

Annual Report

01

Praja at a Glance

02

From the Founder's Desk

03

From the CEO's Desk

04

Impact Stories

05

Praja in Numbers

06

Organisation Development

07

Praja People

08

Financial Audit Report

09

Supporters

Content

Praja at a Glance

1991

Founding Members of Praja adopted a school in Mumbai.

1997

Inception of Praja to enable accountable governance.

01

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

02

Focused on creating tools of good governance with BMC.

1999

Praja was registered and the first Citizens' survey was conducted. Created Mumbai's first citizens' charter in collaboration with BMC.

2003

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

2005

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

2008–12

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

2014

Praja started its Delhi chapter and released the first Handbook to orient Delhi councillors on the duties and functioning of the corporation.

03

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

04

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

2017

Initiated an ambitious project to improve city governance structures in India.

2020

Created Urban Governance Index.

2023

Initiated Urban Governance Index 2.0. Started operations in Uttar Pradesh to strengthen urban governance in the state.

2024

Launched Second Edition of Urban Governance Index along with urban governance reports on Municipal Finance and Town Planning.

2025

Expanded our geographic footprint by initiating work in Assam. Launched Urban Leadership Programme.

05

Praja is establishing thought leadership among urban leaders through strategic communication with a focus on driving Urban Reforms in India.



From the Founder's Desk

Nitai Mehta

Founder and Managing Trustee,
Praja Foundation



Citizens expect clean streets, safe neighbourhoods, reliable public services and opportunities to build better lives. Yet, while our cities continue to grow, the institutions responsible for governing them often remain among the least empowered.

For nearly three decades, Praja Foundation has worked with a simple belief: strong cities need strong City Governments. That means empowered elected representatives, transparent and accountable institutions, and citizens who actively participate in shaping the places they call home. None of these can exist in isolation. Each strengthens the other.

This belief has guided our work since 1997. We have consistently advocated for decentralisation, evidence-based policymaking and greater citizen participation, not because they are abstract principles, but because they are essential to improving everyday life in our cities.

Over the years, we have learnt that lasting change rarely comes from a single intervention. It comes from building institutions, strengthening systems and enabling people with the knowledge and opportunities to lead. Whether it is supporting elected representatives, improving municipal governance or creating platforms for young citizens to engage with public policy, our role has always been to help cities build the capacity to solve their own challenges.

This annual report reflects that journey. It tells stories of individuals who transformed their communities, governments that embraced reforms, and citizens who stepped forward as partners in governance. Together, they demonstrate that meaningful urban change is possible when knowledge and collaboration is translated into action.

As India's urban future unfolds, our commitment remains unchanged to build stronger City Governments that are responsive, accountable and capable of delivering a better quality of life for every citizen.

Thank you to our partners, supporters and colleagues who continue to share this vision and make it possible.

“

Cities are where democracy is experienced every day.

From the CEO's Desk

Milind Mhaske

CEO,
Praja Foundation



Meaningful urban change begins with capable local leadership. But most elected representatives enter office without structured support to navigate municipal governance.

To bridge this gap, the Urban Leadership Programme was created combining, mentoring and practical implementation. A first-of-its-kind initiative, the 12-month programme takes participants from understanding municipal legislation and finance to developing ward-level action plans, followed by one-on-one mentoring to help bring those plans to life. It has since evolved into a growing network of over 1,000 elected representatives and urban governance experts across 75+ cities, enabling leaders to learn from one another, exchange ideas and replicate successful practices across India. We believe this community of practice will become one of the strongest drivers of better urban governance in the years ahead.

Empowered leaders can create lasting change only when they are supported by equally strong institutions. Through capacity-building workshops, technical assistance and sustained advocacy, we work, with elected representatives and governments to strengthen municipal governance. From the constitution of Standing Committees and extending mayoral tenures to five years, to the implementation of Corporation Procedure Rules and advancing the idea of City Governments, these efforts are helping local governments become more effective, empowered and responsive.

Strong institutions, in turn, must earn the trust of the people they serve. This year, our research and technical support contributed to reforms that strengthened municipal finance, improved transparency and enabled evidence-based decision-making. We also continued to strengthen citizen grievance mechanisms and participatory platforms, recognising that responsive governance begins by giving citizens meaningful ways to be heard.

And while today's citizens shape our cities, tomorrow's leaders will define their future. Through initiatives such as URJA, Poribesh and Prajatantra, we encouraged thousands of young people to engage with governance, not as distant observers, but as informed citizens and future leaders.

As we look ahead, our commitment remains unchanged: to strengthen City Governments by empowering leaders, building accountable institutions and inspiring active citizens. We are grateful to our partners, donors, collaborators and the entire Praja team, whose trust and commitment continue to make this journey possible.

“

Every city tells a story. Ours is about empowering the people who shape it.

Impact Stories that shaped the Cities

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

Vision

Improved quality of urban life by
making democracy work

Mission

Praja seeks to transform urban governance by



Empowering
local elected
representatives



Making
governments
accountable
& transparent



Increasing
participation
of citizens in local
governance
matters

Guiding
Principles

Data-driven

Non-partisan

Collaborative

Empowering Local Elected Representatives

“
Stronger leaders
build stronger cities

Every meaningful change in a city begins with someone willing to lead it. But leadership is not instinctive, it is built through knowledge, experience and continuous learning. Because effective leadership requires more than a public mandate. Across India, Praja Foundation is working with elected representatives to strengthen their understanding of urban governance, enabling them to solve local challenges, influence policy and build stronger City Governments.

Urban Leadership Programme Builds India’s Next Generation of City Leaders

Across India, elected representatives are expected to make decisions on city planning, municipal finance, public services and climate resilience from the day they assume office. Yet, unlike leaders in many other professions, they receive little structured preparation for the role. Most enter office without formal training in municipal legislation, governance or financial management, despite being responsible for decisions that affect millions of citizens.

Recognising this gap, Praja Foundation created the **Urban Leadership Programme**, a first-of-its-kind, year-long leadership journey that equips elected representatives

12-Month Programme Timeline

- 1st Month
Understanding urban governance, with in-person immersive sessions
- Months 2-3
Virtual thematic learning sessions
- 4th Month
Plan development task
- Months 5-12
Mentoring & guidance to execute the plan

with the knowledge, practical skills and long-term support needed to govern effectively. Unlike conventional capacity-building workshops, the programme is designed around learning, application and continued mentoring.

During the first four months, participants undertake a blended learning programme combining residential immersions with expert-led virtual sessions. The curriculum covers municipal governance, constitutional and legal frameworks, city

finance, spatial planning, climate resilience, urban services, leadership, strategic communication and design thinking. Rather than learning theory in isolation, participants apply these concepts to real challenges from their own wards.

The fourth month culminates in the development of a ward-level action plan, where every participant identifies a local governance challenge and prepares an implementation roadmap.

For the following eight months, learning moves from the classroom to the city. Participants receive one-on-one advisory support, research assistance, expert mentoring and regular knowledge resources, helping them translate their action plans into measurable outcomes. The programme also provides continuous access to governance experts and a dedicated peer community, ensuring that elected representatives remain supported long after the formal sessions conclude.



I got to learn about the budget and how I can use it for the development of my ward. I also learnt how to include and present my written proposals in the House. It was also great to meet people from different cities and learn about their culture and different modes of development. This helped me to adapt these learnings to my ward.

Shahina Firdaus,
Councillor, Dibrugarh Municipal Corporation

People from Delhi, Lucknow, Patna, Assam, and Nagaland were present. Since different municipal corporations are represented in the session, it is enriching to learn from their different experiences.

Monuj Dutta,
Assistant Professor, Dibrugarh University

Building a Network of Urban Leaders

What began as leadership development evolved into something much larger. Today, the programme has created a network of more than 1,000 elected representatives and urban governance experts across over 75 cities, enabling city leaders to learn from one another and exchange successful governance practices.

Through Praja’s Urban Leadership Programme, local city leaders and experts across India are leveraging a shared professional network to trade advice, solve everyday governance problems, and learn from each other’s experiences. Instead of every city trying to reinvent the wheel on its own, this peer group allows officials to quickly tap into practical solutions developed in neighbouring municipalities.

For example, when a programme participant helped a relative deal with a demolition notice in Gurugram, it led to a direct comparison of local building regulations that inspired leaders in Lucknow to push for stronger authority in their own city government. Similarly, when a councillor in Patna was exploring municipal bonds to raise project funds, he was able to connect directly with a municipal finance expert through Praja’s network to get trusted, real-world advice. Ultimately, this initiative by Praja Foundation helps good ideas and proven strategies travel from one city to another, making local governments across India stronger and more effective. Peer network is already shaping decisions across cities.

