



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)

23158

Conference Report and Proceedings

# 2<sup>nd</sup> International Conference on the Process of Innovation & Learning in Dynamic City Regions



13-15 July, 2005  
Bangalore



Govt. of India  
DIPP



Government of  
Karnataka



## **Acknowledgement**

The Second International Conference on the Process of Innovation and Learning in Dynamic City-Regions (SICDCR) was successfully implemented during the period 13-15 July 2005.

The SICDCR was managed and conducted by the Strategic Research and Economics Branch of Programme Coordination and Field Operations Division of UNIDO (PCF/SRE), under the guidance of its Director, Mr. Frederic Richard. It was finance under India Industrial Development Fund (India IDF). Ms. Shadia Yousif Bakhait, Industrial Development Officer, PCF/SRE was the conference Project Manager and responsible for the overall programme development, management and coordination. At the preparatory stage the conference was supported by Mr. Peter Skupch, PCF/SRE, Mr. Ouseph Padickakudi, PCT/IPT and Klaus Billand, PCF/ASP.

Mr. V. Suresh, Advisor - Good Governance India Foundation and former CMD, HUDCO, rendered his support on his capacity as the Conference Coordinator.

Special thanks also to the Conference Steering Committee . The Conference Steering Committee is formed under the Chairmanship of Mr. S. Jagadeesan, Joint Secretary, Department of DPP and with the membership of deferent stakeholders as follows:

- |  |          |
|--|----------|
| 1 Joint Secretary in charge UNIDO, Ministry of Commerce a& Industry<br>(Department of Industrial Policy & Promotion), Udyog Bhawan New Delhi | Chairman |
| 2 The Project Director, UNIDO-ICAMT, India Habitat Center, Lodi Road, New Delhi  | Member   |
| 3 Principal Secretary (Industries), Government of Karnataka, Bangalore   | Member   |
| 4 Regional Director/Officer in-charge, UNIDO Regional Office, New Delhi  | Member   |
| 5 National Coordinator of the Conference   | Member   |
| 6 Nominee of the CII   | Member   |
| 7 Nominee of FICCI   | Member   |

**SECOND INTERNATIONAL CONFERENCE ON PROCESS OF INNOVATION AND LEARNING IN DYNAMIC CITY-REGIONS**

**BANGALORE – 13-15<sup>TH</sup> JULY 2005**

The three-day International Conference on Dynamic City-Regions was organized by Govt. of India, Department of Industrial Policy & Promotion, UNIDO, Government of Karnataka, CMTI, FICCI, CII from 13-15<sup>th</sup> July 2005 at Hotel Grand Ashok, Bangalore<sup>1</sup>.

The Conference had the participation of over 250 delegates<sup>2</sup> representing all stakeholder groups from Industrial Development, Economic Development and Urban Development sectors.

The Conference was inaugurated by Mr. N. Dharam Singh, Hon'ble Chief Minister of Karnataka. The keynote address was delivered by Mr. P.G.R. Sindhia, Hon'ble Minister for Large & Medium Industry and SSI & Infrastructure.

This conference report is the 3<sup>rd</sup> document prepared for this conference. The other two (2) documents are the Conference Compendium and the PowerPoint presentations report.

More details of the conference are available under:

<http://www.unido.org/en/doc/41718> and

<http://exchange.unido.org/main2.asp?menu=MenuePopup3&ID=727&lan=en>

The conference web site is under: <http://www.unido.org/en/doc/35368> and

<http://www.icamt.org/dynamiccityregions/index.asp>

The following pages explain, in details, the proceedings of the conference.

---

<sup>1</sup> The Agenda of the Conference is attached as Annex II

<sup>2</sup> List of participants is attached as Annex III

## **Inaugural Session**

**13th July 2005**

*10.15- 11.30 hrs*

- **Mr. V. Suresh, Conference Co-ordinator & Advisor, Good Governance India Foundation** welcomed the distinguished guests and delegates.
- **Mr. Ajai Dua, Secretary Dept. of Industrial Policy & Promotion, Ministry of Commerce and Industry, Govt. of India** in his opening remarks mentioned that the annual funding of UNIDO is around US\$ 1.6 million and there are about US\$ 26 million worth of projects assisted by UNIDO. He mentioned that 17 of the mega cities are in third world countries. Emphasizing on the importance of regional development in India he indicated that the NCR Planning Board has recently decided to quadruple its area. He mentioned that the Ministry of Commerce and Industry is promoting cluster development in various parts of the country with a grant assistance of Rs. 50 Crores per cluster for upgradation of services.
- **Mr. PGR Sindhia, Hon'ble Minister for Large and Medium Industries, SSI and Infrastructure (Govt. of Karnataka)** in his Keynote address mentioned that Bangalore is privileged to host an International Conference of this nature after the earlier conference in China. He indicated that 35% of Indian GDP is in agriculture whereas 65% is in industry and tertiary sectors. There are two clusters in Karnataka namely, the Machine Tools Cluster in Bangalore and Foundry Cluster in Belgaum. There are proposals for an Autoparts cluster at Shimoga and a Coir Cluster and Industrial Oils cluster in other districts. Mr. Dua outlined the pro-development vision of the Chief Minister who hails from Gulbarga which is home to many cement based industries. There exists wide scope for focused development of industries in major nodal centers such as Belgaum, Hubli, Gulbarga, Bellary, Mangalore and Mysore which, look forward to national and international support, guidance and co-operation.
- **Mr. Dharam Singh, Chief Minister of Karnataka**, in his Inaugural Address highlighted that Bangalore has emerged as a hub of IT industry and a driver for economic investment. The unique environmental factors also facilitate substantial inflow of Foreign Direct Investment. He also elaborated the role of educational institutions in supporting knowledge infrastructure. It has been

the endeavour of the State Government to extend the necessary support infrastructure for congenial development of the economy.

- The Vote of Thanks was proposed by Mr. F. Richard, Director, PCF/SRE, UNIDO who also expressed gratitude to the Government and other sponsors for the support in organizing the conference and elaborated on the focus of the conference. He briefly dwelt upon the experiences emerging from the first conference at Shenzhen in China.

**Technical Session - Panel I : Local Innovation Systems**

13<sup>th</sup> July 2005

12.00 - 17.30 hrs

**Chairman:** Mr. V. Suresh  
Conference Co-ordinator &  
Advisor, Good Governance India Foundation  
and former CMD, HUDCO

**Presenters:**

1. Mr. F. Richard  
Director, PCF/SRE, UNIDO, France
2. Dr. Nicos Komninos  
Professor, URENIO Research Unit  
Aristotle University, Greece.
3. Mr. Carlos Zambrano  
Former Minister of Development  
Nuevo Leon, Mexico
4. Mr. Roger Forbes  
The Environmental Department of CEGESTI  
Costa Rica
5. Mr. Sumit Roy  
(*in absentia*)  
by Mr. V. Suresh  
Co-founder / Counsellor, "Partners in  
Change" UNIDO National Expert

**Rapporteur:** Mr. S.V. Kamath  
Deputy Chief (Projects), HUDCO, Bangalore

**Paper I: Objectives Of The Conference:**

by Mr. F. Richard, Director: PCF/SRE, UNIDO

The main objective of the conference is to understand the dynamics of industrial cluster development and growth in City-Regions through experience sharing and deliberation to ensure sustainable development.

