



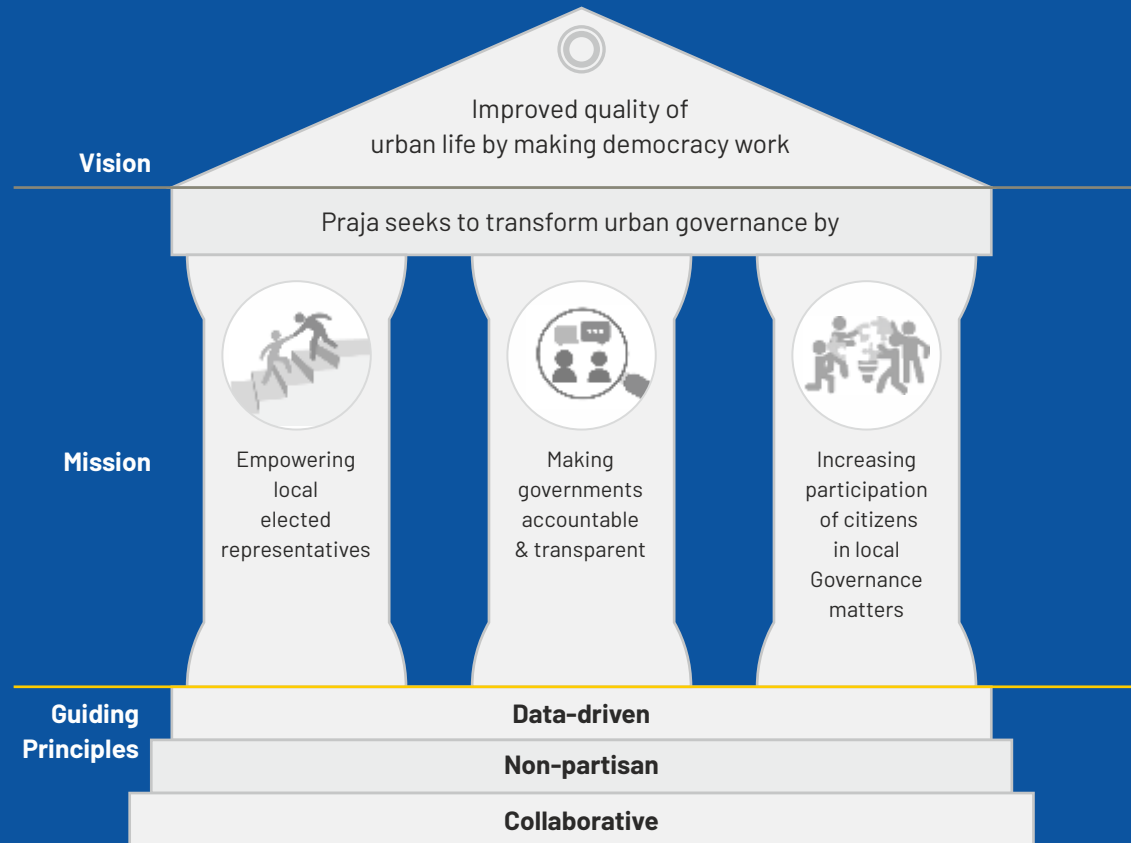
PRAJA.ORG
MAKING DEMOCRACY WORK

1997-2022

PRAJA FOUNDATION
CELEBRATING 25 YEARS OF DEMOCRACY
ANNUAL REPORT 2021-22

VISION MISSION GUIDING PRINCIPLES

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





1997-2022



TABLE OF CONTENT

PRAJA AT A GLANCE	4		
FROM THE FOUNDER'S DESK	6		
FROM THE CEO'S DESK	8		
PRAJA ENABLING CHANGE	10		
TRANSFORMING URBAN GOVERNANCE (TUG)	14		
• FACTSHEET	15		
• TIMELINE OF ACTIVITIES	16		
• DISSEMINATION OF URBAN GOVERNANCE INDEX	17		
• MAHARASHTRA	17		
• OTHER STATES	19		
• UGI DASHBOARD	19		
STUDY ON FISCAL EMPOWERMENT OF CITY GOVERNMENTS	20		
COLLABORATION WITH MINISTRY OF HOUSING AND URBAN AFFAIRS	24		
SRINAGAR INTERVENTION	25		
YOUTH ENGAGEMENT	28		
• PRAJATANTRA	28		
• RESEARCH INTERNSHIP COHORT 3	30		
• REGULAR INTERNSHIP	31		
• COLLEGE WORKSHOP	32		
• CSO ENGAGEMENT	33		
		PRAJA DIALOGUE	35
		• FACTSHEET	36
		• TIMELINE OF ACTIVITIES	37
		• PRAJA IMPACTS 2021-22	38
		• KEY TAKE-AWAYS	40
		• REPORT CARDS	48
		• CAPACITY-BUILDING EFFORTS BY PRAJA	50
		• CSO ENGAGEMENT	55
		• WAY FORWARD	56
		ORGANISATIONAL DEVELOPMENT	57
		PRAJA PEOPLE	60
		PRAJA RECOGNITION	63
		FINANCIAL AUDIT REPORTS	64

PRAJA AT A GLANCE

Praja is a non-partisan organisation working towards enabling accountable governance since 1997. Praja empowers citizens to participate in governance by providing knowledge and perspective so that they can become politically active and involved beyond the ballot box. It undertakes extensive research and highlights civic issues to build awareness of, and mobilise action by the government and Elected Representatives(ERs).

THE PROBLEM

The government in India has failed to deliver good governance to the citizens of urban India. We believe that this is due to the **lack of true grassroots democracy**, where local governments, citizens and local elected representatives are not sufficiently empowered to take decisions on local issues concerning Urban Governance.

PRAJA RESPONSE

Praja undertakes data-driven research for identifying deficiencies in urban governance. It maps work processes, identifies best practices and shares this information with urban governance stakeholders; **elected representatives, administration, citizens, media and academia**; and works with leadership amongst the stakeholders to identify and address inefficiencies in building their capacities to improve work processes in urban governance.



Founding members
of Praja adopted a
school in Mumbai

Praja's inception
towards enabling
accountable
governance

1991

1997

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



Praja was registered and the first citizens' survey was conducted

Created Mumbai's first citizen charter in collaboration with BMC

1999

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

2003

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

2005

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

2008-12

Began the first Delhi chapter and released the first Handbook to orient Delhi councillors on acts, devices and functioning of the corporation

2014

Initiated an ambitious project to improve city governance structures in India

2017

Created the Urban Governance Index

2020

Focussed on creating tools of good governance with BMC.

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

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



FROM THE FOUNDER'S DESK

This year we marked 25 years of Praja Foundation. Over the of years, Praja has gradually evolved and expanded its work towards advocacy for effective urban governance. The belief to enable accountable governance has shaped Praja's ambition, value system and actions every day since its inception.

Praja's work in the last 25 years has led to the creation of standardised indices on various governance indicators that can transform 'smart cities' into 'smartly governed cities'. Praja's roller-coaster journey started as some of us started our social sector journey by adopting a school in Mumbai in the year 1991. Soon we realised that there is a strong need to engage with the governance in order to improve the quality of citizens' life through a systematic and sustainable approach. This led us to form an organisation to work towards enabling accountable governance, Praja Foundation in 1997.

Following the vision, Praja created Mumbai's first Citizen Charter in collaboration with The Brihanmumbai Municipal Corporation (BMC) in the year 1999. In 2003 we built BMC's Citizen's Grievance Redressal Mechanism and handheld them to run it in the initial years. Praja undertook multiple interventions under the **Dialogue** program since 2008, through which Praja started publishing thematic white papers based on various urban issues, Elected Representative Report Cards, Newsletters and Handbooks with the aim to bridge the information gap and equip government administration officials and elected representatives to advocate for change. Looking at the impact of our data-driven approach and positive outcomes we replicated the Dialogue program in Delhi in 2014.

Flipping through history, Praja has evolved and continued to advance its work on white papers based on civic, health, crime, education and housing issues in Mumbai & Delhi. To bring actual change to the system Praja started publishing data-driven whitepapers including best practices & recommendations. Following years, Praja also started conducting capacity-building workshops with Elected representatives on the

functioning of Committees, the importance of deliberation, devices for deliberation, understanding departments of the municipal corporation and fundamental concepts of municipal finance. Praja started youth engagement through different municipal fellowships which build the capacity of the citizens and also provide a research team to the Elected Representatives of the city.

In 2017, Praja initiated an ambitious project to improve city governance structures in India, naming it **Transforming Urban Governance**. In that, Praja conducted an Urban Governance Reforms Study to map the implementation of the 74th Constitution Amendment Act, 1992 & devolution of 18 functions. Praja also studied the status of urban reforms in all the states to identify barriers and came up with a set of recommendations towards improving the governance structure. It was the first of its kind study that led to the development of an 'Urban Governance Index (UGI)', released in December 2020. Post launching the UGI, Praja visited several states to share the findings of UGI and reforms required in the urban governance structure of the state.

In the year 2021, Praja initiated a study on the Fiscal Empowerment of City Governments. This study has been divided into 3 phases covering a total of 44 cities across 28 states of India, along with Delhi & UT of Jammu & Kashmir. It is one of the important studies that will help in identifying necessary reforms to be undertaken to improve the financial health of urban local bodies in India.

Currently, we are working with Municipal Corporations of different cities including Mumbai, Delhi and Srinagar to build models of good governance. We have been working to strengthen their urban governance frameworks and revamp their e-governance platform which would include a citizen grievance redressal system, citizen needs and wants, and a feedback mechanism. We are also conducting consultations with elected representatives of several cities to bring urban governance reforms indicated in Praja's UGI Report.

Looking ahead, we will continue to build on the two & half decades of experience to highlight various issues concerning the lives of citizens and gaps in the Urban governance structure of India. To bring grass-root level impact in the city governance across India, Praja will continue its work towards empowering local elected representatives, city legislative structure as well as city administration and strengthening citizen participation.

TUG continues to remain the overarching goal to further reinforce Praja's vision, mission and road map. Through this, we are committed towards our efforts of improving liveability in Indian cities. And, work towards bringing impactful outcomes in the city governance.

As we today celebrate 75 years of independence through 'Azadi Ka Amrit Mahotsav', we hope to contribute our faith towards making our cities sustainable & resilient to effective governance, a vision we should achieve well before 2047.

Nitai Mehta
Founder and Managing Trustee,
Praja Foundaton

FROM THE CEO'S DESK

Praja Foundation started with a humble beginning with a vision to bring systematic change in the Urban Governance of India. And this year we have successfully marked 25 years of this journey. Our strong data-driven approach is the foundation of who we are, and we will build on it as we continue to move forward. We have been recognised year after year for our data-driven white papers, studies on Urban Governance reforms that have helped in developing key recommendations/ indicators, Elected Representatives Fellowships/Workshops, Consultations and our National Youth festival Prajatantra.

Praja's founders initially started their social sector journey in Mumbai in the year 1991 and they founded Praja Foundation in 1997 to work on enabling accountable governance. This journey would not have been possible without the support of all the stakeholders from Mumbai. On the note of completing 25 years' journey of Praja, I would like to sincerely thank all the Mumbai stakeholders for their generous support throughout this journey comprising of Members of Parliament (MPs), Members of the Legislative Assembly (MLAs), Councillors, Mayors, Commissioners, Municipal Officials, Government Administrative Officials, Media, Academicians, Civil Society Organisations and many other individuals. I would also like to extend our gratitude to all the stakeholders from cities and states for their continuous cooperation and support over the years as we expanded our work.

Furthermore, I would point out that this noteworthy milestone would not have been possible without the willingness to bring change and the collaboration of our shareholders, and supporters. I would like to thank all the present supporters for the confidence and trust they have reposed in us namely the following institutions A.T.E. Chandra Foundation, Bellwether Capital, Friedrich Naumann Foundation, Lal Family Foundation, Madhu Mehta Foundation, Rohini Nilekani Philanthropies, Tree for Life Foundation, Unichem Laboratories and numerous other individual supporters. I would also like to thank all the past supporters institutions including Dasra, European Union, Ford Foundation, Narotam Sekhsaria Foundation, Tata Trust and many other individual supporters.

We launched our first report, the Urban Governance Index in December 2020 which ranked the states on the level of devolution of functions and powers to the city governments. The report was based on our Transforming Urban Governance study conducted over three years (2017-2020), to map the implementation of the 74th Constitution Amendment Act, 1992 and empowerment of city governments. Acknowledging this study, the Ministry of Housing & Urban Affairs of India (MoHUA) and NITI Aayog (National Institution for Transforming India) approached Praja for our data towards discussion on the reform recommendations on Urban Governance in India. Moreover, MoHUA & NITI Aayog has formed a committee for Urban Reforms and Praja is now a part of that committee. This report was presented to the Hon'ble Prime Minister of India. Praja developed a user-friendly interactive dashboard to disseminate research and findings among various stakeholders.

This intervention further encouraged us to deep dive into one of the verticals of the UGI which is 'Municipal Finance'. Praja initiated a Municipal Finance study in collaboration with the National Institute of Urban Affairs (NIUA). The study has been divided into three phases covering a total of 44 cities across 28 states of India, along with National Capital Territory of Delhi & Union Territory of Jammu & Kashmir. We have completed 1st phase of the study in the year 2021. After the first phase of the study, we held a consultation in December 2021 which was guided by the then Secretary, MoHUA and was attended by participants across 10 cities. We could only initiate this study due to the help of our greatest supporters & advisors. I would like to sincerely thank the members of the Advisory Committee for their continuous support and guidance since the beginning of the study. Also, I would like to acknowledge everyone who has participated in this study & provided their input.

