

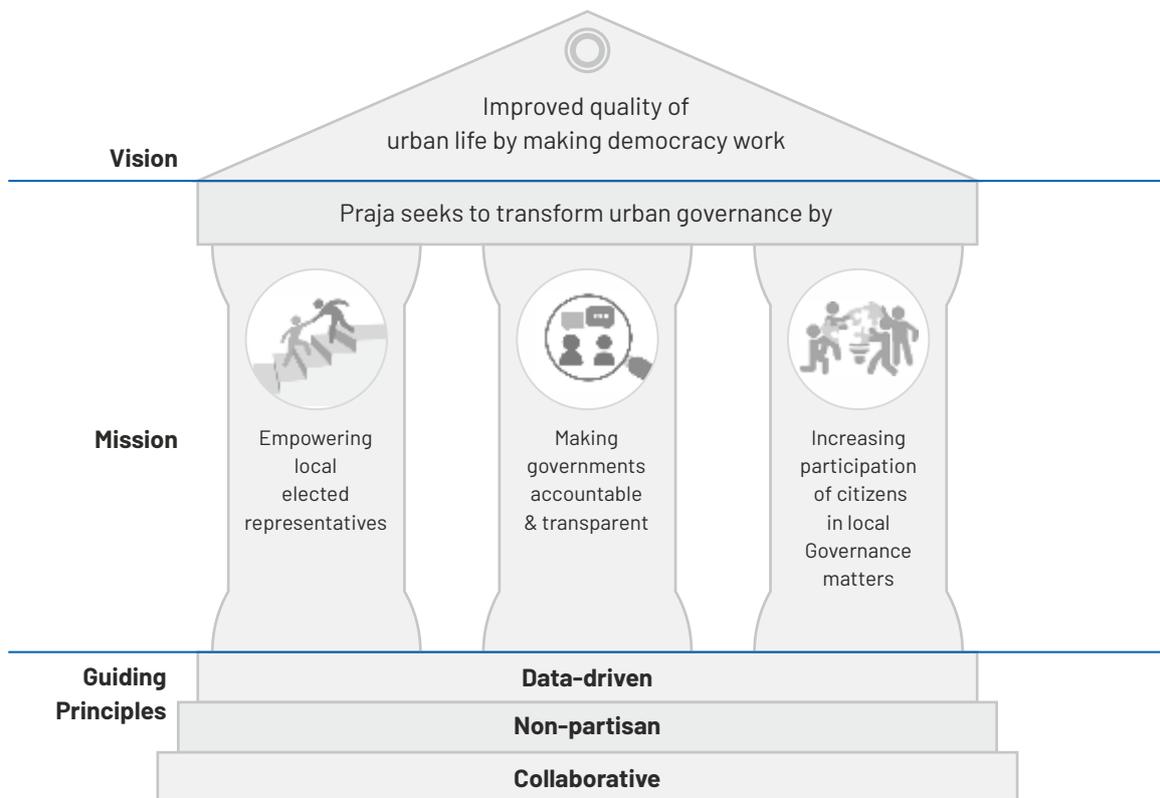
PRAJA FOUNDATION

ANNUAL REPORT 2020-21



VISION | MISSION | GUIDING PRINCIPLES

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



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





PRAJA FOUNDATION

ANNUAL REPORT 2020-21

CONTENT

Acknowledgements	1
Praja at a Glance	2
Foreword	4
COVID-19 and Praja	6
• Relief Work	9
• Research Work	11
• Webinars Related to COVID-19	14
Transforming Urban Governance (TUG)	17
• Timeline of TUG Activities	21
• Urban Governance Index	22
• Framework	23
• Findings	24
• Dissemination	26
• UGI Internships	28
• Workshops	29
Praja Dialogue	30
• Recent Impacts	32
• Key Takeaways from Praja's Reports	35
• Capacity Building Efforts by Praja	41
• Elected Representatives Workshops	41
• Elected Representatives Fellowship Programme	42
• Prajatantra with Desh Apnayan	43
• Internship/Volunteering	43
• College Workshops	44
• Civil Society Organisation (CSO) Workshops	45
• Workshop with Corporates	45
Organisational Development	46
Praja People	48
Balance Sheet	52
Income and Expenditure Account	53

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Praja Foundation appreciates the support given by our supporters and donors, namely A.T.E. Chandra Foundation, Ajay Parekh, Bellwether Capital, Friedrich Naumann Foundation, Madhu Mehta Foundation, Narotam Sekhsaria Foundation, Prakash Mody, Unichem Laboratories and numerous other individual supporters.

We also like to thank the notable donors who helped us raise funds for Praja's Food Ration Kit Distribution effort during the lockdown including HT Parekh Foundation, ACC Trust, Ambuja Cement Foundation, Donald Lobo, Archana and Amit Chandra, A.T.E. Chandra Foundation, Ashok Karnani, Atul Nishar, Amin and Noshir Kaka, Chintu Gudiya Foundation, H. Bawa Trust, HDFC Ltd., Hemendra Kothari, Prakash Mody, Swati and Ajay PIRAMAL, Vita and Jalaj Dani and many more.

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



**Madhu Mehta
Foundation**

Narotam Sekhsaria Foundation

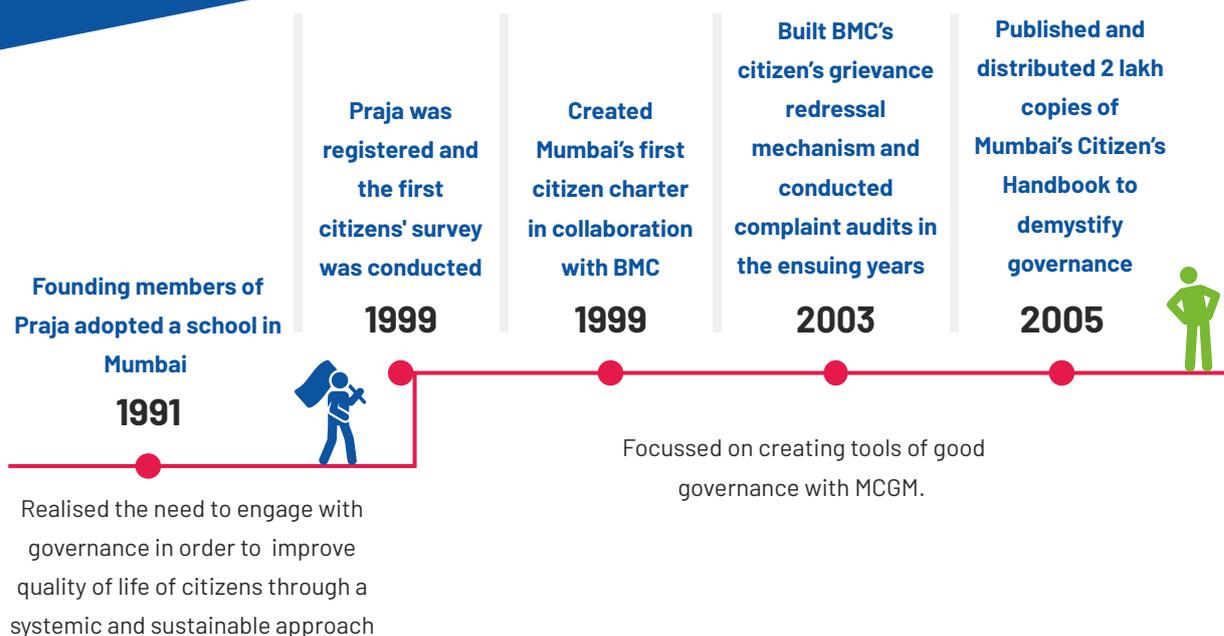
*Thank
you*

PRAJA AT A GLANCE

Praja is a non-partisan organisation working towards enabling accountable governance since 1999. Praja empowers citizens to participate in governance by providing knowledge and perspective so that they can become politically active and involved beyond the ballot box. It undertakes extensive research and highlights civic issues to build the awareness of, and mobilise action by the government and Elected Representatives(ERs).

THE PROBLEM

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



PRAJA'S RESPONSE

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



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

2008-12

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

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

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

Created the Urban Governance Index

2020



FOREWORD

The COVID-19 pandemic has tested the ability of cities, of enduring such an immense and unexpected urban disaster. This has not only put a strain on the cities' healthcare system but also on economic, social and financial structures. Praja Foundation salutes all the frontline workers who delivered uninterrupted service while protecting the citizens during this time. Our thoughts go out to all those who were impacted directly or indirectly by the pandemic.

Cities are known to be **engines of growth** for India and the pandemic has shone a spotlight on the plight of urban civic services. This, Praja believes, is a death-knell for cities' resilience and needs immediate attention, failing which, the cities will turn into **urban graveyards**. We saw the impact that the coronavirus had on all of us - from social distancing, to families being separated, illness and even death. Various individuals and organisations came forward to support the needy. During the inception of the lockdown, with the help of Mumbai's municipal councillors, local ward committees, several donors and stakeholders, Praja also lent a hand and distributed upwards of 1 Lakh food ration kits and safety kits as well as medical safety equipment across the length and breadth of Mumbai in different phases.

However, the severity of the crisis could have largely been reduced if our cities would have not been constantly neglecting the fundamentals of urban governance. Grassroot institutions at city level have been continually weakened instead of being empowered. Decentralisation, even after almost 30 years of the 74th Amendment of the Constitution, has remained largely overlooked. Despite that, MCGM's recent creation of 'Covid War Rooms' during the onset of the pandemic, in all 24 wards, showcased how citizens' issues could be managed effectively and efficiently at a local level. Disregarding decentralisation of city governance has led to most cities not being able to anticipate and respond to surprises such as COVID-19 efficiently and are thus largely unable to recover from it swiftly. While some cities have shown abilities to transform themselves innovatively in the face of adversities, it has been seen that most local governments are not adequately empowered to do so.

Our work at Praja over the last two decades has been all about improving urban quality of life through democratic empowerment of local governments and by increasing their accountability. **Praja believes that the current state of affairs can drastically change for the better if we increase accountability and decentralise democracy at the grassroots level by empowering local elected representatives, city legislative structure as well as city administration and by empowering them fiscally while strengthening citizen participation.** Praja's research and capacity building work has been aligned towards that.

Apropos of that, in 2017, Praja had taken on an ambitious project of mapping the level of decentralisation of urban governance in various cities in India. This culminated in the publication of one of Praja's most important reports - **Urban Governance Index (UGI) in 2020**. The UGI assessed the present status of reform implementation, with the larger goals of forging a network of key influencers, thought leaders and local government bodies to democratise city governments and improve delivery of services. This report compliments the work which has

been taking place in the Ministry of Housing and Urban Affairs, primarily the work on monitoring of different programmes through Municipal Performance Index (MPI) and Ease of Living Index, which has looked at service delivery and infrastructure while UGI fundamentally looks at the structure of urban governance in the country. In this regard, Praja's UGI is being actively used and referenced by key stakeholders in the urban governance space, including various state governments, research organisations, political and government leaders. Furthermore, institutions such as **National Institute of Urban Affairs, NITI Aayog, various ministries and state governments have been discussing collaboration opportunities with Praja** to help bring reforms in various states' urban governance structures.

The next few years will be extremely important – not just for Praja as we are completing 25 years of our journey as an organisation- but also in the urban governance milieu of the country. Praja will continue to initiate dialogue with government as well as private stakeholders and be an active part of the post pandemic change by continuing their movement of transforming 'smart cities' into 'smartly governed cities'. The choices we make here on out will determine our citizens' wellbeing for the coming years as we look forward to a safer and more productive future.



Nitai Mehta

Founder and Managing Trustee,
Praja Foundation,
Mumbai

PRAJA IN NUMBERS

322 

NEWS COVERAGE

11 

OP-EDS PUBLISHED IN NATIONAL DAILY NEWSPAPERS

277 

NEW FACEBOOK LIKES

39 

NEWSLETTERS

190 

NEW TWITTER FOLLOWERS

6 

WEBINARS ON DIFFERENT THEMATIC

2,126 

YOUTH REACHED DIRECTLY

10,630 

YOUTH REACHED INDIRECTLY

57,908 

WEBSITE UNIQUE VIEWERS

COVID-19 AND PRAJA

COVID-19 has affected our lives in a way nothing else has. We are being asked to think and act differently as we go about our lives with a range of restrictions that have affected familiar and important activities. COVID-19 affected each and every organisation and individual in the country in some way or another. This was a once in a lifetime event and Praja, went out of their way to focus on relief work during the initial days of the lockdown. Praja's regular work processes moved online and data collection was put to a staggering halt for a few months. But Praja took various steps to not just mitigate problems faced by the organisation itself, but problems faced by citizens. The organisation moved from its regular activities for a few days and helped in COVID relief work in Mumbai and more. The various steps taken by Praja can be broadly classified into Relief Work and Research Work.