The presentation outlined the following points:-

- Good business climate and Competitive advantage are essential for the growth of clusters in any region
- The 3 major drivers for progressive development of clusters are

- ❖ Local Competitive Advantage;
  - ❖ Ability to connect to the global value chain; and
  - ❖ Process of continuous innovation and learning.
- Efforts of clusters in upgrading internal capabilities and leveraging the domestic advantage to mobilize external technologies would be a key success factor.
  - Reference to Governance as the main concern. The role of public sector to ensure co-ordination and co-operation with other institutions, solve the bottlenecks and problems of investors, enhance infrastructure development and ensure skill upgradation.
  - Two emerging global trends
    - ❖ Devolution of authority to local governments; and
    - ❖ Increasing the role of public – private partnerships
  - Foreign partners who draw greater benefits should possess the ability to learn from local development experiences. The capability of local partners to leverage on domestic advantages without being marginalized would determine the sustainability.
  - The involvement of the local government is essential to support the processes and extend necessary infrastructure and support the dynamics of innovation.
  - The requirements of skilled manpower, human resource development also need to be addressed.
  - Two major questions to be addressed by the conference:
    - ❖ How local innovation and development supports the growth of clusters?
    - ❖ How local governance could play a supporting role?



***Paper II: Regional Innovation In Europe:***

by Dr. Nicos Komninos, Professor, URENIO Research Unit  
Aristotle University, Greece.

The presentation covered the following areas :

- ❖ Why Regional Innovation?;
- ❖ Clusters and Technology Districts;
- ❖ Learning Regions;
- ❖ Intelligent Cities and Regions; and
- ❖ Governance of Regional Innovation.

The above areas were covered by elaborating on the following points:-

- Association between Research, Innovation and Competitiveness.
- Analogy of Bill Gates success story where Knowledge Capital leveraged as the modern source of wealth generation as against traditional concept of land and physical assets as elements of production.
- Although it may not be possible to replicate successful models of regional development in other regions, certain concepts could be adapted to the local conditions.
- The European Union policy of convergence developed to reduce the gap, increase competitiveness with local employment and enhance territorial co-operation.
- The major factors explaining regional variations in GDP are:-
  - ❖ contribution of individual industries;
  - ❖ innovation (patent applications) ;
  - ❖ Education and Training;
  - ❖ Regional Accessibility; and
  - ❖ Importance of spin-offs from R&D expenditure.

- Various phases of Regional Development experience in Europe
  - ❖ 1994-1997 - Regional Technology Plans [RTP] (Pilot projects in 8 regions);
  - ❖ 1997-2001 - Regional Innovation Strategies [RIS] (peripheral Europe)- Regional Innovation & Technology Transfer Strategies[RITTS]; and
  - ❖ 2002-2006 - Programs of Regional Innovative Actions [PRIA]
  
- Various types of Cluster Development
  - ❖ Vertical Clusters
  - ❖ Horizontal Clusters
  - ❖ Planned Science and Technology Parks
  - ❖ Multi-cluster Systems/ Technopoles/ Technopolis
  
- Governance - Attraction and Spill-overs
  
- The various shifts in paradigms were also discussed:
  - ❖ from district theory to learning regions
  - ❖ from individual to organizational learning
  - ❖ linear to systematic
  
- The methodological principles of RIS are Public Private Partnership, Demand-led, action oriented, inter-regional co-operation and benchmarking / best practices.
  
- Intelligent cities and regions concept is based on online learning, virtual technical co-operation, virtual communities, digital promotion of innovation and dematerialization of infrastructure. (e.g. European Digital Cities)
  
- The concept of top seven intelligent communities is based on broadband communication, knowledge workforce, bridging the digital divide, risk capital and marketing.

***Floor Interventions:***

- Mr. Sinha from Institute of Social and Economic Change (ISEC) requested for the differentiation in approach followed for Natural clusters and Policy induced clusters.
- Mr. Laxminarayana from an NGO requested to share the experience in extending R&D for small scale industries and support / assistance in technology transfer.
- A PhD research student from IIM Calcutta, pointing out that Technopolis closer to larger cities are successful in Japan, inquired about the experience in Europe. It was clarified by Mr. Komninos that a multi-cluster policy is followed where there are budgetary constraints on public spending and that a top-down policy imposed by the Federal Government is prevalent in Japan.
- Mr. V. Suresh, Chairman of the Session requested for elaboration on car-free cities concept wherein it was clarified that it relates to reduction in personal modes of transport with emphasis on public transport and virtual integration.

***Paper III: Monterrey : A Dynamic City-Region In Mexico***

by Carlos Zambrano Plant,  
Former Minister of Development, Nuevo Leon, Mexico

- Monterrey, capital of Nuevo Leon in Mexico, is a mountainous city with a population of 3.45 million. The region has focused on software, biomedicine aeronautics and mechatronics sectors in cluster development.
- 52% of the fiscal allocation of the city is budgeted for education with emphasis on private sector participation. There are 231 Technical schools and 2 Technical Universities including UANL, ITESM AND Universidad de Monterrey.
- The research centers lay emphasis on advance mathematics, metal mechanics, chemistry, ICT and biotechnology. The preferred areas of promotion are automotive sector, Electronics and Technology etc.

- The criteria for success of the clusters include local supplies, Creation of other clusters, eco-friendliness, potential of high volume exports, trade with technological changes, talent development and hiring, high salary disbursement.
- The role of the major stakeholders was underlined as:
  - ❖ Private sector – wealth creation
  - ❖ Academia – prepare the human capital
  - ❖ Public Sector – promote and conduct development
- The roles of major institutions in Monterrey involved in catalyzing the industrial and development and trade were also discussed:
  - ❖ COPARMEX ( private sector Entrepreneurial Union)
  - ❖ CONACO
  - ❖ CAINTRA (Chamber of Industries) through awards and Productivity Center
- The North American Free Trade Agreements (NAFTA) with Chile, USA, Israel, Central American Countries and Japan are also assisting in boosting trade and commerce. The State Government has reduced the income tax tariffs to 27% and provided accelerated depreciation for new machinery as a supportive feature for industries and entrepreneurs.
- Monterrey is also focusing on sophisticated auto-parts clusters including body stamping, sub-assemblies, engine mono-blocks and cruise controls for reputed multinational manufacturers. The present efforts are on the creation of a City of Knowledge with emphasis on education, attraction of FDIs, R&D labs, Repatriation Researchers, creation of business incubators.
- The increasing price of natural gas is a major concern for industries in the city. The use of local components and resources for MNC products is encouraged to ensure sustainability of FDI.

*Paper IV: Central America Dynamic City-Region - Costa Rica*

by Mr. Roger Forbes,  
The Environmental Department of CEGESTI, Costa Rica

The presentation elaborated on the following points:-

- Costa Rica has a population of 4.1 million and emphasizes on marketing its uniqueness as a country in harmony with nature and a country with no natural ingredients. The country has no army of its own.
- In 1980's the focus was on tourism as a key area with Biodiversity as the Unique Selling Proposition (USP). In 1990's the focus has shifted to congenial industrial development to attract investments in Information Technology and Knowledge based enterprises without damaging the environment.
- The concept of Sustainable development advocated by the country is based on Stability, Economic Solvency, Harmony with Nature and Concern for Social Aspects.
- It is significant that 30% of the public social investment goes to health, social sector and education. There are 4 Public Universities and 50 private universities to catalyze educational development and create skilled manpower.
- The GDP was US\$ 37.97 billion with percapita income of US\$ 9,600 in 2004 (with purchasing power parity). The GDP growth rate was 5%.
- Agriculture contributes for 8.5% of the GDP, whereas industries account for 29.7% and service sector 61.8%.
- With an inflation rate of 10%, devaluation of currency and Bank deregulation are being introduced in order to help with the economic restructuring.
- The free trade agreements with the major countries is helping in boosting trade, whereas change in cropping pattern has helped in value addition.