A core strength of the programme lies in its emphasis on peer learning and cross sectoral exchange. By bringing together local elected representatives, city officials, civic leaders, academics, and professionals from different cities across the country, the programme creates shared spaces for dialogue and reflection. These interactions help break institutional silos, foster mutual understanding, and allow participants to learn from varied city experiences and governance practices across the country.

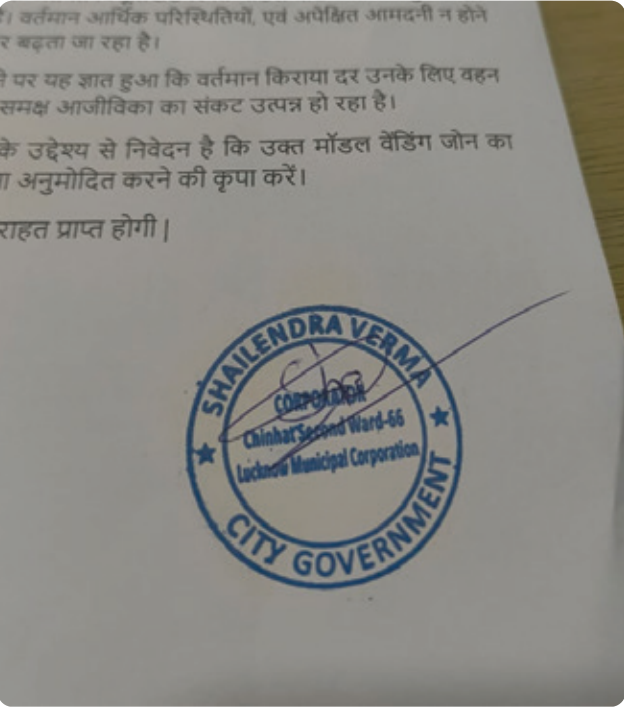
Milind Mhaske,
CEO, Praja Foundation

Lucknow Councillor Champions the Identity of ‘City Government’

Following his participation in Praja Foundation’s Leadership Programme, Lucknow councillor Shailendra Verma adopted the term “City Government” in his official identity, updating his councillor stamp and displaying the terminology on his personal vehicle.

Replacing the term “Urban Local Bodies” with “City Government” is more than a change in terminology. It reinforces the constitutional status of municipal corporations as the third tier of government and recognises the leadership role of elected representatives.

Shailendra ji was part of the first cohort of Praja Foundation’s Leadership Programme, where elected representatives engaged with urban governance experts and peers from across the country. Through these discussions, participants explored the evolving role of city governments in India’s democracy, inspiring leaders like Mr. Verma to champion the identity of city governments within their own cities.





Activating Ward Committees in Gurugram

A capacity-building workshop by Praja Foundation led councillors in Gurugram to initiate the formation of Ward Committees, strengthening decentralised governance within the Municipal Corporation of Gurugram (MCG).

In August 2025, Praja conducted a two-day workshop for the Mayor and councillors on the 74th Constitutional Amendment, municipal legislation, public finance, climate resilience, and the roles and responsibilities of elected representatives. The sessions equipped participants with a practical understanding of municipal laws, governance structures, and the process for constituting Ward Committees.

Following the workshop, councillors jointly submitted a representation to the Mayor and Municipal Commissioner seeking regular House meetings and the constitution of Ward Committees in accordance with the Municipal Corporation Act. Soon after, during Praja’s Urban Leadership Programme in Hyderabad, Councillor Sonia Yadav shared that her Ward Committee had been officially constituted and was set to hold its first meetings.

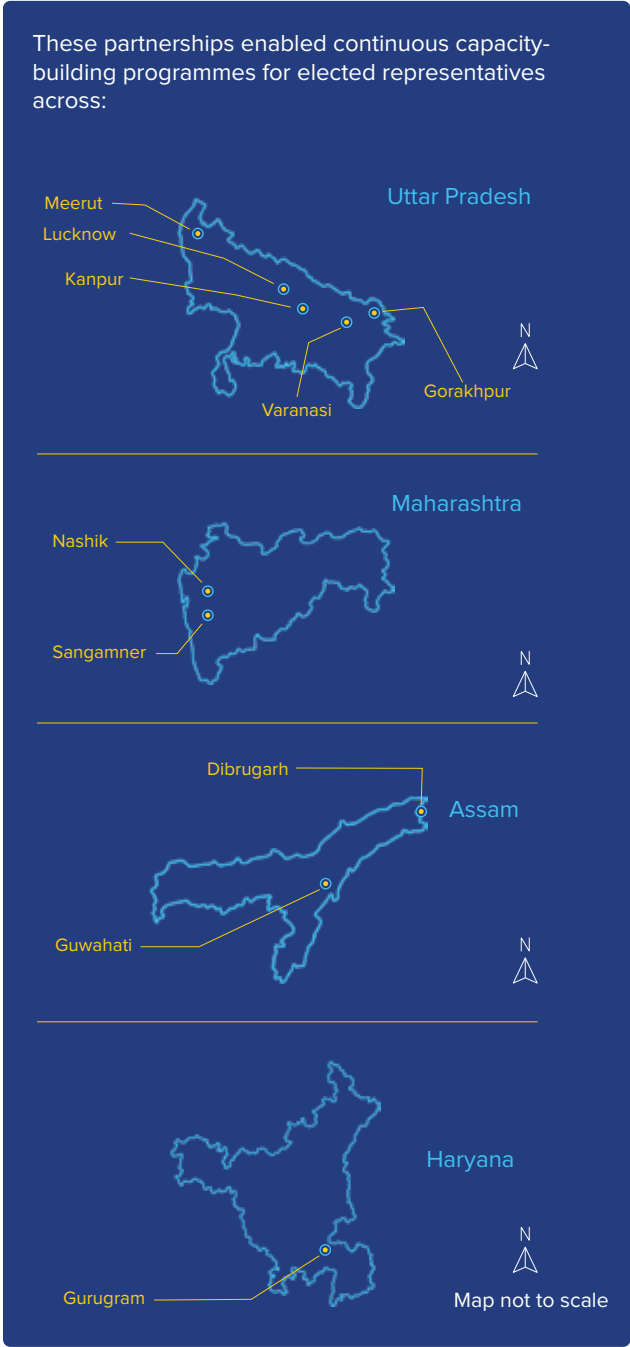
By translating legislative knowledge into administrative action, Praja’s capacity building workshops are helping elected representatives strengthen local democratic institutions.

Building Urban Leaders & Enhancing Collaborations

Praja Foundation strengthened its engagement with city governments through long-term partnerships through MOUs with:

- Lucknow Municipal Corporation
- Dibrugarh Municipal Corporation
- Guwahati Municipal Corporation
- Assam Urban Infrastructure Development and Finance Corporation Limited (AUIDFCL)
- Gorakhpur Municipal Corporation
- Nashik Municipal Corporation
- Sangamner Municipal Council

covering municipal governance, public finance, development planning, climate resilience, solid waste management, and citizen-centric governance. Rather than one-time workshops, these collaborations have created sustained platforms for institutional learning and leadership development across City Governments.



Dibrugarh Formed Its First Standing Committee

In December 2025, Dibrugarh Municipal Corporation constituted its first **nine-member Empowered Standing Committee**, with the Mayor, Deputy Mayor and seven elected councillors taking oath to oversee the corporation’s financial and administrative decision-making.

The committee was formed shortly after Praja Foundation conducted a **capacity-building workshop on the Assam Municipal Corporation Act and Municipal Finance** for 21 councillors, including the Mayor. The sessions helped elected representatives better understand their statutory powers and responsibilities, including the provision to constitute an Empowered Standing Committee under the Act.

Today, the committee meets every Thursday, enabling elected representatives to regularly review municipal budgets, expenditure and tendering processes. What began as a capacity-building initiative has evolved into a lasting institutional reform, strengthening transparency, accountability and informed decision-making within Dibrugarh Municipal Corporation.

The two-day workshop on the Municipal Act and Municipal Finance organised by Praja was highly beneficial for DMC councillors. It enhanced our understanding of municipal governance and strengthened our ability to effectively engage with the administration. We are confident that the learnings will be implemented at both the corporation and ward levels, contributing to improved governance and service delivery.

