



Praja's Vision, Mission, and Guiding Principles

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

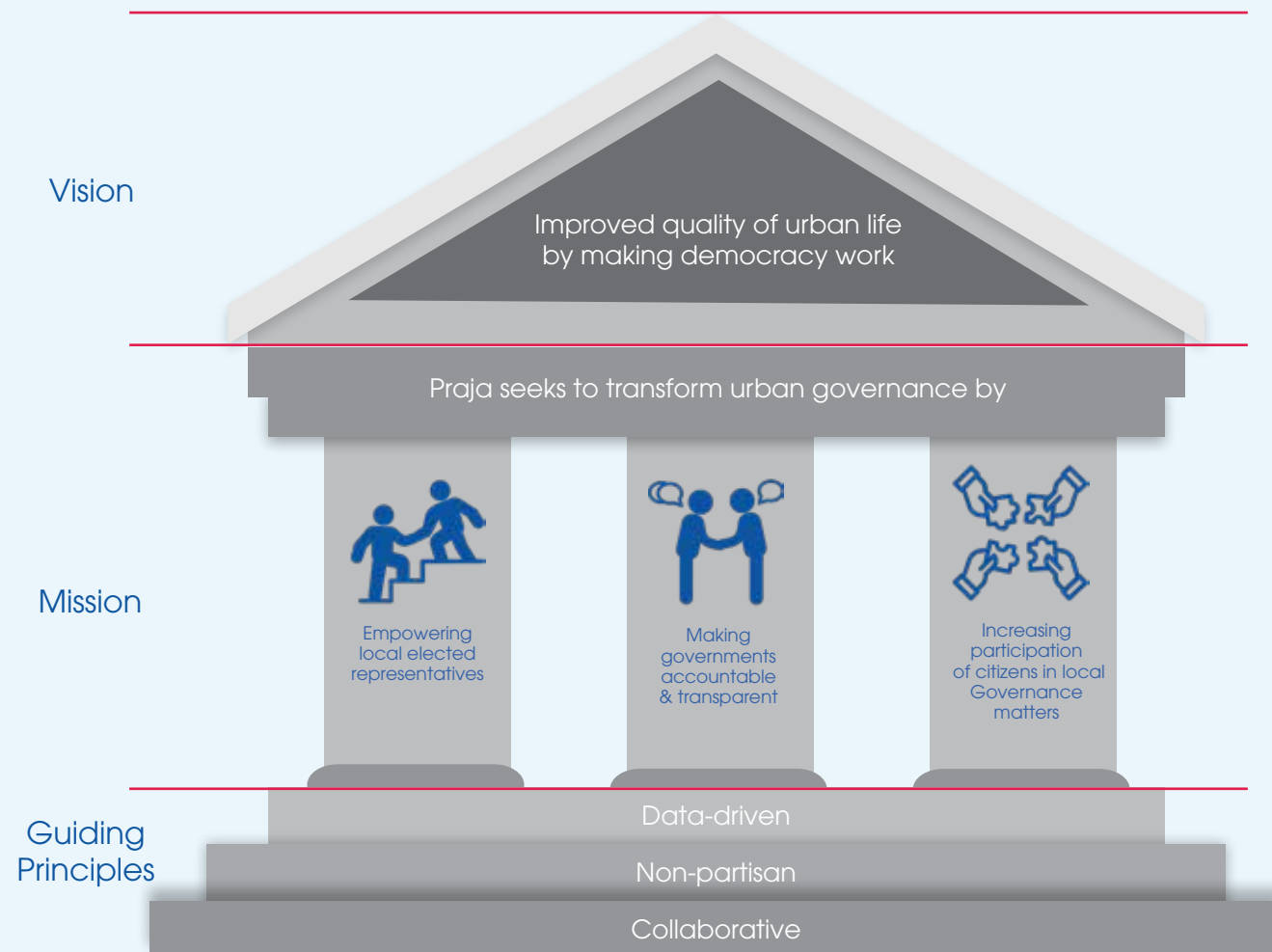


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Praja at a glance

Praja is a non-partisan organisation working towards enabling accountable governance since 1997. 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 awareness of, and mobilise action by the government and Elected Representatives (ERs).

Praja was registered and the first citizen's survey was conducted

Created Mumbai's first citizen charter in collaboration with BMC

1999

Published and distributed 2 lakh copies of Mumbai's Citizen's Handbook to demystify governance

2005

Undertook multiple interventions like Praja Dialogue, CityScan, Councillor Handbook publications and annual report cards for Mumbai's MLA and Councillors

2008-12

Initiated an ambitious project to improve city governance structures in India

2017

Praja started its Delhi Chapter and released the first Handbook to orient Delhi councillors on acts, devices and functioning of the corporation

2014

Created the Urban Governance Index

2020

Aims to transform urban governance by empowering city governments through effective implementation of 'principle of subsidiary' and increasing citizen participation in local governance matters

Founding Members of Praja adopted a school in Mumbai

1991

Inception of Praja to enable accountable governance

1997

Realised the need to engage with governance in order to improve quality of life of citizens through systemic and sustainable approach

Focused on creating tools of good governance with BMC

Built BMC's citizen's grievance redressal mechanism and conducted complaint audits in the ensuing years

2003

Aimed to create a dialogue through local data with the three constituents of democracy - Citizens, Government Administration and Elected Representatives



Praja in Numbers

Praja's Pan-India Interventions:

States and Union Territory-level Engagement:

5 (Maharashtra, Delhi, Jammu & Kashmir, Uttar Pradesh, Bihar, and Karnataka)

City-level Engagement:

7 (Mumbai, New Delhi, Srinagar, Jammu, Patna, Ballari, and Vasai-Virar)

Advisory meetings and consultations

658 Meetings with Elected Representatives (ER)

750 Meetings with Administrative Officers

158 Meetings with Civil Society Organisations (CSOs)

Questions raised by Elected Representatives based on Praja Data*

202
Total Questions

28
Mumbai Councillor Questions

25
Mumbai MLA Questions

128
Delhi Councillor Questions

26
Delhi MLA Questions

Youth Engagement

5,024 Youth Reached Directly

25,120 Youth Reached Indirectly

Workshops:

12 Elected Representative

21 CSOs

61 Youth

Media and Citizen Engagement

312 News Coverage

52,277 Website Visitors

23 Newsletters Published

9,047 Website Downloads

3,532 Facebook Page Followers

1,200 Twitter Followers

4,465 LinkedIn Followers

*Based on the Data received by January 2023

From the Founder's Desk



“

For over 25 years, Praja has spearheaded research and advocacy-driven reforms aimed at improving city governance. Today, we are proud to witness policymakers and thought leaders at the highest level of governance referencing the data and recommendations presented in Praja's Research Reports. The Ministry of Housing and Urban Affairs (MoHUA) and NITI Aayog have consistently accessed data mapped by Praja's Urban Governance Index since its launch in 2020.

Nitai Mehta

Founder and Managing Trustee,
Praja Foundation

Building upon the previous efforts, Praja has realigned its organisational strategy with a deepened focus on creating impact. In the next phase, we will concentrate harnessing the data published in Praja's research reports to support government agencies in institutionalising urban governance reforms and implementing them on the ground. Praja Foundation will be at the forefront of driving structural reforms at all three levels of governance— the Union Government, State Governments and City Governments. We will advocate for synchronised urbanisation reforms across India while considering local nuances and challenges. By fostering collaborative partnerships with all stakeholders, we will facilitate sustainable changes in an institutionalised manner.

Praja is actively expanding its outreach to wider geographies. Through field observations and interactions with local stakeholders, we have identified the need for urban governance reforms across India. Role of state governments and city governments is critical to exploring innovative approaches, such as systemised frameworks, risk-sharing mechanisms, financial assistance instruments, and incentives, can pave the way for sustainable city governance. Praja will leverage our data-based findings to support state government to form robust policies and give knowledge support to city governments to implement them.

Our ultimate vision is to create cities that prioritise the needs and aspirations of citizens. We envision vibrant ecosystems where citizens can flourish, resiliently navigate future challenges, and actively participate in shaping their communities. Central to our mission is ensuring equitable access to basic services, thereby creating a level playing field where every individual can reap the benefits of urban living. This transformative path can only be traversed through collaborative efforts from the government, citizens, and civil society organisations.

Indian cities have embarked on a journey of resurgence, paving the way for new possibilities in socio-economic development. As urbanisation takes centre stage, Praja is committed to playing a catalytic role in transforming this vision into a shared commitment to building 'smartly governed cities'.

From the CEO's Desk



Building upon this momentum, Praja is actively engaging with key Union Government institutions such as MoHUA, NITI Aayog, and the National Institute of Urban Affairs (NIUA) to develop collaborative research and advocacy-based programmes. A notable endeavour is our national study in partnership with NIUA, mapping the state of Municipal Finance across India. We also co-organised Prajatantra 2022-23', our flagship youth outreach programme with NIUA. This collaboration has resulted in Prajatantra 2022-23 representing nooks and corners of India. 1385 students representing 79 cities across 23 states and 5 Union Territories registered for Prajatantra 2022-23. It also became the anchor point for the National Youth Conclave, organised jointly by the Ministry of Housing and Urban Affairs (U20) and the Ministry of Youth & Sports Affairs (Y20) under the esteemed G20 Forum.

At the state government level, Praja has been instrumental in initiating dialogues through Consultations on Urban Governance Reforms. Consultation is a platform for elected representatives, state government officials, city government administrators, and civil society organisations to exchange views and work towards a consolidated urban reform agenda. We successfully organised consultations in Bihar (with 25 key invitees) and Maharashtra (with 22 key invitees), bringing together Cabinet Ministers, Members of Legislative Assemblies (MLAs), administration officials, and CSOs for constructive discussions and developing a roadmap for implementing urban governance reforms.

Looking ahead, Praja is forming strategic partnerships with government agencies at the state and city government levels, aiming to implement urban governance reforms in collaboration. Our existing memorandum of understanding (MoU) with the Srinagar Municipal Corporation has led to the implementation of proposed reforms. Additionally, we have signed MoU with Jammu Municipal Corporation and Government agencies in Karnataka and are currently discussing with Uttar Pradesh, and Maharashtra State governments for state-wide urban governance reforms. By 2025, we aim to implement urban governance reforms in 10 cities across 4 states.

To achieve sustainable reforms, Praja recognises the significance of collaborations at the grassroots level. Over the years, we have built a collaborative network with Government Agencies, CSOs, Academic Institutes and youth to participate in the shared vision towards improved city governance and we continue to expand it at the national level. To optimally tap into the potential of this network of experts, practitioners and enthusiasts on city governance, long-term investment of resources in this sector is crucial. Invested resources will support bridging knowledge gaps and developing a comprehensive action plan.

