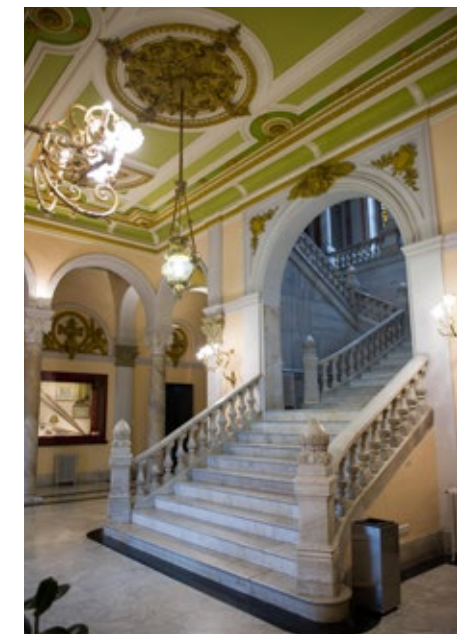
destination. Before the possibility of building the museum was even suggested, the plan just featured an empty space and a preference to devote it to cultural purposes. "We've spent ten times more on cleaning the river than on building the Museum, but the cleanliness of the river is not the reason why we're known worldwide," Abaunza stated.

The port was another core element in the transformation of the city. It was remodelled and taken out of the estuary. By getting rid of the railway connecting the port to the factories by the river and replacing it with a promenade, the city, which had been living with its back to the river, became reunited with it.

The Indian delegation showed special interest in the financing system of such a massive project. Asier Abaunza explained the different forms

of participation depending on the institution in question, such as transferring land or waiving the right to collect certain taxes to invest in the project, among other solutions.

One of the aspects of the city the participants in the Programme were most interested in was public transport, including the metro's current state and expansion plans, its relationship with other transport systems, and to what extent it is financed through transport fares, as well as how the use of public transport is encouraged. According to the councillor, the metro has been the most important project to unite people in the metropolitan area, which was initially designed with the factories in mind and now focuses on the well-being of its citizens, one of the main factors of sustainable urban development.







## BILBAO'S GREATEST URBAN PLANNING INTERVENTIONS

A guided tour showed the participants in the Programme several examples of urban development responding to different objectives and needs



Abandoibarra, the Zorrotzaurre peninsula, Ametzola and Barakaldo are some of the areas which have experienced the greatest urban developments in Bilbao's transformation process. The Leaders Programme agenda devoted the afternoon of the first day to visiting those areas, accompanied by an architect.

Each area is representative for its own reasons: the most impressive transformation, a reconversion into the city's tourist centre, or even the solution to the communication or isolation problems of certain neighbourhoods. This variety of achievements gave the Leaders first-hand knowledge of various processes, states and solutions for the management of urban development.

The Zorrotzaurre peninsula is one of the main projects the city is

currently undertaking, and once this is done, the area where the remains of long-gone factories stood, will become an island linked by bridges, featuring both housing blocks and business parks. The Indian Leaders were particularly interested in the percentage of public and private housing and in how developers work together with the City Council to carry out these initiatives.

The building projects in the neighbourhood of Ametzola and

### The Indian Leaders were particularly interested in the percentage of public and private housing

its new train station also attracted the delegation's attention. The refurbishing of the tracks and the rail station, as well as the construction of the surrounding houses, gave rise to plenty of questions, as it is an excellent model to prevent railway tracks from isolating populated areas. The architect guiding the visit

explained the project's construction phases.

The city of Barakaldo represents another type of recovery as an area far from the centre of Bilbao. Visually, the planning is less impressive, but the benefits for the citizens have been just as important. In this case, former industrial areas have also been reclaimed for the construction of housing, parks and squares and the river has been recovered and integrated into the city's urban

landscape and daily life.

Lastly, the group visited Portugalete, where they saw Puente Bizkaia, the first transporter bridge in the world with a metal structure. Inaugurated at the end of the 19th Century, it has been replicated in as many as thirty places around the world and is a designated UNESCO World Heritage site.







The Indian Leaders Programme included Santander among the cities to visit in order to show participants the SmartSantander project. Research and service to citizens are the two main goals of the plan, which was explained to the delegation by Professor Luis Muñoz, chair of Telematics Engineering at the University of Cantabria and coordinator of the project.

There are currently 50,000 IoT (Internet of Things) devices all over the city which, according to Luis Muñoz, is ideal for the development of a pioneering activity of this kind given its relatively small size.

During the presentation, the participants in the Programme were able to have a look at the screens showing the status of the devices around the city in real time. The devices collect all sorts of information that is processed at a later stage and used for different purposes. The humidity and solar radiation data, for example, are used by the City Council's Parks and Recreation department to control irrigation.

Urban traffic was one of the aspects that attracted the Leaders' attention. They showed great interest in the sensors located in parking spaces, which indicate the empty spaces on every road, as well as those offering information on vehicle flow, which

## THE INDIAN LEADERS PROGRAMME GETS ACQUAINTED WITH THE SMARTSANTANDER PROJECT

**The city has 50,000 IoT (Internet of Things) devices devoted to research and service for citizens**

allow for the creation of predictive maps of traffic in the city.