- The country is enforcing significant agreements and laws in Environmental preservation. There is a National System of Conservation Areas (SINAC) and Volunteer Civil Society Groups (COVIRENAS). There is also an Environmental Services Payment Programme to promote afforestation / conservation.
- The Innovative enterprises, National Innovation System and the National Science and Technology Program are major initiatives in promotion of innovation.
- The strategy of the next 50 years of the millennium has been prepared and there is a visionary focus on software, banks, consultancy, bio-diversity with specific groups formed for Natural Sciences & Materials, Bio-diversity & Ecology, Environmental Aspects, IT & telecom / electronics and Space Science.

*Floor Interventions:*

- Mr. V. Suresh, Chairman indicated that savings in defense-spending on the account of the absence of the army would help on more productive investments.
- Prof. Srinivas from IISc inquired regarding the languages spoken in the country.
- Mr. Atul Sen, DRDO enquired about the role of governance in Costa Rica.
- Mr. F. Richard, UNIDO observed that the value addition is an important factor that helps the country to compete with other major producers of natural products such as Brazil.

***Paper V: Maharashtra- Pune : A Dynamic City-Region In Mexico***

by Sumit Roy (*in absentia*) Co-founder/Counsellor,  
"Partners in Change" UNIDO National Expert

The paper was presented by Mr. V. Suresh in the absence of Mr. Sumit Roy.

Mr. V. Suresh elaborated on the following points:-

- Pune has developed as a base for automotive component development. Pimpri-Chinchwad-Bhosari is a major industrial complex in Pune.
- Pune is also a major educational hub and posses skilled manpower.
- CDAC, CMET, VSES are major anchor institutions in innovation and technological development.
- Infrastructure, skill availability and political support have been instrucional for the success of Pune region. The connectivity in Mumbai-Pune Corridor is a predominant factor aiding industrial development.
- The new industrial townships are being developed at Talegaon and Hinjewadi-Man.
- Pune being close to Western Ghats is a major biodiversity region.
- Prof. Srinivas from IISc mentioned that it was the vision of Mr. M. Visveswarayya that and has developed Bangalore and Pune and the right level of correlation between Neta and Babu (politics and bureaucracy) is essential for competitive development.





with special remarks by Mr. Jagadessen, Joint Secretary, Ministry of Commerce, Government of India who insisted on using the Special Purpose Vehicles (SPVs) for such innovations which may involve huge investments.

*Paper VII: China – Pearl River Delta (Guangzhou / Shenzhen)*

by Ms. Li Shantong, Director General,  
Department of Development Strategy & Regional Economy,  
Research Center of the State Council (DRC), China

Ms. Li Shantong, Director General, Department of Development Strategy & Regional Economy, Research Center of the State Council (DRC) from China made the second presentation on Pearl River Delta consisting of Guangzhou and Shenzhen in China. She brought out some of the basic indicators for the region explaining the GDP trends, number of clusters, drivers of growth of the Pearl River Delta, Industry Structure etc. She took up Shenzhen Cluster wherein the key industries are IT, Shipping and Car and Textiles and Garments. The value of IT services exports from this cluster was \$48.2 billions and the cluster ranked 9<sup>th</sup> in the production of Textiles & Garments. Similarly she explained the electronic, car and petrochemical clusters of Guang Zhou. As part of the developmental efforts she elaborated on the locational advantage (near Hongkong & Macau), migration of labour force within the country and outsourcing by MNCs. These clusters accounted for 25% of FDI in the region and filed around 1500 patents. Also, Ms. Li highlighted the role of Technology Centers of Government as a contributing factor for innovation. She has elaborated on the Technology and Economic Development Zones as well as High and New Technology Development Zones. It was highlighted that these Zones maintained the balances on FDI for commercial activities and Technological activities leading to Innovation. Discrimination against the floating population within the country was highlighted as one of the barriers to development of clusters in the country.

The session expert Mr. Jagadessan has indicated that the Chinese Government support for infrastructure and research institutions has helped the clusters to bring more efficient and effective performance results.

*Paper VIII: South Korea – City-Region Of Incheon*

by Professor Sangchul Choe,  
Seoul National University on the City-Region of Incheon, South Korea

The post lunch session was started by the presentation of Professor Sangchul Choe, Seoul National University on the City-Region of Incheon, South Korea. On the commencement Mr. Choe brought out the developmental map of Incheon city, citing the location and the history of development in the region. He has stressed on the urbanization of the region and elaborated as to how it has transformed from Labor intensive in 1970s to capital intensive in 1980s to Technology intensive in the 1990s to the current Knowledge intensive growth. He has also drawn the matrix for development based on Innovation and development which has highlighted the alternative ways of growth. The session has systematically traced the growth of Incheon and was widely applauded.

*Paper IX: City – Region Case Papers*

by Mr. D.K.Sareen, Executive Director, ESC and  
National Expert, UNIDO, Bangalore

The final session for the day was made by Mr.D.K.Sareen, Executive Director: ESC, India and National Expert, UNIDO on the development of IT-cluster in Bangalore as a region. He has highlighted the fact that all the IT MNCs locating their offices in Bangalore due to the completeness of the city in every respect. The location of institutions like Indian Institute of Sciences, Indian Institute of Management and the various engineering colleges located in this city attributed a lot to the knowledge based IT software cluster. The presentation also brought-out the Infrastructure support provided by the Government in the form of Software parks, airports, high speed roads etc. The role of financial institutions in providing venture capital to the development of the sector and the various schemes that are available were also highlighted.

The expert of the session Mr.M.K. Shankar Linge Gowda, Secretary, Information Technology and Bio-Technology, Government of Karnataka, provided further insights on the private-public partnership and the latest developmental efforts in the cluster.

**Technical Session - Panel III:**

**15th July 2005**

*09.00 - 17.00 hrs*

**The Role Of The International  
Community**

**Chairman:** Mr. S. Jagadeesan

Joint Secretary, Department of Industrial  
Policy & Promotion, Ministry of  
Commerce & Industry, Govt. of India

**Co-Chair:** Ms. Shadia Yousif Bakhait

Industrial Development Officer  
UNIDO, PCF/SRE, Vienna

**Presenters:**

1. Dr. Bob Hoekstra

CEO, Philips Software Center Private Ltd,  
Bangalore

2. Prof H.M. Shivanand Swamy

Assistant Director CEPT, Ahmedabad

3. Mr. V. Suresh

Conference Co-ordinator & Advisor,  
Good Governance India Foundation,  
New Delhi

4. Mr. Subhash Chandra

Special Commissioner,  
Bangalore City Corporation, Bangalore

5. Mr. Ray Nacobo

Chief Director, Urban Competitiveness  
the Department of Trade & Industry (DTI)

6. Dr. K. Rangarajan

Professor, Indian Institute of Foreign  
Trade, DEEMED University and National Expert,  
UNIDO

**Rapporteur:** Mr. V. Suresh

Conference Co-ordinator & Advisor,  
Good Governance India Foundation,  
New Delhi

*Paper X: IT Sector Growth And Infrastructure Status In Bangalore*

by Dr. Bob Hoekstra,  
CEO, Philips Software Center Private Ltd, Bangalore  
(Representing FICCI)

The Presentation covered the major initiatives taken by Philips Software Centre Private Ltd. And other national and International companies in putting up major IT enterprises for Software, Hardware and Business Promotion Offices (BPO) including call centers. The Philips Innovation campus put up in Bangalore with state-of-art facilities was presented. The urgent need for major investments in infrastructure upgradation for Power, Roads, Rapid connectivity, airport facilities was stressed. The need for powerful urban governance mechanism and expeditious response system was emphasized.

Dr. Hoekstra also felt that the time schedules for various infrastructure upgradations plan like mass rapid transit, new airport construction are slipping and if Bangalore will not keep pace for infrastructure upgradation, the destination city as IT hub will be lost to other competing cities in other states. The need for increased investments in infrastructure and possible introductions of partnership modes was highlighted. He felt that the Bangalore Agenda Task Force (BATF), which had done some good work as industry, civil society and government interface should be revitalized and strengthened.