Milind Mhaske

CEO

Praja Foundation

On behalf of the entire Praja Team, I extend my heartfelt gratitude to our supporters for their unwavering faith in Praja's initiatives. We remain committed to the core value of democratic and accountable city governance and are optimistic about your continued support as we work towards a future where cities are vibrant, inclusive, and sustainable.



“

Praja Foundation made significant strides in research and advocacy-led interventions at the Union Government, State Government, and City Government levels in 2022-23.

The Honourable Prime Minister directed the Ministry of Housing and Urban Affairs (MoHUA) to prepare three policy papers on urban governance. Praja Foundation was invited to be a part of the drafting committee, leveraging our expertise and the comprehensive framework provided by the Urban Governance Index (UGI). Findings from UGI served as the basis for these papers. They were presented to the Prime Minister at the Conference of States in Dharamshala in June 2023, with Chief Secretaries from all states in attendance.

Transforming Urban Governance Programme



Transforming Urban Governance (TUG) Programme is positioned to work in collaboration among the Union Government, State Governments, City Governments, and all stakeholders involved in urban governance to achieve the vision of 'smartly governed cities'.

Praja has initiated research for UGI 2.0 which will also map different themes of urban governance. The themes include:

- Urban Planning
- Climate change, Adaptation and Mitigation
- Sustainable Development Goals
- Child & Adolescent Participation in City Planning, Governance and Municipal Budgeting
- Empowerment of Women Elected Representatives
- Mayor in Council (MIC) System

We are also actively engaged with the Union, State and City Governments to provide guidance and knowledge support to implement urban governance reforms in their jurisdiction. In 2022-23, TUG extended its research and advocacy interventions to new geographies including Jammu & Kashmir, Bihar, Karnataka, and Uttar Pradesh. We have identified five key areas of urban reforms:

- Standardised Corporation Procedure Rules
- Capacity Building Training for Councillors
- Municipal Finance Reforms
- Increasing Citizen Engagement through e-Governance
- Urban Governance Dashboard

Impact

- The Ministry of Housing and Urban Affairs (MoHUA) invited Praja Foundation to be a **member of the committee**, which will discuss and outline reforms on three themes identified – Political and Civic Administrative Structure, Municipal Finance and Fiscal Empowerment and Citizen-centric Service Delivery System. Data from the Urban Governance Index and the urban governance study was shared with the Ministry which formed the basis of drafting the reform recommendation. **The collective reform agenda was presented to the Hon'ble Prime Minister on 16-17 June in a conference in Dharamshala.**
- Praja's research, capacity building and advocacy efforts at the city and State level advocacy since 2017 has started to reflect in the collaborations across governments in 2022-23. Government agencies, think tanks and organisations have started involving and approaching Praja in important discussions and decision making in urban governance. Praja is in discussion with various state governments such as **Uttar Pradesh, Karnataka, Assam, Rajasthan, Sikkim, Nagaland, and Tripura** for programmes and reforms like **capacity building of councillors, e-Governance platform for citizen engagement, strengthening Municipal Finance and implementing a robust corporation procedure rule.**

5.1. Factsheet

Urban Governance Study

Report Published:

1 (Fiscal Empowerment of City Governments, 2022: Phase 2 Provisional Report)

38

Cities studied

521

ER Engagements

665

Admin Engagements

1

National Consultation

61

Number of Participants in the Consultation

16

Number of cities participants belonged



Urban Governance Advocacy

1

Reports Published (Study on Corporation Procedure Rules of Municipal Corporations in Maharashtra)

2

Urban Governance Reforms Consultation

3

State/UT Engagement (Maharashtra, Jammu & Kashmir, Bihar)

3

ER & Admin Capacity-building Workshops

5

City Engagement (Srinagar, Jammu, Ballari, Patna, and Vasai-Virar)



CSO Engagement

169

CSO Meetings

19

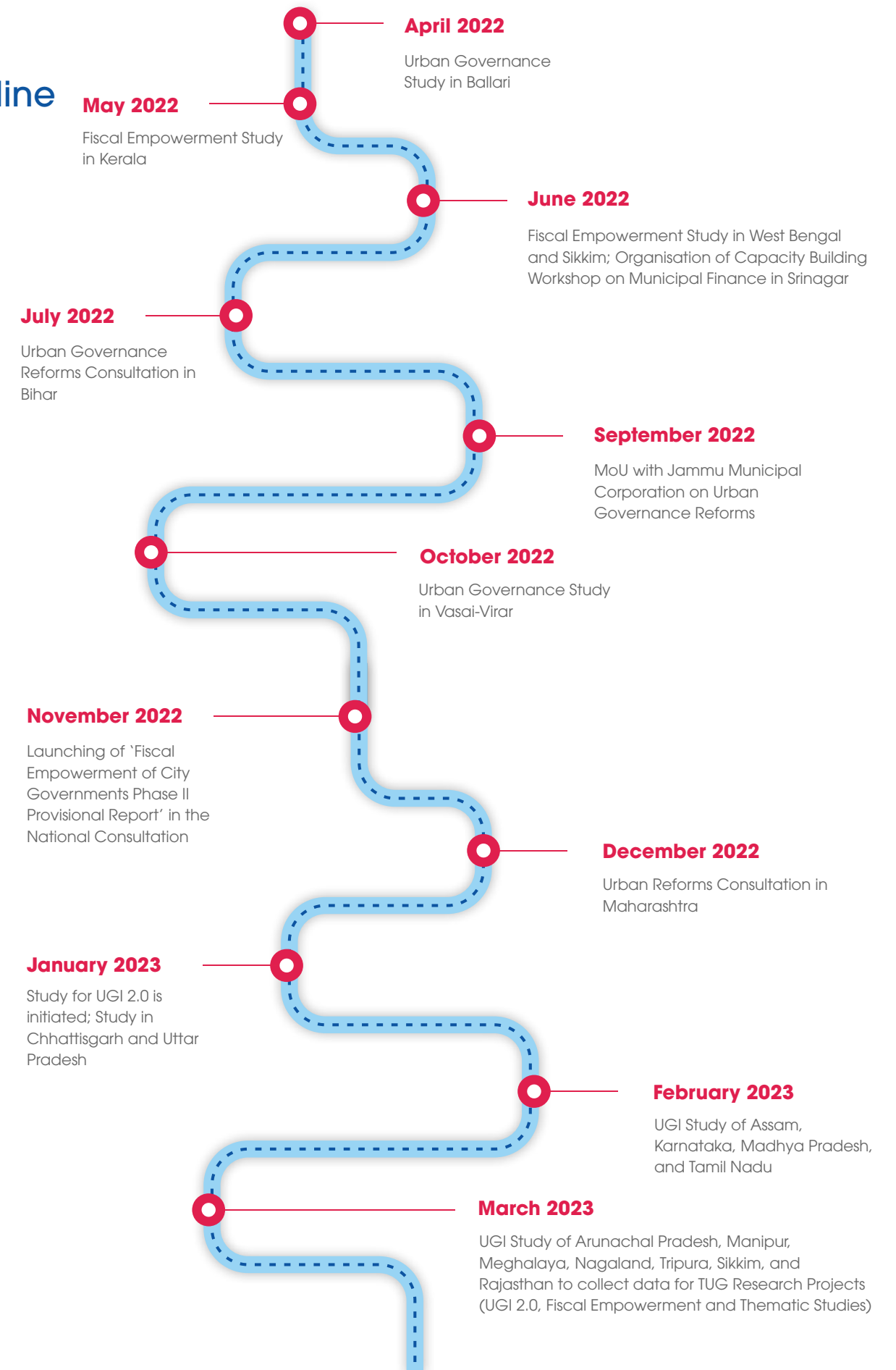
CSO Workshops

156

Number of CSOs engaged



5.2. Timeline



5.3. Urban Governance Study

Study on the Fiscal Empowerment of City Government

Praja Foundation initiated a national study mapping the status of fiscal empowerment of city governments across India in association with the National Institute of Urban Affairs (NIUA). The shared objective of this programme is to create a comprehensive knowledge source on this subject. This Pan-India study covers **43 cities across 28 states, the National Capital Territory of Delhi, and Union Territory of Jammu and Kashmir** in 3 phases.

The study on municipal finance focuses on various governance indicators such as the devolution of financial powers, fiscal transparency, systemic fiscal transfers and accountability of the city governments, Property Tax Mechanisms, and Innovative Financing Methods. The study is a step to extract budget data from the budget documents of the city government and categorise it as per the accounting standards to build a standard database on the financial status of city governments.

The National Consultation:

The National Consultation for the Phase II of the Fiscal Empowerment of the City Governments was organised on the 25th of November 2022 in New Delhi. The Provisional Phase II Report was launched in this Consultation. The consultation was attended by 61 participants who represented 16 cities across India. Attendee profiles included ERs, current and former Administrative Officers from Urban Development, Finance, Accounting Department and Auditing Departments and thematic experts from civil society and academia.

Bibek Debroy, Chairman of, the Economic Advisory Council to the Prime Minister delivered the valedictory address where he explained the need to reassess the existing governance structures and the role of urbanisation in financial growth. Kunal Kumar, Joint Secretary, Ministry of Housing and Urban Affairs, Government of India congratulated Praja and NIUA for our initiative towards creating a single source of information on Municipal Data.

Praja is currently conducting the study for the Phase III of the municipal finance report. Until March 2023, the Praja Team has visited 7 cities in 7 states to understand the municipal financial health. The final report of the study will be launched in 2024.

The study on the Fiscal Empowerment of City Governments is an initiative to strengthen the financial powers and functions devolved by the 74th Constitution Amendment Act of 1992. Fiscal Empowerment and financial sustainability can strengthen the city-level governance mechanism and infrastructural development easing the lives of the citizens.

Still from the Launch of Fiscal Empowerment of City Governments Phase II Report in the National Consultation



From Left to right, Debolina Kundu (Professor, NIUA), Nitai Mehta (Managing Trustee, Praja Foundation), Kunal Kumar (Joint Commissioner, MoHUA), Hitesh Vaidya (Director, NIUA) and Milind Mhaske (CEO, Praja Foundation)

Bibek Debroy delivering Valedictory Note in the National Consultation



Bibek Debroy, Chairman of EAC delivering Valedictory Note. V N Alok, Professor in the Indian Institute of Public Administration moderated the session.