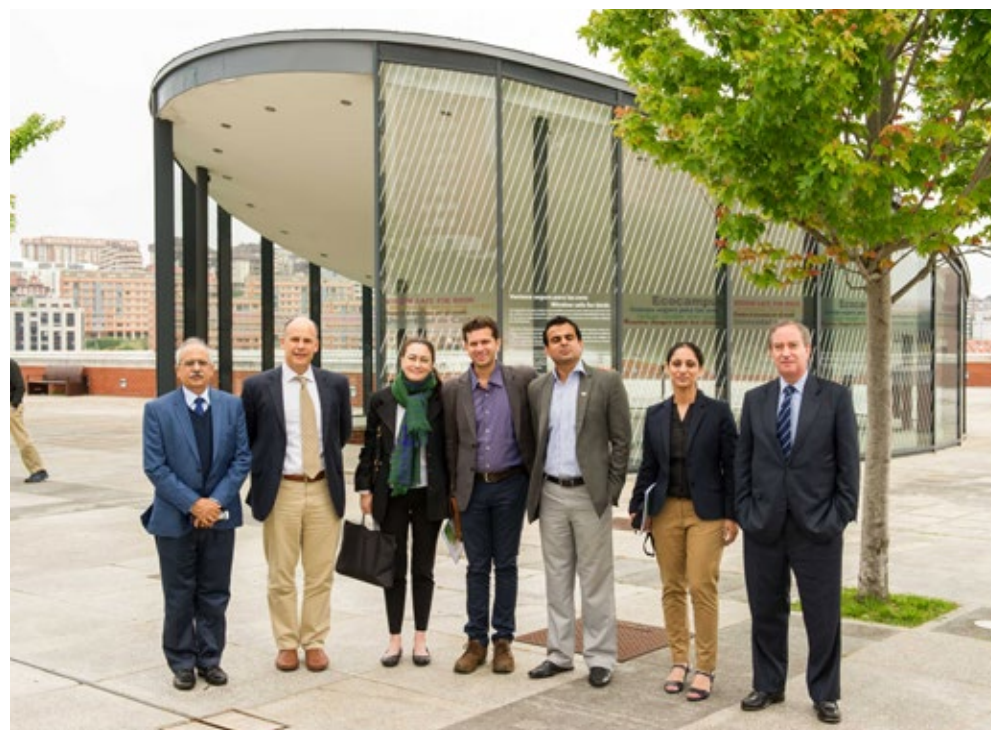
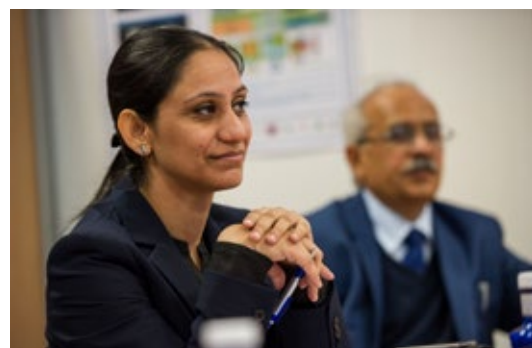
The scalability of this system for large cities such as those in India was also of interest to the participants, especially to Dr. Manvendra Deswal, head of the smart city mission of the Confederation of Indian Industry. The decentralisation of the system in districts would be the ideal solution for the management of larger cities, as Luis Muñoz highlighted during his presentation.

Waste management is another

**The Leaders showed an interest in the sensors located in parking spaces, which indicate the empty spaces on every road, as well as those offering information on vehicle flow, which allow for the creation of predictive maps of traffic in the city**

aspect that has brought the SmartSantander project greater international renown. The efficiency of the collection service has been doubled by using sensors in the inorganic waste and paper bins, which allows the City Council to save both fuel and work hours.

The presentation of the project finished with a field trip to get to know the installation methods of sensors and antennae on the ground and facades and the electronic signs that provide citizens with information about empty parking spots, air quality, etc. Luis Muñoz highlighted that citizen participation is essential, and that's why the University and other participating institutions offer a series of websites and mobile apps the public can use to get information, point out incidents and even suggest future lines of research and implementation of IoT services in the city.







The projects integrated within SmartSantander are showcased at the Riva-Herrera Palace, headquarters of the SmartSantander Demo Centre, which was visited by the participants in the Programme. In this building, donated by the City Council, the companies participating in the smart city scheme make new technologies available to citizens.

At the SmartSantander Demo Centre, the Head of Telefónica Cantabria and NEC, Joaquín González, showed the Leaders the Cloud City Operations Center (CCOC) platform,

## SPAIN, ONE OF THE MOST ADVANCED COUNTRIES IN THE DEVELOPMENT OF SMART CITIES

**The visit to the SmartSantander Demo Centre showcased the potential that has already been developed and the research currently underway**

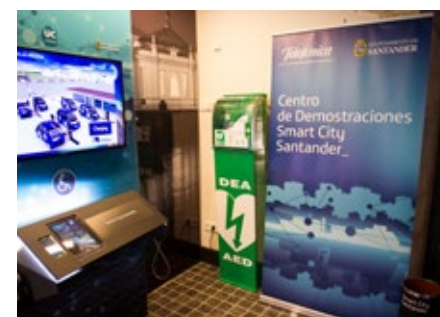
developed by NEC to integrate all the applications and sensors of the SmartSantander project. CCOC provides all the information available about the city in real time, from carbon and noise pollution levels to the status of the traffic or the parking spaces available on every road.

