



# ASSOCIATION OF MUNICIPALITIES AND DEVELOPMENT AUTHORITIES (AMDA)

COLLABORATE • INNOVATE • TRANSFORM

# AMDA BULLETIN

January-March, 2026 | Volume IX, Issue-IV



GOOD  
GOVERNANCE



FINANCIAL  
SUSTAINABILITY



INFRASTRUCTURE  
DEVELOPMENT



ENVIRONMENT  
SUSTAINABILITY



CAPACITY  
BUILDING



PARTNERSHIPS &  
COLLABORATION



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## **Shri Gulzar Natarajan, IAS**

Chairman, AMDA & Member Secretary, NCR Planning Board

### **Chairman's Message**

It gives me immense pleasure to present this edition of our Bulletin, which reflects our continued commitment to strengthening capacities and fostering excellence in the urban sector across India.

India is witnessing an unprecedented pace of urbanization, bringing both opportunities and challenges for cities and urban local bodies. The need for well-trained professionals, informed decision-makers, and capable institutions has never been greater. Capacity building in the field of Urban and Regional Planning plays a pivotal role in equipping stakeholders with the knowledge, skills, and innovative approaches required to address emerging urban issues and to create sustainable, inclusive, and resilient cities.

Over the past months, our organization has undertaken a wide range of initiatives, including Exposure Visits, webinars and stakeholder engagements. These efforts have focused on critical urban themes such as urban planning, governance, infrastructure development, climate resilience, smart city solutions, municipal finance, sustainable mobility, and citizen-centric service delivery.

This Bulletin highlights some of our key activities, achievements, and learning outcomes. It also showcases the valuable contributions of experts, practitioners, policymakers, and participants who have enriched our programmes through their experience and insights. Their active engagement continues to strengthen the urban development ecosystem and promotes the exchange of best practices across regions.

As cities evolve, the importance of continuous learning and institutional capacity enhancement becomes even more significant. We remain committed to supporting urban institutions and professionals through high-quality capacity-building interventions, evidence-based knowledge dissemination, and collaborative partnerships.

I extend my sincere appreciation to all our members, resource persons, participants, and staff for their unwavering support and dedication. I am confident that our collective efforts will continue to contribute towards building more efficient, sustainable, and livable urban communities across the country.

I hope you find this Bulletin informative and inspiring, and I look forward to your continued association in our shared journey of strengthening urban governance and development in India.

With Regards,

**sd/-**

**Shri Gulzar Natarajan, IAS**

Chairman, AMDA & Member Secretary, NCR Planning Board



## **Shri K.S. Meena, IAS - Retd**

Director-cum-Secretary, AMDA

### **Director's Message**

I am delighted to present this another edition of our Bulletin, which captures the diverse range of capacity-building initiatives undertaken by AMDA, in support of urban development and governance in India.

As Indian cities continue to expand and transform, urban institutions face increasingly complex challenges related to planning, infrastructure, service delivery, environmental sustainability, climate resilience, and inclusive growth. Addressing these challenges requires not only robust policies and resources but also strong institutional and human capacities. Capacity building, therefore, remains a cornerstone for achieving effective urban management and sustainable urban development.

During the period covered in this Bulletin, AMDA has continued its efforts to enhance the knowledge, skills, and competencies of municipal officials, urban practitioners, planners, engineers, and other stakeholders through Exposure Visits and webinars. These initiatives have focused on contemporary urban issues and have provided platforms for learning, innovation, and exchange of best practices.

This Bulletin highlights key activities, achievements, collaborations, and success stories. It reflects commitment to fostering a culture of continuous learning and professional development within the urban sector. The experiences and insights shared through these programmes contribute significantly to improving urban governance and strengthening the capacity of Municipalities and Development Authorities to deliver better outcomes for citizens.

I would like to express my sincere gratitude to our members, resource persons, participants, and team members whose support and commitment have been instrumental in the successful implementation of our programmes. Their contributions continue to enrich our efforts and expand the reach and impact of our capacity-building initiatives.

As AMDA move forward, it remains committed to promoting knowledge-driven urban development and supporting the creation of sustainable, resilient, inclusive, and future-ready cities. AMDA looks forward to continued collaboration with all stakeholders in advancing this shared vision.

I hope this Bulletin shall serve as a valuable source of information, learning, and inspiration for all our readers and members alike.

With Regards,

A handwritten signature in blue ink, appearing to read 'Kalyan', written over a horizontal line.

**Shri K.S. Meena, IAS - Retd.**  
Director-cum-Secretary, AMDA



**U.S. Jolly**  
Editor

## Editor's Message

Cities; large, medium and small, play a very important role not only in providing urban infrastructure, but also in shaping the socio-economic structure of the urban fabric. Urban infrastructure facilitates in improving the social fabric of the cities and towns. Local bodies are also expected to play essential roles in upgrading the living standards and create a conducive atmosphere addressing the local and neighborhood concerns.

We have noticed that city level institutions in the form of clubs, and social infrastructure are entering, sidelining the role of resident welfare associations, neighborhood groups, and community service agencies which play important roles in not only addressing the local problems but also support systems for ensuring provision of physical needs in terms of water, electricity, power, and sanitation.

AMDA is a body which is a platform between the cities and towns and small growing urban centers to share the experience between the local bodies who offer services for addressing the burning problematic areas and success stories of progressive urban society.

Cities, instead of suggesting to handle problematic issues, can learn from the experience of other local bodies. AMDA is a service provider through its consultancy services to the local bodies. It is AMDA's charter to provide information, training, consultancy, and experience sharing platforms. Through its bulletin, AMDA is helping the local bodies to take advantage of these successful stories of these urban local bodies and enrich their socioeconomic fabric. AMDA always welcomes the concern of the local bodies which need specialized assistance in the form of training, consultancy, and new approach for solving problems.

With Regards,

**Shri U.S. Jolly**  
Editor

# Editorial Team

## Editor



**Sh. U.S. Jolly**  
Ex. Principal Commissioner,  
Delhi Development Authority

## Co- Editors



**Sh. Totak Acharya**  
Assistant Director (Planning)  
AMDA



**Sh. Sushil Kumar**  
Administrative Officer  
AMDA

## Supporting Team

Deputy Director cum Deputy Secretary, AMDA

# Executive Council (EC) Meeting

For the quarter January to March 2026, an Executive Council meeting was held on 17th March 2026 at 11:00 am. The meeting was chaired by Sh. N. Saravana Kumar, IAS, Chairman, AMDA, Vice Chairman, DDA & Member Secretary, NCR Planning Board, New Delhi.



## Agenda No.02: New Initiatives & Core Activities of AMDA:-

### i. Reconstitution of Urban Advisory Group (UAG) for AMDA

As per Para 8(vi)(b) of the Memorandum of Association, an Urban Advisory Group (UAG) comprising of the eminent professionals, academicians, practitioners, and former senior officials from relevant sectors is proposed to be constituted to advise AMDA on spectrum of issues/work areas which are the mandate of AMDA. The proposed reconstituted UAG shall be for a tenure of two years, extendable annually based on performance and subject to Executive Council approval. The Chairman, AMDA shall serve as Chairman of the UAG and may modify its composition, subject to subsequent vetting.

List of UAG Members & SOP to operationalise the same is placed at [Annexure-I](#) (colly) for approval.

### ii. Revival and Institutionalization of Consultancy Services of AMDA

As per Para 3 (A) (j) of the Memorandum of Association, AMDA proposes to revive and institutionalize consultancy services to deliver structured, multidisciplinary, and demand-driven technical assistance to Urban Local Bodies across India in various fields. Domain experts shall be engaged as Fellows or Specialists, Urban Advisory Group shall be assisting in form of strategic guidance, oversight, quality assurance and determining consultancy fees etc. A Standard Operating Procedure (SoP) and Consultancy Framework is proposed by AMDA.

A Standard Operating Procedure (SoP) and Consultancy Framework for operationalising the same is proposed by AMDA is placed at [Annexure-II](#) for approval.

## Highlights from the Executive Council Meeting:

The Executive Council of AMDA confirmed the Minutes of its previous meeting held on 14th October 2025 and noted the Action Taken Report on earlier decisions. The Council approved the Reconstitution of the Urban Advisory Group (UAG) of AMDA for a two-year term, Revival and Institutionalization of AMDA's consultancy services, Empanelment of subject matter experts & Annual Training Calendar for the year 2026-27.

The committee noted & ratified the executive & administrative decision viz. grant of annual increment to regular employees, Amendment of Service-cum-Recruitment Rules for APARs of regular, class IV & contractual staff, Formal confirmation of the probation period of Sh. Totak Acharya, Assistant Director Planning & Engagement of M/s. N.K. Bhargava as auditor.

The Executive Council also took note of Annual report for the FY 2024-25.

The Executive Council appreciated the major accomplishments of AMDA like Waste to Energy (WtE) plant Exposure Visit to MCD Facility, Tekhand, Okhla on 16-01-2026, Gift City, Ahmedabad 'Land use Planning' Exposure visit of 26 delegates from 12th to 13th March, 2026, Launch of Annual Wall Calendar of AMDA for the year 2026 & Publication of AMDA Handbook for the year 2026.

# Annual General Body (AGM) Meeting

For the financial year 2024-25, an annual general body meeting was held on 17th March 2026 at 11:30 am. The meeting was chaired by Sh. N. Saravana Kumar, IAS, Chairman, AMDA, Vice Chairman, DDA & Member Secretary, NCR Planning Board, New Delhi.

## Highlights from the Annual General Body Meeting:

The General Body members were apprised of the appointment of M/s. N.K. Bhargava & Co. as Statutory Auditor of AMDA through an open tender process. The General Body also adopted and approved the Annual Accounts and Annual Report of AMDA for the Financial Year 2024-25.

The members were informed about the decision to revive the AMDA Quarterly Bulletin, with the forthcoming edition proposed to cover the activities and major events of the organization for the period October to December, 2025.

The General Body took note of the new initiatives approved by the Executive Council, including reconstitution of the Urban Advisory Group (UAG) of AMDA for a two-year term extendable annually, revival and institutionalization of AMDA's consultancy services for providing structured multidisciplinary support to Urban Local Bodies (ULBs) and empanelment of subject matter experts for a period of three years through a transparent process for consultancy, training, and advisory functions.

The members also noted that AMDA successfully conducted a total of 12 webinars during the Financial Year as part of its capacity building and knowledge dissemination initiatives.