In the flow interventions, the possibility of contribution of a share of massive turnover and profits from IT sector in infrastructure upgradation was suggested, since the governmental funds alone is not able to meet the resource needs. The need for improving the quality of power as well as transport corridors and communication broad band connectivity was stressed.

*Paper XI: Urban Renewal As Economic Development Strategy – Surat City -Region*

by Prof H.M. Shivanand Swamy,  
Assistant Director CEPT, Ahmedabad,

This paper was presented together with Mr. Kailash S. Patel, Town Development Officer, Surat Municipal Corporation and Mr. Rajesh J Pandya, Town Planner, Surat Municipal Corporation.

The presentation covered the twin themes of Gujarat City-Region clusters and Urban Industrial Corridor and development of Surat as an Innovative City. Surat is known for its Textile Manufacturing, Zari Industry, Natural Gas based industry, Trade, Diamond and Polishing Industries. In 1984 the Plague had a devastating effect. The inner strength of the city converted the adversity to advantage due to excellent city governance and responding to the needs of the individual / service sectors and the citizens community development needs. It is one of the few cities in India aiming for 100% water supply (24x7) and sewerage facilities.

The city known for social harmony, good education and health facilities. It is seen as an alternate to Mumbai for commercial operations.

The city has contributed to the city economy in a big way through textiles sector and innovations in many aspects. Technology upgradation has been done by leading mills using the Technology Upgradation Fund (TUF). An Apparel Park and the Special Economic Zone (SEZ) has contributed to the growth of the sector. In the areas of diamond industry many innovations have been attempted for technology orientation through laser technology, CAD, improved work environment leading to efficiency and productivity, forward integration through Gems and Jewellery Park.

The city had excellent governance system at the City Corporation level responding to the needs of all the stake holders through innovative partnership modes. Known for strict enforcement of the laws, the City has emerged as a "Clean City". The waste management initiatives have brought good impact. The Hazira Master Plan including Surat 2021 Plans have envisaged balanced development in the region.

The discussions during the session brought out the important elements of good governance mechanism, people centric service delivery, decentralized grievance redressal machinery and active involvement of Government, industry, trade, commerce and residential community in the development and upkeep of city through partnership initiatives.

**Paper XII: Innovations In Development Of Tiruppur – A Case Study**

*by* Dr. K. Rangarajan, Professor  
Indian Institute of Foreign Trade, New Delhi

The paper was presented by Dr. K. Rangarajan, Professor, Indian Institute of Foreign Trade and Mr. K. Srikanth, CFO, New Tiruppur Area Development Corporation.

The Textile Industry is one of the Main Pillars of the Indian Economy, constituting 14 percent of industrial production, 20 percent of export earnings, 4 percent of GDP and employment to 35 million people. This is contributed by Mill, Power loom, Hosiery, Handloom sectors. About 45 percent of Indian Textile garment exports are knitwear which, come from Tiruppur, a small town close to Coimbatore, play the pivotal role (as much as 90% of Hosiery segment). The city has registered/rapid growth and the Tiruppur Exporters Association (TEA) has played a major role in the mutuality of Industrial growth and spatial/physical growth of Tiruppur. On the one side it has been possible to maintain global competitiveness, while putting the operations on a sustainable basis to improve quality of life.

Tiruppur Cluster comprises of 5,000 units for knitting/stitching, dyeing/bleaching, fabric printing, embroidery, compacting and calendaring. For the growing needs of infrastructure, a special PPP Projects for water supply/Sewerage has been taken up through New Tiruppur Area Development Corporation, which is Rs.1,000 Crore project for industrial water and domestic water supply. Eight (8) Common Effluent Treatment Plants for dyeing and processing units have helped improve environmental quality. The good results have been achieved through joint initiatives of State Government, Local Government, and Industry. The innovations achieved include accessing venture capital, bill financing, export development finance, equipment leasing, use of Technology Development & Modernization Fund, ISO 9000 scheme, Human Resource Development (HRD) initiatives through Electronic Data Processing (EDP), Small Industries Management programme and Skill-cum-Technology Upgradation scheme.

**Paper XIII: Bangalore City Corporation Initiatives**

*by Mr. Subhash Chandra*  
Special Commissioner, Bangalore City Corporation, Bangalore

To deal with phenomenal population growth of Bangalore to 7.5 Millions, a doubling of population in the last 3 decades, the Bangalore City Corporation (BCC) and other agencies have taken major initiatives. This is to keep the infrastructure development in a growth path keeping in view the industrial service sector growth. It is the first city with waste water recycling through tertiary treatment plant for partial recovery from waste water/sewage. The good urban governance initiatives cover double entry accounting systems, rationalization of property tax and self assessment, e-governance through city service canter and waste management through public-private-partnership. The further growing needs of City through Private sector partnership is done for sanitation units, schools, health centers.

**Paper XIV: How Competitive Are South African Cities – Case Study Of Johannesburg**

*by Dr. Ray, Ngcobo*  
Chief Director, Urban Competitiveness the Department of Trade & Industry (DTI)

The paper was prepared by Mr. Thami Ngqungwana, Chief Director, Dept. of Trade & Industry, South Africa and presented by Dr. Ray, Ngcobo Chief Director, Urban Competitiveness the Department of Trade & Industry (DTI).

Johannesburg is a rapidly growing South African city which, has considerable influence over development of local infrastructure amenities, industrial estates and community net works. It is endowed with good technical education, transportation connectivity including Airport and is moving towards service sector development. Johannesburg has a competitive advantage on the creation of high skills and high income based jobs. It has a highly skilled labour force post apartheid regime ensuring the development of all sections (black, white, brown population) taken up in an integrated manner. The communications infrastructure has helped Johannesburg to open up services sector in the financial management field.

Johannesburg has effectively captured the twin components of improving facilities contributing to economic determinant, i.e.; Production, infrastructure, common facilities, economic and financial support. As well as strategic determinants for governmental effectiveness, urban strategies, urban amenities, public-private sector cooperation and institution openness to be responsive to all developmental needs. A major initiative for SME development also has been taken up.

**Paper XV: Innovation In City-Region Development and Good Governance Initiatives**

*by Mr. V. Suresh*  
Conference Coordinator, Advisor - Good Governance India Foundation  
and former CMD, HUDCO

In the context of rapid urbanization, linked with industrial / services sector growth, Indian Cities have nearly 300 Million population in over 5160 urban centres, though 65% is concentrated in 350 cities. Cities as growth engines contribute to 70% of GDP. Indian cities would be having around 40% of its-total population estimated at 1.35 billion by 2021 in urban areas. There is urgent need to develop the cities as sustainable cities keeping in view the various limited natural resources in an optimal and efficient manner. These would necessitate the growth strategies for Habitat development which are environment friendly, ecologically appropriate and energy saving.

Considering the multiplicity of agencies dealing with industrial, economic and urban development activities from the Central, State and local government and the various parastatal agencies and service providers, the need for good urban governance was emphasized. This would provide for orderly, healthy, safe, equitable, inclusive, sustainable and responsive development. The implementation of core principles of transparency, forging partnerships, environment response and use of state-of-the-art technologies / innovations has contributed in creating good results in many Indian cities. The need for Environmental Management Information System (EMIS), use of GIS, Remote Sensing, digitized plans on all development parameters was stressed.