Urban Governance Index (UGI) 2.0

On 19th September 2022, Praja organised an Advisory Consultation with key stakeholders in urban governance from Ministry of Housing and Urban Affairs (MoHUA), government institutions (such as, NITI Aayog, and NIUA) as well as civil society organizations (including UNICEF India, GIZ, Centre for Policy Research, and others) to discuss the framework for UGI 2.0. Based on the suggestions and recommendations from the consultation, **thematic studies mapping different subjects under Urban Governance are included in the framework of UGI 2.0.**

The data collection and analysis process for UGI 2.0 has been initiated in January 2023. This updated version will assess the progress made in the devolution of powers and document good practices and case studies since the launching of UGI 2020.

One of the key goals of the UGI initiative is to foster collaboration and knowledge exchange among government agencies, civil society organisations, academic institutes, and citizens. This collaborative network will work collectively to strengthen city governance.

UGI 2.0 will map the status of urban governance in **32 cities across 28 states and 4 Union Territories**. As of March 2023, field research has been completed in 19 cities from 15 states, including Agartala, Aizawl, Bengaluru, Bhopal, Bilsapur, Chennai, Coimbatore, Gangtok, Guwahati, Imphal, Indore, Itanagar, Jaipur, Kanpur, Kohima, Lucknow, Nagpur, Raipur, and Shillong. These Field visits resulted in **635 interviews** with ERs, government officials, and civil society experts. Additionally, **city-level consultations** were held in Bhopal, Coimbatore, Gangtok, and Raipur to discuss the study's findings and explore potential urban governance reforms.

Thematic Studies

During the advisory consultation for UGI 2.0, a suggestion was put forward to broaden the scope of the study by incorporating various themes and expand the scope of the urban governance study. Taking this suggestion into account, we identified six key themes and included them in the study.

- Urban planning:** Urban planning and town planning is among the 18 functions devolved to City Governments by the Constitution. Despite the constitutional provision, state government is significantly engaged in urban planning. Praja is mapping how city governments are equipped and involved in town planning.
- Climate change, Adaptation and Mitigation:** Indian Cities are highly vulnerable to climate-led disasters. This thematic study explores the roadmap by city governments to address local climatic challenges. It will analyse the preparation of the Climate Action Plan and the functioning of City government agencies that are dedicated to taking climate action.
- Sustainable Development Goals (SDG), 2030:** Cities are an important stakeholder in their process as 65% of the 169 SDG targets cannot be achieved without the engagement of local governments. We are studying the initiatives taken at the level of the municipalities to achieve SDG goals.
- Child & Adolescent Participation in City Planning, Governance and Municipal Budgeting:** Children are the future of any city. Therefore, it is essential to ensure the development of city infrastructure keeping the needs of children in mind. This study dives deep into understanding urban governance from the perspective and aspirations of children.
- Empowerment of Women Elected Representatives:** The 74th Constitutional Amendment Act, 1992 has made the provision of reserving 33% of ER posts for women in city governments. The objective of the study is to understand the empowerment of women elected representatives to represent their constituents in the Corporation, deliberate on local issues and participate in city governance.
- Mayor in Council (MIC) System:** The MIC replicates the model of the Union Cabinet and State Cabinet at the city level. At present, 6 states; Assam, Chhattisgarh, Madhya Pradesh, Tripura, and West Bengal have implemented MIC. We are studying the prospects of this system.

Still from UGI 2.0 Advisory Consultation, chaired by Surendra Kumar Bagde, Additional Secretary, MoHUA



City-Level Consultation in Bhopal attended by ERs and City Administration



City-Level Consultation in Gangtok attended by ERs and City Administration



5.4. Urban Governance Advocacy

Maharashtra:

Maharashtra is a key region of focus to implement urban governance reforms. Praja has been undertaking several urban governance reforms at the levels of state and city governments in Maharashtra.

Study on the Corporation Procedure Rules

Praja conducted a comprehensive study on the status of Corporation Procedure Rules (CPR) in the 27 Municipal Corporations of Maharashtra. CPR serves as the principal framework outlining the procedures and conduct of discussions in the Corporation and committee meetings. The study assessed CPR of all the Municipal Corporations of Maharashtra across 155 key attributes. The study revealed that only 15 Municipal Corporations had a CPR document, and none of them incorporated all the identified attributes. Hence, the report recommended drafting of standardised, robust, and detailed municipal corporation procedure and conduct of business rules for all municipal corporations in Maharashtra.

Maharashtra Urban Governance Reforms Consultation

In December 2022, Praja organised a State Level Consultation to outline an urban governance reforms agenda. Sitaram Kunte, former Chief Secretary of Maharashtra State Government moderated the consultation. The consultation was attended by 25 key attendees including the Cabinet Minister from the Maharashtra State Government, Members of the Maharashtra Legislative Assembly and Council, officers from city administration, and members of civil society. The CPR report was launched in the consultation. The discussion focused on the need for robust, comprehensive, and standardised CPR for all Municipal Corporations as well as the provision of mandatory training for Councillors to participate in urban governance in an informed manner.

List of Key attendees:

- Mangal Prabhat Lodha, Minister of Tourism, Skill Development & Entrepreneurship and Women & Child Development, Maharashtra State Government
- Yamini Jadhav, MLA, Maharashtra Legislative Assembly
- Abu Asim Azmi, MLA, Maharashtra Legislative Assembly
- Amin Patel, MLA, Maharashtra Legislative Assembly

- Rajesh Rathod, MLC, Maharashtra Legislative Council
- Administrative officials representing Municipal Corporations including Brihanmumbai Municipal Corporation, Vasa-Virar Municipal Corporation, Ulhasnagar Municipal Corporation, Solapur Municipal Corporation, and others.

“

The CPR by the Brihanmumbai Municipal Corporation is a detailed document and can be used as a case-study for other Municipal Corporations in Maharashtra. There should be a compulsory training for all the councillors after every election.”

Yamini Jadhav
(MLA, Maharashtra)

“There is a need to have transparency in the governance structure of Maharashtra. The corporations of Maharashtra are dissolved at this time and that has created a vacuum in the administration. Praja Foundation should collaborate with the Ministry of Skill Development and Entrepreneurship to see if they can reform the existing procedure and we can take forward their suggestions giving them a legal face.”

Mangal Prabhat Lodha
(Minister of Skill Development and Entrepreneurship,
Maharashtra State Cabinet)

Still from Maharashtra Consultation, chaired by Sitaram Kunte





Municipal Commissioner with a proposal to form CPR. The leadership has expressed their interest towards the reforms.

Key Achievements:

- Satyajeeet Tambe, MLC, Maharashtra drew attention to the need for robust CPR across all 28 municipal corporations of Maharashtra during the 2023 Budget Session of the Maharashtra Legislative Council. He also asked for a time-bound action towards the preparation and approval of CPR in all 28 municipal corporations of Maharashtra.

In response, Minister Uday Samant stated that instructions would be sent to the Municipal Corporations before the session ends, urging them to submit their CPR. Additionally, Class A, B, & C Municipalities and Nagar Panchayats will be advised to submit their new CPR or amendments to the CPR. The government will promptly approve the proposals.

Report on Corporation Procedure Rules



Advocacy on Urban Governance Reforms across Maharashtra:

- **Nagpur:** Praja Team visited Nagpur Municipal Corporation and held a discussion with the Municipal Commissioner on the potential reforms especially increasing citizen participation through e-Governance channels. We also met with the officials from the IT Department of Nagpur Municipal Corporation to understand functioning of their e-Governance portal. Following the meeting, we submitted suggestions on improvements required which were taken into consideration.
- **Vasai-Virar:** Praja Foundation collaborated with Vasai-Virar-based Civil Society Organisation, Women In Need Given Support (WINGS) to conduct study on status of urban governance and training workshops for the Municipal Councillors in the city. Following the study, Praja is currently developing capacity-building training programme with the Municipal Commissioner and WINGS Foundation.
- **Dhule:** Praja visited Dhule Municipal Corporation to understand city governance. The Municipal Corporation does not have CPR. Praja had a discussion with Mayor, Municipal Commissioner & Additional



Calling Attention by MLC Satyajeeet Tambe on need of Corporation Procedure Rules across Maharashtra - YouTube



- Atul Bhatkalkar, MLA, Maharashtra also raised a question highlighting the need for robust CPR in the 2023 Budget Session of Maharashtra Legislative Assembly.
- Praja has also initiated conversations with the Urban Development Department and Directorate of Municipal Administration (DMA) to develop a robust CPR for municipal corporations & municipal councils in Maharashtra.

Bihar:

In July 2022, we conducted a State-level Consultation to discuss urban governance reforms for Bihar.

The consultation brought together 25 key stakeholders, including then Deputy Chief Minister; Finance Minister, and Urban Development Minister of Bihar, along with Members of the Bihar Legislative Assembly and former Member of the Bihar Legislative Council. Civil Society Organisations and enthusiastic youth from colleges also participated in the consultation.

During the consultation, Praja Foundation presented an agenda outlining the reforms required for Bihar. This agenda was rooted in data-driven evidence derived from Praja's Urban Governance Index (UGI) 2020 report.

The participants of the consultation discussed and built consensus for implementing the underlying Reform Agenda in Bihar:

- A provision for **regular and mandatory trainings for councillors** under the state municipal act of Bihar.
- A need to form a **special municipal cadre that will be a skilled workforce to manage city government**. Establishing a separate cadre for the Engineering section that will ensure skilled persons are recruited in the engineering section of the corporation.
- Authorising Mayor to prepare The Annual Performance Assessment Report (APAR) also known as Confidential Report (CR)

Key Achievements:

Patna Elected the new Municipal Corporation in December 2022. Praja has partnered with City Administration and Save the Children Foundation to organise capacity building workshops for the newly elected councillors.

Bihar Urban Governance Report



Bihar Urban Governance Reforms Video



“Many reforms have been identified by Praja Foundation through their study in the sphere of urban governance. The views shared by Praja will act as a guide for our government, for the Urban Development and Housing Department for bringing better governance to the citizens.”

Shri Tarkishore Prasad,
former Deputy Chief Minister; Urban Development and Housing Minister of Bihar



Key Attendees were.

- Tarkishore Prasad, former Deputy Chief Minister; Urban Development and Housing Minister of Bihar
- Chhatrapati Yadav, MLA, Bihar Legislative Assembly
- Nand Kishore Yadav, MLA, Bihar Legislative Assembly
- Rakesh Kumar Roushan, MLA, Bihar Legislative Assembly
- Rashmi Verma, MLA, Bihar Legislative Assembly



[Urban Governance Reforms for Bihar \(English\) - YouTube](#)



[Urban Governance Reforms for Bihar \(Hindi\) - YouTube](#)



Jammu & Kashmir

Strengthening Urban Governance in Srinagar City:

On 8th February 2022, Srinagar Municipal Corporation (SMC) and Praja Foundation signed a Memorandum of Understanding (MoU) in the presence of Honourable Lieutenant Governor of Jammu and Kashmir, Manoj Sinha Ji. With the vision to improve urban governance in Srinagar, this collaboration has two objectives: 'Empowering citizen participation through enhanced e-governance platform' and 'Capacity Building Programmes for Councillors and officers from SMC and citizens (Youth) of Srinagar.' Praja in collaboration with SMC have planned to undertake specific programme interventions to strengthen urban governance in Srinagar.

