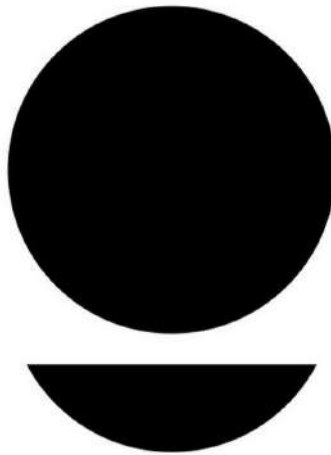


# **Urban Managers' Learning Network**



**Knowledge Report**

November 2025

## **Overview**

Network Design & Outreach  
Initial Workshops and Onboarding  
Knowledge Sharing and Early Collaboration

## **Learnings**

Successes  
Challenges  
Solutions Proposed

## **Annexure**

1. Detailed workshop notes
2. Participating Cities
3. Workshop feedback
4. Circulars issued for the workshop
5. Additional Documentation

## Overview

This report documents the milestones and activities accomplished under the Urban Collective Action Network's Learning Network initiative, as specified in the Scope of Work (SoW). In the duration of eight months of the grant, Artha Global has laid the foundation for a peer-driven learning platform by:

- Establishing partnerships with state governments
- Engaging diverse municipal stakeholders
- Piloting thematic workshops that generated measurable impact

These efforts have created strong momentum for sustained peer-to-peer knowledge exchange, with early evidence of demand from participating cities.

## Network Design & Outreach

- **Objectives and Structure:** Defined the Learning Network's purpose—to facilitate ongoing peer-to-peer knowledge exchange among urban managers across Indian cities—its thematic priorities (initial focus on Air Quality Management), and engagement modalities (virtual and in-person).
- **Stakeholder Mapping:** Identified over 70 potential municipal and state-level participants, including engineers, environmental officers, and health officers, in collaboration with the state-level Directorate of Municipal Administration of Maharashtra and Andhra Pradesh.
- **Outreach Materials:** Created an introductory concept note to communicate the value proposition to state partners and municipal officials. However, our communication and outreach approach evolved as we began engaging with cities. Instead of broad-based outreach materials, we found that identifying and working closely with 'champions' was the most effective way to convene the right participants.

In this phase, Mr Sampath Kumar (Commissioner and Director of Municipal Administration, Government of Andhra Pradesh) and Mr Sameer Unhale (Joint Commissioner, Directorate of Municipal Administration, Government of Maharashtra) played this catalytic role.

Through them, participation from two states was secured after initial conversations with four to five (See annexure for more details).

Since this champion-led model was effective, there was no need to further develop general outreach materials for participants or invest in dedicated communication channels during the pilot.

## Initial Workshops and Onboarding

- **Pilot Workshop 1 (Maharashtra):**
  - State partner: Directorate of Municipal Administration, Government of Maharashtra.
  - Participation: Over 35 municipal leaders from across Maharashtra.
  - Key Activities:

- Peer-learning on city-driven air quality interventions linked to health and liveability.
- Presentations:
  - Thane – networked monitoring, EV adoption.
  - Pimpri Chinchwad – mechanised road washing, emission control.
  - Cross-state sharing from Visakhapatnam and Vijayawada on the implementation of pilot Clean Air Zones.
- Interactive dialogue on practical topics: sensor deployment, enforcement strategies, community engagement.
- Feedback & Outcomes:
  - Demand for recurring workshops and systematic documentation of best practices.
  - Strong interest in extending the Learning Network to topics such as clean streets, municipal finance, and engagement with elected representatives.
- **Pilot Workshop 2 (Andhra Pradesh):**
  - State partner: Commissioner and Directorate of Municipal Administration, Government of Andhra Pradesh.
  - Participation: Nearly 40 participants from 13 non-attainment cities (e.g., Eluru, Nellore, Guntur, Visakhapatnam, Vijayawada).
  - Key Activities:
    - Presentations:
      - Visakhapatnam – Clean Air Zones in two identified locations.
      - Bhubaneswar – Low Emission Zone around the Ekamra Kshetra under NCAP.
    - Interactive co-development sessions to tailor solutions to unique city contexts.
    - Peer dialogue shifted from lecture-based formats to reflective, collaborative discussions.
  - Feedback & Outcomes:
    - Consensus on the value of recurring, peer-driven engagement.
    - Cities requested future workshops on liveability, neighbourhood cleanliness, and climate adaptation.
    - Strong support for scaling the Learning Network as a sustained, pan-India platform.
- **Pilot Workshop 3 (Maharashtra):**
  - State partner: Directorate of Municipal Administration, Government of Maharashtra.
  - Participation: Over 20 Municipal Corporations and Councils from the state
  - Key Activities:
    - Understanding the barriers of making housing affordable in cities today
    - Presentations:

- Kolhapur – with support from Shelter Associates- shared its citywide slum rehabilitation program implemented under the ‘Beneficiary-Led Construction’ (BLC) vertical of the Pradhan Mantri Awas Yojana (PMAY).
- Nanded - presented its experience under the BLC vertical of PMAY, covering over 7,000 houses and ongoing efforts under PMAY 2.0.
- Odisha – presented the award-winning Jaga Mission, a pioneering initiative for in-situ slum upgrading that has provided land rights and infrastructure to over 400,000 households through strong community engagement and women-led Slum Dwellers' Associations.
  - Interactive co-development sessions to tailor solutions to unique city contexts.
  - Peer dialogue shifted from lecture-based formats to reflective, collaborative discussions.
- Feedback & Outcomes:
  - Consensus on the value of recurring, peer-driven engagement.
  - Cities requested future workshops on liveability, neighbourhood cleanliness, and climate adaptation.
  - Strong support for scaling the Learning Network as a sustained, pan-India platform.

## Knowledge Sharing and Early Collaboration

- **Collaborative activities in workshops:**
  - **Problem-Solving Exercises:** As part of the workshops, participants initiated collaborative exercises addressing urban challenges identified during discussions—e.g. approaches to strengthening air quality monitoring.
  - **Peer-Learning Sessions:** The workshops also created space for initial peer-learning exchanges, where cities shared best practices and explored opportunities to adapt, replicate, or scale successful interventions in their own contexts. Through structured exchanges, cities not only shared best practices but also identified interventions they could adapt or replicate in their own contexts, laying the groundwork for concrete follow-up initiatives.
- **Network Engagement (proposed):**
  - Artha aims to keep the participants actively engaged with digital channels, contributing field insights and solution frameworks.
  - The emerging ‘champion cities’ (e.g., Visakhapatnam, Thane) shall eventually support others with practical guidance on implementation.