As a development strategy, the options for Public-Private-People-Partnership – PPPP for all services was highlighted for harnessing increased financial and organizational resources, technologies and management options. The need for a regulatory system to put in place increased PPPP models, on the lines of similar bodies for Power, Telecom, Insurance sectors was referred to. The Indian Initiatives through Regulatory frame work in Gujarat / AP was highlighted. The urban reform initiatives being taken through City Challenge Fund, Urban Reform Incentive Fund and the latest Government of India initiative for Urban Infrastructure Mission was projected. The use of Best Practices in Urban Development, Management and Governance was also stressed. One of the important prerequisite was the need for create a breed of urban managers with exposure on all facets of City economic development and city infrastructure, spatial and physical development. Some initiatives in this context was highlighted.

As a response to a question raised from the floor, intervention was made by Ms. Shadia Yousif Bakhait of UNIDO to clarify the deference between Innovation Systems at the company level and the National Innovation Systems (NIS) at the country level. She presented the deference between the two systems with a support of a PowerPoint chart. Mr. V. Suresh linked this clarification to the presentation made by Dr. Bob Hoekstra of Philips Software Center Private Ltd.

### Concluding Session

**Chairman:** Mr. F. Richard      Director, PCF/SRE, UNIDO

**Rapporteur:** Mr. V. Suresh      Conference Coordinator,  
Advisor - Good Governance India Foundation  
and former CMD, HUDCO

International case studies on Initiatives in EU and as a model for developing countries China (Pearl River Delta), Seoul Korea (City-Region of Incheon- Seoul Metropolitan Region), Mexico (City-Region of Monterey), Costa Rica (City-Region), South Africa (City-Regional of Johannesburg) and 4 Indian Case-Studies for development of City-Regions of Pune, Bangalore, Surat & Tiruppur were presented.

Based on the presentations / deliberations, the following major areas of recommendations emerged as "Bangalore Declaration"<sup>3</sup> for the International Conference on the Process of Innovations & Learning for Dynamic City-Regions. The details of the Bangalore Declaration was presented by Sri V. Suresh, Conference Co-ordinator, Advisor, Good Governance India Foundation and former CMD, HUDCO.

*At the end of each session, the panelists, paper presenters, chairpersons and co-chairpersons were awarded the crafted plate of the 2<sup>nd</sup> International Conference on the Process of Innovation and Learning in Dynamic City-Regions.*

The Conference unanimously adopted the recommendations and the Bangalore Declaration was approved by acclamation. The Bangalore Declaration is attached as Annex I.

---

<sup>3</sup> The Bangalore Declaration is attached as Annex I

ANNEX I

**BANGALORE DECLARATION**

1. The Second International Conference on Dynamic City-Regions (SICDCR) strongly endorses the need to take up integrated development of the City-Regions taking into account the large scale wealth creation on economic development of the new initiatives/innovations in industrial & services sector development and the need to harmonize it with the historical growth of the cities and to create “inclusive cities” from socio-economic-cultural point of view.
2. The SICDCR emphasizes the need to have the pace of innovation in the industrial sector growth and activities to be strengthened with the same pace of innovations in the governance mechanism and infrastructure development of industrial activity and urban governance systems.
3. The SICDCR unanimously endorses the need for the infrastructure growth to match the pace of the dynamically growing cities. This should cover utility (Physical- water supply, sewerage, transportation, roads, waste management, power, communications etc) infrastructure, social (health, education, cultural, recreational) infrastructure and commercial infrastructure to cater to the fast growing needs of the city & citizens.
4. The SICDCR advocates the need for the forging of Public-Private-Peoples Partnership (PPPP) as governance model for harnessing the social capital, human, financial and operational resources, technology, management and gender participation to deal with the multi-faceted growth and sustenance of the drivers of economy and city development needs.

5. The SICDCR lays emphasis on the need for strong governance mechanism for industrial governance/local urban governance with appropriate response policies, procedures programmes and processes to provide the responsive framework and services in an effective, efficient, economic and expedient manner.
6. The SICDCR recommends the need for propagating the global best practices in the area of innovations in dynamic City-Regions and requests UNIDO to take initiatives for documentation, dissemination and propagation to all stakeholder interests among all nations with a view for sharing of experience and expertise.
7. The SICDCR stresses the need for large scale investments and institutionalization for development of human capital and skills for Human Resource Development, Capacity Building, Training and Entrepreneurship Development through Networking and south-south and north-south co-operation.
8. The need of the hour is the creation of a large pool of “technopreneurs”.
9. The SICDCR emphasizes the significant importance to be given to development of sustainable habitats and townships and cities-in-pace with the growth of the dynamic City-Region which are environment friendly, ecological appropriate, energy saving and more importantly sustainable from all points of view.
10. The SICDCR strongly endorses the need for R&D work and technology transfer initiatives through various institutional mechanisms and linkages with academic institutions, universities, technological institutions. The appropriate financial and institutional resource deployment from Governments (Federal, Provincial, Local) and Industry for the technology transfer, dissemination for transferring technology/innovation “know-how” to “show how” have to be explored more so for the needs of Small and Medium Enterprises

and other stakeholders and relevant community groups. This should be gender sensitive and also help remove the barriers that come in the way of technology transfer.

11. The SICDCR emphasizes the need to adopt global bench marking standards to evaluate and measure the degree of innovations in dynamic City-Regions and utilize the UNIDO Industrial Development Score Board as a model for adoption and adaptation.
12. The SICDCR thanks the response received from Mexico to host the Third International Conference on Innovations and Learning in Dynamic City-Regions in Mexico in 2007-08 and requests UNIDO to take forward the invitation for organizing the TICDCR appropriately.

\*\*\*\*\*

**ANNEX II**

**The 2nd International Conference on the Process of Innovation and Learning in Dynamic City-Regions**

**13-15 July 2005, Hotel Grand Ashok, Bangalore**

**Programme/Agenda**

**13 July 2005**

0930 – 1000 Hrs      **Registration**

1000 – 1100 Hrs      **Opening Ceremony**

**Welcome Address**

Mr. V. Suresh,  
Conference Coordinator,  
Advisor, Good Governance India Foundation and  
former CMD, HUDCO

**Address**

Dr. Ajay Dua,  
Secretary,  
Department of Industrial Policy & Promotion,  
Ministry of Commerce & Industry  
Government of India

**Keynote Address**

Mr. P.G.R. Sindhia,  
Hon'ble Minister for Large & Medium Industries,  
SSI& Infrastructure,  
Government of Karnataka

**Inaugural Address**

Mr. Dharam Singh  
Hon'ble Chief Minister, Karnataka

**Vote of Thanks**

Mr. F. Richard on behalf of Ms. H. Hirose  
Deputy to the Director-General &  
Managing Director: Programme Coordination and Field Operations  
Division (PCF) - UNIDO

1125 – 1145 Hrs

**Tea Break**

1145 – 1700 Hrs

**Panel I: Local innovation systems**

**Session Chairman :** Mr. V. Suresh, Conference Coordinator, Advisor,  
Good Governance India Foundation and  
former CMD, HUDCO

**(1) Objectives of the Conference:**

Mr. F. Richard, Director: Strategic Research and Economics Branch  
(PCF/SRE) - UNIDO

**(2) Regional Innovation in Europe.**

**Evolution of Theories and Policies since 1980 and Lessons for  
Developing Countries: Part 1**

Professor Dr. Nicos Komninos, Urban Development and Innovation Policy,  
URENIO Research Unit, Aristotle University.