Praja Foundation in collaboration with Srinagar Municipal Corporation had conducted a comprehensive study to map the levers and barriers of the urban governance systems in practice in Srinagar. It involved interviews and discussions with the Mayor, Commissioner, Councillors of Srinagar Municipal Corporation (SMC), civil society representatives and, ward visits to capture the ground situation along with interaction with citizens. In the last one year, we held 99 meetings with the SMC administration and 183 meeting with the Elected Representatives of SMC.

Capacity building of elected representatives and administration of Srinagar:

Praja conducted Capacity Building Workshops for councillors in March and June 2022. The workshop modules focused on enhancing the understanding on the fundamental topics of urban governance in Srinagar:

- Functioning of Municipal committees,
- Importance of deliberation, devices of deliberation
- Understanding of departments of SMC
- Fundamental Concept of Municipal Finance
- Property taxation systems
- Process of Municipal budgeting process
- Urban governance reforms with reference to best practices across India.

Testimonial

"We would like to thank Praja foundation for conducting this 3-day workshop. This has given us a holistic understanding of our duties and powers, the functioning of corporation and departments of the SMC. We hope to have many such workshops in the future to help us deliver the mandate given to us by the citizens of Srinagar."

Shahzad, Ahmad Bhatt,

Councillor, Srinagar Municipal Corporation

Empowering citizen participation through an enhanced e-Governance platform:

Praja along with Srinagar Municipal Corporation, is developing an e-governance platform, which will enable citizens to know about their city government and communicate their demands effectively. Integration of Programme Management System (PMS), streamline the existing Citizen grievance redressal mechanism and Feedback system matrix and built the Citizens' needs and wants platform to. Srinagar Municipal Corporation is planning to introduce its new e-governance platform later this year.

Strengthening Urban Governance in Jammu City:

Praja Foundation and Jammu Municipal Corporation (JMC) exchanged an MoU on 21st September 2022, in the presence of Mr. Chander Mohan Gupta, then Honourable Mayor of JMC and Mr. Rahul Yadav, Municipal Commissioner of Jammu Municipal Corporation.

Praja also organised a workshop on the 'Fundamental concept of Municipal Finance' on the same day. Mr Prashant Pisolkar, former Municipal Chief Auditor, Brihanmumbai Municipal Corporation (BMC), conducted it. The Mayor, Committee Chairpersons and Senior Councillors along with the Municipal Commissioner, Joint Commissioners, Assistant Commissioner of Revenue, Chief Accounts Officers, and other senior officials of JMC participated in the workshop. The workshop focused on the financial provisions under the 'Jammu & Kashmir Municipal Corporation Act, 2000', Budget and its characteristics; Statutory provision for Budget; Income Sources-Tax, Non-tax, Grants, Borrowings & Municipal Bonds; Various Stages of Budget Implementation. Praja Foundation held a total of

24 meetings with the JMC administration and 57 meeting with the Elected Representatives of SMC in 2022-23.

"The session helped me to understand how a municipal corporation can generate income. The proceeding from this workshop will enable us to generate more revenue for Jammu Municipal Corporation. I hope more sessions on the subject of municipal finance will be held. They will help us improve our knowledge on the subject."

Sham Lal, Councillor, Jammu Municipal Corporation

Engagement with Housing and Urban Development Department (HUDD) in Jammu & Kashmir:

Praja Foundation collaborated with the Housing and Urban Development Department (HUDD) in Jammu and Kashmir on crucial subjects under Urban Governance such as the implementation of Corporation Procedure Rules (CPR) and the Urban Reform Initiative Fund (URIF), which aim to reform functioning of Municipal Corporations and Municipal Councils across the Union Territory.

Under this collaboration, two key programmes have been undertaken:

1. **Preparation of Property Tax Reforms:**
Praja Team in close consultation with domain experts, has provided guidance to HUDD officials in researching, drafting, and implementing property tax reforms. The objective is to create a comprehensive and efficient property tax system that encompasses Municipal Corporations and Councils in the Union Territory of Jammu and Kashmir.
2. **Developing the Aspiration Towns Development Programme (ATDP) Dashboard:**
This ATDP Dashboard will utilise data to assess the current development level of municipal corporations. By providing insightful information, the dashboard will aid in informed decision-making processes related to urban policies and programmes. It aims to support the effective implementation of development initiatives and enhance urban governance outcomes.

Still with the Participants Srinagar Capacity-Building Workshop



Still from MoU exchange between Jammu Municipal Corporation and Praja Foundation



Still from Capacity-Building workshop on Municipal Finance in JMC



Other states

Karnataka

Urban Governance study in Ballari

Praja Foundation was invited by the Municipal Commissioner of Ballari City Corporation for conducting a comprehensive study of the corporation and thereby assisting them in improving and building upon urban governance in Ballari city, Karnataka. Praja Team visited Ballari, Karnataka in April 2022 to study the urban governance structures and reforms implemented in the state. Field interviews with elected representatives such as the Mayor and councillors of the Ballari City Corporation (BCC), administrative officials such as the Municipal Commissioner, Deputy Commissioner (Revenue) and other Municipal Officials were conducted.

Milind Mhaske, CEO of Praja Foundation exchanging MoU with Preeti Gehlot, then Municipal Commissioner of Ballari



Collaboration with Karnataka Municipal Data Society (KMDS)

In March 2023, Praja Foundation and **Karnataka Municipal Data Society (KMDS)** signed MoU to 'Strengthening e-governance in Karnataka'. KMDS is a special body under the Directorate of Municipal Administration (DMA) of the Urban Development Department (UDD) of Karnataka. The collaboration has an objective is to provide an institutional framework to the e-Governance initiatives in Karnataka. Praja and KMDS will implement the citizen participation platform in city governments. The platform will include

open government data, transactions, citizen grievance redressal and a need and wants portal for citizens to share suggestions and recommendations.

Uttar Pradesh

In January 2023, the Chief Secretary of Uttar Pradesh invited Praja to discuss urban governance reforms for the state. Uttar Pradesh State Government is keen to implement three areas of reforms;

1. Capacity-Building Programmes for ERs
2. Standardised and Robust Corporation Procedure Rules (CPR)

3. Strengthening Municipal Finance

We are currently in the process of signing MoU with the Directorate of Urban Local Bodies, Uttar Pradesh (GoUP) to collaborate on the proposed activities. Praja is also engaging with State Governments of Assam and Rajasthan to urban governance reforms in the states.



5.5. CSO Engagement

Praja Foundation collaborated with Civil Society Organisations across India to achieve the larger goal of transforming urban governance.

Key Highlights

- Praja has conducted 169 meetings with 156 CSOs in 2022-23.
- Strategic Partnerships with CSOs including NIUA, Helios Foundation, IC Centre for Governance, Josh Talks and Save the Children Foundation were developed to initiate urban governance reforms across India.
- 19 Capacity-building Workshops on themes of Three Tiers of Governance, the Right to Information Act 2005, Local Self-Urban Governance were conducted for CSOs. 523 participants from various CSOs participated in the workshops. The workshops were held in collaboration with CSOs notably Chetnalaya, Rangoonwala Foundation, Blue Ribbon Movement, and Save the Children Foundation.
- Praja with Mumbai First Organisation launched an ideal health manifesto for Mumbai and are working towards to take it forward with BMC Administration
- During the field visits for UGI 2.0, Praja is actively identifying local CSOs to establish a collaboration to advocate and implement reforms.
- Initiated Dialogue All India Local Self Governance to initiate councillor training across Maharashtra.

Still from a Workshop in Chetanalay Foundation, New Delhi



Dialogue Programme

Praja Dialogue Programme emphasises the significance of data and analysis of key service delivery in Mumbai and Delhi. Through data-driven insights on public grievance redressal mechanisms, public health initiatives, public education systems, urban climate, public safety measures and Sustainable Development Goals, Praja Foundation aims to empower citizens, government officials, and other stakeholders to make informed decisions and take necessary steps towards creating more efficient, accessible, and citizen-centric services.

The thematic whitepapers delved into crucial aspects of civic service delivery, addressing public grievance redressal mechanisms, public health, public education, and public safety.



