

PRAJA FOUNDATION

Annual Report 2023-2024



Praja’s Vision, Mission, and Guiding Principles

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

Praja seeks to transform urban governance by

Vision

Improved quality of urban life by making democracy work

Praja seeks to transform urban governance by

Mission

Empowering local elected representatives

Making governments accountable & transparent

Increasing participation of citizens in local Governance matters

Guiding Principles

Data-driven

Non-partisan

Collaborative

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1. Praja at Glance

Over the past 33 Years



Founding Members of Praja adopted a school in Mumbai

Inception of Praja to enable accountable governance

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

Created Mumbai's first citizen charter in collaboration with BMC

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

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

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

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

Initiated an ambitious project to improve city governance structures in India

Created the Urban Governance Index

Initiating Urban Governance Index 2.0, Started operations in Uttar Pradesh to strengthen urban governance in the state



1991

1997

1999

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

1

2003

2005

2008-12

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

2

2014



2017

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

3

2023

* Principle of subsidiarity guarantees a degree of independence for a lower authority. It involves the sharing of powers between several levels of authority and advocates that federal authorities should undertake functions that cannot be performed by local authorities. Source: Treaty of European Union

2. Praja in Numbers (2023-24)

Praja's Pan-India Interventions

5

States and Union Territory-level Engagement

Maharashtra, Uttar Pradesh, Jammu and Kashmir, Bihar and Mizoram

8

City-level Engagement

Mumbai, Delhi, Srinagar, Vasai-Virar, Patna, Lucknow, Nashik and Aizawl

Advisory meetings and consultations

617

Meetings with Elected Representatives (ER)

569

Meetings with Administrative Officers

117

Meetings with Civil Society Organisations (CSOs)

Youth Engagement

4,840

Youth reached directly

24,200

Youth reached indirectly

Workshops:

7

Elected Representatives and Administration

23

Civil Society Organisations

46

Youth

Media and Citizen Engagement:

232

News Coverage

37,312

Website Visitors

10,901

Website Downloads

19

Newsletters Published

1,600

Twitter Followers

3,564

Facebook Page Followers

6,987

LinkedIn Followers

205

Praja Questions Raised by Elected Representatives in their Respective Forums

Research Reports:

2

Urban Governance Research Reports at National-level

2

Report Cards assessing performance of Elected Representatives

4

Whitepapers monitoring public service delivery at city-level

3. From the Founder's Desk

"India is experiencing a rapid urban transition, necessitating robust governance structures to ensure an enhanced quality of life for its growing urban population. "

Nitai Mehta

Founder and Managing Trustee,
Praja Foundation



In 2024, India stands at a politically significant crossroad. The Lok Sabha Elections, coupled with State Assembly Elections in seven states as well as the union territory of Jammu and Kashmir have sparked nationwide discussions on the India's socio-economic concerns. Urbanisation has been the focal point in these discussions, highlighting the urgent need for transformative reforms to address the pressing issues facing Indian cities.

Major political parties have acknowledged this necessity in their manifestos, promising a range of urban reforms. At Praja, we have long championed the effective implementation of the 74th Constitutional Amendment, advocating for the devolution of functions, functionaries, and funds to city governments. This decentralisation is crucial for empowering elected representatives, particularly Mayors and Chairpersons of Municipal Councils. It is promising that major political parties are recognising the importance of these structural reforms and integrating them with their urban infrastructure agendas.

Yet, as we navigate through various election cycles for the Union and States, we must observe a glaring paradox. In several cities across India, there is an absence of elected municipal bodies, with some cities having postponed elections for as long as ten years. This prolonged absence of local representatives is deeply concerning. It significantly restricts citizen participation in governance and erodes the transparency and accountability of the municipal system.

India is experiencing a rapid urban transition, necessitating robust governance structures to ensure an enhanced quality of life for its growing urban population. Fundamental reforms are imperative to establish a more accountable and effective urban governance framework. The growing recognition of this need is indeed inspiring; however, significant challenges remain. The path to improved urban governance is a collective endeavour, demanding the active participation and collaboration of various stakeholders, including government bodies, political leaders, civil society, and the private sector.

Together, we have the potential to build a future where every citizen enjoys a high quality of life. This shared vision of urban prosperity and inclusivity requires unwavering commitment and concerted efforts from all involved. By fostering a culture of transparency, accountability, and active citizen participation, we can pave the way for cities that not only accommodate but also nurture and empower their residents.

As we move forward, let us embrace this pivotal moment with a renewed sense of purpose and determination. By addressing the structural inefficiencies and championing the cause of urban governance reforms, we can transform our cities into thriving centres of excellence. This collective journey, though fraught with challenges, promises a brighter, more inclusive future for all.

4. From the CEO's Desk

"In 2023, Praja set an ambitious goal to initiate urban governance reforms across four states, aiming to empower urban governance.,,"

Milind Mhaske

CEO

Praja Foundation



The strategic focus of our work is to integrate reforms within the governance framework to ensure proper implementation and sustainability. We are working on urban governance reforms on three core pillars: empowering elected representatives, making governments accountable and transparent, and increasing citizen participation in governance. Over the past year, the Praja team has achieved foundational breakthroughs in focused geographies.

For the first intervention, our current focus is on institutionalising capacity-building initiatives for urban governance in State Administrative and Training Institutes. Praja has been engaged with the State Governments of Maharashtra and Uttar Pradesh. We have initiated the preparation of the curriculum for the Councillor Training Programme in partnership with the state's Urban Development Departments. Additionally, we are creating knowledge material, conducting training programmes, and providing research support sessions in different geographies such as Northeastern States of India, North Maharashtra Region, Delhi, Patna and Vasai Virar. These efforts help councillors access resources like finance, human resources, and technology

to support their work. Over the last year, we closely worked with the Directorate of Urban Local Bodies, Uttar Pradesh, to raise municipal finance for the cities. Our research and strategic support have helped secure over one thousand crore rupees through own sources of revenue. Uttar Pradesh State Government has also successfully accessed a soft loan of ₹ 200 crores under the Scheme for Special Assistance to States for Capital Investment 2023-24 by the Union Government. This increased revenue will benefit over five crore urban residents of Uttar Pradesh.

The second intervention focuses on making governments accountable and transparent. Praja has been studying the quality of public services in Mumbai and Delhi by analysing civic data and publishing them as whitepapers and report cards. Last year, we published two whitepapers: Civic Whitepapers analysing the quality of solid waste management, air quality, sewerage, and urban green cover, and Policing and Law & Order Whitepapers analysing crime reporting, POCSO cases, cybercrimes, and police reforms. The report card of Members of the Legislative Assembly assessing their

performance in the house and highlighting the declining number of working days in both the Maharashtra Legislative Assembly and the Delhi Legislative Assembly. Additionally, we prepared a special report in collaboration with the Tata Institute of Social Sciences, which covered Ward Budgets for all 24 wards of Mumbai.

Throughout the year, Praja's team visited 36 cities across 28 states and three Union Territories to collect civic data, government documents on local Municipal Acts, data on human resources, budgets, and other statutory documents, as well as anecdotes from key government officials. This data is compiled through our reports, making it accessible for citizens to demand reforms and for representatives to deliberate and execute.'

The third intervention aims to increase citizen participation in governance. This can be achieved through a dual approach: creating tools that citizens can use to participate in the governance process and building capacity of citizens, particularly the youth, to use these tools effectively. Last year, Praja supported Srinagar Municipal Corporation in revamping functionality of its website, which will help citizens better engage with the city government. "My City My Ideas" portal was launched on the revamped website, where citizens to register their needs and wants for their wards and city.

In addition to our work in Maharashtra, Uttar Pradesh and Jammu & Kashmir, we are exploring opportunities to initiate similar reforms in more states. These states will serve as models of empowered urban governance, encouraging other states to adopt similar reforms. Simultaneously, Praja is also engaging in lighter-touch activities in different states based on specific reform needs. This flexible approach has enabled us to meet the unique needs and contexts of each state.

To achieve reforms, Praja recognises the importance of grassroots collaborations. Over the years, we have built a network with government agencies, CSOs, academic institutes, and youth to work towards improved city governance, and we continue to expand this network at the national level.