**Agenda No. 07: Staff Related Matters**

**7.1 Relieving and Appointment of Director-cum-Secretary:**  
In FY 2024-25, Shri P. Subrahani, Director-cum-Secretary, AMDA, was relieved on 04.10.2024 and Sh. A.K. Gupta, joined as Director cum Secretary, AMDA on 10.02.2025 and he was relieved from AMDA on 31.07.2025. At present, Sh. Kalyan Sahai Meena, IAS Retd., AMDA is working as Director cum Secretary, AMDA since 01.08.2026.

**7.2 Selection of Accounts Officer:**  
In FY 2024-25, Sh. Honey Rawat joined AMDA as an Accounts Officer on 31.01.2025 and he was relieved from the organisation on 30.09.2025 due to unsatisfactory performance and since then the Charge of Account Officer is being looked after by Sh. Sushil Kumar, Administrative Officer as an additional responsibility.

**7.3 Absorption of Office Assistant (Admin) & Accounts Assistant:**  
The contractual appointment of Shri Govinda Chaudhary, Office Assistant (Admin) & Smt. Vansha Kumar, Account Assistant was due to conclude on 31.03.2025. The appointment was initially for three years with a probation period of two years, with provision for regular absorption as per the Service-cum-Recruitment Rules of AMDA. Their services were regularized by Executive Council in the meeting held on 18.03.2025 in Level-6 of the 7th CPC Pay Matrix (335,400-11,12,400) corresponding to the pre-revised scale of PB-2 (9,300-31,800 with Grade Pay 54,200 (6th CPC)).

*Submitted for adoption of Annual Accounts FY & Annual Report 2024-25.*




**Agenda for the Annual General Meeting (AGM) for FY 2024-25 to be held at 11:30 am on 17th March, 2026 at New Delhi through Hybrid Mode.**

**Agenda No.01: Confirmation of the Minutes of the Last Annual General Meeting (AGM).**

The Minutes of the last Annual General Meeting (AGM) held on 18<sup>th</sup> September 2024 were circulated to the General Body Members vide email dated:18th September 2024. The said minutes are placed at [Annexure-I](#). No comments have been received from any member till date.

*Minutes may be confirmed.*



# Exposure Visit to Waste to Energy Plant

Exposure Visit to Waste to Energy (WtE) Plant in Delhi on 16th January 2026

The Association of Municipalities and Development Authorities (AMDA), New Delhi has organized an Exposure Visit to Waste to Energy (WtE) Plant at Okhla Tekhand in Delhi on 16.01.2026. The exposure visit was attended by about 30 officials from various Municipal Corporations, Development Authorities & Directorate of Urban Local Bodies, Government of Haryana.

The Plant Director of the Okhla Tekhand Waste-to-Energy Plant, Shri Sandip Dutt, delivered a technical presentation on the facility. Shri Dutt provided a concise overview about O P Jindal Group and their expansion into urban infrastructure solutions, particularly municipal solid waste (MSW) management and Waste to Energy (WtE). He briefed that the Jindal Urban Infrastructure Limited (JUIL) currently operates six large-scale WtE plants in India. The Okhla plant is operated by Jindal Group's JITF Intralogistics in a public-private partnership mode with the Municipal Corporation of Delhi (MCD). Shri Tarun Joshi, Director-Administration, further elaborated on the details of the presentation. Shri Joshi shared a video that illustrated the complete process, beginning with waste reception and sorting, moving through its transfer to boilers and the generation of power from the processed waste. He informed that the Okhla plant, commissioned in 2012, is India's first large-scale successful WtE facility and was identified as a pilot project by the Hon'ble Supreme Court through Ministry of New and Renewable Energy (MNRE).



The Tehkhand plant, is currently the largest WtE facility in the country. The plant process 100 percent of MSW from major municipal zones of South Delhi and have prevented the creation of additional landfill sites, saving nearly 100 acres of urban land and 10 million tonnes of CO<sub>2</sub> emissions. The plant spreads over an area of 15 acres and converts up to 2,000 tonnes of waste daily into approximately 25 megawatts of electricity. It was highlighted that there is no tipping fee but waste is provided by MCD at plant site.



It was shared that emission levels from JUIL's WtE plant consistently perform better than limits prescribed under the Solid Waste Management Rules, 2016, and even Euro emission norms. It was highlighted that over the years, the WtE facility has consistently improved its operations, enhancing the calorific value of incoming waste, reducing rejects, and achieving a Plant Load Factor (PLF) close to 90 percent. As of the end of December 2022, 1,478,000 tons of municipal solid waste (MSW) has been successfully processed and over 200 million units of renewable electricity has been generated, while maintaining compliance with stringent emission norms that are significantly lower than prescribed limits.

On pre-processing and material recovery systems, it was informed that incoming MSW is segregated using magnetic, ballistic, eddy current, and sieving techniques. This process enables recovery of recyclables, compostable material, inert matter, and Refuse-Derived Fuel (RDF). RDF is subsequently used for controlled incineration, ensuring efficient

combustion and minimal environmental impact. Additionally, comprehensive leachate and water treatment systems are integrated to prevent soil and groundwater contamination.

It was also shared that ash generated from incineration is utilised in manufacturing bricks, paver blocks, and construction materials, while recovered metals are recycled. Horticulture and green waste are processed into compost, biogas, pellets, or briquettes, further enhancing energy recovery and resource efficiency. Only a minimal fraction of inert residue is sent to

engineered sanitary landfills.

While promoting the concept of circular economy and net-zero waste in WtE operations it was explained that ash generated from incineration is utilised in manufacturing bricks, paver blocks, and construction materials, while recovered metals are recycled. Horticulture and green waste are processed into compost, biogas, pellets, or briquettes, further enhancing energy recovery and resource efficiency. Only a minimal fraction of inert residue is sent to engineered sanitary landfills.



# Exposure Visit to GIFT City, Gujarat

Exposure Visit to GIFT City, Gandhinagar, Gujarat on "Land Use Planning and Development" from 12th-13th March, 2026

**A**ssociation of Municipalities and Development Authorities (AMDA), New Delhi organized an Exposure Visit to Gujarat International Finance Tec-City (GIFT), Gujarat from 12.03.2026 to 13.03.2026.

The Exposure Visit was attended by 26 officers comprising of IAS, Town Planners & engineers from various Municipal and Development Authorities and State Govt/ Govt. undertaking bodies.

During the Exposure Visit:

- A session on Town Planning Schemes as executed by Gandhinagar Municipal Corporation was shared with the participants as a part of capacity building activity of AMDA.
- A presentation on Land Use and Planning of GIFT City was shared by GIFT City Officials.
- A site visit to Underground Utility Network Tunnel, Automated Waste Collection System, Command and Control Centre developed by GIFT City was also conducted.
- A visit to Sabarmati River Front and Atal Bridge was also conducted for the participants to understand the land use change that has taken places along the river bank.

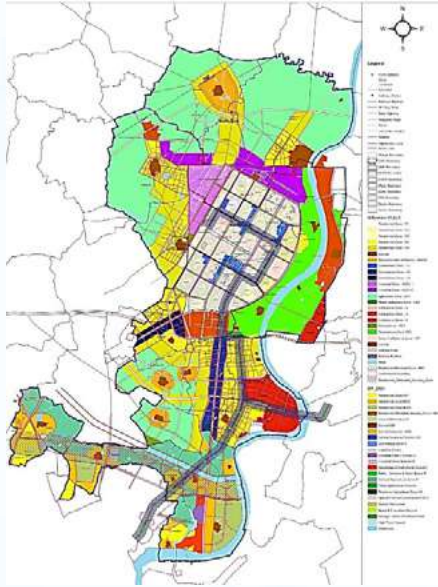


From AMDA Sh. Kalyan Sahai Meena, IAS (Retd.), Director cum-Secretary, Shri. Totak Acharya, Assistant Director (Planning), Sh. Sushil Kumar, Administrative Officer and Sh. Sanjay Kr. Dubey, Photocopy Operator accompanied/facilitated the program.

The exposure visit commenced on 12.03.2026 with a formal welcome address delivered by Shri K. S. Meena, IAS (Retd.), Director cum-Secretary, AMDA. In his remarks, Shri Meena provided an overview of AMDA, outlining its objectives and key activities. Following this, a brief introduction of the delegates participating in the visit was presented.



Shri. Totak Acharya, Assistant Director (Planning) shared a brief presentation about AMDA. It inter alia showcased aims and objectives, core areas of work of AMDA, a brief detail about the webinars and previous notable tasks that were undertaken since 1983. Further, it was communicated that Gujarat International Finance Tec-City (GIFT City), Gandhinagar, is India's first operational smart city and international financial services hub. It represents a pioneering model of integrated land use planning, infrastructure development, and sustainable urban management. Given its relevance to contemporary urban governance and planning, AMDA proposed an exposure visit for its officials and delegates to study the city's planning framework, development strategies, and operational mechanisms. The visit intended to provide municipal and development authorities and policy makers first-hand insights into innovative practices in land use planning, infrastructure financing, and governance models that can be replicated or adapted in other urban contexts.



Sh. J.M. Bhoraniya, GAS Deputy Commissioner, Gandhinagar Municipal Corporation (GMC) and Sh. Ankil Shah, Senior Town Planner, Town Planning Department, GMC shared a presentation at GIFT City on “Town Planning (TP) Schemes”. A brief about various Acts and Regulations through which TP Schemes are being planned and implemented were shared during the presentation. Evolution of Gandhi Nagar Master Plan since 1966 till date was elaborated. It was communicated that GMC notified area is 57 Sq. Kms with a population of 2,27,036 (as per census 2011). The existing area of GMC is 197 sq.kms with a population of 3,24,486. The GMC planning boundary includes Notified Area, 18 villages and one Nagar Palika.

It was shared that TP Scheme is an effective tool of implementation of Development plan of city. As per G.T.P.& U.D. Act 1976, TP Scheme means scheme prepared under act and includes plans, together with descriptive matter, if any, relating to it. Statutory provision of pooling together all the land under different ownership and redistributing in a properly reconstituted form, after deducting for roads and public purpose.

Further, a detailed procedure followed from Planning Stage to implementation stage along with available statutory provisions was shared during the presentation.

A site visit to Sabarmati River Front and Atal Bridge was conducted. Officials from AUDA assisted in the site visit. A brief history of Sabarmati River front area was shared. Through a map, the change in the landuse that has taken place down the time line along the river bank was communicated.



Sh. Loveleen Garg, Chief Planner, GIFT City shared about Vision and master planning of GIFT City, Land use zoning, township planning, and phased development strategy. This session was also interactive whereby officials from Chennai Metropolitan Development Authority, Delhi Development Authority, Municipal Corporation of Delhi etc. enquired about various aspects of GIFT City. Subsequently, a Site Visit to GIFT City was undertaken. It included visit to Underground Utility Tunnel, Automatic Waste Collection System (AWCS) and Command & Control Centre located at GIFT City.

