



PRAJA FOUNDATION
ANNUAL REPORT

2019-20

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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 elected representatives.

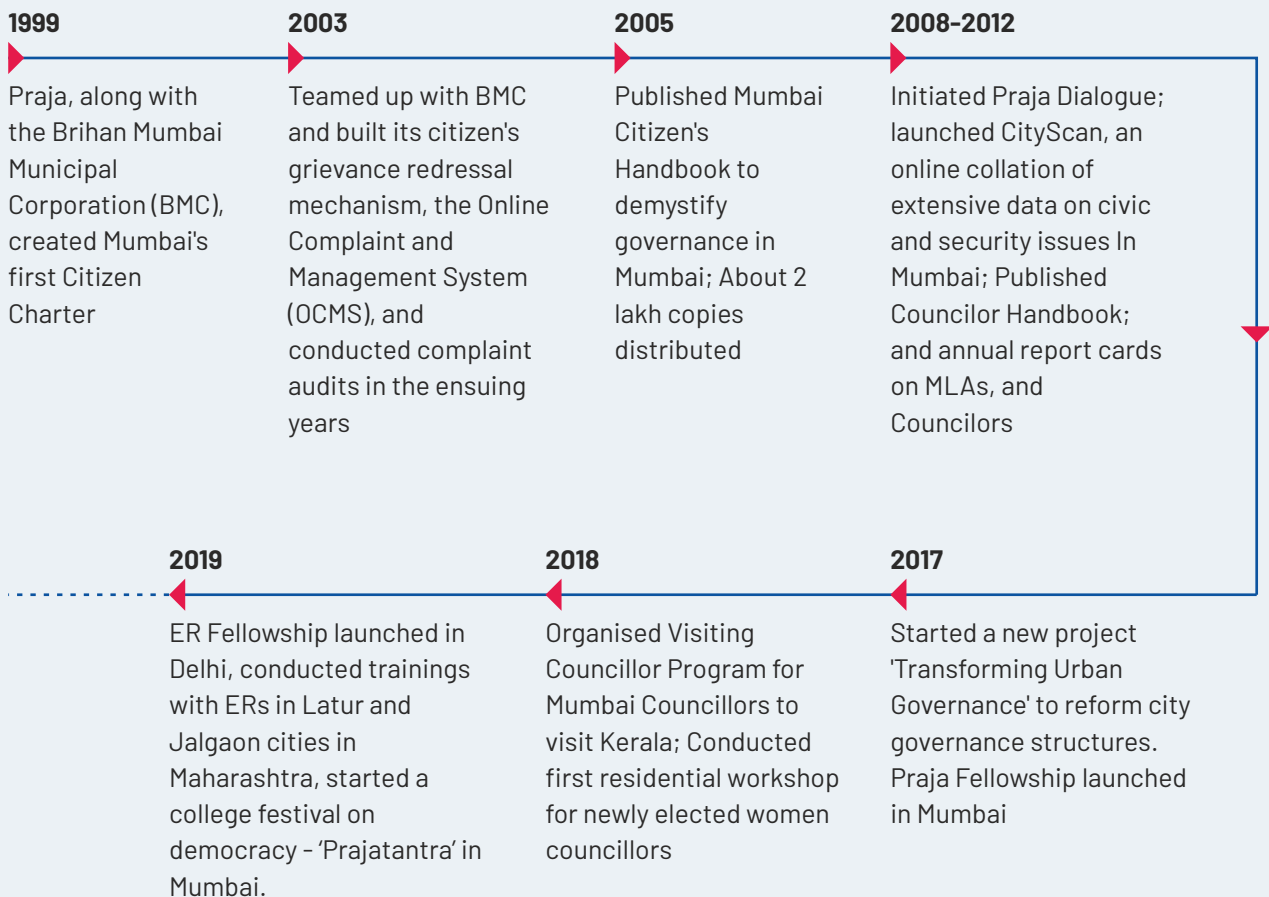
The Problem

Praja believes that urban governance in India has failed to deliver good governance to the citizens of urban India. We also believe that this is due to the governance structure of urban India. The lack of true grassroots democracy where local elected representatives and local governments are not sufficiently empowered and not responsive to the citizens is the primary cause for lack of effective governance in cities.

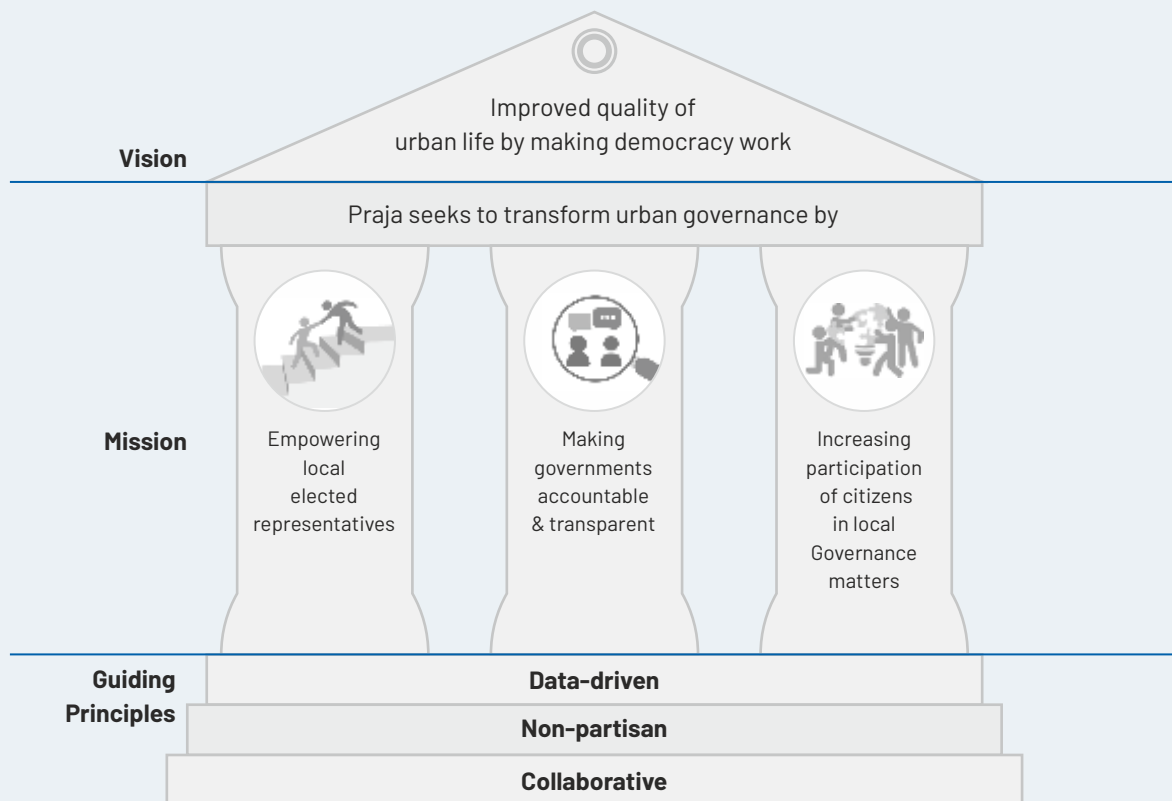
Praja's Response

Praja undertakes data driven research for identifying capacities in urban governance, map inefficiencies in work processes and identify best practices. It then provides this information to urban governance stakeholders including elected representatives, administration, citizens, media and academia; and works with leadership amongst its stakeholders to identify and address inefficiencies in building their capacities to improve work processes in urban governance.

How did it evolve?



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



ACKNOWLEDGEMENTS

We would like to appreciate our stakeholders; particularly, our Elected Representatives and 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 appreciates the support given by our supporters and donors, namely European Union Fund, Friedrich Naumann Foundation, Dasra, Narotam Sekhsaria Foundation, ATE Chandra Foundation, Madhu Mehta Foundation and numerous other individual supporters.

We would also like to thank our group of Advisors and Trustees and last but not the least, we would like to acknowledge the contributions of all members of Praja's team.



European Union



**FRIEDRICH NAUMANN
FOUNDATION** For Freedom.

South Asia

Narotam Sekhsaria Foundation

**Madhu Mehta
Foundation**



**CHANDRA
FOUNDATION**



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EXECUTIVE SUMMARY

Praja has spearheaded its efforts to create positive change by holding the local governance structures accountable for over two decades. In its endeavour to do so, Praja has completed yet another year with several success stories to show for. The organisation has consistently worked with various stakeholders including elected representatives, municipal administration, media and citizens to identify problems and provide solutions to improve the structure and processes of urban governance.

2019-2020 has been a successful year and has proved to be an extremely important one at that. The Research and Data team has worked tirelessly in collecting, collating, analysing and publishing data. Praja's Research and Data team has, in this year, published 10 White Papers and 4 Report Cards. The White Papers focussed on several service delivery issues in Mumbai and Delhi which were shared with our key stakeholders by the Capacity Building Team through several workshops and advisory consultations throughout the year.

Our work in the past ten years focussing on data driven advocacy to improve service deliveries has borne fruit this year. In Mumbai, our continuous suggestions of improving primary health care have led to the implementation of one of our recommendations—improving the timings of dispensaries to function in the evenings as well for better accessibility and convenience to the working population. In municipal education as well, our persistent recommendations to focus on the quality of education has led the MCGM to work constructively on improving learning outcomes of its students. A collaborated effort of Praja teams also led to publishing of a comprehensive report on the Status of Governance and Service Delivery in Delhi with the Indo Global Social Service Society to highlight the major governance structure and service delivery issues in the city, ahead of the Delhi state assembly elections.

Apart from the regular workshops, the Capacity Building team has two crown jewels – Prajatantra and ER Fellowship. Prajatantra was yet again a resounding success. To revive democracy and create new stories of participative democracy, Praja Foundation in association with R D National College organised the “Democracy Week Festival” in January 2020 which saw active participation from various colleges. The aim of this exercise was to create awareness and initiate dialogue among the youth regarding democracy and public policy. Praja aims to make the Prajatantra an annual affair where different colleges, under different names, can organise such festivals without Praja's assistance.

Apart from that, the success of ER Fellowships in Mumbai, inspired the team to initiate the programme in Delhi as well. In February 2019, the first cohort of fellows in Delhi was selected. The ER Fellowship Programme has been successful in engaging youth in governance and provide research assistance to elected representatives, in both cities.

Another milestone for Praja this year was a capacity building workshop in Latur and Jalgaon. The Maharashtra State government under its 'Mahaparivartan' initiative for public-private partnership in social development, invited Praja for capacity building of Latur and Jalgaon's Municipal councillors. Praja conducted a two day workshop for the councillors of both corporations to explain the roles and responsibilities and The Maharashtra Municipal Corporation Act which in turn, Praja hoped, would help strengthen the working of the city and its governance.

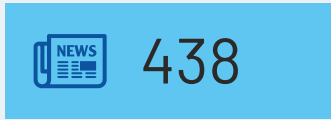
Praja's work in the last decade has led to incremental impacts and changes in city service deliveries. However, it has also posed the larger problem of urban governance structures across the country. The impact so far has been significant and meaningful but also time-consuming and city-specific. To escalate Praja's impact on a larger scale the Urban Governance Project was initiated in 2017 to map the levers and barriers in urban governance structures across the city. This project led by the Dialogue and Advocacy team has completed their journey through the length and breadth of the largest democracy in the world and has, as part of the Pan-India Urban Governance Study, completed the first two phases of study in all 28 states and NCT (National Capital Territory of Delhi) out of which 13 studies of different states have been conducted in the last financial year and consultations have been completed in 15 states. A National Level Consultation on Urban Governance was also held in 2020 in Delhi which included elected representatives, Municipal administration and Civil Society Organisations. The study brought out several facts and suggestions about improving the urban governance structure and setting the reform agenda for transforming urban governance in India's cities. In the year 2020-21, Praja intends to complete the consultation in all 28 States and NCT of Delhi. The study will then culminate into an 'Urban Governance Index' which will pave the way for state led urban governance reform.