On behalf of the entire Praja team, I extend my heartfelt gratitude to our supporters for their unwavering faith in our initiatives. I would also like to appreciate the entire Praja team including our young fellows and interns for their dedication to achieve the goal of empowered cities. Together, 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 better future.

5. Empowering Elected Representatives

“Councillors often lack the knowledge to effectively deliberate public issues in the absence of training or guidance on how to. A workshop on our rights and duties as councillors benefits us greatly. Similar workshops must be conducted in every municipal corporation.”

**— Angi Rai, Councillor,
Patna Municipal Corporation**

This is the reality for many local elected representatives in India, who often come from backgrounds in community-work but lack formal training in governance. They are entrusted with the responsibility to address urban challenges, yet they struggle to grasp with the technicalities of municipal acts, the processes of budget making, and the overall structure of municipal corporations. This gap in knowledge can be a significant barrier to effective governance. Training and support at the initial stages of their tenure can empower councillors, transforming their potential into good governance. By understanding the fundamentals of governance, councillors can become effective policymakers, capable of making informed decisions that truly benefit their communities.



The story of empowerment is not just about policies and programmes; it is about people. It is about councillors like Angi Rai who are committed for the betterment of their communities but are often unaware how to do it properly.

State Administrative Training and Research Institutes can play a crucial role in this by continuously conducting training programmes, ensuring that councillors receive the education they need to perform their duties efficiently.

Praja's journey in empowering elected representatives is an ongoing mission. Each workshop, each training session, and each collaborative effort is a step towards ensuring that people's representative and administration can take better, informed decisions

that meet the needs of all citizens. In the year 2023-24, Praja continued its mission to empower councillors through a blend of knowledge creation and direct engagement. The journey involves:

- Collaborating with State Government to create and integrate curriculum for trainings
- Organising Training Sessions for councillors at city and regional level
- Research and hand-holding support while making policies

Along with empowering Councillors through knowledge material and trainings, another area of empowerment Praja has been working on, is strengthening Municipal Finance. Municipal Corporations across India have only a limited source of income. Income crunch further limits the number and quality of urban services a Corporation can provide to citizens. Municipal Councillors as well as officials have limited technical understanding to generate revenue through sources like taxes, services charges, grants and capital markets. Praja's training programmes have focused on improving Municipal Budgeting and Increasing Revenue Module. Along with it we have initiated strategic and research support to Municipal Corporations.

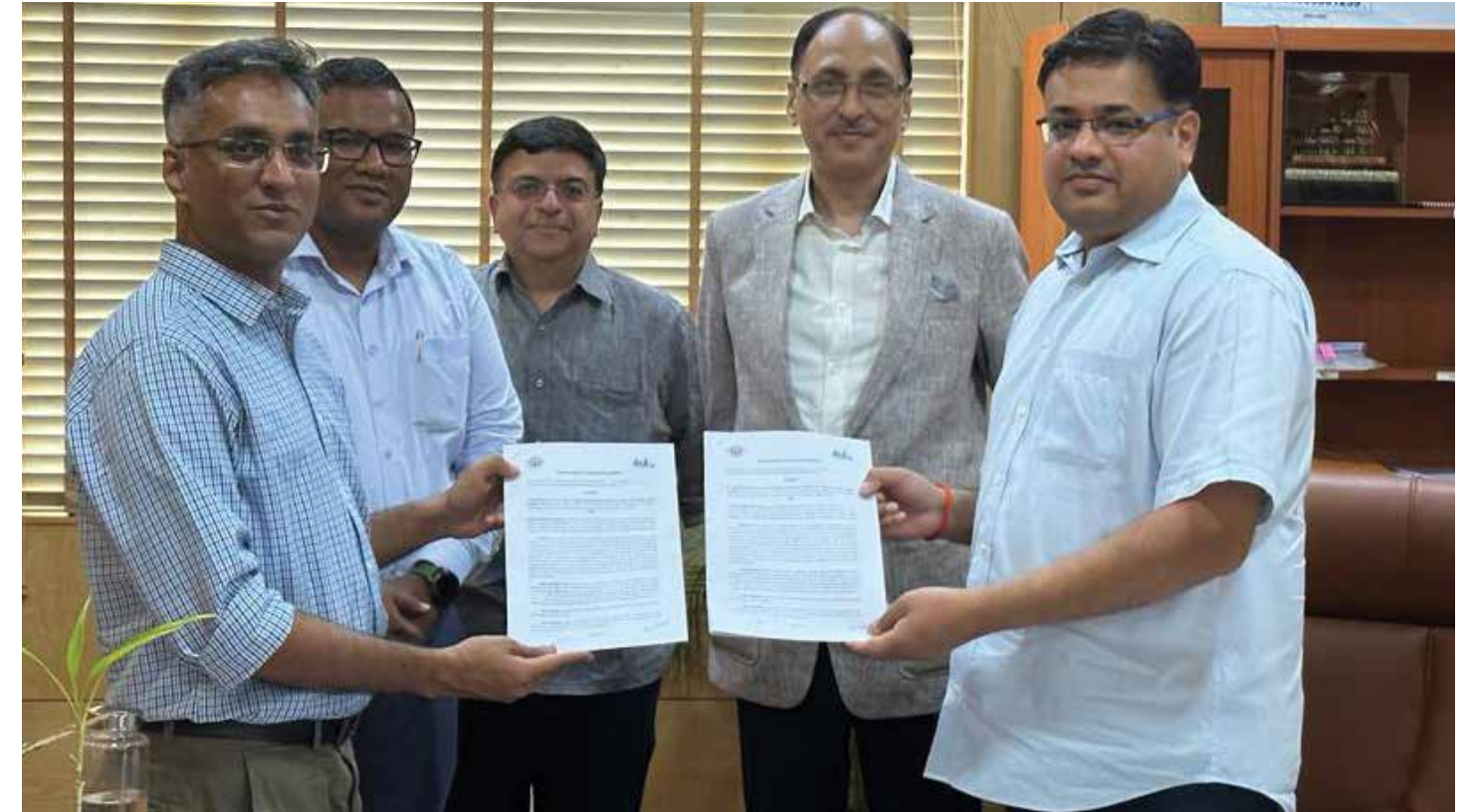


5.1. Institutionalising Training Curriculum for Councillors

Praja has initiated engagement in Uttar Pradesh and Maharashtra to institutionalise Councillor Training Programme in the Administrative and Training Institute of the State. In Uttar Pradesh, Praja signed a Memorandum of Understanding (MoU) with the Directorate of Urban Local Bodies to develop training modules for councillors. Our work with the Uttar Pradesh Urban Research and Training Centre, Directorate

of Urban Local Bodies aims to ensure the execution of these training programmes. Similar efforts are underway in Maharashtra, where Praja is working with the Urban Development Department to develop and implement a curriculum for councillor training with focus on conducting training workshops following the election of Municipal Corporations in the state.

Along with these systemic reforms, we have been conducting capacity-building activities across India.



Still from the MoU exchange between Directorate of Urban Local Bodies, Uttar Pradesh and Praja Foundation. The 3-year long collaboration will focus on strengthening Corporation Procedure Rules, Municipal Finance and Capacity Building Programme for Local Elected Representatives in the state.

5.2. Strengthening Municipal Finance in Uttar Pradesh

Praja Team is continuously providing research and strategic support to the Directorate of Urban Local Bodies in Uttar Pradesh to implement new programme that will enhance Municipal Finance through increased sources of revenue, effective accounting practices and through securing grants and capital.

- **Implementation of Taxes:**

Praja assisted in researching and developing strategies to implement various taxes under the Municipal Corporation Act and Municipality Act of Uttar Pradesh, including Professional Tax, Airport Tax, and User Charges. By providing case studies from other states, Praja helped the Urban Development Department draft the necessary Rules and Bye-Laws. Some of

them are already implemented and have benefitted the Directorate of Urban Local Bodies to increase municipal finance to increase own sources of revenue by 34%. In the financial year, 2023-24 corporations collected revenue of INR 3,137 crores against INR 2,340 crores collected in the financial year 2022-23. Once all measures are approved by the Cabinet, they are expected to further boost revenue streams for Urban Local Bodies (ULBs) in Uttar Pradesh.

- **Property Tax Reforms:**

Praja supported the drafting of new Rules for Property Tax implementation in Nagar Palika Parishads and Nagar Panchayats. This research and support have led to the formulation of property tax module which, after Cabinet approval, is projected to increase property tax revenues by ₹500 crore annually.