## Learnings

With the successful execution of the design, outreach, onboarding, and knowledge-sharing phases of the pilot, the initiative has exceeded participation and engagement targets. Building on this momentum, and informed by ongoing conversations with the Governments of Odisha and other states interested in joining the platform, Artha will now:

- Deepen collaborative problem-solving activities.
- Formalise documentation of best practices for wider dissemination.
- Expand the thematic focus to include municipal finance, governance, and clean, liveable cities.
- Strengthen digital infrastructure for continuous engagement.

The first six months of the Learning Network have offered rich insights into how city officials engage with complex urban challenges and what is needed to scale peer-to-peer collaboration. Below are clearly defined successes and failures, or challenges.

## Successes

1. **Champion-led mobilisation:** A notable success of the pilot phase was the champion-led mobilisation approach, which significantly enhanced participant engagement. By identifying and collaborating with key advocates, the initiative effectively secured participation from municipal leaders across multiple cities in Maharashtra and Andhra Pradesh. This strategic engagement not only fostered a strong sense of ownership among participants but also streamlined the coordination of workshops, ultimately facilitating a more impactful peer-to-peer knowledge exchange.
2. **Peer learning** was consistently highlighted as the most valuable part of the workshops. It was evident that it created trust and relevance. City officials are most receptive when learning from peers who face similar constraints. Case studies from Visakhapatnam, Bhubaneswar, Pune, and Thane demonstrated that *lived experience* carries more weight than external prescriptions.
3. **Action-oriented design** sustained engagement. The way the workshops were designed, incorporating exchanges, problem-solving, and dialogue, yielded practical takeaways and motivated officials to apply lessons in their own cities.
4. **Demand extends beyond a few identified topics** in the pilot. While air quality served as the entry point, participants consistently expressed interest in themes such as municipal finance, clean and liveable cities, urban governance, and climate resilience—indicating that the Learning Network can serve as a broader platform for urban management. Early conversations with Odisha and others suggest a strong appetite for expansion.

## Challenges

1. One of the challenges faced was to formalise the network. State government buy-in is critical. Engagements with Maharashtra and Andhra Pradesh show that endorsement

from state Directorates of Municipal Administration is key to mobilising participation across municipalities.

2. The other challenge was to have continuous engagement. What would be critical is a digital platform that keeps the participants connected. Without a digital backbone, the knowledge generated risks being fragmented and underutilised.

## Solutions Proposed

Drawing on these lessons, the Learning Network proposes to:

1. Scale across states.  
Leverage interest from Maharashtra, Andhra Pradesh, and Odisha to expand participation, while onboarding new states to create a truly national peer-learning platform.
2. Institutionalise knowledge sharing.  
Develop a structured repository of best practices, toolkits, and case studies to ensure that learnings are captured, codified, and disseminated widely across cities.
3. Expand thematic focus.  
Move from air quality into municipal finance, urban governance, clean neighbourhoods, and climate adaptation, allowing cities to engage on issues that directly affect liveability and sustainability.
4. Strengthen digital engagement.  
Establish a digital platform—either through integration with iGOT Karmayogi or an independent platform—to host discussions, resources, and collaborative problem-solving spaces.
5. Champion city approach.  
Identify and support *pioneer cities* (e.g., Visakhapatnam, Thane, Bhubaneswar) to mentor others, creating a ripple effect of learning and replication.

The pilot workshops proved that when given the right space, urban managers are eager to share, learn, and innovate together. With targeted investment, the Learning Network can now scale to become a national mechanism for urban capacity-building—one that empowers cities to implement practical solutions, accelerate reforms, and deliver better outcomes for millions of citizens.

## Annexure

### 1. Detailed workshop notes

#### 1a. Maharashtra Workshop on Urban Air Quality Management Introduction

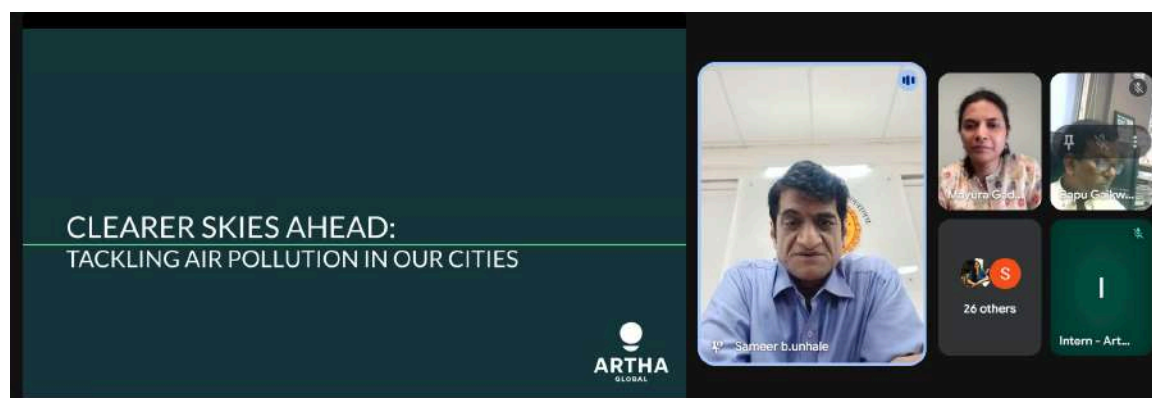
Artha Global, in collaboration with the Directorate of Municipal Administration (DMA), Government of Maharashtra, convened a workshop on urban air quality management. The session brought together over 35 representatives from municipal councils and corporations across Maharashtra, alongside peers from other states, to exchange knowledge, discuss practical solutions, and co-develop strategies to address the growing challenge of air pollution in Indian cities.

The DMA underscored the importance of moving beyond conferences and presentations to focus on actionable outcomes, emphasising that the ultimate value of such sessions lies in formalising learnings into government systems and embedding them into municipal operations.

#### Setting the Context

The workshop began with a welcome from the DMA, which highlighted the importance of peer learning and actionable communication for municipal functionaries. Artha Global then provided a presentation on the current state of air pollution in India, its health impacts, and the need for urgent interventions in non-attainment cities.

Key pollutants such as PM<sub>2.5</sub> and PM<sub>10</sub> were discussed, with emphasis on their sources—construction waste, vehicular emissions, industrial activity, and biomass burning—and their severe implications for public health. The presentation framed the transport sector as a major contributor and explored potential pathways such as electric mobility, improved traffic management, and non-motorised transport.