6.1. Factsheet

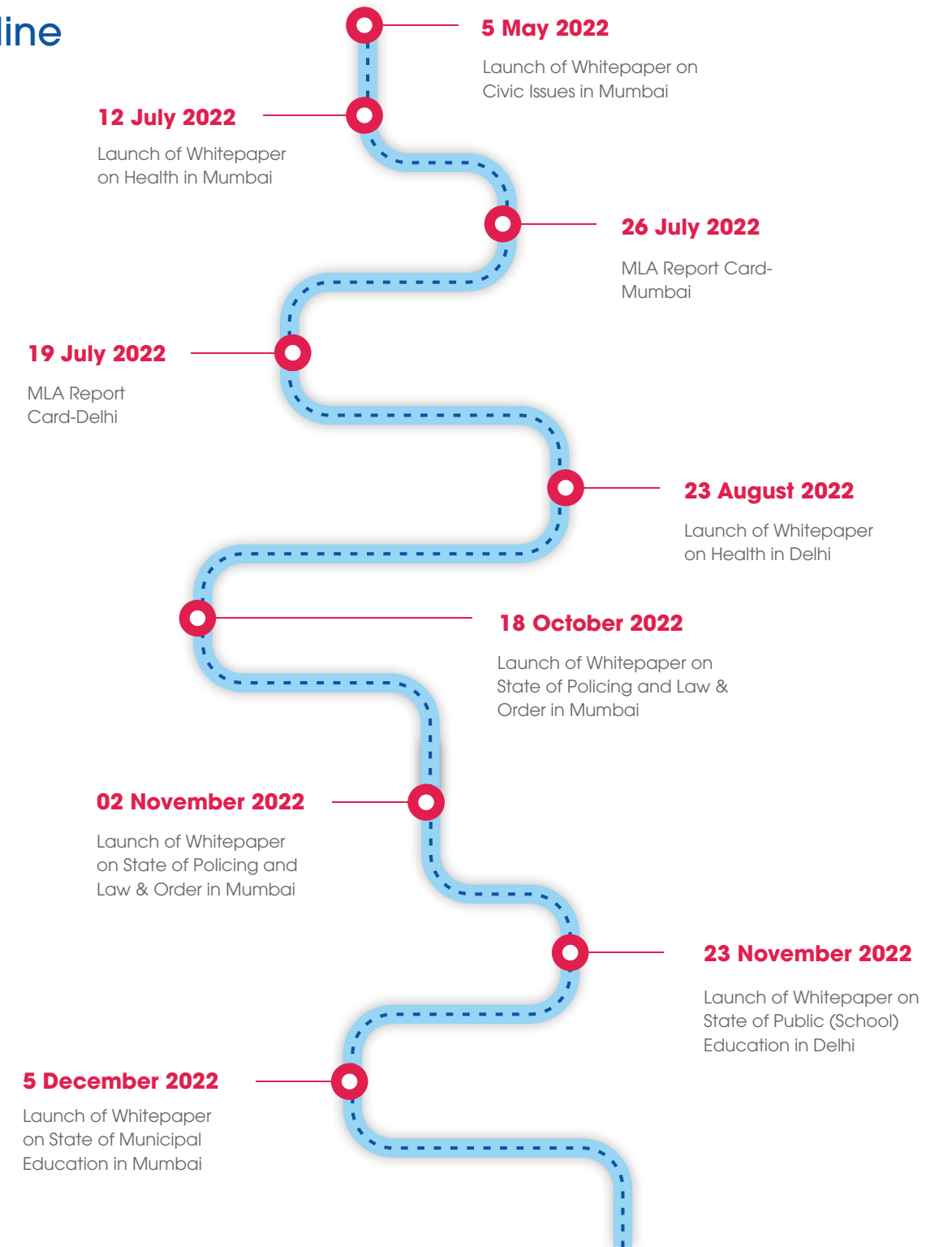
RTI Information

City	Mumbai	Delhi	Other States	Total
RTIs Filed	393	348	4	745
Appeal	142	105		247

Data Dissemination

8 Press Conference	367 Media Attendance Mumbai	
122 Media Attendance Delhi	149 ER Meetings	83 Admin Meetings

6.2. Timeline



6.3. Civic Whitepaper

The Civic Whitepaper in Mumbai focused on the analysis of civic complaints for the last **10 years (2012-2021)** in Mumbai. The Centralised Complaint Registration System (CCRS) by Brihanmumbai Municipal Corporation (BMC) is a landmark government initiative. In the last decade, BMC introduced new platforms under CCRS such as Voice of Citizens, 24x7 MyBMC app, My Pothole Fixit, BMC WhatsApp Chatbot, etc. BMC also enhanced many features of CCRS such as reducing time to resolve complaints, Action Taken Report (ATR) and Escalation matrix. The Whitepaper captured key trends from these features.

Impact

- Solid Waste Management Department of BMC took cognizance of high public grievances on Sanitation and Solid Waste Management. It launched software to provide information on the works of drainage cleaning.
- BMC referred to data published by Praja on Air Quality, recovery and processing of solid waste in Mumbai for the preparation of Mumbai Climate Action Plan (MCAP).

Media Coverage

लोकसत्ता
लोकमान्य लोकशाक्ती



पाणी, घनकचरा, शौचालयविषयक तक्रारींमध्ये वाढ

THE FREE PRESS
JOURNAL SINCE 1799



Mumbai: Dip in civic complaints but time to resolve is more, reveals Praja Foundation survey

एन
भारत



BMC : मुंबई मनपातील तक्रार निवारण व्यवस्थापन प्रणालीवरून लोकांचा उडतोय विश्वास, खासगी संस्थेच्या संवेक्षणातून माहिती उघड

NBT
नवभारत टाइम्स



जन शिकायतें हल करने में **BMC** लेती है लंबा वक्त

Mumbai Civic Whitepaper



6.4. Health Whitepaper

This year, the Health Whitepaper and Civic Whitepaper of Delhi were combined to understand correlation between the two verticals. We analysed Delhi's Data Management system on health as well as the state of government policies, status of SDG targets and health services. Mohalla Clinics, an initiative by the Delhi Government for the facilitation of healthcare services at the level of community was a key area of study.

Mumbai Whitepaper analysed the state of health service delivery by BMC. It further investigated the vacancies at the healthcare facilities. The paper also included the analysis of data on tuberculosis. Both papers analysed the data till 2021.

Media Coverage

राजस्थान पत्रिका



दिल्ली में मौतों व बिमारियों के आंकड़े का दो साल से पूरा रखरखाव नहीं

msn



Sitting on crucial data, BMC wasting opportunity to improve citizen health?

Impacts

- Consequently, BMC planned to set up special kiosks to screen people for non-communicable diseases (NCDs) Moreover, BMC initiated active door-to-door checks for hypertension from January 2023 and will create a digital health account for all patients as a universal health card which will apply to all BMC dispensaries, polyclinics, and hospitals.
- The Election Manifesto of the Indian National Congress Party (INC) for the election of Municipal Corporation of Delhi included Praja's Health data for Delhi to highlight their manifesto promises to improve the health system in Delhi.

दैनिक जागरण



स्टाफ की भारी कमी से झूज रहे निगम के अस्पताल

GOVERNANCE now
LET'S MAKE IT WORK



'BMC's primary healthcare infrastructure inadequate for Mumbai's population'

Mumbai Health Whitepaper



Delhi Health Whitepaper



6.5. ER Report Cards

Praja Foundation's ER Report Card continues to be among the most impactful tool to hold elected representatives of Mumbai and Delhi accountable. This year, we published a Consolidated Two-Year Report Card which provided a concise summary of the performance and activities of Members of Legislative Assembly (MLAs) representing Mumbai in the Maharashtra State Assembly and MLAs in the Delhi State Assembly.

In the Covid-19 pandemic, the number of Assembly Sessions and sittings were significantly reduced during the reporting period. Consequently, MLAs had fewer opportunities to raise questions or actively participate in sessions. However, despite these limitations, Praja Foundation compiled and analysed the available data to present an accurate assessment of their performance.

Media Links:

Mumbai ER Report Card



लोकमान्य लोकसत्ता



प्रजा फाऊंडेशनकडून आमदारांचे प्रगतीपुस्तक जाहीर



दैनिक भास्कर



बढे, 27 फीसदी आपराधिक पृष्ठभूमि वाले विधायक



मिड-डे



मुंबईमां इरी काँग्रेसना अभीन पटेल ८९ टका साथे अव्वल आप्या

Delhi ER Report Card



Business Standard



Delhi assembly not meeting enough to deliberate on citizens' issues



जनसत्ता



दिल्ली विधानसभा में २०२० में आठ और २०२२ में १० बैठके




NEWS 18 इंडिया




More Delhi Assembly Sittings Needed, Discuss Citizens' Issues, Says NGO Report

Mumbai MLA Report Card



Delhi MLA Report Card



6.6. Policing and Law & Order Whitepaper

The Whitepaper explores various dimensions of public safety, with a particular focus on heinous crimes such as murders, burglaries, and sexual violence. By studying the trends and patterns of these crimes, we aim to provide valuable insights that can contribute to evidence-based decision-making and policy formulation.

Praja examined the registration of cases, investigating procedures, and judicial proceedings. A dedicated analysis is also carried out on crimes against women and crimes against children. Recognizing the vulnerability of these sections of society, we strive to hold the government accountable and advocate for policies and measures that prioritise the safety and well-being of women and children.

Impact

- Mumbai Whitepaper highlighted a 112% rise in cybercrimes in the last five years in Mumbai. In response, the Home Minister of Maharashtra announced the formation of a cyber-intelligence unit that would involve public and private banks, financial institutions, social media platforms, regulatory bodies, cyber police, and technology experts. A dynamic response system will be built based on their recommendations.


Media Coverage




mint



Delhi registers 440% rise in crime in the last 10 years: Report



प्राजापोस्ट



दिल्ली में बीते १० वर्षों में बड़े अपराधों में ४४० फीसदी की बढ़ोतरी रू रिपोर्ट




THE TIMES OF INDIA




High backlog in serious crime cases, low convictions: Study

Mumbai Policing and Law & Order Whitepaper



Delhi Policing and Law & Order Whitepaper



6.7. Education Whitepaper

The Education Whitepapers for Delhi and Mumbai analysed the necessary infrastructure and resources allocated in both cities towards public education. In recent years, both cities have developed their models of reformed public education that have also resulted in an increase in Student enrolment in government schools. The report methodically analysed core factors around the service delivery such as the education budget, implementation of the Right to Education Act, vacancies in public schools and the functioning of the Education Committee of Municipal Corporation.

Impacts

- Praja's education paper highlighted the lack of data on the Mid-Day Meal Budget with BMC since 2018. The BMC Education Department informed Praja that they would maintain this information from 2022-23 onwards.
- Only 26% of students from BMC were examined for health check-ups in 2021-22 despite an increase in per-student budget estimate by 108%. Member of Maharashtra Legislative Council Sunil Shinde raised the issue of no health check-ups in the Winter Session of the Maharashtra Legislative Council. In his response, State Cabinet Minister Uday Samant stated that the State Government will initiate the order to conduct health check-ups in all government-run schools.

Still from Mumbai ER Report Card Launch



Still from the launch of Delhi Policing and Law & Order in Delhi Whitepaper



Still from the Launch of Mumbai Education Whitepaper



Media Coverage

hindustantimes



सरकारी स्कूलों में छात्रों का नामांकन आठ फीसदी बढ़ा

mid·day



Civic school enrollments plummeted by 27 per cent in 10 yrs: Report



कोरोनानंतर महापालिका शाळांतील विद्यार्थी संख्येत 42 टक्क्यांची वाढ म्हणजे 10 वर्षांत मराठी माध्यमातील संख्या रोडावली

Mumbai Education Whitepaper



Delhi Education Whitepaper



Youth Programmes:



At Praja, we are dedicated to building the capacity of young individuals by equipping them with a deep understanding of the current structure of city governance in India. Through various research and field-level initiatives and programmes, we are empowering them with knowledge and insights into the intricacies of urban governance systems. By equipping them with this understanding, we enable them to navigate the complexities and dynamics of city administration, fostering a generation of informed and proactive youth leaders.

Impact

- Prajatantra 2022-23

The Grand finale of Prajatantra 2022-23 was held under the **G20, Y20 and U20 as a part of Youth Conclave along with Ministry of Housing and Urban Affairs (MoHUA), Ministry of Youth Affairs and Sports and National Institute of Urban Affairs (NIUA)** at Vigyan Bhawan, New Delhi on 13-14 March 2022. The Prajatantra compendium was inaugurated by Hardeep Singh Puri, Cabinet Minister of Housing and Urban Development Ministry, Govt. of India. Minister of State of Housing and Urban Affairs, Kaushal Kishore Ji; UN Resident Coordinator for India, Shombi Sharp and G20 Sherpa, Amitabh Kant were present at the Youth Conclave.