- **Capital Investment Proposal:**

Praja aided the Urban Development Department in drafting and monitoring a proposal for the Scheme for Special Assistance to States for Capital Investment 2023-24. This proposal secured a soft loan of ₹200 crore from the Central Government for FY 2023-24. The funding is intended to enhance infrastructure and development projects in Uttar Pradesh.

- **Annual Action Plan Template:**

Praja collaborated with the Directorate of Urban Local Bodies to create a standard template for the Annual Action Plan for all ULBs. This template, to be incorporated into an online portal, will enable real-

time monitoring of projects and ensure transparency and accountability in the execution of urban development initiatives.

- **Municipal Performance Ranking:**

Praja helped develop a framework for ranking the performance of 762 ULBs across Uttar Pradesh. This Municipal Performance Ranking (MPR) system, introduced in collaboration with DULB, facilitates continuous monitoring and evaluation of urban management, driving improvements in municipal governance and service delivery.



Still from the Opening Ceremony of North Maharashtra Urban Development Summit. From left to right Pratiksha Deolekar (Programme Coordinator, Praja), Priyanka Sharma (Director-Programmes, Praja Foundation), Satyajit Tambe (Member of Maharashtra Legislative Council), Radhakrishna Game (Divisional Commissioner: Nashik Division).

5.3. North Maharashtra Urban Development Conclave

Praja was invited by Mr. Satyajit Tambe, a member of the Maharashtra Legislative Council, to serve as a knowledge partner for the North Maharashtra Urban Development Summit. This summit brought together political and administrative leaders to discuss key urban issues for the urban aspirational region. Praja oversaw the agenda and flow of the conclave including designing of short explaining modules and methodology of knowledge sessions. Three sessions were conducted:

Revenue Generation Strategies by Ravikant Joshi

During this session, strategy for revenue generation and effective budgeting were examined. With the promise of decentralisation of powers under the 74th Constitutional Amendment Act, it was emphasized that city governments must learn self-sufficient ways to raise revenue within the framework of the Municipal Act.

Effective Waste Management by Pramod Dabrase

In this session, challenges encountered in solid and liquid waste management, as well as the operation of sewage treatment plants, were highlighted. The speaker presented research-based and practical insights into the effective collection, segregation, transportation, processing, and disposal of waste generated at the local/ward level.

Development Plan by Urban Design Research Institute

The session delved into the details of planning, implementation, and monitoring of the development plan, with a special emphasis on local/ward-level planning. It also shed light on facilitating citizen participation in the planning process. The 12th Schedule of the 74th Constitutional Amendment Act

identified Urban Planning, including Town Planning, as one of the primary functions of local governments. Therefore, it is crucial for them to consider all relevant factors for improved planning and to prevent potential disasters in the future.

The summit launched the Sustainable City Challenge, encouraging participants to commit to impactful initiatives within their jurisdictions. Outstanding initiatives are set to receive special recognition in the next year's Summit.

5.4. Capacity Building of Elected Representatives across India

5.4.1. Collaboration with Vasai-Virar City Municipal Corporation for Capacity-building of elected representatives and councillors



Still from the MoU exchange between Vasai-Virar City Municipal Corporation, WINGS Foundation and Praja Foundation. This collaboration focuses on conducting training programmes for ERs, strengthening Municipal Finance and e-Governance

Preparation of training material and conducting workshops for councillors across multiple cities is an ongoing exercise for Praja. Praja has signed an MoU with the Vasai Virar Municipal Corporation and WINGs Foundation in Maharashtra. Building knowledge material on urban issues like

Municipal Budgeting and Accounting Practices, Increasing Revenue of the Corporation and Town Planning. Praja has initiated designing training sessions and material. In Vasai-Virar, capacity-building training programme is going to be extended to city's administration along with councillors.

5.4.2. Capacity Building Session on Municipal Finance in Mizoram



A hybrid workshop was organised with Mr Ravikant Joshi, Municipal Finance expert. The workshop was attended by Senior officials, including the Secretary of the Urban Development and Public Accounts Directorate, CEO of Aizawl Smart City Ltd, Deputy Director (Plan) of Urban Development and Public Accounts Directorate among other officials.

In Mizoram, the Directorate of Urban Development & Public Accounts invited Praja to conduct a workshop on municipal finance and municipal bonds for officials. Municipal bonds are an underutilised option for revenue mobilisation. When used appropriately, they can help municipal corporations scale up services by financing

capital investment expenditures. By providing this training, Praja aims to enhance the financial capabilities of municipal officials, enabling them to explore new avenues for revenue generation and improve service delivery.

5.4.3. Preparation of Delhi Councillor Handbook



Still from the distribution of Delhi Councillor Handbook Version II to Councillors by Praja ER Fellows in Delhi. Fellows visited Offices of all political parties in Municipal Corporation of Delhi and interacted with individual councillors especially first-time elected councillors. During their interaction, fellows explained format of handbook and how councillors can use it to understand their role.

Following the implementation of Delhi Municipal Corporation Act 2022 and Municipal Elections of the newly formed Municipal Corporation of Delhi, Praja

team has developed a short handbook explaining new provisions from the Act. The Handbook is a guide for 250 councillors to understand functioning of new Corporation according to act, different departments of corporation and tools they can use for deliberation. Following the distribution of handbooks among all councillors, we are currently working towards organising training workshops for councillors.

5.4.4. Capacity Building Session for newly elected councillors in Patna

This year also saw the introduction of a councillor training programme in Bihar. In collaboration with Save the Children (Bal Raksha Bharat) Trust, Praja designed training modules that decode the structure of the Patna Municipal Corporation, the process for deliberation, and the budget-making process according to the Municipal Act of Bihar. We organised a two-day workshop for newly elected councillors in Patna, attended by 65 councillors, including first-time elected members, veterans, the Mayor, and the Deputy Mayor of Patna.



6. Making Government Accountable and Transparent

Elected representatives, when empowered with better knowledge of governance structures and urban themes, are equipped to deliberate on key issues and develop policies to address them. However, they also require robust procedures to ensure structured discussion and deliberation in council and committee meetings. At these forums, representatives can regularly assess governance works and demand action on pressing issues.

The development of robust corporation procedure rules is crucial for structured discussion and effective decision-making. These statutory rules and procedures ensure that all municipal authorities conduct their duties in an organised manner, facilitating better governance outcomes. Additionally, if Municipal Corporations, leverage technology and develop open civic data dashboard where data on all aspects of Municipal Corporation such as citizen grievances, utilisation of Municipal budget among others will be publicly displayed. Open Data Dashboard will put onus on the Corporation to properly document civic data and regularly update it on dashboard. This process will facilitate a cycle of accountability .



Praja has been collecting and analysing civic data on Indian urbanisation. This data serves as a powerful tool for elected representatives to raise public issues and demand executive action. Citizens, equipped with data-based evidence, can hold their representatives accountable and ensure that governance aligns with their needs and expectations. Elected representatives too can leverage this data to raise public issues in legislative forums and demand executive action to resolve them. Citizens, in turn, can monitor the performance of their representatives through data-based evidence, demanding improvements or appreciating good work.

Civic data collation happens at two levels: state/national and city levels. At the state and national level, research is necessary to monitor the macro structure of urban governance. This facilitates an exchange of gaps and good practices, paving the way for reforms. At the city level, an assessment of five key services—civic issues, public health, education, policing and law and order, and the performance of elected representatives—critically analyses the quality of urban life.



6.1. Urban Governance Studies

6.1.1. Urban Governance Index 2.0

Praja's Urban Governance Index (UGI) 2.0 is a national study monitoring the empowerment of city governments. Building on the initial success of UGI 2020, UGI 2.0 is an extensive study that thoroughly monitors urban governance structures using objective indicators. These indicators assess the devolution of powers and resources to city governments, councillors, and mayors. By collecting government documents on local Municipal Acts, human resources data, budgets, and other statutory documents, we aim to create a comprehensive repository of information.

Through the Urban Governance Studies, Praja is developing a breakthrough on the national repository of fundamental knowledge

on urban governance. The collection of government documents on local municipal acts, data on human resources, budgets, and other statutory documents from 36 cities across 28 states and three Union Territories provides a rich database for analysing urban governance. These documents, along with anecdotes from key government officials, offer a nuanced understanding of the challenges and opportunities in urban governance. By compiling this decentralised data in a centralised manner, Praja creates a resource that citizens and elected representatives can use to advocate for and implement reforms.