Praja thus plans to change gears and not only look at the city level effort that the organisation is leading, but make sure that the city governance template across the length and breadth of the country changes. Armed with the experience that the work in Mumbai and Delhi has provided the organisation, Praja wishes to create a larger impact on a national level in the coming years, as it has been trying to do since 2017. Praja will try to make sure that effective change in governance is brought about across the country, in the way urban centers are run. Praja is thus aiming to create a strong knowledge repository of the changes required at an urban stage nationally.

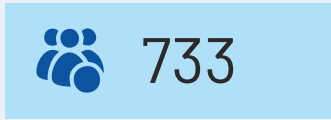
We would like to thank our partners, stakeholders as well as the innumerable people who have associated with Praja in the past two decades. Praja will continue in its endeavour of data driven advocacy to bring forward effective change by scrutinising urban governance and its policies in the years to come.



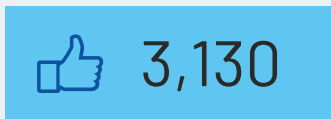
ACTIVITY DASHBOARD



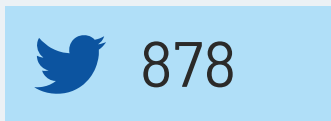
Media Reports



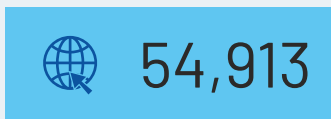
Media Attendance at Events



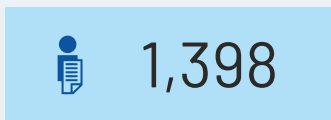
Facebook Likes



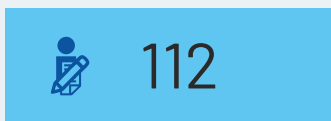
Twitter Followers



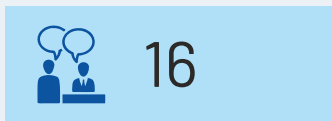
Website Visitors



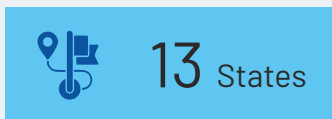
RTI



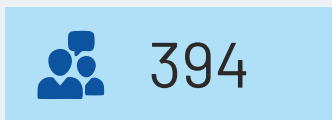
RTI Appeal



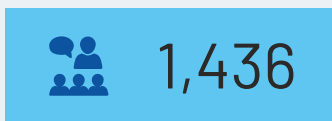
Number of State & National Consultations



Pan India Mapping of Urban Governance



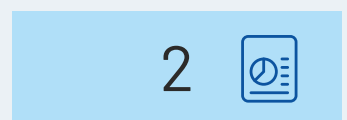
Number of Interviews Conducted



Advisory Consultation



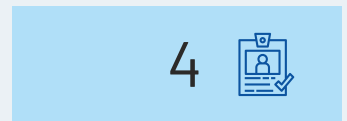
White Papers



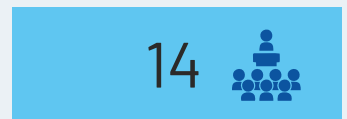
Media Brief & Joint Report



Newsletters



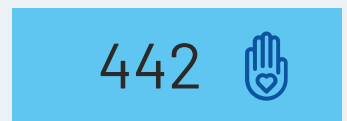
Report Cards



ER Workshops



College/CSO Workshops



Interns

RESEARCH & DATA

The research and data team consists of data management and research units which engages in the analysis and publication of data collected through Right to Information Act (RTI), 2005 and commissioned surveys through Hansa Research in Mumbai and Delhi. The team works on research related to various urban service deliveries such as civic, health, education, policing and law and order, housing and transport, etc. The research and data team also tracks performance of local elected representatives (Councillors and MLAs) through annual report cards. The team strives to present the data in a user friendly manner so that Praja's stakeholders can easily decipher the key highlights. In the year 2019-20, four thematic whitepapers, two report cards, 12 newsletters and one media brief were released in Mumbai; four thematic white papers, two report cards, four newsletters and one joint report with Indo-Global Social Service Society were released in Delhi through data from 1363 RTIs and 47,886 households in Mumbai and Delhi.



THEMATIC WHITE PAPERS



CIVIC

REPORT ON CIVIC ISSUES IN MUMBAI

9th April, 2019

78

Media
Attendance

58

Media
Coverage

Praja's report on Civic Issues in Mumbai mapped the MCGM's Complaint Redressal Mechanism to analyse the type of civic issues faced by citizens, and the government's response to them. The report also analysed the deliberation of municipal councillors of different civic issues in their locality.

Praja's Findings

- MCGM administration took 46 days on an average to close a complaint in 2018.
- 1,16,658 civic complaints were registered in 2018, an increase of 43% when compared to 2016 data.
- 141 days taken by L (Kurla) ward on an average to close a complaint in 2018. P/N (Malad), R/N (Dahisar) and B (Sandhurst Road) wards took an average of 85, 67 and 64 days respectively.
- 45% complaints closed in G/N (Dadar) in 2018. T (Mulund), R/N (Dahisar) and R/C (Borivali) are among the other worst performing wards in terms of percentage of closed complaints in 2018 which stands at, 46%, 50% and 61% respectively.
- 12 councillors asked no questions in ward committee meetings between Mar '17- Dec '18.
- There was a disparity of 66% between the number of Male and Female toilet seats in public toilets in Greater Mumbai, as of 31st December 2018.

Praja Suggests

- Creating an Open Dashboard on the MCGM website to monitor and evaluate civic complaints that will allow elected representatives and administrative officials in overseeing the corporation's performance on a real-time basis. This move will also be an encouraging step towards Open Government Data.
- Additionally, the city government must strictly adhere to rigorous filling of the 'Councillor Code' in the Complaint Management System. Making filling of the councillor code mandatory will go a long way in addressing the lack of accountability in the working of the civic body.
- A Citizen Feedback mechanism for gauging citizens' satisfaction to complaints must be created.

Impact

- Subsequent to the release of our Civic White Paper addressing the disparity in toilets for men and women, the BMC responded with a statement about its plan on building 22,774 new toilets in the next year and a half and 50% or more than 11,000 toilets will be available for women.
- Further the MCGM also directed that senior civic officials, including heads of departments and assistant municipal commissioners would call citizens to personally check if their complaints have been addressed. In a first-of-its-kind move, the corporation has promised to start taking feedback from citizens regarding complaints over multiple issues.





CIVIC

CIVIC ISSUES AND DELIBERATIONS DONE BY ERs IN DELHI 20th June, 2019

53

Media
Attendance

15

Media
Coverage

Praja Foundation released its white paper on civic issues and deliberations done by councillors and MLAs in Delhi. The report highlighted how the national capital of Delhi is still grappling with basic civic issues, while the multiplicity of governments managing the city is only aggravating the situation. There were several other problems such as increase in Complaints relating to 'No Water', inability to manage waste, high men to women disparity in public toilets and poor air quality.

Praja's Findings

- 151% increase in 'No Water' complaints in Delhi from 2015 to 2018. 3 out of 5 total Civic Complaints in 2018 were of Delhi Jal Board
- 316% increase in complaints of garbage not collected from 2015 to 2018
- 1 in 4 public toilets of Municipal Corporation of Delhi (MCD) are for women
- 58% of 365 days had poor or worse than poor air quality in 2018

Praja Suggests

- Delhi needs a Uniform Complaint Management System with a single complaint number/window for all agencies/levels/departments of government in the city. This will remove confusion of where to file a complaint.
- MCD and state together need to develop a robust citizen charter with details of authority that deals with the complaint and the time limit in which the complaint has to be solved. Timely closure of complaints needs to be ensured based on citizen charter.
- Awareness needs to be created among citizens for filing of complaints. Tracking mechanism for citizens to see the action taken on their complaint needs to be put in place. Feedback mechanism for satisfaction level of citizens and audit of the same is also the need of the hour.
- There is a need to maintain a robust management system with an MIS of complaints registered by citizens, action taken, time taken for closing and citizen feedback. Concerned administration and elected representatives should be informed about complaints in their zone/constituency in real time

Impact

- Urja attributed Praja's civic data for their Green Manifesto (Clean Air forum) for the Legislative Assembly Election in Delhi.

TESTIMONIALS

"I got to know why NGOs are important in the working of a democracy. From working amongst people of various temperament and ideology to actually going to field and dealing with various Government officers gave me a spectrum of experiences."

Mansi Bhula, Intern, Mumbai



HEALTH

REPORT ON STATE OF HEALTH IN MUMBAI

17th September 2019

74

Media
Attendance

52

Media
Coverage

Praja's Report on the State of Health in Mumbai analyses the public healthcare system of the city. The report takes into account various aspects of healthcare and highlights the need for rehauling primary health care through public dispensaries and improved monitoring of health in the city.

Praja's Findings

- The city region has one public dispensary for 40,598 people, while in western and eastern suburbs there is one public dispensary for 86,360 and 72,263 people, respectively.
- Municipal dispensaries on an average have only one medical staff per dispensary. There was a 19% shortage in available staff compared to sanctioned posts in municipal dispensaries in 2018.
- Government OPD patient numbers for Mumbai in 2018 show that 76% of the total OPD patients went to government hospitals while only 24% went to dispensaries.
- 73% respondents in a household survey in Mumbai were not aware of any government health insurance scheme.
- Estimated annual income spent on medical costs was 9.7% in 2019 which is Rs. 98,214 per household based on per capita income in Mumbai.
- Of the sensitive diseases reported in government hospitals and dispensaries in Mumbai, L ward had the highest cases in diarrhoea (11,505), tuberculosis (768) and diabetes (1,831) in 2018.
- Highest number of deaths in the city was due to diabetes- 26 deaths per day (9,525 in 2017) and highest deaths from communicable disease was tuberculosis- 15 deaths per day (5,449 in 2017)

Praja Suggests

- Improving the public healthcare system in Mumbai by increasing the number of dispensaries to ensure that for all basic health needs - preventive and primary, the point of access becomes the dispensary, available at the level of the citizens' locality. Dispensaries currently function from 9 A.M to 4 P.M with one-hour lunch break. For making dispensaries more accessible to the working population dispensary should be open early morning and evenings as well, from 8 A.M to 10 P.M. This can be done by not only allocating more than one general doctor per dispensary but also having visiting specialist doctors.
- To ensure that the dispensary is well-equipped there is a need to strengthen schemes such as Aapli Chikitsa to provide diagnostic services at dispensary level.
- The Civil Registration System (CRS) of the central government needs to be updated to provide access to the local and state governments. The CRS software needs to make available city/ward/district wise reports of the vital statistics to the public. The MCGM needs to monitor the cause of death in its own system so that it is not dependent upon any other agency/government and can effectively monitor the status of health in the city.
- The MCGM needs to have a robust mechanism for health surveillance in the city by ensuring uniform and timely monitoring of data.

Impact

- In response to recommendations in our health report, MCGM decided to keep out-patient departments (OPDs) at six civic hospitals open till 10 pm every day. Further, a tender has been proposed to be floated to contract 15 dispensaries to run in the evening as a pilot.
- The Budget Proposal 2020-21 also mentions that in 15 Dispensaries OPD services are planned from 4.00 P.M. to 11.00 P.M. and in another phase 35 other Dispensaries will be run from 4.00 P.M. to 11.00 P.M. in a similar way.
- Praja's constant efforts and follow-ups on the cause of death data that had been centralised from 2016 and the state and local government claimed no access to the CRS software, bore fruit in a State Appeal in July 2019 where data for two years (2016 and 2017) of cause of death in Mumbai as compiled by MCGM for the state government, was shared with Praja.



TESTIMONIALS

"I know Praja since many years and I am seeing their work since the time I was not in politics. Praja's newsletters are very helpful to us. We get a lot of help and feedback on what is lacking and what needs to be improved. As a chairperson, Praja is a support system for us. The suggestion of starting evening OPDs by Praja has been adopted by our health committee and this is definitely going to benefit Mumbaikars."

Amey Ghole, Health Committee Chairperson, MCGM

TESTIMONIALS

"The Praja fellows keep giving updates on various issues which is important for the city. One of the most important Notice of motion raised by me on the floor of MCGM GBM on dispensary timing change is been formed by the fellows of Praja. And I am happy that we were able to change the timing changed to morning and evening for the benefit of citizen."

