



PRAJA FOUNDATION

ANNUAL REPORT
2018-19



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PRAJA AT A GLANCE

Praja is a non-partisan organisation working towards enabling accountable governance since 1999. Praja empowers citizens to participate in governance by providing knowledge and perspective so that they can become politically active and involved beyond the ballot box. It undertakes extensive research and highlights civic issues to build the awareness of, and mobilise action by the government and ERs.

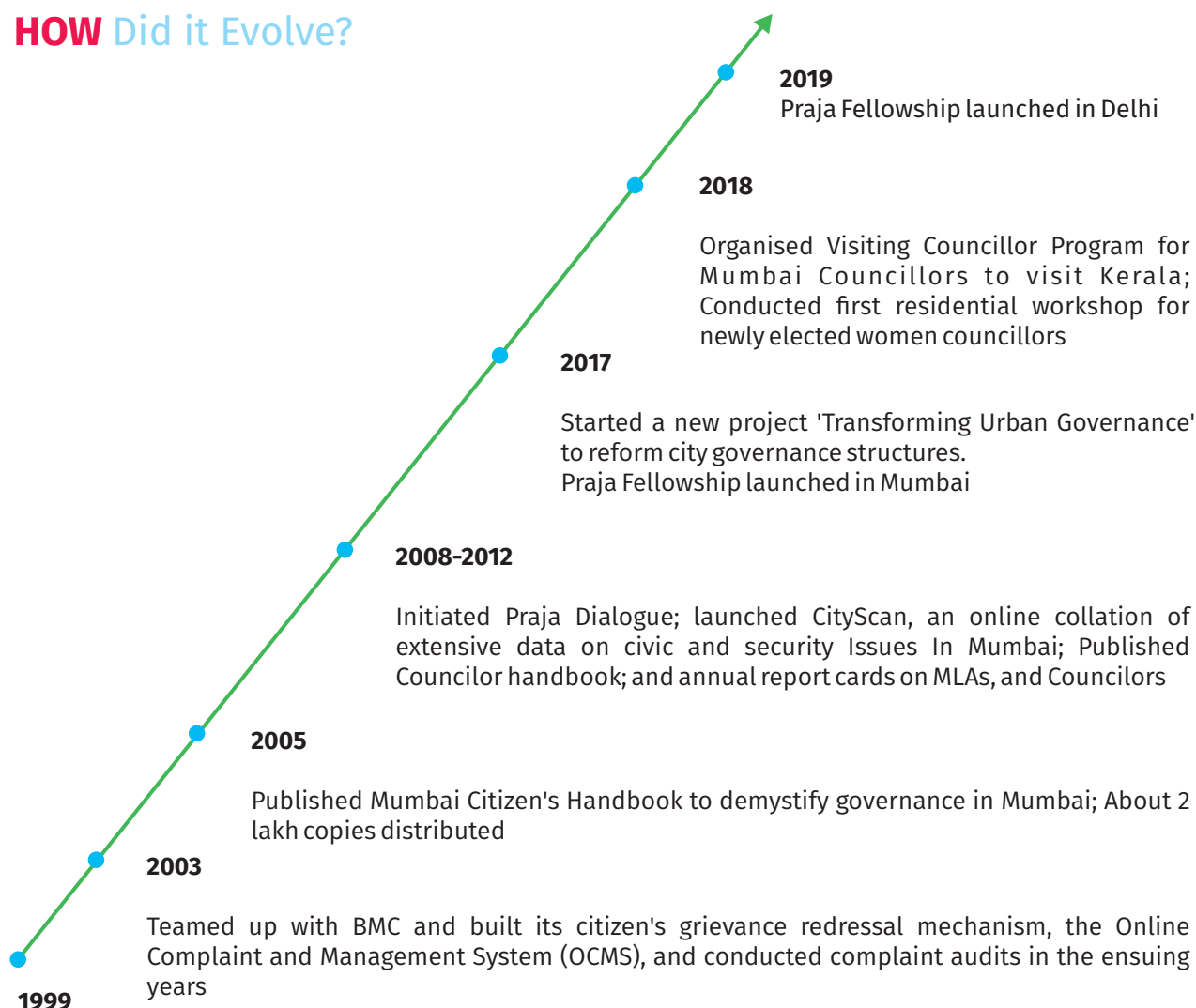
The Problem

Praja believes that uninformed and disengaged ERs and administration, rather than existing systems or policies, are responsible for the lack of good governance. There is a paucity of tools to facilitate effective interaction between citizens and the local government.

Praja's Response

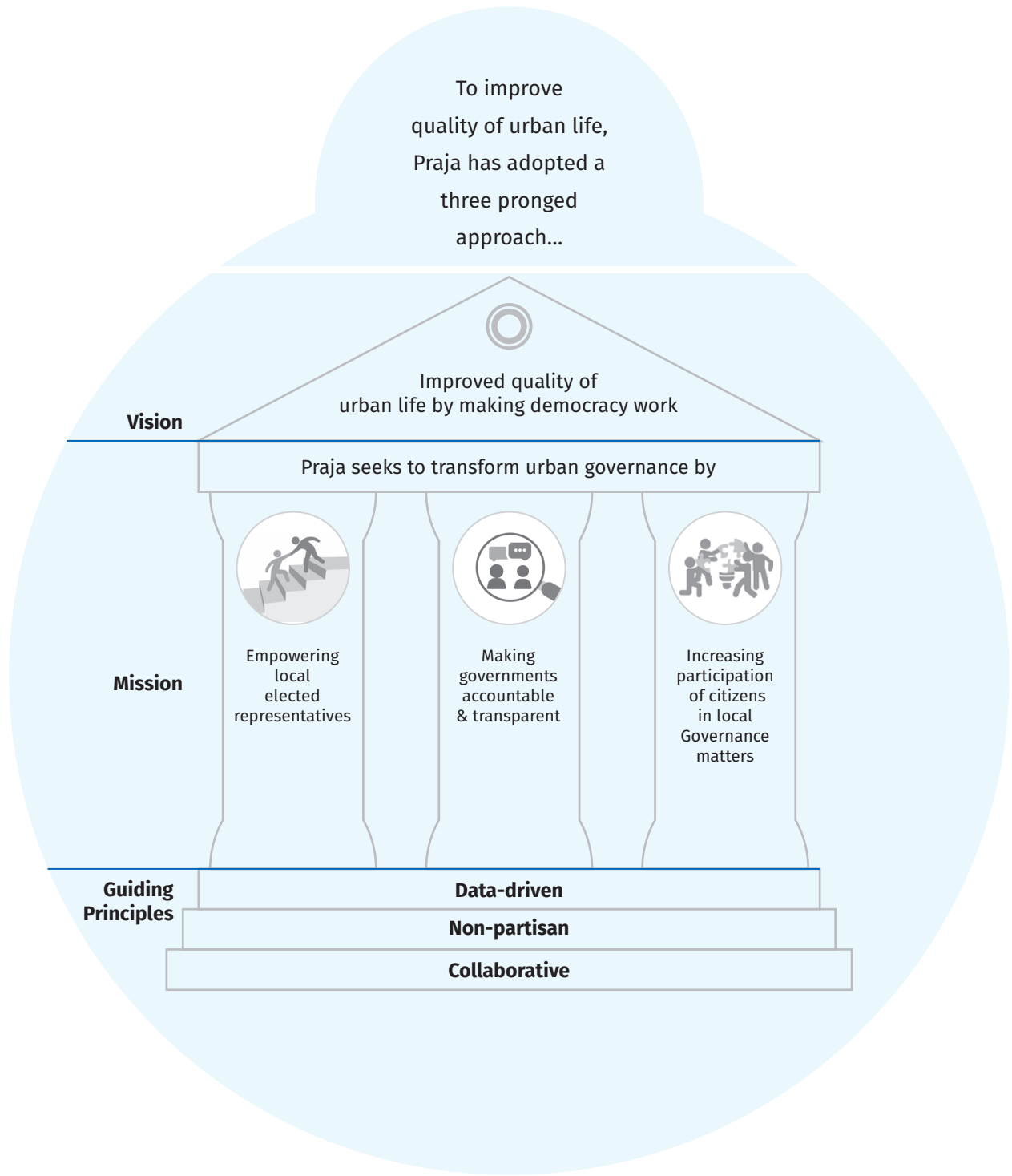
Praja conducts data driven research and provides information on civic issues to citizens, media, and government administration and works with ERs to identify and address inefficiencies in their work processes, bridge the information gaps, and help them in taking corrective measures.