## City Presentations and Peer Exchange

- **Pimpri Chinchwad Municipal Corporation (PCMC):**

PCMC highlighted its comprehensive measures under NCAP and the 15th Finance Commission, including installation of air purification systems, dry mist fountains, fog cannons, and mechanised road washers. They also showcased renewable energy initiatives, such as rooftop solar adoption, conversion of crematoria to electric or CNG, and a construction and demolition waste processing plant. Reported outcomes included a 30–40% reduction in AQI levels in certain areas. Efforts to address vehicular pollution through adoption of electric vehicles (56 EV cars, 25 charging stations), plans for 1,000 EV buses, CNG-based tankers, and promotion of non-motorised transport was also presented. Initiatives such as the *Harit Setu* project were shared, which aims to expand walkable and cycling infrastructure. They also highlighted the adoption of a graded action plan to manage vehicle growth and potentially designate no-emission zones.

**Improving Vehicle Technology**

- Public charging stations at 22 locations (In Process)
- Procured 75 electric cars for PCMC officials use
- Gives 2% property tax rebate to owners for setting up charging stations & 5% to housing societies
- Developed EV cell website for awareness and citizen grievance
- Rolled out the E-auto incentive scheme
- Established Sustainability cell
- PMPML procured 458 electric buses.

**Improving Mode Share**

*'Harit Setu'* (green connectors) is a climate friendly Master Plan that plans enhances existing connections and creates new green links to improve and encourage walking and cycling for short trips in the city, provides first mile-last mile mobility options thus encouraging a mode shift.

PCMC has initiated the implementation by transforming one pilot neighbourhood into a 15-minute walking & cycling friendly zones.

- **Thane Municipal Corporation (TMC):**

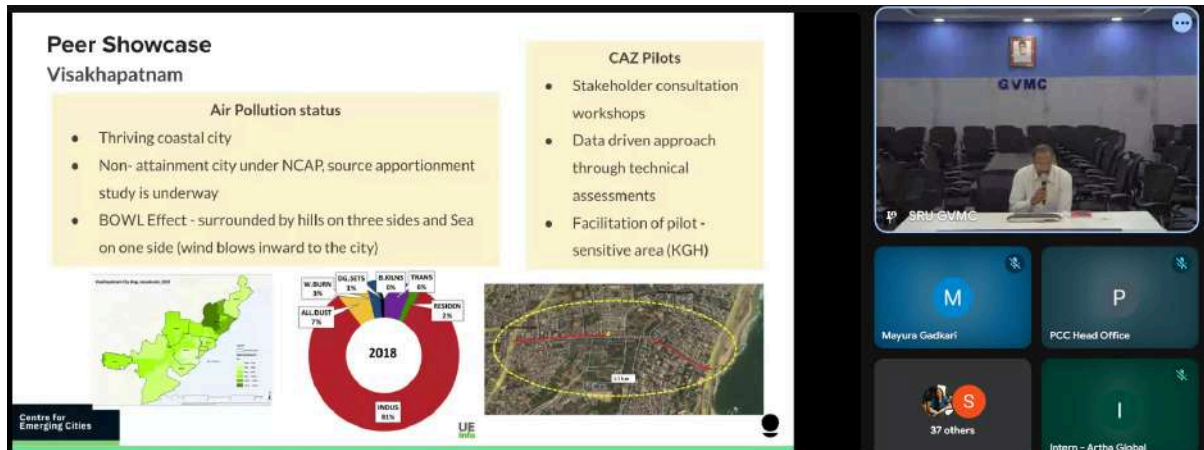
TMC showcased its extensive air quality monitoring infrastructure, including 297 monitoring stations and 182 mobile sensors. It highlighted enforcement measures such as penalties on polluting construction practices, alongside dust mitigation efforts including sprinklers, fogging machines, and regular mechanised road washing. Efforts to increase electric buses and cycle track development under NCAP were also presented.

**Status of Air quality before launch of NCAP and year on year progress**

| PM10 Data Taken from PRANA Portal |                 |             |
|-----------------------------------|-----------------|-------------|
| Financial Year                    | PM10 in ug/m3   | Improvement |
| 2017-18                           | 138             | 20 %        |
| 2018-19                           | 118             |             |
| 2019-20                           | 79 (Base Value) |             |
| 2020-21                           | 105             |             |
| 2021-22                           | 130             |             |
| 2022-23                           | 115             |             |
| 2023-24                           | 111             |             |

National Clean Air Program | MoEF&CC

- Greater Visakhapatnam Municipal Corporation (GVMC) & Vijayawada:**  
 Provided cross-state insights on piloting Clean Air Zones under NCAP, implemented in partnership with Artha Global. Visakhapatnam shared interventions such as end-to-end road paving, traffic diversion, green cover expansion, and e-vehicle promotion. Vijayawada emphasised stakeholder consultations for Clean Air Zones in congested areas, focusing on parking reforms, e-rickshaw promotion, and traffic management to reduce idling.



**Peer Showcase**  
Visakhapatnam

**Air Pollution status**

- Thriving coastal city
- Non-attainment city under NCAP, source apportionment study is underway
- BOWL Effect - surrounded by hills on three sides and Sea on one side (wind blows inward to the city)

**CAZ Pilots**

- Stakeholder consultation workshops
- Data driven approach through technical assessments
- Facilitation of pilot-sensitive area (KGH)

**2018**

| Category | Percentage |
|----------|------------|
| INDUS    | 81%        |
| VEHICLE  | 3%         |
| ALLIED   | 7%         |
| RESIDEN  | 2%         |
| TRANS    | 2%         |
| BAIUS    | 2%         |
| SHIETS   | 2%         |

Centre for Emerging Cities

SRU-GVMC

GVMC

Mayura Gedkari

PCC Head Office

37 others

Intern - Artha Global

## Discussions and Reflections

The workshop facilitated interactive discussions on issues such as the role of low-cost air quality sensors in supplementing reference-grade data, effective methods for road washing, and challenges in translating policy into visible improvements in citizen well-being.

The DMA stressed that feedback from citizens often indicates limited visible impact from pollution-control measures, and therefore, municipal functionaries should focus on quantifiable improvements in quality of life. They also underlined the importance of whole-of-government and whole-of-society approaches, encouraging boldness and innovation among urban managers.