Javed Juneja, Councillor, MCGM



HEALTH

REPORT ON STATE OF HEALTH IN DELHI

7th November 2019

41

Media
Attendance

7

Media
Coverage

Praja Foundation released its annual report on the 'State of Health in Delhi', highlighting the state of Delhi's key public health determinants and the need for improved monitoring of diseases.

Praja's Findings

- 27 Deaths per day were caused due to Respiratory Diseases in Delhi in 2017.
- There were only 5 good AQI days in the last 4 years (2015 to 2018) recorded by Central Pollution Control Board (CPCB) in Delhi.
- Diarrhoea (5,14,052), Diabetes (3,27,799), Hypertension (3,11,396), Tuberculosis (68,722) and Typhoid (51,266) were the top 5 sensitive diseases reported in government facilities in 2018-19.
- Delhiites spent on an average 9.8% of their household income on health, as per the 2019 survey commissioned to Hansa Research by Praja.

Praja Suggests

- A centralised, robust and holistic Health-MIS (Management Information System) for all the health service providers at all tiers should be made available for both citizens and policy makers.
- A uniform and transparent system needs to be put in place to avoid duplication of health services provided by the MCD and state. This will also ensure better access and easier monitoring.
- The government needs to take strict policy action on the health determinants such as pollution and contaminated water.
- The government can work towards strengthening its existing health infrastructure with regular visits of specialist doctors in dispensaries and improving dispensary as well as OPD hospital timings from 8 A.M. to 10 P.M.

Impact

- Urja attributed Praja's Health data for their Green Manifesto (Clean Air forum) for the Legislative Assembly Election in Delhi.

TESTIMONIALS

"Interning at Praja Foundation has been an amazing experience. I got to learn about the government functions at a micro level. Praja provides face to face interaction with ER's and councillors and finds loopholes in their work and provide solutions to them. I am positive that the knowledge I have gained by interning here is going to help me in my future career of being a lawyer."

Aditya Mittal, Intern, Mumbai



POLICING AND LAW AND ORDER

REPORT ON STATE OF POLICING AND

LAW & ORDER IN MUMBAI 21st November 2019

55

Media
Attendance

84

Media
Coverage

Praja's report on the State of Policing and Law & Order highlighted the increase in number of crime cases against women and children in Mumbai, the lack of citizens' faith in police personnel when they witness/ face any crime and the lacunae in the policing and judiciary system to effectively and timely investigate and solve a case.

Praja's Findings

- Out of the total rape cases in the city, in 69% cases, the victims were children. In 90% of the reported POCSO cases, offenders were known to the victim.
- Rape and molestation cases have increased by 22% and 51% respectively from 2014-15 to 2018-19.
- The results of a survey of 22,845 households show that of the total households, 28% respondents witnessed crime in the city, of which 59% did not report it to the police. Similarly, 27% respondents had faced crime, of which 43% did not report it to the police. In both cases where respondents who witnessed and faced crime and reported it to the police, only 9% filed an FIR at the police station.
- Out of the total of 1,05,404 cases to be investigated under Indian Penal Code (IPC) in Mumbai in 2017, 69% cases were pending for investigation by year end.
- There is a shortage of key investigating officers - 41% shortage of Assistant Police Inspectors and 28% shortage of Police Sub-Inspectors as of July 2019.

Praja Suggests

- There is need for a multi-stakeholder approach to be adopted for creating awareness and sensitising people to prevent sexual abuse of children, by engaging with all the stakeholders i.e. children, families, communities, schools, colleges, civil society organisations and the police.
- National Crime Records Bureau (NCRB) needs to publish the 'Crime in India' Report regularly for better analysis of crime and efficient functioning of the police officials and law enforcement agencies.
- Police complaints authority needs to be set up at the divisional levels so that citizens are able to file complaints against police more effectively.
- The shortage of police force severely impacts the efficiency of police investigation in heinous crime cases and is one of the reasons for failure to carry out an in-depth investigation. There is a dire need for having adequate police force and filling the sanctioned posts for effective policing and investigation.
- It is important that citizens gain faith and are comfortable in reaching out to police when they witness or face crime. For this the police-citizen relations need to be improved through trust building and awareness.
- Police officials need to be sensitised to involve citizens as partners in policing, welcome inputs from the community and act in a collaborative and co-operative manner when it comes to reporting of cases, leads, etc. For this, police officials need to undergo behavioral training and counselling for the betterment of the citizens.



POLICING AND LAW AND ORDER

REPORT ON STATE OF POLICING AND

LAW & ORDER IN DELHI 10th December 2019

44

Media
Attendance

23

Media
Coverage

Praja's report on the State of Policing and Law & Order in Delhi highlighted how crime-related incidents have dented Delhi's image of a safe city over the years. In recent years, even though the rape, molestation and kidnapping cases have declined but according to the Right to Information (RTI) data, sexual crimes against children present a spiralling upward trend.

Praja's Findings

- 1,237 out of 1,965 reported rape cases (63%) in Delhi, were reported under Protection of Children from Sexual Offences (POCSO) Act, where victims were children.
- Outer district had the highest number of cases of rape (218), molestation (378) and kidnapping and abduction (863) while north-west (12,875) had the highest number of theft cases reported in 2018-19.
- Of the total cases of kidnapping and abduction, 94% (5,555 cases) were of kidnapping of children in 2018-19. In 70% of cases girls were kidnapped in 2018-19.
- A total of 4,02,512 IPC cases were to be investigated in Delhi in 2017, of which 35% cases were pending for investigation by year end. A total of 2,42,125 cases were to be tried in courts for IPC in Delhi in 2017, of which 89% cases were pending for trial by year end.

Praja Suggests

- There is need for a multi-stakeholder approach to be adopted for creating awareness and sensitising people to prevent sexual abuse of children, by engaging with all the stakeholders i.e. children, families, communities, schools, colleges, civil society organisations and the police.
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TESTIMONIALS

"Although my internship at Praja was only a month long, it was thoroughly fruitful and wholesome. Not only did I learn about the power the Right to Information Act holds and about Urban Governance, but I gained firsthand experience regarding the office environment. I learnt to be more interactive and proactive while working."

Ankita Ebby, Intern, Mumbai



EDUCATION

REPORT ON STATE OF MUNICIPAL EDUCATION IN MUMBAI 17th December 2019

77

Media
Attendance

34

Media
Coverage

Praja Foundation released its report on the State of Municipal Education in Mumbai, which highlighted the status of public education in the city and the need for improving learning outcomes and monitoring of MCGM schools.

Praja's Findings

- MCGM has 96,339 students less in 2018-19 as compared to 2014-15, a fall in total number of students by 24% in the last 5 years.
- 10% of those who enrolled in 2018-19 dropped out of MCGM schools - 29,508 students dropped out in 2018-19.
- As of 2018-19 a total of 418 schools out of 1,186, which is 35% of MCGM schools have student strength upto 100.
- In 74% of schools in 2018-19, councillors did not attend even one SMC meeting.
- 87% respondents said that they would want to move their children to private schools, however affordability was the biggest hindrance (70%)
- RTI data shows that irrespective of whether MCGM schools are run under Public Private partnership with NGOs or by the MCGM, the format of MPS schools where education is provided from Jr.Kg. to 10th are shown to have increased enrollment and low dropout in the past 3 years.

Praja Suggests

- Need to Strengthen Data Management System and Research Officer's Wing of MCGM.
- Education department must present an annual report on its achievements and learnings with all the key performance/outcome indicators and also share all its data on an open platform in a raw format.
- Independent (third-party) monitoring and reporting of quality of teachers, schools and learning outcomes of students needs to be seriously done.
- Strengthen School Management Committees by providing appropriate training, awareness of powers and responsibilities, participation of elected representatives, so that they can enable effective school level governance and decision-making.
- Elected representatives need to participate in School Management Committees and in preparation of school development plan, so that school level demands can be raised and addressed in forums such as the ward committee, especially for budget making.
- The Mumbai Public School (MPS) format where education is provided from Jr. Kg. to 10th needs to be adopted in other schools as well.
- Build schools as an independent entity with adequate powers and responsibilities vested with the school leader (HM/Principal) and school management committees.

Impact

- In response to our continuous recommendations regarding improving the quality of education there have been several recommendations of Praja adopted in the municipal budget since the last two years - independent evaluation of MCGM schools by NABET (Budget 2019-20), increasing number of Mumbai Public Schools that run from Jr. KG to 10th grade (Budget 2019-20), developing a comprehensive MIS for tracking outcomes (Budget 2020-21).
- Further in response to our white paper in December, 2019 the Municipal Commissioner called Praja for a joint meeting in January 2020, where the Municipal Commissioner, Joint Municipal Commissioner (who manages Education), Education Officer, Administrative Officers (School) and headmasters/mistresses and teachers of various wards were present. In the meeting MCGM officials used Praja's data and recommendations to plan the way ahead for municipal education. To improve the quality of education and learning outcomes the MCGM had acknowledged that concrete steps need to be taken and accordingly appointed NGO Pratham to conduct a survey of learning outcomes of primary school students in basic language literacy and mathematics followed by a systematic intervention and training of teachers.
- In response to our continuous recommendations the MCGM is also working to provide more autonomy to the school management and has announced delegation of select powers to the head of the school in the Budget proposal 2020-21.



TESTIMONIALS

"Interning at Praja Foundation was great fun. RTI Collection gave me a lot of exposure. Starting from collecting RTIs at MCGM office till collecting RTIs at Police stations was my experience of data collection. Praja is a great platform for the ones interested in governance to witness and experience insights regarding the subject."

Tanishqa Raje, Intern, Mumbai





EDUCATION

REPORT ON STATE OF PUBLIC (SCHOOL)

EDUCATION IN DELHI 4th December 2019

48

Media
Attendance

11

Media
Coverage

Praja's report on the State of Public (School) Education in Delhi highlighted that despite varied schemes for improving learning outcomes, infrastructure improvements and huge budgetary allocations in state government schools, retaining students continues to be a challenge.

Praja's Findings

- 19% decrease in enrolments in MCD schools in the last five years (from 2014-15 to 2018-19).
- 45% decrease in Class 1 enrolments in MCD schools in 2018-19 as compared to 2010-11.
- 40% students (1,16,149) did not reach class 10th in 2018-19 out of the 2,89,682 students who got enrolled for class 9th in State government schools of Delhi in 2017-18.
- 3.5% (4,037 students) enrolled in the state government's correspondence, Patrachar schools in 10th standard in 2018-19 out of the students who failed in 9th in state government schools in 2017-18 (1,16,149).

Praja Suggests

- Education departments must present an annual report on their achievements and learnings with all the key performance/outcome indicators and also share all its data on an open platform in a raw format.
- Data regarding key education indicators is not available at the zone/district level. For better monitoring of data it is imperative to ensure maintenance of data at these levels.
- An independent audit of the learning levels of students needs to be done along with an audit of quality of teaching to take corrective measures.
- Alternate education and correspondence such as Patrachar needs to be made more learning oriented rather than exam based.
- Regular policy assessment of new schemes needs to be undertaken to evaluate their success/challenges.

TESTIMONIALS

"I have known Praja Foundation ever since I have become a councillor. Praja Foundation has helped me in procuring information regarding various subjects such as the increase in the number of diseases in Mumbai and so on. Through this information I have raised these questions in the house, council as well as the health committee which I am a member of as well. I raise questions pertaining to different issues to the different government committees and I try my best to make sure that we can provide the best to the citizens."

Akhtar Abdul Rajjak Qureshi, Councillor, MCGM



EDUCATION

REPORT ON STATE OF HEALTH OF CHILDREN IN ANGANWADIS AND MUNICIPAL SCHOOLS IN MUMBAI 5th November 2019

11

Media
Attendance

17

Media
Coverage

Praja released its report on State of Health of Children in Anganwadis and Municipal Schools in Mumbai through a media workshop to highlight the issues regarding undernutrition of children in municipal schools and anganwadis, as well as the diseases and ailments reported in children through MCGM's School Health Scheme.