HOW Did it Evolve?



Praja, along with the Brihan Mumbai Municipal Corporation (BMC), created Mumbai's first Citizen Charter

To improve quality of urban life, Praja has adopted a three pronged approach...



Acknowledgements

Praja Foundation would like to acknowledge our stakeholders; particularly, our Elected Representatives & government officials, the Civil Society Organisations (CSOs) and the journalists who utilise and publicise our data and, by doing so, ensure that awareness regarding various issues that we discuss is distributed to a wide-ranging population. We would like to take this opportunity to specifically extend our gratitude to all government officials for their continuous cooperation and support.

Praja Foundation also appreciates the support given by our donors, namely European Union Fund, Friedrich Naumann Foundation, Ford Foundation, Dasra, Narotam Sekhsaria Foundation, TREE Foundation, ATE Foundation and Madhu Mehta Foundation and numerous other individual supporters.

We would also like to thank our group of Advisors and Trustees. We deeply acknowledge the contributions of all members of Praja's team.



Friedrich Naumann
STIFTUNG **FÜR DIE FREIHEIT**

Ford Foundation

Narotam Sekhsaria Foundation



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EXECUTIVE SUMMARY

Over the last two decades, Praja has played a pivotal role in addressing the implications of non-transparent and unaccountable local governance structures. The organisation has consistently worked to strengthen the elected representatives (ER) and drive active citizen participation in Mumbai and Delhi. The year 2018-19 was a significant one for Praja in terms of strengthening existing initiatives and implementing new and innovative activities. One of the most important exercise that Praja undertook was the organisational restructuring. As part of the organisational rehaul, teams were restructured into three verticals i.e. Research and Data (R&D), Capacity Building (CB) and Dialogue and Advocacy (DA) which have constantly produced evidence for improved and effective decision making; in line with the motto of 'Data Driven Research'. The restructuring was introduced in two six-monthly phases, the first phase involved brainstorming and finalising the model to be introduced and in the second phase, the teams started functioning as per the new structure. It has helped the organisation to better streamline its work which is reflective in the events and impact they have successfully achieved in the last year.

Firstly, the organisation successfully strengthened its engagement with students through the second cohort of Elected Representative (ER) Fellowship Programme in Mumbai. This cohort commenced on August 2018 with a batch of 22 fellows. Furthermore, the 19 fellows belonging to the first cohort were felicitated in an official ceremony, in the presence of elected representatives including the Mayor, Deputy Mayor, Councillors and party heads. This initiative helped Municipal Councillors obtain access to high-level research assistance while the participating students received a thorough exposure on the functioning of city governments. The success of the program catalysed the launch of the fellowship in Delhi in February 2019 with a cohort of 12 students. Their initial days in the fellowship are promising of an engaging and inspiring future ahead.

Additionally, to further strengthen Praja's engagement with youth and to promote civic leadership amongst them, a 3-day inter-college event 'Praja Tantra' was organized in collaboration with RD National College and S.W.A Science College. It was aimed at creating awareness and initiating dialogue among the students on Democracy and Governance. An enthusiastic participation from over 400 students was witnessed. The tagline of the event was THINK, PARTICIPATE, CHANGE; that represented the idea of encouraging students to think about the existing situation, the institutions, participate in the process and bring about a societal change wherever needed.

In order to inform and equip the elected representatives on best local governance practices, Praja organised its first Exposure Visit to Kerala in May 2018. This helped the councillors of Municipal Corporation of Greater Mumbai (MCGM) to learn best practices through peer-to-peer learning. A total of eight women and men councillors from different political parties attended this Exposure Visit. The visit included interactive sessions with elected representatives, including the Mayor of Kochi Municipal Corporation and Thrissur Municipal Corporation. It provided a platform for knowledge sharing regarding local governance structures, fiscal decentralisation, and the Kudumbashree initiative amongst others. The Visiting ERs were inspired by some of the policies and expressed interest to emulate these in their local wards and share the learnings with other ERs.

The low representation of women in governance and politics is reflective of the prevalent socio-political norms which restrict women's access to and sustenance in political spaces. In order to reduce the challenges faced by elected women representatives to function as effective councillors, Praja organised a focused workshop for first-time women councillors in December, 2018. The 3-day Women Residential Workshop was designed to address the needs and expectations of newly elected women councillors. It focused on building women leaders who would advocate for improvement in citizens' lives and better ward management. The success of the workshop can be ascertained by the increasing demand to organise more such workshops, from elected women representatives.

As an organisation which is expanding its work into advocacy for effective urban governance, there is a critical need to build a knowledge repository. Praja's Dialogue and Advocacy project is working towards building consensus and forging an interlinkage between urban issues and the need for reform in the urban governance structures. In order to do this, Praja organised its first roundtable consultation on Urban Governance in April, 2018 and first regional level consultation in February 2019 to promote steady dialogue between various stakeholders; CSOs, key influencers, administration and elected representatives of the city corporations from various states. The events facilitated discussions in identifying and understanding the service delivery problems faced by Indian cities and the possible solutions surrounding these issues. Since 2017, Praja's Dialogue and Advocacy team has completed studying the institutional structural enablers and disablers affecting efficient service delivery in 16 Indian states.

Praja Foundation aims to continue its work towards creating evidence to inform the key stakeholders such as Elected representatives, CSOs, students and media through its data driven research; equip them with knowledge and capacities through research and workshop; mobilise them to advocate for improved, accountable and effective governance.





IMPACT

The three program verticals of Praja i.e. Research and Data Unit conducts data driven research through RTIs and Citizen Survey across domains of education, health, crime, civic, housing and transport. The unit forms the frontline for creation of evidence to inform the key stakeholders. The second vertical is the Capacity Building vertical which equips the stakeholders such as elected representatives, administrators and citizens with knowledge and by building their capacities. The third vertical is the Dialogue and Advocacy vertical which maps urban governance structures and practices across the country with the larger aim of building an urban governance index as a baseline to assess the urban governance policies and provide and advocate a road map towards decentralised local governance. The three unit together work to mobilise stakeholders and build synergies to advocate for urban governance reforms. The combined effort of the teams can be seen in the impact below.

IMPACT Dashboard



1,107

RTI



86

RTI Appeal



908

ER Advisory Consultations



18

ER Workshops



12

CSO Workshops



77

College Workshops



289

Interns & Volunteers



14 States

Pan-India Mapping of implementation of 74th Amendment



443

Stakeholder Interviews for the 74th Amendment mapping study



445

Press Coverage



871

Media Attendance



61,854

Website Views



VOICES FROM THE GROUND

"Over the last two decades, Praja has done exemplary work in the space of urban governance -- carving a name for itself not just in Mumbai but across the country. Dasra's relationship with Praja was initiated in 2015 with a three-year grant to support Praja's expansion to Delhi. The grant was targeted at enhancing their institutional and organisational capacity to reinforce the scaling. Two years into the grant-period, Dasra deepened their engagement by providing hands-on support to Praja to articulate and co-create their long term strategy. The strategy exercise helped Praja to sharpen their vision and mission, streamline key priority areas and identify critical investment areas for development. Over the last four years, we have seen Praja grow exponentially (with a ~2x increase in team size and a ~5x growth in budget). They have embarked on an ambitious journey to transform urban governance by making governments accountable & transparent, empowering local elected representatives and increasing participation of citizens in local governance matters. Very few organisations in this space are as forward-looking, reflective and committed to improving citizens' lives as Praja is. Praja's dynamism was manifested by the way they were able to respond to the changing needs of the citizens and city systems and foray into advocacy. The team at Praja continues to nurture bright youngsters with a gritty passion to make a difference in the sector. Given Praja's commendable track record, we know they'll do a fabulous job at achieving their outcomes. We wish Praja all the best as they endeavor to tip the status quo and strive for not just 'smart cities' but 'smartly governed cities!'"