One of the systems the Leaders were most interested in was Santander's smart waste management system, "one of the greatest projects of its kind in Europe". The inorganic waste and paper bins have sensors indicating their capacity. Waste collection vehicles are equipped with GPS trackers and a communications

system that designs the best collection route. The use of this system has allowed the city to streamline this service, reducing the use of fuel as well as noise pollution, among other benefits.

In the exhibition room, the Indian Leaders had the opportunity to see some of the technology prototypes already in use as well as research prototypes such as energy efficiency control systems, devices for security forces with metal and gas detectors and agent monitoring systems, bin control systems for oil recycling and telephone support for elderly people with disabilities, among others.

Santander City Council is deeply committed to research into smart cities, and this commitment has led it to promote RECI, a network of smart cities. This is a joint effort to encourage these kinds of technologies, which is headed by the Mayor of Santander. RECI is formed of 65 Spanish cities, including Coruña, Alicante, Barcelona, Córdoba, Madrid, Málaga, Salamanca, Seville and Valencia, to name but a few. These cities, together with the companies involved in projects such as SmartSantander, have turned Spain into the most advanced country in the world in the field along with Korea.







## THE BOTÍN CENTRE, RECOVERING URBAN SPACE FOR THE CITY

**The Leaders praised this project, which is ground-breaking from an architectural point of view as well as for its functionality**



The Leaders visited the Botín Centre during the day that they spent discovering sustainable urban development projects in Santander. This is a project that has reclaimed land to encourage economic and social growth through the creation of a centre to host cultural

activities. The Leaders expressed their admiration for the project, which is ground-breaking from an architectural point of view as well as for its functionality once it becomes operative.

Fátima Sánchez Santiago, Executive Director of the Botín Centre, welcomed the participants in the Programme. During her presentation,

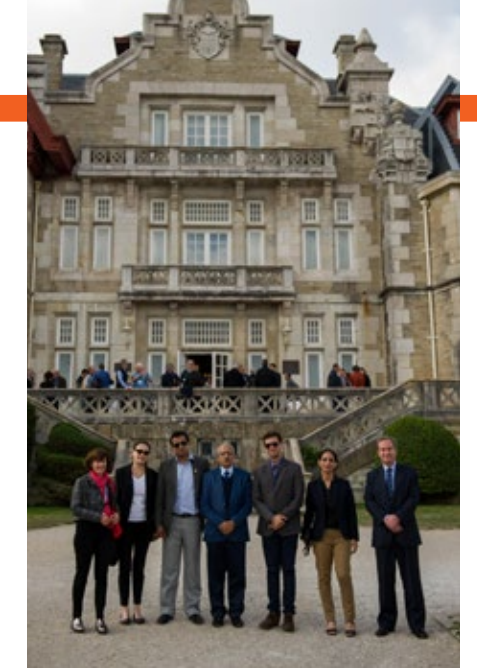
she detailed the project's innovative features, including a shift away from the concept of museums of the 20th century, which are aimed at foreign visitors. The Botín Centre, on the other hand, is positioned as a meeting point in the city centre, using arts and culture to transform life in Santander. In order to do so, as Fátima Sánchez explained, the Botín Foundation works together with Yale University to create activities, workshops, courses and educational activities.

The architectural space created to host the centre is yet another pillar of the project. Designed by prestigious architect Renzo Piano, it consists of two buildings linked with footbridges and a multi-purpose area of squares, amphitheatre and gardens which connect to the city centre and the bay. Built in glass

and stainless steel and elevated from the ground in order not to break the coastline, the buildings accommodate exhibition rooms, an amphitheatre and multifunctional rooms. The main appeal of the two buildings will be the fact that they will be covered with 280,000 ceramic tiles reflecting light differently depending on the time of day.

The work of the Botín Foundation and this project were very attractive to the Indian visitors, who took an interest in the differences from the Guggenheim Museum. The clearly local character of this project is its main added value, with its programming clearly aimed at the people in the city and not at tourists.

Fátima Sánchez explained how



the Botín Centre demonstrates the importance of joint efforts between different public and private institutions. Puertos del Estado (the Spanish Ports Authority), Santander City Council and the Botín Foundation have validated every aspect of the project jointly.

After the visit to the Botín Centre construction site, the group of participants in the Council Foundation programme enjoyed a tourist visit to the Palace of La Magdalena. Located in a peninsula by the same name and one of the most visible landmarks in Santander, this is a Royal Palace which combines tradition and modernity, with an imposing, monumental outer look and modern facilities. It is used for university courses during the summer and the celebration of major events the rest of the year.





# THE MANAGEMENT OF URBAN TRANSPORT IN MADRID

**The Leaders pointed out the similarities between Delhi and the Spanish capital and became familiar with the model developed by the Regional Transport Consortium**



With close to 15 million trips a day by bus, metro, train and light rail, Madrid's Regional Transport Consortium is a world leader in the field. The Indian Leaders gained first-hand knowledge of its organisation and operation during a visit to the premises.

Laura Delgado, Head of External Affairs at the Consortium, showed the division of Madrid's territory into concentric areas (capital, metropolitan area and outer ring) and the adaptation of the fare system to these areas. This aspect was especially relevant to the Leaders given the parallelism with the main regions of India. The capital, Delhi, whose metro network is similar in size to that of Madrid, has a smaller city centre, though its metropolitan area is much larger. Mr. Kunal Purohit found it especially interesting "to see the similarities between Madrid and Indian cities and look at the solutions provided".