## Key Outcomes

- Action Orientation:** Workshop learnings should be translated into actionable circulars and SOPs for field-level implementation.
- Knowledge Exchange:** Rich peer learning between cities across Maharashtra and with other states, with cities committing to adapt and replicate interventions such as Clean Air Zones, mechanised road washing, and low-emission zones.
- Commitment to Continuous Learning:** Strong demand for recurring peer-learning workshops covering a wider set of topics—clean streets, neighbourhood liveability, climate adaptation, and municipal finance.
- DMA's Endorsement:** The DMA committed to integrating learnings into formal government systems and protocols, ensuring continuity and impact beyond the workshop.

## Conclusion

The Maharashtra workshop demonstrated the power of peer-driven exchanges in inspiring actionable solutions to urban air quality challenges. By combining technical presentations, city case studies, and interactive dialogue, the session provided a strong foundation for embedding best practices into municipal governance.

The workshop also reinforced momentum for the Learning Network, with cities expressing a clear need for sustained, structured engagement on air quality and broader urban management challenges.

## 1b. Andhra Pradesh Workshop on Urban Air Quality Management Introduction

Artha Global, in collaboration with the Commissioner and Directorate of Municipal Administration (CDMA), Government of Andhra Pradesh, convened a workshop on 5 August 2025 with officials from non-attainment cities across the state. The session brought together representatives from 13 cities, creating a platform for peer-to-peer learning, exchange of best practices, and the co-development of strategies to address urban air pollution.

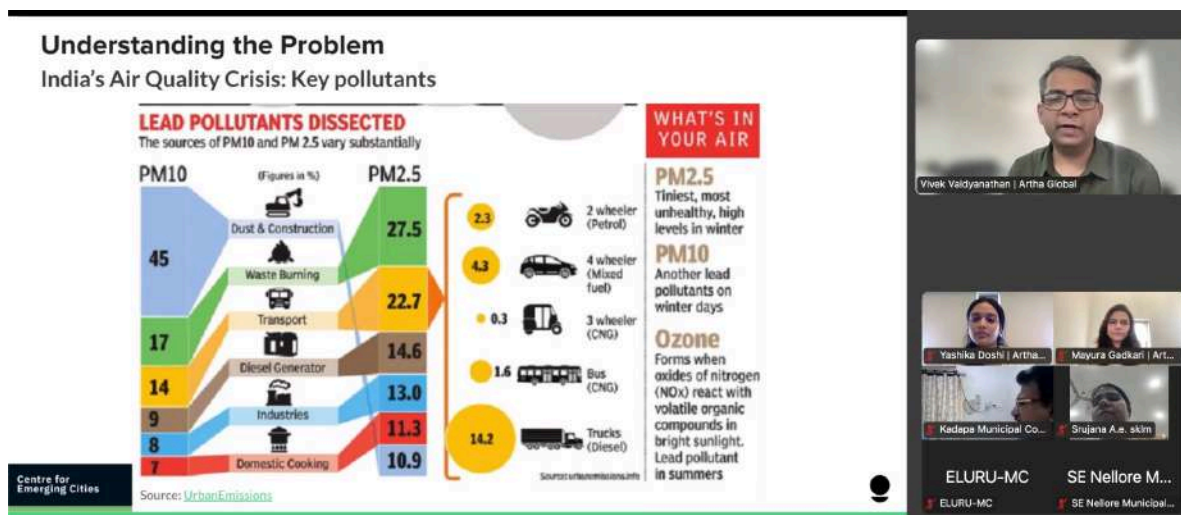
The workshop built on the momentum of earlier Learning Network activities and further demonstrated the appetite among cities for structured, recurring engagement focused on practical solutions to urban environmental challenges.

### Setting the Context

The session opened with remarks from the CDMA, emphasising the critical importance of urban air quality for public health and liveability, and the role of municipal officials in driving measurable improvements.

Artha Global framed the discussion by highlighting:

- The National Clean Air Programme (NCAP) is a catalyst for city-led action.
- The need to tailor interventions to local conditions.
- The role of peer learning in scaling successful models across states.



### City Presentations and Peer Exchange

#### Bhubaneswar (Odisha Pollution Control Board-OSPCB):

Representative from the OSPCB presented its Low Emission Zone (LEZ) in the Ekamra Kshetra heritage precinct (4.5 sq. km around Lingaraj Temple). Steps included:

- Stakeholder engagement with community groups, businesses, and residents.

- Scientific studies (source apportionment, emissions inventory) under IIT Kanpur's guidance.
- Road and junction improvements, mechanised road sweepers (12 units), and paved roads (71 km under NCAP).
- Technology adoption, including Continuous Ambient Air Quality Monitoring Systems (CAAQMS), real-time AQI dissemination, and GIS data collaboration with the United Nations Development Program (UNDP).
- Promotion of EV autos, cycles, and buses, alongside efforts to phase out polluting fuels in industries.

Reflections from Bhubaneswar's experience included:

- Implementation of LEZs is easier in new areas, but heritage sites require high stakeholder consensus.
- Restriction of BS-III/IV vehicles has had mixed success; shifting towards EV mobility is more sustainable.
- Stressed the need to reduce single-use plastic and embed lifestyle changes.



Greater Visakhapatnam Municipal Corporation (GVMC):

GVMC shared its Clean Air Zones (CAZs) approach adopted under the NCAP, focusing on end-to-end road paving and maintenance to reduce dust, traffic diversions and congestion management, and expanding green cover and adopting EV-based transport. They also reflected on challenges of scaling CAZs citywide, stressing the value of starting small and expanding gradually.

## Peer Showcase

### Stories from Andhra Pradesh

Clean Air Zones (CAZs) are areas where polluting vehicles, such as BS-III/IV and diesel vehicles, are restricted to reduce emissions and promote cleaner transport. Designed to evolve into Zero Emission Zones, they are planned and enforced through spatial strategies. In Visakhapatnam & Vijayawada, CAZs aim to improve air quality through transport focused pilots developed with local authorities.

#### Key Stakeholders

- APPCB
- City Authorities
- Transport Dept
- City Traffic Police
- Civil Societies
- Resident communities of CAZs.



#### Process

- PHASE 1: Capacity Building & Institutional Engagement
- PHASE 2: Identification of Pilot areas & propose control measures
- PHASE 3: Implementation of control measures



## Discussions and Reflections

The Q&A sessions surfaced rich peer-to-peer dialogue:

- On scaling LEZ/CAZ: Cities recognised the need for phased approaches, beginning with micro-level interventions before citywide expansion.
- On industrial pollution: Participants stressed balancing environmental goals with employment concerns. Solutions include technological upgrades to reduce emissions, sensitising workers, and enforcing stricter standards without shutting down industries.
- On enforcement challenges: Officials reflected on the limited success of vehicle bans, noting that incentives for EV adoption and provision of cycling infrastructure are more effective.
- On governance models: Emphasis was placed on whole-of-society approaches, requiring cohesive decision-making among all stakeholders.