**Lunch**

**(3) City-Region Case Papers:**

**Mexico: City-Region of Monterrey:** Mr. Carlos Zambrano, Former  
Minister of Development of Nuevo León

**Costa Rica, City-Region of Costa Rica (Central America Dynamic City-  
Region):** Mr. Roger Forbes, The Environmental Department of CEGESTI

**Maharashtra, Pune :** Mr. Sumit Roy, Co-Founder and counsellor of  
'Partners in change' and UNIDO National Expert

**14 July 2005**

**1000 – 1700 Hrs**

**Panel II: Innovative City-Regions and Foreign Investors Linkages**

**Chairperson:** Mr. F. Richard, Director PCF/SRE, UNIDO

**Rapporteur:** Professor K.RANGARAJAN, Programme Director, MBA-  
(IB), Day Batch and ONGC – MBA (IB)

**(1) Regional Innovation in Europe.**

**Evolution of Theories and Policies since 1980 and Lessons for  
Developing Countries: Part 2**

Professor Dr. Nicos Komninos, Urban Development and Innovation  
Policy, URENIO Research Unit, Aristotle University.

**(2) China – Pearl River-Delta (Guangzhou / Shenzhen):**

Ms. Li Shantong, Director General, Department of Development  
Strategy & Regional Economy, Research Center of the State Council  
(DRC), China

**Lunch**

**(3) City-Region Case Papers:**

**South Korea, City-Region of Incheon:** Professor Sang-Chul CHOE, Urban  
& Research Planning, Dept. of Environmental planning, Seoul National  
University

**Karnataka, Bangalore:** Mr. D. K. Sareen, Executive Director ESC and  
UNIDO National Expert



**15 July 2005**

0900 – 1300 Hrs

**Panel III: Innovation City-Regions and System of Governance in India**

**Chairperson:** Mr. S. Jagadeesan, Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India

**Co-Chair:** Eng. Shadia Y. Bakhait, Industrial Development Officer, UNIDO-PCF/SRE

**Rapporteur:** Mr. V. Suresh, Conference Coordinator, Advisor, Good Governance India Foundation and former CMD, HUDCO

**(1) IT Sector Growth and Infrastructure status in Bangalore:**

*Dr. Bob Hoekstra, CEO, Philips Software Center Private Ltd, Bangalore (Representing FICCI)*

**(2) City-Region Case Papers:**

**Urban Renewal as Economic Development Strategy - Case of Surat, India:** Prof. Shivanand Swamy, former Director School of Planning, CEPT, Ahmedabad

**Tamil Nadu, Tirupur :** Dr. K. Rangarajan, Professor, Indian Institute of Foreign Trade, DEEMED University and UNIDO National Expert

**Bangalore City Corporation Initiatives:**

Mr. Subhash Chandra, Special Commissioner, Bangalore City Corporation, Bangalore

**South Africa, City-Region of Johannesburg:** Dr Ray Ngcobo, Chief Director: Urban Competitiveness the Department of Trade & Industry (DTI)

**Innovation City-Regions and Governance in India:**

Mr. V. Suresh, Conference Coordinator, Advisor, Good Governance India Foundation and former CMD, HUDCO

**Lunch**

1400 – 1700 Hrs

**Concluding Session**

**Chairman** : Mr. F. Richard, Director, PCF/SRE, UNIDO, France

**Rapporteur** : Mr. V. Suresh, Conference Coordinator, Advisor –  
Good Governance India Foundation and former CMD,  
HUDCO

**Adoption of Bangalore Declaration and  
Recommendations.**

\*\*\*\*\*

**ANNEX III**

**The 2nd International Conference on the Process of Innovation and Learning in Dynamic City-Regions**

**13-15 July 2005, Hotel Grand Ashok, Bangalore**

**List of participants**

No.	Name	Designation	Organization	Phone No.	Mobile	Fax	E-mail
1	Nicos Komninos	Professor	Aristotal University, Greece	+30-2310995581	+30-6937216444	+30-2310995583	komninos@eng.auth.gr
2	Carlos Zambrano Plant	Consultant	Zetap Y Asociados, Mexico	+52-8183035234	+4481-8253-7203	+52-81-8303-5234	carloszambrano@att.net.mx
3	Roger Forbes	Consultant	CEGESTI, Costa Rica	+506-280-8511		+506-280-2494	rforbes@cegesti.org
4	Thami Ngqungwana	Chief Director	Dept. of Trade & Industry, South Africa	+27-12-294-1305	+82-781-9724	+27-12-294-2305	thamin@thedti.gov.za
5	Choe Sang Chuel	Professor	Graduate School of Environmental Studies Seoul, Korea	+822-8805652		+82234768511	choesc@snu.ac.kr
6	Li Shantong	Director	Development Research Centre, China	+8610-65276661		+8610-65236060	shantong@drc.gov.cn
7	Frederic Richard	Director, PCF/SRE	UNIDO, Vienna	+43-1-260263821		+43-1-26026-6864	F.Richard@unido.org
8	Shadia Yousif Bakhait	Ind. Dev. Officer	UNIDO, Vienna	+43-1-260264149	+43-6767213791	+43-1-26026-6864	S.Bakhait@unido.org
9	Sanjaya S. Shrestha	Ind. Dev. Officer	UNIDO, Delhi	+11-24628877	+98-10323148	+11-24620913	sanjaya.shrestha@undp.org
10	Raja Mitra	Dev. Officer	Telecommunication & Informatics Dept., World Bank, Washington DC	+202-473-2132		+202-522-3001	rmitra@worldbank.org
11	Dr. Gitanjali Chaturvedi	National Expert	UNIDO, Delhi	+11-24647083	+98-10243791	+11-24647082	gitanjali@icamt.org
12	S. Jagadeesan	Joint Secretary	DIPP, New Delhi	+11-23012750		+11-23013655	sjagadeesan@ub.nic.in
13	Rajeev Ranjan	Director	DIPP, New Delhi	+11-23010888		+11-23012626	rajeevranjan@ub.nic.in
14	V. Suresh	Advisor and Director General	Good Governance India Foundation, New Delhi	+11-26866874	+98-18513344	+11-26868073	sureshv30@hotmail.com; vasudevansuresh@lycos.com
15	S. S. Madan	Research Officer	DIPP, New Delhi	+11-23011939	+98-10888321	+11-23012626	pp-ro-ssm@ub.delhi.nic.in
16	Sidhartha Shankar	Gov. Officer	ICAMT/UNIDO, New Delhi	+11-24647083		+11-24647082	s.shankar@icamt.org
17	Dyuti Shah	National Expert	BMTPC Office, ICAMT, New Delhi	+11-24647083	+98-99533355	+11-24647082	d.shah@icamt.org
18	D. K. Sareen	Executive Director	ESC, New Delhi	+11-26510632	+98-11041210	+11-26853412	esc@vsnl.net
19	Vishnukant S. Chatpalli Dr.	Chief - Technology Marketing	BMTPC, Delhi	+011-24638096 +011-24652416		+11-24642849	ctm@bmtpc.org
20	Chandrasekhar	JD	DELHI				