Beyond Knowledge Collection, Praja also facilitates consultation where data insights can be shared with associated stakeholders from various backgrounds discussed the potential for democratising city governance structures, highlighting the importance of community-level forums for collective discussion and decision-making.

6.1.2. Regional Consultation in North East India to strengthen urban governance

An interstate consultation was organised to discuss the ground reality of urban governance in the Northeastern states. The consultation discussed reforms proposed by UGI 2020 and identified advocacy pathways for reforms that could be implemented in the region. The Regional Consultation on Urban Governance in North-East India, conducted on 25th April 2023, discussed key findings of the Urban Governance study in all eight Northeastern states of India. Thirty-one participants representing the region attended the consultation. Traditional governance systems were a focal point of discussion during the consultation. The community-level forums for collective discussion and decision-making are deeply rooted in the Northeastern states. Participants discussed the potential to further democratise the existing structure of city governance, recognising the importance of blending traditional practices with modern governance structures



6.1.3. National Consultation on the Empowerment of Women Elected Representatives



Praja's 'Report on Empowerment of Women Elected Representatives in City Governments' examined how actively women councillors engage in governance processes after 30 years of the 74th Constitutional Amendment Act, which made provisions for 33% reservation for women representatives in urban governance. This report aimed to provide guidance for optimal participation of women in local decision-making and the development of female leadership from the grassroots level.

6.2. Report Card of Elected Representatives

In 2023, we launched report cards evaluating the performance of MLAs in the Maharashtra State Legislative Assembly and the Delhi Legislative Assembly. By showcasing these performance metrics, we aim to hold elected representatives accountable and ensure they are effectively addressing the issues that matter to their constituents. This data empowers citizens to make informed decisions about the performance of their representatives and promotes transparency in governance. It also encourages MLAs to improve their legislative performance and be more responsive to the needs of the public, ultimately leading to better representation and service delivery.



Along with performance of elected representatives another issue was highlighted in last year's report cards; decline in the number of working days in legislative bodies. Both Maharashtra Legislative Assembly and Delhi Legislative Assembly have been witnessing in the decline in working days. Working days is an important determinant of legislative productivity. Less number of working days, also limits opportunity for legislators to deliberate on public issues and mitigate them. Hence it was highlighted along with performance of legislatives.

6.3. Whitepaper on Civic Issues in Mumbai and Delhi

- **Report on the Status of Civic Issues in Mumbai**
Our report on the Status of Civic Issues in Mumbai focuses on key areas such as Solid Waste Management, Air Quality, Sewage, Urban Green Cover, and the Centralised

Complaint Management System. Mumbai faces significant challenges due to rapid climate change, including air pollution, heat waves, and contaminated water bodies resulting from inefficient sanitation and waste management. As public concern over these issues has grown, our report aims to understand and address the rising problems related to these essential services. By analysing the data, we can pinpoint areas for improvement and advocate for effective policies that will enhance the quality of life for Mumbai's residents. This comprehensive approach ensures that citizen concerns are heard and acted upon, leading to a cleaner, healthier, and more sustainable city.



6.4. Whitepaper on Policing and Law & Order Issues in Mumbai and Delhi



• Report on the Status of Policing and Law & Order in Mumbai

Our report on the Status of Policing and Law & Order in Mumbai focuses on Crime Reporting, Protection of Children from Sexual Offences (POCSO) Cases, Cyber Crimes, the Forensics Department, Police Reforms, and Police Personnel. To strengthen public trust in the Mumbai police and enhance the efficiency of the policing and law and order system, it is vital to implement police reforms as directed by the Honourable Supreme Court. Addressing vacancy gaps in police personnel and building their capacity to use technological advancements will improve the timely investigation of rising criminal incidents and the delivery of justice. This report underscores the importance of a well-equipped and responsive police force to ensure the safety and security of Mumbai's citizens.



• Report on the Status of Policing and Law & Order in Delhi

The report on the Status of Policing and Law & Order in Delhi examines Crime Reporting and the Availability of Crime Data across India. Our goal is to draw attention to the importance of data in policing and law and order. A centralised mechanism to maintain real-time data from police stations and district-level offices, along with regular deliberation on this data, will lead to more efficient decision-making and improved governance of law and order systems. This approach will help address the rising crime in Delhi's districts and ensure the safety of its citizens. By highlighting these issues, we aim to encourage authorities to prioritise data-driven strategies for a more secure and well-governed Delhi. This report is our effort to draw the attention of authorities responsible for policing and law and order, to introspect and recognise the importance of data. A centralised mechanism to maintain real-time data from police stations and district-level offices and regular deliberation on them will lead to efficient decision-making for improved



governance of law & order systems. This will help to address the rising crime in the districts of Delhi. It is also a step forward to ensure the safety of Delhi citizens.

6.5. Report on Wardwise Budget in Mumbai

Praja in Collaboration with Tata Institute of Social Sciences prepared a Report on Ward Wise Budget on Mumbai to analyse the budget allocation and development works at the level of administrative wards of Mumbai. Praja has also submitted a recommendation to Municipal Commissioner's Office for BMC Budget 2024-2025. Praja has also submitted recommendations on the BMC budget 2024-2025 when the BMC had opened a call for suggestions on the budget. The recommendations were based on the data and findings of the report. Report on Ward Wise budget was launched through a city-level consultation with stakeholders from Government and members from civil society to discuss on its finding. Mr Sitaram Kunte, former Chief Secretary of Maharashtra and member of Praja's Board of Advisors moderated the session.



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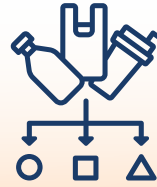
6.6. Impact Achieved



The Brihanmumbai Municipal Corporation (BMC) has issued a directive to housing societies and chawls in D ward to segregate wet, dry, and household waste. Failure to comply will result in unsegregated waste not being collected. This comprehensive waste segregation campaign aims for 100% compliance and addresses the city's garbage problem caused by inadequate waste segregation by residents.



To address concerns about uncleaned nullahs raised by citizens in Sewri, the BMC launched an online dashboard where citizens could submit photographs of neglected nullahs and garbage in their localities. This facility was active from 1 to 10 June 2023, and complaints were forwarded to the respective wards for prompt action before the monsoon season, ensuring cleaner and healthier neighbourhoods.



Following Praja's report on civic issues, the BMC has established a new dry waste sorting centre in Malad to handle the high volume of waste in the densely populated area. This facility can process 10 to 15 metric tons of waste per day, involving registered waste collection organisations and groups. Additionally, the BMC has set up a waste disposal centre in, Malad. A new waste segregation centre is also planned for Chembur.



Delhi Commissioner's Office invited Praja Foundation to understand our methodology to collect data, analyse it and develop inferences on the challenges regarding policing and law and order in the city. They have also expressed keen interest to manage data on policing, analyse it to understand challenges within the system and work towards mitigating them.



Following the release of Report on Ward Wise Budget of Mumbai, Sunil Shinde, Member of Maharashtra Legislative Council tabled a question, demanding greater allocation of funds for Mumbai Suburban Region in the Winter Session of Maharashtra Legislature.



7. Increasing Citizen Participation in Local Governance Matters

"I could explore a lot of sectors such as health, education or crime while working with Praja. I felt that the research I did led to something concrete and actions which is a very positive feeling. I could complete theoretical knowledge with practical experience that can be even more important. I loved being involved in multiple projects because no day was like the other."

— Insya Badourdine,
(Insya is a student of Political Science Student, studying in Sciences Po Lille Campus, France. She interned in Praja's Mumbai Office for four months in 2023)

Participation of citizens in matters of governance goes beyond voting. Active citizen participation is the crux to ensure accountability and transparency in the governance process, ultimately leading to an enhanced quality of urban life.

A dual approach is necessary to build active citizenship across India: the creation of tools that citizens can use to participate in the governance process and the empowerment of citizens, particularly the youth, to use these tools effectively. Tools like the 'Citizen Charter' and 'e-Governance Forum' provide statutory mechanisms for citizens

to interact with their local government efficiently. By integrating these tools into the official processes of city governments, Praja ensures their systematisation and long-term impact on participatory governance. When the voice of citizens is integrated into the works of the government, it can properly address dimensions of complex issues such as pollution, solid waste management, and education that affect everyone's daily lives.