## Key Outcomes

1. Peer Inspiration: Bhubaneswar's LEZ and Visakhapatnam's CAZ provided replicable models for other cities.
2. Problem-Solving Orientation: Participants exchanged experiences on enforcement gaps, industrial emissions, and road dust, generating context-specific solutions.
3. Consensus on Continuity: Strong demand for recurring workshops to extend learning to other urban challenges, such as neighbourhood cleanliness, climate adaptation, and liveability.
4. Support for the Learning Network: Cities endorsed the creation of a dedicated Learning Network platform for sustained peer exchange.

## Conclusion

The Andhra Pradesh workshop marked a significant step in consolidating a peer-driven learning culture among urban managers. By bringing together officials from 13 non-attainment

cities and showcasing cross-state experiences, the workshop enabled participants to move beyond theoretical discussions and focus on practical, locally relevant solutions.

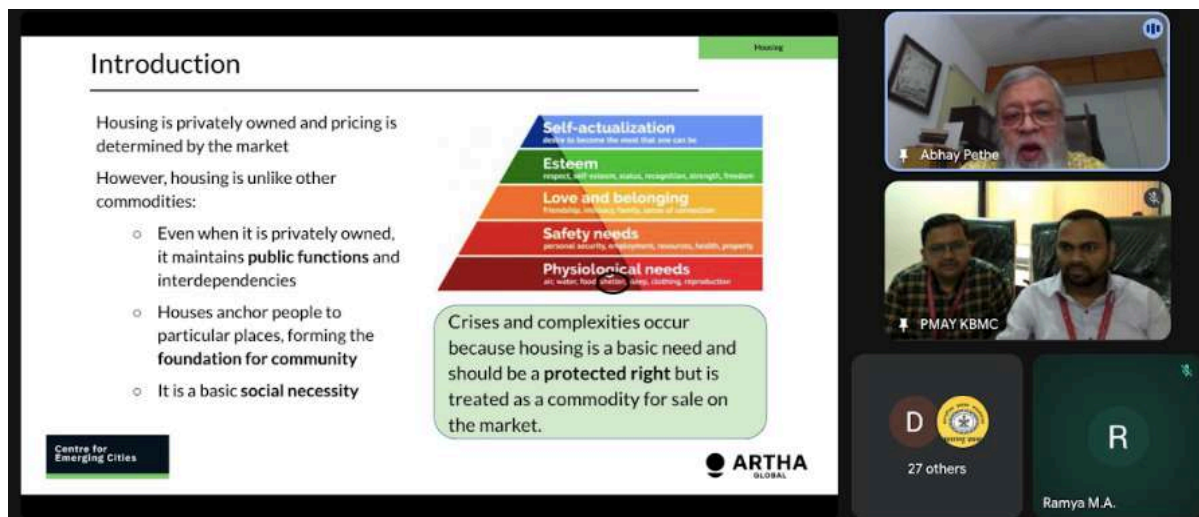
## 1c. Maharashtra Workshop on Making Housing Affordable

### Introduction

Artha Global, in partnership with the Directorate of Municipal Administration (DMA), Government of Maharashtra, convened a virtual workshop on affordable housing, bringing together city representatives from across the state. The session provided a platform for peer-to-peer learning on strategies to expand housing access, drawing lessons from both Maharashtra and other states.

### Setting the context

Prof. Abhay Pethe, an economist with deep expertise in housing and urban policy, opened the session by outlining the structural factors behind India's housing shortage. He stressed that while housing is a private good, it is also a social and economic necessity requiring government support. Key drivers of unaffordability include high land prices, restrictive building codes, limited rental housing, and complex approvals. He discussed reforms such as transit-oriented development, flexible FSI norms, stronger governance, and revitalising rental markets to make housing more inclusive.



The screenshot shows a presentation slide on the left and a video call interface on the right. The slide is titled "Introduction" and discusses housing as a private good with market-determined pricing, but also as a social necessity. It lists three key points: housing maintains public functions and interdependencies, houses anchor people to places forming a community foundation, and it is a basic social necessity. A pyramid diagram illustrates Maslow's hierarchy of needs: Self-actualization (top), Esteem, Love and belonging, Safety needs, and Physiological needs (bottom). A text box states: "Crises and complexities occur because housing is a basic need and should be a protected right but is treated as a commodity for sale on the market." The video call interface shows Prof. Abhay Pethe speaking, with other participants like PMAY KBMC and Ramya M.A. visible.

### City Presentations and Peer Exchange

The city of Kolhapur, with support from Shelter Associates, shared its citywide slum rehabilitation program implemented under the 'Beneficiary-Led Construction' (BLC) vertical of the Pradhan Mantri Awas Yojana (PMAY). Using GIS mapping, vulnerability indexing, and household-level data, the city ensured that PMAY-supported housing projects reached eligible families. The Bondre Nagar project, with its multistakeholder approach and integrated community space, was highlighted as an innovative model.

The city of Nanded presented its experience under the BLC vertical of PMAY, covering over 7,000 houses and ongoing efforts under PMAY 2.0.

From Odisha, the state-level leader for the award-winning Jaga Mission presented a pioneering initiative for in-situ slum upgrading. This program has provided land rights and infrastructure to over 400,000 households through strong community engagement and women-led Slum Dwellers' Associations. The entire program was designed and implemented collaboratively.

**Transforming Slums to Liveable Habitat**

Icons shown on the slide:

- In-House Electricity
- Street-Light
- Parichaya Community Center
- Open Space Development
- Child play Equipment
- In-House Water Supply
- IHHT
- Paver Block Road
- Storm Water Drainage

Zoom participants:

- Shishir Ranjan Dash
- Shilpa Gaskari
- Dhanashree Gurav (Associat...)
- Ramya M.A.
- 24 others

## Conclusion

Beyond the expert talk and the case presentations, the workshop fostered candid dialogue on funding and implementation challenges, shared practical resources, and sparked strong interest in using the Urban Managers' Learning Network to advance affordable housing solutions across cities.