These solutions are related to modal

integration plans, a fundamental feature of Madrid's urban development where two-thirds of public transport users take at least two different means of transport every day. The Consortium's modal integration plan is based on the enlargement of the metro and light rail network, the use of HOV lanes and transport hubs.

The operation of transport hubs was what attracted the Indian delegation's attention the most, building underground bus stations was especially relevant to reduce inconvenience for people as much as possible, with a concept that is more reminiscent of an airport than a traditional bus station. Dr. Mandenvra Deswal, Head of the Confederation of Indian Industry, was particularly interested in the concessions system used to build and maintain these as well as the way the investment is recovered through the operation of retail outlets and the payment of a stipulated amount per passenger.

Tomás Melero, Director of Madrid's Public Transport Management Centre

(CITRAM), detailed the 24-hour coordination and management of over 40 companies integrated within the Consortium. More than 20,000 CCTV cameras and 6,000 screens, on top of over 5,000 constantly-monitored vehicles, generate an incredible amount of information that CITRAM uses both for the correct upkeep of the service as well as to let commuters know the status of all transport in the region.

This immediate access to information is one of the keys to urban development in Madrid over the past few years. According to Tomás Melero, the Consortium was created for planning purposes, but from 2008 onward they decided to go beyond this and do real-time monitoring in order to offer added value to commuters and the Consortium member companies alike.

After the presentation at the Consortium's headquarters, the Leaders had a chance to visit the metro network and the station of Príncipe Pío. Together with Ramón Soubrier, Head of the Consortium, they were able to appreciate the organisation at transport hubs, multimodal interconnection and the passenger boarding and alighting system on buses. The emergency systems at these hubs are unique in Europe, as underground bus stations are an innovative concept. This peculiarity has brought great recognition to the Regional Transport Consortium for its safety measures, among others.







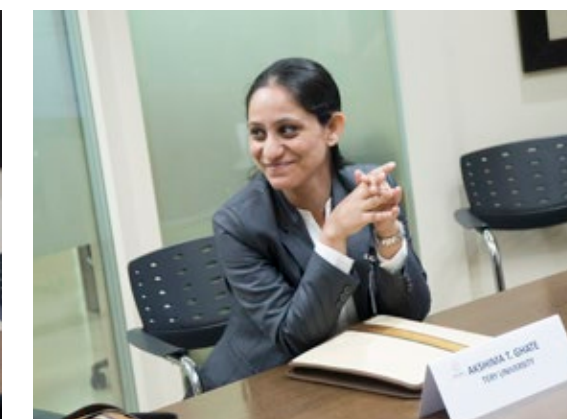
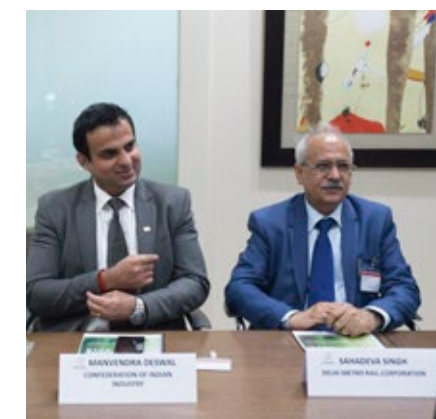
## WORKING LUNCH AT **GAS NATURAL FENOSA**

**India is one of the most attractive markets in the Spanish multinational's international expansion strategy**



Our patron Gas Natural Fenosa treated the four participants in the Indian Leaders Programme to a working lunch at its Madrid headquarters. The company is a pioneer in the integration of gas and electricity, it is present in 30 countries and has over 23 million clients.

The participants in the Programme were welcomed by Ane de Ariño, Director of the company's Business Development Unit for Asia, India and the North of Africa. Over lunch, the Indian Leaders had the chance to hear about the business undertakings of one of Spain's largest companies.







As part of the agenda for the Indian Leaders Programme, the Secretary of State for Foreign Affairs, Ignacio Ybáñez, received the participants at the Ministry of Foreign Affairs and Cooperation. The meeting was marked by an interesting exchange of opinions, both regarding bilateral relations from an economic and political point of view and the impression the Programme is making on the Indian Leaders as it reaches the halfway mark.

Ignacio Ybáñez described relations between Spain and India as good but distant, and highlighted "the efforts made over the past few years to bridge this gap". The Secretary of State said he was confident that the celebration of the 60th anniversary of the establishment of diplomatic relations between the Spain and India would strengthen these relations and foster collaboration on joint projects.

After the first three days of the Leaders Programme, the participants told Ignacio Ybáñez that Spain's activity in urban development and sustainability offered many opportunities for collaboration. Mr. Kunal Purohit, a correspondent for the Hindustan Times specialising in these areas, commented on the similarities between Mumbai and the old Bilbao, and remarked that it would be great if Bilbao advised the Indian

city based on its post-conversion experience.