Dr. Saikat Patra,
Mayor, Dibrugarh Municipal Corporation



Creation of a Safe & Organised Space for Street Vendors

True urban transformation requires more than recognising a problem, it demands leaders who can expertly navigate the machinery of governance. Shailendra Verma, Councillor for Ward No. 66 in the Lucknow Nagar Nigam, exemplifies this proactive leadership. Leveraging a deep understanding of municipal acts, departmental roles, and budgets, he converged multiple funding sources to solve a persistent local challenge: the lack of a safe, organised street vending space.

Today, Lucknow hosts a Food Vending Zone, an upgraded stretch that supports approximately 40 vendors with essential infrastructure, including lighting, charging points, and dining areas. To further protect the livelihoods of small traders, vendor fees were strategically reduced from ₹ 5,000 to ₹ 3,000.

The catalyst for this effective governance was **Praja Foundation’s capacity building workshops**. Through workshops and sustained fellowship support, Praja equips councillors with the practical acumen to turn local grievances into actionable realities. By moving from problem identification to holistic execution, this initiative proves a vital point: the ultimate measure of a functioning ward isn’t found merely in sanctioned budgets, but in whether citizens and vendors can tangibly feel the positive change in their everyday lives.



Himachal Pradesh Extended Mayor Tenure to Five Years

In February 2026, the Himachal Pradesh Vidhan Sabha passed the **Municipal Corporation (Second Amendment) Bill, 2026**, extending the tenure of Mayors and Deputy Mayors from **two-and-a-half years to five years**.

The reform followed discussions on strengthening urban governance during the launch of Praja Foundation’s **Urban Governance Index 2.0**, where Himachal Pradesh’s Urban Development Minister, Vikramaditya Singh, reaffirmed the state’s commitment to empowering city governments.

A longer tenure provides elected leaders with the time needed to understand city challenges, implement reforms and deliver sustained improvements, strengthening continuity in governance and enabling cities to pursue long-term development goals. Through continued research and policy advocacy, Praja has contributed to building an environment where such institutional reforms can take shape.

Urban local bodies like the mayor and the councillors have to be given more power in the times to come. Monetisation of assets in urban areas leads to revenue generation, helping local urban leaders to take decisions for the welfare of people. The UGI 2024 report by Praja Foundation will be a guiding force for us.

Vikramaditya Singh,
Urban Development Minister

Does Your City Give Mayors 5 Years to Lead?

Explore the cities where mayors have a 5-year tenure.

When Councillors, RWAs, Academia and Citizens Came Together for Climate Action

“While some challenges can be solved by one leader, others require many voices working together

Climate action in Gurugram moved beyond policy discussions as government agencies, Resident Welfare Associations (RWAs), academic institutions, and citizens came together on a common platform to drive local action.

Praja Foundation partnered with the Gurugram Metropolitan Development Authority (GMDA) and the Gurugram Municipal Corporation to translate the city’s Climate Action Plan into

practical initiatives, including waste segregation, rooftop solar adoption, tree plantation, and electric vehicle infrastructure. By bringing together all key stakeholders, the initiative encouraged RWAs to move from raising civic concerns to implementing solutions within their own communities, while strengthening collaboration with elected representatives.

This transformation addressed a long-standing gap. Although Gurugram had a comprehensive Climate Action Plan, much of it remained unimplemented, and there was little coordination between citizens, RWAs and local decision-makers. Communities largely depended on the administration to solve civic issues, limiting opportunities for collective action.

Working closely with the Gurugram Metropolitan Development Authority (GMDA) and the Municipal Corporation of Gurugram, Praja analysed the Climate Action Plan and translated its recommendations into practical actions tailored for different stakeholders. By creating a platform for dialogue and shared responsibility, Praja helped turn climate priorities into community ownership.



What is Climate Action Plan?

A Climate Action Plan (CAP) is a city’s roadmap to reduce emissions, prepare for climate risks, and build a more sustainable future. It outlines practical actions across sectors like transport, waste, energy, water, and green spaces.



Did you know?

Mumbai became the very first city in India and only the fourth globally after Oslo, London, and New York, to release a dedicated Climate Budget Report in 2024 to directly fund its Climate Action Plan targets.

Delhi Dialogue on Urban Reforms

Strengthening city governments begins with strengthening the conversations around them. Through the Delhi Roundtable on Urban Reforms, Praja Foundation convened elected representatives, municipal officials, governance experts and civil society leaders to identify practical reforms on improving municipal finance, service delivery, public health and primary education, while highlighting evidence-based solutions to challenges in education, waste management and citizen services.

Key Metrics & Insights Highlighted

- Primary Education Gaps:** MCD-run school enrollment grew by 14% (2018–2022), yet infrastructure lags with a Pupil-Teacher Ratio (PTR) of 43:1, well above the RTE target of 30:1. Automatic promotion policies under RTE contribute to a dropout rate near 15% upon reaching the 9th grade.
- Waste & Environmental Management:** Current landfill dumping consists of 85% actual waste; discussions targeted a reduction to 65% by leveraging PPP models, construction waste reuse, and local enforcement.
- Citizen Outreach & Governance:** Highlighted the regularisation of 800+ colonies by MCD and called for expanding the Common Services Centre (CSC) network alongside real-time municipal dashboards to eliminate digital exclusion.

Governance is not just a delivery failure; it is fundamentally a design issue. If the system is well-designed, everything else naturally falls into place. Local governments are not even treated as the third tier of governance, when they should rightfully be the first.

Sunil Kumar,
Former Secretary, Ministry of Panchayati Raj,
Government of India



3 Dec 2025
The Times of India
Praja manifesto seeks improved service delivery, civic data access

Citizens’ Manifesto shapes Municipal Election discourse

Ahead of the Maharashtra Municipal Elections, Praja Foundation released the Citizens’ Manifesto to place civic priorities at the center of the electoral agenda. Grounded in extensive field research and citizen engagement, the manifesto shifts political campaigns away from broad promises toward actionable, governance-led commitments across water supply, sanitation, public health, roads, and transparent administration.

- Governance Vacuum:** All 29 Municipal Corporations in Maharashtra (including Mumbai) operated without elected local representatives, weakening grassroots democratic accountability.
- Administrative Staffing Shortages:** High administrative gaps impact civic delivery, such as the Brihanmumbai Municipal Corporation (BMC) operating with 31% of medical posts and 42% of paramedical posts vacant.

- Civic Infrastructure Gaps:**
 - Public Sanitation:** In Mumbai’s slum areas, there is only 1 community toilet seat per 86 males and 81 females. Furthermore, 69% of community toilet blocks lack a water connection and 60% lack electricity.
 - Water Supply & Quality:** 71% of zones (205 out of 287) receive up to only 4 hours of water daily, while contamination accounted for 14% of all water complaints.
 - Solid Waste Management:** Only 35% of municipal waste is recovered, well below the Swachh Bharat Mission (SBM) target of 80%.



Citizens’ Manifesto

Making Governments Accountable & Transparent

“
Stronger systems
build stronger city
governments

Governments make better decisions when they have better information. Transparent finances, reliable data and evidence-based research not only strengthen institutions but also help citizens understand how their cities are governed. Through research, policy advocacy and technical support, Praja Foundation is helping City Governments become more transparent, accountable and responsive.