March – May 2020

Food ration kit distribution (Four Phases)

July 2020

Webinar on Leveraging Technology in Education during the COVID-19 Pandemic

September 2020

Webinar on Importance of Local Governance in Crisis Management / Report on The State of Health in Mumbai

January 2021

Webinar on Building the Republic: Deliberation and Legislation in India's Constitutional Democracy/ Impact of COVID-19 in Mumbai report

May – June 2020

Safety Kit Distribution for Mumbai Police (Two Phases*)

August 2020

Praja4Mumbai

October 2020

Report on The State of Health in Delhi

July- December 2020

COVID-19 localisation modelling

**Two Phases along with One Phase of Safety Kit Supply to Mumbai COVID Care Centre*

FACTSHEET COVID AND PRAJA



1,00,180
FOOD RATION KITS DISTRIBUTED



59
DAYS



5,00,900
PEOPLE REACHED



1,40,25,200
TOTAL MEALS DELIVERED



22,44,045
KG TOTAL RATION DELIVERED IN WEIGHT



₹7.36
AVERAGE COST PER MEAL



212
SAFETY KITS DISTRIBUTED TO MUMBAI POLICE



6
GOVERNANCE IN ACTION ARTICLE SERIES



1
NATIONAL COVID RESPONSE STUDY REPORT



7
FELLOWS PARTICIPATED IN COVID-19 STUDY



Inside Covid hotspot Dharavi, an activist, an organisation and local police are providing groceries at night to avoid crowding

“Without anyone forming queues or crowds, without any announcements, we hand over the supplies and leave quietly,” said Gulzar Waqar, a social activist and small denim goods trader and home-owner in Dharavi.



Ambuja Cement and ACC fund NGOs to tackle COVID-19

Ambuja Cements Ltd and ACC Ltd (LafargeHolcim group) have collectively contributed INR3.3m (US\$0.43m) to three non-government organisations (NGOs) to support daily-wagers, migrant labour, slum-dwellers and the homeless stranded across the country on account of the lockdown.



Strength in numbers: Mumbai reaches out to feed 3.5 lakh people in just a week

It took just one week of working 24x7 at breakneck speed for Mumbai to prove that people, irrespective of class, agenda or agency, can come together for a humanitarian call.



Time to involve Corporators in Mumbai's fight against COVID-19

Tulip Brian Miranda, a Corporator of Mumbai's H-East ward's Kalina area, has been running a community kitchen since the enforcement of the lockdown.

RELIEF WORK

FOOD RATION DISTRIBUTION

As Mumbai announced a total lockdown in March, Praja realised that a more urgent problem, more immediate than the spread of COVID-19, was that of the migrant workers who, affected by a job loss due to the lockdown in Mumbai, needed to migrate back to their cities. Praja understood that a food shortage is imminent and decided to focus its strengths on helping the administration in ameliorating the same. Praja's strengths lie in the relationships the organisation has built with councillors for over two decades and the organisation knew that the best way to distribute rations would be through these councillors. Councillors, being the people's representatives, know the ins and outs of each and every ward and their residents, in the city. Praja's longstanding relationship with the administration and Mumbai Police also helped in securing passes, food sorting and packaging space and so on. By the end of four phases of food ration kit distribution, Praja Foundation, with the help of various donors, NGOs, Municipal Councillors, Municipal Corporation of Greater Mumbai (MCGM) and Mumbai Police had distributed 1,00,180 food ration kits in various parts of Mumbai. The distribution was done in 59 days.



"In this time of crisis, Praja foundation has played an important role in providing food grains like 10 kg flour, rice, pulses, spices, and salt, cooking oil to the needy people and we are really thankful."



Vinod Mishra

Councillor, Ward 43, Malad, Mumbai.

SAFETY KIT DISTRIBUTION

To help the Mumbai Police in their fight against the deadly COVID-19 virus, Praja Foundation distributed Safety kits consisting of Reusable Masks, Hand Sanitisers and Nitrile Gloves in two different phases. A total of 106 kits were distributed in the first phase with 5300 masks, 2120 Litres of hand sanitisers and 5300 gloves while the second phase saw distribution of 10,600 masks, 4240 Litres of hand sanitisers and 10,600 gloves. A total of 60 PPE kits were also distributed in the first phase.

SAFETY KIT DISTRIBUTION AT COVID CARE CENTRE

Mumbai Police had started a 250-bed Covid Care Centre for their personnel in Kalina, Mumbai, keeping in mind the increasing number of cases of COVID-19 within the police force. Praja Foundation also helped with supplies for the hospital and provided necessary medical safety equipment.

Praja had also distributed safety shields to all police stations in Mumbai (420 shields) which were designed to provide extra protection to the police personnel while working at their desks at the police stations.



मैं प्रजा फाउंडेशन का ऋणी हूँ जिन्होंने सर्वे कर 64 पार्षदों में मुझे नंबर वन पार्षद का रैंक दिया शायद मुझे पता भी नहीं था कि क्षेत्र में मेरे द्वारा किये जा रहे कामों को कोई और भी मूल्यांकन कर रहा है परंतु जब टाइम्स ऑफ इंडिया की रिपोर्ट मेरे संगठन के नेताओं के पास तक पहुंची शायद उसी का परिणाम है आज मुझे उच्च सदन का सदस्य बनाया।
धन्यवाद!

B.S. Panwar, Standing Committee Chairman, EDMC

PHASE 1	PHASE 2	Covid Care Centre Safety Kit distribution
106 KITS	106 KITS	1,750 PPE Kits
5,300 MASKS	10,600 MASKS	1,750 N95 Masks
2,120 LTRS OF HAND SANITISERS	4,240 LTRS OF HAND SANITISERS	2,00,000 ml Sanitiser
5,300 GLOVES	10,600 GLOVES	100 Thermos Flask
-	60 PPE KITS	4,000 Nitrile Gloves
		1,000 Surgical Cap
		1,000 Plastic Shoe Cover
		300 Stainless Steel Kettle

RESEARCH WORK

While this was being done in Mumbai, Praja also focussed on the bigger picture. The organisation sought to understand how other cities were handling similar problems during the pandemic. This data would help the organisation weigh the levers and barriers of the state of urban governance in other cities as well.

REPORT ON IMPORTANCE OF LOCAL GOVERNANCE IN CRISIS MANAGEMENT

To understand the response of local governments to the COVID-19 pandemic, Praja conducted a study on Importance of Local Governance in Crisis Management, involving its network of stakeholders from 29 cities across all 28 states and National Capital Territory (NCT) of Delhi in the initial phases of lockdown during the months of May and June, 2020. While conducting the study, initiatives, stories, and experiences were shared by the stakeholders from the cities on how they tackled the lockdown and how the existing governance structures contributed to the initiatives. Praja published a series of 6 articles from cities of Kochi, Aizawl, Agartala, Guwahati, Udaipur and Dharamshala. Some of the revelations made in the study were:

FINDINGS

- a. In only 7 (Agartala, Aizawl, Bhubaneswar, Coimbatore, Kochi, Kolkata & Mumbai) out of the 29 cities, the City Government was involved in COVID crisis management.
- b. In 5 cities (Agartala, Aizawl, Bhubaneswar, Kochi, Mumbai) out of 29 cities, the City Government was undertaking response actions in the ward level.
- c. Only in 3 cities (Kochi, Aizawl, Agartala) out of 29 cities, Councillors were involved in the COVID crisis management.
- d. Only 9 cities (Delhi, Ahmedabad, Dharamshala, Kochi, Mumbai, Imphal, Aizawl, Bhubaneswar and Agartala) out of the 29 cities had a functioning Ward(s) Committee system.
- e. Only 4 cities (Dharamshala, Kochi, Aizawl and Gangtok) out of 29 cities had a functioning Area/Ward Sabha system.
- f. The study also highlighted responses and action taken by city governments of Agartala, Aizawl, Guwahati, and Kochi.



KEY TAKEAWAYS

Role of State Government

- Under the provisions of Epidemic Diseases Act, 1897 and The National Disaster Management Act, 2005, the State Government must ensure that City Governments are authorised with larger control of disaster or crisis management at city level.
- State Government should devolve the 'Public Health' function to City Government with independent authority and control.
- State Government should provide advisory support to operationalise City Government's response actions on ground.

Role of City Government

- The Mayor should hold authority to spearhead the disaster or crisis management at the city level.
- Ward councillors should be authorised for implementation of rapid response actions and effective reach out to the citizens at ward level.

Citizen Engagement and Role of Citizens

- Councillor and city administration should involve and coordinate with a diverse group of stakeholders such as area level representatives, RWAs (Residents Welfare Association), CSOs, police and health workers etc. through the ward committee or area sabha platforms for effective and rapid response.

REPORT ON IMPORTANCE OF LOCAL GOVERNANCE IN CRISIS MANAGEMENT

COVID-19 and Civic Issues: Praja also attempted to analyse the need for adequate Water, Sanitation and Hygiene (WASH) services in Mumbai by mapping the areas with highest complaints in these services in 2019 to current high containment zone areas. Praja's civic report showed how the wards/zones with highest containment zones had reported the most complaints in water, sanitation and solid waste management in the previous year (2019), highlighting the need for strengthening these social determinants of health for a better COVID response. This was widely covered by the media - 22 reports in Mumbai and Delhi.

COVID-19 and Health Issues: Further, with the pandemic, a lot of focus shifted on one disease, threatening regular health services for other ailments and diseases- the importance of a holistic approach towards health was also highlighted in Praja's health reports, by showing how more people died of other diseases than COVID-19 during the lockdown.

Leveraging Technology in Education in the COVID-19 Pandemic: Education also moved online. For a country such as ours, this meant a lot of challenges needed to be addressed. Praja organised a national level webinar on 'Leveraging Technology in Education in the COVID-19 Pandemic' that brought together participants across the country who shared challenges, probable solutions and the future of digitisation in education.

Impact of COVID-19 in Mumbai: In December 2020, Praja commissioned a household survey to Hansa research to understand the impact of the pandemic and lockdown on livelihood, health and education in Mumbai. Survey results from a sample of 2,087 households in Mumbai highlighted how the pandemic had led to adverse impact on livelihoods. The report, which was released in January 2021, was widely covered by the media and also raised by elected representatives in their deliberative forums.

COVID-19 localisation modelling: Maurice Glucksman and Dr. Kim Warren, along with a team of students from diverse backgrounds gave a presentation on methods to create models to predict transmission through online teleconferencing software to fellows and members of Praja. The COVID-19 Localisation modelling group also approached Praja's fellows to work on the COVID-19 model. The focus of their analysis was on Mumbai's L-ward.



M Medium

Mumbai COVID 19 Localisation Update: Emigration has reduced new cases and prompted celebrations — It's too soon to celebrate

We have a team led by two students: first Hasna Virk a first year Biomedical Sciences student at University of Warwick in the UK who..



WEBINARS RELATED TO COVID-19

Praja, in 2020, grabbed the opportunity of the 'new normal' and worked on several webinars which created ripples in the urban governance sphere. The online mode of communication allowed Praja to invite who's-who from administration, elected representatives, police officials, philanthropists, businessmen, educators and more who joined the webinars -both as guests and as attendees! Below is a list of webinars conducted by Praja:



WEBINAR ON साठे MUMBAIKAR – COVID WARRIORS

Praja Foundation organised a webinar on “साठे Mumbaikar –COVID Warriors” on 11th August 2020 as part of its weeklong webinar series 'Praja4Mumbai: Reimagining Mumbai post COVID-19'. The concept of Praja4Mumbai emerged from the need to bring together people from different walks of life who have faced challenges in the COVID-19 pandemic and the resulting countrywide lockdown and also recognise the crucial efforts that are being put forth to save the city against this pandemic. The webinar series' aim was to discuss ongoing challenges posed by COVID-19 pandemic and to draw out long term solutions necessary for reimagining Mumbai as a global leader of an efficient, resilient and sustainable city. The first webinar brought together participants who were keen to listen to our esteemed panellists Kishori Pednekar, Mayor, Municipal Corporation of Greater Mumbai; Shishir Joshi, Founder and Chief Executive, Project Mumbai; Amit Chandra, ATE Chandra Foundation and Managing Director, Bain Capital; Govindraj Ethiraj, Founder, IndiaSpend and Boom. The webinar was moderated by Vivek Asrani, Trustee, Praja Foundation and Managing Director, Kaymo Fastener Company.