The Site visit was followed by distribution of Certificate of Participation to the delegates who participated in the exposure visit. A group photo session was

organized, followed by vote of Thanks by Sh. Kalyan Sahai Meena, (Retd.), Director cum-Secretary, AMDA at Grand Mercure, GIFT City.



## Photographs of Participants attending the Exposure Visit



# Webinar on *Stakeholder Engagement during Project Implementation*

**W**ebinar organized on the topic “Stakeholder Engagement during various stages of Project Implementation” on 22nd January 2026 at 03:00 p.m.

Association of Municipalities and Development Authorities (AMDA), New Delhi has organized a webinar on “Stakeholder Engagement during various stages of Project Implementation” on 22.01.2026 at 3.00 pm. The webinar was attended by approx. 45 officials from various Municipal Authorities and other urban sector professionals from across India. The speakers of the webinar were:

Sh. Shah explained that new projects, expansions, or modernization must obtain an EC as per the EIA notification. Projects are categorized into A, B1, and B2, with Category A projects coming to the Ministry, and B1/B2 categories handled by State Expert Appraisal Committees and the State Environmental Impact Assessment Authority. Category A and B1 projects require public consultation with people within a 10 km buffer area of the project, with their comments and issues needing to be addressed in the EIA report before the EC is granted. Post-EC grant, a six-monthly compliance report is mandatory until the project operates.

He further detailed EC requirements for several infrastructure sectors, including airports, common hazardous waste treatment facilities, biomedical waste management, and common municipal solid waste facilities. For instance, new commercial airport projects are Category A, requiring EC from the Ministry. He noted reforms under the Udan scheme exempting certain expansion projects from impact assessment if EC was previously obtained, provided there is no additional land acquisition. In terms of hazardous waste disposal, Shah mentioned a mandate to maintain a 400-kilometer distance between Treatment, Storage, and Disposal Facilities (TSDF) sites due to their high pollution potential, which urban local bodies need to consider.

Director, AMDA stressed the need for very structured input from affected people, particularly in hilly, tribal, and mountain areas, prior to taking any action on projects, arguing that public opinion is not adequately measured beforehand. Sh. Shah shared that public consultation is conducted prior to granting EC for all projects with significant spatial impacts, and the issues raised are addressed and submitted in the final EIA report. Projects with smaller spatial impacts are sometimes relaxed from this requirement.

Prof. Amita Bhide defined stakeholders, drawing on World Bank literature, as people or organizations either positively or negatively influenced by a project, or those who have the capacity to influence its course. She emphasized the goal of converting disinterested people or opponents into supporters. Prof. Bhide highlighted that stakeholder engagements are already instituted in municipal law through mechanisms like elections, noting their powerful role, such as the example of the Dharavi redevelopment project in Mumbai’s municipal elections.

She highlighted the limitations of relying solely on existing institutional mechanisms for stakeholder engagement in urban projects. Further, she noted that the time of key elections doesn’t align with all project life cycles and scales. Prof. Bhide also observed that ward committees, established via the 74th constitutional amendment, are often politically organized and have not emerged as people-proximate bodies, limiting their use for dynamic stakeholder engagement.

Prof. Bhide identified the potential of ‘ward sabhas,’ which were proposed as a reform under the JNNURM, to serve as an active mode of institutionalized stakeholder engagement. She noted that while there are statutory provisions for engagement, such as in the making of development or town plans, they often provide small windows for suggestions. She concluded that the main limitation of this statutory form is that the plans use extremely technical language, making it difficult for ordinary people to participate effectively. Prof. Bhide summarized that while

multiple engagement forms exist, many are ineffective for everyday civic governance, emphasizing the need to develop a dedicated approach to stakeholder engagement.

Amita Bhide stressed the need to design an engagement strategy and integrate it across the full project life cycle—planning, execution, implementation, and management. She clarified that

stakeholder engagement is distinct from mere public relations or marketing, emphasizing its strategic and processual nature. A vibrant engagement, Prof. Bhide suggested, leads to amplified values and impacts and can become part of the local governance culture. She also advocated for balancing digital and conventional modes of engagement based on the project's nature.

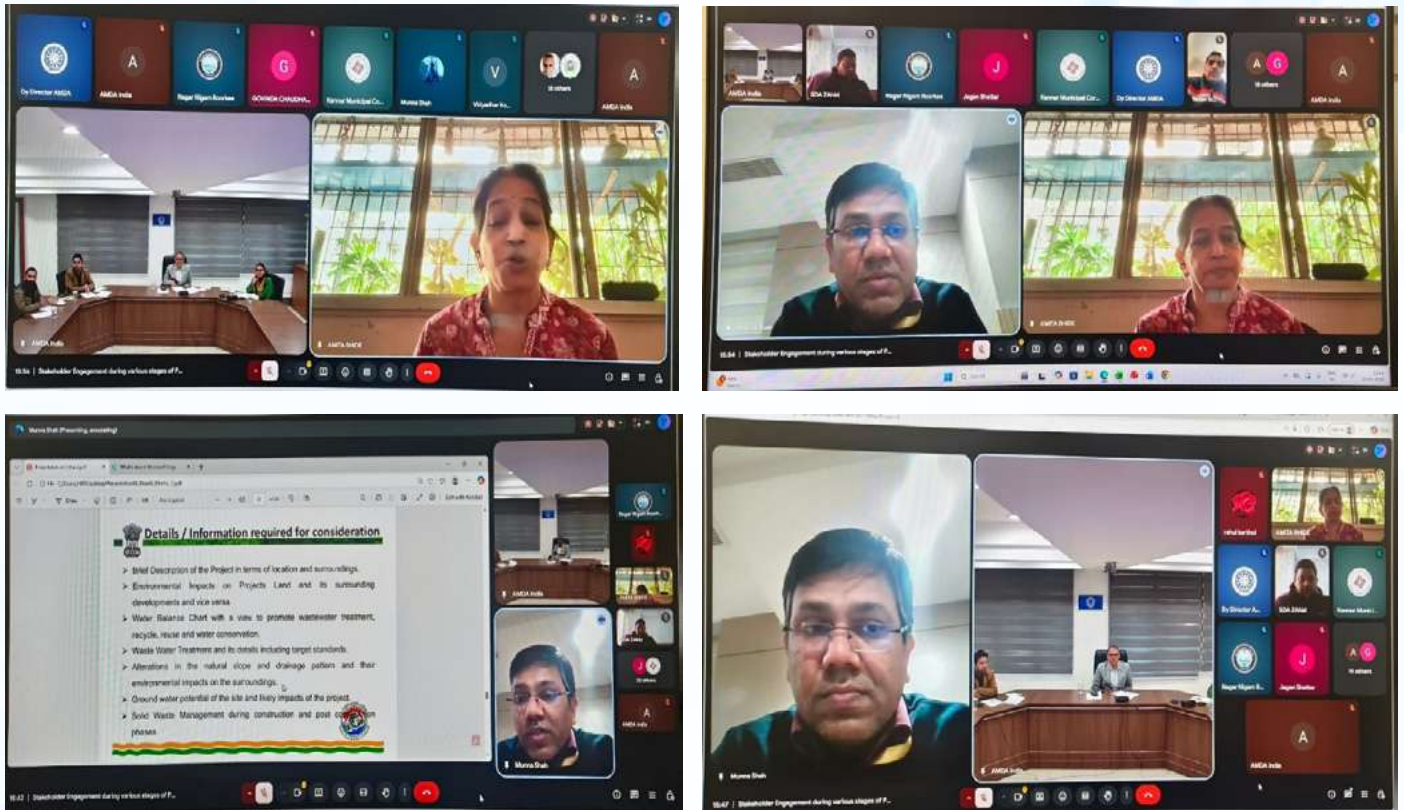


Figure - Snapshots of the webinar on “Stakeholder Engagement during various stages of project implementation”

# Webinar on Implementation of Projects through PPP

**W**ebinar organized on the topic “Implementation of Projects through PPP” on 04.02.2026 @ 03:00 PM

The Association of Municipalities and Development Authorities (AMDA), New Delhi has organized a webinar on the topic “Implementation of Projects through PPP” held on 04.02.2026 @ 03:00 PM. The webinar was attended by about 90 officials from various Development Authorities & Municipal Authorities including urban sector professionals across India.

Two eminent speakers Sri O P Agarwal from NITI Aayog and Professor G Raghuram, former Director, IIM Bangalore, presented on the webinar topic.

Shri O. P. Agarwal in his presentation highlighted the substantial urban infrastructure financing requirement estimated by the High-Power Expert Committee and a McKinsey report at approximately ₹3–3.5 lakh crore annually over 20 years. He emphasised that major government initiatives such as JNNURM and the Smart Cities Mission cover only a fraction of this demand, making it imperative to leverage private capital through private investments and PPPs. He explained that PPPs aim to harness private sector efficiency and access private capital markets, which public budgets alone cannot sustain. However, he pointed that the private sector is primarily motivated by profits, while public agencies focus on public benefit. The fundamental challenge in structuring any PPP is resolving this conflict of interest, often through blending tax revenues with private commercial income to make unviable projects more viable, such as with Viability Gap Funding. Shri O P Agarwal clarified that PPPs are most suitable for projects that generate moderate revenues and insufficient for purely private investment but viable with structured support. Highly profitable projects should remain fully private, while entirely unviable projects should be publicly funded. He identified sectors suitable for PPPs, including city bus services, solid waste management, energy-efficient street lighting, electricity distribution, water supply, and public parking. Conversely, he highlighted that urban roads, bridges, and metro rail systems often face structural and financial limitations under

PPP formats.

Further, he outlined 4 broad categories of PPP Models:

Service Contracts – limited private service delivery (e.g., waste collection)

Management Contracts – private management with public capital investment

Concessions – private investment in expanding or upgrading existing facilities

Build-Operate-Transfer (BOT) – private creation, financing, and operation of new facilities with cost recovery through user charges.

He identified that to scale up PPPs effectively there is a pressing need for comprehensive capacity building for municipal officials, particularly in project design, financial structuring, and procurement management. He recommended establishing state-level project preparation facilities to support cities, especially in Tier II and Tier III urban local bodies.

The next speaker Prof. G. Raghuram used the example of the Shri M Visheshwaraya terminal in Bangalore to illustrate the fundamental issue of lack of coordination between agencies in urban projects, which led to a 20-minute travel time for the last two kilometres of the approach road. Prof. G. Raghuram emphasized that with increasing urbanization, the need for urban infrastructure is growing, and large approaches like the National Infrastructure Pipeline and asset monetization are being used to encourage private involvement.