Praja's Findings

- Rs. 25 crores were allocated in the municipal Budget 2018-19 for providing supplementary nutrition to MCGM school students. Rs. 0 was spent for the same in 2018-19.
- 3,106 cases of anemia were detected in 2018-19 in MCGM schools, 70% of which were among girls.
- 32 deaths were caused due to protein-energy malnutrition (ICD code E40-E46) in 2017 among the age group 0-19 years.
- 437 tuberculosis deaths were reported among children in Mumbai in 2017, 16 deaths due to diabetes and 10 deaths due to hypertension were reported among the age group 0-19 years.
- In 2018-19, 17% children reported underweight of which 2,713 were recorded severely underweight in Anganwadis. 7,383 MCGM students reported underweight and 1,421 were reported overweight in 2018-19.

Praja Suggests

- Awareness needs to be created about healthy eating habits among children.
- Parents, teachers and the public in general need to be made aware about the importance of a balanced nutritious diet, physical exercises and symptoms of malnourishment through advertisements, campaigns, workshops, street plays, awareness days etc. in the schools and public places.
- Awareness about the causes, symptoms, and availability of diagnosis of various diseases needs to be done to ensure timely and effective remedy.
- Government and private schools need to be mandated to conduct regular health check ups of its students.
- School management committees that are mandated to monitor mid-day meals and /or other established parent teacher bodies need to have regular checks and monitoring of the quality of mid-day meals and student lunches.
- For the ailments and diseases including malnourishment detected in the school health check-ups, regular monitoring and follow-up of those children must be done. There needs to be a proper monitoring mechanism for ensuring that referrals to dispensaries/hospitals are followed up.
- MCGM should move towards conducting 100% screening of students to better monitor student's health.



GOVERNANCE

REPORT ON STATUS OF GOVERNANCE AND SERVICE DELIVERY IN DELHI 30th January 2020

Praja Foundation in collaboration with the Indo-Global Social Service Society launched a report on the Status of Governance and Service Delivery in Delhi the status of urban governance and the basic service provisions in the city, ahead of the Delhi state assembly elections.

Praja's Findings

Praja collated all its findings from its Delhi reports on civic issues, health, education and policing and law and order of the Research and Data team, along with an analysis of Delhi's urban governance structure based on the study done by the Dialogue and Advocacy team to present a holistic picture of governance and service delivery in Delhi.

Praja Suggests

- Most of Delhi's service delivery problems arise from lack of uniformity in service provision thereby leading to poor monitoring and accountability. Therefore, changes in the governance structure of the city needs to be streamlined for better service delivery. In this regard, first, the principle of subsidiarity needs to be implemented in the city - the local government needs to be empowered by strengthening and capacity building and by transferring the necessary powers to perform functions related to the key services of the city.
- The implementation of the 74th Constitutional Amendment Act needs to be done in spirit, by giving local governments control over 18+ functions. For strengthening local governance, the Mayor needs to be given executive powers, Mayoral term needs to be co-terminus with the office of corporation and the Mayor should have authority to prepare annual confidential report (ACR) of the municipal commissioner, thus making the latter accountable to the Mayor. Along with the Mayor the councillors need to be empowered, each councillor should be a member of at least one deliberative committee and the Council together with the Mayor should have budgetary powers.
- There needs to be a co-ordination among different agencies and governments with respect to monitoring of service delivery so as to ensure uniform policy making for the city. In education for instance, there is a dire need for monitoring and availability of data regarding key education indicators at the zone/district level and above. Further the quality of education needs to be monitored and evaluated regularly to take corrective measures. To reduce duplicity of service provision, either government should provide for integrated schooling from kindergarten to 12th so that the learning outcomes and progress of students can be better mapped and retention of students in the school be ensured.
- A good citizen grievance redressal mechanism can be an effective method for a citizen-government interaction that would enable transparency, accountability and participation.
- There also needs to be platforms for involvement of people in governance structures such as ward committees, budgets and planning authorities. City governments should ideally facilitate citizen participation through setting up of area sabhas in each councillor constituency. The composition of area sabhas should be inclusive of gender and all sections of the society. The area sabha could act as a platform for facilitating people participation in planning and budget making process.

ELECTED REPRESENTATIVES REPORT CARDS



ER Report cards rank city councillors and MLAs on their annual performance to make elected representatives accountable for performance of their key duties and to make citizens involved beyond voting to monitor the performance of their representatives on a regular basis. Praja's Report Cards analyse the annual performance of elected representatives in Mumbai and Delhi using data collected from RTI on the deliberative performance of ERs, and data on citizen perception of ERs and quality of life collected from a household survey.

MUMBAI MLA REPORT CARD

29th August 2019

Key Highlights

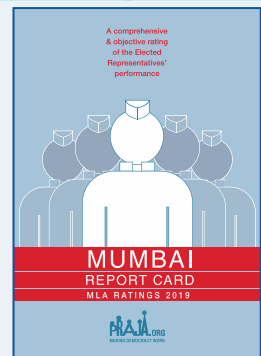
- 64% improvement in overall scores in 2019 as compared to 59% in 2018 while perception of quality of life has also increased from 65% in 2018 to 68% in 2019.
- 60% overall accessibility in 2019. It has improved from 53% in 2018 although only one MLA received a score of above 80% for perceived accessibility.
- 14% perceived corruption in the current report card (2019), a decrease from 38% in the last year of the last term (2014).
- 13 out of 36 MLAs have a criminal record against them as of 2019.
- 42% drop in the total number of questions raised in the assembly in this term (13th Assembly) as compared to last term (12th assembly).

78

Media
Attendance

65

Media
Coverage



DELHI MLA REPORT CARD

10th October, 2019

Key Highlights

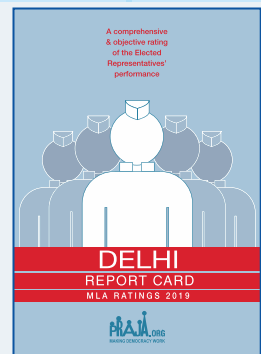
- 58.8% to 53.8% fall in overall average score from 2016 to 2019.
- 12.1% drop in MLA attendance in Delhi.
- 101 days of sessions called from 23rd February 2015 to 28th February 2019.
- 49.3% average score of MLAs in terms of raising issues in the assembly in 2019.
- 43 out of 60 MLAs ranked in 2019 have not been able to score more than 50% on raising quality of issues in the assembly.
- 55% ranked MLAs have a criminal record as of 31st December 2018.

49

Media
Attendance

19

Media
Coverage



TESTIMONIALS

"Working with Praja was a great experience indeed. I could not have asked for a better internship experience. This was a tough, stressful job that required all of my energy and time but all of the stress was worth the fun that I had in this job"

Rutuja Tawde, Intern, Mumbai

MUMBAI MUNICIPAL COUNCILLORS REPORT CARD

25th September, 2019

Key Highlights

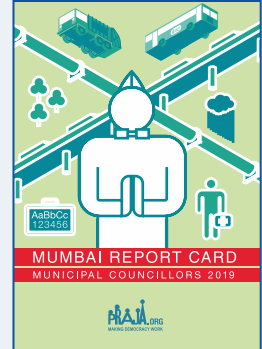
- 60.15% in 2019 to 59.61% in 2018 - Overall scores improved marginally.
- 2,571 total number of questions asked by councillors in the various deliberative bodies of the MCGM in 2019, a marginal fall from 2,609 questions in 2018.
- 93% (206) councillors' deliberation on civic issues was poor (Less than 50% score) as compared to the complaints made by citizens in their ward.
- 7 of the top 10 performers in 2019 were female councillors while there were 5 female councillors in Top 10 in 2014 and 4 in 2018.
- 93% constituents of Top 5 councillors perceived improved quality of life while this figure was 66% for the constituents of Bottom 5 councillors.

69

Media
Attendance

34

Media
Coverage



DELHI MUNICIPAL COUNCILLORS REPORT CARD

16th October, 2019

Key Highlights

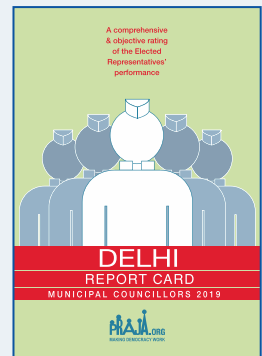
- Overall average score of councillors from South Delhi Municipal Corporation (SDMC) dropped from 61.43% in 2018 to 59.86% in 2019; North Delhi Municipal Corporation (NDMC) dropped from 62.29% in 2018 to 61.60% in 2019; and East Delhi Municipal Corporation (EDMC) dropped from 60.86% in 2018 to 58.64% in 2019
- Average score of quality of issues raised dropped in SDMC from 50.39% in Report Card 2018 to 47.16% in Report Card 2019; in NDMC it dropped from 51.70% in 2018 to 50.66% in 2019; and in EDMC it dropped from 50.01% in 2018 to 45.34% in 2019.

54

Media
Attendance

14

Media
Coverage



Impact

- Praja's Report Cards are always awaited by councillors and MLAs alike and are also used by top rankers to publicise their performance.
- This year, Kishori Pednekar, who has been Praja's first ranker in the 2018 report card and second ranker in the 2019 report card was elected as Mumbai's new Mayor on 22nd November, 2019.
- As per our citizen survey of 22,845 households for the Report Cards in 2019 conducted by Hansa Research for Praja, 93% of the respondents in the constituencies of the top five councillors who received the highest overall score (average of 78.77%) said that there was an improvement in their quality of life; whereas only 66% of the respondents from the bottom five councillors constituencies, responded that there was an improvement in their quality of life.

TESTIMONIALS

"In my one-month internship at Praja Foundation, I learnt a lot of things. I also had the opportunity of visiting various government departments and municipal corporation departments like the anti-corruption bureau, BMC Head Office, education departments of various wards etc. I also learned about RTI, the format and how to file one."

Aman Arora, Intern, Mumbai

PRAJA IN NEWS

लोकसत्ता बुधवार,
१० एप्रिल २०१९

मुंबईकरांत पालिकेविषयी नाराजी

२०१८ मध्ये सव्वा लाख तक्रारी प्राप्त झाल्याचे 'प्रजा फाऊंडेशन'च्या अहवालातून स्पष्ट

hindustantimes

Nov 22, 2019, 07:24AM IST

90% of child abuse survivors knew accused: Report

THE TIMES OF INDIA

Dec 18, 2019, 10:30 IST

BMC penalised 161 teachers for falling student grades in 1 year: RTI



दैनिक जागरण

स्कूलों में घट रहे हैं छात्र, कक्षा नौवीं और ११ वीं में फेल हो रहे हैं स्टुडेंट्स

अमर उजाला

Nov 7, 2019

सांस संबंधी बीमारी के चलते दिल्ली में रोज 27 मौतें, हर परिवार इलाज पर खर्च कर रहा 1.16 लाख रुपये

THE ASIAN AGE

MUMBAI, SEP 17, 2019

CITY'S HEALTH REPORT RELEASED



दैनिक जागरण

Dec 12, 2019

राजधानी में पुलिस बल की कमी बरकरार

आपलं महानगर | My महानगर.com

Mumbai: September 17, 2019 9:47 pm

मुंबईतील प्राथमिक आरोग्य केंद्रावर पडतोय रूग्णांचा भार; प्रजाचा अहवाल

THE TIMES OF INDIA

Delhi, 08/10/2019

Public inconvenience: Toilet infra in a mess

Many New Complexes Locked Up, Others In Bad Shape Due To Lack Of Staff; Women Bear The Brunt

लोकसत्ता

Mumbai, 26 SEP 2019

मुंबईचे 93 टक्के नगरसेवक सभागृहात 'अबोल'

CAPACITY BUILDING

The Capacity Building Team focusses 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 focusses on building capacities of elected representatives (ER), administrators, college students and CSOs.



CAPACITY BUILDING WITH ELECTED REPRESENTATIVES

Advisory Consultations

The Capacity Building team works in continuous engagement with elected representatives to provide them data, insight and recommendations based on Praja's reports in Mumbai and Delhi. Through the advisory consultations Praja aims to build continuous contact with stakeholders in assisting them to raise relevant issues in deliberative bodies and take constructive action on issues concerning service deliveries. In 2019-20 1,436 advisory consultations were done with elected representatives in Mumbai and Delhi.