WEBINAR ON LEVERAGING TECHNOLOGY IN EDUCATION DURING THE COVID-19 PANDEMIC

Praja organised a webinar on “Leveraging Technology in Education during the COVID-19 Pandemic -Challenges and Solutions for School Education in India” on 16th July, 2020. The webinar brought together 188 different stakeholders from across India as participants, with Shailendra Sharma (Principal Advisor, Directorate of Education, Government of NCT Delhi), Bharat Malik (Founder Member, National Independent Schools Alliance), Archana Chandra (CEO, Jai Vakeel Foundation), Bikkrama Daulet Singh (Co-Managing Director, Central Square Foundation) and Dr. Vinnie Jauhari (Director Education - Industry Expert, Microsoft Corporation-India) as panel speakers. The webinar was also broadcasted 'Live' on social media, garnering a reach of 3700+ and views of more than 1100 in a span of 5 days.

WEBINAR ON REFOCUS MUMBAI

The third webinar brought together business/corporate leaders and heads of corporate foundations/ CSR/trusts, to share various initiatives undertaken by corporate Mumbai in supporting response actions being taken to manage the COVID-19 crisis. The webinar discussed the need for new approaches and ideas towards not only reviving the city's economy, but also boosting the city's performance and delivery of services across sectors such as infrastructure, healthcare, education etc. The webinar emphasized the need to rethink, redesign and redevelop Mumbai city.

The panel included Anuj Bhagwati, Director, A.T.E. Enterprises, Executive Committee and Trustee, Urban Design Research Institute, Trustee, Praja Foundation; Samir Somaiya, Chancellor of Somaiya Vidhyavihar University, Chairman/Managing Director, Godavari Biorefineries Ltd and Chairman, KJ Somaiya Medical Trust; and Deval Sanghvi, Co-founder and Partner, Dasra. The webinar was moderated by Iris Madeira, Trustee, Praja Foundation and Partner, Madhavi Desai Consulting Pvt. Ltd.

WEBINAR ON उद्याची मुंबई

The finale webinar discussed how the COVID-19 pandemic has changed the way we look at our city and its governance and stressed the need for a more empowered, people-centric local governance that would build a resilient and sustainable city for the future.

The webinar brought together participants who were keen to listen to our esteemed panellists Shirish B. Patel, Founder of Shirish Patel & Associates; Dr. Jayaprakash Narayan, General Secretary, Foundation for Democratic Reforms; Nawab Malik, Cabinet Minister, Government of Maharashtra; Priyanka Chaturvedi, Member of Parliament, Rajya Sabha; and Yogesh Sagar, MLA, Maharashtra Legislative Assembly. The webinar was moderated by Nitai Mehta, Founder and Managing Trustee, Praja Foundation.

**CITIZEN
MATTERS** मुंबई



Mumbai has no space to house its police

By end the of May, Rehana Shaikh, 39, a Naik with Mumbai police, developed a fever. Shaikh had been overseeing bandobast across Mumbai from Dadar's Naigaon police station. Every day, from the beginning of the nationwide lockdown on March 24, she was allocating duties to 278 policewomen across the city's emerging hotspots, arterial roads, hospitals, and check nakas

BUILDING THE REPUBLIC: DELIBERATION AND LEGISLATION IN INDIA'S CONSTITUTIONAL DEMOCRACY

Praja organised a webinar on "Building the Republic: Deliberation and Legislation in India's Constitutional Democracy" on 22nd January 2021 which aimed to discuss various aspects and importance of deliberation in governance, the current challenges in this regard and the way ahead for India's democracy.

The webinar brought together different stakeholders from across India as participants, with Jayprakash Narayan (Founder, Foundation for Democratic Reforms and former member of Legislative Assembly, Andhra Pradesh), Prithviraj Chavan (Member of Legislative Assembly, Maharashtra, former Chief Minister of Maharashtra, and former minister for Parliamentary Affairs, Government of India) and Rahul Dev (Senior Journalist, Honorary Advisor, Speakers Research Initiative and Managing Trustee, Samyak Foundation) as key speakers Chakshu Roy, Head, Legislative and Civic Engagement Initiatives, PRS Legislative Research, moderated the webinar.

Glimpses of Praja's Food Ration Kit and Safety Kit Distribution



TRANSFORMING URBAN GOVERNANCE

Cities are currently 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 Municipal Corporation of Greater Mumbai. As a result, there is no coherent strategy. Infrastructure in cities are not able to cater to the current needs of citizens, let alone the needs of the future. City roads are blocked with traffic in the peak hours, flash floods are now a common phenomenon, 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 needs of its citizens, and are certainly not well positioned to deal challenges. Towards that, Praja has embarked on an ambitious journey to transform urban governance across the country, to advocate policy changes that will change the way Indian cities are governed.

FACTSHEET - TRANSFORMING URBAN GOVERNANCE

● 2 National Reports

- Report on Importance of Local Governance in Crisis Management
- Urban Governance Index 2020

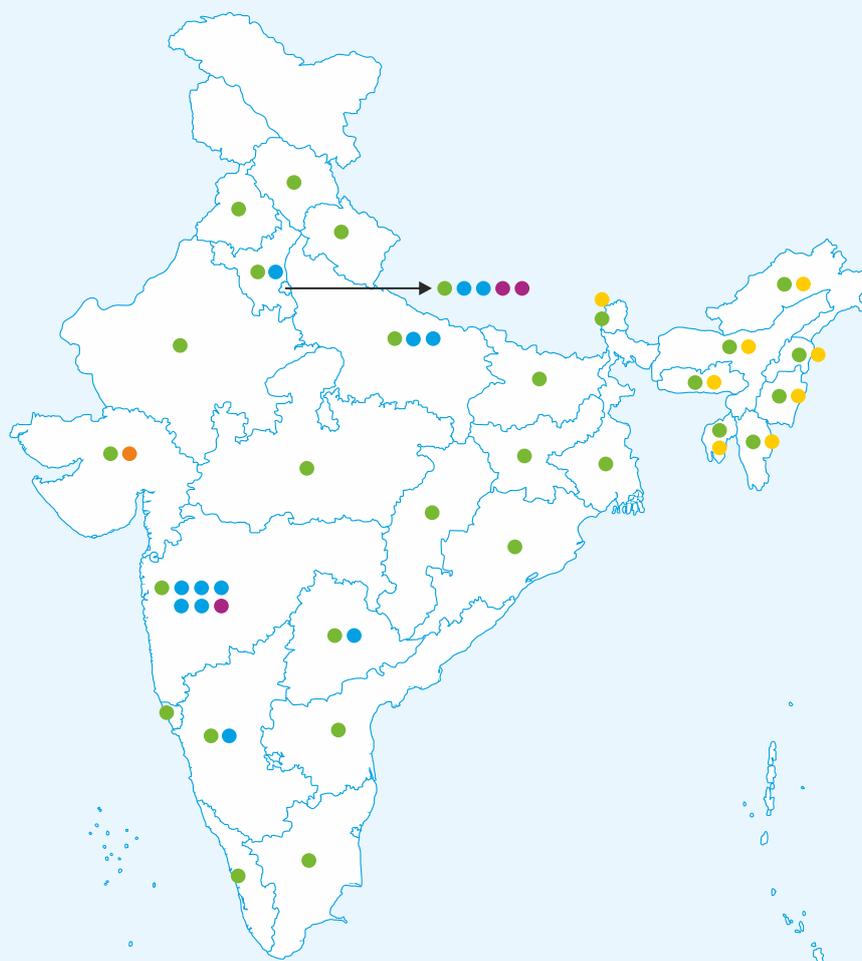
● 58 Interviews with stakeholders across 29 States

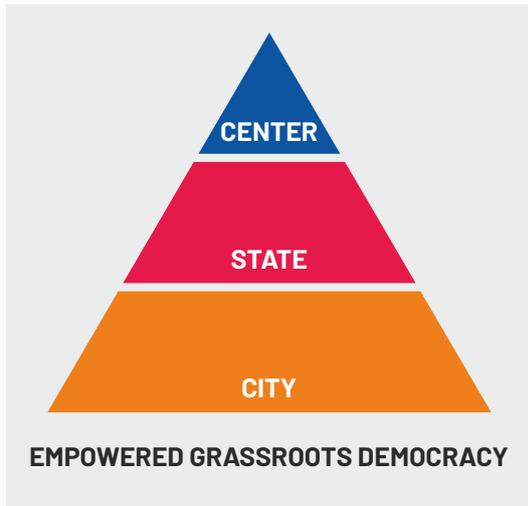
● 8 State Level Reports

● 10 Research Interns Urban Governance Internship Cohort I

● 2 CSO Workshops

● 1 College Workshop





The 74th Constitutional Amendment Act, 1992 (74th CAA) aimed at devolution of funds, functions and functionaries based on the Principle of Subsidiarity. The principle of subsidiarity states that a larger or greater body should not carry out activities which can be efficiently done at local level by smaller body. Which means city governments should exercise functions which can be carried out efficiently, as a democratic unit of local governance. It is the need of the hour to implement an urban governance reforms agenda across all states to improve the status of urban governance in the country.

If the urban governance reforms are not implemented in states and cities are not democratically empowered, the systems will work in a more centralised manner which will result in long decision-making process, further affecting the delivery of services and quality of life in cities. There will be no accountability of the centralised agencies towards the citizens. Since the decision making is not done by the city government which is best placed to understand the problems and needs of citizens, the process will not be customised to the problems of the city. The cities will continue to be in the current fragile state and further reach to a point of failure to provide to the basic needs of citizens. Recognising the dire need for urban governance reforms, Praja began a journey over three years back (in 2017) to create pathways towards transforming the urban governance system in the country.

REINFORCEMENT OF THE PRINCIPLE BEHIND THE TUG INITIATIVE TO COPE WITH PANDEMICS

The **COVID-19 pandemic exposed the vulnerability of cities. It was clearly seen across the country that cities were turning out to be the gateways for the rapid spread of the virus for a host of reasons, leading to waves of pandemic.** This indicated an absolute necessity for us to reimagine the way our cities are run and managed, in order to ensure that the degree of resilience is enhanced in terms of coping with climate change and natural disasters. The devastating impact on the urban poor including the migrant workers was also being exposed. Hence, it was critical to prioritise the sustainable development of our cities which would act as shock absorbers during such disasters and provide an improved quality of urban life for the citizens.

Towards this, there have been multiple interventions through the Government of India over the years. Majority of the schemes such as JNNURM (Jawaharlal Nehru National Urban Renewal Mission), Smart City Mission etc., and indices such as the Ease of Living Index, Municipal Performance Index etc., have focused predominantly on the aspect of mapping and improving the performance/delivery of urban services. **It is important to recognise delivery of urban services as an 'output', and that any achievement through this approach will only lead to mere visible temporary changes. However, what we require are changes in the 'enabler' i.e., core reforms in structure of city governments and management of our cities.** Reforms in city governance will be an enabler for sustainable and incremental improvements for strengthening governance processes, planning and delivery of services, execution of projects, eventually leading towards improved quality of life for urban citizens.

Praja's Urban Governance Index 2020-Problems and Need for an Index(Hindi)



Praja's Urban Governance Index 2020 - Problems and Need for an Index(English)

URBAN GOVERNANCE REFORMS STUDY ACROSS ALL STATES

This is precisely the foundation on which Praja's Transforming Urban Governance initiative was strategised. As part of this initiative, Praja conducted a robust urban governance reforms study across 39 cities in 28 states and National Capital Territory (NCT) of Delhi, as of February 2020.

The study focussed on mapping the de jure and de facto status of implementation of the 74th Constitutional Amendment Act (74th CAA, a constitutional amendment enacted in 1992 to empower urban governance in the country), the levers and barriers pertaining to city governance processes and identifying set of reform recommendations. The journey entailed a total of 1568 interviews with key stakeholders including 20 state level consultations, one regional consultation (involving six states) and a National Level consultation on Urban Governance.