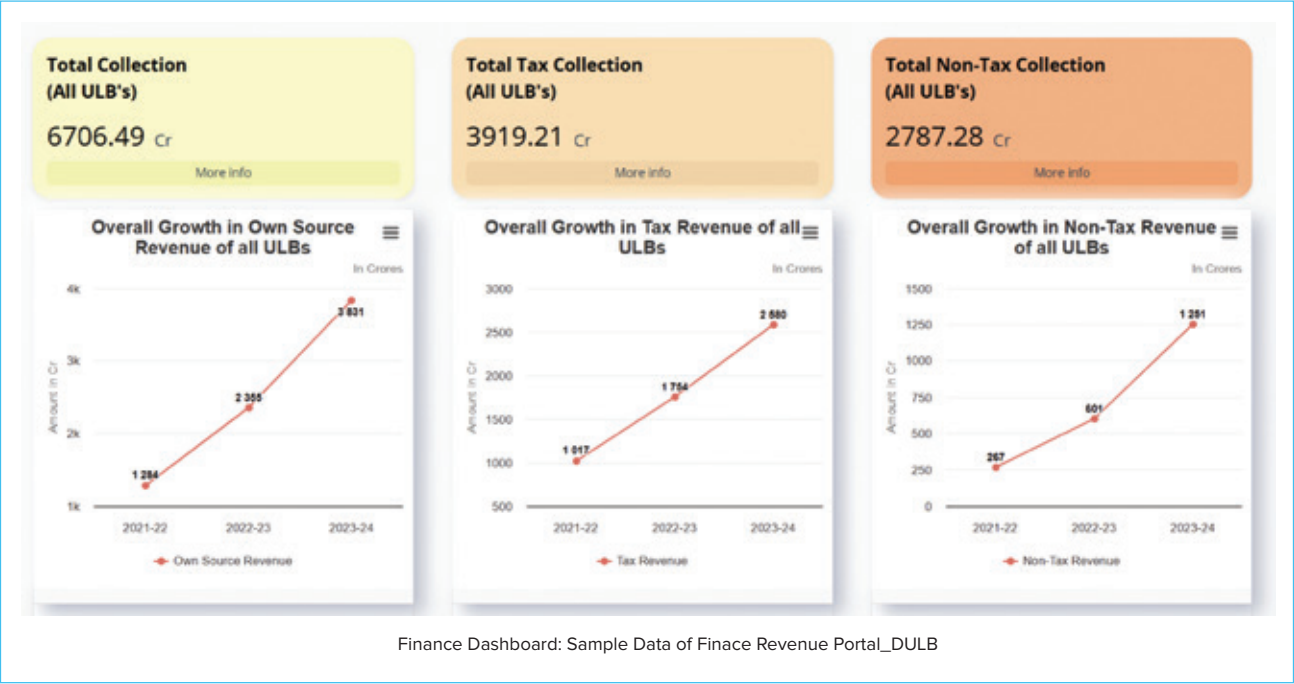
Uttar Pradesh Strengthens Municipal Finance Through Three Statewide Reforms

Uttar Pradesh has transformed the way its city governments manage public finances, replacing fragmented systems, improving financial oversight, and increasing transparency.

The journey began when Praja Foundation found that for decades, several older municipal corporations in Uttar Pradesh operated with fragmented tax collection systems rooted in historical administrative structures. While property tax was collected by municipal corporations, water and sewerage taxes were managed separately by Jal Sansthan. This parallel system created duplication

of effort, disconnected databases, and gaps in revenue collection, resulting in many households being left outside the municipal tax network. Recognising the need to address these systemic challenges, the Under Secretary approached Praja Foundation to conduct an assessment of the existing revenue systems. Drawing on evidence generated by Praja Foundation, the Government of Uttar Pradesh introduced a **Unified Billing System**, combining house tax, water charges, and sewerage charges into a single bill to replace fragmented tax collection.

Praja’s research also highlighted the need for stronger financial oversight across the state’s 762 City Governments. In partnership with the Principal Secretary of the Directorate of Urban Local Bodies (DULB), Praja helped design a state-wide **Finance Dashboard**, replacing spreadsheet-based reporting with a digital platform that enables real-time monitoring of municipal revenues, expenditure, and Own Source Revenue (OSR). **Driven by these comprehensive reforms and improved tracking, the OSR across these 762 cities has seen remarkable growth, more than doubling from approximately ₹ 3,000 crore in 2023-24 to around ₹ 6,700 crore in FY 2025-26.**



Praja’s advocacy for greater financial transparency led to another important reform. The push for greater transparency gained momentum in June 2025 during Praja’s report on Municipal Fiscal Empowerment of City Governments of Uttar Pradesh. While collecting budget documents from 17 municipal corporations, Praja identified significant gaps in public access to financial information and began advocating for municipal budgets to be made available online. Many city governments did not publish the budget documents on their websites. Without online access to budget documents, citizens, researchers, and civil society organisations had limited opportunities to understand how city governments planned and utilised public funds.

Praja’s advocacy has resulted in a significant shift towards open governance. Seven municipal corporations in Uttar Pradesh: **Agra, Ayodhya, Jhansi, Lucknow, Saharanpur, Ghaziabad, and Bareilly**, have now published their budget documents on their official websites, enabling citizens to directly access information on city finances and priorities.

Uttar Pradesh Standardised Property Mutation Fees Across 762 City Governments

The Government of Uttar Pradesh introduced a uniform, slab-based property mutation fee structure, replacing inconsistent fee systems with a fairer and more transparent model across all 762 City Governments. The reform is expected to simplify property transactions while strengthening municipalities’ Own Source Revenue (OSR).

Until recently, property mutation charges varied significantly from one city to another, with many municipal corporations relying on uncapped, percentage-based fees that created uncertainty for property owners and inconsistencies in revenue collection.

Recognising the need for a more equitable system, Praja Foundation studied property mutation models across multiple Indian states and proposed a standardised slab-based structure with a fixed upper limit. The recommendations were submitted to the Directorate of Urban Local Bodies and the Uttar Pradesh Finance Board, before being adopted by the Urban Development Department and approved by the State Cabinet.

Within two months of Praja initiating the study, the Government of Uttar Pradesh issued a Government Order implementing the new framework.

Dibrugarh Among the First Cities in North East India to Develop an Environmental Status Report

Dibrugarh Municipal Corporation is preparing its first Environmental Status Report (ESR), making it one of the first City Governments in North East India to adopt a comprehensive, evidence-based approach to environmental planning.

Following its transition to a Municipal Corporation, preparing an ESR became a statutory requirement. With technical support from Praja Foundation, the city is developing a baseline of key environmental indicators from air and water quality to waste management and biodiversity to inform future planning and policy decisions.

Beyond fulfilling a statutory mandate, the ESR will equip Dibrugarh with the evidence needed to monitor environmental change, prioritise interventions and build a more resilient and sustainable city.

Delhi Report Highlights the Need for Stronger Ward Committees

Praja Foundation’s assessment of ward committees in the Municipal Corporation of Delhi identified key governance gaps and recommended measures to strengthen decentralised governance, accountability, and citizen participation. The report highlighted a severe decline in legislative oversight, revealing that the number of issues raised in Wards Committees dropped drastically from 44,219 in the previous term (2017–2022) to just 4,110 in the current term (2023–2028). Furthermore, the assessment exposed a stark disconnect between public grievances and political representation; despite citizens registering an average of 387,594 complaints annually between 2017 and 2023, primarily regarding water supply and sewerage, these critical topics remained significantly underrepresented in Councillor deliberations. To address these gaps, the report emphasizes the immediate need to include citizen representatives in committees to aid in planning and budgeting.



What is an ESR?

An Environmental Status Report (ESR) is a city’s annual environmental report card, showing how it is performing on air, water, waste, green cover, and climate-related issues. It helps citizens and governments understand where improvements are needed.



Ward Committee
Delhi



Agra



Ayodhya



Jhansi



Lucknow



Saharanpur



Bareilly



Ghaziabad

Research Puts Mumbai’s Governance Challenges in the Spotlight

Praja Foundation’s research brought greater visibility to Mumbai’s governance challenges by examining ward-level finances, civic services, and municipal education.

The **Ward Wise Budget Report** highlighted declining fiscal decentralisation despite an increase in the city’s overall budget. The **Status of Civic Issues Report** assessed key civic and environmental indicators, while the **State of Municipal Education Report** identified challenges affecting municipal schools. Together, these reports provided governments, media, and citizens with credible evidence to support informed public discourse and better urban governance.



Ward Wise Budget



Status of Civic Issues 2025



Municipal Education Mumbai

9% of city’s water supply is lost, one toilet seat per 1,820 women: Report

Praja Foundation’s annual report analysed the status of civic issues such as water supply, solid waste management, AQI, toilets and more

Published on: May 21, 2025, 18:05:48 IST

By Sabah Virani



9% of city’s water supply is lost, one toilet seat per 1,820 women: Report

MUMBAI: The city experienced a 15% shortfall in its water supply in 2024, due in part to a 9% loss of water while being transported from the catchment areas. The shortfall in supply hit slum communities most.

21 May 2025
Hindustan Times
9% of city’s water supply is lost, one toilet seat per 1,820 women: Report

Increasing Participation of Citizens in Local Governance Matters

“
Citizen participation strengthens city governments

Transparent systems and evidence-based governance create stronger City Governments. But lasting change happens only when citizens are able to engage with these systems, voice their priorities and work alongside governments to improve their communities. Through digital platforms, collaborative initiatives and youth-led programmes, Praja Foundation is strengthening the connection between citizens and the cities they call home.