21	Mahesh Y Reddy	Additional Director	FICCI, New Delhi	+11-23736193		+11-23320736	maheshyreddy@ficci.com
22	Jyothi S.A. Bhat	Advisor	DSIR, New Delhi	+11-26960098		+11-26960629	jsbhat@alpha.ac.in
23	Jayashree P. Malagi	Corporator	Belgaum	+831-2461351	+98-45381768		
24	Vandana M. Belgundkar	Mayor	Belgaum	+831-2405300	+98-80168427	+831-2405301	
25	Sumil Datti	Mayor	Amritsar	+2545999			
26	Nahar Singh Gill	Mayor	Ludhiana	+2746554	+98-1550072		
27	Uma Shashi Sharma	Mayor	Indor				
28	Surender Mahey	Mayor	Jalandhar	+181-2459575	+98-10591931		
29	Rakesh Kumar	Jr. Vice-President	DCC, Jalandhar				
30	Vivek Nayyar	Sr. Vice-President	DCC, Jalandhar				
31	Satish M.K.	Doctoral Scholar	IIM, Calcutta	+33-28681605	+94-33236465	+33-24678062	satishmk@email.immcal.ac.in
32	Vishnu Sharma	Mayor	Patiala Municipal Corporation, Punjab		+98-14711012		
33	Vinect K Goyal	Councillor-Technology & IPR	CII, Gurgaon	+124-5014075	+98-71493461	+124-5014080	vinect.goyal@cigionline.org
34	Darlie O Koshy	Executive Director	NID, Ahmedabad	+79-6605241		+79-6605242	koshy@nid.edu
35	Rajesh J. Pandya	Town Planner	Municipal Corporation, Surat		+93-74558296		rpandya@redoffmail.com
36	Ketan Patel	Town Planner	Municipal Corporation, Surat				rpandya@redoffmail.com
37	Alagawadi M.V.	Director	CEDOK, Dharwad	+836-2486836	+836-3105605	+836-2486695	dircedoc@hotmail.com
38	Atul Sen Dr.	HOD	DRDO, Hyderabad	+24340431	+94-40909968		atulsen@rediffmail.com
39	Narayana M.R.	Prof. & Head	ISEC, Bangalore	+80-23397699 +80-23215468		+80-23217008	mrr@sec.ac.in
40	Venkataramana Setty	Chief Engineer	KUWSSB, Bangalore	+80-26539004	+98-80197445		kwvvlhmd@bgl.vsnl.net.in
41	Sundya	Co-ordinator	KUWSSB, Bangalore	+80-26539004	+98-45944245		kwvvlhmd@bgl.vsnl.net.in
42	Nagaraj K.C.	Advisor	CM's Office		+98-45113475		
43	Netaji S. Ganeshan	Executive Director	KSFC, Bangalore	+80-22261483	+98-84071380	+80-22250126	edo@ksfc.net
44	Uma Reddy	Training Chairperson	AWAKE, Bangalore	+80-23389964 +80-23111059	+98-45534402	+80-2338469	awakener@vsnl.com
45	Hanume Gowda C.	IPO	VITE, Bangalore		+93-41227505		
46	Kolhar S.B.	Managing Director	MC&A, Bangalore	+80-2256287			mca@vsnl.com
47	Raghuram H.V.	Executive Director	KAVIKA, Bangalore	+80-23234147			
48	Khan M.J.	Officer on Special Duty	Dept. of Information Tech. & Bio-Tech, Bangalore	+80-22262466		+80-22288341	khan@bangalorecit.com
49	Shadakshara Swamy G.M.	Project Executive	KCTU, Bangalore	+80-22266348		+80-22286607	tech@bgl.vsnl.net.in
50	Haridas T.V.	Ind. Promotion Officer	KSPDC, Bangalore	+80-22291471		+80-22235790	kspdc@bgl.vsnl.net.in
51	Yethiraj N	CEO	AAA Multi-media Bangalore	+80-25272282	+93-41274965	+80-25272282	aaaaudiovideo@yahoo.co.in
52	Karuna M.S.	Executive	KCTU, Bangalore	+80-22266348		+80-22286607	tech@bgl.vsnl.net.in
53	Sharma		DIC, Bangalore				
54	Surendra N	Lecturer	JVIT, Bangalore		+98-8658865		suri_janani@rediffmail.com
55	Sadashiva S	Training Co-	AWAKE, Bangalore	+80-23389964	+98-45534402	+80-2338469	awakener@vsnl.com

		ordinator		+80-23111059			
56	Veerabhadraiah C.	Managing Director	KCTU, Bangalore	+80-22266348	+94-4828730	+80-22286607	veerabhadraiah@yahoo.com
57	Ramakrishna M.	Project Executive	KCTU, Bangalore	+80-22266348		+80-22286607	kctu@giasbg01.vsnl.net.in
58	Shiva Kumar K.N.	Executive	KCTU, Bangalore	+80-22266348		+80-22286607	tech@bgl.vsnl.net.in
59	Sudha C. Prakash	President	AWAKE, Bangalore	+80-23389964 +80-23111059	+92-43102846	+80-2338469	awakener@vsnl.com
60	Uma T.M.	Vice-President	AWAKE, Bangalore	+80-23389964	+93-43744968	+80-23389964	awakener@vsnl.com
61	Balasubramanian V	Regional Chief	HUDCO, Bangalore	+80-25582602	+98-45378099	+80-25598748	vbala@hudco.org
62	Kamath S.V.	Dy Chief	HUDCO, Bangalore	+80-25582602		+80-25598748	
63	Gurudat S.	Sr. Project Appraisal Officer	HUDCO, Bangalore	+80-25582602		+80-25598748	sgurudat@rediffmail.com
64	Joseph Philip K	Asst. Appraisal Officer	HUDCO, Bangalore	+80-25582602		+80-25598748	hudcobro@vsnl.net
65	Deepak Sood	Director & Head	CII, Bangalore	+80-25276544		+80-25276709	deepaksood@ciionline.org
66	Shiv Shankar G	Executive Officer	CII, Bangalore	+80-25276544		+80-25276709	g.shivshankar@ciionline.org
67	Umakanth B.R	Managing Director	VITC, Bangalore	+080-22864281	+98-44087232	+80-22864281	vitc@mantraonline.com
68	Shivananda H.L.	Managing Director	Karnataka Udyog Mitra, Bangalore	+80-22282392		+80-22266063	md@kumbangalore.com
69	Lakshminarayana S	Managing Trustee	Power & Energy Dev. Centre, Bangalore	+80-26520045			pedc@vsnl.net
70	Vivek Agarwal	ECO	Bhoruka Power				vivek@bhorukapower.com
71	Ramesh J Solanki	Advocate		+26643074	+93-36724966		
72	Ramesh Kumar	Chairman	BDA, Bangalore	+80-23342716		+80-23365036	chmn@bdabangalore.org
73	Naganna	Chief Engineer	KHB, Bangalore				
74	Kiran Nichani	PRO	Cottage Industries Exposition Ltd., Bangalore	+80-22354086	+98-44022430	+80-22258801	cieblr@vsnl.net
75	Madhu Myne	Manager, PR	Cottage Industries Exposition Ltd., Bangalore	+80-22354086	+98-45011774	+80-22258801	cieblr@vsnl.net
76	Srinivasa M.N.	Professor	I.I.Sc., Bangalore				
77	Suresh Kumar A.	Asst. Director	KDPDC, Bangalore				
78	Humayun C.A.	Managing Director	KDPDC, Bangalore				
79	Vijay Kumar D. Nirali	Asst. Director	KSPDC, Bangalore	+80-22291471		+80-22235790	kspdc@bgl.vsnl.net.in
80	Veerandranath K.R.	Town Planner Member	BDA, Bangalore	+80-23443206	+98-45630105		
81	Prasanna S	Export Promotion Manager	Vishveshwaraiah Ind. Trade Centre, Bangalore	+80-22864281		+80-22864281	vitc@mantraonline.com
82	Mukherjee A	Principal Advisor & CEO	IMTMA, Bangalore	+80-25594621		+80-25597187	abhijith@imtma.org
83	Chinnappa H.D.	Chief Manager	KSFC, Bangalore	+80-22250126	+98-44071385	+80-22250126	gmcr@ksfc.net
84	Surappa M.K.	Secretary	Karnataka State Council for Science & Technology, Bangalore	+80-23348848		+80-23348840	
85	Tomy Mathew	Director	Natura Fibretech Pvt. Ltd., Bangalore	+80-25631241-44		+80-51105536	natura@blr.vsnl.net.in
86	jaiprasad r	Advisor-Technical	BMP, Bangaore	+80-22221286		+80-22975518	jaiprasadm@yahoo.com