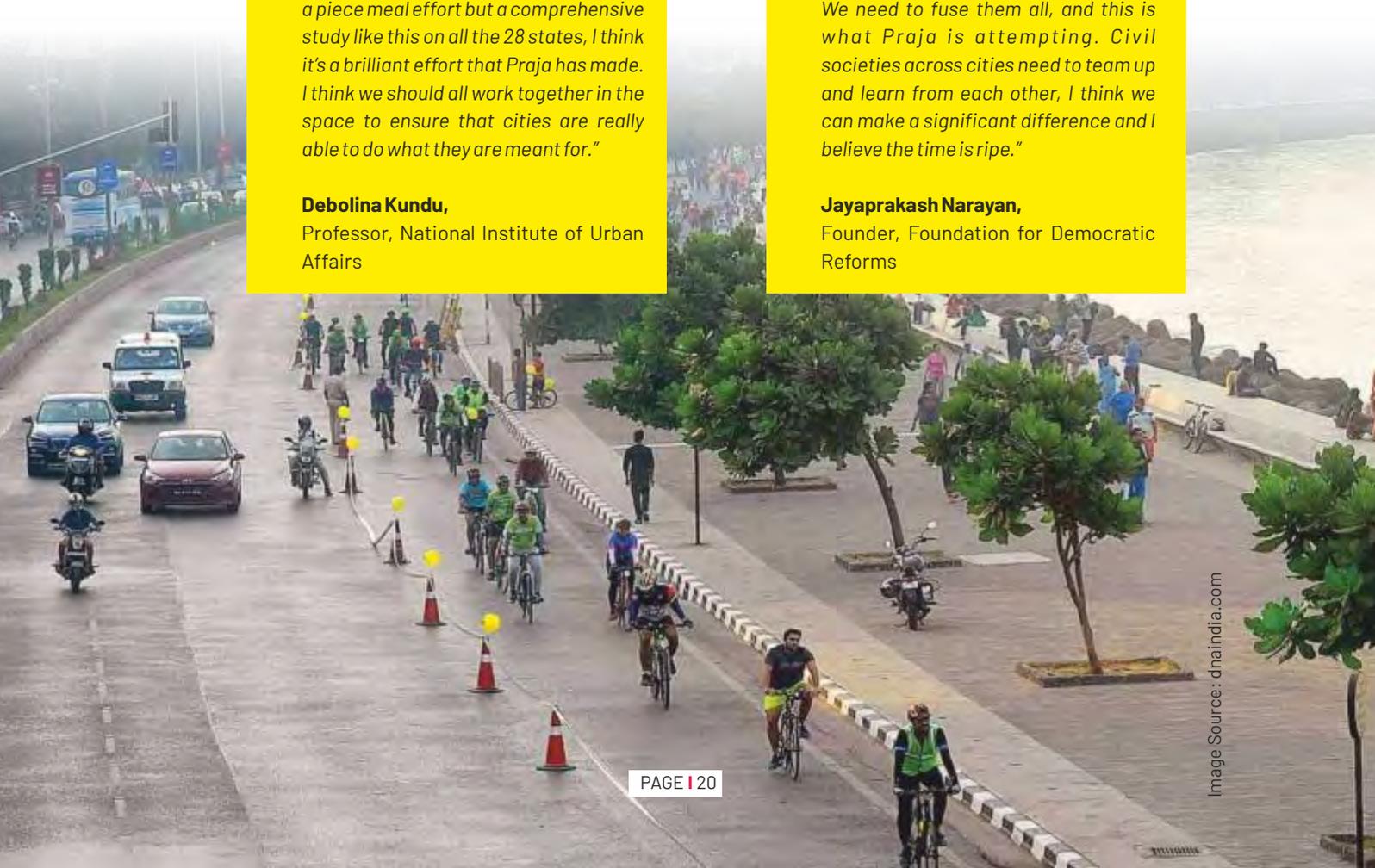
"If the city governments do not have access to funds, how will they manage all the functions. This is one of the critical areas which has been really pointed out by Praja including other key areas. There are studies taking place in a piece meal effort but a comprehensive study like this on all the 28 states, I think it's a brilliant effort that Praja has made. I think we should all work together in the space to ensure that cities are really able to do what they are meant for."

Debolina Kundu,
Professor, National Institute of Urban Affairs

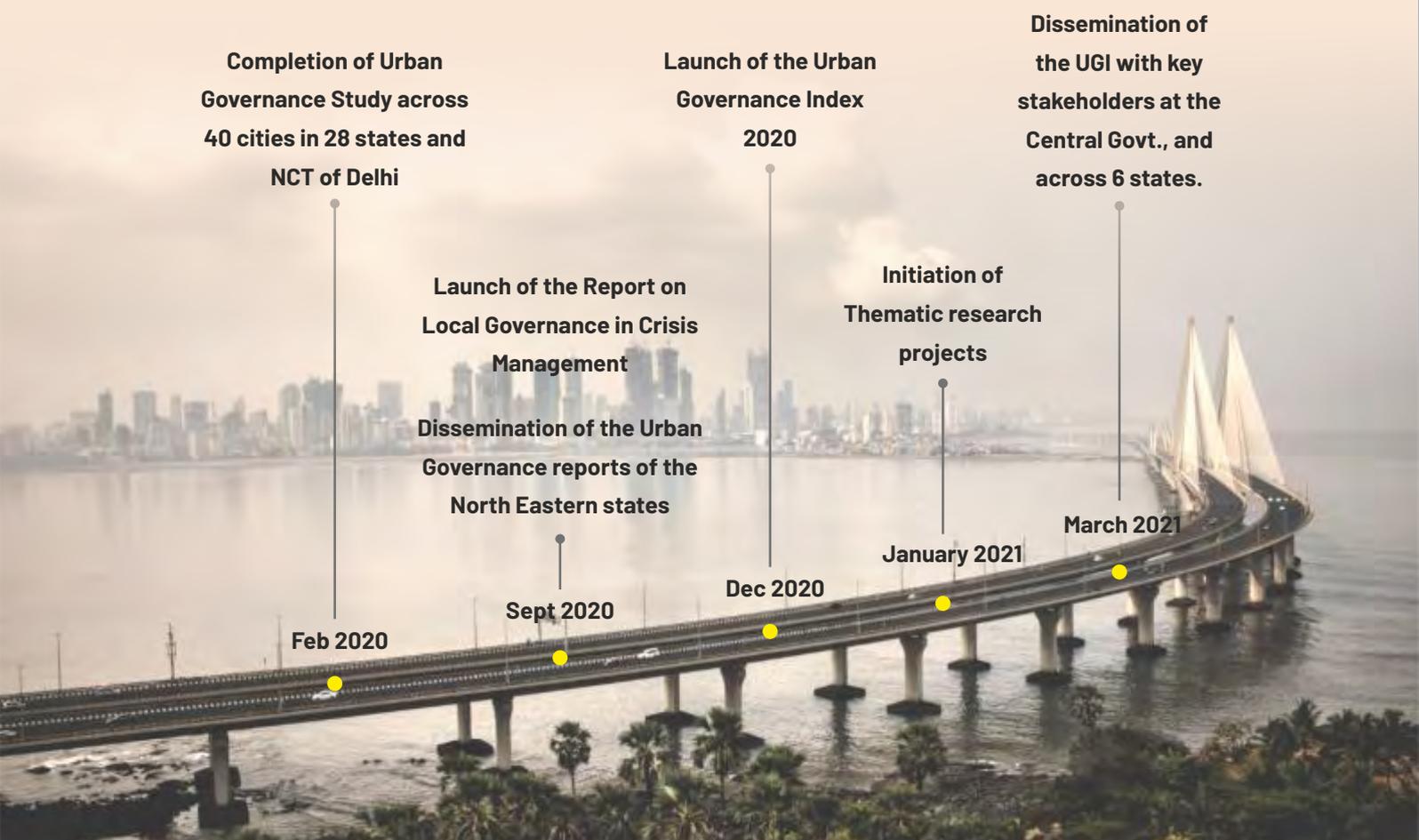


"Only when organisations like Praja take up this task by a combination of the heart and the head, mere heart is not enough, passion is necessary but not sufficient, and ability, skill and wisdom is necessary but not sufficient! We need to fuse them all, and this is what Praja is attempting. Civil societies across cities need to team up and learn from each other, I think we can make a significant difference and I believe the time is ripe."

Jayaprakash Narayan,
Founder, Foundation for Democratic Reforms



TIMELINE OF TRANSFORMING URBAN GOVERNANCE (TUG) ACTIVITIES IN FY 2020-21



IMPORTANCE OF LOCAL GOVERNANCE IN CRISIS MANAGEMENT

Post this, with the onslaught of the pandemic, as mentioned earlier, **Praja went on to conduct a rapid study to map the COVID-19 responses in 29 cities¹ across 28 states and NCT of Delhi.** The study was conducted through telephonic interviews with key stakeholders across the TUG network built during the Urban Governance study across all states. The report - [Importance of Local Governance in Crisis Management: Results of COVID 19 response mapping across 29 cities](#) was launched during September 2020.



1: Agartala, Ahmedabad, Aizawl, Amritsar, Bhopal, Bhubaneswar, Coimbatore, Dehradun, Delhi, Dharamshala, Gangtok, Gurugram, Guwahati, Imphal, Itanagar, Kochi, Kohima, Kolkata, Lucknow, Mangalore, Mumbai, Panjim, Patna, Raipur, Ranchi, Shillong, Udaipur, Vijayawada, Warangal.



Praja also launched a series of newsletters focussing on the best practices of COVID-19 responses undertaken by city governments across various cities. The series of newsletters were called **"Governance in Action"**.

URBAN GOVERNANCE INDEX 2020

Parallely, steering forward in line with TUG strategy, Praja collated the findings and insights of all 29 states together, clubbed it with extensive secondary research and quantified the results through benchmarking. The end-to-end activity of building this index involved multiple and detailed consultation with various experts from the field:



- Debolina Kundu, Professor, National Institute of Urban Affairs.
- Jayaprakash Narayan, General Secretary, Foundation for Democratic Reforms.
- Manoj Rai, Former Director, PRIA, Former Regional Advisor, Aga Khan Foundation.
- Partha Mukhopadhyay, Senior Fellow, Centre for Policy Research.
- Prabhat Kumar, Former Cabinet Secretary, Government of India, President, IC Centre for Governance (ICCFG) and other colleagues at ICCFG.
- Ravikant Joshi, Urban Finance and Management specialist and other colleagues across various organisation.

Praja's Urban Governance Index 2020 Framework
Hindi



Praja's Urban Governance Index 2020 Framework
English

FRAMEWORK OF THE URBAN GOVERNANCE INDEX

The UGI was built over a detailed urban governance framework which consists of 4 themes, 13 sub-themes and 42 indicators, and assigned weightages, which culminated into the Urban Governance Index 2020 (UGI). The index maps an overall of 29 cities across 28 states and NCT of Delhi². The report was launched in December 2020.

As we know, empowering city government is under the domain of the state governments. The UGI acts primarily as a tool on this front, by producing a competitive performance scale for states, in order to push towards the needful reforms required to promote empowered urban governance across state. The states can use the UGI as a reference to undertake the needful actions to improve the status of empowering urban governance.



The UGI stands unique amongst host of other indices released by the Government and various other quarters in the field, as the focus is towards improving ‘governance of cities’, which acts as a core enabler for efficient functioning of city administration and delivery of services, unlike other indices where the focus is more towards the outcomes i.e., service delivery, which is ignorant of the underlying problem. UGI adheres with the principle of subsidiarity to map out the status of this underlying problem, which is decentralised democratic empowerment at the local level.

2: Andhra Pradesh (Vijayawada), Bihar (Patna), Chhattisgarh (Raipur), Delhi, Goa (Panaji), Gujarat (Ahmedabad), Haryana (Gurugram), Himachal Pradesh (Dharamshala), Jharkhand (Ranchi), Karnataka (Mangaluru), Kerala (Kochi), Madhya Pradesh (Bhopal), Maharashtra (Mumbai), Odisha (Bhubaneswar), Punjab (Amritsar), Rajasthan (Udaipur), Tamil Nadu (Coimbatore), Telangana (Warangal), Uttar Pradesh (Lucknow), Uttarakhand (Dehradun), West Bengal (Kolkata). The study does not include any Union Territory.



Odisha ranks first and Maharashtra second in new Urban Governance Index

Odisha, Maharashtra, Kerala, Madhya Pradesh and Chattisgarh have emerged as the top five states in an Urban Governance Index 2020 published by Mumbai-based Praja Foundation.



शहरी गवर्नेंस के मामले में छत्तीसगढ़ को मिली बड़ी सफलता, पूरे देश में हासिल किया ये स्थान

नगरीय निकायों के चुने हुए जनप्रतिनिधियों और विधायी परिषदों के सशक्तिकरण के मामले में छत्तीसगढ़ को दूसरी रैंक, नागरिक सशक्तिकरण में तीसरी रैंक, ओपन डाटा पोर्टल तक नागरिकों की पहुंच के मामले और करों के राजकोषीय प्रबंधन में पहली रैंक मिली है.



Maha ranks 2 in governance

Odisha ranked first, and Maharashtra come second in terms of good governance



स्थानिक स्वराज्य संस्थांचे सक्षमीकरण गरजेचे!