He outlined the challenges for PPPs, including the need for authorities to adopt a demand-side oriented mindset rather than a supply-side one, which focuses too much on engineering without considering the user’s needs. They emphasized that project structuring, which O P Agarwal also highlighted, must incorporate the demand-side perspective significantly. Prof. G. Raghuram discussed different project structuring models, such as Build-Operate-Transfer (BOT) versus Operate-Maintain-Transfer (OMT), and noted that service contracts and concession agreements are also options.

Prof. G. Raghuram detailed the Delhi Metro Airport Line as a specific example of a failed PPP, which was structured as a BOT project in 2006 to be completed by the 2010 Commonwealth Games.

Further, the lack of commercial viability in the Delhi Airport Metro Express was partly attributed to insufficient demand-side thinking in the initial design, such as not connecting to a good catchment area like Rajiv Chowk, the absence of connection provisions for future crossing metros, and no provision for extension to major potential catchments like Gurugram.

Prof. G. Raghuram emphasized that the public authority in a PPP must learn to think from the user's and the private party's perspective to ensure maximum scope for revenues, a problem also observed in the Mumbai and Hyderabad Metro PPPs. Prof. G. Raghuram proposed that for metros, the "Build" phase should often be handled by the government, even if it takes time, and then the OMT model could be considered for private involvement, as coordination issues during the build phase can lead to litigation.

Prof. G. Raghuram concluded by describing infrastructure projects as "techno-managerial" activities that require a diverse team with engineering, finance, commercial, and customer-perspective skills. He presented eight pillars for making PPPs successful: structuring projects; risk identification, assessment, and management; financial appraisal and funding; tendering and bidding process; concession and contractual agreements; project management (especially in urban environments); post-project activities; and dispute resolution. Prof. G. Raghuram highlighted that executing projects in greenfield areas, like the Ahmedabad Gandhinagar metro extension, can significantly expedite project execution speed compared to urban settings, allowing for quicker development along the line.

# Webinar on *Tactical Urbanism and River Front Development*

**W**ebinar organized on the topic “Tactical Urbanism and River Front Development” on 26th February 2026 at 03:00 PM

Association of Municipalities and Development Authorities (AMDA), New Delhi organized a webinar on “Tactical Urbanism and River Front Development” on 26.02.2026 at 3.00 pm. The webinar was attended by approx. 50 officials from various Municipal and Development Authorities and other urban sector professionals from across India. Officials from various parts of the country participated in this webinar.

The speakers of the webinar were:

Mr. Suhaib Naqshbandi, an urban designer from Srinagar Smart City Limited, was nominated to present on the Jhelum Riverfront Development Project. Mr. Naqshbandi is associated with the urban renewal projects under the Smart Cities Mission in Srinagar, and he is connected with it for five years. It was shared that the project focuses on the riverfront development, which they consider a “quintessential project,” describing the city’s evolution around the Jhelum River and Dal Lake.

The urban renewal in Srinagar focused primarily on the Jhelum River, which serves as the major spine of the city. Instead of acting upon the riverfront in isolation, the project demarcated influence zones with a 500-meter buffer area to improve access to the river and ensure a holistic area improvement. The historical Jhelum riverfront was once a vibrant social space with ghats, which served as boarding and alighting points for an efficient water transportation system until the 1990s.

The project included extensive public consultations, placemaking activities, and exhibitions. The concept of tactical urbanism was utilized, such as converting a traffic rotary covered with cars into a vibrant social space by starting with public art displayed by various stakeholders, which was later converted into a permanent raised public space. Community feedback was incorporated into the plans, such as changing material specifications based on concerns from local

market owners, demonstrating a bottom-up approach to development.

Dr. Mookerjee shared a comparison between Kanpur (a metropolitan area, institution-heavy planning) and Sonpur (a small town, community-driven planning) shows that Sonpur has more embedded tactical urbanism, while Kanpur’s is emerging. Policy needs should focus on balancing inclusion and infrastructure support. The recommendation is to shift towards hydro social policies that integrate environmental and social objectives, making riverscapes a site of interaction between nature and culture, and using tactical urbanism as a tool for incremental transformation.

To deepen tactical urbanism, there is a need for a hydro social cycle approach and equity-centered planning. This includes being sensitive to making water available for everyone, including all ecologies embedded in the water, and addressing aspects of social power and structure.

To integrate tactical urbanism, government guidelines should embed trials at the DPR stage and mandate participatory pilots to evaluate social and ecological outcomes of riverfront development projects. Institutional pathways could involve revisiting municipal bylaws and smart city frameworks to deepen tactical urbanism by engaging with hydro social frameworks. This process should utilize co-designing governance, adaptive monitoring, and the cultural-environmental integration of river spaces.

Further, Dr. Anuradha mentioned that embedded tactical urbanism focuses on moving from tourist-centric waterfronts to livelihood-sensitive spaces. This approach recognizes informal economies as part of the river ecology and protects small river communities and traders. It requires more flexible infrastructure accessible to these communities, prioritizing employment generation rooted in local systems, and ultimately leading to a more democratized river governance model.

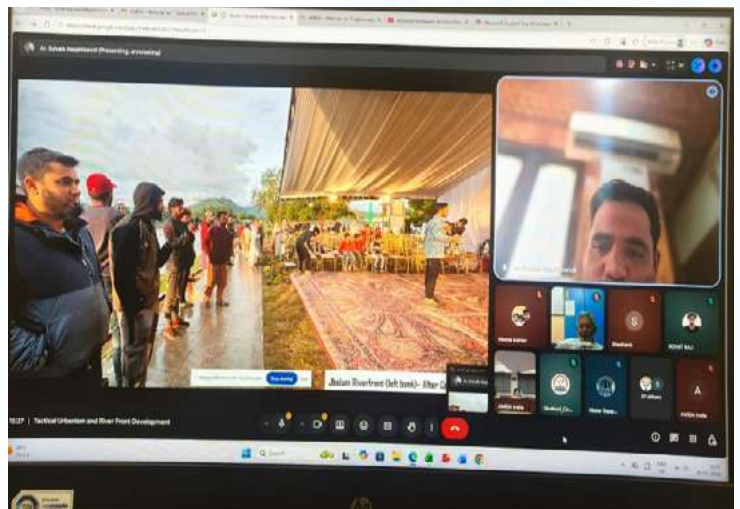


Figure - Snapshots of the webinar on “Tactical Urbanism and River Front Development”

# Urban Planning: Indian Cities Can Learn from Smart Cities Like Copenhagen and Barcelona, Transparent Urban Planning Strengthens Trust and Public Participation

By Shri K.S. Meena (IAS Retd.)

**U**rban Planning: Indian Cities Can Learn from Smart Cities Like Copenhagen and Barcelona  
Transparent Urban Planning Strengthens Trust and Public Participation

Urbanization is growing rapidly across the world. In a vast and diverse country like India, decisions related to city expansion, transportation systems, housing, green spaces, waste management, and infrastructure directly affect the lives of millions of people. In such a scenario, transparent urban planning is not only a sign of administrative efficiency but also a bridge of trust between citizens and the government. Transparent urban planning forms the foundation of any successful modern city. When citizens clearly see that development-related decisions in their city are taken in an open, evidence-based, and participatory manner, their trust in governance becomes stronger. Transparency involves the analysis of various components, best practices, public feedback, behavioral changes, motivating factors, possible outcomes, and expected achievements. It helps reduce public concerns and strengthens confidence in the administration.

Shared decision-making ensures that urban plans are aligned with the real needs of the people. Transparency also reduces corruption, as open data and public discussions minimize irregularities. Fair and equitable distribution of resources ensures that the benefits of development reach all sections of society.

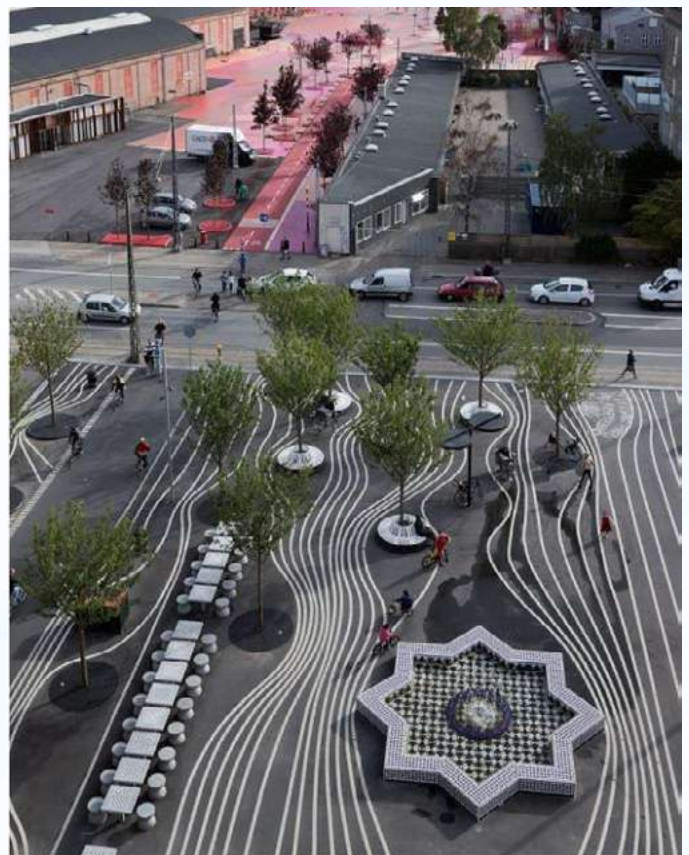
Citizen participation plays a crucial role in transparent urban planning. Through public consultations, community meetings, digital platforms, and social media, citizens can express their opinions and suggestions. When their views are incorporated into urban plans, people feel a sense of ownership toward their city.

Making background documents, timelines, and progress reports publicly available increases the accountability of administrators and planners.

Citizens can see whether governments are fulfilling their commitments and adhering to deadlines, which further enhances credibility and trust.

Transparency also reduces conflicts and misunderstandings. Urban projects often become controversial due to misinformation and rumors. Open communication and transparent processes help eliminate confusion and encourage constructive dialogue.

When people feel that they are active stakeholders in the development of their city, a sense of community ownership emerges. This contributes significantly to social harmony and trust-building. Transparent planning processes also create long-term partnerships among citizens, local governments, private organizations, and civil society, making cities more sustainable and resilient.





Several global cities provide inspiring examples of transparent urban planning. Singapore's integrated master plans, digital twin technology, and open-data systems give citizens a clear understanding of how the city is evolving. In Copenhagen, Denmark, community participation is encouraged at every stage- from the development of cycling infrastructure to the planning of green spaces-which has resulted in a very high level of public trust. Barcelona, Spain, has developed a smart city open-data platform that provides citizens with detailed information about every urban project.