In 2023, Praja engaged with political and administrative stakeholders at the Union, State, and City levels to advocate for endorsing the importance of robust citizen engagement platforms. Praja team is

regularly invited to join expert committees at the level of Union Government. This platform is leveraged to highlight the importance of citizen engagement and encourage its active promotion. This advocacy ensures that policy frameworks at the national level support the integration of citizen input into governance processes. Interaction with elected representatives such as Councillors, Members of State Legislative Assemblies, and city and state administrative leaders was held across various states and cities. Political leaders and senior administrative officials at the Union level have an influential role in shaping the framework of e-Governance at the national level. The guidelines and frameworks developed at the national level will serve as a catalyst for state and city governments to initiate and sustain these platforms.

At the state level, our collaboration with governments in Maharashtra, Uttar Pradesh, Jammu & Kashmir, and Karnataka focuses on crafting and implementing policies for citizen participation. By working directly with these states, we ensure that local regulations and initiatives align with broader objectives of citizen engagement, reducing the risk of short-term engagement or operational inefficiencies. In urban areas, specifically in cities like Mumbai, Nagpur, Vasai-Virar, Delhi, Srinagar, and Lucknow, we are involved in the development and upgradation of digital platforms that enable robust citizen participation. Technological advancements are a key resource we are working towards leveraging to ensure citizens can have a hassle-free experience registering their voices in the governance process.

7.1. Launch of 'My City My Ideas' Portal in Srinagar



Shri Manoj Sinha, Honourable Lieutenant Governor of Jammu and Kashmir, launching the upgraded website of Srinagar Municipal Corporation. The entire structure of website is designed to facilitate online accessibility, interdepartmental operability and secure data storage on civic issues.

For the last two years, the Praja team has closely worked with the administration of the Srinagar Municipal Corporation (SMC) to reform the e-Governance Model for the city. Under this activity, the Corporation Website was revamped. The backend was modified to make the process of storing and collating civic data easier. New features were added to the website that will enable users to easily navigate through it and better understand



Praja has also established partnership with community organisations who work with youth groups from socio-economically disadvantaged backgrounds. The objective of the workshop is to empower communities to better engage in local decision-making and shed disadvantages they face through collective efforts.

how their government is functioning. In the revamping process, the 'My City My Ideas' portal is the first-ever initiative that invites citizens to proactively share their ideas, needs, and wants for their wards and the city with officials. Website mechanism was structured to ensure convenience while raising concerns, tracking status of citizen grievances that will result into time-bound resolution from the SMC.



Workshops conducted in close collaboration with academic institutes. Praja has established a partnership with several institutes where the workshops are organised every year for newly admitted students. Each workshop contains an assignment where participants can practice their learnings from the workshop.

To develop youth into active citizens, comprehensive engagement with a diverse range of social actors, including academic institutions, community-level organisations, and Civil Society Organisations (CSOs), is needed. These actors provide logistical and knowledge support for programme activities. Engaging academic institutions and CSOs enables leveraging their educational resources. These stakeholders, drawn from across India, are instrumental in scaling the programme to a national level, ensuring a broad and inclusive impact. Praja extensively facilitates capacity-building activities throughout the year where youth is empowered through experience-based learning about how to effectively use tools of governance and participate actively in the process.

7.2. Curriculum on Active Citizenship for Youth

Praja has developed a module-based curriculum that educates youth on the Indian Constitution, urban governance structures, the Right to Information Act, and citizen engagement in governance. In partnership with academic institutes and community organisations across India, interactive workshops based on these modules educate thousands of young citizens every year. In 2023, 1,632 youth participated in our workshops. As a step towards formally integrating active citizenship into the academic framework of an institute, Praja has initiated the development of a curriculum on Active Citizenship. Once developed, this curriculum can be adopted by any academic institution, allowing students to receive formal education on civic responsibilities and governance, equipping them with the knowledge and skills to address local issues proactively.

7.3. Praja's Immersion Programme for Youth

Following the learning of active citizenship, an Immersion Program provides young students to gain practical exposure to governmental works and how they can engage with their government as well as elected representatives. In the last year,

411 young individuals interned with Praja. During their internship period, these interns regularly visited facilities of city governments such as Corporation Headquarters, Municipal Ward Offices, and Police Stations where they personally observed the workings of the offices and interacted with officials to collect data on civic issues of the city. Apart from these field visits, interns extensively studied and analysed civic data, Municipal Budgets, Acts, and other statutory documents. Off-field study and fieldwork exercises provided an all-round exposure that expanded the horizons of the interns.



Interaction with Elected Representatives is an essential part of Praja's Internship Programme. Interns accompany Praja Staff during their visit with Councillors and Members of Legislative Assembly. Often this is a very first time, a youth gets to interact with a public representative. They discuss about local civic issues; questions public representatives can raise on Legislative platforms.

Along with interns, the Youth Fellowship programme is a significant pivot that Praja conducts as a space for youth to get 360 degrees understanding of urban governance. In the last few years, this initiative underwent transformative changes to better align with enhancing urban governance across various cities by engaging youth in the policymaking process in collaboration with state and city governments. Fellows work alongside city leadership to provide research, data, and inputs on various aspects of urban governance. This immersive experience enhances the fellows' understanding of the intricate workings of urban governance and educates them on the roles, powers, and functions of city governments. In 2023-24, Praja executed two fellowship programmes: the Delhi Elected Representative Fellowship Programme and the Lucknow Governance Fellowship Programme.

Ten bright students based in Delhi joined Praja's Delhi Team as ER Fellows. They provided research and data support on Civic Amenities, Health, and Education, helping them

understand the details of the newly formed Municipal Corporation Act 2022 and local issues through civic data. In the process, they became more aware of the act and how city governance in Delhi should function, as well as the challenges faced by the city government. They formulated 116 questions for General Body Meetings and ward committees, focusing on issues like the Centralised Complaint Management System and Wards Committee formation, to be presented to newly elected councillors of the Municipal Corporation of Delhi and Members of the Delhi Legislative Assembly. Research support and assistance in framing legislative questions by fellows are invaluable tools for elected representatives to better serve their communities. This approach not only aids in addressing specific local issues but also achieves the greater aspiration of empowering elected representatives through increased citizen participation in governance. By facilitating informed decision-making, it strengthens the democratic process and fosters a more accountable government.



Delhi ER fellows visited Shri. Ram Niwas Goel, Honourable Speaker of Delhi Vidhan Sabha. During their fellowship, fellows regularly visited offices of councillors as well as MLAs. Praja also facilitated field visit for them to Civic Centre (Head Quarter of Municipal Corporation of Delhi), Delhi Vidhan Sabha and Parliament of India where they can witness working of Governments at all three levels.

"I have learnt how to communicate with my ward's people and understand their problems in a better manner. Now, I can speak efficiently in the House. My concerns were heard by the House not just once but twice and I have gotten my work done. I want to thank Bhaskar, Kushal and Praja Foundation for helping me out."

**— Neela Kumari,
Councilor Ward No 38,
Municipal Corporation of Delhi**

The Lucknow Governance Fellowship Programme is a new initiative launched in 2023. This programme engaged youth from the state to participate in developing urban governance policies that will empower cities. Selected fellows closely worked with administrative leadership, such as the Director of Urban Local Bodies, Additional Director, Deputy Director, and Assistant Director (Finance). Their work largely focused on conducting extensive research on topics of Municipal Finance and developing capacity-building modules for elected representatives. Fellows had an unprecedented opportunity to partake in strategy meetings at the directorate level on decision-making for urban governance.



Uttar Pradesh Governance fellows visiting Shri. Nitin Bansal (IAS), Director, Directorate of Urban Local Bodies, Government of Uttar Pradesh.