'प्रजा फाउंडेशन' चा निष्कर्ष शहर प्रशासन निर्देशांका'त महाराष्ट्राचा दुसरा क्रमांक



Urban Governance Index (Urdu)



प्रजा फाउंडेशनने जारी किया अपना पहला 'शहरी शासन सूचकांक २०२०



State ranks 2nd in Urban Governance

DISSEMINATION OF THE URBAN GOVERNANCE INDEX

To disseminate the findings of UGI, Praja had launched the report to the media to ensure wider coverage and reached out to key stakeholders in the urban governance sphere.

Post December 2020, Praja met and held discussions with stakeholders at the central government such as Members of Parliaments; Chairman and Members of Parliamentary Standing Committee on Urban Development; Durga Shanker Mishra, Secretary, Ministry of Housing & Urban Affairs, Govt. of India; Joint secretary, Ministry of Housing & Urban Affairs, Govt. of India as well as Rakesh Desai, Director, (Recruitment/Managing Urbanisation), NITI Aayog.

At the state level, Praja met stakeholders such as Member of Legislative Assembly, Urban Development Minister, Deputy Chief Minister, Urban Development Secretary, and others to share the findings of UGI and reforms required in urban governance structure of the state. Praja visited a total of 6 states - Bihar, Karnataka, Madhya Pradesh, Maharashtra, Odisha, and Telangana on this note.

Overall, the meetings have initiated evidence-based discussions on the status and reforms necessary across the states in the country and stakeholders have also expressed interest in taking this forward. At the central government level, there have been discussions to explore potential avenues to engage and extend support in policy making with regard to sphere of urban governance. On the other hand, at the state level, there has been detailed exchange of understanding on the need for urban governance reform actions by the state government. This has led to determining potential advocacy strategy to influence deliberations and push for reform actions with states. On this note, Praja will continue to actively engage and take up advocacy initiatives both at the Centre and with various state governments to push for reforms with a strategic plan.

THEMATIC RESEARCH PROJECTS

In addition to the advocacy, Praja will carry forward the research on Urban Governance reforms by deep diving into two specific themes of the Urban Governance Index: **Citizen Participation** and **Fiscal Empowerment**, to create a comprehensive and standardised database of indicators and to pull out key data insights based on robust data analysis to facilitate informed policy decision. The objective is to build thematic expertise, which can be used to facilitate thematic reform actions pertaining to empowering urban governance.

The projects being carried out under these themes are: (I) Assessing Citizen Empowerment in City Governance and (II) Assessing Fiscal Empowerment of City Governments. The projects will broadly have two phases, with phase 1 focussing on a total of 12 cities across 6 top ranking states as per the UGI and phase 2 looking at expanding the scale of project over all states. The thematic research has been initiated since January 2021 and initial secondary research and analysis is also in progress.

MoU SIGNED WITH NATIONAL INSTITUTE OF URBAN AFFAIRS AND FORMATION OF ADVISORY GROUP



The thematic project on assessing fiscal empowerment of city governments, upon progress, led to Praja signing an MoU with the National Institute of Urban Affairs, a leading national think tank on Urban Development in February 2021, for collaborating on this project. This project also includes an advisory group of eminent experts from the field of municipal finance to provide advisory support to the project:

ADVISORY GROUP

Ashwini Kumar

Addl. Economic Adviser, MoHUA, GoI

Debolina Kundu

Professor, National Institute of Urban Affairs

Hitesh Vaidya

Director, National Institute of Urban Affairs

OP Mathur

Senior Fellow and Head, Urban Studies at the Institute of Social Sciences

Partha Mukhopadhyay

Senior Fellow, Centre for Policy Research

PK Mohanty

Honorary Advisor (Executive Chair - Research and Programmes), National Institute of Urban Management

Ravikant Joshi

Urban Finance and Management specialist

VN Alok

Associate Professor of Public Finance, Indian Institute of Public Administration

UGI INTERNSHIPS

RESEARCH INTERNSHIP

As a part of building young, socially and politically aware leaders to bring about a fresher perspective in the governance in our country, Praja started an Urban Governance Research Internship in 2020. The first cohort for graduate and postgraduate students all over India. From 369 applications, 10 interns were selected to research different thematic areas in 3 months. Findings of their research were recorded in the form of live reports and op-eds, one of which got published in Firstpost.

Praja organised an orientation session for the second batch of their Urban Governance Research Internship programme on 19th February 2021. The three-month long internship received 169 applications from which, 12 deserving interns were selected.

VIRTUAL INTERNSHIPS

The overall objective of the online 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 take part 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 how it is used and functions, 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.



Closing Ceremony of Urban Governance Research Internship in Feb 2021



"The internship provided me with an opportunity to push myself and learn. It helps me to explore uncharted areas in urban sector the research spaces where my interest lies."

Naveen Isaparu,
Research Intern, Praja Foundation



"The internship with Praja was one of the best intership experiences I have had till now. The people at the organisation are helpful and the work done is very important to society. The coordinators made sure that the work I had to do was relevant to my degree which made it even better. Not only that, I also learnt a lot about urban governance through this internship which has made me a better informed citizen."

Yukta Patwardhan,
Student, Symbiosis Centre for Media and Communication, Pune



"It was a great opportunity to learn about the 73rd and 74th Amendment and the enormous positive impact they could have on India, if implemented properly. Particularly appreciate Praja's efforts for shedding light on urban governance issues, conducting meaningful research and devising effective solutions for governments to implement."

Soumya Emani,
Student, St. Francis College for Women

WORKSHOPS

CSR AND COLLEGE WORKSHOPS

Due to the pandemic, every activity moved online. This enabled Praja to liaise with colleges and CSOs from all across the country this year. Praja conducted 2 workshops with CSOs (IGSSS and partner organisation, total of 25 partners participated in the workshops) and 1 college workshop (with CEPT university on status of Urban Governance in India in Ahmedabad) outside of its regular operational geography of Mumbai and Delhi. The college workshop was attended by 31 participants while the CSO workshop was attended by 83 participants. These activities will be further strengthened in the coming years as more and more organisations approach Praja for these workshops.

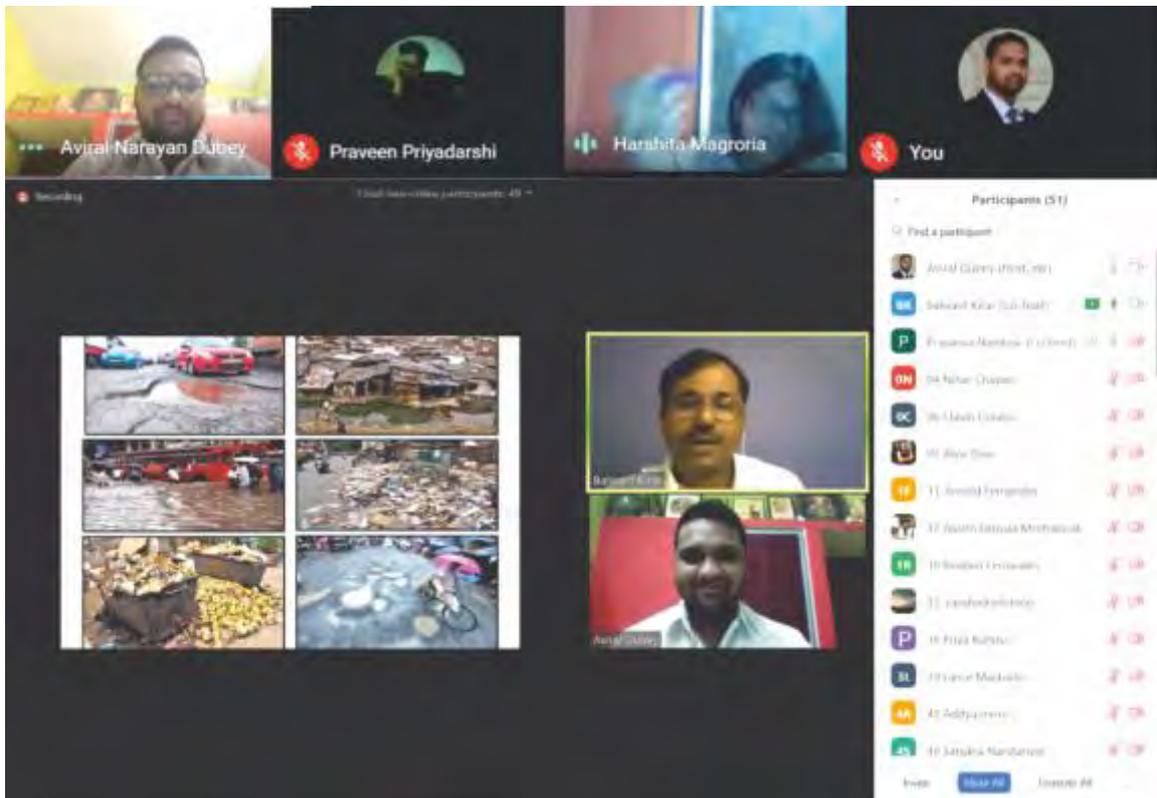


Webinar on Urban Governance in TISS, Ankur Sarin, KMIC & Poornima Narayan (ex Councillor Kochi Municipal Corporation) was the panellist

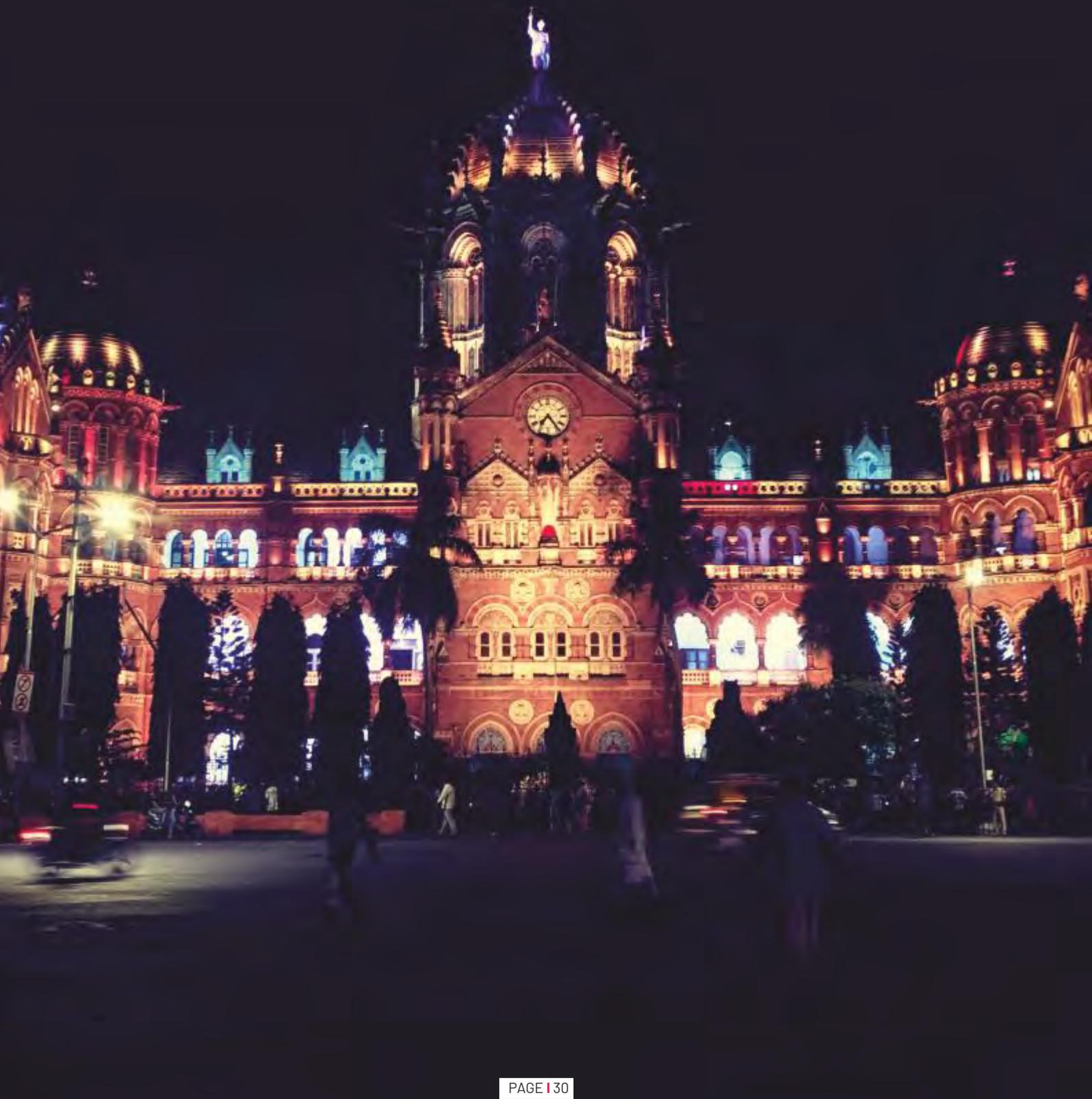


"Thank you Praja team for the session on Urban Governance. It was a good start for all of us to know more about the devolution of power. I really hope you had a good time interacting with the team."