ER Workshops

Elected Representatives are at the centre of Praja's work in enabling accountable governance and making the Government more responsive to citizens' needs. To empower the citizen, several capacity building workshops were conducted throughout the year on civic, health, education, municipal budget, functioning of committees, acts and devices, etc. A total of 14 workshops were conducted in Mumbai and Delhi both. More than 70 Councillors benefited from these workshops.

- Praja held one ER Workshop on popular demand by the Councillors on BEST Budget 2019-20, conducted by the Ex-Chief Auditor of MCGM, P.C. Pisolkar to help the councillors in identifying the gaps in the budget and enabling them to raise questions in the house.
- Three workshops were held on Solid Waste Management in Delhi by Mr. Atul Goyal (President of Urja and member of Solid Waste Management Committee, Supreme Court). The workshop focussed on the classification of solid waste and the end-to-end comprehensive process of segregation, collection, transport, treatment and disposal along with the stakeholders involved in it. An interactive session was held on the current centralised approach to waste management, best practices and the way forward in order to reach a decentralised framework for effective management of solid waste.
- Two workshops on Working of MCGM Committees, facilitated by Ms. Mridul Joshi, Ex Municipal Secretary were conducted by Praja in Mumbai. The first workshop was in response to first-time women councillors' request for a workshop to effectively deliver their role as committee chairmen and members.
- Praja also conducted a workshop on the working of School Management Committees (SMC) in Mumbai for providing the councillors with information about functioning of the SMC and the importance of their role in the SMC.

TESTIMONIALS

"Praja's workshops 2-3 of which I have attended, the method of explaining is very helpful. Even the fellowship of involving and making students aware of their role in local governance is a good initiative, we need many more such fellows who can work on a day to day basis with public representatives."

Amey Ghole, Health Committee Chairperson, MCGM



ER Fellowship

The ER Fellowship was launched in 2017 in Mumbai with a cohort of 19 fellows who provided research support and consultation to councillors. The fellowship aimed at giving the fellows a practical learning environment to get first-hand experience of functioning of urban local bodies through the councillors. Councillors have immensely benefitted from the programme, reaching out to the fellows time and again either for understanding and procuring Praja's ward wise data or to ask for assistance in framing questions.

The second Cohort of the ER Fellowship in Mumbai was successfully completed in August 2019, with 19 fellows who provided 13,789 hours of research assistance to the councillors. In the course of their fellowship, they undertook research and analysed data to interact with councillors and assisted them in raising issues in the deliberative bodies of the city. In October, 2019 the third Cohort of the ER Fellowship was started in Mumbai. Taking cue from the success of this programme in Mumbai, in February 2019 the first cohort of the Fellowship in Delhi was started. An overwhelming number of 234 applications were received, out of which 12 were finally selected. By the end of the Fellowship Programme, these fellows had worked for 5,760 hours in providing support to the councillors. In the financial year 2018-19, fellows had a total of 529 meetings with councillors.

TESTIMONIALS

"Praja is trying to help the young generation to come out of their shell and understand how the government is working, what is good governance. Earlier we used to call the councillors, but when the councillors started calling us asking for our help, asking for us to frame questions the feel was very different."

Tejaswini Pirani, Fellow, Mumbai, Cohort 2

TESTIMONIALS

"Councillors are the closest elected representatives of the people and work at the grassroot level. So I thought it would be an amazing opportunity for me to engage and understand more on how ground realities and ground challenges work. When I worked with councillors so closely, I understood the kind of challenges they are facing."

Kanchi Gangwani, Fellow, Delhi Cohort 1

TESTIMONIALS

"The city that we live in, we are attached to it from the bottom of our hearts. Now that the fellowship is coming to conclusion, I now understand that I have also become a part of the body or the organisation that is running the city in some way now. This feeling is quite satisfying. As a concerned citizen, I too have executed my responsibility, the responsibility which goes above and beyond just casting ballots."

Alok Chandra Prakash, Fellow, Delhi Cohort 1

CAPACITY BUILDING WITH CIVIL SOCIETY ORGANISATIONS

Collaboration

Praja Foundation collaborates with likeminded CSOs in Mumbai and Delhi. The primary objective of the collaboration is to build networks in working towards the larger goal of transforming urban governance. In 2019-20, Praja Foundation collaborated with various organisations and 6 MoUs were signed in Delhi and Mumbai. The overall aim of the workshops was to provide an overview of the work that Praja has been doing alongside Praja's overall objective of facilitating more accountability, transparency and inclusivity in the governance system. Any substantial move towards facilitating good governance only begins with having introductory talks with all the stakeholders of an initiative with the aim of making a collaborative effort. Praja conducted a total of 19 workshops in 2019-20 in Delhi and Mumbai. More than 500 women and youth benefited through these workshops.

- Praja collaborated with Chetnalaya in Delhi by conducting workshops on Complaint Management System (CMS), Urban Governance, Right to vote and Women safety for the youth and the people in the community of Chetnalaya. A total of 8 workshops were conducted in Chetnalaya and more than 100 women and youth benefited from the workshops.
- In Delhi, Praja Foundation in collaboration with URJA conducted a workshop on Solid Waste Management for the Councillors in different zones.
- Praja conducted 6 workshops with Rangoonwala on Urban Governance and on the complaint management system of Mumbai which saw active participation from a total of 320 community women.
- Praja collaborated with Saajha, working on capacity building of the stakeholders on the School Management Committee in the State Schools. In 2020-21 Praja is planning to organise workshops on the School Management Committee for Councillors of Delhi to build their capacity so that they can work for their Municipal Schools effectively.
- Praja conducted workshops with Apnalaya which saw participation from 26 staff members. These members further trained 300 community leaders of their organisations on Urban Local Governance and CMS of Mumbai.
- Praja and Commonwealth Human Rights Initiative (CHRI) worked on studying "Accountability of Police in Delhi: Processes and Outcomes of Complaints against Delhi Police Personnel." CHRI shared the findings and recommendations from the report.
- Praja in collaboration with Blue Ribbon conducted a workshop on Urban Governance of Mumbai and Complaint Management System. Praja also assisted and built the capacity of the organisation on skill development of groups on an annual basis.
- Praja conducted a workshop on Urban Governance and Complaint Management System of Mumbai with the youth of Action Aid. The workshop helped the people in the community to understand and increase awareness about lodging a complaint in their area.



CAPACITY BUILDING WITH COLLEGE STUDENTS

Workshops

The overall aim of the workshops in Colleges is to make students aware of the structure and functioning of urban local governance so that they can actively participate in governance processes for more accountability, transparency and inclusivity in governance system. In 2019-20 Praja signed 6 MoUs and conducted 52 workshops with Colleges and Universities in Delhi and Mumbai.

Projects

Through the years, Praja has built relationships with many educational institutions which helped the organisation reach out to young citizens through their training sessions as well as projects. Through these projects, Praja was able to foster mass awareness on governance in citizens and elicit their participation in the process of governance. In 2019-20, Praja collaborated with 10 colleges of Mumbai and Delhi to conduct projects on Complaint Management System and Mohalla Clinics in Delhi and Session Court study in Mumbai. A total of 351 students were involved in these projects.

Internships

Praja offers monthly internships to students and interested citizens to understand and engage in the work Praja does as well as to make them aware of urban local governance systems. In 2019-20, 442 people interned at Praja in Mumbai and Delhi.

TESTIMONIALS

"I would like to inform that the workshop which Praja organised earlier was very fruitful exercise. Our students as well as teachers got benefitted from the workshop. We really look forward to organising such workshops and talks with Praja Foundation in the future."

Dr. Indrajeet Singh, Department of Political Science, SGND Khalsa College, Delhi University

TESTIMONIALS

"Praja Foundation has enabled students of M.Tech UDM programme at TERI SAS, New Delhi to gain significant and purposeful exposure to urban governance through internships at their Delhi and Mumbai office. The approach adopted by Praja Foundation of providing experiential learning about ground realities, issues and challenges of development and governance at ward level by way of detailed interactions with Municipal Councillors and citizens, is remarkable."

Bhawna Bali, Ph.D., Assistant Professor, M.Tech. Programme on Urban Development and Management (UDM), TERI School of Advanced Studies

College Workshops List

Workshop Topics

Urban Local Governance & Complaint Management System

No. of Workshops

40

City	Institute
Delhi	Etasha Society-Khanpur Centre
Delhi	Etasha Society-Madanpur Centre
Delhi	ETASHA
Delhi	YLAC
Delhi	ETASHA -Madanpur Khader
Delhi	ETASHA -Khanpur
Delhi	Etasha Society - Madanpur Khadar
Delhi	TERI School of Advance Studies
Delhi	Khalsa College, Karolbagh
Delhi	Etasha Society-Khanpur Centre
Delhi	Etasha Society-Palwal Centre Session 1
Delhi	Etasha Society-Palwal Centre Session 2 Boys
Delhi	Etasha Society-Palwal Centre Session 3 Girls
Delhi	Ramanujan College
Delhi	Etasha Society - Madanpur Khadar
Delhi	Etasha Society-Khanpur Centre
Delhi	Motilal Nehru College
Delhi	Etasha Society-Khanpur Centre
Mumbai	NMIMS Kirit P Mehta College of Law
Mumbai	SNDT College, Churchgate
Mumbai	St. Andrew's College - Leadership Course
Mumbai	D. G. Ruparel College, Matunga
Mumbai	Thakur College of Law, Dahisar
Mumbai	M. D. Mahila Shah College
Mumbai	PGCL Div A 2nd Year law
Mumbai	PGCL Div B 2nd Year law
Mumbai	R.D. National College FYB.Com
Mumbai	R.D. National College FYBA
Mumbai	SIES College, Sion SYBA
Mumbai	SIES College, Sion TYBA
Mumbai	Social Service League, Para-professional Course, Parel
Mumbai	S. K. Somaiya College
Mumbai	Lords Universal Law College, Goregaon
Mumbai	Thakur College of Law, Dahisar
Mumbai	M. D. Mahila Shah College
Mumbai	Patkar and Varde College, Goregaon
Mumbai	Sathaye College, BMM Department - Vile Parle
Mumbai	SIES College
Mumbai	SNDT Women's University
Mumbai	U.S. Consulate - Your American Space - Dusty House

Right to Information Act 2005

No. of Workshops **3**

City	Institute
Mumbai	Social Service League, Para-professional Course, Parel
Mumbai	Thakur ramnaraiyan College of Law
Mumbai	SIES College, Sion

Parliament & Parliamentary Procedures

No. of Workshops **1**

City	Institute
Delhi	Atma Ram Sanatan Dharma College, South Campus

Session Court Study

No. of Workshops **2**

City	Institute
Mumbai	NMIMS Kirit P Mehta College of Law
Mumbai	Thakur ramnaraiyan College of Law

74th Amendement Act 1992

No. of Workshops **1**

City	Institute
Delhi	Atma Ram Sanatan Dharma College, South Campus

Police in India & Policing Reforms

No. of Workshops **4**

City	Institute
Mumbai	SIES College
Delhi	Law Faculty, North Campus, Delhi University
Mumbai	Department of Civics and Politics, MU
Mumbai	Social Service League, Para-professional Course, Parel

Right to Vote

No. of Workshops **1**

City	Institute
Mumbai	NMIMS,Sarla Anil Modi School of Economics

Prajantra

Praja believes in engaging and nurturing the next generation of youth to become civic leaders since Praja believes that they are the future of the country and play a crucial role in shaping the city's future as well. Praja aims to provide ways in which the citizen can get politically active and involved beyond the ballot box, thus promoting transparency and accountability which is the need of the hour for making democracy work. To revive democracy and create new stories of participative democracy, Praja in association with R.D. National College in Mumbai organised the "Democracy Week Festival" on 25th January 2020, 27th January 2020, and 28th January 2020.

Various competitions were organised during the three-day programme. The most exciting competition was the 'Chief Minister's Speech' which acted as a platform for the participating students' political parties to express their visions for the state of Maharashtra. On the first day a poster making competition was conducted on the theme "Role of Youth in Rising Maharashtra". Editorial writing, quiz contest and treasure hunt were the other events that were conducted throughout the day on the theme of "Role of Youth in Rising Maharashtra".