Indian cities can learn valuable lessons from these models, particularly in terms of open access to data and involving citizens in the decision-making process. In India, initiatives such as the Smart Cities Mission and Integrated Command and Control Centres have created online platforms for citizens. However, there is still a need to strengthen public participation and improve the accessibility of urban data.

Transparent urban planning offers several long-term benefits, including the creation of a trust-based society, improved delivery of urban services, reduced corruption, efficient use of resources, and the development of more sustainable and livable cities. It also promotes inclusive and citizen-friendly development.

Transparency is not merely an administrative value; it is a democratic strength. A city becomes stronger, more reliable, and more sustainable when citizens are included in planning and decision-making processes, when data is openly accessible, and when policies and projects are clearly communicated. When information is openly shared, decisions are transparent, and citizens actively participate in the planning process, cities become stronger not only structurally but also socially. Trust, cooperation, and accountability are the three pillars that can make cities more capable, resilient, and future-ready.

# Project Management in Public Infrastructure: Challenges and Risk Considerations

By Shri Udayan Mondal, Add. Chief Engineer, Kolkata Metropolitan Development Authority

**P**roject management serves as a systematic approach for decision-making, coordination, and problem-solving throughout the lifecycle of a project. It provides the necessary framework to ensure that projects are executed efficiently, within defined timelines, and in alignment with predetermined objectives. Before understanding project management in depth, it is essential to clearly define the concept of a project.

A project is a temporary endeavor undertaken to create a unique product, service, or result. Unlike routine operational work, which involves repetitive activities performed continuously, a project is executed only once and culminates in the delivery of a distinct outcome. Projects are often components of broader programs. A program consists of multiple related

projects collectively aimed at achieving a long-term strategic objective. Although projects and programs are interconnected, they differ significantly in scope and duration, and the distinction between the two must be clearly understood.

In the contemporary development landscape, project management should not remain confined to the private sector alone. Its application is equally essential in the public sector, particularly in infrastructure and urban development projects where timely execution and efficient resource utilization are critical. The significance of project management becomes especially evident when projects are expected to be completed within strict deadlines and budgetary constraints.



Project management principles are universal and applicable across industries and sectors. Successful project execution requires the implementation of different strategies at different phases of the project lifecycle. Broadly, a project can be divided into four major stages: Definition, Planning, Execution, and Closing.

During the Definition Stage, project objectives are established, project scope is defined, and key responsibilities are assigned. The Planning Stage involves preparing detailed project plans, including scheduling, budgeting, quality standards, and resource allocation. The Execution Stage focuses on carrying out the planned activities while addressing operational challenges, risks, and unforeseen obstacles. Finally, the Closing Stage includes project completion activities such as delivery of the final output, redeployment of resources, documentation, and post-project evaluation.

One of the most challenging aspects of project execution, particularly in urban infrastructure development, is the management of risks and uncertainties. Infrastructure projects undertaken within existing cities and towns often encounter multiple complications arising from technical, social, environmental, and administrative factors. Therefore, identifying and assessing potential risks prior to implementation is essential for the successful completion of any project.

Risk can be defined as an uncertain event or condition that may adversely affect the progress, cost, quality, or timeline of a project. Some risks are foreseeable, such as schedule delays and cost overruns, while others may emerge unexpectedly during execution. Consequently, risk management should form an integral component of project planning and Detailed Project Report (DPR) preparation.

Practical examples from utility infrastructure projects illustrate the importance of risk assessment. During

the laying of water supply pipelines, sewerage gravity mains, or distribution networks connected to treatment facilities, unforeseen underground utilities or physical obstructions may intersect with the proposed alignment. Such situations often necessitate design modifications or alignment changes, leading to additional expenditure and project delays. Furthermore, nearby structures may be affected during construction activities, sometimes resulting in damage claims or compensation liabilities.

Similarly, infrastructure projects involving roads, bridges, drainage systems, and buildings are exposed to numerous risk factors, including land acquisition challenges, limited site accessibility, narrow approach roads, traffic movement constraints, political interference, public opposition, and broader social impacts. These challenges can significantly influence project timelines, budgets, and overall feasibility.

Therefore, effective project management must go hand in hand with comprehensive risk management practices. It is essential that project planners and executing agencies identify potential risks at the planning stage itself and develop alternative strategies, contingency provisions, and mitigation measures in advance. Such an integrated approach not only enhances project efficiency but also ensures sustainable, timely, and cost-effective implementation.

In conclusion, risk management is not merely an auxiliary component of project management; rather, it is one of its foundational pillars. The success of any project, especially large-scale public infrastructure initiatives, depends largely on the ability to anticipate uncertainties, minimize disruptions, and adapt proactively to changing circumstances. A well-managed project supported by robust risk assessment and mitigation strategies ultimately contributes to better governance, efficient utilization of resources, and long-term developmental success.

# Community Participation for Water Conservation and Management. How Can Community Water Management Be Implemented in Urban Areas?

By Shri K.S. Meena (IAS Retd.)

**W**ith rapid urbanization and growing populations, pressure on water resources is increasing continuously. Urban areas face high water demand, while issues such as water pollution, wastage, and urban flooding are becoming more serious. In this context, community-based water management has emerged as an important solution, where society actively participates in the sustainable use and conservation of water resources. Community-level water management not only helps address water scarcity but also contributes to the long-term preservation of water resources.

The success of community water management depends on the active participation of local communities, non-governmental organizations, and government agencies. Residents must work together and be made aware of the importance of water conservation and methods to protect water resources. When people take responsibility for water management themselves, they become more motivated to prevent water wastage and adopt conservation practices. In urban areas, community participation also supports the long-term operation and maintenance of water-related projects.

Communities can collectively establish rainwater harvesting systems such as tanks, pipelines, and filtration units in residential areas and public spaces. This can help reduce water demand and recharge groundwater levels. Measures may include rainwater harvesting on the rooftops of community centers, the construction of storage reservoirs in public parks and gardens, and systems for reusing rainwater in schools and hospitals.

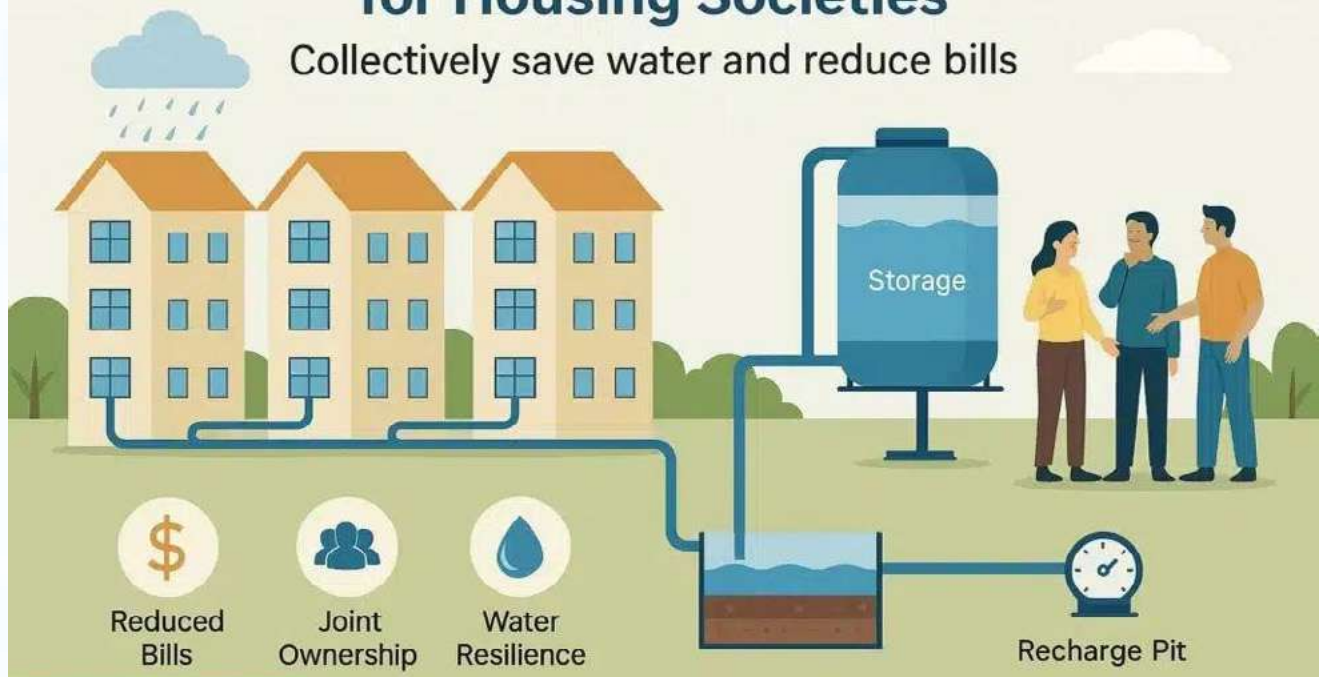
Another important aspect of community water management is promoting efficient water use and conservation. Public awareness campaigns should encourage people to use water-efficient appliances in homes and community buildings, reuse treated water for toilets and irrigation, and adopt automated irrigation systems for gardens and public landscapes that function according to water requirements. Smart water metering systems can also help prevent water wastage in public spaces.

Wastewater treatment and recycling are equally important components of urban water management. Domestic and industrial wastewater can be treated



# Shared Rainwater Harvesting System for Housing Societies

Collectively save water and reduce bills



and reused for irrigation, toilet flushing, and industrial purposes. Small-scale community treatment plants can provide cost-effective and efficient solutions while reducing pressure on freshwater resources and controlling water pollution. Such systems can be maintained effectively with the support of local residents.

Sustainable Urban Drainage Systems (SUDS) are designed to manage stormwater and naturally recharge groundwater reserves. At the community level, these systems can significantly reduce water wastage and improve groundwater replenishment. Important measures include the construction of permeable pathways on streets and lanes to allow rainwater to seep into the ground, the development of bioswales and rain gardens that absorb rainwater and direct it into underground aquifers, and the construction of ponds and reservoirs in parks and open spaces to regulate natural water flow.

Smart water management systems can further improve the efficiency of community water management. These systems use water metering, sensors, and data analytics to monitor and control water usage. Smart meters can accurately detect water consumption

patterns and leakages, helping reduce water loss. They also enable timely identification and repair of leaks, improve the efficiency of water supply systems, and support regular analysis of community-level water consumption and expenditure.