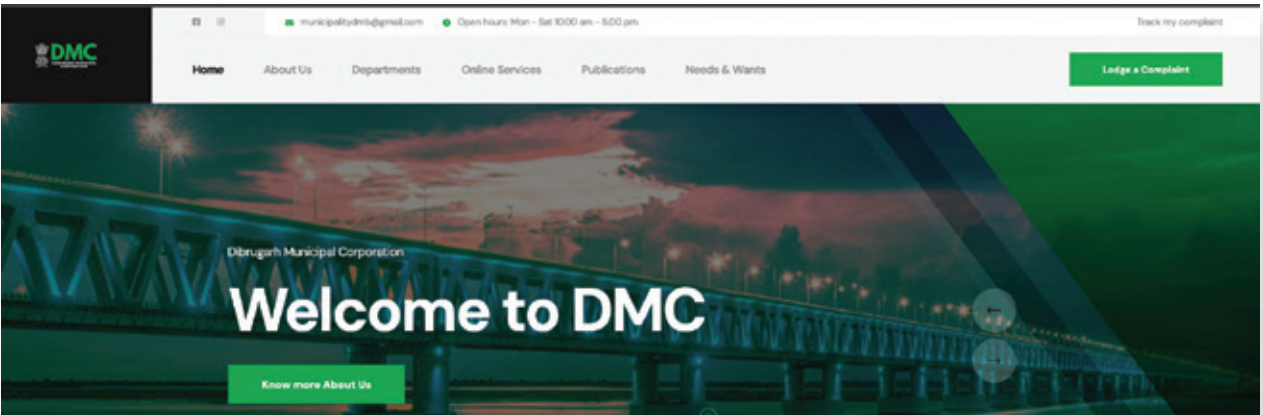
Dibrugarh Introduced Its First Citizen Participation Platform

For the first time, Dibrugarh has a single digital platform that gives citizens a direct voice in local governance.

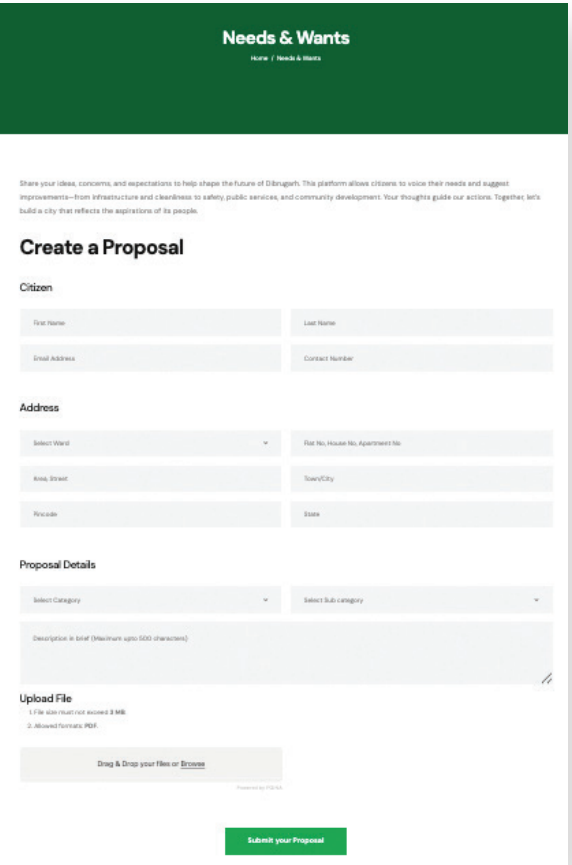
Alongside accessing civic services, citizens can now report public issues, track their resolution and contribute ideas for neighbourhood development, making civic engagement an integral part of how the city functions.

Working closely with the Municipal Commissioner and the IT Department, Praja Foundation supported the design of key features, including:

- **Centralised Complaint Management System:** A structured digital pipeline for registering, tracking and resolving civic grievances.
- **“Needs and Wants” Portal:** A dedicated channel enabling citizens to proactively submit local infrastructure and neighbourhood development requests.



Complaints redressal website



Needs & wants portal

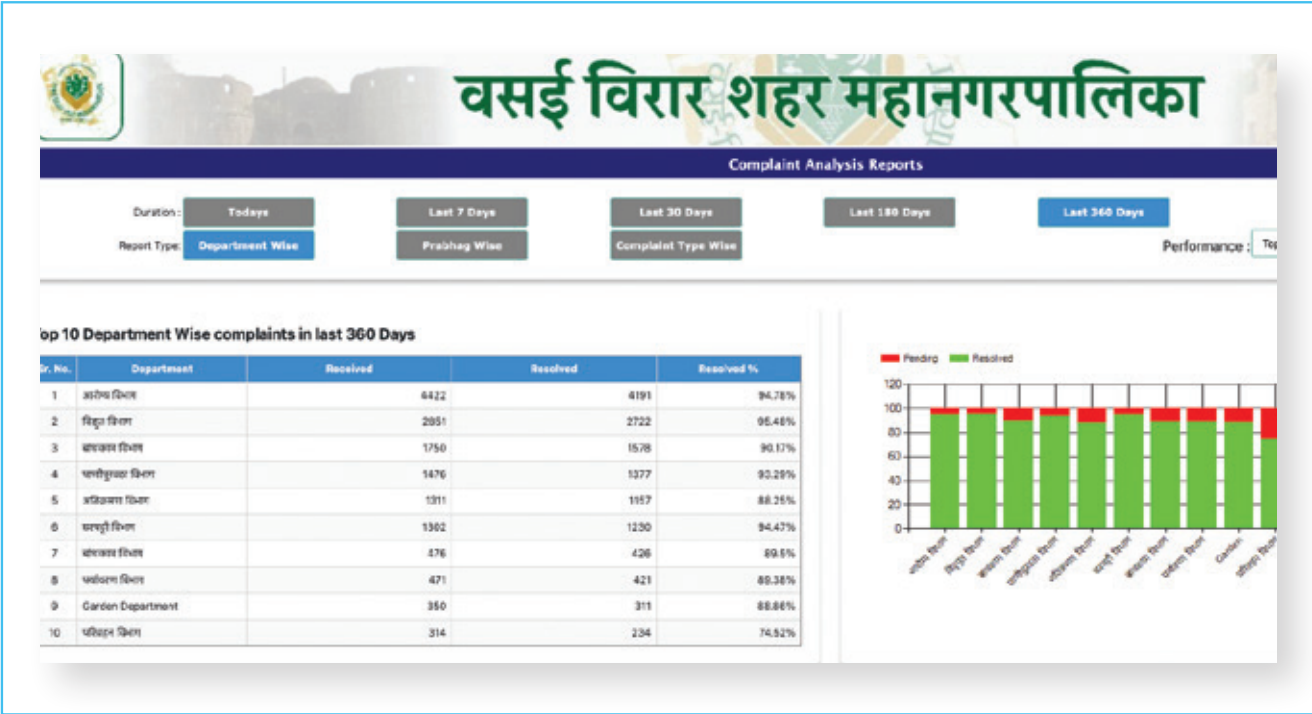
- **Institutionalising Response Efficiency:** Praja is co-developing Standard Operating Procedures (SOPs) with DMC officials to establish clear response timelines, back-end accountability and consistent service delivery.

The initiative builds on Praja Foundation’s experience in strengthening Mumbai’s BMC 1916 grievance redressal system, demonstrating how technology can improve both citizen access and government responsiveness. Drawing on these learnings, Praja helped Dibrugarh move beyond a conventional municipal website to a governance platform that encourages participation, improves accountability and strengthens trust between citizens and their city government.



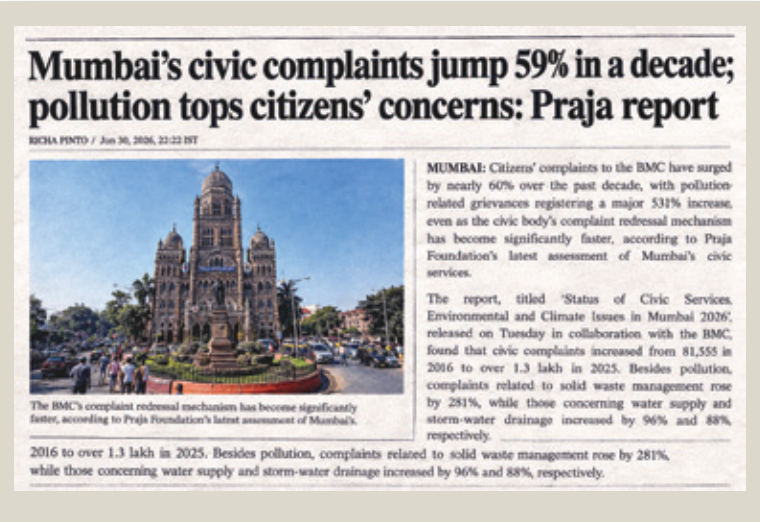
Vasai-Virar Strengthened Grievance Monitoring Through a Real-Time Dashboard

Vasai–Virar City Municipal Corporation now has a dedicated **Complaints & Operational Dashboard** that enables municipal officials to track civic grievances in real time, monitor resolution timelines, identify service delivery hotspots and improve departmental performance across wards. Recognising the need for an integrated monitoring system, Praja Foundation initiated direct consultation with the IT Officer of VVMC, sharing national best practices in grievance management, escalation frameworks, and real-time monitoring. Through sustained advocacy and technical guidance, Praja supported the conceptualisation of a dashboard that helps track resolution timelines, identify problem hotspots, and streamline service delivery across wards.