Dasra, Donor



RESEARCH & DATA

The Research & Data Team contributes towards informing and improving the knowledge of Praja's stakeholders through its extensive use of data and thematic publications. The team works across five verticals of Education, Health, Civic, Crime, Housing and Transport. The sixth vertical is research on the working of elected representatives i.e. councilors and MLAs. Every year Praja strives to enhance the richness of the data and present them in more consumable and user friendly manner with data visualisation techniques such as pictograms. In the year 2018-19, eight thematic whitepapers and four report cards were released using 1107 RTIs and 51,000 household citizen survey data. Additionally, one handbook on Solid Waste Management was launched. It delved deeper to address the staggered quality of governance in the city of Mumbai and Delhi.



Thematic White Papers and Publications

CIVIC White Paper

Report on Civic Issues Registered by Citizens and Deliberations Done by Municipal Councillors in Mumbai

19th April, 2018

Praja's paper on Civic Issues Registered by Citizens and Deliberations Done by Municipal Councillors in Mumbai. It analysed the promises made by political parties in their manifestos, comparing them with the questions asked by parties on the same issues in the last five years. It also analysed various civic complaints registered by citizens and compared them to questions asked by the ERs.

Key Highlights

49% Rise in civic complaints from 2015

48 Average number of days taken to resolve complaints in 2017

38 Councillors asked no questions in ward committees between Mar - Dec '17

1 in 3 toilet seats available for women in Mumbai

Praja in News



THE HINDU MUMBAI, FRIDAY, APRIL 20, 2018

BMC took 48 days to resolve 1 complaint: study

Praja Foundation report says the number of civic complaints rose from 81,555 in 2016 to 92,329 last year

लोकसत्ता मुंबई, शुक्रवार, 20 एप्रिल 2018

मुंबईत पुरुषांच्या तुलनेत स्त्रियांकरिता केवळ 34 टक्के शौचकूप

महिला 57 लाख, शौचालये 4 हजार!

प्रजा फाउंडेशनने नागरी सेवासुविधांबाबत जाहीर केलेल्या अहवालातून ही माहिती समोर आली आहे.



66

MEDIA ATTENDANCE

38

PRINT AND ELECTRONIC MEDIA COVERAGE

671

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

Report on Civic Issues registered by Citizens and Deliberations by Municipal Corporation of Delhi and the MLAs in the State Assembly sessions
6th June 2018

Praja's Report on Civic Services provided by Municipal Corporation of Delhi (MCD), and deliberations by Municipal Councillors in the Ward Committees and the MLAs in the State Assembly sessions (January 2014 to December 2017) analysed various civic complaints registered by citizens and compared them to questions asked by the ERs. Delhi being a UT with overlapping powers at different level of governance right from Centre, State and Municipal Corporation, the report dwelled into complaints registered with state and local government and the promises made by political parties in their manifestos, comparing them with the questions asked by parties on the same issues.

Key Highlights

3,88,484

civic complaints registered in 2017 (9% increase from 2015)

51,553

highest civic complaints recorded from Civil Lines Zone

51%

increase in complaints related to 'No Water/ Shortage of Water' in 2017

0.4%

issues raised by Councillors and 10% raised by MLAs on water related issues in 2017

Praja in News

THE TIMES OF INDIA

DELHI, THURSDAY, JUNE 9, 2018

Multiplicity of authorities is adding to civic woes: Report

The report by NGO Praja Foundation comes a year after the keenly-fought elections of the three municipal corporations.

राष्ट्रीय दैनिक समाचार पत्र

हमारा मैट्रो

भोपाल, गुरुवार, 7 जून, 2018

एनजीओ प्रजा फाउन्डेशन ने श्वेत पत्र जारी किया



84

MEDIA ATTENDANCE

14

PRINT AND ELECTRONIC MEDIA COVERAGE

483

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

Solid Waste Management (SWM) Symposium & Handbook November 2018

Praja in collaboration with Mumbai Vikas Samiti organised a symposium on Solid Waste Management (SWM) on 15th November, 2018 in Mumbai, the event acted as a collaborative platform for various stakeholders to hold valuable discussions surrounding the issue of SWM. The symposium also saw the release of Handbook on Solid Waste Management. The Primary purpose of this handbook is to recommend decentralised methods of processing solid waste especially processing wet waste. It details out the classification of the solid waste and the end-to-end comprehensive process of segregation, collection, transport, treatment and disposal along with the stakeholders involved in it. The handbook also showcases a project operating in F/South ward of Mumbai as a success story to be adopted by all the wards in Mumbai. The symposium was attended by 69 participants including domain experts, elected representatives, media personnel, CSO representatives and students.



Launch of the Solid Waste Management Handbook at the Symposium



Distinguished panel sharing their learnings and expertise

Status of Health in Mumbai 6th September, 2018

Praja's report on health in Mumbai focussed on various issues such as the health infrastructure in the city of Mumbai in terms of government run hospitals and dispensaries and tracking the data of various diseases as reported in these hospitals and dispensaries. The report also tracked the shortage of medical personnel in MCGM hospitals and dispensaries and state run hospitals. The data highlights increasing cases of dengue and tuberculosis as well as the functioning of various health related schemes in the city.

66,894 population per dispensary for the city

33% rise in TB cases in 2017-18

98% hike in dengue cases was witnessed from 2013-14 to 2017-18

ONLY 3 questions out of 154 questions asked by councillors on TB, Malaria and Dengue

9.1% of the total annual income was spent on hospitals/medical costs in 2018 as per the Household Survey

76% households surveyed do not have any medical insurance.

98% spike in dengue cases across Mumbai in the past five years: RTI data

RTI data collected by the Praja Foundation has revealed that the occurrence of dengue has increased by 98 per cent in the past five years. Despite the increase, areas such as Andheri West, Ghatkopar East, and Chembur have not reported a single case of dengue this year.

महाराष्ट्र टाइम्स

मुंबई, शुक्रवार, 10 सप्टेंबर 2018

क्षयरुग्णांमध्ये 33 टक्के वाढ

प्रजा फाऊंडेशनने मुंबईकरांच्या आरोग्याचा अभ्यास करताना केलेल्या महत्त्वपूर्ण सर्वेक्षणात मलेरिया, डेंग्यू, संसर्गजन्य तापासारख्या आजारासोबत क्षयरोगाचीही विशेषत्वाने पाहणी केल्याचे या सर्वेक्षणात दिसते.



80

MEDIA
ATTENDANCE

74

PRINT AND ELECTRONIC
MEDIA COVERAGE

444

COPIES WERE DISTRIBUTED TO VARIOUS
STAKEHOLDERS IN THE GOVERNMENT.

Status of Health in Delhi

31st October, 2018

Praja's report on health in Delhi focussed on various issues such as the health infrastructure in the city of Delhi in terms of government run hospitals and dispensaries and tracking the data of various diseases as reported in these hospitals and dispensaries. The data highlights the mismatch in the data on dengue and malaria based on RTI data and independent household survey conducted in Delhi.

Key Highlights

5,01,484
cases

Diarrhoea was the leading health issue followed by Hypertension in 2017-18

10%

annual family income of 71% people as per citizen survey spent on hospital/medical costs

1,06,456

cases of dengue as per citizen survey while RTI from various government institutions shows that there were **7,153** dengue cases

94%

of households surveyed do not have medical insurance

17
MLAs

have not raised even a single question related to health from 17th Jan'2017-17th Jan'18

Praja in News

THE ASIAN AGE

New Delhi, October 31, 2018

Hypertension killed 6K in city in 2016

Tuberculosis caused 4,350 deaths, followed by diabetes at 1,762 in the same year.

The highest number of institutional deaths in 2016 in Delhi have occurred from hypertension, said a report on the state of health in the city, released by Praja Foundation, on Monday. Out of the total 90,517 institutional deaths in 2016, the highest number of deaths have occurred from hypertension (6,853), which is almost a 76 per cent increase from 2015.



OCTOBER 31, 2018 NEW DELHI

Dengue, malaria cases underreported in Delhi, says report

"The information received under the RTI Act from various government institutions shows that dengue and malaria cases in Delhi were 7,153 and 4,205 respectively between April 2017 and March 2018. Our survey data across 12 zones of Delhi showed that the cases of dengue were as high as 1,06,456 and of malaria were 1,26,334," the report released by Praja Foundation stated. The report further stated that the civil line zone is the most affected, with 1,097 cases of dengue.



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MEDIA
ATTENDANCE

7

PRINT AND ELECTRONIC
MEDIA COVERAGE

320

COPIES WERE DISTRIBUTED TO VARIOUS
STAKEHOLDERS IN THE GOVERNMENT.