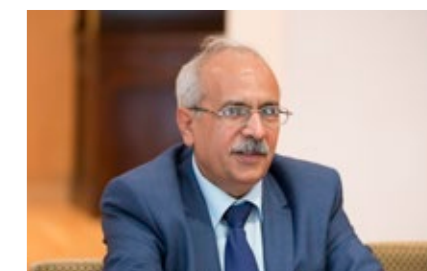
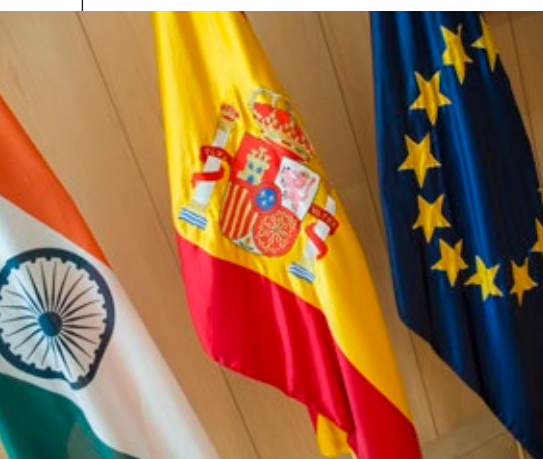
Ms. Akshima Tejas Ghatge, in turn, explained the work of TheEnergy and Resources Institute (TERI) as the director of the cities and sustainable transport unit and identified the areas offering opportunities for collaboration between the two countries, among which she highlighted the field of energy.

In the opinion of the Secretary of State, even though Spanish companies are investing more and more in Asia and India, the need for a physical presence in the country works against them when it comes to accessing large projects, in competition with English and French companies with a long tradition in India. As the representative of the Confederation of Indian Industry, Dr. Manvendra Deswal spoke positively about the presence of Spanish companies in his country. He specifically mentioned our patron Indra, with which the CII signed a Memorandum of Understanding (MOU) in October to participate in the Indian Government's 100 Smart City Vision Plan tenders.

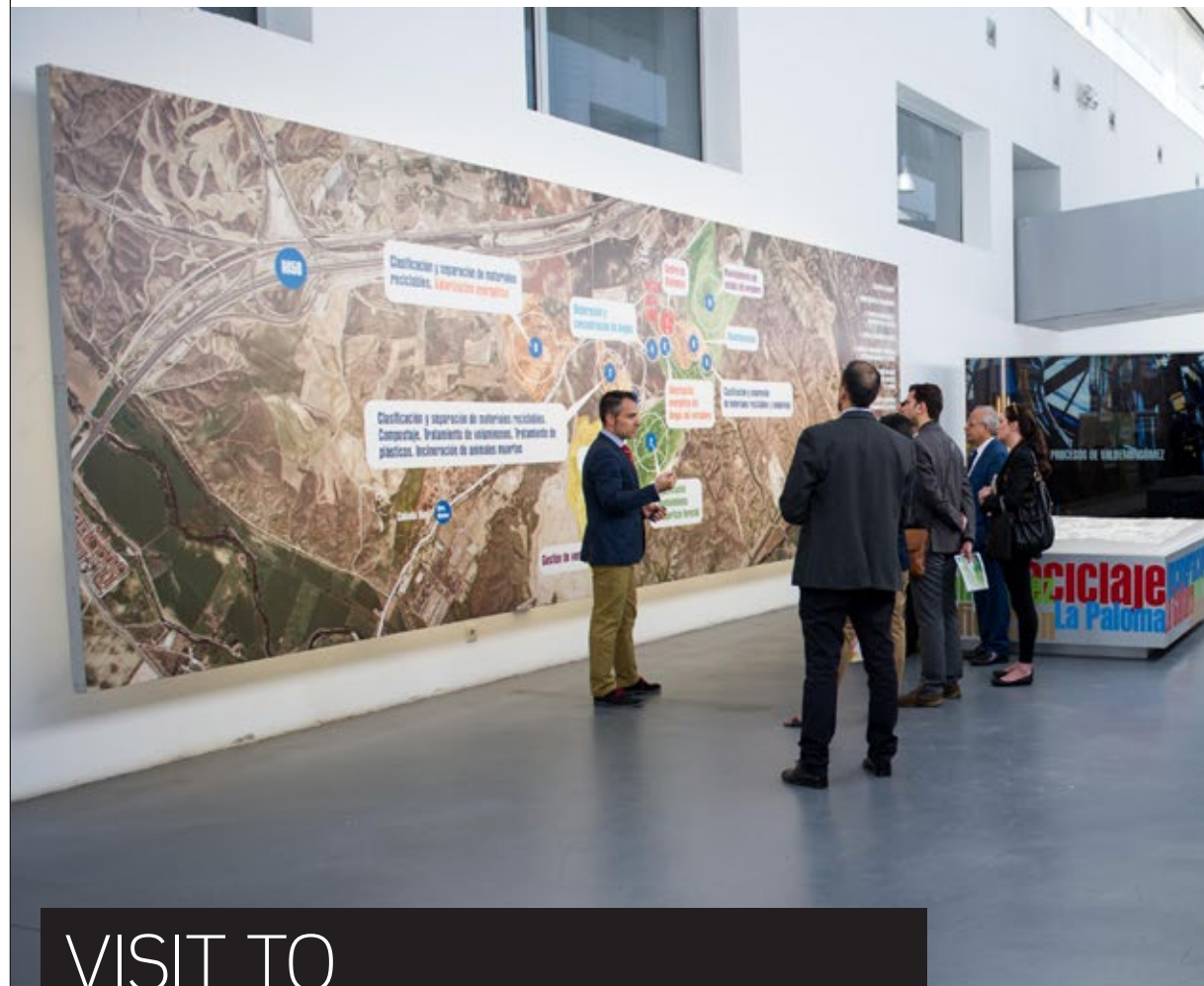
As well as dealing with economic issues, the meeting revealed it is necessary to pay more attention to the cultural and social bonds linking the two countries. Evidence of this is the IIFA award ceremony taking place in Madrid.