## 2. Participating Cities

| State          | Cities   |
|----------------|--|
| Maharashtra    | Dhule, Latur, Mumbai, Pimpri Chinchwad, Pune, Solapur, Thane, Vasai-Virar, Chandrapur, Ahilyanagar, Nanded, Nandurbar, and more        |
| Andhra Pradesh | Eluru, Nellore, Ongole, Vijayawada, Guntur, Kadapa, Visakhapatnam, Rajahmundry, Vizianagaram, Srikakulam, Kurnool, Anantapur, Chittoor |
| Others         | Bhubaneswar featured as a best practice city in both workshops, 'Tackling Air Pollution', and 'Making Housing Affordable'              |

## 3. Workshop feedback

- In Maharashtra: 77% of participants reported being *satisfied and willing to attend future sessions*, while 23% felt neutral and suggested improvements in format. Importantly, no participants were dissatisfied.
- In Andhra Pradesh, 100% of participants expressed satisfaction and confirmed they would attend future sessions.  
Mr Sampath Kumar, Commissioner and Director of Municipal Administration, Government of Andhra Pradesh, shared,

*"It was really helpful to hear how other cities are dealing with the same problems. The cities in Andhra got some practical ideas that we can actually try in our own context."*

- Maharashtra participants expressed diverse interests, with the most popular being:
  - Maintaining clean streets and neighbourhoods (38%)
  - Affordable housing, municipal finance, climate action, and wastewater management (each around 15%)
  - Urban road redesign and participatory governance (smaller share).
- Andhra Pradesh participants had a more focused set of priorities:
  - Improving liveability (clean streets, neighbourhoods) (67%)
  - Climate adaptation (33%)
- Both states recorded 100% support for the creation of a Learning Network where cities can continuously learn from one another.

#### 4. Circulars issued for the workshop

- a. Workshop with the Government of Maharashtra on 'Tackling Air Pollution', dated May 29, 2025



### महाराष्ट्र शासन

नगरपरिषद प्रशासन संचालनालय  
७ वा मजला, बेलापूर भवन, सेक्टर-११, सी.बी.डी बेलापूर,  
नवी मुंबई- ४००६१४, दुरध्वनी क्र.०२२-२७५६०१४५

ई-मेल-[dmainfo8@gmail.com](mailto:dmainfo8@gmail.com)

WebSite- <https://mahadma.maharashtra.gov.in>

जावक क्र.नपप्रसं/प्रशिक्षण-नस्ती/२०२५/कक्ष-१/ ५११३

दिनांक- 27/05/2025

प्रति,

- १) आयुक्त, ठाणे महानगरपालिका.
- २) आयुक्त, पिंपरी चिंचवड महानगरपालिका.
- ३) संचालक, अर्थ ग्लोबल मुंबई.

विषय- शहर पातळीवर हवा प्रदूषण (Air Pollution) सद्यस्थिती व उपाययोजना च्या अनुषंगाने प्रशिक्षण चर्चासत्र आयोजित करणेबाबत.

महोदय,

उपरोक्त विषयाबाबत, विविध गट, तज्ञांचे सहकार्य आणि नागरी प्रशासनामध्ये शहर पातळी वरील हवा प्रदूषण (Air Pollution) सद्यस्थिती व उपाययोजना बाबत दि.२९/०५/२०२५ रोजी दुपारी ३.०० ते सायंकाळी ५.०० या वेळेत प्रशिक्षण चर्चासत्र आयोजित केले आहे. तरी सदर प्रशिक्षण चर्चासत्रास खालीलप्रमाणे विषयाच्या अनुषंगाने संबंधित अधिकारी यांनी Google Meet VC द्वारे उपस्थित रहावे. उपरोक्त विषयाबाबत PPT ही १० पृष्ठांमध्ये तयार करून १५ मिनिटांचे सादरीकरण करण्यास संबंधित विभाग प्रमुखास आपल्या स्तरावरून सुचना देण्यात याव्यात.

(VC Call Link- [meet.google.com/eiz-xysz-ktv](https://meet.google.com/eiz-xysz-ktv))

बैठकीतील विषय पुढीलप्रमाणे:

- १) शहरांमध्ये हवा प्रदूषण (Air Pollution) सद्यस्थिती व उपाययोजना

(समीर उन्हाळे)

सह आयुक्त

नगरपरिषद प्रशासन संचालनालय, नवी मुंबई

- b. Workshop with the Government of Andhra Pradesh on 'Tackling Air Pollution', dated May 29, 2025



**GOVERNMENT OF ANDHRA PRADESH  
MUNICIPAL ADMINISTRATION DEPARTMENT**

|  |   |
|--|---|
| From   | To  |
| Commissioner & Director of<br>Municipal Administration,<br>Andhra Pradesh,<br>Vaddeswaram,<br>Guntur Dist. | The Commissioners of<br>Visakhapatnam, Vijayawada<br>Srikakulam, Vizianagaram,<br>Rajahmahendravaram, Eluru,<br>Guntur, Ongole, Chittoor,<br>Kurnool, Kadapa, Nellore &<br>Ananthapuramu. |

**Roc.No.12071/3/2021/L Sec**

**Dated17-07-2025**

Sir/Madam,

Sub: Air Quality Management – Conduct of Virtual Workshop by Artha Global with 13 Non-Attainment Cities on Urban Air Quality Management – Intimation – Reg.

Ref: eMail from Sri. Mayur Gadkari, Principal, Artha Centre for Emerging Cities (ACES) Artha Global, dated 04.07.2024.

-oOo-

I invite your attention to the subject and reference cited and inform that M/s.Artha Global, a Mumbai-based public policy organisation working with city governments on urban policy issues, is currently engaged with the cities of Visakhapatnam and Vijayawada for implementing Clean Air Zones (CAZ) under the National Clean Air Programme (NCAP).

As part of their initiative to build capacity among urban managers, Artha Global is organising a State-level Virtual Workshop on Urban Air Quality Management in collaboration with the ULBs of Andhra Pradesh. The workshop aims to facilitate peer learning and knowledge exchange across cities on practical, city-led strategies to improve urban air quality.

You are therefore requested to attend the Virtual Workshop scheduled to be held on 04.08.2025 (Monday) at 10:30 AM via Video Conference mode, along with the key officials dealing with air quality and urban environment in your corporation.

The meeting link and agenda will be shared in due course. Your active participation in this important workshop is highly appreciated, as it will contribute to strengthening inter-city learning and advancing NCAP goals across the State.

This may be treated as Most Important.

Yours faithfully,  
DR P SAMPATH KUMAR I A S  
COMMISSIONER & DIRECTOR

Copy to all the Regional Director-cum-Appellate Commissioners of Municipal Administration in the state for information & necessary action.

Copy submitted to Principal Secretary to Government, MA & UD Department, Velagapudi.