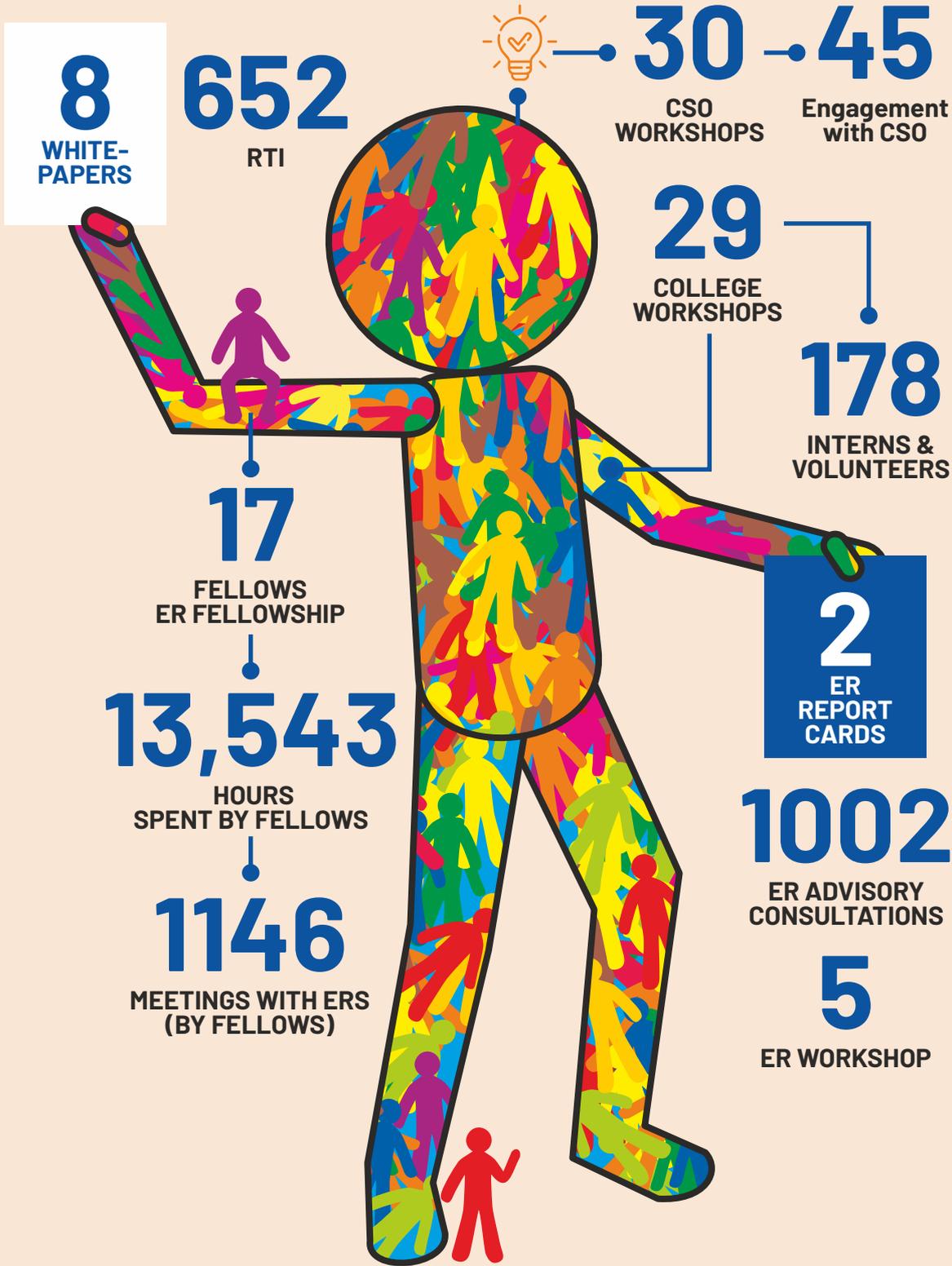
Gautam Sood
Indus Action



PRAJA DIALOGUE



PRAJA DIALOGUE FACTSHEET



While Praja's COVID-19 relief work and Urban Governance programmes were going on, the organisation's efforts at the local level in Mumbai and Delhi was also being spearheaded. Praja had, in 2008 in Mumbai, and 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. Praja has also been tracking the status of various civic issues such as healthcare, civic infrastructure, policing and law and order, housing, transport and education. This programme generated a platform for dialogue using this information and disseminated this information through the media to improve transparency of local governments.

As a part of this ongoing programme, Praja publishes thematic reports on different issues regarding basic service provision and monitoring in the city and seeks to make elected representatives, city administration and citizens aware about existing problems and to drive them to intervene and work towards improving city governance.

Praja however does not stop at creating standardised matrixes or governance indicators but also supports in building the capacities of elected representatives, executives and citizens by coming up with various handbooks on governance and conducting numerous workshops/trainings programs on governance issues. As part of that, Praja had also initiated 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 several challenges posed by COVID-19, data collection and analysis as well as 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 field work based on geography and so on. Praja's resolve to continue its research led to the organisation publishing all its regular white papers and report cards on time and over online media launch conferences.

RECENT IMPACTS

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

CIVIC ISSUES

Subsequent to the release of Praja's Civic White Paper of 2019-20 addressing the disparity in toilets for men and women, the BMC responded with a statement about its plan on building 22,774 new toilets in the next year and a half and 50% or more than 11,000 toilets will be available for women. Further the MCGM also directed that senior civic officials, including heads of departments and assistant municipal commissioners would call citizens to personally check if their complaints have been addressed. In a first-of-its-kind move, the corporation has promised to start taking feedback from citizens regarding complaints over multiple issues.

EDUCATION

For tackling poor transition rates and dropouts, Praja has over the years recommended Municipal Corporation of Greater Mumbai (MCGM) to run secondary schools in the same premises as primary schools and offer unified education from Jr. KG to 10th standard, like it is in some of the Mumbai Public Schools (MPS) run by MCGM, with the help of civil societies. Praja's advocacy in this regard has been successful - 2020-21 and 2021-22 Budget Speeches of the MCGM have mentioned about increasing the number of MPS schools and introducing secondary classes in primary schools.

With reference to learning outcomes as well, Praja has over the years stressed on improving quality of education in MCGM schools, this was also discussed in a joint meeting where the Municipal Commissioner, Joint Municipal Commissioner (who manages Education), Education Officer, Administrative Officers (School) and headmasters/mistresses and teachers of various wards were present. This led to a learning outcome scheme started in 2020-21 called "Chala Shikuya" where the MCGM has partnered with Pratham NGO in mapping learning abilities and working towards improving the same.



PUBLIC HEALTH

Registration of births and deaths was centralised in 2016 to the Civil Registration System (CRS) of the Central Government after which state and local governments did not have access to CRS, hindering their ability to monitor these basic health indicators. Cause of death data is vital for policy making and implementation and for pre-empting health crises. Lack of this data at the state and local level hinders proper health policy implementation. Praja has since 2016 through multiple RTIs worked crusaded for sharing the centralised data with state and local governments. Praja's appeal to the Chief Information Commission in this issue led to an order in 2018 asking central government to provide access of cause of death data to state and local governments. In 2020, the state government was given partial access to CRS reports of 5 major cities in Maharashtra, however this too was incomplete. Praja is continuously working on this issue to enable better monitoring of health data.



"I hope that Praja Foundation keeps providing us with the necessary data from time to time so that we can better serve the citizen our constituency. I would like to thank Praja Foundation for supporting me to improve my rank. With the help of their data, I have been able to hold better discussions in the house and ward committee meetings which has helped me improve my ranking."

Sultana Abad,
Councillor, NDMC



KEY TAKEAWAYS FROM PRAJA'S REPORTS IN 2020-21

CIVIC ISSUES

Praja has been publishing reports on civic related issues since 2010 in Mumbai and 2015 in Delhi. While the focus of previous reports was on strengthening the civic complaints management system and mapping issues raised by local elected representatives in ward committees, this year Praja expanded its civic thematic to analyse the status of water, sanitation and solid waste management in Mumbai and Delhi.

mid-day

Lockdown effect: Civic complaints down by 27%



THE TIMES OF INDIA

Civic bane: No clarity on which do to knock on



मातृभूमि

Matrbhumi: Delhi Civic Issue



तरुण भारत

दिल्लीकरांचे दुर्दैव! कोरोना काळातदेखील केजरीवाल सरकारने पाणी आणि स्वच्छतेसारख्या प्राथमिक नागरी सेवांच्या पूर्ततेकडे लक्ष दिले नव्हते.





HEALTH

- In the past 10 years in Mumbai and 5 years in Delhi, Praja has highlighted the incidence and morbidity of various sensitive diseases, stressing on the need for primary health care infrastructure in the cities and better monitoring of health outcomes.
- India has a plethora of national, state and local policies on health, still cities like Mumbai and Delhi are facing severe health constraints. This year, Praja decided to map the implementation of all these policies, analyse their relevance, current status and track their outcomes/targets achieved based on data. This report then also acts as a resource for our stakeholders in providing a quick view of health policies and their current status.

Sagar Media inc

**The State
of Health in
Delhi, 2020**



ET Healthworld.com

**Half of Mumbai's
slum residents
have had
coronavirus: study**



HT Hindustan Times

**Hard knocks and tough lessons:
How Mumbai's health infra coped with Covid**

Mumbai is no stranger to pandemics and its authorities have faced a steep learning curve each time. In fact, much of the city as we know it today is a result of a planning body that was created in the wake of the bubonic plague which first hit the city in 1896





POLICING AND LAW AND ORDER

- Over the years, Praja has mapped the crime prevalence in the city, investigation and trial and resources for police and judiciary in Mumbai and Delhi. A lifecycle study of sessions court cases conducted this year, with law students from different colleges in Mumbai, mapped time taken to solve cases in Mumbai and highlighted deficient investigation leading to lack of evidence as the main cause of low conviction.
- Based on this, Praja attempted to map the status of reforms in the police and judiciary to improve the investigation and trial of cases for timely justice. The report also recognised the pressure faced by human resources in the police and judiciary and need for better working conditions. In furtherance of this, for the first time Praja collected data on health indicators and status of housing for Mumbai police.

लोकमत

मुंबईत तीन वर्षात
११३ पोलिसांचे
हृदय झाले बंद



HT Hindustan Times

Crimes against
women, children
rise in 2019-2020



 **दैनिक जागरण**

महिलाओ के खिलाफ
अपराध के 58 बच्चो
के 55 फिसद मामलो
कि जांच नही हुई पुरी



 **The Indian EXPRESS**
JOURNALISM OF COURAGE

Trial Court
Judgement
Comes 3 years
after Filing An
FIR : Report





HOUSING

- In response to the out-migration from Mumbai, induced by the pandemic, there was renewed focus on the lack of affordable and adequate housing in Mumbai for majority of its population.
- In consultation with experts such as Shirish Patel, K.G. Krishnamurthy, Aditya Somani and Anuj Bhagwati, Praja worked towards developing certain strategies that would act as guiding pointers in provision of adequate housing for all.
- A working paper on strategies for improving housing in metropolitan regions in Maharashtra was accordingly prepared. After the release of the working paper, Praja shared this with various other housing experts, academics, elected representatives, community-based organisations etc. to gain their views to strengthen the recommendations.

انقلاب
THE INQULAB
قوموں کی حیات ان کے تخیل پر ہے۔ (اقبال)

سبھی کو گھر مل سکے اس
کیلئے ہاؤسنگ پالیسی میں
ترمیم کی ضرورت: پرچا



MIT News

Need for Adequate
Housing for All-
Recovery and
Development in
Maharashtra's Cities
Post COVID-19



hindustantimes

Provide unsold,
ready, affordable
housing stock
for purchase:
Report



THE
FREE PRESS
JOURNAL
SINCE 1928

Provide existing
affordable unsold
housing stock to
slum dwellers:
Praja Foundation





EDUCATION

- Praja has been working on strengthening public school education since the past 10 years in Mumbai and 5 years in Delhi. This year due to the pandemic, learning shifted online leading to new challenges of digital exclusion and difficulty in monitoring learning outcomes.
- Recognising this, Praja engaged in interactions with administrative officers, elected representatives, civil society organisations and sector experts in Mumbai and Delhi to understand the challenges being faced in digital education and how these could be overcome. Consequently, through contacting various administrative officials across major states in the country Praja mapped the status of digital education initiatives in the public sector.