7.4. National Youth Convention: Prajatantra 2023

Prajatantra: The National Youth Festival organised by Prajatantra has witnessed strong growth. It is one of the few national-level platforms where participants from across India can come together and discuss

innovative ideas for model city governance. Prajatantra 2023, the fifth edition of the event, marked a year of transformation for the National Youth Festival. Praja co-organised Prajatantra with the National Institute of Urban Affairs, with UN-Habitat joining as a supporter. With 1919 registered participants representing 106 cities across 26 states and six union territories, Prajatantra

truly became representative of the whole nation. Prajatantra 2023 focused on a niche subject under urban governance through the 'Inclusive and Participatory Urban Economies' theme to celebrate the economic significance of Indian cities. Participants from across India had the opportunity to share their economic vision for their cities.

With the Qualifying Round and Semi-Finals hosted virtually, the Grand Finale was an in-person ceremony organised in Delhi. Field Engagement was a new competitive activity introduced this year. It was designed to provide grand finalists with an understanding of city governance in their cities. The activity was divided into two phases: in Phase I, participants conducted a comprehensive review of urban economic policies in their respective cities. They also mapped the demographic profile of their cities, studied the website of the City Government, and analysed the Municipal Corporation Act. Phase II focused on Field Visits and Citizen Surveys, where participants interacted directly with administrative officials, elected representatives, and citizens. These interactions provided valuable insights into the implementation of urban economic policies and the effectiveness of service delivery.

Several new competitive and non-competitive segments were introduced this year to enhance the learning and fun graph of the festival. A guided tour of Parliament House was facilitated for all grand finalists in Delhi. During the visit, participants closely observed the structure of Lok Sabha, Rajya Sabha, and Central Hall and how proceedings of Parliament take place. Knowledge Sessions conducted by subject experts focused on expanding participants' knowledge of governance themes and skills such as writing, reading the Municipal Act

and Constitution, and active citizenship. In the Cultural Night of Prajatantra, participants brought India's rich performing arts alive through their energetic performances.

For an innovative experience-based learning for participants, Praja collaborated with different youth organisations. Ashris Choudhary, Founder of India in Pixels, hosted 'Reel Retreat.' Two documentaries, 'I am 20' and 'Where are they now? Indians from 1967', were screened under this segment. Both documentaries focused on the aspirations and ideas of 20-year-old Indians from 1967. The screening was followed by an eventful discussion with the grand finalists. Youth Alliance hosted Prajatantra UnPlugged, a community-building segment for participants to get to know each other better. Through different interactive activities anchored by unique card games, participants were tasked to share hidden aspects of their personalities.

Praja's multifaceted approach is nurturing a younger generation of citizens who are working to bring change in their own capacities. Several alumni of Praja's internship, fellowship programmes, and Prajatantra are now choosing educational and career avenues in the development space. The fundamental knowledge they gathered during their engagement on constitutional values and the functioning of governance has been instrumental in bringing positive changes in their local communities. This knowledge empowers them to address local issues effectively, advocate for better policies, and actively participate in the governance process. These young changemakers are driving meaningful change, ensuring that the principles of transparency, accountability, and active citizenship are upheld and promoted within their communities.



Grand Finalists represented 18 states and three union territories. During the Cultural Night, confluence of music, dance, poetry and other performing acts celebrated vibrant energy of youth. It crossed social & cultural boundaries and brought everyone together as Indians.

8. Organisational Development



1,919 Participants
343 Teams
106 Cities
27 States
6 Union Territories

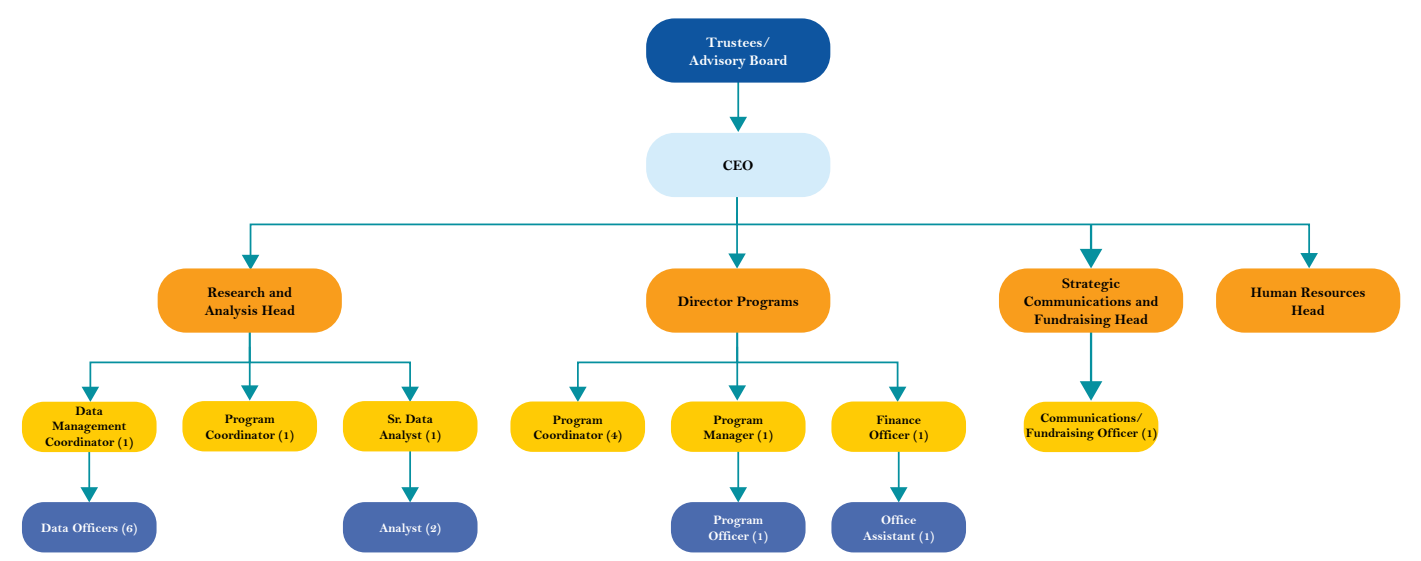


Still from the visit to the tour of Parliament House. Many participating youths travelled to Delhi for the very first time. Experience of walking through the institution which shaped the modern India was inspirational as well as truly fulfilling experience for the majority.

8.1. Organisation Structure

Praja's active focus in the next three years (by 2025) will be to atleast work in 4 states and 10 cities towards policy changes and systemic reforms at the National, State and City level. To support this objective, the organisation continued with the three critical

functions – Research and Analysis; Capacity Building and Strategic Communications. This involved reallocating resources across the three teams and adding new resources where necessary.



8.2. Improving Individual and Organisational Performance through Goal Setting

In 2022, Praja had introduced goal-setting as part of its performance management process (PMP) among the Heads of Functions; Managers and Program Coordinators. The process motivated

the individuals and fostered a culture of accountability and progress tracking by helping them stay focused and aligned with the Organisation's strategic goals. In 2023, the process was introduced to the rest of the staff, covering the entire organisation. Going forwards, this will be an integral part of the Performance Management Process.

8.3. Praja's Annual Management Training Program (Overnight Retreat)



Praja held its annual retreat on March 3 and March 4, 2023. The theme of the retreat was 'Communication and Creative Problem Solving.' All activities were based around the theme and were conceptualised and executed by members of the staff. The two days were packed with learning and fun that kept everyone's energy high. It was also an excellent opportunity for new and old staff members to interact, connect and get to know each other better.

8.4. 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 programs. This kind of intervention increased engagement between employees; improved productivity and enhanced efficiency.

8.4.1. Internal Staff Training

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

Samvad, a knowledge building series/ workshop is planned and executed 'by the staff, for the staff'.