## THE SECRETARY OF STATE FOR FOREIGN AFFAIRS RECEIVES THE INDIAN LEADERS

**They exchanged opinions regarding bilateral relations in all areas and the impression the Programme is making on the Indian Leaders as it reaches the halfway mark**

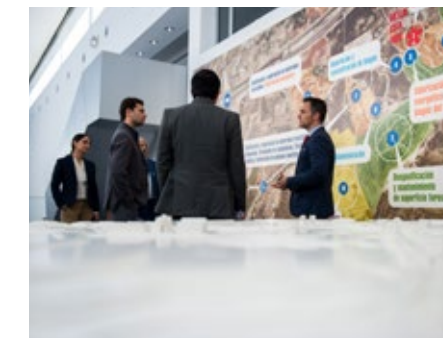






## VISIT TO VALDEMINGÓMEZ TECHNOLOGY PARK

**This centre, which manages 4,000 tonnes of waste every day, has been home to all of Madrid's urban waste treatment facilities since 1978**



Valdemingómez Technology Park, which has been managing the capital's waste since 1978, received a visit from the participants in the Indian Leaders Programme, to allow them to observe its facilities and operation. José Luis Cifuentes, Head of Information and Promotion, accompanied the group and showed them the work at the park regarding waste collection and classification, to be subsequently sent to recycling

companies, reused at the centre's own facilities or sent to landfills.

The Leaders showed an interest in its operation system from a business point of view, specifically in the way the whole system is organised, from the companies in charge of managing the EPR or Extended Producer Responsibility and the recycling fee paid by manufacturers for their packages to the auction system for the recycling companies. Educating the public to dispose of waste correctly was also an item on

the agenda, as the purer the content of the bins, the lower the treatment costs. The Leaders had the opportunity to see the technology park's classrooms, visited by 7,000 students, to gain awareness on the need to recycle correctly and reuse when possible.

José Luis Cifuentes also described the biogas production processes, a technology used at Valdemingómez in Spain and just three other centres in Europe. The use of the gases generated by the landfill for the

generation of electricity was also very interesting for the Leaders. Mr. Kunal Purohit stated that cities like Mumbai have a similar problem with gases due to the large amount of waste they manage, and this system could be applicable there too.

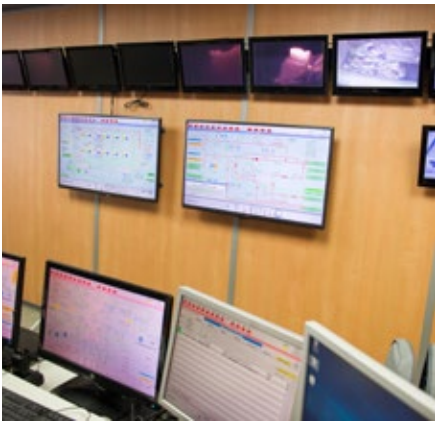
In addition to the theoretical talk, the SICF delegation carried out field trips to the facilities, specifically to the sorting plant at La Paloma, where they were able to study the systems used to reuse recyclable materials and prepare them for distribution

to companies at a later stage. Shri Sahadeva Singh mentioned the case of Delhi, which faces a great challenge in terms of waste sorting. They also visited Las Lomas energy valorisation plant, where non-usable waste is burned to produce electricity, and the biomass plant. Lastly, they also visited Las Dehesas biomethanization plant, the output of which is converted into biogas. Valdemingómez Technology Park produces 30 million cubic metres of biogas a year, used as biofuel and for the generation of electricity. In

this regard, the centre is not only self-sufficient, but also exports two-thirds of its production to the network.

After the visit, the delegation went to the Santiago Bernabéu stadium. They had lunch at the restaurant Puerta 57, where they were able to enjoy the exceptional view of Real Madrid's pitch.





**WORKING LUNCH AT SANTIAGO BERNABÉU STADIUM**

After the visit to Valdemingómez Technology Park, the Indian Leaders had a working lunch at the restaurant Puerta 57, located inside the Santiago Bernabéu football stadium. From there, they were able to enjoy a view of the pitch just a few days after Real Madrid won its 11th European Cup.





## SMART CITIES, TECHNOLOGY AND URBAN PLANNING AT IE BUSINESS SCHOOL

Meeting with a group of experts to discuss the challenges faced by India in these fields and Spain's progress over time



Several experts from leading companies in urban development, new technologies and sustainability got together with the participants in the Leaders Programme in order to discuss these issues. The meeting took place at the headquarters of our patron IE Business School, where the delegation was welcomed by Strategic Relations Officer Antonio Montes and the Dean of IE School of Architecture and Design, Martha Thorne.

As an introduction to the concept of smart cities and the changes these cities are bringing about, the IE School of Architecture and Design's Urban



Planning Professor Ricard Frigola gave an analysis of the new challenges of smart cities, which must be built around three principles: public services, information management and sustainable infrastructure.