Talking about some of key collaborations of Praja Foundation last year, Srinagar Municipal Corporation (SMC) invited us to collaborate to enhance urban governance in Srinagar. As we all know, urban governance in Srinagar is going through a revolutionary transition since the implementation of the 74th Constitution Amendment Act, 1992, in the recent past. Noting this transition Praja signed a memorandum of understanding (MOU) with Srinagar Municipal Corporation to enhance the e-governance platform of Srinagar, enable and empower citizen participation, and build the capacity of SMC and the citizens (youths) as part of the city governance system in Srinagar. Praja is also receiving collaboration requests from other cities & states of India. Currently, we are working towards collaborating with them.

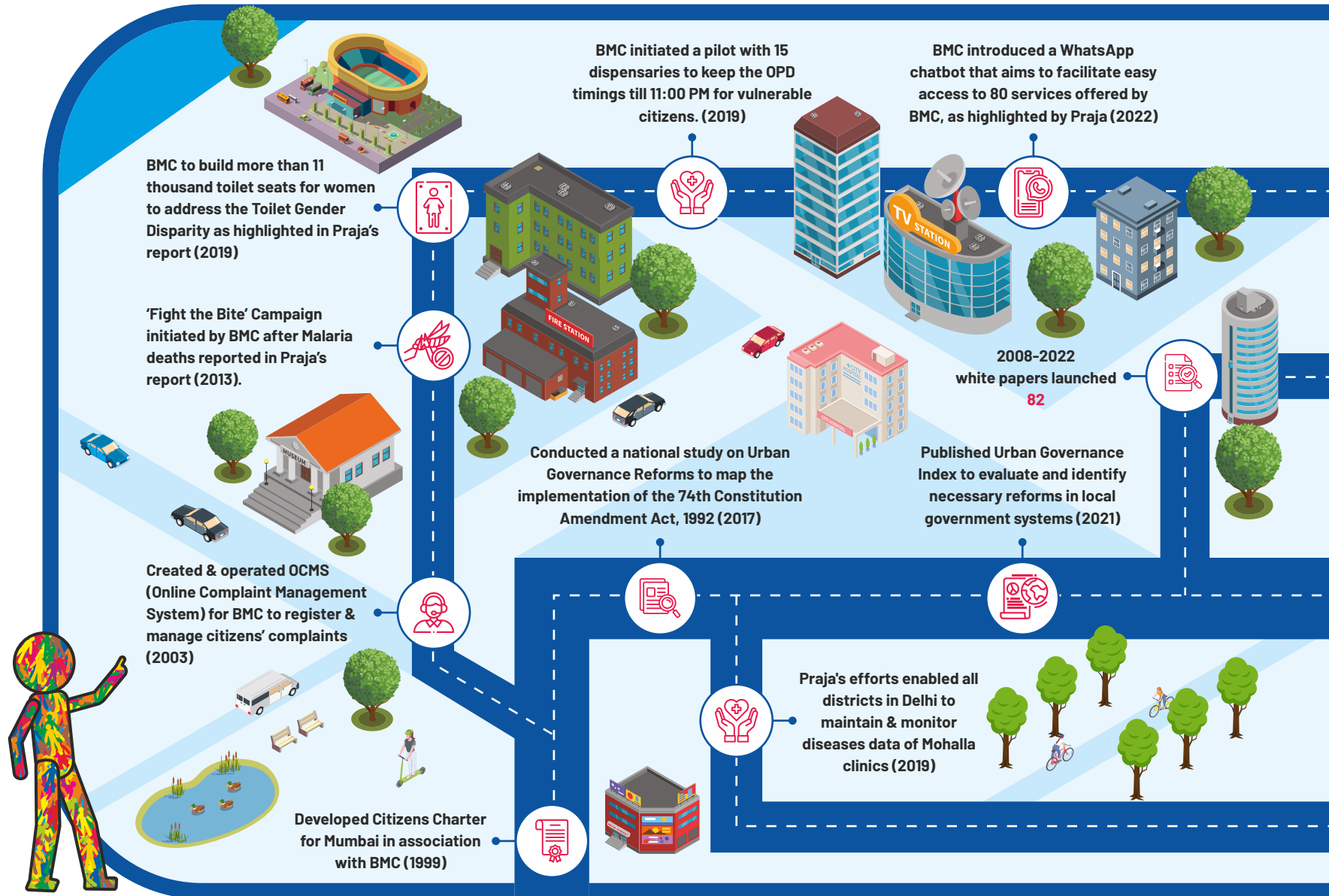
Praja Foundation hosted the 3rd edition of 'Prajatantra 2021'. I am glad to highlight that the 3rd edition went National level, which truly represented the entire country's youth. 65 colleges based in 21 Indian states, three Union Territories, and 30 different cities including metropolises as well as emerging towns registered for the event. Praja had reached out to 2,350 youth directly, and 11,750 indirectly.

The year 2021-22 was a strong and important year after the pandemic. Talking about Praja's key impacts in the last year, it includes, Praja's several recommendations were incorporated in the Brihanmumbai Municipal Corporation's (BMC) budget FY 2022-23. The fund of Rs. 1,340 crores has been allocated for the sewage treatment project that where a proposal has been made for the creation of an eight MLD (Minimal Liquid Discharge) capacity sewage treatment plant. Additionally, based on Praja's recommendation, BMC has also introduced a WhatsApp chatbot that aims to facilitate easy access to 80 services offered by BMC.

Every organisation is only as strong as its people. On that note, I also thank the Trustees and Board members for their invaluable support in guiding the organisation and enabling 25 years of growth. I would also like to acknowledge the contributions of all former and current members of Praja's team, fellows, interns & alumni who worked to make Praja's goals a reality.

Milind Mhaske
CEO, Praja Foundaton

PRAJA ENABLING CHANGE



BMC allocated a fund of ₹ 1,340 crores for the sewage treatment plant as highlighted in Praja's report (2022)

BMC allocated a fund of ₹ 400 crores to develop primary healthcare centres (2022)

Support during COVID-19 (2020-21)

- 1,00,180 Food Ration Kits Distributed
- 5,00,900 People Reached
- 1,40,25,200 Total Meals Delivered
- 22,44,045 Kg Total Ration Delivered In Weight

2008-2022
ER Fellows
87

2008-2022
RTI Filed (Mumbai & Delhi)
16,538

2008-2022
Praja's Questions raised by ER's*
800

2008-2022
Report Cards
26

2008-2022
Media Coverage
3,776

2008-2022
CSO workshop
125

2008-2022
101 ER Fellows contributed
42,692 hours

2008-2022
College Workshop
314

Initiated a national study to understand financial autonomy, sources of income, expenditure & tax mechanism of the city governments to enable Fiscal Empowerment (2021)

2008-2022
Total No of ER workshops
97

2008-2022
Advisory consultation
7,046

Collaboration with the Ministry of Housing & Urban Affairs to draft a new urban governance policy for India. (2021)

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



*Praja started tracking the data of Praja questions raised by ER from the year 2017. In this report we have mentioned data till December 2020

PRAJA IN NUMBERS 2021-22

Gradual unlocking of the economy in 2021 was mainly about recovering from the impact of the nationwide lockdown. However, the second covid wave in April-May 2021 continued to affect everyone and everything, where we witnessed a slowdown in the first half, followed by an impressive resurrection in the second half.

Initially, Praja also faced many challenges but was able to overcome them by joining the technological revolution. Digital adoption helped Praja to regulate the work by seeking solutions such as remote working, interacting through digital channels & maximum usage of online media to publish our white papers & studies. The year 2021-22 helped us in building a strong online presence which can be seen through these numbers.



307

NEWS
COVERAGE



24

NEWSLETTER



54,134

WEBSITE
UNIQUE VISITORS



11,216

WEBSITE
DOWNLOADS



1320
TWITTER
FOLLOWERS



3
OP-EDS PUBLISHED IN
NATIONAL DAILY NEWSPAPERS



5,947
YOUTH REACHED
DIRECTLY



92
WORKSHOPS



3,459
FACEBOOK
PAGE LIKES



193
MEETINGS WITH MUNICIPAL
CORPORATION'S ADMINISTRATION



29,735
YOUTH REACHED
INDIRECTLY



3030
LINKEDIN
FOLLOWERS



TRANSFORMING URBAN GOVERNANCE

Cities are managed by multiple agencies. Service delivery and responsibilities are fragmented – for instance, in Mumbai for urban transportation, railways are shaped and managed by the central government; the Metro and Monorail services are designed and managed by the state government; and bus services, roads and pedestrian access come under the Brihanmumbai Municipal Corporation. As a result, there is no coherent strategy. Infrastructure in cities is not able to cater to the current needs of citizens, let alone the needs of the future. City roads are blocked with traffic during peak hours, flash floods are now a common phenomenon, and citizens struggle to find basic needs such as housing, education, health facilities, etc. City governments address these problems and challenges in a problem-solving approach instead of a long-term planning approach. The city systems lack democratic accountability, are unresponsive to the need of their citizens and are certainly not well positioned to deal with challenges. Towards that, Praja has embarked on the ambitious journey to transform urban governance across the country, to advocate policy changes that will change the way Indian cities are governed.

FACTSHEET

URBAN GOVERNANCE ADVOCACY

2 REPORT STATUS OF MUNICIPAL FINANCE IN **14** CITIES ACROSS **7** STATES

URBAN GOVERNANCE REFORMS FOR MAHARASHTRA **219** ER ENGAGEMENT

54 INTERVIEWS WITH STAKEHOLDERS ACROSS **7** STATES

YOUTH ENGAGEMENT

COLLEGE 1-1: **1448** **62** COLLEGE WORKSHOP INTERNS/ VOLUNTEERS **257**

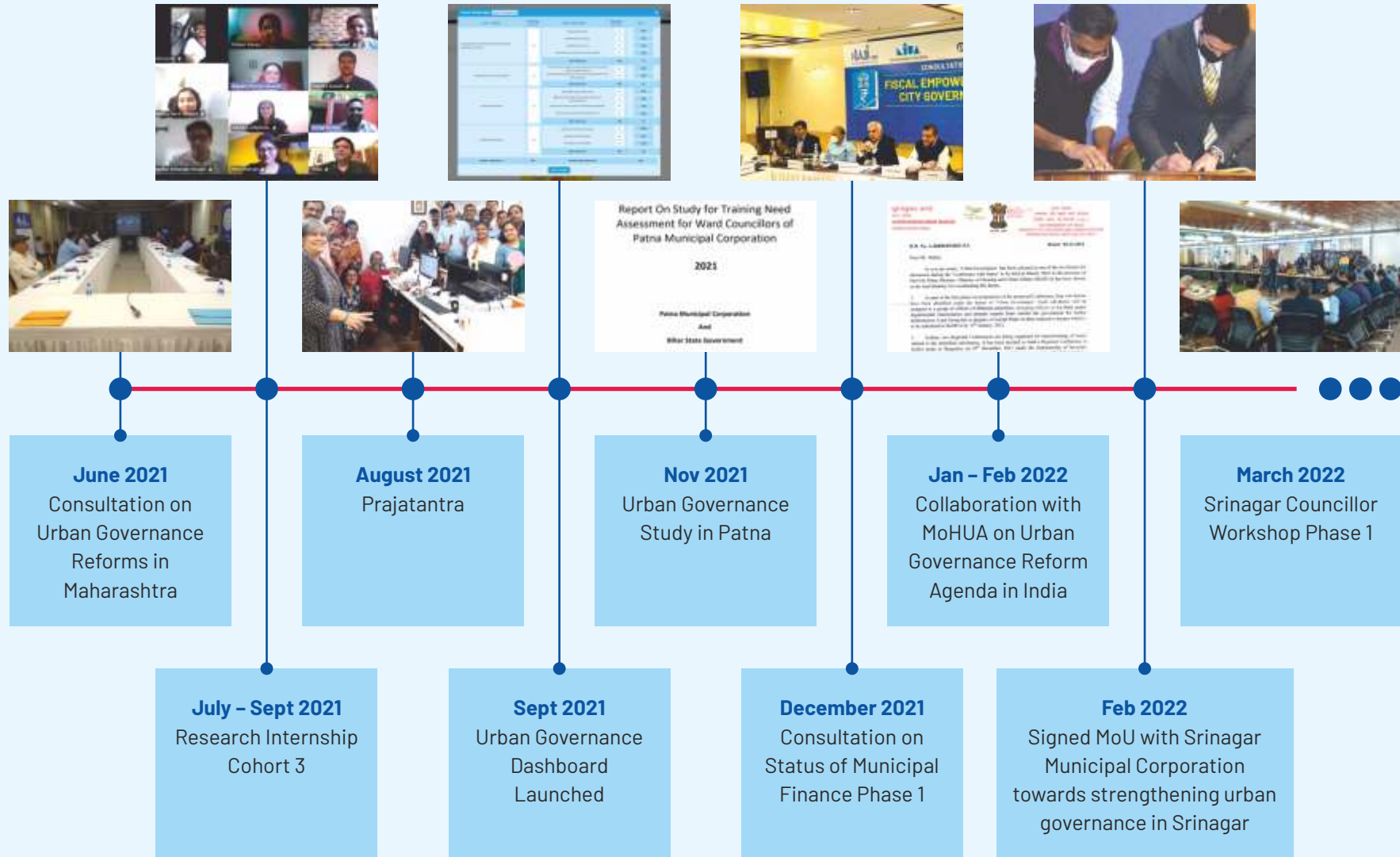
FESTIVALS: **1** NATIONAL LEVEL PRAJATANTRA FESTIVAL

5,742 PARTICIPANTS IN THE WORKSHOP

CSO ENGAGEMENT

CSO MEETING **136** CSO WORKSHOP **25**

TIMELINE OF ACTIVITIES



TESTIMONIAL

The Urban Governance Index by Praja Foundation has helped us understand the status of the 74th Constitution Amendment Act, 1992 across the country. We will surely consider the reforms suggested by Praja Foundation towards improving urban governance in Bihar.

Nand Kishore Yadav,
Member of Legislative Assembly,
Govt. of Bihar



DISSEMINATION OF URBAN GOVERNANCE INDEX

Post launching the Urban Governance Index in December 2020, Praja visited and met stakeholders from Bihar, Karnataka, Madhya Pradesh, Maharashtra, Odisha, and Telangana to share the findings of UGI and reforms required in urban governance structure of the state.