The second day the event started with a Policy Presentation competition and was judged by college professors. The next event was a panel discussion by Professors on the role of youth in emerging Maharashtra. The last event of the day was an innovative competition titled "Mr. and Ms. Democracy", where participants were judged on the basis of their leadership qualities, presence of mind and problem-solving abilities.

On third and final day, the main event was the Prajantra debate inaugurated by the Deputy Mayor of MCGM, Mr. Suhad Wadkar and Principal of R.D. National College Mrs. Neha Jagtiani. The event ended with Prize distribution to the winning participants. More than 15 colleges participated with a total of 350 students who participated and coordinated the event.



CAPACITY BUILDING WITH PUBLIC AUTHORITIES

Latur Jalgaon Workshop

Mahaparivartan - A Maharashtra Government initiative, the workshop focussed on using the Public- Private Partnership for social development of Maharashtra. The state government invited Praja for capacity building of Latur and Jalgaon city Municipal Corporation councillors. For this Praja had proposed one or two day workshops/training which was conducted for the councillors of Jalgaon and Latur with the aim to make the councillors understand their roles and responsibilities by explaining The Maharashtra Municipal Corporation Act which in turn, Praja hoped, would help strengthen the working of the city and its governance. Praja had then signed an MOU with the Municipal Corporation.

The first phase of the proposed workshop/training was to study the functioning of the governance of the city which was used to develop a module for the workshop/training. After completion of the first phase, following were the modules:

The module was divided into three parts:

- I. The first part of the workshop/training which consisted of expounding the Maharashtra Municipal Corporation Act to the councillors. This was done in the hope that it would help them understand their roles and responsibilities.
- II. The second part consisted of explaining the budget and the functioning of various departments.
- III. The third part dealt with the specific issues the city was facing, such as education, health and other civic issues.

The first engagement consisted of a two-day workshop which included the explanation of the Maharashtra Municipal Corporation Act and the budget. This was attended by 84 councillors of both Latur and Jalgaon Municipal Corporation.



Leadership in Public Service

Praja also organised a training programme called 'Leadership in Public Service' which was held at Asia Plateau, Panchgani in February, 2020. The workshop was arranged by ICCFG along with Lal Bahadur Shastri National Academy of Administration. The programme was attended by around 15 IAS and IPS officers. The workshop touched various topics pertaining to leadership such as Effective leadership in public service, Inclusive leadership, Future of Civil Service in India and more along with a session on Urban Governance which was conducted by Nitai Mehta and Milind Mhaske.

PRAJA IN NEWS

नगरसेवकांना दिले कार्यपद्धतीचे धडे
 प्रजा फाउंडेशनने करून दिली जळगाव शहराच्या नगरसेवकांना अधिनियमांची ओळख
 नगरसेवक आणि नगरसेविका यांना स्थायी समिती सभा, सर्वसाधारण सभेत कोणत्या प्रकारे विषय मंजुरी व कार्यपद्धती या विषयी प्रशिक्षण देण्यात आले.

सामना मुंबई, August 30, 2019
‘प्रजा’च्या अहवालात शिवसेनेचे आमदार अव्वल
 ‘प्रजा फाउंडेशन’ने नुकताच आमदारांचा लेखाजोखा सादर केला असून यामध्ये शिवसेनेचे आमदार अव्वल स्थानी आहेत.

THE ASIAN AGE
 17 Oct 2019
Municipal councillors fail to perform duties: Report

hindustantimes
 DELHI Updated: Oct 11, 2019 05:33 IST
NGO claims Delhi MLAs have become ‘less accessible’

NBT
 नवभारत टाइम्स
 October 11, 2019, Friday
दिल्ली के टॉप-3 विधायकों में दो आप के, एक बीजेपी से
 विधानसभा में मौजूदगी और जनता के सवाल-जवाब करने के आधार पर प्रजा फाउंडेशन ने किया चुनाव

DIALOGUE AND ADVOCACY

Over the past two decades, Praja has been working to enable accountability and transparency in urban governance through knowledge sharing and capacity building of various stakeholders. Praja's experience showed that there is a lacuna in countrywide 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.



Project Implementing Stages



Build the evidence and the case for urban governance reforms

Mapping the implementation of 74th CAA across 27 states and National Capital Territory of Delhi in India through our study on urban governance reforms and existing governance and institutional models in place across Indian cities.

Interviews with key stakeholders to understand the urban governance challenges from the perspectives of different stakeholders. These interviews would provide richer insights into the motivations and relationships between the executive and the elected wing, the challenges key stakeholders face. In each state we will be looking at carrying out interviews in 1 key city.




Build a network of organisations and individuals (thought leaders and key influencers) who will champion urban governance reforms

Consultations will be held at State and National Level to bring Domain experts, Content providers, Implementation organisations, Key leaders in the government and political parties and Influencers for taking forward the learnings and pushing for urban reforms



Policy changes that will transform the way Indian cities are governed

Urban Governance Index and leveraging network for Policy change

Our study will create a 'urban governance index' and map urban governance status in all the states of the country. It will capture levers and barriers and set of recommendations which will be updated periodically. Through periodic and targeted conclaves Praja will leverage the network to facilitate various stakeholders into thematic groups on common reform agenda/s. The network will be leveraged as a platform for advocating for policy changes.

Urban Governance Study

The study started in 2017 focussing on building groundwork and synergies towards initiating the programme, followed by secondary research to support the four pillars of the programme i.e. democratising city government, increasing citizen participation, financial decentralisation, creating smartly governed cities and lastly, conducting research in 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. By the end of the year 2018-19, Praja completed mapping and evidence building in 14 additional states i.e. Rajasthan, Kerala, Madhya Pradesh, West Bengal, Gujarat, Goa, Punjab, Karnataka, Andhra Pradesh, Haryana, Meghalaya, Assam, Orissa, Jharkhand.

In the year 2019-20, the Dialogue and Advocacy team, as part of the Pan-India Urban Governance Study, completed the study in the remaining 13 states namely Arunachal Pradesh, Bihar, Chhattisgarh, Himachal Pradesh, Manipur, Mizoram, Nagaland, Sikkim, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, Uttarakhand. The team conducted 394 interviews including interviews with elected representatives, administration and civil society organisation representatives.

State Consultations

A State Level Consultation was conducted in 15 states- Andhra Pradesh, Bihar, Chattisgarh, Goa, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Karnataka, Odisha, Punjab, Tamil Nadu, Telangana, Uttar Pradesh and Uttarakhand. The State Consultation was attended by a total of 384 stakeholders including elected representatives, administration and civil society organisation representatives. The consultations aimed at discussing the status of urban governance and deliberate on possible reforms that could be implemented in each state. The stakeholders deliberated on suggestions such as: The devolution of functions should be done and the control of all 18 functions should be given to the city government. Other agencies and parastatal agencies should report to the city government when it comes to delivery of services in the jurisdiction of the city. The stakeholders also expressed that in the smart city mission, the city and the state government each has a 50-50 stake and if this is revised to 51-49, the accountability rests with the city government ensuring effective work.