Mumbai Expanded Citizen Participation Beyond Complaints

Mumbai residents can now do more than report civic issues, they can also share their neighbourhood priorities and development needs through a dedicated **“Needs and Wants”** Portal, supported by chatbot enhancements. Praja Foundation advocated for a more participatory model of governance, demonstrating that citizen engagement should extend beyond complaints to include aspirations and future priorities. Working closely with the Additional Municipal Commissioner, Deputy Municipal Commissioner and the BMC IT Team, Praja helped shape a two-way communication channel between citizens and the municipal administration.



30 Jun 2026
The Times of India
Mumbai’s civic complaints jump 59% in a decade; pollution tops citizens’ concerns: Praja report



1 Jul 2026
Free Press Journal
Mumbai Improves Civic Services But Lags in Environmental Performance: Praja Foundation Civic Report 2026

Nagpur Improved Financial Transparency and Citizen Feedback

Nagpur Municipal Corporation strengthened both financial transparency and citizen participation by developing an **Internal Administrative dashboard** alongside mechanisms for capturing citizen feedback. To address the lack of structured financial monitoring and public engagement, Praja Foundation worked with the municipal IT Department to design an internal administrative dashboard linked to departmental budget heads, while advocating for institutionalised citizen feedback systems. Together, these initiatives support evidence-based decision-making, strengthen fiscal accountability, and give citizens a greater voice in urban planning.

Prajantra Brought India's Future City Leaders Together

The 7th edition of Prajantra brought together over 3,800 young participants across 674 teams from 194 cities, creating one of India's largest platforms for youth engagement in urban governance. Co-organised by Praja Foundation, the National Institute of Urban Affairs (NIUA) and UN-Habitat India, the 2025 edition explored the theme “Artificial Intelligence (AI) for Sustainable Cities,” challenging students to reimagine how technology can create more inclusive, efficient and citizen-centric city governments.



Prajantra in Numbers



The Grand Finale in Mumbai featured 115 finalists from 85 teams who competed through Mayor's Speech, Policy Presentations, Policy Debate, Op-Ed Writing, Reel Making and Digital Poster Making. Participants developed evidence-based solutions on municipal finance, AI-enabled public services, ethical governance and sustainable urban development, while engaging directly with public leaders through Samvaad sessions featuring Rahul Narwekar, Ashish Shelar, Aaditya Thackeray, Ameet Satam and Yogesh Sagar.

The Grand Finale concluded with a Cultural Night celebrating India's diversity through performances by participants from Himachal Pradesh, Assam and Rajasthan. Poetry recitations exploring themes of identity, community and hope, along with vibrant dance performances, brought together participants beyond the spirit of competition.

Prajantra was more than a national youth festival, it became a platform for ideas, dialogue and leadership. Through policy proposals, debates, creative storytelling and direct engagement with public leaders, participants demonstrated how technology, informed governance and active citizenship can together shape more inclusive, sustainable and future-ready cities.

By combining competition, policy thinking and direct engagement with decision-makers, Prajantra continues to inspire young people to see themselves not just as future voters, but as future city leaders and changemakers.



By organising Prajantra, Praja Foundation brings the youth of the country together and provides them with foresight into mainstream public life and politics, turning knowledge into a powerful force for building better cities.

Rahul Narwekar,
Speaker, Maharashtra Legislative Assembly

Before Prajantra, I never got a platform where I could put forward my opinion. The topic was also intriguing; I had never thought a city could work with the help of AI. As a student, this platform helps me with a fresh perspective on governance.

Neha Agrawal,
Student

The overall journey was really great for me. It taught me to inculcate behaviours like perseverance in my routine. When I did survey with people to prepare for Prajantra, it helped me identify the problems on the field, how people face and counter these problems.

Kumar Vaibhav,
Student



Poribesh Put Dibrugarh's Youth at the Centre of City Building

Praja Foundation, in collaboration with the Centre for Social Work Studies at Dibrugarh University, launched Poribesh: Shaping Sustainable Cities – Dibrugarh City Youth Festival 2026, the city's first youth festival dedicated to urban governance, climate action, and environmental sustainability.

The festival connected students directly with elected representatives, municipal leaders and climate experts through keynote sessions, expert panels, interactive competitions and Samvaad dialogues with councillors of the Dibrugarh Municipal Corporation. Participants explored local climate vulnerabilities through a session on Gender, Water & Disaster, engaged with experts from the Assam Climate Centre for Cities, Tocklai Tea Research Institute, Rural Volunteers Centre and Aaranyak during the Youth & Climate Leadership Panel, and discussed local governance challenges with DMC councillors Simanta Baruah, Sraban Kumar Das, Bratish Kanti Das and Darshan Das.

Creative activities including a street play, policy presentation, quiz, reel-making and poster-making competitions encouraged students to develop evidence-based solutions and communicate ideas for more sustainable cities.



URJA Inspired Gurugram's Youth to Champion Greener Cities

Praja Foundation, in collaboration with Dronacharya Government College, organised URJA: Gurugram City Youth Festival 2025, empowering young citizens to take the lead on climate action and sustainable urban development.

Held under the theme Enabling a Greener Future, the three-day festival brought together students from across Gurugram to explore pressing urban challenges including climate change, rapid urbanisation, groundwater depletion, traffic congestion, and environmental sustainability. Through debates, street theatre, policy writing, quizzes, poster making, and expert-led knowledge sessions, participants developed practical solutions while deepening their understanding of local governance and climate resilience.

By combining civic education with hands-on participation, URJA nurtured a new generation of informed and engaged young leaders committed to building greener cities.



Fellowships Bridged Young Talent with City Governments

Praja Foundation's Governance and Climate Action Fellowship Programmes connect young professionals with elected representatives, municipal corporations and government agencies, giving them an opportunity to work on real governance challenges while contributing to stronger, data-driven and climate-resilient cities.

In 2025–26, the programme received 800+ applications, selecting 22 fellows who collectively contributed 15,000+ hours of fieldwork, research and civic engagement across multiple cities.

Across India, fellows contributed to:

- Delhi Governance Fellowship: Supported councillors with 116 data-backed questions for General Body and Ward Committee meetings, worked on grievance redressal systems, 1976 Delhi Drainage Plan to address monsoon waterlogging, and conducted workshops on the Constitution, RTI and local governance.
- Mumbai Governance Fellowship: Researched civic issues, health, education and municipal finance, contributing to Praja's White Papers and MLA Report Cards while supporting legislators with evidence-based Assembly questions.
- Lucknow Governance Fellowship: Standardised six years of municipal financial data across 17 Municipal Corporations, supported the design of the Single Billing System, and conducted capacity-building programmes for councillors across Uttar Pradesh.
- Assam Governance & Climate Action Fellowship: Supported Guwahati Municipal Corporation, Dibrugarh Municipal Corporation and AUIDFCL on climate-responsive governance and assisted MLAs and local councillors in raising floor questions on public health, solid waste management, and climate risks during legislative forums; co-created backend Standard Operating Procedures (SOPs) and facilitated the launch of DMC's digital grievance and "Needs and Wants" citizen portals.
- Gurugram Climate Action Fellowship: Worked with Gurugram Metropolitan Development Authority (GMDA) to advance the Gurugram Climate Action Plan, engaged 100+ Resident Welfare Associations, conducted ward-level consultations and organised URJA, a city-wide youth festival promoting climate leadership.

Building on the programme's growing impact, Praja Foundation expanded its fellowship initiatives with new cohorts in Maharashtra and Uttar Pradesh, creating more opportunities for young professionals to contribute to stronger city governments.

The Fellowship presented challenges: Balancing responsibilities, coordinating with officials, and managing stakeholders during the Prajatantra Grand Finale required persistence and adaptability. With guidance from mentors and support from the Praja team, I developed resilience, communication, and organizational Skills.