Urban flooding is another serious issue, especially during heavy rainfall when drainage systems fail to function effectively. Community-level flood management measures can help address this challenge. These measures may include the construction of flood reservoirs to store excess water, the development of protective structures such as barriers and dikes in flood-prone areas, and public awareness programs to educate communities on flood safety and water management practices during emergencies.

Water pollution in urban areas is also becoming a major public health concern. Community-based water quality monitoring programs can help tackle this issue by involving local residents in the regular testing and inspection of community water sources. Awareness campaigns should also be conducted to educate people about protecting water bodies from pollution and maintaining clean and safe water resources for future generations.

# Role of Cities in Economic Growth and Regional Balance<sup>1</sup>

By Prof. KK Pandey, Urban Practitioner

Urban India has to play special role to facilitate nation to realize national vision @2047 and achieve rapid economic growth with US\$ 30 trillion from the current level of US\$ 4.3trillion<sup>2</sup>. Three specific action areas deserve specific attention in this regard: (i) Unfinished agenda of 74th Constitution Amendment Act-1993(CAA), (ii) Regional imbalance in urban growth. (iii) Declining municipal own sources of income.

## The unfinished agenda of CAA

The unfinished agenda of CAA covers four important points namely (i) mismatch in the tenure of Mayors/ Chairpersons (one or five years), (ii) absence of metropolitan/District level consolidated plans as per article 243 ZD and ZE of constitution of India for integrated and follow up planning and (iii) inadequate deployment (national average of 62% deployment against sanctioned posts) of staff (quite often one CEO/Engineer supervises more than one ULBs)<sup>3</sup>, (iv) isolation of city governments in urban governance covering delivery of services by para - statal or para -municipal institutions (water, sewage, land, poverty alleviation, town planning etc.) without due participation of ULB (v) absence of decentralization below the town hall in the form of ward committee / Area Sabha and neighborhood level participation in local governance.

## Regional imbalance in urban growth

India has a typology of imbalance in urban growth which is creating serious imbalance in the holistic, income / employment oriented and inclusive growth across the country. It is reflected in concentration of urban population among metro and class one cities and a diagonal divide with larger concentration of population from Gujarat to Tamil Nadu having 40 to

50%+ share of urban population<sup>4</sup>. It is also noted that per capita state GDP is inversely related to levels of urbanization. Therefore, urbanization and economic growth are two sides of same coin<sup>5</sup>.

## Declining municipal own sources of income

The decline in municipal own sources (Economic Survey 2018/ XVI FC) is recorded in a regular manner. It has come down from 56 % in 2008 to 44 % in 2016<sup>6</sup>. The main contributors of decline in OSR are (i) untapped potential of property tax which is only reported to by point 16 % of GDP as against global average of point 36%<sup>7</sup>, (ii) Similarly user charges and fee cover only a small proportion of potential municipal income, and (iii) finally the value addition in the land and economy is not duly reflected in the proceeds of municipal finance.

The main features of imbalances in urban and economic development as stated above need a pointed action agenda in each of these three areas.

## Actions on CAA

First, tenure of mayor and chairperson should be rationalized across the country. The current practice of one year duration among many states needs to be changed into five-year tenure. It will enable proper understanding and resolution of urban issues in respective cities. It will also induce sense of accountability which is highly diluted with one year duration.

Second, the city management is highly unorganized into administrative cities, physical city and city region without much attention of integrated development of the city and is not duly covering the city region. It is evident from administrative city (MCD, NDMC, CB) ignoring physical city (like Gurugram, Ghaziabad,

1 Professor KK Pandey, IIPA, New Delhi

2 Economic Times ,30 April ,2026

3 Janagraha, Annual Survey of India's city system ,2023

4 Census,2011, Population Totals.

5 India Budget,28 January 2026, Making India's cities work for its citizen.

6 Economic Survey, GoI 2016

7 World Bank 2022: Financing India's Urban Infrastructure Needs

NOIDA etc) and the city region (like NCR. Similarly other cities (Bengaluru, Patna, Jaipur etc.) without centralized management on critical issues like mobility, treatment of waste, availability of common facility (cremation/graveyard) etc. It is in this context that metropolitan and planning committees should be activated in line with the article 243 ZD and ZE provision in 74 CAA<sup>8</sup>.

Third, capacity building of ULBs is at the core of governance. Deployment of staff as per requirement should be rationalized. It may require downsizing or right sizing of staff<sup>9</sup>. Accordingly, states have to assess the staff with specific studies as done by NDMC in recent past. Further, training and study visits of municipal functionaries to act in the out of box and innovative manner are also needed. Municipal access to mission Karma Yogi portal should be used to carry out online training<sup>10</sup>.

Fourth, the ULB (urban Local body) or city government should be treated as mother institution at local level. All other agencies (Development Authorities, specific service agencies whether state level or local level should be duly accountable to city government.

Fifth, the decentralization below the town hall is another crucial area of action. In most cases ward committees (not ward committees) operate without proper terms of reference. Hence the decentralization has come up to town hall only. The ward committees, Area Sabha or Local councils as in Mizoram should be created at grass root level. Bengaluru presents a good case of ward committees created due to judicial intervention from Hon'ble High court<sup>11</sup>.

### **Actions on Regional Imbalance in Urban Growth**

Fourfold actions need to be considered to promote regional balance in urbanization viz. (i) Consolidate metro cities as economic hub with economies of scale and associated infrastructure (ii) Development of Tier Two and Three cities and (iii) Specific focus on other

small and medium sized towns and (iv) Urbanize Census Towns.

First, Metro cities should be given specific focus to improve infrastructure and services including climate and environment related initiatives, ease of doing business and development of core city areas to fully utilize their economic potential. The existing urban missions have several schemes and programs to strengthen infrastructure, services and affordable housing for better productivity and sustainable development. These include Urban Challenge Fund, PMAY and SBM –II, AMRUT etc.

Second, tier two and three towns have vast potential of economic growth and associated urbanization. Metro and mega cities are suffering from acute deficiencies in mobility and have limited scope of expansion. On the other hand, demand for Global Capability Centers (GCC) is increasing in view of competitive edge and demographic dividend of India in respective regions. The cities like Bangalore, Mumbai, Delhi are choking due to pollution, congestion, constrained mobility and facing saturation in the economic growth due to infrastructure constraints. Accordingly, tier two and three cities should be equipped with world class infrastructure for GCC. Owing to the sub-continental size of India GCCs have potential to operate at global and interstate/inter-regional level also. Indian states are competing for FDI (foreign Direct Investment)<sup>12</sup>.

Third, other small and Medium Sized town (up to 20000 population) also deserve special attention due to their role as intermediary link between million plus/tier-ii and iii and rural hinterland and their ability to act as service centers to vast hinterland should be given special attention. It needs spatial dispersal of economic activities to stimulate productivity in respective region. The NITI study also finds that 1one percent increase in urbanization leads to 1.7 percent increase in GDP of district which may go up to 3.9 percent in due course with better infrastructure and other services.

8 DPC and MPC are either not constituted or are not functioning as per mandate to prepare consolidated plan for the region.

9 NDMC in a recent study by IIPA (2024) 'Manpower requirements of NDMC' found the need for rationalization and reallocation of work.

10 Mission Karma Yogi website /portal

11 KK Pandey, Decentralized waste management in Mega city-Bengaluru, IIPA 2024.

12 Invest India: Five Indian States with Highest FDI in 2025.

Fourth, the census towns constituting almost half (4580) of total 9706 urban centers are governed under Panchayat Raj Institutions, need due attention to unfold their urban potential. These are the settlements who have undergone structural transition and a change in their economic profile (75% + male workforce in non-agriculture sector) and need to have city government popularly known as urban local bodies (ULBs). Growth of these towns also have similar-potential to raise GDP as above for small and medium towns of respective district (@ of 1.7 percent over one percent increase in districts urban population although global average is 3.9 percent subject to efficient urban planning). Accordingly, further improvements in the infrastructure, governance and municipal finance as a result of municipalizing census towns will enable additional boost to district economy. Hence, according the status of statutory town (with city government) to CTs will enable regional balance in the aspirational districts and consolidate growth of other districts.

### Declining Municipal Own Sources of Income

Successive studies on municipal finance in India have reiterated the need to emphasize on municipal own sources (declined 56% to 44 percent share in municipal finance during 2005 to 2016) to not only finance operating expenditure (currently only 35 to 50 percent) but also raise funds from commercial market in the form of loan and municipal bonds. It is in this context that GoI initiatives particularly recent report of XVI Finance commission and Urban Challenge fund have placed special focus on own source revenue (OSR) of ULBs. In this regard specific actions are needed in all the three components of OSR namely, Taxes, Non-Tax and Land Value gains need further attention.

First among the taxes ,Property Tax (PT) being the backbone of municipal finance (MF) need special attention to unlock its (i) Frozen base illegal land sub-division, unauthorized construction, exemptions (freely distributed by states to educational institutions, religious places, and owner occupied properties, ex- servicemen, vacant land /houses and special categories of people), (ii) stagnating / declining rates(government properties at several places are not covered although the government of

India has permitted ULBs to levy PT at concessional rates (service charges and (iii) poor collection. In this regard four specific actions should be considered:

Illegal land subdivision may be brought in the tax net giving cognizance to the owner or occupier clause of respective municipal Acts. Suitable legislation would also be needed to (i) regularize illegal land subdivision and construction which already enjoy municipal services, (ii) time bound tenancy in the Rent Control Laws and (iii) concession in PT to rental housing so that vacancy rate can be minimized.

Apply GIS mapping, cross checking with water electricity bills, voter lists etc. should be used to extend PT net and cover thousands of additional properties as done by several cities (Pune, Nagpur, Bengaluru etc.). Similarly, Vacant land and properties (with 12 percent vacancy rates) should be subject to a relatively high taxation to force owners to construct house or come to rental market<sup>13</sup>. Further, the government properties should be covered under PT net along with state government properties under the concessional rates known as service charges.

Automation and online system along with attractive concessions and incentives should be used for ABC (Always best Control) analysis and realistic DCB (Demand, Collection and Balance) statements to focus on top 10-20 percent properties which constitute 90 percent of demand.

Attachment of Bank account, as buildings are a movable property and permitted by municipal Acts, for should be used intensively. It will thaw the arrears in case of large defaulters. Further, collection mechanism should be based on a carrot and racket approach. Inbuilt rebate on early payments, dispute settlement drives and ease of payment through mobile App, and online arrangements.

Second, with regard to Non tax sources like water and fee, expanded coverage and revise rates for water, Advertisement fee (Thiruvananthapuram), Parking, Trade licenses etc. And improve collections as indicated under PT above. At the same time, apply circular economy with sale of sewage wherever feasible (Nagpur annually earning Rs 300 crores)

13 The Municipalities in Spain are legally allowed in the Catalonia region to take control of the properties left without tenants for more than two years and rent them out for four to ten years CITYLAB –July 16, 2020).

and decentralized/participatory processing of waste (Bengaluru Delhi, Karnal, Indore etc.)<sup>14</sup>.