Dr. Manvendra Deswal summarised the ambitious 100 Smart Cities programme to be implemented over the next few years and the work of the Confederation of Indian Industry, which he represents, as well as its partnerships with several international companies including Spain's Indra. Deswal also highlighted an aspect of the 2016 edition of the Indian Leaders Programme in Bilbao and Santander: the emphasis on culture as a means to offer greater access to spaces open to the public.

After the presentations, an interesting debate took place in which the Leaders stressed the need to create plans and systems specifically for India, whose cities are radically different from European cities, especially in terms of mobility and public transport. Ms. Akshima Tejas Ghate was very interested in the speech given by Francisco Rincón as a representative of Siemens, who introduced the concept of resilience in cities as the capacity to endure natural disasters. He also remarked that this concept may be relevant in the case of India, a country with an extensive coastline and a number of large cities by the sea.

The debate ended with an interesting discussion moderated by Shri

Sahadeva Singh on the introduction of new technologies in India and their potential effects and benefits. Rafael Ruiz, representative of ARUP, said these technologies could increase the information available about users, contributing to improve urban planning. Dr. Manvendra Deswal also made a positive remark on the quality of services in Spain, which he was able to experience first-hand during the visit, and which he considers to be "very important" with a view to internationalisation.



# THE BEST **FLAMENCO** TO HONOUR INDIAN LEADERS

Together with some members of the Spain India Council Foundation, they enjoyed an evening at Madrid's Casa Patas



The Indian Leaders Programme always sets aside some time in the agenda to introduce participants to Spanish folklore, and an evening at Madrid's most prestigious flamenco show is organised to this end. The group enjoys a live performance by renowned artists and dines on typical Spanish fare.

On this occasion, the event took place at Casa Patas, a venue in the centre of Madrid considered to be a beacon in the world of flamenco. The Leaders enjoyed a relaxed evening, during which, together with some of the members of the Spain India Council Foundation, they had the chance to explore an art with a lot in common with traditional Indian music.







## CANAL DE ISABEL II, AN EXAMPLE TO FOLLOW

**The Leaders were impressed by the water management in the Madrid region and praised the quality of the service and its low maintenance costs.**



Shri Sahadeva Sing and Dr. Manvendra Deswal admitted to being impressed by the efficient management of the public company Canal de Isabel II in comparison to similar institutions in Singapore and Delhi. The Delhi Metro Executive Director underlined the quality of the service and the low maintenance costs as Canal's main virtues.

The Indian Leaders visited Canal de Isabel II's Control Centre on their last day in Madrid. Having discussed waste management and urban transport the day before, this visit gave them an insight into yet another fundamental aspect of sustainable urban development and how this is managed in Madrid.

The company, as Javier Fernández Delgado, deputy head of Telemonitoring, pointed out, is in charge of the full water cycle, from the search for sources, both above and underground, to the treatment of waste water, transport and distribution. To this end, it uses thousands of sensors which monitor the whole cycle around the clock and send information back to the control centre.

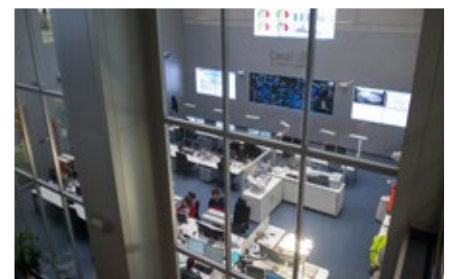
The Leaders showed an interest in various aspects of water management in Madrid, such as the tariff system used to encourage a reduction in water use which, together with a reduction in pressure, greater efficiency of household installations and appliances and awareness campaigns leads to responsible usage and better water

### **The Leaders showed an interest in various aspects of water management in Madrid, such as the tariff system used to encourage a reduction in water use**

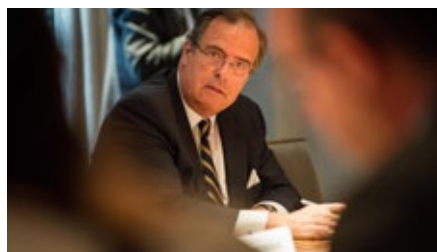
management. Canal de Isabel II gives awareness courses to some 15,000 schoolchildren every year and, according to Javier Fernández Delgado, after 30 years of raising awareness in this way, people are using water more responsibly. "In times of drought, water use is reduced by 10% just by letting people know there's a need to save water," he stated.

Among other issues, the Leaders asked questions regarding the origin of water, which according to Javier Fernández Delgado is "very pure", the cost of treating water for consumption, which is very low thanks to its purity, the fact that rainfall does not facilitate the collection of rainwater at households as they do in India, and the quality standards of the pipe systems, which in the case of CYII are "very high".

The Indian Leaders finished their visit at the centre's Control Room, where the network is monitored around the clock.







## "IT'S VERY IMPORTANT FOR SENIOR MANAGEMENT IN INDIA TO VISIT SPAIN"

**The Chairman of the SICF thanked the Leaders for participating in the programme and asked them to become ambassadors for Spain in India**



The meeting between the Chairman of the Spain-India Council Foundation, Antonio Escámez, and the participants in the Indian Leaders Programme was an opportunity to discuss how effective the visit had been and set new objectives for both work and discussion.