For 2021-22 Praja prioritised three states: Maharashtra, Bihar and Madhya Pradesh to focus its advocacy efforts. A consultation on Urban Governance Reforms was conducted in Maharashtra and one-on-one advocacy was conducted in Bihar and Madhya Pradesh.

MAHARASHTRA

Praja hosted a consultation on Urban Governance Reforms for Maharashtra in June 2021. It brought together a select group of state leaders across political parties to discuss and outline an urban governance reform agenda for Maharashtra. The consultation was attended by nine Members of Legislative Assembly (MLAs), one Member of Legislative Council (MLC), one Former Member of Legislative Council (MLC) and one Member of Parliament (MP)

Currently, on Praja's "Urban Governance Index", Maharashtra ranks 2nd among the 28 States and NCT of Delhi. However, its score is only 55.15 out of 100.

The consultation focused on discussing the following:

1. Which are the **reforms that can be targeted for implementation** to empower urban governance in Maharashtra?
2. How to **proceed forward for ensuring implementation** of the targeted reforms?



Consultation on “Urban Governance Reforms for Maharashtra” held on June 2021

The participants of the consultation, built consensus on a 6-point reform agenda for implementation to empower urban governance in Maharashtra :

1. Corporation procedure rules lay out the details and procedures of conduct to ensure structured discussion and deliberation in council and committee meetings. Therefore, a **standardised robust and detailed municipal corporation procedure and conduct of business rules** should be drafted and approved for all municipal corporations in Maharashtra.
2. It is observed that the newly elected councillors need 2-3 years to understand the procedure of working of the corporation, municipal corporation act and the budget processes and departments due to absence of a robust training system. Therefore, provision for **regular and mandatory trainings for councillors** in the state municipal acts of Maharashtra should be made and strictly implemented.
3. Citizen participation in governance process is the key to effective governance. Citizen participation in planning, consultation and feedback should be included through **area sabha** or similar platforms like a robust **e-governance system** with provision for **Open Data Portal, Transactions, Public Grievance Redressal Mechanism and Citizen Participation Forum**.

4. Mayor being the head of city government, should have *de jure* and *de facto* executive powers which should be implemented through **Mayor-in-Council** system and **direct election of Mayor** in Maharashtra.
5. Cities are complex systems and specialised skills are required to run and manage them. There is need for forming a **special municipal cadre** having required skills. Their capacity should also be built with **regular and structured trainings**. This will ensure effective functioning in metropolitan cities as well as smaller city governments.
6. The city governments need to be empowered financially through **direct transfer of Goods and Services Tax (GST)** and with **authority to raise their own finance** through increasing the collection of property tax and introduction of new taxes.

Video on Urban Governance reforms in Maharashtra



English
tiny.cc/UGI_ENG



Marathi
tiny.cc/UGI_MAR

WAY FORWARD

Praja has planned to conduct a study to analyse the Corporation Procedure Rules (CPR) of all Municipal Corporations of Maharashtra. The consultation of 2022 will focus on the CPR procedures and the need for councillor training.

OTHER STATES

Praja visited Bhopal, Madhya Pradesh and Patna, Bihar to meet various stakeholders of city and state government. The profile of the stakeholders consisted of administrative heads and elected representatives. The aim of the visit was to maintain network with the stakeholders, share the Urban Governance Index and urban reforms required in Madhya Pradesh and Bihar. The visits are a guiding route towards advocacy for reforms required and questions to be raised in the legislature on urban governance.

UGI DASHBOARD

Praja has launched an Urban Governance Index dashboard in September 2021 which is a microsite to the existing website. The UGI Dashboard includes data and findings from the Urban Governance Index. It is designed in an interactive UGI website aiming to increase the dissemination of UGI. The website enables the users to change the weightages and experiment with the results of the index. The dashboard is easy to use, interactive and up-to-date. Stakeholders such as central and state governments, Municipal Governments, Government Agencies, NGOs, CSOs, Media, and Students will benefit from the interactive dashboard.



STUDY

FISCAL EMPOWERMENT OF CITY GOVERNMENT

As a part of carrying the research on Urban Governance Reforms forward, we have deep dived into 'Fiscal Empowerment of City Governments' to create a comprehensive and standardised database of indicators to facilitate informed policy decisions. This will help in addressing the gap of standardised data being available and also help in identifying necessary reforms to be undertaken to improve the financial health of urban local bodies. In the first phase, we looked into 14 cities across 7 states for which data was collected from secondary as well as primary sources.

The study was done under the guidance of a steering committee consisting of experts from the domain. A Memorandum of Understanding was also signed with the National Institute of Urban Affairs (NIUA) in February 2021, for collaborating on the project.

After the first phase of the study, we held a consultation on December 3, 2021 which was guided by Mr. Durga Shankar Mishra, Former Secretary, Ministry of Housing and Urban Affairs, Government of India. Participants across 10 cities discussed the status and reforms on various indicators of financial health.

The consultation discussion focused on budget data availability, governance indicators, financial ratios and property tax and innovative finance mechanisms.



MoU signed with the National Institute of Urban Affairs



Fiscal Empowerment of City Government
Consultation Session

THEME 1

BUDGET DATA AVAILABILITY

For this section, availability of Budget Documents and Audit Reports published on the official website was checked. The 15th Finance Commission budget format was studied to understand the differences between different city's budgets.

The closed-door consultation facilitated discussions to understand the issues relating to data availability and budget format. The discussion revolved around the issue of budget document availability in the public domain. It was discussed that City Governments need to be more transparent by publishing the budget and audit accounts on the city government website. Non-availability of budget documents in the public domain shows the transparency failure of municipal accounting. Furthermore, there is no clarity on the publication clause in the state municipal corporation act and no penalties are imposed for the same. Transparency in budget and audit documents can contribute to a better credit rating of the city government.

It was discussed that all city governments should at least provide consolidated data for common account heads. It was highlighted that the 15th Finance Commission (FC) recommendations included the publication of budget and accounts. Not all cities follow the accrual based double entry accounting system. A suggestion was made that the Centre and State should have verticals where city governments have a say in the decision making. Suggestions on standard budget formats were made. Simple legible formats will allow citizens to understand the data and increase transparency.

RECOMMENDATIONS

1. There should be a National Model Municipal Budget made by the Central Government.
2. There should be a monitoring agency to monitor the transparency of the government.
3. National Municipal Accounting Manual should be referred to, as the base document for budget structures.
4. A pilot study should be conducted with a few City Governments on the format of the budget, to standardise the common structure, which can make data collection easier for researchers and citizens.
5. Micro-level data from City Governments could be uploaded on the common Management Information System (MIS)- online platform.

THEME 2

GOVERNANCE INDICATORS

To understand the powers devolved and to study the transparency accountability of the city governments, State Municipal Acts, City Corporation Acts, State Finance Commission Reports, Audit Reports etc. were studied. Indicators were analysed based on the recommendations and sections given in these reports.

In this session, participants discussed on the devolution of powers to the City Governments. City Governments should be given independent authority to approve budgets and implement reforms as and when needed. Respective legislation should be changed to empower City Governments. The City Governments should also hold the authority to revise the tax rates, as factors impacting tax rate vary from city to city. Participants discussed that State Finance Commission(SFC)reports and recommendations need the same sanctity as the Central Finance Commission.

SFC recommendations does not include rule-based devolution of funds to city governments due to inadequate data. Experts also agreed that capacity building should be done for collection and maintaining of data. It was suggested that the report should further study the details on recommendations; the kind of recommendations approved, rejected or pending. The recommendations of State Finance Commission which are accepted and implemented, is important to understand. It was also discussed that there is delay in submitting the SFC recommendations, which impacts the implementation of recommendations.

RECOMMENDATIONS

1. City government should have independent authority to introduce new taxes and revise the existing tax rates.
2. City governments should have independent authority to approve the budget.
3. Terms of Reference for SFC should include making recommendations for rule-based devolution for funds.
4. A percentage of GST from the Finance Commission can be assigned to the city governments.
5. SFCs, as an institution, must be strengthened and their performance should be improved for achieving fiscal autonomy and rule-based finance system.
6. There must be provision to conduct mandatory external audit of city governments.
7. Budget and account statements of city governments should be published on the website of the city government.

THEME 3

PROPERTY TAX AND INNOVATIVE FINANCING

For this section, detailed interviews were held with stakeholders such as the Commissioners, Deputy and Additional Commissioners of Revenue and Finance Department, City Administrators etc. Insights from officials were deliberated to understand the case of Property Tax and Innovative Financing in those respective cities.

A case example for Property Tax for Bruhat Bengaluru Mahanagara Palike (BBMP) was shared in the consultation. Self-Assessment Method (SAS), an area-based method has been beneficial for the case of Bengaluru. Discussions on the legal status of the property took place. It was shared that licensing and building approval departments should be linked with property tax department for larger coverage. It was suggested to introduce a position of ‘Property Tax Officer’, who focuses on tax collection.

It was shared that in Delhi, Global Positioning System (GPS) survey followed by ground survey has increased the tracking of properties and issuance of tax notice with the hope to cover all grounds. The case for Andhra Pradesh was shared where consolidated billing of property tax and other charges (water, electricity etc.) was found to be a successful approach. In fact, it became easier for all departments to coordinate on one bill.

Another issue discussed was the exemptions made in tax collection. Udaipur has exempted property tax for all plots less than 1500 sq.ft. whereas Ahmedabad has let go of all open areas. Hence, clauses need to be specified regarding the areas which can be exempted. Innovative financing should be looked at, from the perspective of market borrowings and land value capturing. Capacity building of officials is a key issue across the themes on financing.

RECOMMENDATIONS

1. Technology like Geographic Information System (GIS) and Ground Survey should be used adequately for better property tax collections.
2. Strict internal audit should be conducted for Property Tax department.
3. Electricity and Water bills to be connected with property, to ensure payment of taxes.
4. Capacity building needs to be done for officials and collectors in the Property Tax department.
5. Green buildings should be given a rebate on taxes.
6. Professional training and capacity building for property tax collectors should be held.
7. Property Tax is majorly collected from authorised colonies, hence reforms to tap into unauthorised colonies should be made.

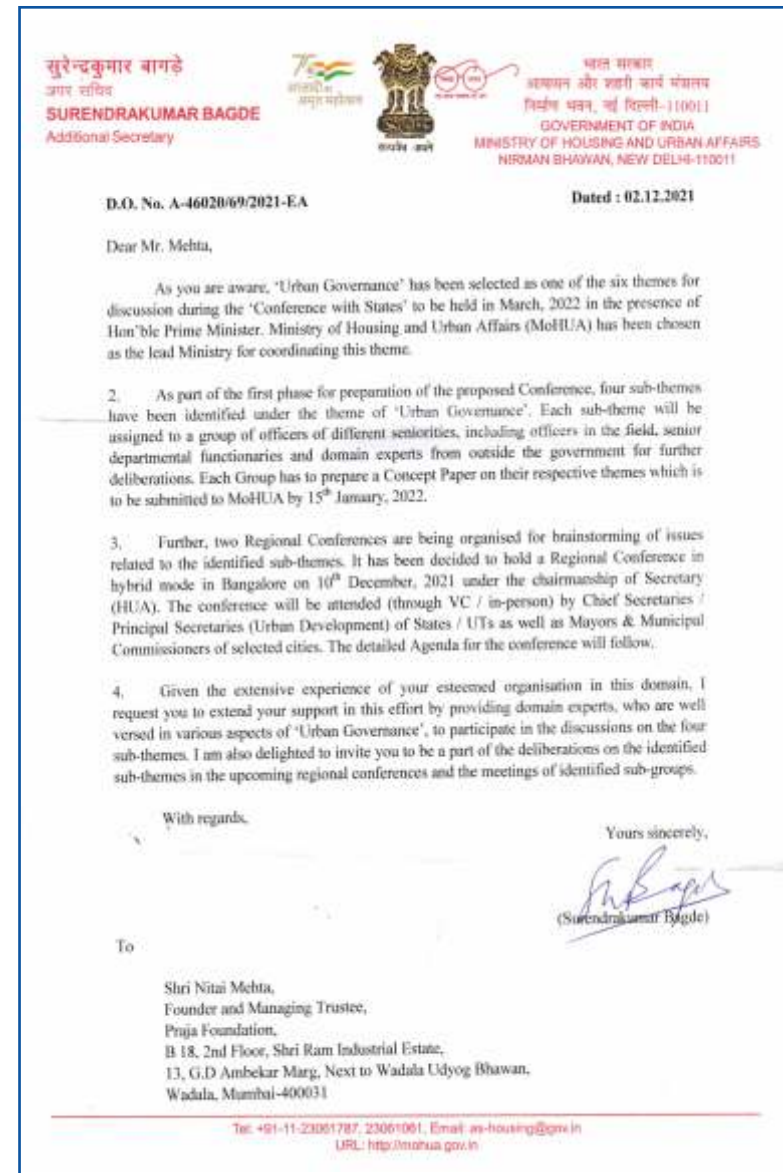
COLLABORATION WITH MINISTRY OF HOUSING AND URBAN AFFAIRS

Urban Governance was selected as one of the six themes for discussion during the 'Conference with States' in the presence of the Hon'ble Prime Minister. The Ministry of Housing and Urban Affairs (MoHUA) was chosen as the lead ministry for coordinating the theme. Based on multiple meetings with key stakeholders three sub-themes were identified under the Urban Governance theme:

- Political and civic administrative structure
- Municipal finance and fiscal empowerment
- Citizen-centric service delivery systems

A group comprising officers of different seniorities, including officers from the field, senior departmental functionaries and domain experts from outside the government was formed and Praja was invited to be a member in two groups: Political and civic administrative structure and Citizen-centric service delivery systems.

The three groups drafted the reform recommendations on urban governance in India and the paper has been submitted to MoHUA.