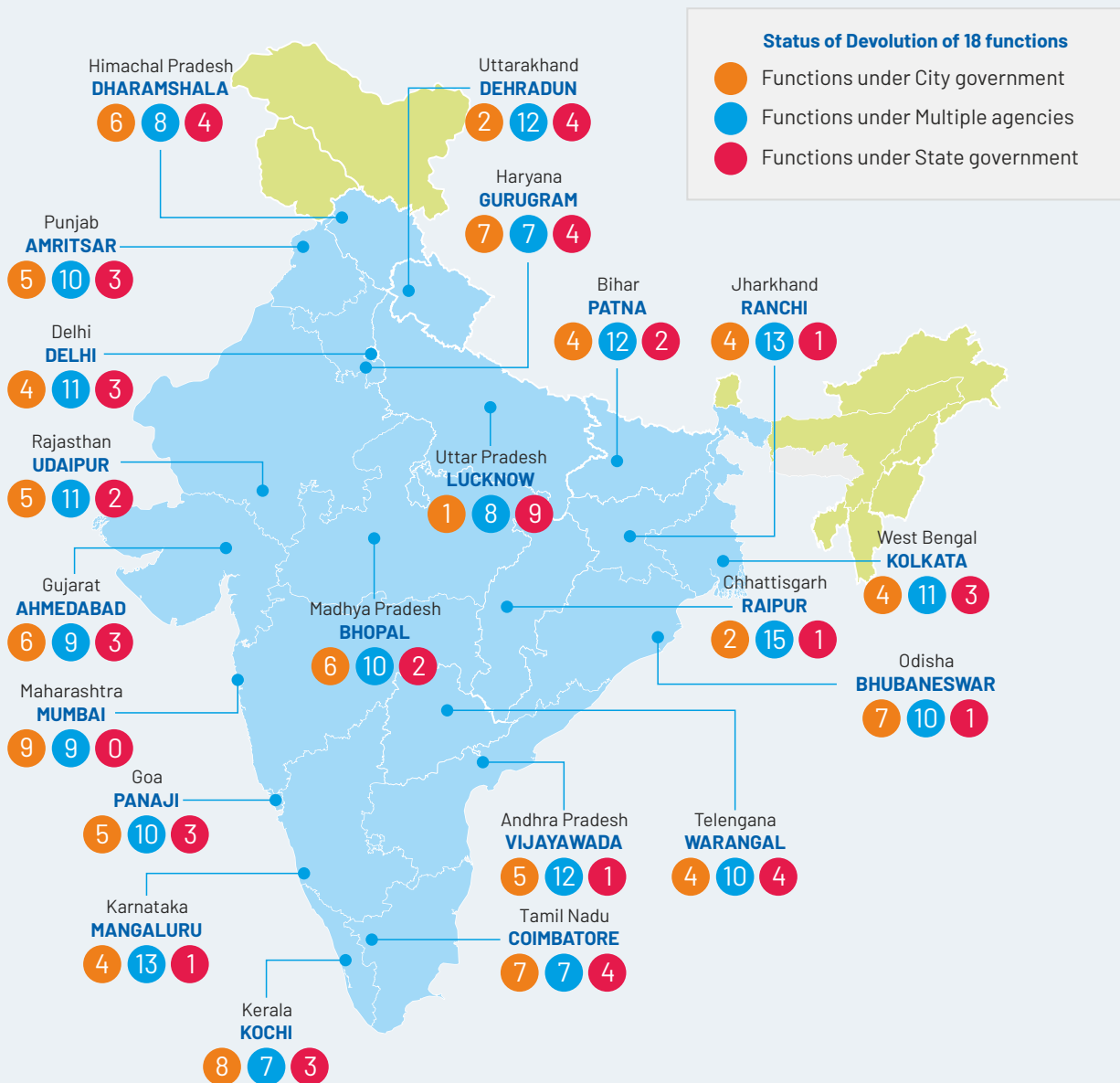


National Consultation

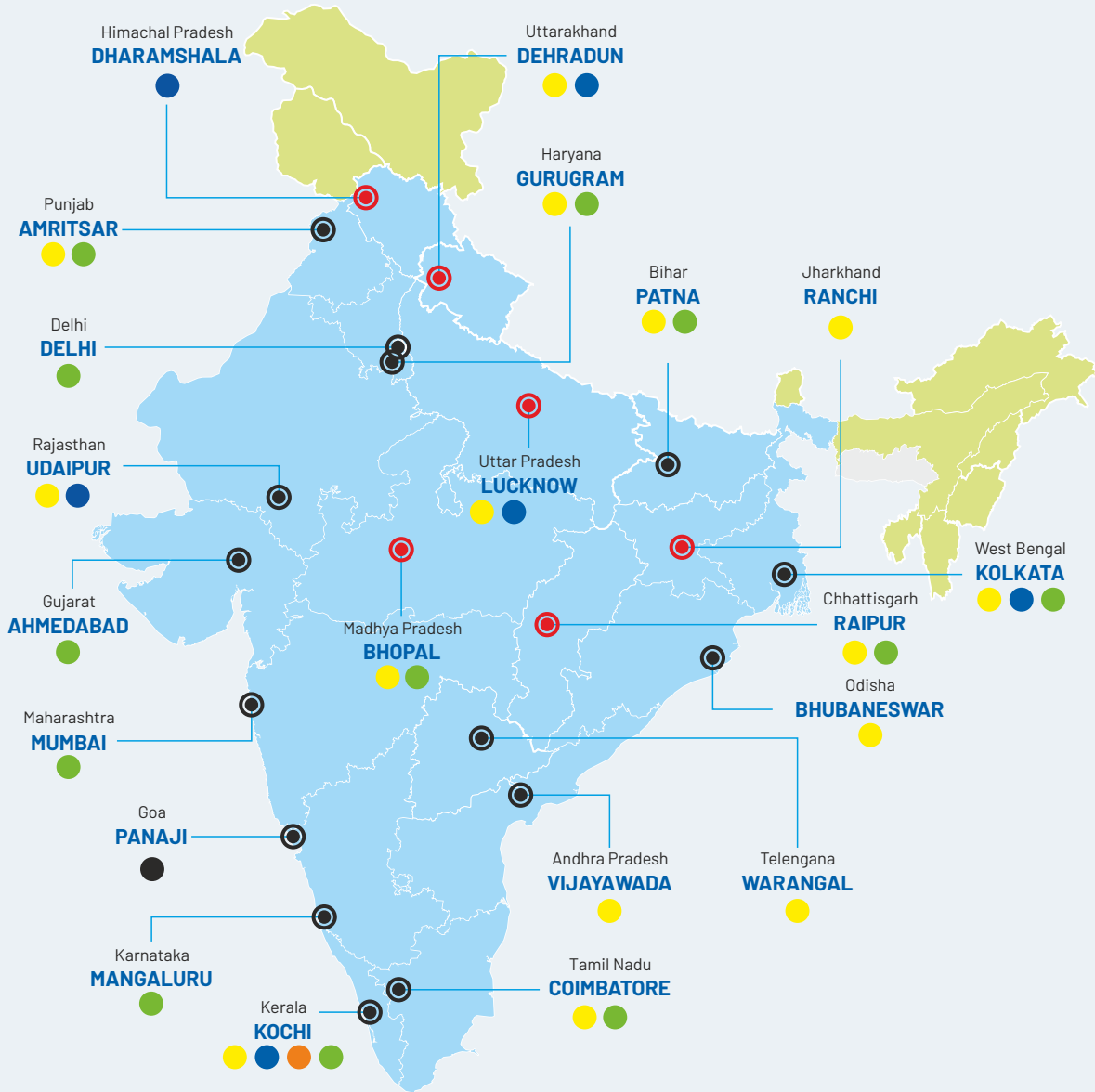
A National Level Consultation on Urban Governance was held in 2020 in Delhi to bring together stakeholders from 20 States and NCT of Delhi and discuss status of urban governance and possible reforms to ensure empowered city government. The consultation was attended by 108 participants such as mayors, councillors, member of legislative assembly, municipal corporation officials, civil society organisations, academicians and practitioners from 20 States and National Capital Territory of Delhi

Praja's Findings

The study showed that out of the 18 functions, not even a single city of the 21 studied had control of all 18 functions. Out of 21 cities, 9 cities experienced involvement of multiple agencies in more than 10 functions out of 18 functions and currently, there is no nodal agency to coordinate among agencies leading to issues in delivery of services.



The study also found that Mayors from Municipal Corporations of Kerala are most empowered amongst all Mayors from 21 states and have a tenure of 5 years, authority to prepare ACR of the commissioner, suspend officials from corporations and possess administrative control over the functioning of municipal corporations. Mayors from Rajasthan and West Bengal are also empowered to some extent and have administrative control. However, Mayors from 16 States out of the 21 studied are ceremonial heads of municipal corporation and lack administrative powers.



Mayoral System and key deliberative bodies			
Election of Mayor	○ Indirect	● Direct	
Term of Mayor: 5 Years		●	State government does not have authority to appoint, remove or suspend Mayor
Annual Confidential Report authority		●	
Authority to suspend officials		●	No Empowerment

Not a single municipal corporation has control over the recruitment process. Although Mumbai, Ahmedabad, Raipur, Bhopal and Coimbatore corporations can conduct recruitment process, state government is the final sanctioning authority. There should also be a municipal cadre for effective municipal administration. Madhya Pradesh, Gujarat and Tamil Nadu has initiated the formation of municipal cadre which should be adopted by other states as well.

No city across all 21 States under the study have the authority to introduce new taxes and only city governments in Chhattisgarh and West Bengal have the authority to revise tax rates.

In 11 out of 21 cities, own sources of revenue constitute less than 50% of the total revenue. Citizen participation is active at the Area Sabha level only in Dharamshala out of the 21 cities.

Out of the 21 cities studied, public participation does not take place at all in 15 cities. However, all the States have a citizen complaint and grievance redressal mechanism. Cities like Raipur and Mangaluru do not have a citizen grievance mechanism at the city government level but the State redressal mechanism can be used.

Praja Suggests

- As per 74th Constitutional Amendment, the control of 18 functions and functions of local importance should be transferred to the city governments.
- City governments should have adequate and skilled staff for delivery of services along with authority to conduct recruitment process.
- Mayor and Councillors of the city governments needs to be empowered as well as made accountable.
- The city governments should have authority to revise tax rates and introduce new taxes.
- The city governments should increase efficiency in collection of local taxes to strengthen finances.
- The budgets of city government should be prepared by the legislative wing of the city government and only council should have the final authority to approve the budget, not the State government.
- Ward committees should serve as a deliberative platform at ward constituency level.
- City governments should facilitate deliberation through citizen participation at area sabha level.
- There should be a formal technology enabled platform for citizens to register complaints in various modes.



PRAJA IN NEWS

THE TIMES OF INDIA

TNN | Feb 6, 2019, 10:06 IST

Urban survey bats for more power to Bhopal Municipal Corporation in governance

BHOPAL: A survey on urban governance presented at the Academy of Administration here on Tuesday recommended that the Bhopal Municipal Corporation (BMC) must be the one-point governance agency for the state capital.

The civic body would replace the multiple agencies taking care of city development, helping mitigate delays due to lack of accountability. NGO Mumbai-based Praja Foundation tabled the survey as part of the state-level consultation on urban governance. The NGO mapped the BMC and conducted interviews with stakeholders in 2019. The UAHD officials said they will review the recommendations.

THE COVAI MAIL

ENGLISH & TAMIL WEEKLY NEWSPAPER

November 5, 2019

Praja brings stakeholders together for better Urban Governance of Covai

Praja Foundation, a Mumbai based Non for Profit Organization presented its study on Coimbatore's status of devolution of 18 functions as per 74th Constitutional Amendment of India on 05.11.2019. Stake holders of Coimbatore's Urban Governance former councillors, former deputy mayor along with members of Praja discussed about the data presented in the study.

Praja focuses on improving urban governance by providing concrete data about the performance of elected representatives and local body authorities on where they can improve, where they need more power and how public participation in administration can improve the quality of life in cities.

THE HANS INDIA

Nov 29, 2019

Warangal: Study reveals chinks in GWMC administration

Warangal: The Praja Foundation released its Urban Governance Report on Telangana in Warangal on Thursday. The report captures Urban Governance structure in Telangana and the implementation status of 74th Constitution Amendment Act, 1993 in Telangana.

The consultation following the report launch was attended by a total of 28 key stakeholders including former Mayor, Corporators and representatives from Civil Society Organisation and Academia.

DH DECCAN HERALD

SEP 26 2019, 00:10 IST

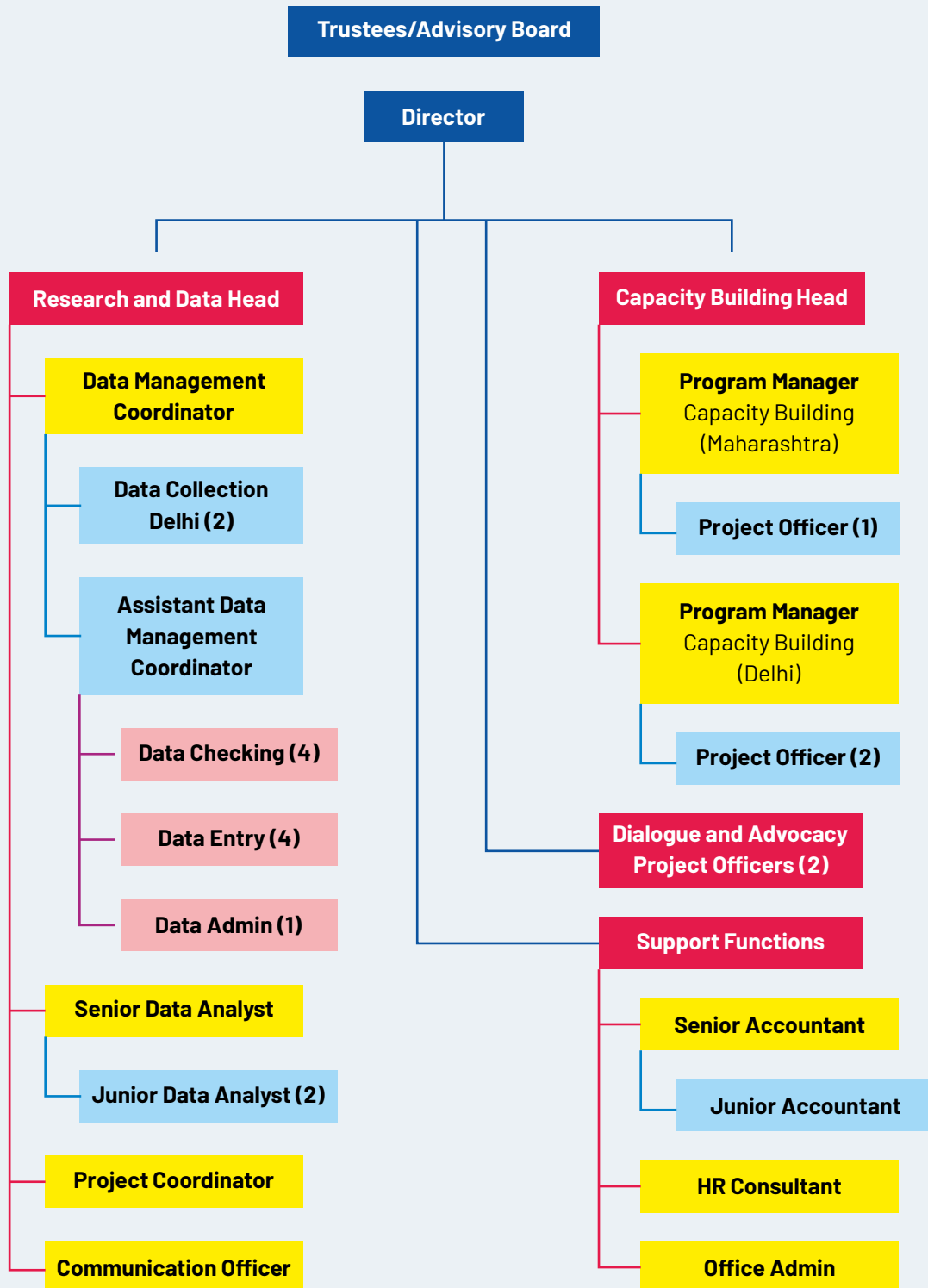
'Single authority needed to deliver 18 services'

MCC Commissioner Shanady Ajith Kumar Hegde at a stakeholders' meeting on urban governance organised by Praja Foundation at Hotel Deepa Comforts on Tuesday. Mangaluru City Corporation (MCC) needs to focus on e-governance in order to overcome staff shortage and ensure efficiency in service delivery, Milind Mhaske of Praja Foundation said on Tuesday.

Mhaske was listing the reforms, based on a year-long study, that MCC needs to adopt to effectively improve the delivery of services at all stakeholders meeting on urban governance organised at Hotel Deepa Comforts.

ORGANISATIONAL DEVELOPMENT

Praja firmly believes in building and strengthening the capacities of its staff across the organisation on a regular basis. In order to achieve the same, Praja provides learning and development opportunities in the form of classroom training; group workshops during the annual company retreat and encourages staff to attend external thematic workshops. Also, for the past two years, Praja has been proud to introduce the LONG TERM SERVICE AWARD to acknowledge and appreciate the contribution of staff who have worked with Praja for 3 plus years.