Harsh Jain,
Civil Service Aspirant

One experience that particularly stands out was during a ward-level research activity, where our team interacted with local Councillors and citizens to assess the quality of service delivery. Later, while presenting our findings, I saw firsthand how data could initiate meaningful dialogue and awareness among representatives. That moment made me truly appreciate the power of evidence-based governance.

Kalyani Jalda,
B.A.M.M.C, Lala Lajpatrai College of Commerce and Economics

A highlight of my journey was visiting the Finance, IT, and Environment Departments of the Pune Municipal Corporation as part of a comparative study across six cities. Observing budgeting and environmental management processes offered a practical understanding of city governance. Meeting MLAs such as Ashish Shelar, Manoj Jamsutkar, and Aditya Thackeray, along with MLCs and ex-councillors, provided firsthand insight into decision-making and public accountability.

Vaishnavi Devadiga,
TY Economics, Ruia College

Alliance for City Transformation united Diverse Stakeholders for Urban Action

The Alliance for City Transformation (ACT) brought together government, philanthropy, industry, academia and civil society to collectively address urban challenges across Delhi-NCR. Launched by Praja Foundation and Young Leaders for Active Citizenship (YLAC), ACT created a collaborative platform where data, governance expertise and community experience came together to develop practical, citizen-centric solutions for more resilient and inclusive cities.

- Climate Action for Informal Communities: Convened urban experts and grassroots organisations, including SEWA, CEEW, KfW, Purpose and Porticus, to examine the impact of extreme heat and climate risks on informal workers, using insights from Delhi's Heat Action Plan.
- Urban Regeneration in Action: In partnership with Raahgiri Foundation and Nagarro, showcased the Sarhaul Urban Village-Sanath Road corridor as a living laboratory for climate resilience, safer streets and improved waste management.
- Strengthening Local Leadership: Engaged elected representatives and local stakeholders to encourage collaborative approaches to urban governance, with Municipal Councillor Jyoti Yadav expressing interest in adopting Praja's community-led governance models.

Praja in Numbers

Capacity Building Workshop



Administration	Elected Representatives (ERs)	RWAs & CSOs
3 Workshops	11 Workshops	1 Workshop
30 Participants	313 Participants	17 Participants

Issues Raised by Elected Representatives in their respective forums based on Praja's work



179 Questions Raised

Consultations



City Level	State Level
1 Activity	1 Activity
36 Participants	106 Participants

Advisory Meetings



1472 Elected Representatives (ER)	926 Administrative Officers
114 Civil Society Organisations (CSOs)	637 Colleges

College Workshop



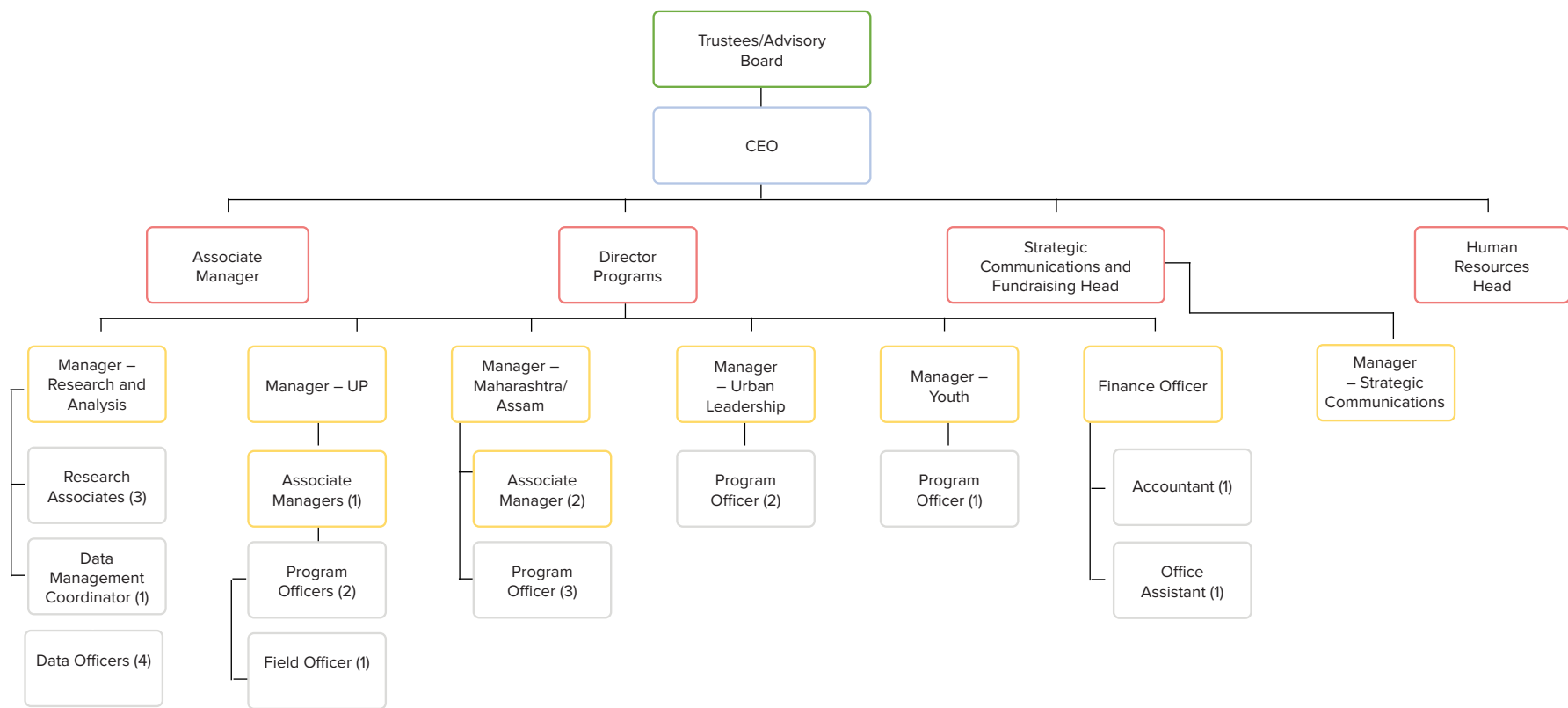
63 Workshops
4070 Participants

Media & Citizens' Engagement



108 News Coverage
29799 Website Visitors

Organisation Development



Looking ahead to 2030, Praja aims to establish itself as a thought leader among urban leaders by strategically communicating and advancing urban governance reforms in India. To move toward this vision, the organisation strengthened its institutional capacity in 2025-2026 by refining its organisational structure and investing in talent and leadership development. Initiatives focused on team dynamics, peer feedback, and strategic visioning helped build a strong pipeline of emerging leaders, deepen shared leadership, and position Praja to scale its impact and drive systemic improvements in urban governance.

Praja also continued to reinforce its organisational culture by nurturing continuous learning, collaboration, and leadership growth. The annual overnight staff retreat, themed Growing Across Cultures, brought together team members from multiple geographies to strengthen relationships, enhance teamwork, and reaffirm a shared organisational vision as Praja expanded across India. Internal learning was further enriched through Praja Samvaad, a staff-led knowledge-sharing platform that enabled cross-functional learning on topics such as municipal finance, communication skills, public policy, and creative personal interests that fostered team bonding.

Complementing these internal efforts, staff participated in external trainings and workshops led by sector experts and partner organisations on urban governance, climate resilience, digital public infrastructure, leadership, urban planning, waste management, mobility, and inclusive city development. Together, these initiatives strengthened technical expertise, leadership capabilities, and organisational cohesion, equipping the team to deliver greater impact and advance Praja's mission of improving urban governance across India.

Praja People

TRUSTEES

ANUJ BHAGWATI,
Trustee Praja Foundation; Director
A.T.E. Enterprises; Executive
Committee and Trustee UDRI

IRIS MADEIRA,
Trustee Praja Foundation; Partner
Madhavi Desai Consulting Pvt. Ltd.