SRINAGAR INTERVENTION



Mr. Athar Aamir Khan, Commissioner of Srinagar Municipal Corporation & Mr. Milind Mhaske, CEO of Praja Foundation signing MOU

Praja is working with the Central Reserve Police Force (CRPF), Srinagar and Srinagar Municipal Corporation (SMC) towards improving urban governance in Srinagar. Discussions on possible reforms had taken place between Praja and SMC which were facilitated by Smt. Charu Sinha (Inspector General, CRPF, Srinagar) and Dr Suneem Khan, (Senior Medical Officer, CRPF, Srinagar). They have also been co-partners in building and executing the entire programme.

MoU signing: SMC and Praja had signed an MoU to enhance urban governance in Srinagar where Praja is acting as an advisory member to SMC. The MoU was signed by Mr Athar Aamir Khan, Municipal Commissioner, SMC and Mr Milind Mhaske, CEO of Praja Foundation in the presence of Shri Manoj Sinha, Hon'ble Lieutenant Governor, Srinagar and Shri Junaid Azim Mattu, Hon'ble Mayor. The outcomes of the collaboration will involve sharing of existing data resources, conducting consultations to map perceptions across stakeholder groups and developing a plan of action towards 'Empowering citizen participation through enhanced e-governance platform' and 'Capacity Building Programmes for SMC and citizens (Youth) of Srinagar', creation of a defined communication channel to receive and coordinate inputs between parties and make necessary improvisations to achieved desired outputs as stated in the plan of action, and incorporate consultations with varied stakeholders at regular phases of the project to receive needful suggestions and feedback.

SRINAGAR COUNCILLORS' WORKSHOP

An expectation workshop was conducted in February with the Councillors of SMC to understand the need of topics for training and to be focused during the Councillor training workshop.

The 1st phase of the workshop included nine sessions. It was a three-day workshop held from 29th to 31st March 2022.

The module was divided over three days with sessions consisting of understanding the **functioning of committees, importance of deliberation, devices of deliberation, understanding departments of SMC**, etc. Further workshops on topics such as **property taxation systems, municipal budgeting processes and urban governance reforms required in the country with best case examples** are being planned.

Councillors had found the sessions meaningful and remarked that it would help them in future. Suggestions to conduct more such workshops along with corporation officials and councillors and officials from other corporations for better knowledge sharing, were received from many councillors. Councillors also suggested that the workshops should be designed at the beginning of the term of the corporation and that there should have been a question-answer session at the end of each day to avoid questions being raised in the middle of the session.



Glimpse of Srinagar Councillors' Workshop held from 29th to 31st March 2022

TESTIMONIAL

The workshop will be very helpful for all the councillors, as it is designed in such a way that will help in working hand-in-hand by enhancing our knowledge.

**Junaid Azim Mattu, Mayor,
Srinagar Municipal Corporation**

”

The Councillor training program by Praja Foundation was very helpful to us in understanding the duties, powers and functioning of SMC. We also got an understanding about other corporations in the country. Such workshops should be taken regularly for the Councillors.

**Zubair Fayaz Dar
Councillor, Srinagar Municipal Corporation**



YOUTH ENGAGEMENT

PRAJATANTRA

Prajatantra is Praja Foundations' flagship initiative to reach young Indians, especially college students. 'Prajatantra 2021' was organised as a national virtual festival of democracy that aimed to educate youth on various topics related to urban governance and citizen participation. While Prajatantra was celebrated throughout August, the main event days were August 25 to 28 when competitive events took place. Various knowledge sessions were conducted throughout the month, where students got a chance to learn from various experts.

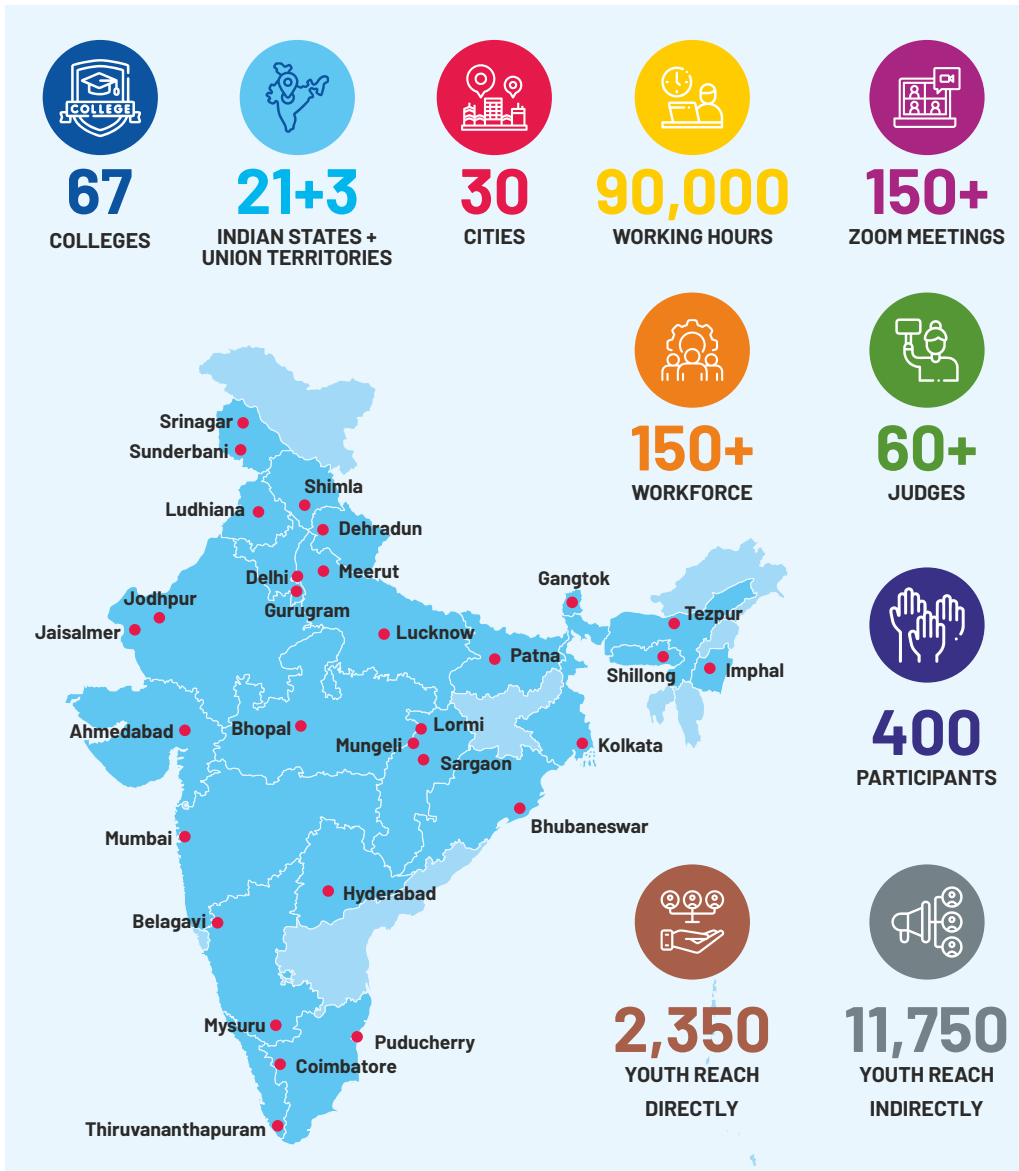
The theme for this year was 'Model City Government'. City governance acts as a base of the three-tier system of governance and influences the quality of life of citizens.

Prajatantra was a programme that laid out a platform for the youth of India to advocate for what they believe in. By giving them the responsibility of keeping our democracy alive, Praja aims on facilitating the youths attention towards governance, understanding the workings of our democracy and how it can be improved. This had been done through a series of debates, discussions and a host of interesting activities. Maturing from the last two seasons of Prajatantra, where colleges based in Mumbai participated, this year's event truly represented the entire country's youth.



Prajatantra - Praja's National Virtual Festival of Democracy, where 67 colleges across India had participated

Some of the statement made by the participants clearly shows the event met its objective for example in the words of Jayprakash Narayan, General Secretary of Foundation for Democratic Reforms and Former Member of Andhra Pradesh Legislative Assembly, he stated that "Heartiest congratulations to the Prajatantra team for such an initiative! We see Mock Parliament Sessions and Model United Nations but what really matters is the city's governance; and the objective of Praja Foundation in organising Prajatantra delights me because democracy is about local governments."



TESTIMONIAL

It was a really good opportunity that provided me with an exposure to the various ideologies of the top students of the country in the policy presentations and I believe that it would help me a lot in the future I am also lucky to have shared my ideas with eminent persons in the categories and get a part of their ideas too.

Megha Manikandan A
All India Institute of Speech and Hearing,
Mysore, Karnataka

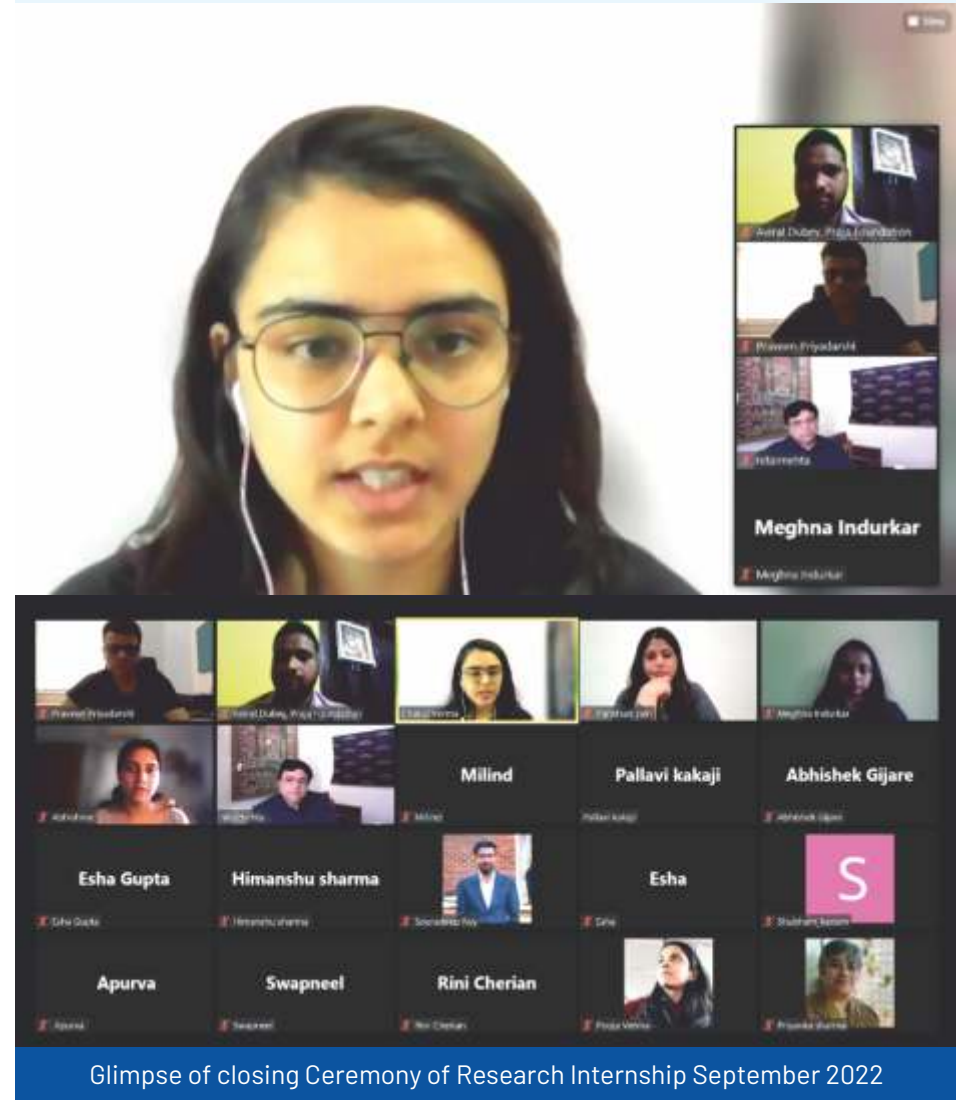


Prajatantra 2021 by Praja foundation was truly an outstanding initiative. It was a great pleasure to listen to the participants from all corners of the country and understand the new generation's aspirations. A big thank you to Praja and its incredible team. All the best for future initiatives!

Tanmay Kantikar
Founder Trustee, Parivartan;
Judge for Mayor Speech Competition

RESEARCH INTERNSHIP COHORT 3

In the year 2020, Praja Foundation started its first batch of Research Internship for three months (July to September 2020). An overwhelming number of 369 applications were received from all over India, out of which 12 interns were finally selected. These interns had worked for three months in research work on health, housing & transport, municipal finance and municipal services. The second batch of Urban Governance Internship was rolled out in the month of February 2021 for a duration of three months. The research themes planned for the internship were the indicators of Urban Governance Index – Municipal Finance, Citizen Participation, WASH (Water, Sanitation and Hygiene) & Health, Civic Issues, Development Plan and Affordable Housing, Urban Transport, & Health. In Batch-3 we received overwhelming number of applications from various institutes across India; 10 interns joined the programme in June – August 2021 on topics like Citizen Participation, Urban Finance, Housing and WASH & Health. Additionally, we introduced Media and Communication internship, interns shared a chance to work on live projects such as op-eds writing, report writing, video making and testimonials collection on urban governance. Each theme had its coordinator who mentored interns throughout the programme.



REGULAR INTERNSHIP

The overall objective of this internship was to inculcate in the interns an understanding of Urban Governance so that the youth can think during and beyond the ballot box and actively participate in democracy. During the internships, students from various cities were exposed to the concepts of Urban Governance and got an opportunity to learn about the process of data collection and research of data in different government departments, Right to Information Act and its process, liaising with different government departments, understand data entry, data analysis and the process of its transformation into Praja's whitepapers/ reports and more. These interns can now act as agents of change in their respective cities. Total 257 interns successfully completed their internship in 2021-22.