The meeting, held at the headquarters of Fundación Banco Santander, was attended by several representatives of SICF's patrons, such as SICF Vice-Chairman Mohan Chainani; Guillermo Rodríguez, Director of Casa de la India; Ramón Moreno, General Director of Casa Asia; Germán Ortega, representative of the University of Valladolid; Germán Bejarano, Head of Institutional Relations at Abengoa; Javier Pradere, Head of Institutional Relations at Navantia and Paul Rhodes, Director in Spain of Global Cloud Xchange.

Antonio Escámez thanked the Leaders for coming to Spain and deemed the programme an essential part of the Spain-India Council Foundation's work to strengthen relations between the two countries. "It is very important to us that people in senior management roles like the Leaders visit Spain. We truly admire India's vision and the work it is doing, and we hope that the Leaders become ambassadors for Spain in India".

**Antonio Escámez: "We truly admire India's vision and the work it is doing, and we hope that the Leaders become ambassadors for Spain in India".**

The Leaders, in turn, thanked the Spain-India Council Foundation for its work and expressed their appreciation for this experience. Ms. Akshima Tejas Gbate was impressed with all of the examples of management and urban development and thanked the Council Foundation for the opportunity to access this information, analyse it and study the feasibility of applying it in India. Journalist Kunal Purohit highlighted the similarities between Indian and Spanish cities, such as Mumbai and Bilbao, and how the solutions applied in the Basque city could be replicated in his country.

Dr. Manvendra Deswal underlined the experience of Spanish companies, many of them leaders in the field of smart cities, which is a great advantage for companies seeking to operate in India. Shri Sahadeva Singh went on to praise the competitiveness of these companies and highlight the opportunities to be found in India.

The representatives of the Board of Trustees also thanked the

Leaders for their visit and analysed the strengths and weaknesses of bilateral relations and how to enhance them. General Director of Casa Asia Ramón Moreno and Director of Casa de la India Guillermo Rodríguez insisted on the need for India and Spain to each deepen their knowledge of the other country in every possible area of interest, and culture and education were deemed useful tools for overcoming ignorance. As an example, they mentioned the fruitful work of both institutions and their cultural activities, as well as those mentioned by Germán Ortega, from the University of Valladolid.

It became apparent that it should be better known that companies such as Roca, CAF and Inditex, which have a significant presence in India, are Spanish. Mohan Chainani praised the Spanish international leadership in the development of infrastructure, highlighting the companies' expertise and citing major international projects such as the Panama Canal as examples.

The meeting ended with the conferral of an honorific title of Ambassadors of Spain in India to the Leaders, as well as the exchanging of gifts between Shri Sahadeva Singh (who contributed a sculpture by Indian artist Alpana) and Antonio Escámez.







Indra has been present in India since 2007. Among the main technological solutions it has implemented in the country are air traffic solutions—its technology is used to control 80% of Indian air space—as well as the systems employed in the operation and safety of the longest tunnel in the South-East of Asia, the Chennai-Nashri tunnel. In November, the company partnered with the Confederation of Indian Industry (CII) to collaborate in the 100 Smart City Vision programme.

To give the Indian Leaders an insight into this company, its smart city-oriented systems and its presence in India, the Leaders Programme organised a meeting with Íñigo de Palacio, Indra's Head of Institutional Relations; Alberto Bernal, Head of smart cities global business development and Sergi Tió, from Indra Transportation Market.

Indra has invested 600 million euros in

## INDRA SHOWCASES ITS TECHNOLOGY TO THE INDIAN LEADERS

**The Spanish multinational will collaborate with the Confederation of Indian Industry in the smart cities programme developed by the Indian government**

smart cities R&D over the past three years, which makes them one of the three largest Spanish investors in the development of new technologies. Dr. Manvendra Deswal showed his interest in collaborating on research projects, which Íñigo de Palacio said

**Going forward, the company plans to apply its Urban Platform technology in India, which integrates every process related with smart cities: transport, safety, energy, telecommunications, financial services and public administrations.**

he felt was a strong possibility, thanks to the constant growth Indra is undergoing in India.

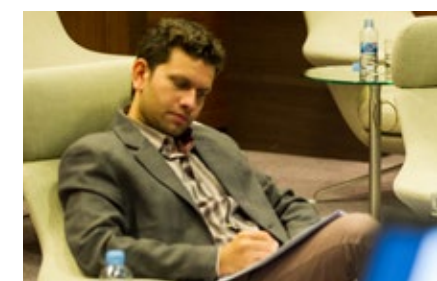
Going forward, the company plans to apply its Urban Platform technology in India, which integrates every process related with smart cities: transport, safety, energy, telecommunications, financial services and public administrations.

This technology adapts every solution to the needs of every client and project, which the participants in the Programme described as fundamental. Shri Sahadeva Singh agreed, adding that "flexibility will

be key to smart city programmes" in India and pointing out the difficulty of making a pre-defined programme fit a specific situation.

The Leaders valued the use of social media as another element of useful information to manage smart cities. To Akshima Tejas Ghatge, these networks contribute to providing a significant amount of information before smart city plans are launched. However, they can only be efficient if there is extensive social penetration.

After the presentation, the representatives of Indra and the Leaders continued their discussions over a working lunch, which was the last activity of this edition of the Indian Leaders Programme.







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