Report on Status of Health of Children in Anganwadis and Municipal Schools in Mumbai 15th October, 2018

The report highlights the status of child nutrition through RTI data of Integrated Child Development Services (ICDS) Scheme and School Health Programme of the MCGM. The report focussed on the importance of strengthening the monitoring of children reported as underweight as every child diagnosed with any disease is referred to dispensaries/hospitals however, there is no clear system that is in place to monitor underweight children. In 2016-17, the MCGM changed the terminology from 'malnourished' to 'underweight', without any reason provided or details of the change in terminology and method of measurement.

Key Highlights

64,681

students found 'Malnourished' through MCGM School Health Check-ups in 2015-16 but in an RTI response in 2016-17, the MCGM stated 'No Malnourished students found in MCGM schools in 2016-17'

18%

average underweight percent of children in Mumbai under ICDS has been almost constant for last 4 years

ONLY
10

Only 10 questions asked by Councillors on the issue of child nutrition in 2017-18

11,720 number of 'underweight' students in MCGM schools, 84% reduction over one year.

Praja in News

hindustantimes

HINDUSTAN TIMES. MUMBAI, TUESDAY, OCTOBER 16, 2018

No malnourished kids in schools, says BMC; Praja sceptical

The information, published in Praja Foundation's recent report on 'State of anganwadi and malnutrition in children of anganwadi and municipal schools,' was obtained under the Right to Information (RTI) Act.

तरुण भारत

मुंबई, मंगळवार, 16 ऑक्टोबर 2018

मुंबईतील कुपोषित बालकांच्या आकडेवारीचा मुद्दा

कुपोषित बालके गायब

मनपाच्या दाव्यावर प्रजा फौंडेशनला संशय



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MEDIA
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CRIME White Paper

Key Highlights

Status of Police Reforms and Law & Order and Policing in Mumbai

5th March 2019

Praja launched its whitepaper on the 'Status of Policing and Law and Order' in Mumbai. The highlights of the report included the status of law and order in Mumbai and the key reform areas to improve the safety and security of citizens in Mumbai. It also highlighted the perceptions of the citizens about status of safety in their city.

95%

increase in molestation cases from 2013-14 to 2017-18

83%

increase in rape cases from 2013-14 to 2017-18

36%

increase in riot cases from 2013-14 to 2017-18

32%

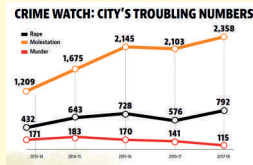
citizens who have faced crime, did not inform police because they don't have faith in police/legal system

Praja in News

hindustantimes

MUMBAI, WEDNESDAY, MARCH 06, 2019

Over 80% rise in rape, molestation cases in Mumbai since 2013



"Police should work with NGOs and other organisations to tackle the trend of rise in these crimes. It cannot be necessarily tackled through only policing, but must also involve communities," said Yogesh Mishra of Praja Foundation.

महाराष्ट्र टाइम्स

मुंबई, बुधवार, 6 मार्च 2019

आमदारांनी विचारले नऊ प्रश्न

मुंबईतील गुन्हेगारीचा लेखाजोखा प्रजा फाउंडेशनने मंगळवारी पत्रकार परिषदेत सादर केला. 2013-14 या आर्थिक वर्षाच्या तुलनेत 2017-18 वर्षात बलात्काराचे गुन्हे 83, छेडछाड किंवा विनयभंगाचे गुन्हे 95 तर दंगली 36 टक्क्यांनी वाढल्या. त्यासोबत अल्पवयीन बालक, युवकांविरोधातील लैंगिक अत्याचारांमध्येही (पॉस्को अन्वये) 18 टक्क्यांनी वाढ झाल्याचे प्रजा फाउंडेशनने आपल्या अहवालात नमूद केले आहे.



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MEDIA ATTENDANCE

49

PRINT AND ELECTRONIC MEDIA COVERAGE

482

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

Status of Police Reforms and Law & Order and Policing in Delhi

21st February 2019

Praja launched its report on status of policing and law and order in Delhi on 21st February 2019. It highlighted the increasing crime rate in the city such as increase in theft and rape cases. Shortage of police personnel in the Delhi Police department is also noticed. The report also reflects the perception of citizens on the status of safety in Delhi.

82% increase in theft cases from 2017-18 to 2016-17

65% of total kidnapping cases victims are women

63% of total abduction cases victims are women

50% survey respondents feel that Delhi is not secure for women, children and senior citizens

Praja in News

THE TIMES OF INDIA NEW DELHI, Feb 22, 2019

Outer district vulnerable to all types of crimes

NEW DELHI: Residents of west Delhi are most prone to incidents of chain snatching, and if you live in the northwest district you face the highest risk of thefts. These findings are a part of the district-wise crime statistics compiled by Praja Foundation, which collected the data through Right To Information Act, 2005.



दैनिक जागरण NEW DELHI, 22 February 2019

दिल्ली मुंबई से तीन गुना अधिक असुरक्षित : सर्वे

नई दिल्ली, जेएनएन। देश की राजधानी में रहने वाले लोग स्वयं को काफी अधिक असुरक्षित महसूस करते हैं। हालत यह है कि मुंबई के मुकाबले लोग दिल्ली को तीन गुना अधिक असुरक्षित मानते हैं। आरटीआइ से राजधानी में अपराध में वृद्धि के मिले आंकड़े के बाद किए गए सर्वे के अनुसार मुंबई में रहने वाले 14 प्रतिशत लोग अपने को असुरक्षित मानते हैं, जबकि दिल्ली में रहने वाले करीब 40 प्रतिशत लोग अपने को असुरक्षित मानते हैं। प्रजा फाउंडेशन द्वारा डाली गई आरटीआइ में दिल्ली में हुए अपराधों के बारे में जानकारी जुटाने के बाद सर्वे कराया गया था। इस सर्वे की रिपोर्ट बृहस्पतिवार को जारी की गई।

	<p>61 MEDIA ATTENDANCE</p>	<p>21 PRINT AND ELECTRONIC MEDIA COVERAGE</p>	<p>1103 COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.</p>
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EDUCATION White Paper

Key Highlights

Status of Municipal Education in Mumbai

16th January 2019

Praja launched its report on the status of education in municipal schools in Mumbai on 16th January 2019. The report analysed some key indicators such as enrollment rate, pass percentage, status of School Management Committees, amongst others regarding the status of education in municipal schools in Mumbai. The report highlighted the decreasing enrollment rate in Mumbai's municipal corporation (MCGM) schools.

23%

decrease in enrollments in MCGM schools from 2013-14 to 2017-18

0

students by 2027-28 in MCGM schools, if this decreasing trend continues

229

schools have closed due to no enrolment or students getting transferred to another school in last 10 years (2008-09 to 2017-18)

94%

of total respondents said they would want to shift their children to private schools

Praja in News



THE HINDU

THURSDAY, JANUARY 17, 2019

BMC will have no students by 2028, says Praja Foundation

NGO Praja Foundation had raised an alarm about the poor state of civic-run schools in Mumbai. According to the NGO, lack of teachers, bad infrastructure and poor quality of education will leave BMC schools without any students by 2028.

पुढारी

MY मुंबई, गुरुवार, 17 जानेवारी 2019

पालिका शाळा बंद पडणार?

विद्यार्थ्यांची संख्या 5 वर्षात 1 लाखाने घटली; प्रजा फाउंडेशनचा अहवाल



74

MEDIA ATTENDANCE

36

PRINT AND ELECTRONIC MEDIA COVERAGE

432

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

Status of Public Education in Delhi

15th March, 2019

Praja launched its report on status of public education in Delhi on 15th March 2019. The report analysed key data points such as transition rate, pass percentage, enrollment rate and data on the Patrachar scheme, amongst others. The report highlighted the concerns about falling enrollment rates and pass percentage in municipal schools and government schools.

17%

drop in enrollments in MCD schools from 2013-14 to 2017-18

43%

drop in Class I enrollments from 2010-11 to 2017-18

78%

drop by 2020-21 in Class I enrollments if the decrease continues to be on same rate

24%

decrease in 10th class pass percentage from 2016-17 to 2017-18 for government schools after re-introduction of CBSE Board Exams

Praja in News

THE TIMES OF INDIA

NEW DELHI, Mar 16, 2019

NGO paints dismal picture of government school education in Delhi

NEW DELHI: If the latest report of Praja Foundation about education in government and corporation schools is taken into consideration, the picture is not at all rosy. Not only have the corporations and Delhi government failed to spend the per-capita student budget, but enrolment in Class I in municipal schools has fallen by 43% in the past nine years and there has been a 55% failure rate in Class IX in government schools.