Retreat

The 2019-20 annual retreat strayed from the conventional path and introduced something new and exciting for the staff. Praja has been working in the field of urban governance since the last two decades, highlighting on the improvements needed in service deliveries in the city and the structure of urban governance. It was thus important to build understanding and drive ideation of the staff for what an ideal city and neighbourhood should be. Since Praja advocates for public participation in governance, the annual staff training was an opportunity for the staff members to ideate and deliberate in planning their neighbourhoods. This enabled the staff to connect better to the organisation's advocacy and also provide opportunity for debate on different issues regarding planning and service delivery in the city.

The annual staff training this year was a workshop, where the staff played a neighbourhood planning game and made a model of their idea of an ideal city neighbourhood.



Internal Staff Training

Praja conducted a mix of skill building and behavioral training/workshops for its staff across Mumbai and Delhi offices.

- Moderation and Facilitation Workshop by Tullika Mehra, April 2019: Workshop to introduce a framework of tools and techniques useful for conducting participatory meetings and workshop with multiple stakeholders.
- Creative Ways to Use Social Media for Storytelling by Ashok Nirgulkar, April 2019: Workshop on using techniques to improve the visual medium through great photography, videos, infographics and branding; copywriting and proper use of #hashtags.
- Achieving Personal Excellence by Arunkumar Waghchaure, June 2019: Workshop focusing on the individual employee with the objective of improving personal effectiveness at work to maintain a level of competence resulting in confidence and focusing on the right approach.
- Envisioning Goals That Inspire by Divya Thampi, July 2019: Workshop focusing on techniques and process of setting meaningful and ambitious goals for professional/personal development.
- Conflict Management by Kanupriya, July 2019: Workshop on practical conflict resolution techniques to maximise individual and team performance; communicating to influence and understanding unconscious bias and empathy.
- Data Storytelling by Storywallahs, September 2019: The workshop covered the 'Why & What' of Business Storytelling easing participants into telling a story through data. A mix of concepts, frameworks and experiential learning was used to create and tell compelling stories using data and numbers.
- Data Analysis by Hansa Research Team, September 2019: The workshop primarily covered an overview of statistical methods that play a significant role in data analytics.
- Praja also introduced Leadership Coaching for function heads and their skip to share, learn and collaborate better. The first session was held in October 2019 with a presentation cum workshop on Team Dynamics followed by 360 feedback to each other using the Continue, Stop, Start method. A Follow up meeting was held in November 2019 where key takeaways from the 360 feedback were shared within the group along with plans on how to improve their individual leadership style/capabilities. The workshop was conducted by Praja's HR Consultant, Benaifer Reporter.

External Staff Training

Praja sent one of its senior leaders, Balwant Kirar – Program Head, Capacity Building to attend a program – Leading and Managing Teams for Social Purpose organisations by ISDM (Indian School of Development Management): The workshop addressed the core issue of effective team leadership and management, using storytelling and appreciative enquiry as key processes, enabling participants to create their own journey as a Team Leader.

Being Future Ready – Website with a Brand-New Design!

In its effort to make white papers, newsletters and other publications easily accessible, Praja Foundation relaunched its website www.praja.org.

The website has been specifically redesigned keeping in mind its visitors - College Students, CSOs, the Media and Members of the Administration. The newly designed website is user friendly, easy to navigate, sleek and uncluttered to bring focus to Praja's several years of work.

One can find comprehensive data on issues related to Civic, Health, Crime and Education and information related to the Elected Representatives of Mumbai and Delhi. It also features publications and media coverages which are informative and easily accessible.

Ward level details are uploaded regularly which can be used as a resource for anyone needing information on the administrative wards of Mumbai. The website also holds millions of data points obtained through the Right to Information Act, laid out in easy to access cards. The "Data analysis for governance" tab is where the media, researchers, social activists and citizens in general, can obtain reports on various wards, elected representatives, zone or areas of Mumbai and Delhi. Visitors can compare performance from person to person, issues from area to area and any data across time periods. Visitors can also search for MPs, MLAs and Municipal Councillors or look up areas by the city's issues.

Various events conducted within the Capacity Building projects of the organisation are also updated in the events tab. A separate section for the Dialogue and Advocacy team's Urban Governance Reports focusing on their national study has been created and the overall design has been updated to keep with the times.

All initiatives taken by the organisation have been categorised making these easier to find. White papers, detailed highlights of white papers, newsletters and other resources can be easily downloaded in just a few clicks. Some of the features of the homepage in the revamped website include:

- **Carousel** – A carousel of images adorns the homepage with the organisation's latest initiatives. These are important events, consultancies etc. that Praja has recently conducted. A simple click on 'Know More' takes the user to a detailed report of the same.
- **Praja at a Glance** – Three boxes with What, Why and How describes Praja's work to the first-time visitor which allows them to get an understanding of the overall objective of Praja and how the organisation works towards the same.
- **Dashboard** – The dashboard displays important facts and figures in the homepage itself which allows for quick information
- **Impact Stories** – Impact stories feature Praja's latest achievements in bringing about systemic changes in the system.



PRAJA TEAM

Trustees and Board of Advisors

Nitai Mehta, Founder and Managing Trustee Praja Foundation, Director Adity Designs

Nitai is the Managing Trustee at Praja Foundation. He is also Director Adity Designs Pvt. Ltd, one of Mumbai's oldest fashion houses started in 1968 and Director Forest of Chintz, an international accessories brand. He also founded "Association of Youth for a Better India" and is a trustee of Madhu Mehta Foundation. He completed his bachelor's in commerce from Sydenham College, Mumbai.

Sumangali Gada – Founder Trustee Praja Foundation; Director Adity Designs

Sumangali manages business development and finance for Adity Designs, a company that works on design projects with luxury brands world over. In 2012, Sumangali started an independent design venture Forest of Chintz which makes fashion accessories for boutiques worldwide. Prior to this she was a consultant with the Business Consulting Practice at Arthur Andersen for three years. She graduated from Sydenham College, Mumbai and completed her masters in Management Studies from NMIMS, Mumbai.

Anuj Bhagwati – Head A.T.E. Group

Anuj Bhagwati heads the A.T.E. Group, which consists of technology-based businesses in diverse areas of textile engineering and environmental engineering. His other non-profit engagements are with the A.T.E. Chandra Foundation (grant-making), Urban Design Research Institute (urban planning), the Kalaghoda Association (arts, culture and neighbourhood improvements), the K J Somaiya Trust (education and health care), and some advisory groups of Cornell University, USA.

Vivek Asrani – Managing Director Kaymo Fastener Company

Vivek is the Managing Director of Kaymo Fastener Company, India. He graduated from St. Xavier's College in Science and later went on to do his L.L.B. He is a teaching faculty at Moral Re-Armament (MRA) and Initiatives for Change International (IofC) and is regularly invited to present at business groups on topics related to Value Sustainability for Companies and Building Ethical and Competitive Organizations.

Jamal Mecklai – CEO Mecklai Financial

Jamal is the CEO of Mecklai Financial and considered to be one of the leading authorities on market risk management in India, in which context he has been appointed to several committees at the RBI and Government of India. Jamal graduated from IIT(Mumbai) and pursued doctoral research at Rice University in the USA and worked at several eclectic activities in New York before returning to India.

Iris Madeira – Partner Madhavi Desai Consulting Pvt Ltd

Iris is Partner and Founding Director at Madhavi Desai Consulting Pvt. Ltd., an independent education counselling firm, advising both students and schools. Her experience spans across the PhD, MBA, MS, Undergraduate and High School verticals. Her personal passions have led her to serve on the board of several non-profits. She has a Bachelor's Degree from St. Xavier's College, a Master's Degree from the University of Mumbai and has completed the Harvard Business School's Executive Programme – Managing and Transforming Professional Service Firms.

Rajan Mehra – Co Founder and Managing Director Nirvana Venture Advisors

Rajan is a Co-founder and Managing Director of Nirvana Venture Advisors, an early-stage technology fund based in Mumbai. He has over 2 decades of investing and operating experience in which has managed and led several investments in consumer and enterprise technology in India. Prior to Nirvana, he was a venture partner at Clearstone Venture Partners and Country Manager for eBay in India. He serves on the advisory board of Muktangan Education Trust in Mumbai. He has an MBA from the Darden School of Business, Virginia and a B.Com from Sydenham College, Mumbai.

Mustafa Doctor - Advocate

Mustafa Doctor is a practicing advocate in the Bombay High Court. He specializes in civil litigation and has represented NGOs such as the Bombay Environmental Group and SPAARC, as also various citizen groups and bodies in several cases pertaining to environmental, forest and urban town planning issues, and issues pertaining to human and civil rights

Dhruv Moondhra - Director and CEO Steel1

Dhruv Moondhra is the Director & Chief Executive Officer at Steel1 and has been associated with the company since its founding in 2008. His current priorities include building organizational capacity to meet increasing customer demand, as well as making Steel 1 a leading digital company in its field. Dhruv started his career at Bain and Company in Boston. Dhruv is an Economics Graduate from Cornell University.

Vinay Sanghi - Co Founder and CEO CarTrade.com

Vinay Sanghi has been the driving force behind CarTrade.com since its inception in 2009. Before starting CarTrade.com, Vinay was the CEO of Mahindra First Choice Wheels Ltd. and was influential in taking the company from a start-up to becoming India's largest used-car company. Vinay is a well-read professional backed by a bachelor's in commerce from Sydenham College.

Leadership**Milind Mhaske - Director**

Milind has anchored Praja since 2010 scaling it up to become a key national player in transforming urban governance across India. He helped set up some of its key projects: report cards for ranking elected representatives, training programmes for elected representatives and launching Praja's Delhi operations in 2014. He is a business management graduate from Mumbai University and brings with him more than 18 years of experience in managing development sector projects.

Priyanka Sharma - Head Capacity Building

Priyanka has over two decades of work experience of which the last 18 years have been in the development sector working on causes pertaining to Women, Youth, Reproductive Health and Urban Governance. She has been engaged with Praja Foundation for the last 12 years in the Praja Dialogue Programme, Organisation Planning, Elected Representative Contact Programme and held several workshops and training programmes for multiple stakeholders. She has a Master's in Social Work and an MBA in Marketing.

Yogesh Mishra - Head Research and Data

Yogesh has 14 years of experience in market research industry. He has managed operations for several international projects focusing on industries such as IT, Telecom, Consumer Healthcare etc. With a vision to contribute to society with his skill sets he joined the development sector working towards ensuring smooth and flawless execution of programme deliveries by monitoring and managing various activities required to create an accountable and transparent governance system.

Benaifer Reporter - HR Consultant

Benaifer is an HR professional with 30 years of diverse experience. She spent 14 years in a business role in Advertising/Marketing before moving to HR. She managed HR for Rediffusion Y&R, eBay and PayPal in India and was part of the eBay Learning and Development team in Asia Pacific. She then joined Greenlight Planet Inc., a for-profit social business, as their Global HR Director managing employees across India, Africa, China and the USA. As HR Consultant at Praja, she offers expertise in all aspects of Talent Management.

Praja Office Staff

Research and Data

Eknath Pawar

Data Management Coordinator

Ganesh Phulsundar

Data Checker

Jennifer Spencer

Project Coordinator

Kshitija Gidaye

Data Entry Officer

Mahesh Bhaskar

Junior Data Analyst

Neha Kori

Data Checker

Nilam Mirashi

Senior Data Analyst

Nilesh Kadam

Assistant Data Management Coordinator

Pragati Watve

Data Entry Officer

Rajesh

Data Collection Officer

Sangeeta Patwa

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Shubham Singh

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Swapneel Thakur

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Vidya Tamboli

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Manager – Capacity Building

Deepali Shirgaonkar

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Ganesh Jadhav

Office Assistant

Saikiran Kairamkonda

Junior Accountant

Souradeep Roy

Communications Officer

Vipul Gharat

Data Administrator

I am BIGGY, representing the coming together of people and communities to bring about collective change for a better tomorrow.



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