7/9/25, 5:13 PM

Artha Global Mail - Seeking appointment and proposal for a virtual workshop with urban managers in Andhra Pradesh



Harish Bendi <harish.bendi@artha.global>

# Seeking appointment and proposal for a virtual workshop with urban managers in Andhra Pradesh

1 message

Mayura Gadkari <mayura.gadkari@artha.global> 4 July 2025 at 14:29  
To: cdma\_ap@cdma.gov.in  
Cc: Vivek Vaidyanathan <vivek.vaidyanathan@artha.global>, Sunanda Paturu <sunanda.paturu@artha.global>, Harish Bendi <harish.bendi@artha.global>

To,  
Dr P Sampath Kumar, IAS  
Commissioner & Director of Municipal Administration, Government of Andhra Pradesh

Dear Sir,

I hope this email finds you well.

I am Mayura Gadkari, a Principal at Artha Global, a Mumbai-based globally networked policy organisation. We collaborate with state and local governments to help them address challenges in the public policy space. We are currently engaged with the cities of Vijayawada and Visakhapatnam to support them in implementing Clean Air Zones (CAZ).

It was a pleasure meeting you in Visakhapatnam last year, where we briefly discussed the idea I am writing to you about. As part of our capacity-building efforts, Artha aims to create a network for urban managers to exchange ideas, collaborate with experts, and develop practical solutions to urban challenges. To facilitate this, we are conducting state-level virtual workshops for urban managers that promote peer learning on practical, city-led solutions. We propose to hold a virtual workshop for cities in Andhra Pradesh. The attached note will provide you with more information.

We recently hosted a high-impact virtual workshop on urban air quality management with the Directorate of Municipal Administration of Maharashtra, bringing together 35 representatives from more than 25 cities across the state. Visakhapatnam was presented as one of the Champion cities addressing the problem of air pollution through the implementation of CAZ. The inter-city/state knowledge-sharing session was highly appreciated, and we are now planning more such sessions in Maharashtra and other states. I have attached a note on that as well.

My colleague Vivek, who leads the CAZ initiative in Andhra Pradesh, and I are planning to visit Vijayawada next week (July 10-11). We would appreciate the opportunity to meet with you during that time to present our proposal. We can coordinate with your office to schedule a convenient time.

We look forward to meeting you and taking this initiative forward with your support.

Warm regards,  
Mayura Gadkari



**Mayura Gadkari**  
Principal- Artha Centre for Emerging Cities (ACES)  
Artha Global  
+91 9987535576 | mayura.gadkari@artha.global | artha.global

2 attachments

040725 \_ Workshop with Urban Managers in AP.pdf  
73K

ADMA  
13 cities NCAP -  
on Air quality  
may be called  
for VC mode  
~~after taking time~~  
on 04/08/25 at  
10.30  
*[Signature]*

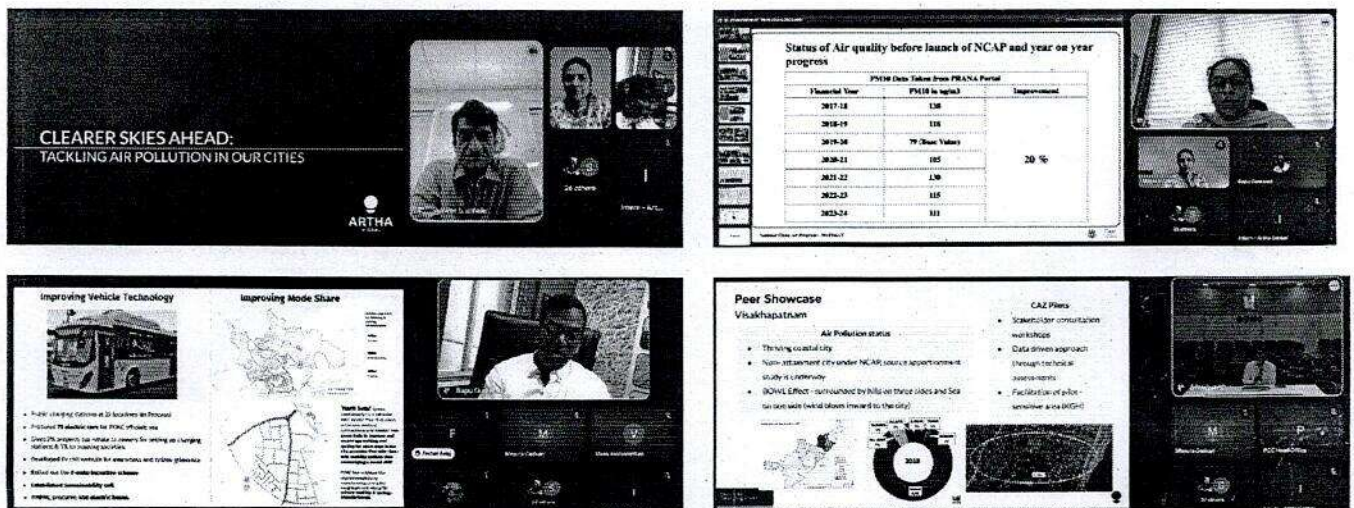
## Virtual Workshop on Urban Air Quality Management

May 29 | 3.00-5.00 PM

Artha Global, in collaboration with the Directorate of Municipal Administration, Government of Maharashtra, hosted a high-impact virtual workshop on urban air quality management, bringing together more than 35 municipal representatives from across Maharashtra. The session enabled peer learning on practical, city-led solutions to tackle air pollution—a growing urban challenge affecting both public health and livability.

Cities that participated in the workshop included Dhule, Latur, Mumbai, Pimpri Chinchwad, Pune, Solapur, Thane, Vasai-Virar, Chandrapur, Ahilyanagar, Nanded and Nandurbar, to name a few. Cities such as Thane and Pimpri Chinchwad from Maharashtra and Vishakhapatnam and Vijayawada from Andhra Pradesh presented innovative approaches to mitigate emissions. Thane showcased its extensive air quality monitoring infrastructure and enforcement mechanisms, including a low-emission transport strategy with EV adoption and pedestrian-first initiatives. Visakhapatnam and Vijayawada shared their work on Clean Air Zones through stakeholder consultations, public transport upgrades, and urban infrastructure improvements. Pimpri Chinchwad shared significant achievements under the National Clean Air Programme, including mechanised road washing, fogging, and emission control.