दैनिक जागरण

NEW DELHI, Mar 16, 2019

निगम के स्कूलों में घट गया बच्चों का नामांकन

गैर सरकारी संगठन प्रजा फाउंडेशन ने जारी की रिपोर्ट आरटीआइ से जानकारी मिलने का किया गया है दावा



42

MEDIA ATTENDANCE

13

PRINT AND ELECTRONIC MEDIA COVERAGE

784

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

REPORT CARD MLA & Councillors

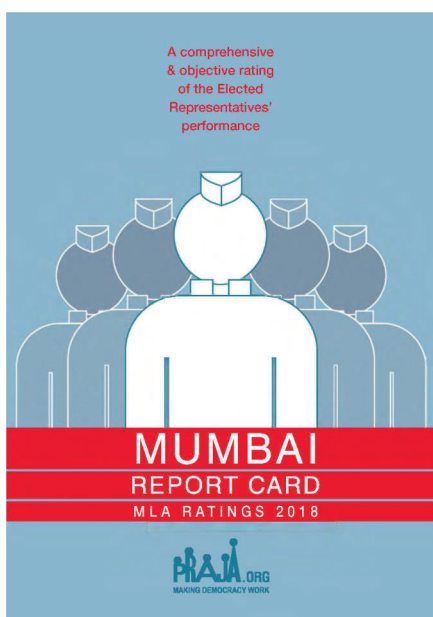
India is a multi-lingual and multi-ethnic land; amidst such diversity it becomes crucial to elect government that is representative of the voices of the people. Procedural democracy has been prevalent in India for the last 70 years but substantive democracy has not yet seen the light of the day in its entirety. The elected representatives are the frontline of a democratic government who are responsible and accountable to the electorate and their interests. Praja Foundation’s MLA Report Card and Councillor Report Card is an effort in the same direction to evaluate MLAs and Councillors performance in the last year. It is analysed on the basis of quantitative indicators such as present performance in the assembly like attendance in legislative forums, the increase in the number of questions asked by ERs; their past records such as education, criminal records, and lastly based on a citizen survey to understand people’s perception about the MLAs accessibility, availability, amongst others. It is an important tool for both elected representatives and citizens in terms of awareness and improvement.

Mumbai MLA Report Card

21st August 2018

Praja Foundation launched its annual MLA Report Card which analyses the performance of MLAs in the assembly based on above mentioned criteria. The findings of the 2018 report indicate the decreasing performance of MLAs over the years which is disappointing for the citizens who have elected their representatives. It is a matter of concern as MLAs for the backbone of deliberative democracy and their performance is key to hold the government accountable especially in providing efficient delivery of services and good governance.

Key Highlights



59%

Average score achieved by Mumbai’s MLAs in 2018, drop from 61% in 2017.

10.63%

drop in Average Attendance score of members of legislative assembly (MLAs) in Mumbai reduction from 91.88% in 2017 to 81.25% in 2018

4,519

Questions asked by the MLAs in 2018, decrease from 6199 in 2017

44%

MLAs in 2018 have charge-sheets filed against them compared to 36% MLAs in 2017

53.31%

Accessibility of MLAs in 2018, increase from 45.55% in 2017



56

MEDIA ATTENDANCE

44

PRINT AND ELECTRONIC MEDIA COVERAGE

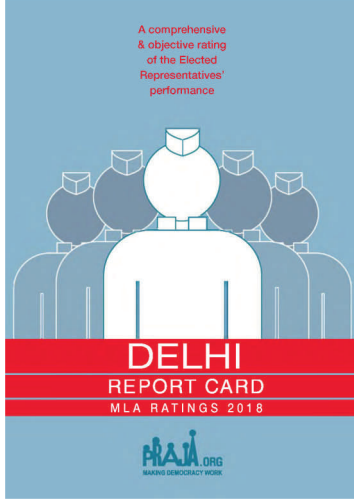
3488

COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.

Delhi MLA Report Card 28th August, 2018

Praja launched its third consecutive and comprehensive report card on MLAs in Delhi. The findings reflect the decreasing performance of MLAs in the national capital assembly; decrease is noticed in the performance in the assembly and perceived performance of the citizens as well. A startling finding saddening finding of the report is the increase in criminal cases against MLAs; the data needs to be looked at cautiously as due to time period restrictions acquittal/conviction rate of pending cases will be covered in the next report.

Key Highlights



55.39%

Overall scores in 2018, decrease from 58.83% in 2016

50.38%

Accessibility of MLA's to citizens in 2018, has come down from 63.98% in 2016

32 MLAs

have criminal cases registered against them as of 31st December 2017 against only 9 who had criminal cases before elections



194

MEDIA
ATTENDANCE

17

PRINT AND ELECTRONIC
MEDIA COVERAGE

173

COPIES WERE DISTRIBUTED TO VARIOUS
STAKEHOLDERS IN THE GOVERNMENT.

Praja in News

लोकमत

मुंबई, बुधवार, 22 ऑगस्ट 2018

प्रजा फाऊंडेशनचा अहवाल: केवळ 4 हजार 519 प्रश्न उपस्थित

विधिमंडळातील उपस्थिती सह प्रश्नांत घट

मुंबईतील आमदारांची विधानसभेतील उपस्थिती, मुंबईकरांच्या समस्या सोडवण्यासाठी उपस्थित केलेल्या प्रश्नांची संख्या आणि प्रश्नांचा एकूण दर्जात सातत्याने घट होत असल्याची बाब प्रजा फाऊंडेशनने मंगळवारी प्रकाशित केलेल्या अहवालातून उघड झाली आहे.

hindustantimes

HINDUSTAN TIMES. NEW DELHI, WEDNESDAY, AUGUST 29, 2018

AAP govt yet to address water woes: NGO survey

According to the 'Delhi MLA Report Card' released by Praja Foundation, an NGO, complaints regarding no supply showed a sharp rise from 34,554 in 2015 to 52,100 in 2017.

While the overall performance of legislators in Delhi improved from 53.45% in 2017 to 55.4% in 2018.

Delhi Municipal Councillors Report Card

11th October, 2018

The elections for Municipal Corporations of Delhi were held in 2017, therefore the Delhi Municipal Councillors Report Card is the first assessment of the newly elected councillors. The assessment period was April 2017 to March 2018. The report indicates that none of the Councillors across MCD were able to score more than 70% on raising the issues compared to citizens' complaints which reflects poorly on the commitment and willingness of elected representatives to solve citizens' concerns.

Key Highlights

Average score of the three corporations	Score for perceived accessibility	8 out of top 10
62.29% NDMC	43.96% NDMC	Councillors in Number of Issues Raised are from SDMC. None of the EDMC Councillors are in the top 10 across MCDs in this parameter
61.43% SDMC	46.48% SDMC	
60.86% EDMC	43.86% EDMC	

	51 MEDIA ATTENDANCE	32 PRINT AND ELECTRONIC MEDIA COVERAGE	320 COPIES WERE DISTRIBUTED TO VARIOUS STAKEHOLDERS IN THE GOVERNMENT.
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Praja in News



THE HINDU NEW DELHI, FRIDAY, OCTOBER 12, 2018

NGO releases councillors' report card

As part of evaluation they have been given scores based on various parameters
The Praja Foundation released its "report card" on municipal councillors of Delhi on Thursday.



दैनिक जागरण NEW DELHI, Friday, 12 Oct 2018

तीनों निगमों में उत्तरी के पार्षदों का प्रदर्शन बेहतर

प्रजा फाउंडेशन ने तीनों नगर निगमों के पार्षदों का रिपोर्ट कार्ड जारी किया है, जिसमें उसने उत्तरी नगर निगम के पार्षदों के औसत प्रदर्शन को दो अन्य निगमों से बेहतर बताया है।

Mumbai Municipal Councillors Report Card

28th September, 2018

Praja launched its report card on Municipal Councillors in Mumbai on 28th September 2018; as MCGM elections were held in 2017, this is the first report card of the current batch of councillors. The report suggests continuing trend of average performance by the councillors which is not an encouraging finding especially considering the crumbling infrastructure of the city.