TESTIMONIAL

The internship experience in Praja was a lifetime experience for me. It gave me immense of learning about the structure of government and its working. It helped to get us know about the various municipal corporations. In all it was a very good experience and mentors here were very helpful and coordinating.

Nikita Tyagi,
Kirit P. Mehta School of Law, Mumbai

TESTIMONIAL

My experience with Praja Foundation taught me many things, but the etiquette and respect towards the interns is most memorable to me. I never felt I was working under someone, it was a coherent work force experience.

Ayushi Khare,
School of Planning and Architecture, Bhopal

My internship has been an extremely rewarding experience. Spending 1 month under the guidance of Praja team who shared their knowledge and experience with me and help me become a better student. I have learned about different possible areas I can take. Thank you Praja foundation for such a wonderful experience.

Prakash Kumar Jha,
BBA.LL.B, Symbiosis law school, Pune

COLLEGE WORKSHOP

The overall aim of these workshops was to provide an overview of the work that Praja has been doing in facilitating more accountability, transparency and inclusivity in the governance system. Any substantial move towards facilitating good governance only begins with having introductory talks with all stakeholders in a room with the aim of making a collaborative effort. The primary purpose of these workshops was to explain to the youth about the three-tier system of governance, urban local governance, the status of urban governance in India, and the Right to Information Act. Praja Foundation conducted 62 workshops in the year 2021-22. A total of 5,360 youths participated and benefited through these workshops.

SPECIAL ENGAGEMENT WITH COLLEGE

In October 2021, 24 students of Bachelor of Design, from Riidl Academy joined Praja Foundation for a 2-week project. These students are our future and they are going to design solutions for the problems of our world. The 2-week project work in Praja briefed them about the work of Praja. 2 weeks were planned with a hands-on experiential engagement for the students to get an overview of how different stakeholders of society function together to make the lives of our citizens better.





CSO ENGAGEMENT

As a result of the consultations in Bihar, Praja was approached by Save the Children to conduct a feasibility study for the training of Councillors in Patna, Bihar. Praja conducted the study in Patna in November 2021. The study will be further converted into modules for training of Councillors of Patna Municipal Corporation.

Praja has always adopted a collaborative approach with all key stakeholders including Civil Society Organisations in working towards the goals. The partnership with Save the Children has helped accelerate the efforts while having a local partner continuing the efforts of capacity building and advocacy for reforms in the city.

Save the Children India is implementing a project titled, "Increase Preparedness and Resilience of Urban Communities and Schools in India". The project involves strengthening local governance processes to meet the larger objective of decentralisation of power and improve various planning processes. With this goal, Praja Foundation was approached by Save the Children to conduct the study of Patna's city governance and service delivery and thereafter, to conduct the capacity building need assessment for ward Councillors and nodal officers under the Patna Municipal Corporation given the vast experience in the field of urban governance and has, since 2016, embarked on an ambitious journey to transform urban governance in Indian cities.

Praja met and interacted with a varied range of stakeholders such **as senior retired bureaucrats, journalists and other organisations based in that geography, like UNICEF, UNFPA, Diksha Foundation including Save the Children** among others working in similar fields for this assessment. Secondary data was also gathered by visiting relevant government websites, related websites and reports of various organisations.

The culmination of that study is being presented in the form of a report which will help to create a better understanding of the governance structure as well as the status of service delivery in Patna and also shed light on the various agencies involved in the process, with special emphasis on child-related services.

CITIZEN MATTERS சென்னை

OPINION: CHENNAI FINALLY HAS AN ELECTED COUNCIL, BUT WILL IT IMPROVE THE STATE OF THE CITY?



Cities are drivers of economic growth in any country. They start attracting people as they develop economically. Cities also play an important support role in the development of the rural hinterland. In the past few decades, the Indian economy has grown rapidly which shows the high population growth in urban areas in India.

CITIZEN MATTERS சென்னை

CITY GOVERNMENTS NEED MONEY AND POWER; WHERE DOES THE GCC STAND?



The Greater Chennai Corporation (GCC) with 20 other corporations recently saw the conduct of municipal elections after a gap of 6 years. Since India advocates the theory of "Democracy at the grassroots level", city governments play an important role in the governance structure. They are directly related to the daily life of the citizens.

PRAJA DIALOGUE

The Praja Dialogue Programme is fuelled by the vision to improve the quality of life for ALL. The objective of the program is to help improve the lives of citizens with effective service delivery by creating tools for better governance. Through this programme, Praja strives to spearhead efficient solutions to local issues in the cities of Mumbai and Delhi.

Praja had, in 2011 in Mumbai, and in 2016 in Delhi, created a unique system to keep a track of the performance (working) of the elected representatives by actively monitoring their constitutionally mandated roles and responsibilities. In addition, Praja publishes thematic reports on the status and issues regarding various service provisions in the city of Mumbai and Delhi. The aim is to create awareness among the elected representatives, city administration, and citizens about existing problems within the cities and to encourage them to intervene and work towards improving city governance. Praja tracks the status of various service deliveries such as water supply, sewerage, solid waste management, toilets, healthcare, education, policing, and law and order, through its whitepapers and other initiatives.

Praja however does not stop at creating standardised matrices or governance indicators but also supports building the capacities of elected representatives, executives and citizens by coming up with various handbooks on governance and conducting numerous workshops/training programs on governance issues. As part of that, Praja initiated a targeted intervention with college students through a yearlong fellowship, to build a cadre of skilled and capable future political leaders and citizens who are active beyond the ballot box.

This year, due to challenges faced during the 2nd wave of COVID-19, data collection, analysis, and capacity building became challenging. The team was able to overcome these challenges by strategising and collaborating to find innovative solutions to collect data such as looking at online sources, reallocating fieldwork based on geography, and so on. Praja's resolve to continue its research led to the organization publishing all its regular white papers and report cards on time and over online media launch conferences.

FACTSHEET



10

WHITE-PAPERS



1,365

RTI



21

CSO
WORKSHOPS



14

ENGAGEMENT
WITH CSO



37

COLLEGE
WORKSHOPS



6

RESEARCH
INTERNS



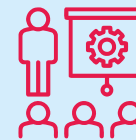
2

ER REPORT
CARDS



206

ER ADVISORY
CONSULTATIONS



1

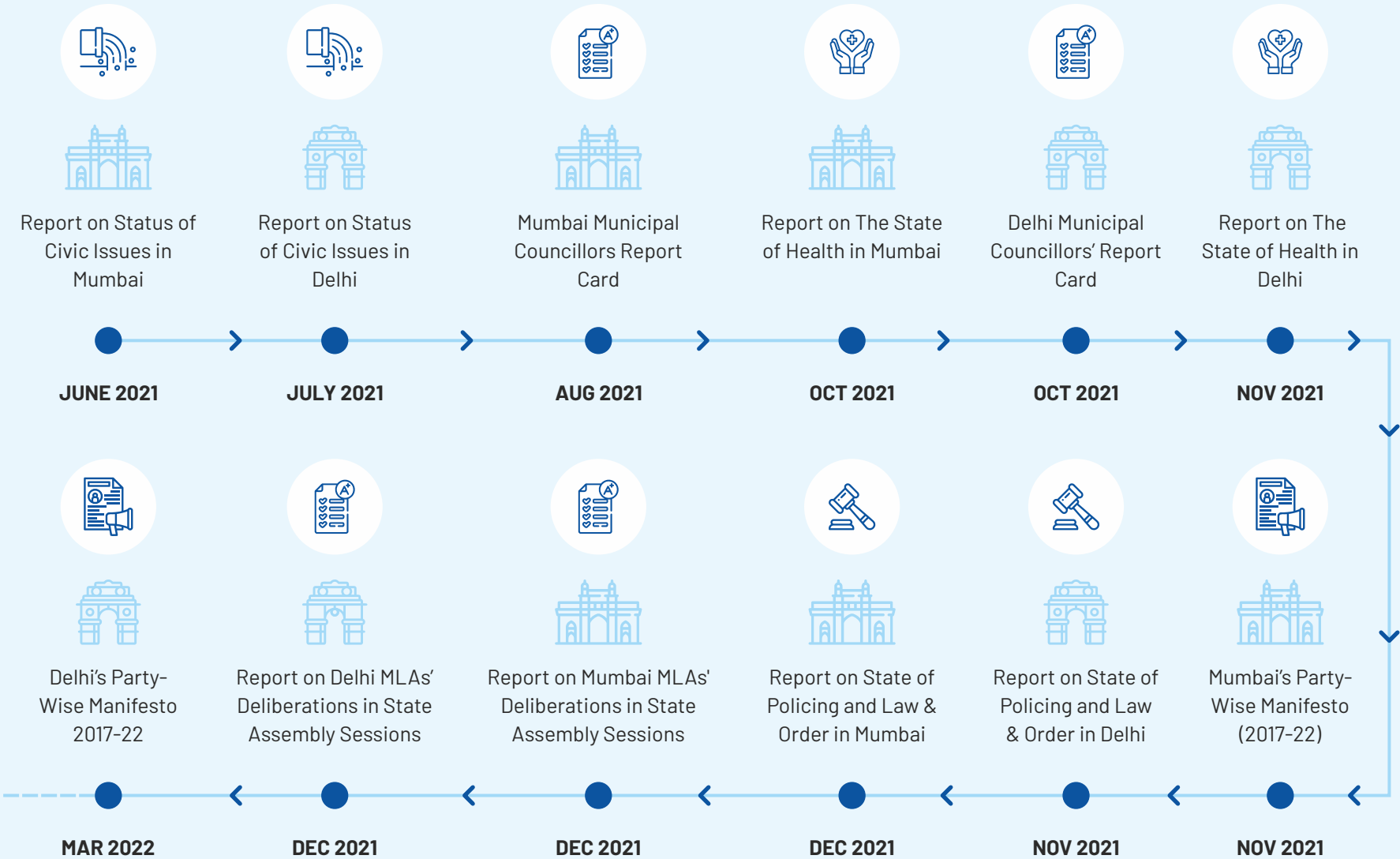
ER WORKSHOPS



53

NGO-CSO
MEETINGS

TIMELINE OF ACTIVITIES





PRAJA IMPACTS 2021-22

Each year, Praja's efforts flourish when Praja can advocate for change in policies that have a long-term impact on the citizens of a city. These reforms provide fuel to Praja as they are the culmination of the outcomes of years of research and capacity building of stakeholders. Some of the recent policy reforms that took place this year are:

CIVIC ISSUES

Following the release of Praja's Civic whitepapers in 2021, the Brihanmumbai Municipal Corporation (BMC) budget speech of 2022-23 mentioned the provisions of introducing door-to-door waste collection, including waste segregation. BMC also planned to roll out a "Water for All" policy by May 1st, 2022, which aims to secure water supply to unmapped slum settlements. Additionally, BMC has also introduced a WhatsApp chatbot that aims to facilitate easy access to 80 services offered by BMC.

East Delhi Municipal Corporation (EDMC) launched an initiative for the scientific disposal of e-waste lying in homes and offices to improve waste segregation. It was reported that EDMC received around 2,400 requests for the collection of e-waste. The initiative ensures free doorstep collection and is a step in the right direction towards waste segregation and recycling of non-biodegradable waste.



EDUCATION

For improving accountability and monitoring in education, Praja has over the years recommended monitoring the quality of teachers, inculcating digital classrooms, having a school management information system and career counseling. Praja's advocacy in this regard has been successful as the 2022-23 budget speeches of BMC mentioned that:

- Training has been provided to teachers and assistants of 815 Balawadis.
- Rs. 27.01 crore has been allocated for 1300 classrooms that will be digitalized.
- Rs 57 lakh was allocated to School Management Information System (SMIS) software
- Career Counselling Programme has been started under the CSR of 'Antarang Foundation' from March 2021

HEALTH

Along with the provision for an open government health data portal, Praja's Health reports have actively advocated for the improvement in access to primary healthcare in Mumbai. BMC budget speech of 2022-23 includes provisions for 200 Primary Health Centres to be set up. Moreover, 35.38 crore has been allocated for the up-gradation of maternity homes. Additionally, Rs. 5.50 crore has been allocated for indexing scanned data of A-grade records of Birth and Death reports.

In Delhi, the 2022-23 budget stated the introduction of a Hospital Information Management System and a Health Card, which provides accessible data on diseases, etc. Moreover, East Delhi Municipal Corporation employed a data-driven strategy to curb the issue of mosquito breeding. Key data of dengue, chikungunya and malaria cases, including details of mosquito breeding zones, have been plotted on maps to focus on danger zones.

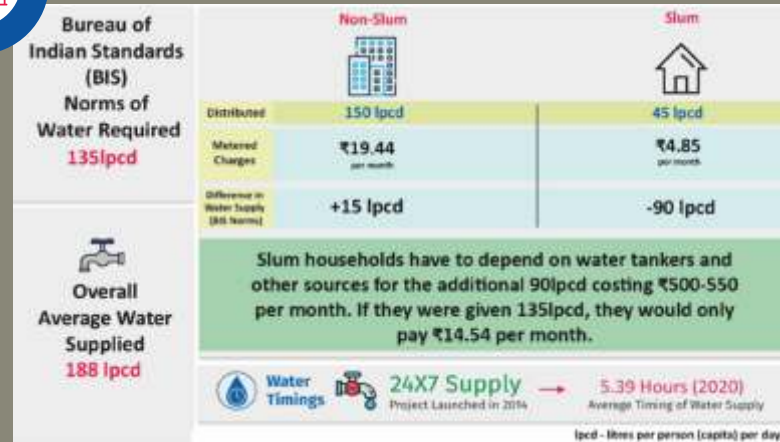
KEY TAKE-AWAYS

CIVIC ISSUES

- Praja has been publishing reports on civic-related issues since 2010 in Mumbai and 2015 in Delhi. In 2021, the focus of Praja's reports was expanded to analyse the status of water, sanitation and solid waste management in Mumbai and Delhi.
- Mumbai receives an overall average of 188 lpcd (Litres per Capita per Day) water supply, higher than the "Bureau of Indian Standards (BIS) norms of 135 lpcd. Of which, non-slums in Mumbai receive 150 lpcd whereas slums receive only 45 lpcd, through metered connection. Thus, slum populations have to rely on water tankers and other sources for the remaining need of water, which cost approximately Rs.500-550 per month.
- Furthermore, in Delhi, 47% of the total Delhi Jal Board (DJB) water complaints in 2020 were related to a "shortage of water" and "no water supply". In 2020, out of 1,96,231 water samples collected, only 0.4% of samples were unfit for drinking. But in 2020, 27% of complaints (38,663) of water, were related to contamination.
- The report also highlighted a major disparity existing in the sanitation (toilet) services provided to females in Mumbai and Delhi



Mumbai's total Water Supply is not equitably Distributed



Key Findings of Delhi's Water Supply and Sewerage in 2020



PUBLISHED ARTICLES

HT Hindustan Times

Civic complaints down by 27% in Covid yr: Praja



In the pandemic year, the number of civic complaints from Mumbaiites declined by 27% as compared to 2019, a report by non-government organisation (NGO) Praja has revealed. Civic body officials have declined to comment on the report.