In 2023, some of the key topics that discussed were:

- 1) Workplace Culture – Do's and Don'ts
- 2) Municipal Finance Data Processing
- 3) AI Concept and Techniques
- 4) Training on Three Tiers of Governance

8.4.2. External Staff Training

Urban Social Protection Schemes in Maharashtra

Organised by: All India Institute of Local Self Governance and UNICEF, April 2023, Mumbai

Attended by The Transforming Urban Governance (TUG) Team

Global Coastal Cities Summit

Organised by: Mumbai First, May 2023, Mumbai

Attended by Eknath Pawar and Pratiksha Deolekar

Mumbai Low Carbon Mobility

Organised by: Parisar, June 2023, Mumbai

Attended by Rini Cherian and Ganesh Phulsundar

Constitution for Citizen Action

Organised by: Blue Ribbon Movement, July/ August 2023, Mumbai

Attended by Neha Kori and Sachi

Understanding the Living Conditions and Realities of the Urban Poor

Organised by: Apnalaya, August 2023, Mumbai

Attended by Yogesh Mishra and Hetvi Chheda

ATECF Fundraising Clinic

Organised by: ATECF and Pramiti Philanthropy Partners, August 2023, Mumbai

Attended by Milind Mhaske, Priyanka Sharma and Abhishek Gijare

Mumbai Reader 2022-2023 with Panel Discussion on Civil Society and the City

Organised by: UDRI, January 2024, Mumbai

Attended by Yogesh Mishra

GBM Meeting Of The Ahmedabad Municipal Corporation

Organised by: Ahmedabad Municipal Corporation, February 2024, Ahmedabad

Attended by Hetvi Chheda and Mahesh Bhaskar

8.5. Fundraising Approach

Last year, Praja Foundation established Strategic Communication Vertical, adopting a focused approach to securing resources. These efforts are directed towards two main objectives: proactively reaching out to new supporters and refining the brand story of Praja to more effectively communicate its impact and mission.

Over the past year, we have initiated fresh dialogues with a diverse group of potential funders, including bilateral agencies, international philanthropies as well as prominent Indian foundations. Additionally to expand a larger support network, Praja has connected with leaders from business and philanthropy world to introduce organisation's work and impacts achieved over the years.

This year, Praja also launched a digital crowdfunding campaign themed 'Your Voice Matters'. The campaign featured interactive content that highlighted Praja's

programmes, past impacts, and future vision, which not only facilitated fundraising but also increased social media outreach, helping the organisation engage with a broader audience.

In addition to these efforts, Praja has conceptualised a boutique fundraising initiative 'Giving Circle for Civic Sector'. This initiative aims to bring together business and philanthropy leaders within a specific city, demonstrating how their investment in the civic space can shape the future of their city. The first Giving Circle was organised in Mumbai, where three attendees have already pledged their support for Praja's work, while others have invited Praja for follow-up meetings to learn more about its initiatives.

Building on this success, Praja is planning to organise similar events in other cities to tap into a wider community of new supporters.

9. Recognition and Collaboration

9.1. Invitation to Forums:

- Praja was invited to be part of Urban India 2023, a group Urban Governance Expert tasked to prepare a special report on India's economic growth with its cities and urbanisation for the Ministry of Housing and Urban Affairs. Praja Authored a Chapter on the topic of Decentralisation and Devolution for the report.
- Directorate of Urban Local Bodies, Uttar Pradesh invited Praja to be a Knowledge Partner of One Day Orientation Program for newly elected political leaders from 762 city governments in Uttar Pradesh. It was attended by Mayors of 17 Municipal Corporation (MC), chairperson of 200 Nagar Palika Parishad (NPP) and 545 Nagar Panchayat (NP) in June 2023.
- Milind Mhaske, CEO Praja Foundation was invited as a Guest speaker on the panel of Building Resilience Together: Communities for Climate Action at Navbharat Environment Conclave & Award Ceremony 2023
- Milind Mhaske, CEO Praja Foundation was invited for a Panel Discussion on Decoding BMC's Budget 2024 by Mumbai First and Blue Ribbon Movement
- PRS Legislative Research invited Praja to be part Adjudication Panel for the Student Parliament 2024, organised in Mumbai. Pratiksha Deolekar served on the panel and guided students on parliamentary procedures and debates.
- Mumbai Chapter of Social Venture Partners India invited Milind Mhaske as a panelist at its annual event 'Let's Connect'. The panel was dedicated to how philanthropies and CSOs can effectively contribute towards Mumbai.

9.2. Collaborations:

UN-Habitat India signed an MoU with Praja for collective endeavours for empowering of youth towards building active citizenship. Under this collaboration, UN Habitat participate in the organisation of Prajatantra: National Youth Festival. We will also work together to design curriculum on active citizenship.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) India collaborated with Praja to conduct study on Strategic Framework to Strengthen Municipal Finance of Indian Cities with a focus on Gender and Climate. The study is being conducted in Ahmedabad, Bengaluru, Guwahati and Raipur.

Indian School of Democracy invited Praja as a resource person for She Represents, a capacity-building event for women councillors representing different cities. Pooja Verma conducted workshops on following topics; Three Tiers of Governance, the 74th Constitutional Amendment Act, the Municipal Act, and the Municipal Budget.

Indian Institute of Democratic Leadership invited Praja to conduct workshop on 74th Constitutional Amendment Act and Status of Urban Governance in India for aspiring young leaders from India.

Praja facilitated an exposure visit for staff member from Guwahati-based Foundation for Social Transformation in Mumbai. two members from the organisation visited Praja office to learn about our research and capacity-building activities towards urban governance.



Still from Praja's 'Giving Circle 2024' in Mumbai. The discussions focused around Praja's Impact to improve public service delivery in Mumbai for the last 26 years. Mr Amit Chandra, a Philanthropic Leader as well as longtime supporter to Praja Foundation was the Keynote Speaker for the event.

10. Praja People



Trustees and Board of Advisors

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

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.

VIVEK ASRANI

Trustee - Praja Foundation; Managing Director Kaymo Fastener
Company

ADITYA SOMANI

Advisor - Praja Foundation; 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

Advisor - Praja Foundation; 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 - Programmes, Praja Foundation

YOGESH MISHRA

Head, Research and Analysis, Praja Foundation

BENAIFER REPORTER

Human Resource Consultant, Praja Foundation

MEGHNA INDURKAR

Manager, Strategic Communications

PRAJA TEAM (AS ON MARCH 31, 2024)

CAPACITY BUILDING

AVIRAL DUBEY – Programme Manager

AYUSHI KHARE – Programme Officer

EKNATH PAWAR – Programme Coordinator

KUNALJIT BHATTA – Programme Coordinator

POOJA VERMA – Programme Coordinator

PRATIKSHA DEOLEKAR – Programme Coordinator

RESEARCH AND ANALYSIS

ANIKET MIRASHI – Data Officer

GANESH PHULSUNDAR – Analyst

HETVI CHEDDA – Programme Coordinator

MAHESH BHASKAR – Analyst

NEHA KORI – Data Officer

NILAM MIRASHI – Senior Analyst

NILESH KADAM – Data Management Coordinator

PRASHANT SHIVADE – Data Officer

RAJESH – Data Officer

SANGEETA PATWA – Data Officer

SHUBHAM SINGH – Data Officer

STRATEGIC COMMUNICATIONS

ABHISHEK GIJARE – Communications Officer

SUPPORT TEAM

ASHWINI MORE – Finance Officer

GANESH JADHAV – Office Assistant

11. Media Gallery

Throughout the year, findings on urban governance discovered by Praja were extensively reported by local and national Media. Praja was invited by Media Publications as well as thematic Journals to write specialised Op-Eds on urban governance topics. Here are some key publications from the last year.



Mumbai Reader 2024
Towards an Empowered and Accountable Local Governance



Celebrating the Spirit of Volunteerism: CYDA Compendium 2024
Empowering Tomorrow: Youth-Led Governance



Free Press Journal
Decentralisation Can Build Better Cities



Indian Express
Milind Mhaske: 'Mobility, housing, lack of open spaces, key civic issues that will impact Mumbaikar's vote'



Saam TV
The Report on Status of Civic Issues in Mumbai, 2023



महाराष्ट्र टाइम्स
कचऱ्याचा विळखा सुटेना कोट्यवधींच्या घोषणा करुनही स्वच्छताविषयक तक्रारीत १२४ टक्के वाढ



The Indian Express
BMC gets 102 pothole complaints within 3 days of monsoon | Mumbai News - The Indian Express



Hindustan Times
Praja Foundation report: Cases of thefts, rape and molestation surged in 2022 | Mumbai news



The Pioneer
Civic amenities plaint by Delhiites up: Report



दैनिक भास्कर
प्रति लाख आबादी पर ६० बसें हो, पार्किंग पॉलिसी बने, तब सुधारेगा शहर का ट्रैफिक



BALANCE SHEET

of as at 31st March, 2024

THE BOMBAY PUBLIC TRUST

ACT, 1950

SCHEDULE VIII [VIDE RULE 17(1)]