Key Highlights

59.6%

Average scores of the current Councillors very close to the average score of the previous term of Municipal Councillors (2013-16), which was 59.5%

37

Councillors have criminal cases till December 2017, decrease from 49 Councillors who had criminal cases in Previous term (2013-16)

MORE THAN 50%

of Councillors asked less than 10 questions



68

MEDIA
ATTENDANCE

74

PRINT AND ELECTRONIC
MEDIA COVERAGE

444

COPIES WERE DISTRIBUTED TO VARIOUS
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Praja in News

hindustantimes

MUMBAI, SATURDAY, SEPTEMBER 29, 2018

What's in name? Everything for corporators

PRAJA REPORT BMC councillors raised issues related to renaming of roads more than health, education in general body meetings.

पुण्य नगरी



मुंबई, शनिवार, 29 सप्टेंबर 2018

१३ नगरसेवक मौनी, ३७ गुन्हेगारी पार्श्वभूमीचे

'प्रजा'कडून नगरसेवकांचे पहिले 'प्रगती' पुस्तक जाहीर

आपण निवडून दिलेल्या नगरसेवकाने नागरी कामे करावीत, महापालिकेच्या सभागृहात विविध विषय मांडून समाधानकारक कामांची पूर्तता करावी, अशी सर्वसामान्य लोकांची अपेक्षा असली तरी, पालिकेच्या १३ नगरसेवकांनी मौनी राहणे पसंत केले. त्यांनी एकही प्रश्न विचारलेला नाही, तर ३७ नगरसेवकांची गुन्हेगारी पार्श्वभूमी आहे.



VOICES FROM THE GROUND

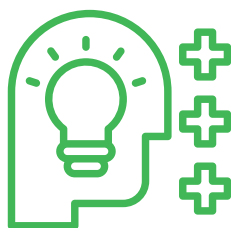
“The Praja Foundation has dedicated over twenty years to research, outreach and capacity building on key issues of urban governance. Praja's work has been foundational to bettering the lives of Mumbai's citizens by enhancing transparency and accountability in local government institutions, and the team has recently expanded this to work in New Delhi. Praja's work is unique in its non-partisan nature, with research relying substantially on RTI data. This has been instrumental in affirming their credibility as a neutral source of information, creating bridges across party lines and allowing extensive outreach. Their impact on creating change and facilitating liberal values has therefore been maximised. The Friedrich Naumann Foundation, South Asia has been proud to partner with Praja throughout their long journey, and looks forward to continuing to do so in the future.”

Friedrich Naumann
STIFTUNG **FÜR DIE FREIHEIT**

Friedrich Naumann Foundation, South Asia, Donor

“Praja foundation helped me understand the functioning of the various government departments. Handling large data sets was initially challenging but very interesting. My experience at Praja, which was a combination of both theoretical and practical knowledge, was an enlightening one”

Intern Bhumica Veera, Student, Kirit P. Mehta School of Law



CAPACITY BUILDING

The Capacity Building Team focuses on equipping its stakeholders to enable accountability, transparency, inclusivity and active civic participation in local governance through targeted capacity building initiatives. It is imperative to address the entire spectrum of key stakeholders who affect and get affected by local governance and policies therefore the team focuses on building capacities of elected representatives (ER), administrators, college students and CSOs. In the year 2018, Praja organised 18 workshops with elected representatives involving 137 participants, 77 workshops with college students with 4193 students and 12 workshops with civil society organisation; leading to directly reaching to 4882 youth and indirectly reaching to 24,410 youth. Besides group activity, Praja team provided 908 consultation and research assistance on an individual basis to elected representatives in Mumbai and Delhi. Additionally, Praja organised first ever ER visiting Program to Kerala and Women ER Workshop.

Engagement with Public Authorities

Apart from organising workshops for councillors in Mumbai and Delhi on Municipal Acts, roles and responsibilities of councillors, budgeting, committee system, amongst other; in 2018-19, Praja organised first of its kind workshops with the larger aim of facilitating knowledge sharing, creating awareness and building synergies.

ER Visiting Program

Praja organised the first ER Visiting Programme in May 2018, in which eight councillors both male and female councillors across party lines from Municipal Corporation of Greater Mumbai visited Kochi and Thrissur to understand the best practices of urban governance, people's participation and financial decentralisation in Kerala. As the state is one of the pioneers in urban local governance reforms and initiatives such as Kudumbashree; Praja decided to conduct learning visit in Kerala. It was an enriching experience for the ERs as it enabled them to get acquainted with better managed structures and practices of public policies, not just technically but experience its practical implications as well. The intended output of this exposure visit can be best summarised in a quote by one of the councillors.

“Praja’s visiting program to Kochi and Thrissur has given us the opportunity to share the best practices of Kerala with Mumbai’s councillors and to convince them that together we can bring about change.”

Councillor, MCGM



MCGM ERs in conversation with the Mayor of Kochi Municipal Corporation

Women Elected Representative Workshop

The limited representation of women in governance is reflective of deep-rooted socio-political norms. Praja understands the cross-cutting barriers that first time women councillors face due to intersectionality of gender, seniority in the political party and position in the house which could potentially hinder their performance as effective councillors. Therefore, in order to empower women councillors, Praja conducted its first three-day residential workshop for eleven first time women councillors in December, 2018. The workshop was designed to fit the needs and expectations of newly elected women councillors. The overall aim of the workshop was to empower and build capacity of women councillors for effective and accountable management of their wards. Adult learning principles of training were followed and emphasis was given on peer learning resulting in self-growth. The workshop covered technical topics such as MCGM Act, Budgeting, Deliberations and life skill sessions such as communication and leadership skills. This workshop thus provided a unique opportunity and platform for Praja to engage and collaboratively work with a focused group of participants on broad issues of effective governance and the tools to make governance better. The workshop received a positive response from our women stakeholders, who requested follow ups and more orientation sessions. It is reflected in the below mentioned quote.

“The new information that I gained through Praja Foundation workshop, such as how to raise points in the House empowered me to become a more confident councillor.”

Councillor, MCGM



Session by Bhim Raskar (RSCD) on Roles and Responsibilities of Councillors

Citizen Engagement

Citizen engagement is a crucial check for effective governance in any democracy. It ensures holding the elected representatives accountable to the people and facilitates transparency in the state structures. In order to achieve these goals, Praja engages with citizens through civil society organisation workshops, college workshops and elected representative fellowships. The former two are organised both in Mumbai and Delhi; latter is under implementation in Mumbai and was launched in Delhi in 2019.



Rangoonwala Community Center CSO Workshop, Mumbai, Dec 2018. CSO Workshops are platform to create a vibrant community of Practice on Participatory Local Democracy.



College workshop on Three tier system of governance in India and Urban local governance, organised at Political Science Department, Zakir Husain College, Delhi University in Oct, 2018. The workshop facilitates student engagement with concerns pertaining to governance and democracy in India and within their city as well, inspiring them to become active citizens and collaboratively work towards bringing policy reforms.

Elected Representative Fellowship

The ER Fellowship was launched in 2017 in Mumbai with a cohort of 19 fellows who provided research support and consultation to councillors. Besides giving the fellows a practical learning environment to get first-hand experience of functioning of urban local bodies through the councillors. Post the completion of the three-day orientation program, the fellows were assigned a group of councillors each. Councillors have immensely benefitted from the program, reaching out to fellow's time and again either for understanding and procuring Praja's ward wise data or to ask for assistance in framing questions. The 19 fellows actively worked with 117 elected councillors during the fellowship period for 9120 hours in providing support to city councillors. After a rigorous selection process, the second cohort of 22 fellows were inducted in August 2018 in Mumbai. The second batch is continuously taking forward the legacy of the previous batch and have become important resource person for the councillors. The success of ER Fellowship in Mumbai, inspired the team to initiate the program in Delhi as well. In February 2019, the first cohort of fellows in Delhi were selected. An overwhelming number of 234 applications were received, out of which 10 were finally selected.



Praja Foundation organised the Felicitation Programme for its first Elected Representatives Fellowship 2017-18, to acknowledge the 19 fellows on the successful completion of their 6-month fellowship engagement with Mumbai's Municipal Councillors.