महाराष्ट्र टाइम्स

प्रजा फाउंडेशनच्या अहवालात शाबासकी ;

पायाभूत सुविधांकडे दुर्लक्ष



मुंबईत गेल्या वर्षापासून कोरोना संक्रमण रोखण्यासाठी मुंबई पालिकेने हाती घेतलेले उपाय स्तुत्य आहेत.

NBT नवभारत टाइम्स

बीएमसी ने नहीं किया 47% बजट का इस्तेमाल



मुंबई की बड़ी आबादी आधारभूत सुविधाओं की कमी से जूझ रही है, लेकिन देश की सबसे अमीर महानगरपालिका विकास के लिए बजट में आवंटित राशि को भी खर्च नहीं कर पा रही है। इसका स्वामियाजा नागरिकों को भुगतना पड़ता है। यह खुलासा प्रजा फाउंडेशन की रिपोर्ट में हुआ है।

THE TIMES OF INDIA

CIVIC BANE: NO CLARITY ON WHICH DOOR TO KNOCK ON



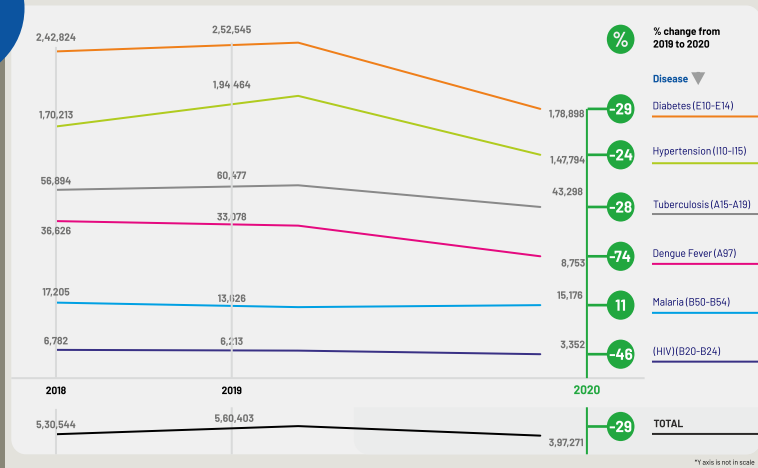
Multiplicity of authorities is still a problem for Delhiites in securing civic services and a unified complaints management system is urgently required to resolve the issues released by Praja Foundation on Tuesday.

HEALTH

- In the past 10 years in Mumbai and 5 years in Delhi, Praja has highlighted and stressed the need for primary health care infrastructure in the cities and better monitoring of health outcomes through data-driven decisions, primarily due to the incidence of various sensitive diseases.
- This year, Praja continued to highlight the lack of dispensaries in Mumbai and Delhi. There is only 1 dispensary for 18,226 people in Delhi while the UDPFI (Urban Design Plan Formulation and Implementation) norm states there should be one dispensary for 15,000 population. Similarly, Mumbai only has 199 dispensaries in comparison to the 858 required dispensaries.
- Moreover, the number of registered cases of major diseases in the Health Management Information System (HMIS) showed a decline of 29% in Mumbai, while the the cause of death of 39% of total deaths (non-institutional) in Delhi in 2020 are unknown.
- Hence, it is crucial that the HMIS and Cause of Death Data be made available. More stringent measures are required to meet SDG targets by 2030.



29% Decline in Cases Registered of Major Diseases from 2019 to 2020 (HMIS*)



A survey** conducted by Praja on "Impact of COVID-19 in Mumbai," 36% respondents faced various difficulties accessing non-COVID healthcare services.



Causes of Death Data for 39% of Deaths in 2020 Have Not Been Provided as They Were Non Institutional

Year	2016	2017	2018	2019	2020
Total Deaths	1,41,632	1,36,117	1,45,533	1,45,284	1,42,789
Institutional Deaths	90,517	89,377	98,153	95,860	86,483
% of Institutional to Total Deaths	64%	66%	67%	66%	61%
Non Institutional Deaths	51,115	46,740	47,380	49,424	56,306
% of Non Institutional to Total Deaths	36%	34%	33%	34%	39%

Annual Report on Registration of Births and Deaths by the Directorate of Economics and Statistics & Office of Chief Registrar does not provide data on causes of non-institutional deaths. Therefore, causes of non-institutional deaths, which amount to 39% of the total deaths (1,42,789) in Delhi in 2020, are unknown.

Since Non-Institutional deaths have increased from 2017 to 2020, it is extremely important to understand the causes of these deaths for better policy making and implementation in Delhi.

PUBLISHED ARTICLES



Causes of non- institutional deaths in Delhi remain unknown, says report



Causes of non-institutional deaths, which amounted to 39 per cent of the total deaths (1,42,789) in Delhi in 2020, remain unknown as the annual report on registration of births and deaths by the Directorate of Economics and Statistics and office of chief registrar does not provide data, said a report prepared by Praja Foundation.

लोकमत

मधमेह, उच्च रक्तदाबाचे रुग्ण 29 टक्के घटले



मुंबईत मागील दोन वर्षात आजारांचे प्रमाण कमी झाल्याची माहिती प्रजा संस्थेच्या आरोग्यविषयक अहवालातून समोर आली आहे



5.6% लोगों की मौत सांस की बीमारी से : रिपोर्ट



प्रजा फाउंडेशन ने दिल्ली हेल्थ इंफ्रास्ट्रक्चर पर अपनी रिपोर्ट जारी की है। इसमें कहा गया है की दिल्ली में जितनी आबादी है, न तो उसके अनुसार अस्पताल है और न हीं डिस्पेंसरी।



29% Dip In Non-Covid Cases Notified In '20, Deaths Up 12%



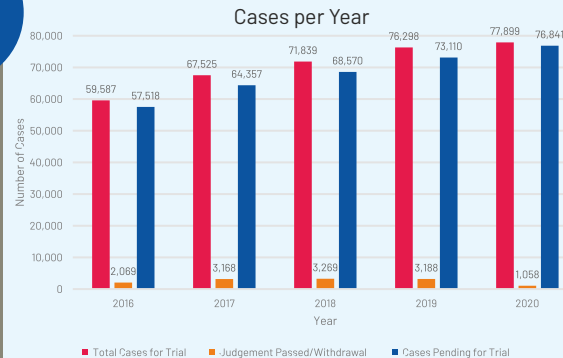
NGO Praja Foundation that released its white paper on the 'State of Health in Mumbai' on Tuesday expressed concern that the corporation was in the dark about details of non-Covid deaths.

POLICING AND LAW AND ORDER

- Over the years, Praja has mapped the crime prevalence in the city, as well as the investigation, trial and resources for police and judiciary in Mumbai and Delhi. This year, Praja estimated that in Mumbai, it would take 30 years to complete the judgment of all the cases that are pending as of 2020, based on the average number of judgments/ withdrawals of the last five years of Class II offenses.
- In Delhi, Praja analysed the implementation of the POCSO Act, 2012 and highlighted that judgment was pending in 56% of cases related to crime against children in 2020. In Mumbai, 58% of total rape cases in Mumbai were committed against children.
- The report recognized to ensure the effective functioning of Law and Order in Mumbai and Delhi, there is a need to revisit the number of sanctioned posts in the police and judiciary as per the growing population of the cities. It also recognized the need for a multi-stakeholder approach to improve police-citizen relationships.



Status of Pending Trial Cases of Class II Serious Offences at the end of 2020



Average No. of Judgement Passed/Withdrawals from 2016 to 2020	2,550
Number of Years to pass the Judgment for the pending cases as on 2020*	30

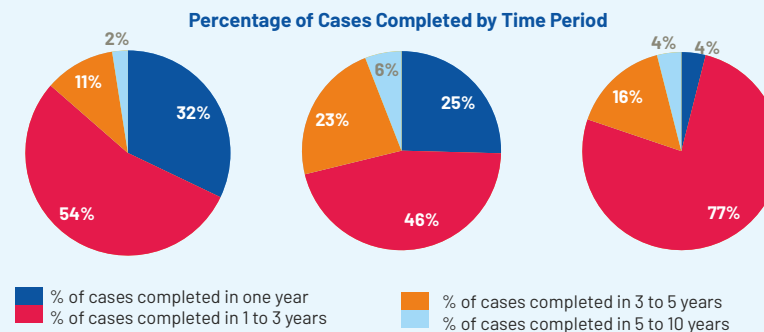


*It would take 30 years to complete judgement of all the cases that are pending as on 2020, based on the average number of judgements / withdrawals (2,550 cases) in the last 5 years of Class II serious offences.

**This has been calculated assuming no further Class II Serious offence cases go for trial henceforth.*



Judgement was Passed in only 56 Cases in 2020 by the POCSO Court



Source: Crime in India, 2018, 2019 and 2020
<https://ncrb.gov.in/crime-in-india>

PUBLISHED ARTICLES



RESOURCES, REFORMS NEEDED FOR EFFECTIVE POLICING: REPORT



As of 2020, investigation of 58% cases of crimes against women and 56% cases of crimes against children were incomplete, said NGO Praja Foundation in its report titled 'State of Policing and Law and Order in Delhi'.

अमर उजाला

चिंताजनक: पाँक्सो एक्ट के 99 फीसदी मामलों



की सुनवाई दिसंबर 2020 तक थी लंबित परिचित ही थे अधिकांश अपराधी

प्रजा फाउंडेशन की एक रिपोर्ट आई है जो काफी चिंताजनक है। रिपोर्ट में कहा गया है कि बच्चों के खिलाफ अपराधों में गिरावट के बावजूद पाँक्सो अधिनियम के तहत 99 फीसदी मामलों की सुनवाई दिसंबर 2020 तक लंबित थी।



It may take 30 years to clear all pending cases in Mumbai: Praja report



According to a Non-Profit Government Organisation, Praja Foundation, the number of cases pending before Mumbai court as on 2020, could take up to 30 years to be resolved, that too, if no cases go up for trial.



२०२०मां सेशनस कोर्टमां गंभीर गुनाना 85% आरोपी निर्दोष छुट्या



गंभीर गुनानां छेल्वां 5 वर्षना युकादा डे विथड्रॉअल्स (२५५० डेस) नी सरेश संख्या अने ते पछी ट्रायल माटे कोर्टपण वधु डेस नथी अेवुं धारवामां आवे तो 2020ना रोज बाकी बधा डेसना संपूर्ण युकादो आवतां 30 वर्ष वागशे.

REPORT ON MLA' DELIBERATIONS IN STATE ASSEMBLY

Praja released its **"Report on Delhi MLAs' Deliberations in State Assembly Sessions"** analysing the deliberations of Delhi's MLAs, comparing their deliberations with manifesto promises made by their parties and looking at solutions to fill the gaps in the current problems.



Praja released its **'Report on Mumbai MLA's Deliberations in State Assembly Sessions'** analysing the deliberations of Mumbai's MLAs, comparing their deliberations with manifesto promises made by their parties and looking at solutions to fill the gaps in the current problems.



PUBLISHED ARTICLES

NEWS 18

In its first year, 7th Delhi Legislative Assembly had less than 6th sittings: NGO



The Seventh Delhi Assembly in its first year in 2020 held fewer sittings than its first year in 2015, a new report by an NGO claimed on Friday. Mumbai-based Praja Foundation released its report on 'Deliberations of Delhi MLAs in State Assembly Sessions' during an online event.

महाराष्ट्र टाइम्स



आमदारांची प्रश्नसंख्या घटली

सन 2009 ते सन 2014 या काळातील सरकारच्या पहिल्या वर्षात आमदारांकडून 7955 प्रश्न विचारण्यात आले. पण चालू विधानसभेतील पहिल्या वर्षात केवळ 2056 प्रश्नच उपस्थित झाले.

PUBLISHED ARTICLES

VERVE TIMES

In Its First Year, 7th Delhi Legislative Assembly Held Fewer Sitzings Than 6th: NGO



The Seventh Delhi Legislative Assembly held fewer sittings in its first year in 2020 than the previous assembly did in its first year in 2015, a new report by an NGO claimed on Friday. Mumbai-based Praja Foundation released its 'Report on Delhi MLAs' Deliberations in State Assembly Sessions' during an online event.



दिल्ली की 7वीं विधानसभा में कम रही बैठकों की संख्या, NGO ने रिपोर्ट में किया दावा



मुंबई स्थित प्रजा फाउंडेशन ने एक ऑनलाइन कार्यक्रम के दौरान राज्य विधानसभा सत्रों में दिल्ली के विधायकों के विचार-विमर्श पर अपनी रिपोर्ट जारी की. इसमें एक बयान भी जारी किया गया, जिसमें कहा गया कि प्रजा फाउंडेशन ने दिल्ली के विधायकों के विचार-विमर्श का विश्लेषण किया, उनकी पार्टियों द्वारा किए गए घोषणापत्र के वादों के साथ उनके विचार-विमर्श की तुलना की.