The workshop facilitated an exchange of ideas on air quality sensors, road washing techniques, and stakeholder engagement strategies. Cities expressed interest in continuing such knowledge-sharing platforms and requested documentation of best practices. Feedback from the participants indicated that most cities are interested in future workshops focused on maintaining clean streets and neighbourhoods, understanding municipal finance, and engaging with government officials, elected representatives, and citizens. There was strong support for joining a Learning Network to learn from peers about urban management. These insights will feed into future capacity-building efforts under Artha's 'Excellence in Urban Leadership' programme and contribute to shaping a framework for clean, healthy, and resilient Indian cities.



## Workshop with Urban Managers in Andhra Pradesh

India's rapid urbanisation brings both promise and complexity. Smaller, fast-growing cities are emerging as critical players in India's ambition to become a developed economy by 2047. Strengthening the management of these towns and cities—and investing in the capabilities of the officials who run them—is essential to shaping the urban future of the country.

Urban managers play a pivotal role in ensuring basic services such as clean streets, effective waste and water systems, and in addressing the growing risks of flooding, heatwaves, and unplanned sprawl. They must balance daily operational demands with long-term planning, while aligning with national and state development goals.

Andhra Pradesh has successfully demonstrated undertaking large-scale legacy waste bioremediation, turning dumpsites into usable resources, and exploring waste-to-energy plants under its 'Swachh Andhra' vision. Likewise, there are instructive examples across the country—Surat's proactive flood management system, Bhubaneswar's 'Drink from Tap' mission or effective sewage treatment. Yet such innovations remain isolated. Too few platforms exist for urban leaders to share context-specific solutions, learn from each other, or document and replicate successes. In many cases, the most relevant and trusted knowledge comes not from formal channels, but from peers who have faced similar challenges.

We believe fostering collaboration, knowledge exchange, and leadership development among city officials will be key to transforming India's urban landscape.

**Participants:** City officials from Andhra Pradesh; mid-senior to senior level (Assistant Commissioner, Head of Department, Superintendent Engineer, and similar designations)

**Cohort size:** 20-30

**Duration:** 1-2 hours

**Medium:** Virtual

**Facilitator:** Artha Global; **Guest Speaker:** Champion from another city

**Tentative Date:** A convenient day and at a convenient time for the city officials

*A brief suggestive agenda is shared below*

## [DRAFT] Agenda

| Time       | Segment                               | Format                 | Description  |
|------------|---------------------------------------|------------------------|--|
| 5 minutes  | <b>Icebreaker: Who's in the Room?</b> | Chat + Live Responses  | Introductions  |
| 15 minutes | <b>Interactive Primer</b>             | Talk + Visuals + Polls | Visual walkthrough of the topic of discussion                        |
| 30 minutes | <b>Peer Showcase</b>                  | Case Studies + Q&A     | Champions share success stories<br>End with an open Q&A (5-10 mins). |
| 20 minutes | <b>Breakout: Activity</b>             | Small Group Work       | Groups discuss one problem statement and their possible approach     |
| 15 minutes | <b>Group Share-back</b>               | Reporting + Synthesis  | 2-minute share per group.  |
| 5 minutes  | <b>Wrap-up &amp; What's Next?</b>     | Feedback               | Survey to collect feedback.  |

- c. Workshop with the Government of Maharashtra on 'Making Housing Affordable', dated September 25, 2025



महाराष्ट्र शासन

नगरपरिषद प्रशासन संचालनालय

७ वा मजला, बेलापूर भवन, सेक्टर-११, सी.बी.डी बेलापूर,  
नवी मुंबई- ४००६१४, दुरध्वनी क्र.०२२-२७५६०१४५

ई-मेल-[dmainfo8@gmail.com](mailto:dmainfo8@gmail.com)

WebSite- <https://mahadma.maharashtra.gov.in>

जावक क्र.नपप्रसं/प्रशिक्षण-नस्ती/२०२५/कक्ष-१/ 6878

दिनांक-

19 SEP 2025

प्रति,

- १) आयुक्त, कोल्हापूर महानगरपालिका.
- २) आयुक्त, नांदेड महानगरपालिका.
- ३) संचालक, शेल्टर असोसिएट्स, पुणे
- ४) अर्थ ग्लोबल, बांद्रा, मुंबई

विषय:- नागरी भागात गृहनिर्माण धोरण व अंमलबजावणी च्या अनुषंगाने प्रशिक्षण चर्चासत्र आयोजित करणेबाबत.

महोदय,

उपरोक्त विषयाबाबत, विविध गट, तज्ञांचे सहकार्य आणि नागरी प्रशासनामध्ये शहरी भविष्याला आकार देणेबाबत तसेच नागरी भागात गृहनिर्माण धोरण व अंमलबजावणी च्या वापराबाबत दि.२५/०९/२०२५ रोजी दुपारी ३.३० ते सायंकाळी ५.३० या वेळेत प्रशिक्षण चर्चासत्र आयोजित केले आहे. तरी सदर प्रशिक्षण चर्चासत्रास खालीलप्रमाणे विषयाच्या अनुषंगाने संबंधित अधिकारी यांनी Google Meet VC द्वारे उपस्थित रहावे. उपरोक्त विषयाबाबत PPT ही ८ ते १२ पृष्ठांमध्ये तयार करून २० मिनिटांचे सादरीकरण करण्यास संबंधीत विभाग प्रमुखास आपल्या स्तरावरून सुचना देण्यात याव्यात.

(VC Call Link- <https://meet.google.com/xyg-bizy-rap>)

बैठकीतील विषय पुढीलप्रमाणे:

- १) नागरी भागात गृहनिर्माण धोरण व अंमलबजावणी

(समीर उन्हाळे)

सह आयुक्त

नगरपरिषद प्रशासन संचालनालय, नवी मुंबई

## 5. Additional Documentation

### a. Knowledge products shared with the participants during the workshop

- i. Policy Brief | Air Pollution in India: Health and Economic Impact by Artha Global
- ii. London's experience of working towards Clean Air by Transport for London
- iii. Guidebook on Stakeholder Management for Air Quality Improvement by Artha Global
- iv. Citywide Slum Rehabilitation Strategies | Social Housing Toolkit by Shelter Associates
- v. India Infrastructure Report 2018 | Making Housing Affordable by Artha Global (*erstwhile IDFC Institute*)
- vi. ORF Housing Paper

**b. Presentations shared during the workshop**

- i. Tackling Air Pollution by Artha Global
- ii. Efforts by the Thane Municipal Corporation under the National Clean Air Programme by Ms Vidya Sawant
- iii. Making Housing Affordable by Dr Abhay Pethe
- iv. Odisha Liveable Habitat Mission by Shishir Dash, Jaga Mission State Lead