Praja Tantra

Praja believes in engaging and nurturing the next generation youth to become civic leaders, as they are the future of the country and play a crucial role in shaping the city's future as well. In order to strengthen engagement with students, a 3-day inter college festival- Praja Tantra was organized in February 2019. It was organized in collaboration with R.D. National College and S.W.A. Science College with an aim of creating awareness and initiating dialogue among the students on democracy and governance. Through different activities such as forming faux political party, its manifesto, defending the manifesto, carrying out rallies, amongst others, the students were introduced to different governmental processes and procedures.



Praja Tantra Event, February 2019, Mumbai



A faux political party presentation in process.



Posters related to democracy and governance designed by students at the event.



VOICES FROM THE GROUND

"Praja Foundation's effort of bringing together councilors from all political parties under one roof, has changed the tide of the current scenario of conversations around administration. After going back to Mumbai, we will go and approach the other Nagar Sevaks, instead of approaching a specific political party, we will even share this with every house leader of the corporation tell them about the learnings from Kerala. The examples of success that we saw here has given me the confidence that if we are determined, then creating such examples in Mumbai is possible too."

Sachin Padwal, Councillor, Visiting Program Experience

"I really appreciate the work Praja does. Before I attended the workshop, I was reluctant to go thinking that same repeated sessions will be there, I will have to study and read certain things and considered not going. But when I attended the workshop, I found it to be very interesting. They discussed about the budget and the presentations were made very informative and engaging through games. One particular activity had us self-examine our own identity as a councillor. I ended up introspecting about my approach towards problem solving and handling the deep pressure that comes with it. By the end of the third day, we had great insights on the workings of municipal corporation and how we can contribute for the betterment of the society."

Anjali Sanjay Naik, Councillor

"The words 'making democracy work' on the poster at my college notice board was my initiation into taking up Praja's Elected Representatives Fellowship. My initial perception towards the councillors was very wrong as I thought they were self-serving and unmotivated. Earlier as a citizen, I used to complain that my corporator and administration running my city are inefficient and they are certainly not willing to work. The Fellowship changed this perception and taught me by practical experience that corporators are very ambitious with their plans for the city, but the newly elected ones are finding it hard to cope with how the MCGM works and how they shall address the issues to the Corporation to get them solved. It was inspiring to see Praja taking huge steps like publishing White Papers, training councillors, releasing Report Cards, conducting an Elected Representatives Fellowship project and such other initiatives to work on improving governance."

Aditya Pitadia, Fellow



DIALOGUE AND ADVOCACY

Over the last two decades, Praja has been working to enable the creation of better governed cities, in which elected representative's accountability is beyond the ballot box due to creation of an active citizenry and better informed elected representatives. Praja's experience showed that there is a lacuna in country wide evidence on structure and execution of city governments in various cities. In order to map the devolution of powers across the country as mandated in the 74th Amendment, with the larger aim of transforming city governance from a 'smart city' to a 'smartly governed city', Praja launched the Dialogue and Advocacy project in 2017. It aims at influencing policy change at a structural and systemic level in order to democratise city governments and improve delivery of services. The project is implemented in the following stages.





Urban Governance Roundtable, April 2018, Mumbai

The first year of implementation in 2017 focused on building groundwork and synergies towards initiating the program, followed by secondary research to support the four pillars of program i.e. democratising city government, increasing citizen participation, financial decentralisation and creating smartly governed cities and lastly, conducting research two cities i.e. Delhi and Mumbai. The emerging themes from the interviews and the initial findings were shared with urban governance experts in a roundtable organised in April 2018 in Mumbai. It was useful platform to get critical inputs on the survey methodology and the robustness of the results from experts.

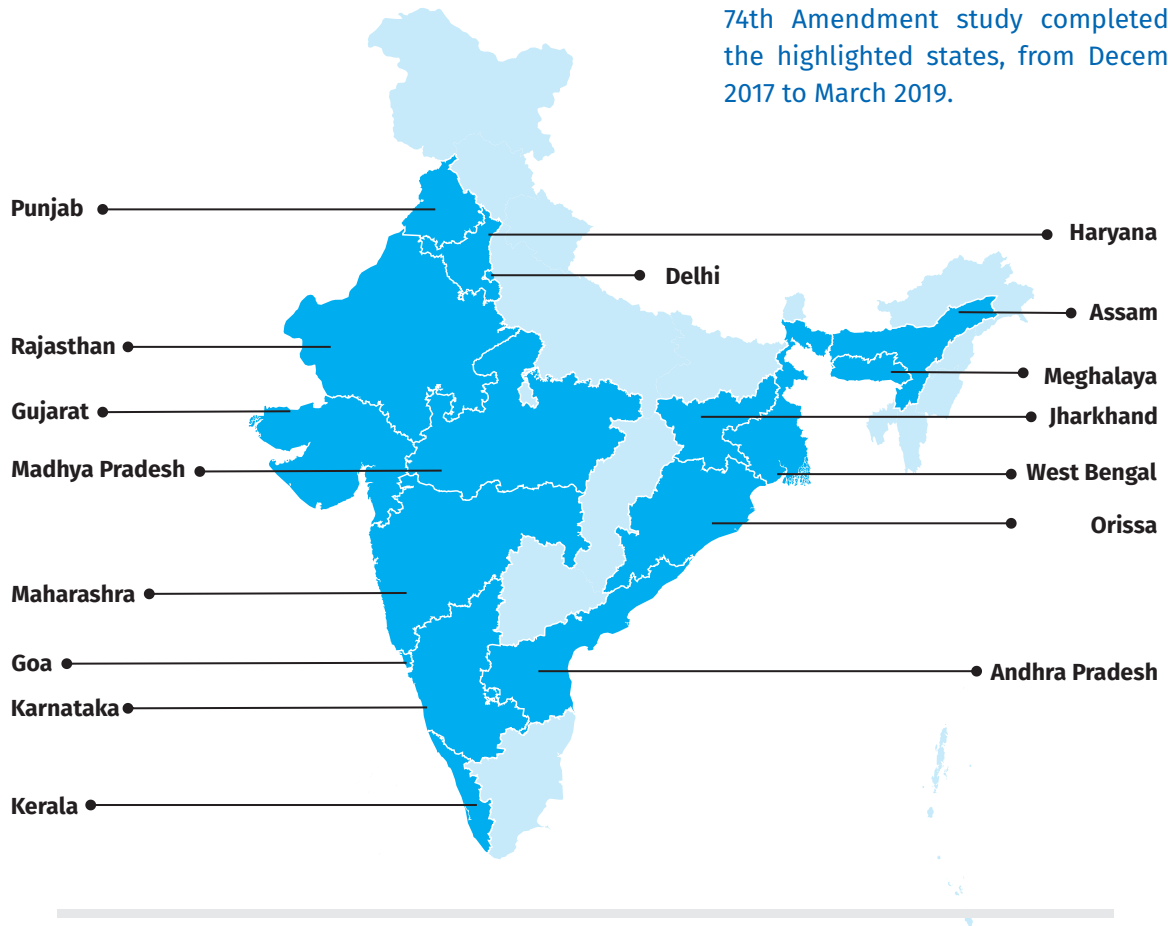
Additionally, By the end of year 2018-19, Praja completed mapping and evidence building in 14 additional states i.e. **Andhra Pradesh, Assam, Goa, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Meghalaya, Orissa, Punjab, Rajasthan, West Bengal**. The team conducted 443 stakeholder interviews including interviews with elected representatives, administration and civil society organisation representatives. One of the key finding of the interviews was that in practice there are multiple state level parastatal agencies that are involved in various aspects of the local government functions leading to fragmentation and inefficient service delivery. However, on a positive note, it was found that states are eager to learn from different local urban governance models across cities, particularly best practices and have also shown interest in Praja's capacity building programmes by inviting the team to do councillor workshops in their cities.

Praja organized the first regional consultation on 15th February 2019 to discuss the findings of Phase 1 of the study comprising of the following states- Delhi, Kerala, Madhya Pradesh, Maharashtra, Rajasthan and West Bengal. The objective of the multi-stakeholder consultation was to identify the common problems including levers and barriers facing the respective states and initiate the way forward on urban reforms. In pursuit of a common goal of improving urban governance in the cities, the consultation gave a platform to deliberate on perspectives of multiple stakeholders from each state and urban governance experts.



Regional Level Consultation on Urban Governance, February 2019, Delhi

74th Amendment study completed in the highlighted states, from December 2017 to March 2019.