NITAI MEHTA,
Founder and Managing Trustee
Praja Foundation; Director Adity
Designs and Forest of Chintz

SUMANGALI GADA,
Founder Trustee Praja Foundation;
Director Adity Designs and Forest
of Chintz

VIVEK ASRANI,
Trustee Praja Foundation; Managing
Director Kaymo Fastener Company

BOARD OF ADVISORS

ADITYA SOMANI,
Chairman at
Somani Family Office

DHRUV MOONDHRA,
Advisor Praja Foundation;
Director and CEO Steel1

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

SITARAM KUNTE,
Former Chief Secretary of the
Government of Maharashtra and
Founder of Centre for Research in
Schemes and Policies (CRISP)

LEADERSHIP TEAM

MILIND MHASKE,
CEO,
Praja Foundation

PRIYANKA SHARMA,
Director Programs,
Praja Foundation

BENAIFER REPORTER,
Human Resource Consultant,
Praja Foundation

MEGHNA INDURKAR,
Head Strategic Communications,
Praja Foundation

PRAJA TEAM



RESEARCH AND ANALYSIS

ASIF KHAN
Manager

GANESH PHULSUNDAR
Research Associate

MAHESH BHASKAR
Research Associate

NEELAM MIRASHI
Research Associate

NILESH KADAM
Data Management Coordinator

ANIKET MIRASHI
Data Officer

NEHA KORI
Data Officer

PRASHANT SHIVADE
Data Officer

SANGEETA PATWA
Data Officer



URBAN LEADERSHIP

KUNALJIT BHATTA
Manager

PRATIK JAGTAP
Program Officer

ABHIGYA AMBASHTA
Program Officer



STRATEGIC PARTNERSHIPS

AVIRAL DUBEY
Manager

PRATIKSHA DEOLEKAR
Manager

EKNATH PAWAR
Associate Manager

GITARTHA DAS
Associate Manager

POOJA VERMA
Associate Manager

ASHUTOSH UPADHYAY
Program Officer

AYUSHI KHARE
Program Officer

AZAZ ANSARI
Program Officer

GITARTHA BHUYAN
Program Officer

RUTTU GAMRE
Program Officer

SHUBHAM SINGH
Field Officer



YOUTH AND CITIZEN ENGAGEMENT

DIPESH JADHAV
Associate Manager

SWARAJ MALEKAR
Program Officer



STRATEGIC COMMUNICATIONS AND FUNDRAISING

ADITHYA KAMESH
Manager

SOHAM JOSHI
Associate Manager



FINANCE AND ADMIN

ASHWINI MORE
Finance Officer

ANISH WAGHMARE
Accountant

GANESH JADHAV
Office Assistant

Financial Audit Report

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

BALANCE SHEET

as at 31st March, 2026

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

FUNDS AND LIABILITIES	Sh. No.	LOCAL	FCRA	FY 25-26	FY 24-25	PROPERTY AND ASSETS	Sh. No.	LOCAL	FCRA	FY 25-26	FY 24-25
TRUST FUNDS OR CORPUS						IMMOVABLE PROPERTIES (AT COST)					
Balance as per Last Balance Sheet		5,00,500	-	5,00,500	5,00,500	Balance as per last Balance Sheet					
Additional: during the year		-	-	-	-	Addition during the year					
						Less:- Sales during the year					
						Depreciation upto date					
						Fixed Assets					-
LOANS (SECURED OR UNSECURED)						INVESTMENTS	A	1,61,03,967	25,22,269	1,86,26,236	38,29,518
From Trustees											
From Others											
CURRENT LIABILITIES						MOVABLE PROPERTIES					
Sundry Creditors for expenses	G	-	-	-	-	Opening balance		5,62,252	2,72,216	8,34,468	4,36,866
Branch/Division		-	-	-	-	Addition during the year		4,69,000	1,34,000	6,03,000	6,35,067
TDS		3,299	-	3,299	3,58,414	Depreciation upto date		3,69,433	1,12,764	4,82,197	2,37,465
Provisions		33,750	-	33,750	37,675	Closing Balance	B	6,61,819	2,93,452	9,55,271	8,34,468
Grant - ISEF		-	38,00,896	38,00,896	60,56,980	ADVANCES AND DEPOSITS	C	11,61,000	-	11,61,000	12,96,000
INCOME AND EXPENDITURE ACCOUNT						CURRENT ASSETS					
Balance as per Balance Sheet		1,36,02,919	3,16,242	1,39,19,161	58,55,280	Balance with Revenue Authorities	D	2,91,366	-	2,91,366	1,10,788
Less- Appropriation, if any		-	-	-	-	Advance to Creditors	E	4,602	7,747	12,349	-
Add- Surplus [As per income & ---		1,27,45,938	4,18,971	1,31,64,909	80,63,881						
Expenditure Account]						CASH & BANK BALANCES	F	86,63,652	17,12,642	1,03,76,293	1,48,01,958
Less- Deficit		-	-	-	-						
		2,68,86,406	45,36,109	3,14,22,515	2,08,72,731			2,68,86,406	45,36,109	3,14,22,515	2,08,72,731

For N.I. Parekh Shah & Associates LLP
Chartered Accountants
Firm Regn. No. 100201W

CA Darshak Dhiraj Shah
Partner
Membership No.: 123410
Place: Mumbai
Date: 24.08.2026
UDIN: 26123410AWSJZB9832

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

For Praja Foundation



Trustee
Place: Mumbai
Date:

For Praja Foundation



Trustee

INCOME AND EXPENDITURE ACCOUNT

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

for the year ending 31st MARCH, 2026

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

	EXPENDITURE	Sh. No.	LOCAL	FCRA	FY 25-26	FY 24-25		INCOME	Sh. No.	LOCAL	FCRA	FY 25-26	FY 24-25
To	<u>Expenditure in respect of properties</u>						By	Interest					
	Salaries		1,41,75,475	10,49,950	1,52,25,425	1,45,56,484		On Bank Account	H	11,23,506	1,42,803	12,66,309	8,28,424
	Insurance		-	-	-	-							
	Depreciation		3,69,433	1,12,764	4,82,197	2,37,465	By	Dividend		-	-	-	-
To	Establishment Expenses	J	41,36,183	6,79,525	48,15,708	48,33,785	By	Donation/Gift received	I	5,87,70,000	74,07,996	6,61,77,996	5,47,58,309
To								Income from other sources					
To								Miscellaneous Balances W/off		1,324	-	1,324	
							By	Consultancy Income		14,25,425	-	14,25,425	6,15,000
To	Administration Expenses	-	-	-	-	-	By	Grant received		-	60,56,980	60,56,980	-
To	Amount written off :												
	(a) Bad Debts		-	-	-	-							
	(b) Loan Scholarship		-	-	-	-							
	(c) Irrecoverable rents		-	-	-	-							
	(d) Other items		-	-	-	-							
To	Program Expenses	K	1,64,51,224	62,18,448	2,26,69,672	1,66,57,649							
To	Professional Fees		2,27,734		2,27,734	6,52,948							
To	Consultant Cost		1,30,01,868	51,28,121	1,81,29,989	1,10,22,521							
To	Payment to Auditors		2,12,400	-	2,12,400	1,77,000							
To	Expenditure on Objects of the Trust												
	(a) Religious		-	-	-	-							
	(b) Educational		-	-	-	-							
	(c) Medical Camp Exp.		-	-	-	-							
	(d) Other Charitable objects		-	-	-	-							
To	Surplus carried over to Balance Sheet		1,27,45,938	4,18,971	1,31,64,909	80,63,881							
			6,13,20,255	1,36,07,779	7,49,28,034	5,62,01,733				6,13,20,255	1,36,07,779	7,49,28,034	5,62,01,733

For N.I. Parekh Shah & Associates LLP
Chartered Accountants
Firm Regn. No. 100201W

CA Darshak Dhiraj Shah
Partner
Membership No.: 123410
Place: Mumbai
Date: 24.08.2026
UDIN: 26123410AWSJZB9832

For Praja Foundation



Trustee
Place: Mumbai
Date:

For Praja Foundation



Trustee

Supporters



BELLWETHER CAPITAL

INTERNATIONAL SUSTAINABLE
ENERGY FOUNDATION

LAL FAMILY FOUNDATION

NAVROZ HORMASJI SEERVAI

SHRI VENKATESHWAR SOMANI
CHARITABLE TRUST

SR ARTEFACTS PVT LTD

TOSHVIN ANALYTICAL PVT LTD

TREE OF LIFE FOUNDATION

TRIO FOUNDATION

OTHER INDIVIDUAL DONORS



Mumbai Address:
Basement Gala No. B,
Chanchal Smruti Co-op Hsg Soc Ltd.,
G.D. Ambekar Marg,
Kohinoor Mill, Wadala
Mumbai – 400031
Tel: +91 - 98201 90892

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

 www.praja.org

 [PrajaFoundation](https://www.youtube.com/PrajaFoundation)

 info@praja.org

 [PrajaFoundation](https://www.facebook.com/PrajaFoundation)

 [praja.org](https://twitter.com/praja.org)

 [PrajaFoundation](https://www.instagram.com/PrajaFoundation)



www.praja.org/donate