Mumbai MLAs' performance in assembly drops: Praja



The Performance of the Mumbai MLAs' in the legislative assembly has been declining, according to the latest report card released by Praja Foundation.



14 वीं विधानसभा में विधानसभा में पूछे जानेवाले सवालों में आयी 74 फीसदी की कमी



प्रजा फाउंडेशन के संस्थापक और प्रबंध ट्रस्टी नितार्थ मेहता ने कहा कि नागरिकों की बढ़ती जरूरतों को पूरा करने के लिए विचार विमर्श और नीति बनाना ही विधायकों की प्राथमिक जिम्मेदारी है। लेकिन इसमें कमी आ रही है जिसका सीधा असर नागरिकों को मिल रही सुविधाओं पर पड़ रहा है।

REPORT CARDS

- Praja publishes Elected Representatives (ER) Report cards which rank city councillors and MLAs on their annual performance based on their constitutional and legislative duties. It is an accountability initiative that makes elected representatives responsible for their key duties and make citizens more involved beyond voting to monitor the performance of their representatives regularly.
- In 2021, COVID impacted the overall functioning of the city government and led to fewer opportunities for the ERs to perform their deliberative duties. Hence, Praja decided to publish a consolidated report card covering the performance of councillors from 2017-18 to 2020-21 instead of the regular annual councillors' report card.




Praja Foundation released its **Mumbai Municipal Councillors Report Card 2021** – a consolidated report for the time period F.Y 2017-21 on 19th August, 2021.




Praja Foundation released its **'Delhi Municipal Councillors Report Card 2021'** – a consolidated report for the time period of F.Y. 2017-21 on 28th October, 2021

PUBLISHED ARTICLES



प्रजा फाउंडेशनचे प्रगती पुस्तक






Praja Foundation Mumbai Councillor Report Card 2021






प्रजा फाउंडेशनचे प्रगती पुस्तक जाहीर





City corporators get their performance report card



With just about six months left for the civic polls in Mumbai, a survey by Praja Foundation, a Mumbai based NGO, has categorised 198 of the total 220 municipal corporators as top, average and underperformers.

CAPACITY-BUILDING EFFORTS BY PRAJA

ELECTED REPRESENTATIVES FELLOWSHIP

The ER Fellowship was launched in 2017 in Mumbai with a cohort of 19 fellows who provided research support to councillors. It aimed to give the fellows a learning environment that provides a first-hand experience of the functioning of urban local bodies through the lens of councillors' activities.

After successful completion of three cohorts of the Fellowship Programme in Mumbai (2017-18, 2018-19, 2019-20) Praja Foundation has started the 4th cohort in March 2022.

This year, Praja began widespread promotions of the fellowship in colleges across Mumbai city. To do so, Praja held 22 workshops in 21 colleges in Mumbai, to speak about the fellowship and discuss in detail with the students about their contribution to the fellowship and the support it would provide to them in their professional growth. It was a welcome sight as 251 number of applicants had applied for the fellowship. After that, Praja invited them for a round of interviews which was distributed across 3 days, where the applicants discussed with the team the expectations and outcome of the fellowship. Following this, the Praja team scrutinised potential ideal candidates and in the end, 20 candidates were selected for the ER Fellowship 2022-23.



To integrate our new fellows, Praja held a 4-day long orientation which consisted of providing knowledge on Praja's work on improving urban governance in India. Findings from Praja's annual reports on service deliveries in Mumbai were shared and discussed with the fellows to equip them with an understanding and knowledge of issues existing in Mumbai and recommendations to improve them effectively. The fellows then get an opportunity to help the municipal councillors / MLAs of Mumbai to discharge their constitutionally mandated functions i.e., raising questions on the floor of the house/committees.



ER Fellowship Cohort-4 Orientation

TESTIMONIAL

"Praja's work towards democracy and city governance sounded interesting and motivated me to apply for this fellowship program. The first part of this ER fellowship was the orientation wherein we were briefed about the various aspects of the fellowship such as the 74th Constitution Amendment Act, 1992 the three-tier governance etc. All this laid a very interesting picture of this fellowship and what would be my contribution towards it. Looking ahead to this journey as it would be an eye opener for me as a citizen/youth and would make me aware of how our governance and administrative system works. I am excited to work with elected representatives & administration to make our democracy work."

**Lekhani Hamen Raja,
Mithibai College, Mumbai
ER Fellow of Mumbai (Cohort 4)**

PARTY WISE MANIFESTO ANALYSIS AND TARGETS TO SET FOR UPCOMING ELECTIONS (2022-27)

The municipal corporation constitutes the administrative wing and the elected wing. The citizens of a city get an opportunity to elect their representatives, once every 5 years. These representatives, in turn, represent the citizens' issues to the administration. The political parties, before elections, develop their manifestos which outline the objectives of the party candidates for the upcoming councillors' term, based on which citizens elect their representatives. The manifesto, among other things, includes action plans and promises to provide civic wants and needs as well as solve various service delivery-related issues that citizens face regularly.

Brihanmumbai Municipal Corporation (BMC) and Municipal Corporation of Delhi (MCD) elections is around the corner and political parties and their candidates will soon declare their commitments for the coming tenure. However, at this juncture, it was also important to look back at the promises made by them in the last elections for the current term (2017-22), and to analyse their performance based on the fulfillment of the same. Praja has, thus, come up with an analysis of manifesto promises of major political parties (In Mumbai - Shiv Sena, BJP, INC and NCP; In Delhi - AAP, BJP and INC) and compared them with deliberations, and citizens' complaints related to those manifesto points.

Despite Promises to Resolve Citizens' Issues, Deliberations on them Were Not Satisfactory, Leading to Greater Complaints

Complaint related to Manifesto	Number of Complaints (2017-18 to 2020-21)	% Questions asked related only to Manifesto				
		Shiv Sena	BJP	INC	NCP	Total
		(92 councillors)	(83 councillors) ⁴	(30 councillors) ⁴	(9 councillors) ⁴	
Municipal School Education	163	13%	10%	10%	19%	12%
Roads*	46,235	18%	20%	17%	11%	18%
Potholes	17,908	4%	3%	4%	1%	3%
Traffic	4	6%	7%	6%	3%	6%
Public Health/hospitals	5,743	20%	13%	20%	50%	19%
Hawkers	34,129	3%	9%	6%	2%	6%
Toilet/Sanitation	2,202	6%	5%	4%	3%	5%
Sewerage/Drainage	75,915	6%	7%	6%	3%	6%
Solid Waste Management	54,029	13%	15%	13%	4%	13%
Water Supply	48,194	11%	11%	14%	3%	11%
Total	2,66,610	100%				

Average number of councillors in the past 4 years have been taken calculations. The current number of councillors for the parties are Shiv Sena: 97; BJP: 81; INC: 29; NCP: 8.

Based on this analysis, Praja also shared recommendations of targets to be set for both upcoming elections and provided a goal so elected councillors can work towards achieving the same. Additionally, global and international targets were recommended so that political parties can include them in the new manifesto. This was aimed toward bettering the quality of the upcoming manifestos and therefore, in the long run, improving deliberations and thus the quality of life of citizens.



THE HINDU

INDIA'S NATIONAL NEWSPAPER SINCE 1878

Parties made tall promises but ignored ground issues, report finds



The NGO, Praja Foundation, released the findings of its report on Wednesday, according to which, of the total questions raised by the councillors in these four years - 63,821 - the questions on environment and pollution constituted only a small fraction(0.21%).

लोकसत्ता

लोकमान्य लोकशक्ती

वचननामे कागदावरच !

पाच वर्षापूर्वी दिलेली आश्वासने, घोषणा हवेतच; पाणीपुरवठा, गुळगुळीत रस्ते, फेरीवाला धोरणाचे प्रश्न कायम



मुंबई महापालिकेच्या 2017 मध्ये झालेल्या निवडणुकीच्या प्रचारादरम्यान सर्वच राजकीय पक्षांनी दिलेल्या वचनांना लावलेल्या वाटाण्याच्या अक्षतांवर प्रजा फाऊंडेशनने आपल्या अहवालाच्या माध्यमातून प्रकाशझोत टाकला आहे.

ER WORKSHOPS

Following the launch of Praja's Manifesto and Targets report, our team met with various party heads and officials to discuss the important targets they should include in their upcoming elections. Praja was invited by the party head of the Indian National Congress, Mumbai to conduct a workshop on Urban Governance and on the key findings from Praja's manifesto and targets report.

CIVIL SOCIETY ORGANISATION (CSO) WORKSHOPS

Praja Foundation also collaborated with like-minded Civil Society Organisations in Mumbai and Delhi with the fundamental objective of building networks to strive towards the larger goal of transforming urban governance. The CSO workshops provided an overview of Praja's key goals and the work undertaken. These steps were taken with the understanding that any substantial move towards facilitating good governance begins with introductory talks for fostering collective effort. While engaging with CSOs this year, Praja used three important topics as modules, namely, City Governance and Complaint Management System, Right to Information Act 2005, BMC and Its Department, and Urban Governance Study. We conducted sessions on Urban Governance with CSOs such as Aangan, Rangoonwala, Chetnalaya, Etasha, etc. From 2021-22, Praja reached a total of 53 CSOs and conducted 21 CSO workshops which were attended by 829 people from different CSOs.



Urban Governance workshop for Indian National Congress Party



Workshop at Chetnalaya NGO - New Delhi



CSO ENGAGEMENT

NEED TO STRENGTHEN PRIMARY HEALTH CARE CENTRES IN MUMBAI

On November 30, 2021, Mumbai First & Praja Foundation jointly hosted a virtual Stakeholder Consultation meeting for the creation of an Ideal Public Health Manifesto for Mumbai. It was attended by individuals from 18 organisations actively involved in the health sector. The objective of this was to discuss the collective findings and finalize the contents included in the Mumbai Public Health Manifesto. They successfully listed some of the key recommendations which include the implementation of the Clinical Establishment Act, 2010 in Mumbai, and the Client-Oriented or Customer-Oriented Approach towards the patients which will lead to the strengthening of Primary Health Care Centres in the City.



Mumbai First & Praja Foundation jointly released "Ideal Mumbai Public Health Manifesto" on 22nd December 2021

The final Ideal Public Health Manifesto for Mumbai was published on 22nd December 2021, during a press conference. It reflects the current Mumbai health care needs and provides an appropriate approach to put policies, and reforms in place, and urges our Elected Representatives to work towards a better healthcare system for the citizens of Mumbai. The conference was widely covered and discussed in the media. Over 25 media houses covered it including English, Hindi and Marathi based houses.



WAY FORWARD

To further Praja's vision to improve the quality of life for all, in 2023 and 2024, Praja will aim to focus on increasing awareness of the status of sanitation, water supply, and sewerage services. To spread awareness among citizens and ERs on the status and importance of primary healthcare services, in the following years, Praja will carry out focus research and analysis to highlight primary healthcare data. The emphasis will be to provide data correlations of the impact of civic services (e.g., civic complaints, air quality) on citizens' health. Moreover, various health policies will be mapped to monitor our progress on the adopted Sustainable Development Goals. Praja aims to ensure every child gets a quality education in public schools for which in-depth research on public education in Mumbai and Delhi will be continued and a comprehensive report on Education will be published in 2025. In the area of crime, Praja's objective is to highlight the current status of cases, Law and Order and policing, along with the Police Reforms in both Mumbai and Delhi. Praja's goal is to create accountability toward Good Governance by focusing on citizens' issues and quality deliberation in various legislative forums.



ORGANISATIONAL DEVELOPMENT

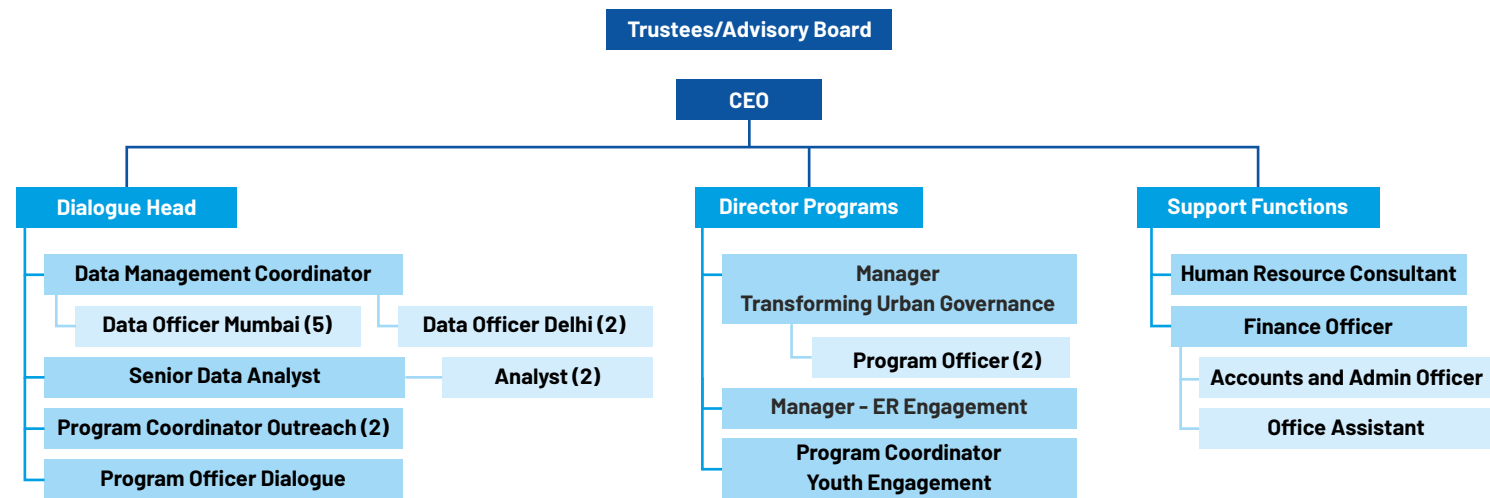
ORGANSATION RESTRUCTURE

As Praja ventures into the next phase of its growth, the organisation underwent a restructure built on its strong foundation of research, analysis and advocacy. The refreshed organisation focused on 2 broad programs - Praja Dialogue and TUG (Transforming Urban Governance) to further reinforce Praja's vision, mission and road map.