VOICES FROM THE GROUND

"Nagrika has been closely associated with Praja for more than a year for the urban governance study. Praja's resolve and commitment towards raising an important political issues that affect citizen to the centerstage is inspiring. Praja's two decades of experience in the domain is visible in their approach to critical issues and their solutions. Praja has continually embraced the emerged learnings and insights to strengthen the program as well as partnerships. It has been a positive, learning filled, and synergising experience working with them. Looking forward to Nagrika's continued partnership with Praja."



NAGRIKA

**Nagrika, Dehradun Based Organisation,
Praja partially commissioned study to Nagrika**



MEDIA & COMMUNICATION

Traditional Media



445

Total Media Coverage



871

Media Attendance

Social Media



2,932

Facebook Likes



682

Twitter Followers



19,199

Social Media Engagements

Website



4,090

Downloads



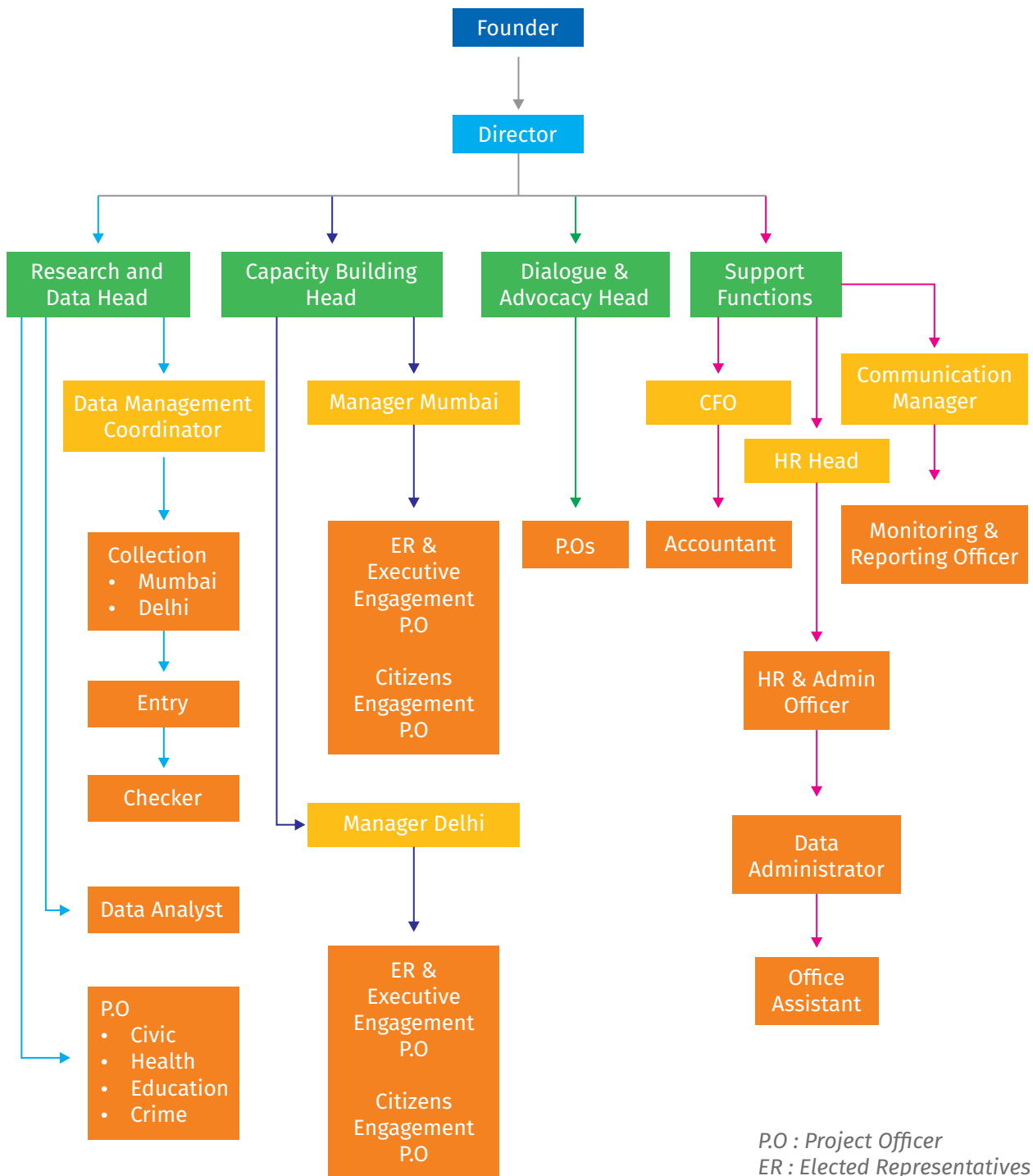
61,854

Website Visitors

ORGANISATIONAL DEVELOPMENT

Learning and Development for Staff

Praja firmly believes in building and strengthening the capacities of its staff across the organisational organogram (as per Figure 7) on a regular basis. In order to achieve the same Praja organises annual management training during the retreat, internal staff training and encourages staff to attend external thematic workshops. In the last year, Praja introduced Long-Term service award to acknowledge and appreciate the contribution of staff who have worked for Praja for more than three years.



Retreat

The theme of the 2018 retreat was 'Getting Things Done', which focused on training the staff better time management skills at work including how to balance multiple assignments and prioritise tasks at hand and effectively complete it by the decided timeline. It was conducted on 16th-17th March, 2018 by an external key resource person, Mr. Arun Wagchoure, an expert on management techniques. The retreat was not only useful to build synergies between the entire Praja Mumbai and Delhi staff but also enabled relevant skill training for the entire staff.



Internal Staff Training

Praja internally organised staff training on Prevention of Sexual Harassment in July 2018 by Snehal Velkar, E-mail Productivity training in July 2018 by Arun Kumar, Excel Training in September 2018 by Praja Staff in Mumbai and external resource person Arshi in Delhi, Communication skills in October 2018 by Arun Kumar, History of Constitutional Debates in October 2018 by Vineeth Krishna, Virtual Police Station in November 2018 by Dolphy Dsouza and Juvenile Justice System training in December 2018 by Satish Bansode. Additionally, training on emotional intelligence was conducted by Divya Thampi in January, 2019, Presentation Skills by Arun Kumar in January 2019 and Conflict Management by Divya Thampi in February 2019.

External Staff Training

The external staff training included IAF Workshop on 'Smart Cities and Modern Mobility' attended by Rahul Kulkarni from 2nd to 9th September, 2018; Three phase Dasra Social Impact Accelerator Program attended by Yogesh Mishra, two phases completed in 2018.

PRAJA Team

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SANGEETA PATWA
Data Checker

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Team Head, Research and Data

MAHESH BHASKAR
Jr. Data Analyst

SARIKA NAIR
Project Officer

BENAIFER REPORTER
HR Head

MEGHNA BANDELWAR
Project Officer

SHRADDHA GURAV
Senior Data Checker

ASHISH DANGRE
Project Officer

NEHA KORI
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SHUBHAM SINGH
Data Collection Officer

ASHWINI AGAVNE
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NILAM MIRASHI
Senior Data Analyst

STEFFI XAVIER
HR & Administrative Officer

AVINASH ROKADE
Data Collection Officer

NURUL HODA
Senior Data Collection Officer

SWAPNEEL THAKUR
Jr. Data Analyst

BALWANT KIRAR
Program Manager

PALLAVI KAKAJI
Program Manager

VIBHESH KAKKAPOIL
Data Entry Officer

DRISHTI CHHIBBER
Project Officer

PANKTI DALAL
Project Officer

VIDYA TAMBOLI
Data Entry Officer

EKNATH PAWAR
Data Management Coordinator

POOJA VERMA
Project Officer

VIPUL GHARAT
Data Administrator

GANESH JADHAV
Office Assistant

PRAGATI WATVE
Data Entry Officer

GANESH PHULSUNDAR
Data Checker

PRASNA PADMANABHAN
Monitoring and Evaluation Officer

GURUPRASAD KAMBLE
Project Officer

RADHIKA UPPAL
Communication Manager

ISHA SHANDILYA
Project Officer

RAGHAV MUDGAL
Data Collection Officer

HIMANI PANT
Data Collection Officer

RAHUL KULKARNI
Project Officer

JAYSHREE VERMA
Data Collection Officer

RAKESH POTE
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JENNIFER SPENCER
Project Officer

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