School board would lower benchmarks

There are questions about our traditions lacking in scientific temper; it was largely part of the British design to establish the superiority of the western education pattern.



Low enrolment: BMC merges seven schools

Following the footsteps of the state government, the Brihanmumbai Municipal Corporation (BMC) has merged seven civic-run schools, which have less students, with nearby schools. Three of the seven are Marathi medium schools located in the Marathi heartland – Worli, Sewri and Wadala.



REPORT CARDS

- Elected Representatives (ER) Report cards rank city councillors and MLAs on their annual performance to make elected representatives accountable for performance of their key duties and to make citizens involved beyond voting to monitor the performance of their representatives on a regular basis.
- Over the years Praja's report cards ranked ERs based on two major parameters- deliberative performance and citizens' perception. In 2019 a two-term trend showed how these scores correlated with each other- those with the highest ranks in deliberative performance had good citizen perception on improvement in 'Quality of Life'.
- This led us to change our report card matrix for this year to look specifically at deliberative performance which reflects the main constitutional functions that ERs are supposed to perform.

MUMBAI LIVE

मुंबई महापालिका
नगरसेवकांच्या 'प्रगती
पुस्तकात' घसरण, प्रजा
फाऊंडेशनचा अहवाल



THE TIMES OF INDIA

**Mumbai: Over 50%
corporators'
queries at meets
irrelevant to
people: Praja
Foundation**



abp

बीएमसी नगरसेवकांची
कामगिरी 2019-20
मध्ये 55.7% घसरली :
प्रजा फाऊंडेशन



THE CITIZEN

**Delhi MLAs Met for
12 Days Last Year.
What Do Our
Representatives
Do?**



CAPACITY BUILDING EFFORTS BY PRAJA

ADVISORY CONSULTATIONS WITH ELECTED REPRESENTATIVES

- In 2020-21, Praja held 1002 advisory consultations with Elected Representatives. Furthermore, Praja has started a WhatsApp campaign of sharing soft copies of reports with the ERs. Resultantly, this has improved the sharing of information and research-backed findings between the Elected Representatives and the team.
- Three policy recommendations have been proposed under notice of motion by the councillor in General Body Meeting. These proposals include basic service provision such as construction of toilets for disabled people, special teaching classes considering dropouts in MCGM schools and campaign on stress-free lifestyle for citizens given the rising number of Diabetics and Hypertension.

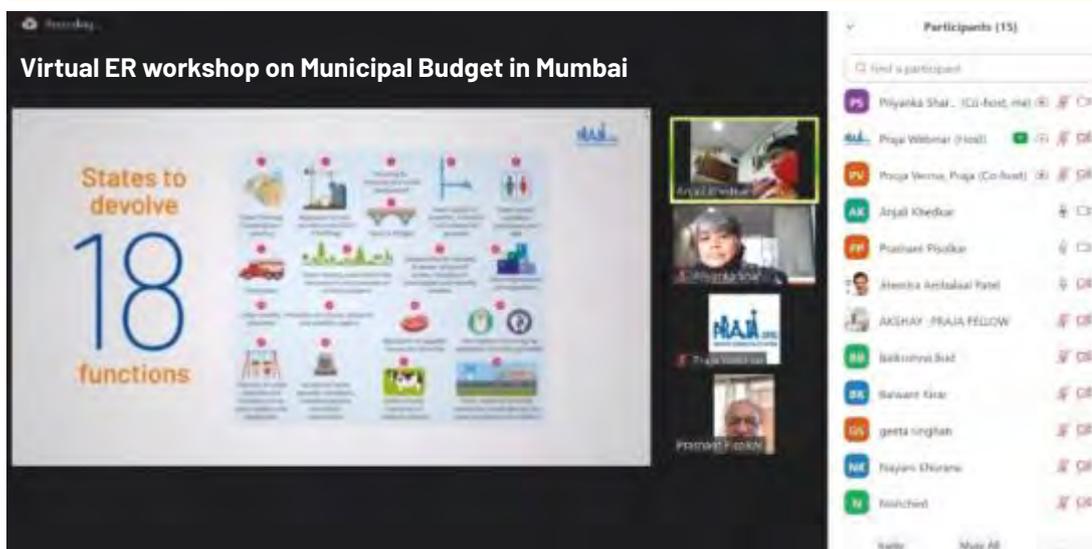
ELECTED REPRESENTATIVES WORKSHOPS

In 2020-21, Praja conducted five workshops for the elected representatives, attended by 44 councillors. These workshops were held in Mumbai and Delhi, and covered themes such as the Municipal Budget, Status of Urban Governance in India, Solid Waste Management Rules 2016 and more. The purpose behind these workshops was to build continuous contact with stakeholders, upgrade their knowledge about Municipal Budget and SWM so that they use these learnings to better serve their constituents.



"Praja's workshops, several of which I have attended were very helpful. Even the fellowship involving students is a good initiative, we need many more fellows who can work on a day-to-day basis with public representative."

Amey Ghole,
Health Committee Chairperson, MCGM



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 at giving the fellows a learning environment that also provides a first-hand experience of the functioning of urban local bodies through the lens of councillors' activities. In this period, fellows undertook research and data analysis to assist councillors in raising and rectifying local issues.

This year, 17 fellows constituted the third cohort of the ER Fellowship Programme. Through over 1146 meetings with ERs, these fellows engaged with 282 councillors in Delhi and Mumbai. During this, they aided the councillors in preparing 287 questions and letters- to be taken up during the General Body Meetings and other subject committees. Due to all communication moving online this year, Fellows from Mumbai also received the opportunity to interact with Delhi councillors.

MAJOR ACHIEVEMENTS

- Praja Foundation, with fellows & Apnalaya organisation, discussed on the lack of secondary school in M/E ward, with Councillor Shaera Khan (ward no 134). After a series of discussions and research, Praja's fellows drafted questions for this issue for consideration during the General Body Meeting. The Secondary School proposal has been accepted for 2021-22 in the MCGM Budget.
- Praja fellow Pravin Zore, helped Councillor Rekha Ramvanshi in making a proposal for 200 toilets in a Tribal area in Aarey Colony. Assisting the councillor, they wrote a letter outlining the nature of the issue, followed by a proposal that specified the exact requirements for and dimensions of toilets for the budgetary purposes. All 200 toilets have been constructed since then, as per the proposal.



"This fellowship enabled me to understand the way democracy works at the lowest tier. It teaches you the link between democracy and indicators of human development, such as malnutrition, air quality indices, and solid waste management. You learn that the best way to develop a country is to develop the city! You are sure to transfer Praja's heavy reliance on data into every branch of your life, and this data will help you realise truth."

Mandakini, Fellow



PRAJATANTRA WITH DESH APNAYEN

On the occasion of the 72nd Republic Day, Praja Foundation and Desh Apnayen Sahayog Foundation hosted 'Prajatantra: An Inter-School Group Presentation Contest'. The contest aimed to create deeper awareness on issues related to democracy and governance among students, and help shape future leaders who become torchbearers of the ideals laid down by the Constitution of India.

As part of the contest, students compared India with two other democratic countries on certain parameters and presented their analysis and insights. Schools from across India had registered and participants ranged from Standards XII through X.

27 schools from across India took part in the Zonal Rounds of the competition. The event started with an online talk on democracy by Dr. Rupak Dattagupta, Associate Professor of Political Science, Kirori Mal College, and University of Delhi. There were two Zonal rounds and Grand Finale in the competition. Jagdeep Chhokar, Co-Founder and Trustee of Association for Democratic Reforms and Director In-Charge of IIM Ahmedabad, was the Chief Guest and Nitai Mehta, Managing Trustee of Praja Foundation and Vallabh Bhansali, Founder of Desh Apnayen and Co-founder of ENAM Group were the guests of Prajatantra Grand Finale.



INTERNSHIP/VOLUNTEERING

Praja offers monthly internships to students and interested citizens to understand and engage in the work as well as to make them aware of urban local governance systems. In 2020-21, 178 interns and volunteers were associated with Praja through their dialogue programme. Since the pandemic compelled a transition from physical to online working, students from cities across India, like Guwahati, Kolkata and Chandigarh, joined our internship programme.



Closing Ceremony of Praja's internship

COLLEGE WORKSHOPS

The overall aim of the workshops in colleges was to make students aware of the structure and functioning of urban local governance so that they can actively participate in governance processes for more accountability, transparency and inclusivity in the governance system. In the year 2020-21, Praja organised a total of 29 college workshops. Additionally, Praja organised workshops on different topics like city governance and complaint management system, Right to Information, status of Urban Governance in India etc. 1921 youth actively participated in the virtual workshops out of which, 98% of all participants were satisfied with the content and nature of the workshops.

COVID-19 having opened a whole new dimension of widespread use of online platforms, allowed Praja to conduct workshops in new geographies and invite inter-city resource persons such as Shailesh Gandhi and representatives from PRS. Due to this, students from across India could also attend the workshops. Furthermore, Praja's interns and fellows also had the opportunity to assist in conducting these workshops thus providing them exposure to various point of views. Various new colleges from Delhi and Mumbai have also approached us for more workshops on Urban Governance thus increasing Praja's network significantly.



"It has been a pleasure in conducting a webinar titled 'Role of Parliament in Democracy' on 28th May 2020. We have received a great response from the students of Law Faculty LC-1. Law Faculty express our gratitude and thanks for the same."

Dr. Apeksha Kumari

Assistant Professor Law Centre-1, Faculty of Law, North campus, Delhi University

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 and Urban Governance Study. We conducted sessions on Urban Governance with CSOs such as Aangan, Apnalaya, Indus Action, Chetnalaya, Etasha, Indio Global Social Service Society, Saher etc.

In 2020-21, Praja conducted 30 CSO workshops that were attended by 1050 people of different CSO. Furthermore, Praja signed MoUs with 3 CSOs.

RECENT SUCCESSES WITH CSOs

- Community Sanitation in Mumbai RCUES(Regional Centre for Urban and Environmental Studies)of AILSG (All India Institute of Local Self Government) Mumbai has utilised Praja's data in a recommendation note for a city-level community sanitation policy.
- Apnalaya prepared a module on urban governance with the help of the Praja team for the community.
- Praja prepared the Urban Governance fact sheet for *Meinbhidilli* campaign on the Master plan of Delhi 21-41.
- Praja reached a total of 45 CSOs this year.

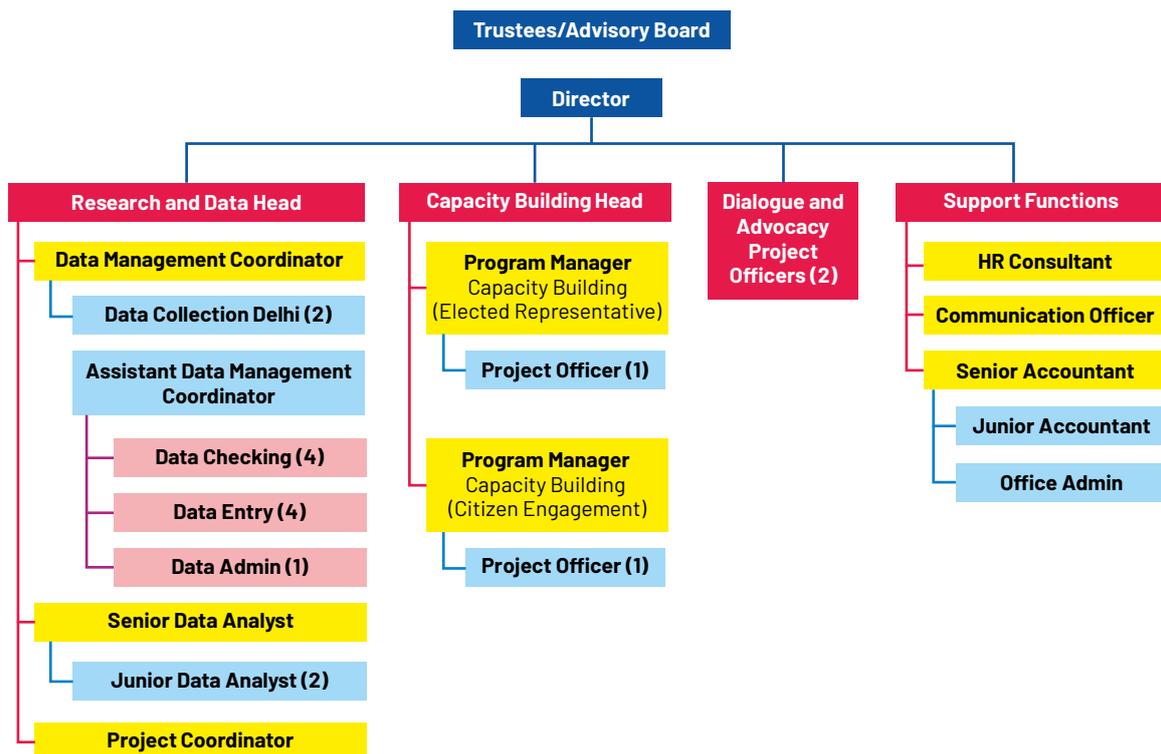
WORKSHOP WITH CORPORATES

Praja had also organised sessions with corporate employees on citizen participation in urban governance to promote awareness and engagement. This year, Praja conducted their first corporate workshop on urban governance study with members of Madhavi Desai Consulting Pvt Ltd.