- Mumbai ER Fellowship 2022-23

Mumbai ER Fellows regularly shared questions based on Praja's research reports with their assigned MLAs. These questions emphasised on critical topics including spread of Malaria and Dengue, rise in Crimes against women, inadequate number of Municipal toilets in Mumbai and several other issues. 25 of the shared questions were raised by MLAs in Maharashtra Legislative Assembly.



7.1. Factsheet

5,000+

Direct Youth Engagement

25,000+

Indirect Youth Engagement

Prajatantra 2022-23

1,385 Number of Participants Registered for Prajatantra

216 teams Number of Teams Registered for Prajatantra

ER Fellowship

28

Number of Fellows

22,920

Hours Dedicated by Fellows

Workshop & Internship

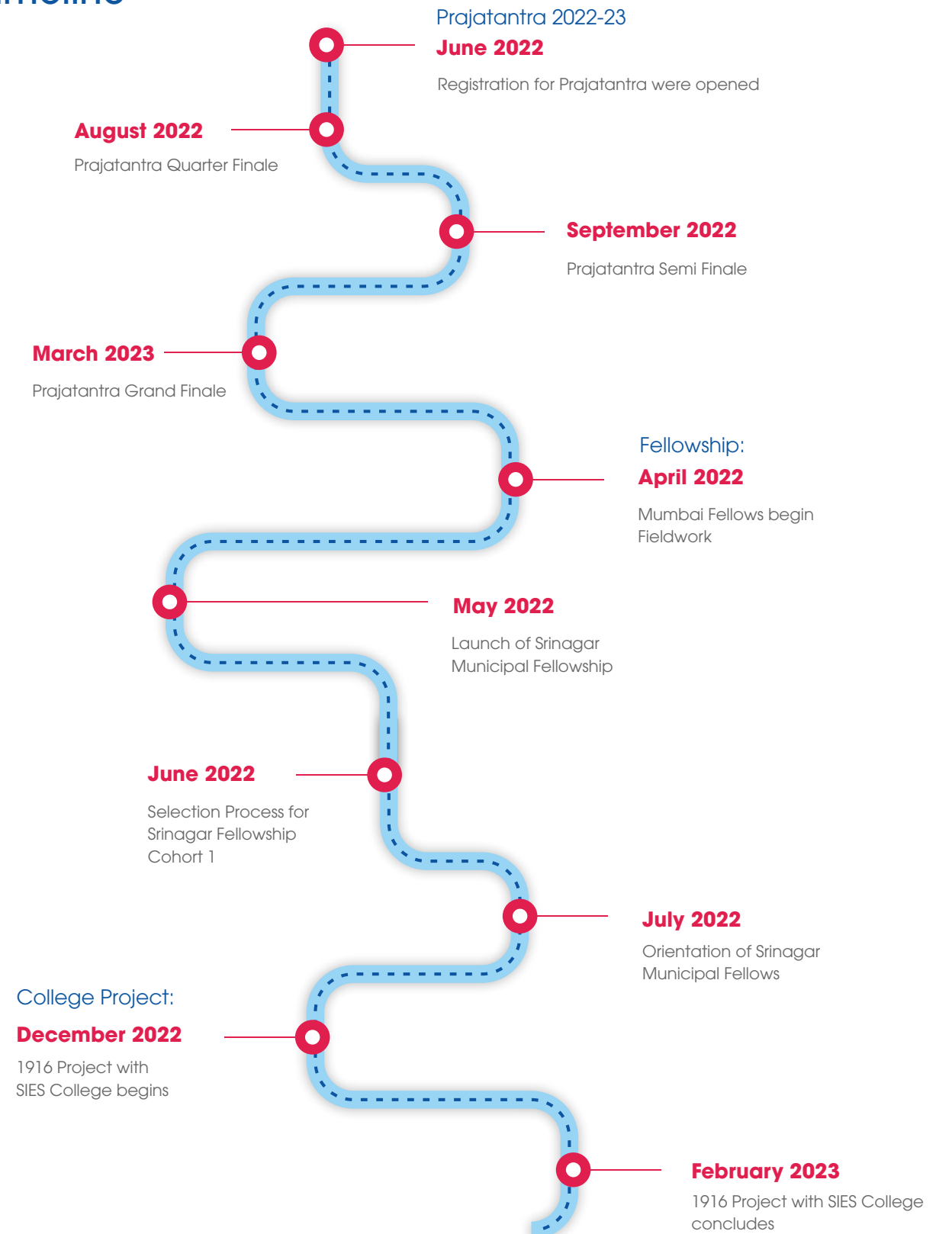
49

Number of College Workshops

154 Number of Interns worked with Praja:

7,200 Hours Dedicated by interns

7.2. Timeline



7.3. Prajatantra 2022-23

Prajatantra was conceptualised as a platform for Indian youth to understand, examine and express urban governance. This National Youth Festival is designed to give participants an immersive experience of city governance where they get to role-play different wings of a Municipal Corporation. Prajatantra especially encourages youth to critically analyse local issues and present their vision for the 'Model City Governance'.

Prajatantra 2022-23 is the fourth edition of the festival and was organised by Praja Foundation in association with NIUA. Truly a national event, 218 teams comprising 1385 participants enrolled for Prajatantra 2022- 23. Collectively they represented 23 States, 5 Union Territories and 79 Indian cities. The Quarter Finale and Semi Finale of Prajatantra were successfully organised in August 2022 and September 2022.

This year Prajatantra featured 6 Events:

- Mayor Speech
- Policy Presentation on e-Governance and Citizen Participation
- Policy Presentation on Municipal Finance
- Policy Debate
- Prajatantra Quiz
- Op-Ed Writing

The Grand Finale of Prajatantra 2022-23 truly marked the pinnacle of this National Youth Festival. It was an in-person ceremony with a global-level stature. The ceremony took place at Vigyan Bhawan, New Delhi on 13-14 March. Prajatantra 2022-23 was co-funded by Friedrich Nauman Foundation.

Shri Hardeep Singh Puri, the Union Minister of Housing and Urban Affairs launching Prajatantra Compendium.



7.4. Mumbai ER Fellowship Cohort 4 2022-23

Mumbai ER Fellowship 2022-23 marks the fourth cohort of the fellowship. The 12-months long programme commenced in March 2022 and successfully concluded in April 2023. After a rigorous screening of 198 applications and several interviews, 20 fellows were selected. Special attention was paid to making a cohort with fellows from diverse backgrounds as well as maintaining the gender equality.

This year ER Fellowship was extended to Members of Legislative Assemblies (MLAs) representing different legislative constituencies in Mumbai. Fellows were divided into a pair and their assignments included regularly interacting with assigned MLAs, sharing data collected by Praja Foundation on civic services and assisting MLAs to frame questions on different subjects and effectively deliberate them in the state assembly. During the 12-months of fellowship, fellows dedicated 11,500 hours to give research assistance to their Elected Representatives.

Furthermore, fellows were engaged in the national projects including Urban Government Index 2.0, the study of Fiscal Empowerment of City Governments and Prajatantra 2022-23. They travelled with Praja team to different cities that allowed them to explore diverse models of urban governance.

Fifteen capacity-building workshops were also organised for fellows that enabled them to directly interact with thematic experts and gain knowledge on various topics such as town planning, sanitation, and more.

Still From the Monthly Meeting with Fellows



Testimonials

"The fellowship has made me more responsible. The experience has transformed me into an active youth who can make a difference in the system by participating in its functioning. This has brought me closer to my dream of pursuing a career in administration and has given me the confidence to excel in this field"

Lekhani Raja,
Praja ER Fellow

"Praja's ER Fellowship Programme is excellent. I am very grateful to Praja for assigning two fellows with me. Both have worked with me with a great commitment and dedication, and I really appreciate their help by working on ground."

Amin Patel,
Member of Maharashtra Legislative Assembly

Testimonial

"Prajatantra was an incredible experience. It was fascinating to meet with participants from different regions and learn about their unique perspectives and ideas. I thank Prajatantra team for providing such platform to showcase our talents and bringing together a diverse community of individuals."

Amar Malode,
Grand Finalist, Prajatantra Quiz

Still from Grand Finale of Policy Debate Competition



Still From the Grand Finale of Mayor Speech Competition



**PRAJATANTRA 2022-23
COMPENDIUM**



RTI Workshop for Fellows with Shailesh Gandhi, former Central Information Commissioner



Still from the Field Visit to Ward Office



7.5. Srinagar Municipal Fellowship 2022-23

The Srinagar Municipal Fellowship 2022-23 was jointly organised by Srinagar Municipal Corporation and Praja Foundation. Following a rigorous selection process from 241 applications 8 Fellows were selected. Fellowship Programme began in June 2022 and the Felicitation Ceremony will be organised in June 2023.

Fellows underwent a one-week orientation at Srinagar Municipal Corporation. It also included field visits to familiarise them with the corporation. Representatives from Praja Foundation, as well as Elected Representatives (ERs) and Officials from the Srinagar Municipal Corporation (SMC), guided them on the Jammu & Kashmir Municipal Corporation Act and the structure, functioning and departments of SMC. Training on drafting questions, raising grievances and field exposure on scheduling, and conducting meetings with stakeholders, drafting questions, and raising grievances was also included in the training programme.

In the last 10 months, fellows have dedicated more than 5,640 hours, 104 meetings with Elected Representatives, 97 meetings with city officials and 73 ward visits. With an understanding of local civic issues, fellows continuously assisted Srinagar Councillors to draft letters and raising questions.

Praja organised 15 capacity-building workshops during fellowship to enhance the knowledge and soft skills of the fellows. The topics included Right to Information Act, Municipal Finance, Urban Planning, Etiquette of email writing and more.

Still from the Orientation of Srinagar Fellows



Testimonials

“The fellowship provided me with numerous opportunities and equipped me with unexpected skills, for which I am grateful. Through this experience, I have become more aware, responsible, and knowledgeable about my constitutional rights and duties. Instead of merely complaining, I now strive to find solutions and actively work towards improving myself and my society.”

Haseeb Wani,
Srinagar Municipal Fellow

“Praja Fellows have very elaborately and precisely helped in bridging the gap between the elected representatives and the people on one hand and the elected representatives and the executive wings of the Municipal Corporation on the other hand.”