87	Rudrappa C	PRO	Dept. of Industries, Bangalore				
88	Manu Baligar	Project Director	GBWASSP				
89	Hareesh Prasad Hegde	Vice-President	KASSIA, Bangalore	+80-23353250		+80-23353250	<a href="mailto:kassia@blr.vsnl.net.in">kassia@blr.vsnl.net.in</a>
90	Srinivasan M.S.	Sr. Manager	Bhoruka Power				
91	Naganna A.M.	Head (Personnel & Admn)	Bhoruka Power Corporation Ltd., Bangalore	+80-22272271-74	+98-45229833	+80-2224 5246	<a href="mailto:naganna@bhorukapower.com">naganna@bhorukapower.com</a>
92	Ananda S. Nagarkar	Manager-Corporate	CIE, Bangalore	+80-22354086 +80-22258230		+80-22258801	<a href="mailto:cieblr@vsnl.net">cieblr@vsnl.net</a>
93	Jaiprakash D.S.	Asst. Director	Vishveshwaraiah Ind. Trade Centre, Bangalore	+80-22864281		+80-22864281	<a href="mailto:vtc@mantraonline.com">vtc@mantraonline.com</a>
94	Soumy Ajit Ghosal	Head- Bangalore Centre	NID, Bangalore	+80-23359873	+93-41222474	+80-23387534	<a href="mailto:nidbc@vsnl.com">nidbc@vsnl.com</a>
95	Shashikala Satya Murthy	Project Co-ordinator	NID, (Out Reach Programmes), Bangalore	+80-23359873		+80-23387534	<a href="mailto:nidbc@vsnl.com">nidbc@vsnl.com</a>
96	Ramesh B.P.	Sr. Manager (Civil)	Bhoruka Power Corporation Ltd., Bangalore	+80-22272271-74	+98-45432478	+80-2224 5246	<a href="mailto:bpramesh@bhorukapower.com">bpramesh@bhorukapower.com</a>
97	Babu Sedda Kumar	VP	Bangalore				
98	Lizzy Francis	Chairman	Town Planning Committee, Trissur Corporation				
99	Latha Krishna Rao	Secretary	Commerce & Industry Dept. Bangalore	+80-22353933		+80-22356381	<a href="mailto:secymines-ci@karnataka.gov.in">secymines-ci@karnataka.gov.in</a>
100	Seetharamaiah	Consultant	SDC, Bangalore				
101	Jayadevappa	Special Officer	MSII, Bangalore	+80-22352560	+98-44179575	+80-22255758	<a href="mailto:msilho@vsnl.com">msilho@vsnl.com</a>
102	Gandigudi M.P.	Additional Director	DIC, Bangalore	+80-22386758		+80-22389909	<a href="mailto:addd_adm@yahoo.com">addd_adm@yahoo.com</a>
103	Ithirumurthy N	Civil Engineer	Ramamurthynagar, Bangalore				
104	Rangarajan Dr.	Professor	IIFT, Bangalore		+98-10902051		<a href="mailto:rangarajan@iift.ac.in">rangarajan@iift.ac.in</a>
105	Subash Chandra	Special Commissioner	Bangalore Maha Nagara Palike				
106	Mohamad Perveez	Proprietor	Lunar Electronics	+92-43194596	+98-45929307		<a href="mailto:muzakkjr01@yahoo.co.in">muzakkjr01@yahoo.co.in</a>
107	Ramesh	Asst. Professor	I.I.Sc., Bangalore				
108	Srinivasan M.N.	Emeritus Professor	Mech. Dept. I.I.Sc., Bangalore	+80-22932860		+80-23600648	<a href="mailto:mandyam@mecheng.iisc.ernet.in">mandyam@mecheng.iisc.ernet.in</a>
109	Vishwanath D.S.	M.D.	LIDKAR	+80-25532231			
110	Surjith Singh		ESC, Bangalore	+80-22380600	+98-80164310	+80-22380600	<a href="mailto:escb@vsnl.net">escb@vsnl.net</a>
111	Shivalingam N	Secretary	Rural Dev. & Panchayatraj	+80-22344574		+80-22389520	<a href="mailto:excp-rdpr@karnataka.gov.in">excp-rdpr@karnataka.gov.in</a>
112	Shankaralinge Gowda	Secretary	Dept. of IT, BT, S&T	+80-22280562		+80-222883451	<a href="mailto:itsec@bangalorecit.com">itsec@bangalorecit.com</a>
113	Chandrasekhar N	Resident Director	Karnataka Udyog Mitra, Delhi	+11-26263109		+11-26263110	<a href="mailto:kumlo@india.vsnl.net.in">kumlo@india.vsnl.net.in</a>
114	Joseph Antony		Victoria Estates, Bangalore	+80-23445993			
115	Gokulram	Principal Secretary	DIC, Bangalore				
116	Beelagi M.H.			+22273265	+99-45361913		

117	Jaya Kumar N.	Dy. Chief Advisor	IECSOK, Bangalore	+80-22266186		+80-22266138	<a href="mailto:iecsok@bgl.vsnl.net.in">iecsok@bgl.vsnl.net.in</a>
118	Mohan S. Mokashi	Dy. Chief Advisor	IECSOK, Bangalore	+80-22266186		+80-22266138	<a href="mailto:iecsok@bgl.vsnl.net.in">iecsok@bgl.vsnl.net.in</a>
119	Rangaramu J	Jr. Director	KIADB, Bangalore	+80-22127125	+98-86775959	+80-22217702	<a href="mailto:kiadb@kar.nic.in">kiadb@kar.nic.in</a>
120	Rama Murthy P.B.		KSHDP-Cauvery, Bangalore	+80-25582793		+80-25580402	<a href="mailto:cauvery@blr.vsnl.net.in">cauvery@blr.vsnl.net.in</a>
121	Krishnan	Consultant		+80-25457063			
122	Jayagovind A. Dr.	Director	National Law School of India University, Bangalore	+80-23160520		+80-23211064	<a href="mailto:director@nis.ac.in">director@nis.ac.in</a>
123	Dhillon S.S.	Director	SISI, Bangalore	+80-23351540	+94-48371581	+80-23351583	<a href="mailto:ssdhillon@sidomail.net">ssdhillon@sidomail.net</a>
124	Gopalan R. Dr.	Executive Director	Composites Technology Park, Bangalore	+80-56681005	+98-45442545	+80-28601512	<a href="mailto:rgopalan@blr.vsnl.net.in">rgopalan@blr.vsnl.net.in</a>
125	Bhaskar Dixit C.S. Dr.	Research Associate	CGPI, IISc. Bangalore	+80-23600536			<a href="mailto:dixit@cgpi.iisc.ernet.in">dixit@cgpi.iisc.ernet.in</a>
126	Satyamurthy K.S.	CEO	KSKVIB, Bangalore	+80-2266852		+80-2258251	
127	B. R. Satyan	Director	CMIT, Bangalore	+80-23372048		+80-23370428	<a href="mailto:brs@cmti-india.net">brs@cmti-india.net</a> <a href="mailto:cmtidir@vsnl.com">cmtidir@vsnl.com</a>
128	Dr. Bob Hoekstra	Chief Executive Officer	Philips Software Center Private Ltd, Bangalore	+80-25579000		+80-25561283	<a href="mailto:bob.hoekstra@philips.com">bob.hoekstra@philips.com</a>
129	Ashutosh Singh	President	India Media Centre for Journalist				<a href="mailto:ashutoshsingh8@hotmail.com">ashutoshsingh8@hotmail.com</a>
130	Siddiq Alduri	Chief Reporter	Daily Salar, Bangalore	+80-22294013		+80-22232309	<a href="mailto:salar_publications@vsnl.net">salar_publications@vsnl.net</a>
131	Shivanand Swamy, Prof.	Former Director	School of Planning				
132	Utpal Sharma, Prof.	Director	School of Planning				