ORGANISATIONAL DEVELOPMENT

Praja firmly believes in building and strengthening the capacities of its staff across the organisation on a regular basis. In order to achieve the same, Praja provides learning and development opportunities in the form of classroom training; group workshops during the annual company retreat and encourages staff to attend external thematic workshops. Also, with the changing landscape of work culture, Praja shifted some of its activities online last year thus allowing employees a chance to work in a hybrid fashion, attending office as per government protocols. This online work culture also enabled employees from Mumbai and Delhi to work much more closely with each other.



INTERNAL STAFF TRAINING

COVID-19 LOCALISATION MODEL

As discussed above, the COVID-19 Localisation modelling group London approached Praja to work on a COVID-19 model. Maurice Glucksman and Dr. Kim Warren, along with a team of students from different parts of the world gave a presentation on methods to create models to predict transmission, through online teleconferencing software on 4th July 2020, to fellows and members of Praja.

TRAINING ON MUNICIPAL BUDGET

Municipal Budgets, as important as they are, are difficult to understand. Keeping this in mind, Praja's Data and research team conducted a training on municipal budget for their team. In the training, Praja's staff members explained how to analyse the municipal budget. Various aspects of the municipal budget were also added in Praja's white paper to provide citizens with a better understanding of the various aspects of the budgeting and fund allocation which are explained in details in the reports.

EXTERNAL STAFF TRAINING

BULLZI'S CONNECTED LEADERSHIP LAB FOR NGOS

Jennifer Spencer, Eknath Pawar & Pallavi Kakaji were selected for the Bullzi Connected leadership workshop in September 2020. The workshop aimed to make participants more effective by becoming more resourceful and understanding their own leadership journey. It was a module-based live programme spread over 2 weeks with lots of participatory work to help participants discover knowledge applicable to their own experiences.

IAF ONLINE SEMINAR

Aviral Narayan Dubey attended the Online IAF seminar on Making Magic's online and hybrid seminar/workshop/ press conference, the seminar organised during 30th Aug- 12th Sep 2020, was facilitated by Marike and Clinton and attended by participants from other countries too. During the seminar discussions participants were trained on methods, tools for webinars, empathy mapping, event planning and execution.

IAF WORKSHOP: SAFEGUARDING FREEDOM IN A DIGITAL WORLD

Souradeep Roy was selected to attend IAF's workshop on 'Safeguarding freedom in a digital world'. Liberals from all over the world discussed the hot topics of our times—ranging from the market powers of big tech and the problem of disinformation to the future of democracy in the age of big data. Besides all tech optimism, there is also a dark side to the story: Digitalisation has given rise to new and powerful threats to democratic processes, human rights, and the rule of law. And the solutions to such challenges are far from obvious from a liberal perspective. The workshop intended to strike a balance between recognising the positive disruptions of an Internet age and the concerns for its impact on inclusive liberal democracies. Participants were not only be stimulated by daily expert talks but also work in working groups and put together their findings and recommendations in mini-hackathons.

PRAJA PEOPLE

TRUSTEES AND BOARD OF ADVISORS

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

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

Sumangali Gada – Founder Trustee, Praja Foundation; Director, Adity Designs

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

Anuj Bhagwati –Trustee, Praja Foundation; Head, A.T.E. Group

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

Vivek Asrani – Advisor, Praja Foundation; Managing Director, Kaymo Fastener Company

Vivek is the Managing Director of Kaymo Fastener Company, India. He graduated from St. Xavier's College in Science and later went on to do his L.L.B. He is 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 – Trustee, Praja Foundation; Partner, Madhavi Desai Consulting Pvt. Ltd.

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

Rajan Mehra – Advisor, Praja Foundation; Co-Founder and Managing Director, Nirvana Venture Advisors

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

Mustafa Doctor – Advisor, Praja Foundation; Senior Advocate, Bombay High Court

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

Dhruv Moondhra – Advisor, Praja Foundation; 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 – Director, 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, launching Praja's Delhi operations in 2014 and Praja's Urban Governance Index in 2020. He is a business management graduate from Mumbai University and brings with him almost two decades of experience in managing development sector projects.

PRIYANKA SHARMA – Head, Capacity Building, 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, Research and Data Praja Foundation

Yogesh has 14 years of experience in market research industry. He has managed operations for several international projects focusing on industries such as IT, Telecom, Consumer Healthcare etc. With a vision to contribute to society with his skill sets he joined the development sector working towards ensuring smooth and flawless execution of 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

Transforming Urban Governance

HARSHIL SURESH - Project Officer

MEGHNA BANDELWAR - Project Officer

Praja Dialogue

AVIRAL DUBEY - Project Officer

BALWANT KIRAR - Manager - Capacity Building

EKNATH PAWAR - Data Management Coordinator

GANESH PHULSUNDER - Data Checker

JENNIFER SPENCER - Project Coordinator

KSHITIJA GIDAYE - Data Entry Officer

MAHESH BHASKAR - Jr.Data Analyst

NEHA KORI - Data Checker

NILAM WADEKAR - Sr.Data Analyst

NILESH KADAM - Data Management Coordinator

PALLAVI KAKAJI - Manager- Capacity Building

POOJA VERMA - Project Officer

PRAGATI WATVE - Data Entry Officer

RAJESH - Data Collection Officer

SANGEETA PATWA - Data Checker

SHRADDHA GURAV - Sr.Data Checker

SHUBHAM SINGH - Data Collection Officer

SWAPNEEL THAKUR - Jr.Data Analyst

VIBESH KAKKAPAIL - Data Entry Office

VIDYA TAMBOLI - Data Entry Officer

Support Team

ASHWINI AGAVNE - Senior Accountant

GANESH JADHAV - Office Assistant

SAIKIRAN KAIRAMKONDA - Junior Accountant

SOURADEEP ROY - Communications Officer

VIPUL GHARAT - Data Administrator

Annual Report Designed by
Ashok Sulochana Ganpat

BALANCE SHEET

OF AS AT 31ST MARCH, 2021

THE BOMBAY PUBLIC TRUST ACT, 1950
SCHEDULE VIII [VIDE RULE 17(1)]
NAME OF THE PUBLIC TRUST : Praja Foundation
REGISTRATION NO : E-18023 (MUM)

FUNDS AND LIABILITIES	Sh. No.	LOCAL	EU	TATA	FY 20-21	FY 19-20	PROPERTY AND ASSETS	Sh. No.	LOCAL	EU	TATA	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					
Ford Foundation							Less:- Sales during the year					
LOANS (SECURED OR UNSECURED)							Depreciation upto date					
From Trustees							Fixed Assets					
From Others							INVESTMENTS	A	6,32,439	-	-	6,32,439
CURRENT LIABILITIES							MOVABLE PROPERTIES					
Sundry Creditors for expenses	G	1,12,043	-	-	1,12,043	1,90,753	Opening balance		2,70,256	4,40,770	-	7,11,026
Branch/Division		(2,81,678)	2,55,185	26,494	-	-	Addition during the year		43,989	-	-	43,989
TDS		37,718	-	-	37,718	5,506	Depreciation upto date		61,958	1,37,531	-	1,99,489
Professional Tax, Provident Fund & Salary		55,949	1,013	-	56,962	66,784	Closing Balance	B	2,52,297	3,03,239	-	5,55,536
INCOME AND EXPENDITURE ACCOUNT							ADVANCES AND DEPOSITS	C	3,20,811	-	-	3,20,811
Balance as per Balance Sheet		58,10,546	8,23,332	(15,656)	66,18,223	61,87,400	CURRENT ASSETS	D	1,56,278	-	-	1,56,278
Less- Appropriation, if any		-	-	-	-	4,32,365	Balance with Revenue Authorities	E	4,020	-	-	4,020
Add- Surplus [As per Income & ---		(12,04,747)	(7,51,700)	(10,838)	(19,67,284)	-	Advance to Creditors	F	36,64,486	24,591	1	36,89,078
Less- Deficit							CASH & BANK BALANCES					
		50,30,331	3,27,830	1	53,58,162	73,83,309			50,30,331	3,27,830	1	53,58,162

For S N & CO

CHARTERED ACCOUNTANTS

CA. NIKI SHAH

(PARTNER)

MEMBERSHIP NO: 123409

FIRM REGN NO: 128887W

PLACE: MUMBAI

DATE : 01.09.2021

For PRAJA FOUNDATION

TRUSTEE

PLACE: MUMBAI

DATE : 01.09.2021

TRUSTEE



INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDING 31ST MARCH, 2021

THE BOMBAY PUBLIC TRUST ACT, 1950
SCHEDULE VIII [VIDE RULE 17(1)]
NAME OF THE PUBLIC TRUST : Praja Foundation
REGISTRATION NO : E-18023 (MUM)

	Sh. No.	LOCAL	EU	TATA	FY 20-21	FY 19-20	INCOME	Sh. No.	LOCAL	EU	TATA	FY 20-21
To Expenditure in respect of properties												
Salaries		1,00,41,559	5,90,775	-	1,06,32,334	1,65,96,378	By Interest On Bank Account	H	3,41,673	10,521	1,624	3,53,818
Insurance							By Dividend					
Depreciation (by way of provision of adjustment)		61,858	1,37,531	-	1,99,489	2,89,394	By Donation/Gift received	I				
To Establishment Expenses	K	2,78,49,136	33,915	12,462	2,78,95,513	2,75,81,133	By Income from other sources		1,75,000			1,75,000
To Remuneration to Trustee							By Miscellaneous Collections					
To Remuneration (in the cases of a math) to the head of the math, including his household							By Consultancy Income					
To Administration Expense							By Grant received					
To Amount written off :												
(a) Bad Debts												
(b) Loan Scholarship												
(c) Irrecoverable rents												
(d) Other items												
To Miscellaneous Expenses	J	31,26,088			31,26,088	19,26,310						
Depreciation												
To Payment to Auditors												
To Expenditure on Objects of the Trust							By Deficit carried over to Balance Sheet		12,04,747	7,51,700	10,838	19,67,284
(a) Religious												
(b) Educational												
(c) Medical Camp Exp.												
(d) Other Charitable objects												
To Surplus carried over to Balance Sheet						4,32,365						
		4,10,78,741	7,62,221	12,462	4,18,53,424	4,68,25,579			4,10,78,741	7,62,221	12,462	4,18,53,424

FOR S N & CO
CHARTERED ACCOUNTANTS



C.A. NIKI SHAH
(PARTNER)

MEMBERSHIP NO: 123409

FIRM NO: 128887W

PLACE : MUMBAI

DATE : 15th JULY, 2015

FOR S N & CO

CHARTERED ACCOUNTANTS

FOR Praja Foundation



TRUSTEE

PLACE : MUMBAI

DATE : 15th JULY, 2015

FOR

TRUSTEE

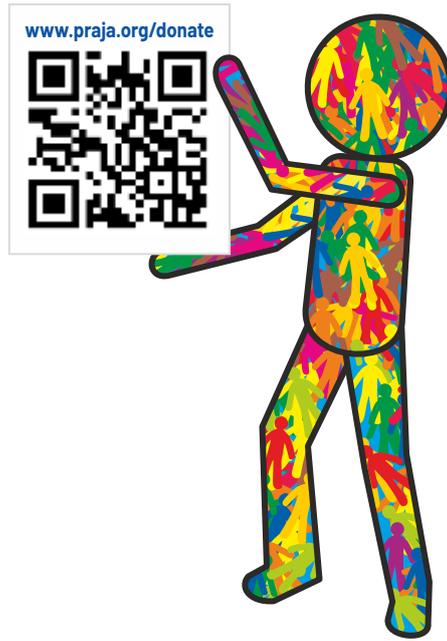
PLACE : MUMBAI

DATE : 15th JULY, 2015



MAKING DEMOCRACY WORK





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