Junaid Azim Mattoo,
Honourable Mayor, Srinagar Municipal Corporation

Still from the Ward visit with Councillors



7.6. Praja Internships

Praja offers internships for college students to gain practical knowledge of urban governance and encourage their participation in democracy. These internships not only provide a platform for understanding urban governance but also help individuals discover their interests, strengths, and weaknesses while exploring career opportunities in the social and governance sectors. Through these internships, individuals develop professional communication, interpersonal skills, and other critical skills necessary for personal and professional growth.

Interns have the option to join Praja either offline at our Mumbai or Delhi office or online from anywhere in India. The internships last either one month full-time or two months part-time. Praja has also partnered with different national and private universities such as Symbiosis Law University, Azim Premji University, UPES Dehradun, XIM University Bhubaneswar, CEPT Ahmedabad, and NLSIU Bangalore, among others, to offer project-based internships. Additionally, we have had interns from international universities seeking to understand the peculiarities of India's urban governance system.

This year, Praja had 154 interns from across India and the world. Among these interns were those who volunteered for organising Prajatantra 2022-23, a grand youth festival, from promotions to event management. Others joined us in their respective cities as we embarked on the journey to study urban governance in over 32 cities across India. These internships provide real-time work habits and attitudes that enable interns to grow professionally while becoming aware citizens and future youth leaders.

Still from the Closing in Ceremony for Interns in Mumbai Office of Praja Foundation



Testimonials

"My internship at Praja Foundation was full of learning and enriching experiences. I was exposed to multiple sides of urban governance challenges through fieldwork activities, especially data collection from Government Offices. I also got the opportunity to assist my coordinator with college workshops where I could see how students can be encouraged to participate in city governance."

Eshmita Girhotra,
O.P. Jindal Global University

"Personal mentorship from Praja staff members will remain with me for all my life. I learnt continuously by observing their utmost dedication towards their work, precision towards data collection and being grounded even with the vast experience and knowledge of urban governance."

Mokshit Jain,
Azim Premji University

7.7. College Workshops

In 2022-23, we organised 49 workshops across India and conducted 2024 one-on-one meetings with colleges and universities. The programme saw 3116 participants, making it a resounding success. A significant highlight of the year was the Centralised Complaint Redressal System (CCRS) Project, which we conducted with SIES College of Arts, Science and Commerce in Mumbai. The project involved 120 students divided into six groups who surveyed citizens'

awareness of CCRS in Mumbai, created awareness about CCRS - 1916, lodged complaints, followed them up, and presented their findings.

Through our workshop programme, Praja seeks to nurture a new generation of leaders who will strive to promote transparency and accountability in city governance in India.

College Workshop in Mumbai



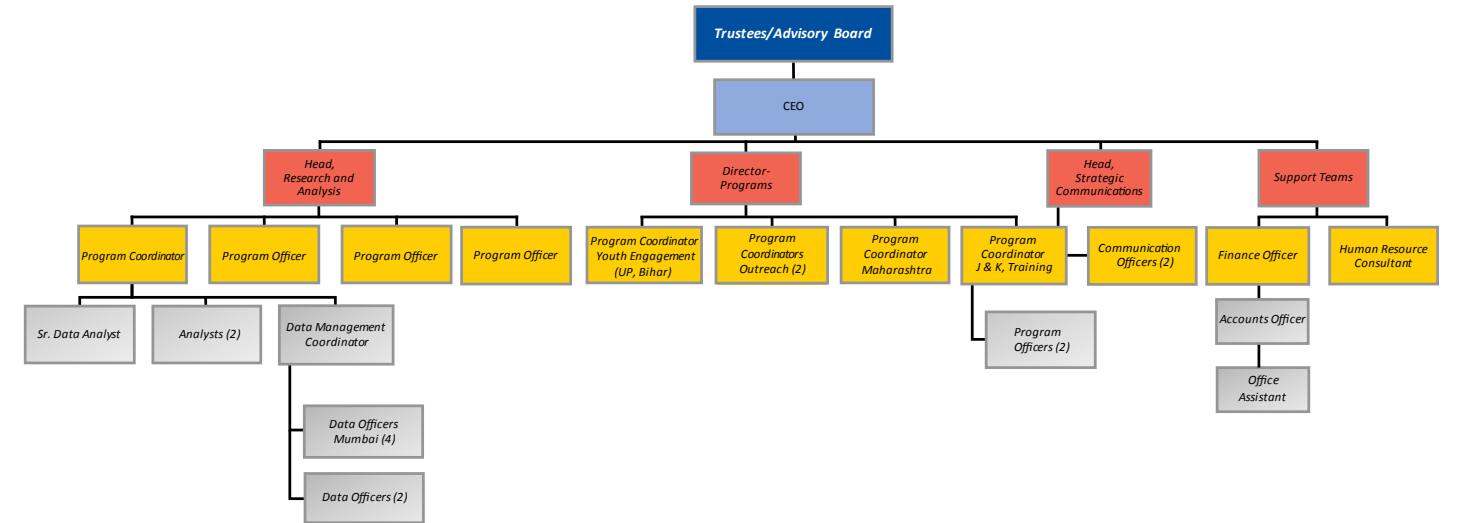
Organisation & Development



8.1. Organisation Restructure

Praja’s focus on the coming years will be to draw upon its existing body of work, to further reinforce policy changes and systemic reforms across different states and cities. To support the organisation’s strategic goals and ensure operating efficiency, the teams were restructured into

three critical functions – Research and Analysis, Capacity Building and Strategic Communications. This involved reallocating resources across the three teams, streamlining the leadership team and adding new resources where necessary.



Organisation Structure as of March 31, 2023

8.2. Improving individual and organisational performance through goal setting.

“A Goal Without a Plan Is Just a Wish” - Antoine de Saint-Exupéry

Goal setting is an important tool not only for clarifying direction for an individual but also for assessing organisational progress. Setting clear goals helps to:

- Think about the meaning of the work and how it ties to the objectives of Praja.
- Build accountability beyond simple everyday execution.
- Trigger new behaviours – ownership, accountability etc.
- Enable decision making and self-motivation.

In 2022, Praja introduced goal setting as part of its performance management process (PMP) among the Heads of Functions, Managers and Programme Coordinators. Each of the Function Heads were required to finalize their goals which were then cascaded down to the team/individual goals. Going forward, this will now become an integral part of the PMP. In 2023, the process will be introduced to the rest of the staff, covering the entire organisation.

8.3 Organisational Development

Praja's annual management training programme

Praja held its annual retreat on April 7, 2022. Since the day celebrated World Health Day, the theme of the retreat was 'Health and Wellness.' All activities were based on the said theme and were conceptualised and executed by members of the staff. The two days were packed with activities, energizers and games that kept everyone's spirits high. It was also an excellent opportunity for new and old staff members to interact, connect and get to know each other better.

STAFF TRAINING

Praja continued with its 70-20-10 model of learning and development wherein individuals obtain 70% of their knowledge from job-related experiences, 20% from interactions with others, and 10% from formal workshops/training programmes. This kind of intervention increased engagement between employees; improved productivity and enhanced efficiency.

Internal staff Training

PRAJA SAMVAD – Facilitated by Praja Staff (through the year)

Samvad is a knowledge building series planned and executed 'by the staff, for the staff.' Conducted once a month, it allows individuals to pick a topic of their choice and share with their peers. The sessions include discussions on news/current affairs; social/political discussions; health and wellness and skill building/behavioural. Each session lasts for two hours. In 2022, some of the topics that were discussed were: Women are Women's Worst Enemies; Retirement Village: Planning and Designing; Should a Child Own a Cell phone; Importance of Sleep; Understanding Life Skills; Concept of Freedom and Choice; Status of UG in J&K and Praja's engagement with Srinagar and Jammu Municipal Corporation; Essentials of a PowerPoint Presentation; The Importance of Contemporaneous Documentation in the Workplace. Other workshops facilitated by key members of staff were:

- A. Training on UGI
- B. Advanced Excel

- C. Communication and Creative Problem Solving
- D. Prevention of Sexual Harassment in the Workplace (POSH)

GUEST LECTURES – Facilitated by external facilitators.

Subject experts who have long been associated with Praja Foundation as resource persons, were invited for capacity building sessions.

- Municipal Finance
- Development Plan
- Right To Information Act
- Urban Planning Challenges in India and MMR
- Mumbai Municipal Act and Functioning Committees
- Urban Sanitation
- Police and Our Rights
- Mumbai Climate Action Plan
- Advance Excel Training
- Higher Education Opportunities Overseas

External staff training

Climate Crisis 2.0: mobilizing climate finance for coastal cities

Organised by: Government of Maharashtra; The BMC; Mumbai First in May 2022, Mumbai
Attended by Milind Mhaske and Yogesh Mishra

Local politics and citizen participation

Organised by: Friedrich Naumann Foundation in October 2022, Gummersbach, Germany
Attended by Meghna Indurkar

Roundtable on education: choice and excellence

Organised by: Centre for Civil Society in November 2022, Mumbai
Attended by Milind Mhaske and Yogesh Mishra

D4GX 2022 India annual conference

Organised by: Dasra in November 2022, Mumbai
Attended by Milind Mhaske and Yogesh Mishra

Leap Mumbai: program launch and workshop

Organised by: LEAP Cities in November 2022, Mumbai
Attended by Pratiksha Deolekar and Hasan Nizami

Spoken fest 2022

Organised by: Purpose India in November 2022, Mumbai
Attended by Yogesh Mishra and Rini Cherian

Seminar on justice, trial, proceeding and pendency of POC SO

Organised by: Delhi Commission for Protection of Child Rights (DCPCR) in December 2022, New Delhi
Attended by Pooja Verma and Shubham Singh

PRS annual conference on effective legislatures

Organised by: PRS India in December 2022, New Delhi
Attended by Aviral Dubey and Pooja Verma

Moving towards better transport solutions: Mumbai

Organised by: Parisar in January 2023 Mumbai
Attended by Nilesh Kadam and Mahesh Bhaskar

D4GX 2022 India annual conference

Organised by: Dasra in March 2023, Mumbai
Attended by Rini Cherian

Praja Team at Praja Retreat



Praja People

Trustees and Board of Advisors

NITAI MEHTA

**Founder and Managing Trustee Praja Foundation;
Director Adity Designs and Forest of Chintz**

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 and Forest of Chintz

Sumangali manages business development and finance for Adity Designs, a company that works on design projects with luxury brands the 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 master's in management studies from NMIMS, Mumbai.

ANUJ BHAGWATI

**Trustee Praja Foundation; Director A.T.E. Enterprises;
Executive Committee and Trustee UDRI**

Anuj 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 Kala Ghoda Association (arts, culture, and neighbourhood improvements), the K J Somaiya Trust (education and health care), and some advisory groups of Cornell University, New York, USA.