FUNDS AND LIABILITIES	Sh. No.	LOCAL	FCRA	FY 23-24	FY 22-23	PROPERTY AND ASSETS	Sh. No.	LOCAL	FCRA	FY 23-24	FY 22-23
TRUST FUNDS OR CORPUS						IMMOVABLE PROPERTIES (AT COST)					
Balance as per Last Balance Sheet		500,500	-	500,500	500,500	Balance as per last Balance Sheet					
Addition: 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					
From Others						INVESTMENTS	A	754,702	-	754,702	707,040
CURRENT LIABILITIES						MOVABLE PROPERTIES					
Sundry Creditors for expenses	G	2,000	-	2,000	2,000	Opening balance		494,904	-	494,904	502,856
Branch/Division		4,912	792	5,704	92,035	Addition during the year		12,980	116,629	129,609	203,288
TDS		17,523	6,800	24,323	272,019	Depreciation upto date		140,996	46,652	187,647	211,240
Provisions						Closing Balance	B	366,888	69,977	436,866	494,904
INCOME AND EXPENDITURE ACCOUNT						ADVANCES AND DEPOSITS	C	525,376	60,000	585,376	444,693
Balance as per Balance Sheet		1,394,165	193,727	1,587,892	7,638,355	CURRENT ASSETS	D	229,726	-	229,726	284,960
Less - Appropriation, if any						Balance with Revenue Authorities		60,000	-	60,000	79,371
Add- Surplus [As per income & Expenditure Account]		1,373,674	2,893,714	4,267,388	-	Advance to Creditors	E				
Less- Deficit		-	-	-	(6,050,463)	CASH & BANK BALANCES	F	1,356,082	2,965,056	4,321,138	443,479
		3,292,774	3,095,033	6,387,807	2,454,446			3,292,774	3,095,033	6,387,807	2,454,446

FOR S N & CO

FOR SN & CO

CHARTERED ACCOUNTANTS

CA.NIKI SHAH

(PARTNER)

MEMBERSHIP NO: 123409

FIRM REGN NO: 128887W

PLACE: MUMBAI

DATE: 07.08.2024

UDIN: 24123404BKASGU2564

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

[Signature]

TRUSTEE

[Signature]

TRUSTEE

PLACE: MUMBAI

DATE: 07.08.2024



INCOME AND EXPENDITURE ACCOUNT

THE BOMBAY PUBLIC TRUST

ACT, 1950

SCHEDULE VIII [VIDE RULE 17(1)]

for the year ending 31st MARCH, 2024

EXPENDITURE	Sh. No.	LOCAL	FCRA	FY 23-24	FY 22-23	INCOME	Sh. No.	LOCAL	FCRA	FY 23-24	FY 22-23
To Expenditure in respect of properties						INCOME					
Salaries		10,802,680	1,032,537	11,835,217	9,642,305	By Interest	H	218,650	33,811	252,461	354,340
Insurance		-	-	-	-	On Bank Account					
Depreciation		140,996	46,652	187,647	211,240	By Dividend					
Establishment Expenses	J	12,015,425	4,186,623	16,202,048	22,916,790	By Donation/Gift received	I	24,412,001	8,391,215	32,803,216	27,442,743
Remuneration to Trustee						Income from other sources					
Remuneration (in the cases of a math)						Miscellaneous Collections					
to the head of the math, including his household expenditure, if any						By Consultancy Income		381,050	-	381,050	315,000
To Administration Expense						By Grant received					
Amount written off :						By Deficit carried over to Balance Sheet					
(a) Bad Debts											
(b) Loan Scholarship											
(c) Irrecoverable rents											
(d) Other items											
Miscellaneous Expenses	K	619,927	265,500	885,427	1,392,211						
Payment to Auditors		59,000	-	59,000	-						
Expenditure on Objects of the Trust											
(a) Religious											
(b) Educational											
(c) Medical Camp Exp.											
(d) Other Charitable objects											
Surplus carried over to Balance Sheet		1,373,674	2,893,714	4,267,388	-						
		25,011,701	8,425,026	33,436,727	34,162,546			25,011,701	8,425,026	33,436,727	34,162,546

FOR S N & CO

FOR SN & CO

CHARTERED ACCOUNTANTS

CA.NIKI SHAH

(PARTNER)

MEMBERSHIP NO: 123409

FIRM REGN NO: 128887W

PLACE: MUMBAI

DATE: 07.08.2024

UDIN: 24123404BKASGU2564

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

[Signature]

TRUSTEE

[Signature]

TRUSTEE

PLACE: MUMBAI

DATE: 07.08.2024

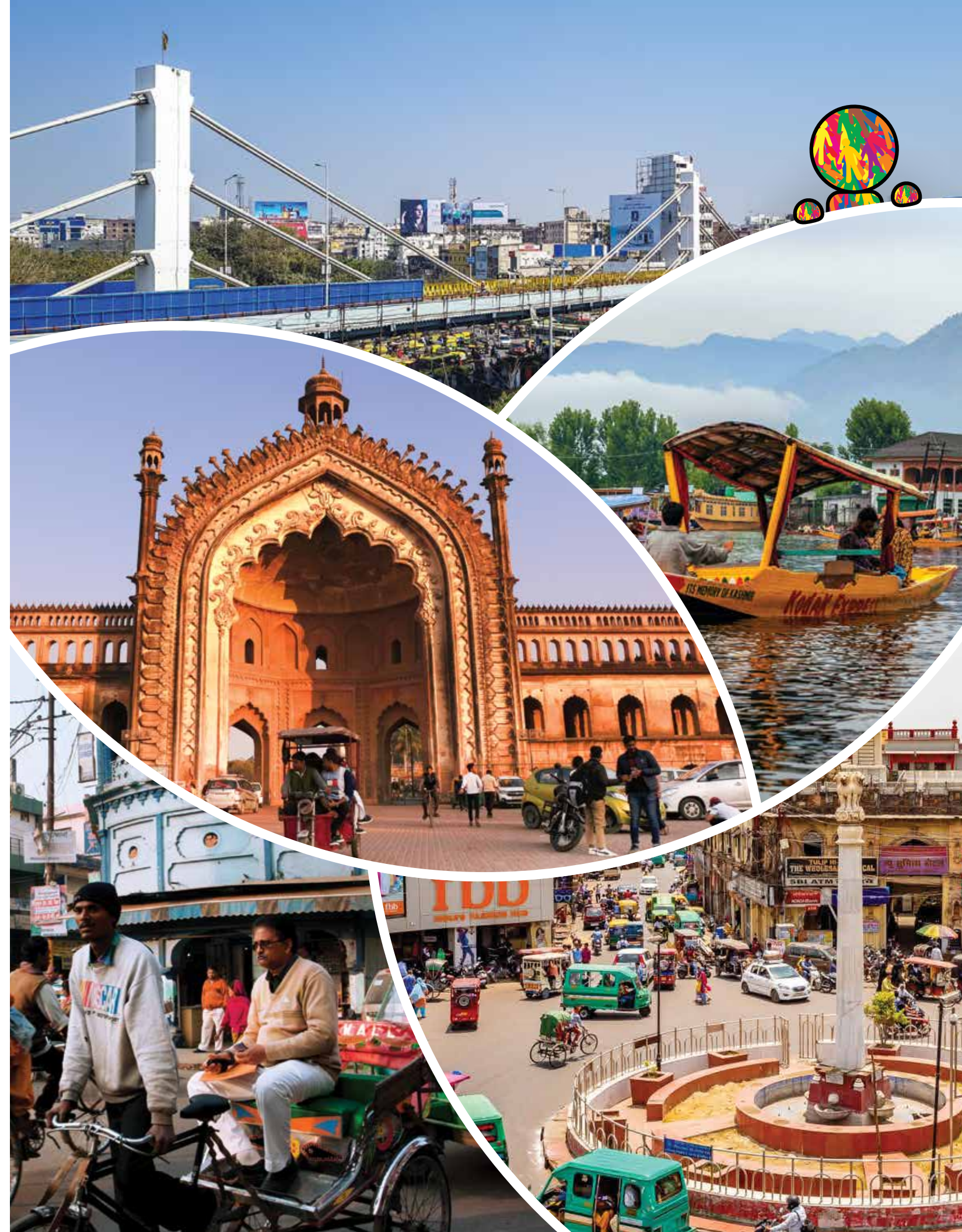


13. Supporters



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