Third, Value Capture instruments like Impact fee as (Andhra and Telangana), betterment levy (Maharashtra/Gujarat) should also be extended by cities in respective states along with monetization of land on revenue model (using FSI and ToD). In this regard the legal title of land, already occupied by ULBs, needs to be conferred by respective states.

Finally, the actions as above need intergovernmental coordination and action. As urban development is state subject in India's federal structure, respective states have to more effectively activate their role to motivate stakeholders for due follow up. At the same time the role of Government of India to guide, handhold, support, motivate and engage states and ULBs is equally critical. These actions will go a long way to achieve national vision of India a developed nation@2047.



14 KK Pandey, Discussion Paper Municipal Finance in India, UN HABITAT,2019.

# Events Calendar for FY 2026-27

Sl. No.	Topic	National Urban Conclave / Seminar / Webinar	Proposed Month	Venue
1.	Infrastructure and Land Value Capture Mechanism	Conclave / Workshop / Seminar	May, 2026	Pune / Nagpur / Amaravati
2.	Master Planning using GIS, Drone Mapping and Urban Analytics and Resilience in Disaster Management	Webinar	May, 2026	Delhi
3.	Zoning Reform for Mixed-Use and High-Density Development	Webinar	June, 2026	Delhi
4.	Revitalization of Historic City Centers and Cultural Districts	Exposure Visit	July, 2026	Jaipur / Pune
5.	Electric Mobility Infrastructure for EV Adoption	Webinar	July, 2026	Delhi
6.	Energy-Efficient Building Codes and Retrofits	Webinar	August, 2026	Delhi
7.	IT / AI in Urban Governance: Traffic, Waste, Water & Citizen Services (ITMS, SCADA, etc. technologies)	Exposure Visit	September, 2026	Bengaluru / Kochi
8.	Urban Public Health & Sanitation: SBM 2.0	Webinar	September, 2026	Delhi
9.	Urban Flood Risk Management and Ground water recharge - Sponge City Concepts	Webinar	October, 2026	Delhi
10.	Solid Waste Management: City to City Learning at Indore Municipal Corporation	Conclave/ Workshop/ Seminar	October, 2026	Indore
11.	Non-Revenue Water Reduction and Smart Water Networks	Webinar	November, 2026	Indore / Chandigarh
12.	Developing Economic Growth Corridors to generate employment and Public- Private Partnership	Webinar	December, 2026	Delhi
13.	Integrated Planning for Age-Responsive and Child-Supportive Urban Environments	Webinar	January, 2027	Delhi
14.	Sustainable Urban Finance: Municipal Bonds, PPPs and Blended Finance	Conclave / Workshop / Seminar	January, 2027	Indore / Ahmedabad
15.	Project Review, Evaluation, and Monitoring Framework(s) and "Digital Twins"	Webinar	February, 2027	Delhi
16.	Urban Challenge Fund	Webinar	February, 2027	Delhi
17.	Land Pooling & Management Techniques	Webinar	March, 2027	Delhi
18.	Rejuvenating Water Heritage and Conservation Approaches	Conclave / Workshop / Seminar	March, 2027	Delhi / Jaipur

# MEMBERS ENROLLED IN AMDA AS ON 2026

S.NO.	MEMBERS -DEVELOPMENT AUTHORITIES	LOGO	WEBSITE
1	Agra Development Authority		<a href="https://www.adaagra.org.in/">https://www.adaagra.org.in/</a>
2	Ahmedabad Urban Development Authority		<a href="https://www.auda.org.in/Home.aspx">https://www.auda.org.in/Home.aspx</a>
3	Allahabad (Prayagraj) Development Authority		<a href="http://www.pdaprayagraj.org/">http://www.pdaprayagraj.org/</a>
4	Asansol-Durgapur Development Authority		<a href="https://addaonline.in/">https://addaonline.in/</a>
5	Baddi Barotiwala Nalagarh Development Authority		<a href="https://bbnda.hp.gov.in/index.aspx">https://bbnda.hp.gov.in/index.aspx</a>
6	Bangalore Metropolitan Region Development Authority		<a href="https://bmrda.karnataka.gov.in/">https://bmrda.karnataka.gov.in/</a>
7	Bangalore Development Authority		<a href="https://bdakarnataka.in/">https://bdakarnataka.in/</a>
8	Bathinda Development Authority		<a href="https://www.bdabathinda.in/en">https://www.bdabathinda.in/en</a>
9	Bhavnagar Area Development Authority	NA	<a href="https://udd.gujarat.gov.in/AreaDevelopment.php">https://udd.gujarat.gov.in/AreaDevelopment.php</a>
10	Bhuj Area Development Authority		<a href="http://bhujada.com/">http://bhujada.com/</a>
11	Bijapur (Vijayapura) Urban Development Authority		<a href="http://www.vijayapura.uda.gov.in/en">http://www.vijayapura.uda.gov.in/en</a>
12	Bulandshahr-Khurja Development Authority		<a href="https://bkdaup.com/">https://bkdaup.com/</a>
13	Andhra Pradesh Capital Region Development Authority		<a href="https://crda.ap.gov.in/apcrdav2/views/home.aspx">https://crda.ap.gov.in/apcrdav2/views/home.aspx</a>
14	Chennai Metropolitan Development Authority		<a href="https://www.cmdachennai.gov.in/index.html">https://www.cmdachennai.gov.in/index.html</a>
15	Chitra Durga Urban Development Authority		<a href="http://www.chitradurga.uda.gov.in/en">http://www.chitradurga.uda.gov.in/en</a>
16	Delhi Development Authority		<a href="https://dda.gov.in/">https://dda.gov.in/</a>

S.NO.	MEMBERS -DEVELOPMENT AUTHORITIES	LOGO	WEBSITE
17	Development Authority Nagaland		<a href="https://dannagaland.in/">https://dannagaland.in/</a>
18	Digha Sankarpur Development Authority		<a href="https://www.dsda.org.in/">https://www.dsda.org.in/</a>
19	Ghaziabad Development Authority		<a href="https://gdaghaziabad.in/">https://gdaghaziabad.in/</a>
20	Gorakhpur Development Authority		<a href="https://www.gdagkp.in/">https://www.gdagkp.in/</a>
21	Goshree Islands Development Authority	NA	NA
22	Greater Cochin Development Authority		<a href="https://www.gcda.kerala.gov.in/">https://www.gcda.kerala.gov.in/</a>
23	Greater Ludhiana Area Development Authority		<a href="https://www.glada.gov.in/en">https://www.glada.gov.in/en</a>
24	Greater Mohali Area Development Authority		<a href="https://www.gmada.gov.in/en">https://www.gmada.gov.in/en</a>
25	Greater Noida Industrial Development Authority		<a href="https://gnida.up.gov.in/en">https://gnida.up.gov.in/en</a>
26	Haldia Development Authority		<a href="https://www.hda.gov.in/">https://www.hda.gov.in/</a>
27	Hapur-Pilkhua Development Authority		<a href="https://hpdaonline.in/">https://hpdaonline.in/</a>
28	Haryana Shehri Vikas Pradhikaran		<a href="https://hsvphry.org.in/Default">https://hsvphry.org.in/Default</a>
29	Hubballi Dharwad Urban Development Authority		<a href="http://www.hubballi-dharwad.uda.gov.in/kn">http://www.hubballi-dharwad.uda.gov.in/kn</a>
30	Hyderabad Metropolitan Development Authority		<a href="https://www.hmda.gov.in/">https://www.hmda.gov.in/</a>
31	Jaipur Development Authority		<a href="https://jda.rajasthan.gov.in/content/raj/udh/jda---jaipur/en/home.html">https://jda.rajasthan.gov.in/content/raj/udh/jda---jaipur/en/home.html</a>
32	Jamnagar Area Development Authority		<a href="https://www.jada.org.in/">https://www.jada.org.in/</a>

S.NO.	MEMBERS -DEVELOPMENT AUTHORITIES	LOGO	WEBSITE
33	Kakatiya Urban Development Authority		<a href="https://kuda.in/">https://kuda.in/</a>
34	Kanpur Development Authority		<a href="https://www.kdaindia.co.in/en/index.php">https://www.kdaindia.co.in/en/index.php</a>
35	Kolkata Metropolitan Development Authority		<a href="https://kmda.wb.gov.in/">https://kmda.wb.gov.in/</a>
36	Lucknow Development Authority		<a href="https://ldalucknow.in/">https://ldalucknow.in/</a>
37	Meerut Development Authority		<a href="https://www.mdameerut.in/">https://www.mdameerut.in/</a>
38	Mumbai Metropolitan Region Development Authority		<a href="https://mmrda.maharashtra.gov.in/">https://mmrda.maharashtra.gov.in/</a>
39	Mussoorie-Dehradun Development Authority		<a href="http://mddaonline.in/">http://mddaonline.in/</a>
40	New Okhla Industrial Development Authority		<a href="https://noidaauthorityonline.in/en">https://noidaauthorityonline.in/en</a>
41	Punjab Urban Planning and Development Authority		<a href="https://www.puda.gov.in/">https://www.puda.gov.in/</a>
42	Rajkot Urban Development Authority		<a href="https://www.rajkotuda.com/">https://www.rajkotuda.com/</a>
43	Siliguri Jalpaiguri Development Authority		<a href="https://www.sjda.org/">https://www.sjda.org/</a>
44	Special Area Development Authority, Gwalior		<a href="https://sadagwalior.in/">https://sadagwalior.in/</a>
45	Surat Urban Development Authority		<a href="https://www.sudaonline.org/">https://www.sudaonline.org/</a>
46	Thiruvananthapuram Development Authority		<a href="https://trida.v4venue.in/about-us">https://trida.v4venue.in/about-us</a>
47	Vadodara Urban Development Authority		<a href="https://www.vuda.co.in/">https://www.vuda.co.in/</a>
48	Varanasi Development Authority		<a href="https://vdavns.com/">https://vdavns.com/</a>

S.NO.	MEMBERS -DEVELOPMENT AUTHORITIES	LOGO	WEBSITE
49	Visakhapatnam Metropolitan Region Development Authority		<a href="http://www.vmrda.gov.in/Default.aspx">http://www.vmrda.gov.in/Default.aspx</a>
50	Hassan Urban Development Authority		<a href="http://www.hassan.uda.gov.in/en/home">http://www.hassan.uda.gov.in/en/home</a>