IRIS MADEIRA

Trustee Praja Foundation; 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.

VIVEK ASRANI

Trustee Praja Foundation; 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 regularly invited to present at business groups on topics related to Value Sustainability for Companies and Building Ethical and Competitive Organisations. He serves on the Board of IofC India and Switzerland. He is also on the advisory board of Mukhtangan Education Trust.

RAJAN MEHRA

Advisor Praja Foundation; Partner March Capital and Managing Director Nirvana Venture Advisors

Rajan is a partner with March Capital, a venture growth firm headquartered in California. He is also the 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 He has managed and led several investments in consumer and enterprise technology in India. He serves on the advisory board of Mukhtangan Education Trust. He has an MBA from the Darden School of Business, Virginia, USA.

DHRUV MOONDHRA

Advisor Praja Foundation; 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 organisational 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, New York, USA.

LEADERSHIP TEAM

MILIND MHASKE

CEO, Praja Foundation

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 Praja's Urban Governance Index in 2020. He is a business management graduate from Mumbai University and brings with him almost two decades of experience in managing development sector projects.

PRIYANKA SHARMA

Director- Programmes, Praja Foundation

Priyanka has 25 years of work experience of which the last 20 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 15 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 Analysis, Praja Foundation

Yogesh has over 15 years of experience in the 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

Human Resource Consultant, Praja Foundation

Benaifer is a Human Resource (HR) professional with over 30 years of diverse experience. She spent many years in Advertising/Marketing in a business role, 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.

MEGHNA INDURKAR

Head, Strategic Communications

Meghna has over 6 years of experience working in the Urban sector. She has worked as an architect in design and planning of residential complexes in Mumbai and has been associated with Praja Foundation for the last 4 years, managing the research and advocacy efforts with Union and State Governments in India. She was also instrumental in planning, executing, and launching Praja's Urban Governance Index. She is a graduate in architecture from Mumbai University and a Master of Technology in Urban Development and Management from TERI School of Advanced Studies.

Recognition and Collaboration

PRAJA TEAM (AS ON MARCH 31, 2023)

CAPACITY BUILDING

AVIRAL DUBEY – Programme Coordinator
EKNATH PAWAR – Programme Coordinator
KUNALJIT BHATTA – Programme Coordinator
POOJA VERMA – Programme Coordinator
PRATIKSHA DEOLEKAR – Programme Coordinator
HASAN NIZAMI – Programme Officer
IRSHAD MIR – Programme Officer

RESEARCH AND ANALYSIS

RINI CHERIAN – Programme Coordinator
NILESH KADAM – Data Management Coordinator
HETVI CHEDDA – Programme Officer
EMILI LAW – Programme Officer
HARSHITA MAGRORIA – Programme Officer
NILAM MIRASHI – Senior Analyst
MAHESH BHASKAR – Analyst
GANESH PHULSUNDAR – Analyst
NEHA KORI – Data Officer
SANGEETA PATWA – Data Officer
SHUBHAM SINGH – Data Officer
RAJESH – Data Officer
ANIKET MIRASHI – Data Officer
PRASHANT SHIVADE – Data Officer

STRATEGIC COMMUNICATIONS

ABHISHEK GIJARE – Communications Officer
ASHWINI KASAR – Communications Officer

SUPPORT TEAM

ASHWINI MORE – Finance Officer
SHAKEERA SHAIKH – Accounts and Admin Officer
GANESH JADHAV – Office Assistant



Invitation on forums:

- Ministry of Housing and Urban Affairs (MoHUA) invited Praja Foundation to participate in a National Conference on Urban Infrastructure Development Fund. Nitai Mehta, Founder and Managing Trustee Praja Foundation participated in the panel discussion.
- MoHUA invited Praja to be part of the drafting committee of 3 policy papers on Urban Governance. UGI Framework served as the basis for these papers. In June 2022, these papers were presented to the Honourable Prime Minister at the 'Conference with States' Dharmshala.

Collaboration:

- NIUA invited Praja to be a core partner for U20 Initiative under G20 Platform and participated in the summit at Ahmedabad
- Praja foundation was invited in Data for Development, an event under G20 which was a collaboration with the Ministry of External Affairs, Government of India, the Observer Research Foundation, Office of the Secretary-General's Tech Envoy, and the United Nations Conference on Trade and Development (UNCTAD).

- Praja was invited to be on the Working Group of 'Better Cities for Bharat' an initiative by Omidyar Network
- Praja participated in RoundTable discussion with US Assistant Secretary for International Affairs, Department of Energy in India-US Climate Action, and Finance Mobilisation Dialogue
- My City Our City a network of CSOs invited Praja for the Consultation on "Decentralization and Citizen Participation in Urban Governance and Urban Planning"
- Milind Mhaske, CEO Praja Foundation was invited as a Guest speaker at 'Mumbai Charcha' by Mumbai First and Blue-Ribbon Movement
- International Society for Human Awakening & Development invited Milind Mhaske, CEO Praja Foundation as a Keynote Speaker for webinar on "Grassroots Democracy Platform".
- The Strong Cities Network (SCN) South Asia Regional Hub invited Praja Foundation to a Workshop at Strong Cities Network South Asia Regional Hub.

Financial Audit Reports

THE BOMBAY PUBLIC TRUST
ACT, 1950
SCHEDULE VIII (VIDE RULE 17(1))

BALANCE SHEET

of as at 31st March, 2023

NAME OF THE PUBLIC TRUST :
Praja Foundation
REGISTRATION NO : E-18023 (MUM)

FUNDS AND LIABILITIES	Sh. No.	FY 22-23	FY 21-22	PROPERTY AND ASSETS	Sh. No.	FY 22-23	FY 21-22
TRUST FUNDS OR CORPUS				IMMOVABLE PROPERTIES (AT COST)			
Balance as per Last Balance Sheet		5,00,500	5,00,500	Balance as per last Balance Sheet			
Additional :during the year		-	-	Addition during the year			
Ford Foundation				Less:- Sales during the year			
LOANS (SECURED OR UNSECURED)				Depreciation upto date			
From Trustees				Fixed Assets	A	7,07,040	6,69,392
From Others				INVESTMENTS			
CURRENT LIABILITIES				MOVABLE PROPERTIES			
Sundry Creditors for expenses	G	2,000	4,26,754	Opening balance		5,02,856	2,52,297
Branch/Division				Addition during the year		2,03,288	4,13,077
TDS		92,035	4,826	Depreciation upto date		2,11,240	1,62,519
Provisions		2,72,019	-	Closing Balance	B	4,94,904	5,02,856
INCOME AND EXPENDITURE ACCOUNT				ADVANCES AND DEPOSITS	C	4,44,693	3,23,842
Balance as per Balance Sheet		76,38,355	46,50,938	CURRENT ASSETS			
Less- Appropriation, if any				Balance with Revenue Authorities	D	2,84,960	1,69,378
Add- Surplus (As per income & Expenditure Account)		-	29,87,416	Advance to Creditors	E	79,371	55,922
Less- Deficit		(60,50,463)	-	CASH & BANK BALANCES	F	4,43,479	68,92,050
		24,54,446	86,13,440			2,454,446	8,613,440

FOR S N & CO

FOR S N & CO
CHARTERED ACCOUNTANTS

CA.NIKI SHAH

(PARTNER)

MEMBERSHIP NO: 123409

FIRM REGN NO: 128887W

PLACE: MUMBAI

DATE: 02.08.2023

UDIN: 23123409BAVMILF4840



For PRAJA FOUNDATION

The above Balance sheet is to the best of our belief contains a true account of the funds and liabilities and of the Property and assets of the Trust

TRUSTEE

TRUSTEE
PLACE: MUMBAI
DATE



NAME OF THE PUBLIC TRUST :

Praja Foundation

REGISTRATION NO : E-18023 (MUM)

THE BOMBAY PUBLIC TRUST
ACT, 1950
SCHEDULE VIII (VIDE RULE
17(1))

INCOME AND EXPENDITURE ACCOUNT

for the year ending 31st MARCH, 2023

EXPENDITURE	Sh. No.	FY 22-23	FY 21-22	INCOME	Sh. No.	FY 22-23	FY 21-22
To Expenditure in respect of properties				INCOME			
Salaries		96,42,305	77,30,482	Interest			
Insurance		-	-	On Bank Account	H	3,54,340	3,01,139
Depreciation (by way of provision of adjustment)		2,11,240	1,62,519	Dividend			
Establishment Expenses	J	2,29,16,790	91,90,976	Donation/Gift received	I	2,74,42,743	2,60,25,295
Remuneration to Trustee				Income from other sources			
Remuneration (In the cases of a math) to the head of the math, including his household expenditure, if any				Miscellaneous Collections			
Administration Expense				Consultancy Income		3,15,000	1,40,000
Amount written off :				Grant received			
(a) Bad Debts		-	-	Deficit carried over to Balance Sheet		60,50,463	-
(b) Loan Scholarship		-	-				
(c) Irrecoverable rents		-	-				
(d) Other items		-	-				
Miscellaneous Expenses	K	13,92,211	63,95,041				
Depreciation							
Payment to Auditors							
Expenditure on Objects of the Trust							
(a) Religious							
(b) Educational							
(c) Medical Camp Exp.							
(d) Other Charitable objects							
Surplus carried over to Balance Sheet		-	29,87,416				
		3,41,62,546	2,64,66,434			34,162,546	2,64,66,434

FOR S N & CO

FOR S N & CO
CHARTERED ACCOUNTANTS

CA.NIKI SHAH

(PARTNER)

MEMBERSHIP NO: 123409

FIRM REGN NO: 128887W

PLACE: MUMBAI

DATE: 02.08.2023

UDIN: 23123409BAVMILF4840



For PRAJA FOUNDATION

The above Balance sheet is to the best of our belief contains a true account of the funds and liabilities and of the Property and assets of the Trust

TRUSTEE

TRUSTEE
PLACE: MUMBAI
DATE



Supporters

Present Supporters

- Ajay Parekh (Tree of Life Foundation), Executive Director, Pidilite Industries
- Vikarm Lal (Lal Family Foundation), CEO of Eicher Motors



Past Supporters



Donated by Vakils



Mumbai

Mumbai B18, 2nd Floor,
Shri Ram Industrial Estate,
13, G.D Ambekar Marg,
Next to Wadala Udyog Bhawan,
Wadala, Mumbai - 400031.
Contact No: +919820190892

Delhi

N-27, Mezzanine Floor, Munshi Lal Building,
N Block Connaught Place, Middle Circle,
New Delhi, 110001
Contact No: +91 9654366222

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