Praja Dialogue will continue to strengthen its core programmes through research and analysis on key areas of service delivery in Mumbai and Delhi and plan effective outreach to advocate for targeted intervention in these areas.

TUG will continue its journey to transform urban governance across the country through research and advocacy by building a network of key influencers, thought leaders and local government bodies to improve service delivery and push for policy changes at the state and national level.

The restructure supported the organisation's strategic goals and ensured operating efficiency; faster decision making and well-defined linkages between teams to further increase the impact Praja can have in the future.



IMPROVING TEAM PERFORMANCE

***"We all need people who will give us feedback.
That's how we improve" - Bill Gates***

Honest communication is a key component of every successful organization in order to keep the team operating at peak efficiency and working collaboratively. It is important to gather feedback from peers and managers to help individuals increase their self-awareness and aid in identifying hidden strengths and weaknesses in order to provide a better understanding of their behaviour and outlook towards how they work.

To this end, Praja embarked on a 360-degree feedback for skip level staff (one level below leadership) where the focus was on asking a few open-ended questions that would provide an insight to the individual as to what was working, what was not, and help them become better contributors to the organisation.

Key themes from the feedback were identified for each individual and shared along with verbatims. Participants were encouraged to choose two or three development areas and share with colleagues/managers to promote transparency and improve cross-collaboration.

INTERNAL STAFF TRAINING

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

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

Conducted once or twice a month, it allows individuals to pick a topic of their choice and share with their peers. The sessions include discussions on news/current affairs; social/political discussions; health and wellness and skill building/behavioural. Each session lasts for two hours.

In 2021, some of the topics that were discussed were: Leading self and Managing Teams; Importance of Feedback; Covid vaccination: Myths and Facts; Benefits of Financial Planning; Government Readiness to Tackle Covid 2nd wave; Importance of a Bank In Our Lives; Mental Illness: Reasons and Solutions; Making Digital Magic; Climate Change: What Can Be done About It; The 'F' Philosophy; Is Privatization Good for India; Technological Transformation in 2021.

ROLE AND RESPONSIBILITY OF THE INTERNAL COMPLAINTS COMMITTEE (ICC) UNDER POSH ACT, 2013 – Facilitated by Benaifer Reporter (August 2021)

Praja believes in creating a safe and healthy working environment that enables employees to work without fear of prejudice, gender bias and sexual harassment. The ICC is a mandatory committee under the POSH Act, 2013. Since Praja constituted a new committee (renewed every three years) in August 2021, the new members were sensitized to sexual harassment in the workplace and their roles and responsibilities. The training focused on providing knowledge on the Act, the mechanics of raising a complaint, inquiry into the complaint, preparing relevant and mandatory documents and submitting final recommendations.

EXTERNAL STAFF TRAINING

FCRA RENEWAL PROCESS – Attended by Ashwini More (Apr 2021)

Given the far reaching changes in the law and procedure pertaining to foreign contributions under the FCRA, Noshir Dadrawala of Centre for Advancement of Philanthropy facilitated an online workshop on the procedure for renewal of FCRA registration. The workshop focused on fundamental documents and due diligence required for a successful registration.

EXPLORING URBAN GOVERNANCE AND SOCIAL PROTECTION IN LIGHT OF COVID-19 IN MUMBAI – Attended by Yogesh Mishra (Sep 2021)

The aim of the training, conducted by RCUES of AILSG, was to explore the implementation modalities, stakeholder participation and monitoring and evaluation mechanisms of 33 + Urban Social Protection Schemes at the state level as well as to understand the role of BMC departments in delivering services to the vulnerable communities during the COVID- 19 pandemic, with a deep dive analysis in two wards of the BMC.

COMMUNICATION STRATEGIES – Attended by Harshil Suresh (Sep- 2021)

In a world dominated by competing messages, brands and ideas, and how one gets the core message to resonate with voters and supporters was the bedrock of IAF's workshop on Communication Strategies. The workshop focused on important elements of modern political communication from concepts to practice and also provided tools and space to work on how to

deal with the media. Key themes covered were (i) basics of communication strategies and how journalists work; (ii) dealing professionally with media including how to engage on digital and social media; (iii) communication in hostile environments and dealing with fake news and crisis communication.

INNOVATION LAB – Attended by Meghna Indurkar (Sep-Oct 2021)

The Covid-19 pandemic prompted organisation's towards doing things differently. Innovating products, processes and business models became necessary for survival. The IAF workshop on Innovation Lab encouraged participants to explore the concept of innovation in their own organisations, what it meant to be innovative in driving change. It also explored how individual innovation required a conducive organisational context, culture and a cognitive environment that invited innovation. Practical and tested methods with real-life case studies were shared with the participants.

ILSS FUNDRAISING PROGRAM – Attended by Souradeep Roy (Nov 21-Feb 2022)

The ILSS fundraising programme was born in response to better understand India's funding landscape and how to navigate it. The 4-month long programme covered topics ranging from understanding India's fundraising landscape, managing the complete fundraising cycle with institutional donors, articulating a strong narrative around the organisations work and impact, including building a donor pipeline, creating effective proposals/pitches and closing the deal. It also focused on the untapped potential of individual donors – HNI and retail and how to create lasting donor relationships both institutional and individual.

TRUSTEES AND BOARD OF ADVISORS

Nitai Mehta

Founder and Managing Trustee Praja Foundation, Director, Adity Designs

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

Sumangali Gada

Founder Trustee, Praja Foundation; Director, Adity Designs

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

Vivek Asrani

Managing Director, Kaymo Fastener Company

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

Iris Madeira

Partner, Madhavi Desai Consulting Pvt Ltd

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

Anuj Bhagwati

Director A.T.E. Enterprises, Executive Committee and Trustee UDRI

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

Rajan Mehra

*Co Founder and Managing Director,
Nirvana Venture Advisors*

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

Dhruv Moondhra

*Director and CEO Steel1;
Advisor, Praja Foundation*

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

LEADERSHIP TEAM

MILIND MHASKE - CEO, Praja Foundation

Milind has anchored Praja since 2010 scaling it up to become a key national player in Transforming Urban Governance across India. He helped set up some of its key projects: report cards for ranking elected representatives, training programs for elected representatives. He is a business management graduate from Mumbai University and brings with him almost two decades of experience in managing development sector projects.

PRIYANKA SHARMA - Director Programs, Praja Foundation

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

YOGESH MISHRA - Head Dialogue, Praja Foundation

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

BENAIFER REPORTER - HR Consultant, Praja Foundation

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

PRAJA TEAM

AS OF MARCH 31, 2022

TRANSFORMING URBAN GOVERNANCE

AVIRAL DUBEY

Program Coordinator

BALWANT KIRAR

Manager

EMILI LAW

Program Officer

HETVI CHEDDA

Program Officer

MEGHNA INDURKAR

Manager

PRAJA DIALOGUE

EKNATH PAWAR

Program Coordinator

GANESH PHULSUNDAR

Data Officer

MAHESH BHASKAR

Analyst

NEHA KORI

Data Officer

NILAM MIRASHI

Senior Analyst

NILESH KADAM

Data Management Coordinator

POOJA VERMA

Program Coordinator

PRAGATI WATVE

Data Officer

RAJESH

Data Officer

RINI CHERIAN

Program Officer

SANGEETA PATWA

Data Officer

SHRADDHA GURAV

Data Officer

SHUBHAM SINGH

Data Officer

SWAPNEEL THAKUR

Analyst

SUPPORT TEAM

ASHWINI MORE

Finance Officer

GANESH JADHAV

Office Assistant

PAWAN CHAUHAN

Accounts and Admin Officer

ANNUAL REPORT 2021-22

ASHOK ARHAM AZAD

Layout & Design



PRAJA RECOGNITION

MINISTRY OF HOUSING AND URBAN AFFAIRS

Given the experience in Urban Governance domain, Praja Foundation was invited by the Ministry of Housing and Urban Affairs (MoHUA), Govt. of India to be a member of sub-groups to discuss and outline reforms on three themes identified. The reform agenda was then presented to the Hon'ble Prime Minister.

STATE AUDIT ADVISORY BOARD

The Comptroller & Audit General of India constituted a State Level Audit Authority Board, a forum for professional discussion between the senior management of audit offices and knowledgeable/experienced professional from varied fields to enhance the effectiveness of audit including Audit Reports. Milind Mhaske, CEO, Praja Foundation was appointed an Honorary Member of the State Audit Advisory Board (SAAB) for two years from November 2021.

NITI AAYOG

Praja was invited for a Discussion on Research & Consultation activities undertaken by Managing Urbanization Vertical, NITI Aayog under the Chairmanship of Dr. K. Rajeswara Rao, Special Secretary, NITI Aayog

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

BALANCE SHEET of as at 31st March, 2022

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

FUNDS AND LIABILITIES		Sh. No.	LOCAL	EU	TATA	FY 21-22	FY 20-21	PROPERTY AND ASSETS		Sh. No.	LOCAL	EU	TATA	FY 21-22	FY 20-21
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							
Ford Foundation								Fixed Assets							
LOANS (SECURED OR UNSECURED)								INVESTMENTS	A						
From Trustees										6,69,393	-	-	6,69,393	6,32,439	
From Others								MOVABLE PROPERTIES							
								Opening balance		2,52,297	-	-	2,52,297	7,11,026	
CURRENT LIABILITIES								Addition during the year		4,13,077	-	-	4,13,077	43,999	
Sundry Creditors for expenses	G		4,26,754	-	-	4,26,754	1,12,043	Depreciation upto date		1,62,519	-	-	1,62,519	1,99,489	
Branch/Division			24,495	(50,989)	26,494	-	1	Closing Balance	B	5,02,856	-	-	5,02,856	5,55,536	
TDS			4,826	-	-	4,826	37,718								
Prof. Tax, Provident Fund & Salary Payable			43,006	-	-	43,006	56,962	ADVANCES AND DEPOSITS	C	3,23,842	-	-	3,23,842	3,20,811	
								CURRENT ASSETS							
INCOME AND EXPENDITURE ACCOUNT								Balance with Revenue Authorities	D	1,69,378	-	-	1,69,378	1,56,278	
Balance as per Balance Sheet			46,05,799	71,632	(26,494)	46,50,938	66,18,223	Advance to Creditors	E	55,922	-	-	55,922	4,020	
Less- Appropriation, if any								Branch Division	F	68,92,050	-	-	68,92,050	36,89,078	
Add- Surplus [As per income & ---								CASH & BANK BALANCES							
.....Expenditure Account]			30,08,060	(20,643)	(1)	29,87,416	(19,67,284)								
Less- Deficit			-	-	-	-	-								
			86,13,441	-	-	86,13,441	53,58,162			86,13,441	-	-	86,13,441	53,58,162	

For S N & CO
CHARTERED ACCOUNTANTS

CA. NIKI SHAH
(PARTNER)
MEMBERSHIP NO: 123409
FIRM REGN NO: 128887W
PLACE: MUMBAI
DATE :



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

[Signature]
TRUSTEE

PLACE: MUMBAI
DATE :

[Signature]
TRUSTEE



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

INCOME AND EXPENDITURE ACCOUNT

for the year ending 31st MARCH, 2022

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

EXPENDITURE		Sh. No.	LOCAL	EU	TATA	FY 21-22	FY 20-21	INCOME		Sh. No.	LOCAL	EU	TATA	FY 21-22	FY 20-21
To	Expenditure in respect of properties							By	Interest On Bank Account	H	3,01,052	9	78	3,01,139.35	3,53,818
	Salaries		77,30,482	-	-	77,30,482	1,06,32,334								
	Insurance					-	-								
	Depreciation (by way of provision of adjustment)		1,62,519	-	-	1,62,519	1,99,489	By	Dividend		-	-	-	-	-
						-	-								
To	Establishment Expenses	J	91,70,246	20,652	79	91,90,976	2,78,95,513	By	Donation/Gift received	I	2,60,25,295	-	-	2,60,25,295.00	3,93,57,322
To	Remuneration to Trustee														
To	Remuneration (in the cases of a math) to the head of the math, including his household expenditure, if any							By	Income from other sources						
								By	Miscellaneous Collections						
								By	Consultancy Income		1,40,000	-	-	1,40,000.00	1,75,000
To	Administration Expense														
To	Amount written off :							By	Grant received						
	(a) Bad Debts		-	-	-	-	-								
	(b) Loan Scholarship														
	(c) Irrecoverable rents														
	(d) Other items														
To	Miscellaneous Expenses	K	63,95,041	-	-	63,95,041	31,26,088								
	Depreciation														
To	Payment to Auditors							By	Deficit carried over to Balance Sheet		-	-	-	-	19,67,284
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		30,08,059.72	(20,643)	(1)	29,87,416	-								
			2,64,66,347	9	78	2,64,66,434	4,18,53,424				2,64,66,347	9	78	2,64,66,434	4,18,53,424

For S N & CO
CHARTERED ACCOUNTANTS


CA. NIKI SHAH
(PARTNER)
MEMBERSHIP NO: 123409
FIRM REGN NO: 128887W
PLACE: MUMBAI
DATE :



For PRAJA FOUNDATION


TRUSTEE

PLACE: MUMBAI
DATE :


TRUSTEE





1997-2022

This Annual Report has been designed using resources from Pixabay.com, Flaticon.com & Freepik.com



Mumbai

B18, 2nd Floor, Shri Ram Industrial Estate,
13, G.D Ambekar Marg, Next to Wadala Udyog Bhawan, Wadala,
Mumbai - 400031. Tel: 022-6666 1442

Delhi

Room No. 404, 4th Floor, Pratap Bhawan, 5, Bahadur Shah Zafar Marg,
New Delhi 110002