## MUNICIPAL CORPORATION

S.NO.	MEMBERS MUNICIPAL CORPORATIONS	LOGO	WEBSITE
1	Amdavad Municipal Corporation		<a href="https://ahmedabadcity.gov.in/">https://ahmedabadcity.gov.in/</a>
2	Aizawl Municipal Corporation		<a href="https://amcmizoram.com/">https://amcmizoram.com/</a>
3	Belagavi City Corporation		<a href="https://belagavicitycorp.org/WebSiteBGM/Home.aspx">https://belagavicitycorp.org/WebSiteBGM/Home.aspx</a>
4	Bhavnagar Municipal Corporation		<a href="https://bmcgujarat.com/en/">https://bmcgujarat.com/en/</a>
5	Bhopal Municipal Corporation		<a href="https://www.bmconline.gov.in/sap/bc/ui5_ui5/sap/zbmcpdhome/index.html">https://www.bmconline.gov.in/sap/bc/ui5_ui5/sap/zbmcpdhome/index.html</a>
6	Chandrapur City of the Municipal Corporation		<a href="https://web.cmcchandrapur.com/?marathi=true">https://web.cmcchandrapur.com/?marathi=true</a>
7	Coimbatore City Municipal Corporation		<a href="https://www.ccmc.gov.in/">https://www.ccmc.gov.in/</a>
8	Dhule Municipal Corporation		<a href="https://dhulecorporation.org/">https://dhulecorporation.org/</a>
9	Durgapur Municipal Corporation		<a href="https://www.durgapurmunicipalcorporation.org/">https://www.durgapurmunicipalcorporation.org/</a>
10	Municipal Corporation of Delhi		<a href="https://mcdonline.nic.in/portal/.sp">https://mcdonline.nic.in/portal/.sp</a>
11	Faridabad Municipal Corporation		<a href="https://ulbharyana.gov.in/Faridabad/191">https://ulbharyana.gov.in/Faridabad/191</a>
12	Greater Chennai Corporation		<a href="https://chennaicorporation.gov.in/gcc/">https://chennaicorporation.gov.in/gcc/</a>
13	Greater Hyderabad Municipal Corporation		<a href="https://www.ghmc.gov.in/">https://www.ghmc.gov.in/</a>




S.NO.	MEMBERS MUNICIPAL CORPORATIONS	LOGO	WEBSITE
14	Brihanmumbai Municipal Corporation (BMC)		<a href="https://www.mcgm.gov.in/irj/portal/anonymous">https://www.mcgm.gov.in/irj/portal/anonymous</a>
15	Guntur Municipal Corporation		<a href="https://gmcguntur.ap.gov.in/">https://gmcguntur.ap.gov.in/</a>
16	Gurugram Municipal Corporation		<a href="https://www.mcg.gov.in/">https://www.mcg.gov.in/</a>
17	Haldwani Nagar Nigam		<a href="https://www.haldwaninagarnigam.com/">https://www.haldwaninagarnigam.com/</a>
18	Indore Municipal Corporation		<a href="https://imcindore.mp.gov.in/">https://imcindore.mp.gov.in/</a>
19	Jabalpur Municipal Corporation		<a href="http://nagarnigamjabalpur.com/">http://nagarnigamjabalpur.com/</a>
20	Jamnagar Municipal Corporation		<a href="https://www.mcjamnagar.com/">https://www.mcjamnagar.com/</a>
21	Kanpur Municipal Corporation		<a href="https://kmc.up.nic.in/">https://kmc.up.nic.in/</a>
22	Kolhapur Municipal Corporation		<a href="https://web.kolhapurcorporation.gov.in/">https://web.kolhapurcorporation.gov.in/</a>
23	Lucknow Municipal Corporation		<a href="https://www.lmc.up.nic.in/">https://www.lmc.up.nic.in/</a>
24	Ludhiana Municipal Corporation		<a href="https://mcludhiana.gov.in/">https://mcludhiana.gov.in/</a>
25	Nanded Waghala City Municipal Corporation		<a href="https://nwcmc.gov.in/web/home.php?uid=1&amp;id=MAR#gsc.tab=0">https://nwcmc.gov.in/web/home.php?uid=1&amp;id=MAR#gsc.tab=0</a>
26	Nashik Municipal Corporation		<a href="https://www.nmc.gov.in/">https://www.nmc.gov.in/</a>
27	Rajkot Municipal Corporation		<a href="https://www.rmc.gov.in/">https://www.rmc.gov.in/</a>
28	Roorkee Nagar Nigam		<a href="https://nnroorkee.uk.gov.in/">https://nnroorkee.uk.gov.in/</a>
29	Singrauli Municipal Corporation		<a href="http://nagarnigamsingrauli.co.in/s">http://nagarnigamsingrauli.co.in/s</a>
30	Srinagar Municipal Corporation		<a href="https://srinagar.nic.in/public-utility/srinagar-municipal-corporation/">https://srinagar.nic.in/public-utility/srinagar-municipal-corporation/</a>

S.NO.	MEMBERS MUNICIPAL CORPORATIONS	LOGO	WEBSITE
31	Surat Municipal Corporation		<a href="https://www.suratmunicipal.gov.in/">https://www.suratmunicipal.gov.in/</a>
32	Tiruchirappalli City Corporation		<a href="https://www.trichycorporation.gov.in/">https://www.trichycorporation.gov.in/</a>
33	Tirunelveli City Municipal Corporation		<a href="https://www.tirunelvelicorporation.com/">https://www.tirunelvelicorporation.com/</a>
34	Ujjain Municipal Corporation		<a href="https://nagarnigamujjain.org/hindi/">https://nagarnigamujjain.org/hindi/</a>
35	Vadodara Municipal Corporation		<a href="https://vmc.gov.in/index.aspx">https://vmc.gov.in/index.aspx</a>
36	Vellore City Municipal Corporation		<a href="https://vcmc.in/">https://vcmc.in/</a>
37	Bruhat Bangalore Mahanagar Palike		<a href="https://bbmp.gov.in/home">https://bbmp.gov.in/home</a>
38	Mysuru City Corporation		<a href="http://www.mysurucity.mrc.gov.in/">http://www.mysurucity.mrc.gov.in/</a>
39	Howrah Municipal Corporation		<a href="https://www.myhmc.in/">https://www.myhmc.in/</a>
40	Meerpet Municipal Corporation		<a href="https://meerpetcorporation.telangana.gov.in/">https://meerpetcorporation.telangana.gov.in/</a>
41	Nizamabad Municipal Corporation		<a href="https://nizamabadcorporation.telangana.gov.in/">https://nizamabadcorporation.telangana.gov.in/</a>
42	Kozhikode Municipal Corporation		<a href="https://kozhikodecorporation.lsgkerala.gov.in/en">https://kozhikodecorporation.lsgkerala.gov.in/en</a>
43	Greater Visakhapatnam Municipal Corporation		<a href="https://www.gvmc.gov.in/">https://www.gvmc.gov.in/</a>
44	Municipal Corporation Ratlam		<a href="https://rmcratlam.in/">https://rmcratlam.in/</a>
45	Municipal Corporation Shimla		<a href="http://shimlamc.hp.gov.in">http://shimlamc.hp.gov.in</a>
46	Municipal Corporation Solan		<a href="http://mcsolan.in">http://mcsolan.in</a>

## Others

S.NO.	MEMBERS MUNICIPAL COUNCIL	LOGO	WEBSITE
1	New Delhi Municipal Council		<a href="https://ndmc.gov.in/">https://ndmc.gov.in/</a>
2	Sri Vijaya Puram Municipal Council (Port Blair Municipal Council)		<a href="https://pbmc.gov.in/#gsc.tab=0">https://pbmc.gov.in/#gsc.tab=0</a>
3	Municipal Committee Leh	NA	<a href="https://leh.nic.in/department/municipal-committee/">https://leh.nic.in/department/municipal-committee/</a>
4	Town Panchayat, Arkalgud		<a href="http://arkalgudtown.mrc.gov.in/en">http://arkalgudtown.mrc.gov.in/en</a>

S.NO.	MEMBERS MUNICIPALITY	LOGO	WEBSITE
1	Guruvayoor Municipality		<a href="https://guruvayoormunicipality.lsgkerala.gov.in/">https://guruvayoormunicipality.lsgkerala.gov.in/</a>
2	Nalhati Municipality		<a href="https://birbhum.gov.in/public-utility/nalhati-municipality/">https://birbhum.gov.in/public-utility/nalhati-municipality/</a>
3	Kurseong Municipality		<a href="https://kurseongmunicipality.org/">https://kurseongmunicipality.org/</a>

S.NO.	MEMBERS- OTHER BOARDS	LOGO	WEBSITE
1	Gujarat Municipal Finance Board		<a href="https://www.gmfb.in/">https://www.gmfb.in/</a>
2	NCR Planning Board		<a href="https://ncrpb.nic.in/">https://ncrpb.nic.in/</a>
3	Directorate of Town and Country Planning, Bangalore, Karnataka.		<a href="http://www.dtcp.gov.in/en/home">http://www.dtcp.gov.in/en/home</a>



**Association of Municipalities and Development Authorities**  
**(AMDA)**  
**Membership Form**

Name of the Organization: .....

Name of the Head of Organization: .....

Postal Address: .....

District: ..... State: .....

Postal Code: ..... Email Address: .....

Phone (with STD code)..... Fax (with STD code): .....

Website: ..... Date of Establishment of Organization: .....

Total Population served by Organization (According to latest Census): .....

Total Area of the Organization (in hectares): .....

**NO MEMBERSHIP FEE TO BECOME AMDA MEMBER**

**Official Stamp and Signature**

*Please Note:*

1. A formal decision to become a member of AMDA must be taken by the authority with the legal capacity to act on behalf of the Organization.
2. Once completed, please return this form at the address below:

**Association of Municipalities and Development Authorities (AMDA)**

7/6, Sirifort Institutional Area, August Kranti Marg, New Delhi - 110049, India. Tel.: 91-11-26494486, 26497973, Fax: 91-11-26491675  
Email: amdadelhi@gmail.com Website: [www.amdaindia.org](http://www.amdaindia.org)

## ABOUT AMDA

The Association of Municipalities and Development Authorities (AMDA), functioning under the aegis of the Ministry of Housing and Urban Affairs (MoHUA), Government of India, is a premier national institution representing Municipal Corporations, Municipal Councils, and Development Authorities. AMDA serves as a platform for knowledge exchange, capacity building, and institutional strengthening in the urban sector. Through training programmes, research, workshops, and technical initiatives, it promotes best practices in urban planning, governance, and management while supporting sustainable urban development and enhancing the capacities of Urban Local Bodies across India.

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