

# ANNUAL REPORT

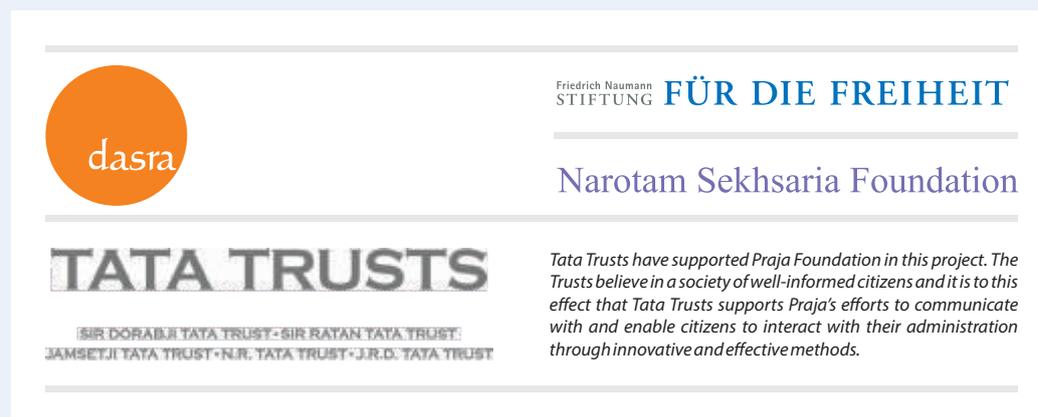
# 2015

## Acknowledgement

We would like to appreciate our stakeholders; particularly, our Elected Representatives & government officials, the Civil Society Organisations (CSOs) and the journalists who utilize and publicize our data and, by doing so, ensure that awareness regarding various issues we discuss is distributed to a wide-ranging population. We would also like to extend our gratitude to all government officials for their cooperation and support.

Praja Foundation also appreciates the support given by our supporters and donors, namely Dasra, TATA Trusts, Friedrich Naumann Foundation, Narotam Sekhsaria Foundation and Madhu Mehta Foundation.

We would like to thank our group of Advisors & Trustees and lastly but not the least, we would like to acknowledge the contributions of all members of Praja's team, who worked to make Praja's goals a reality.





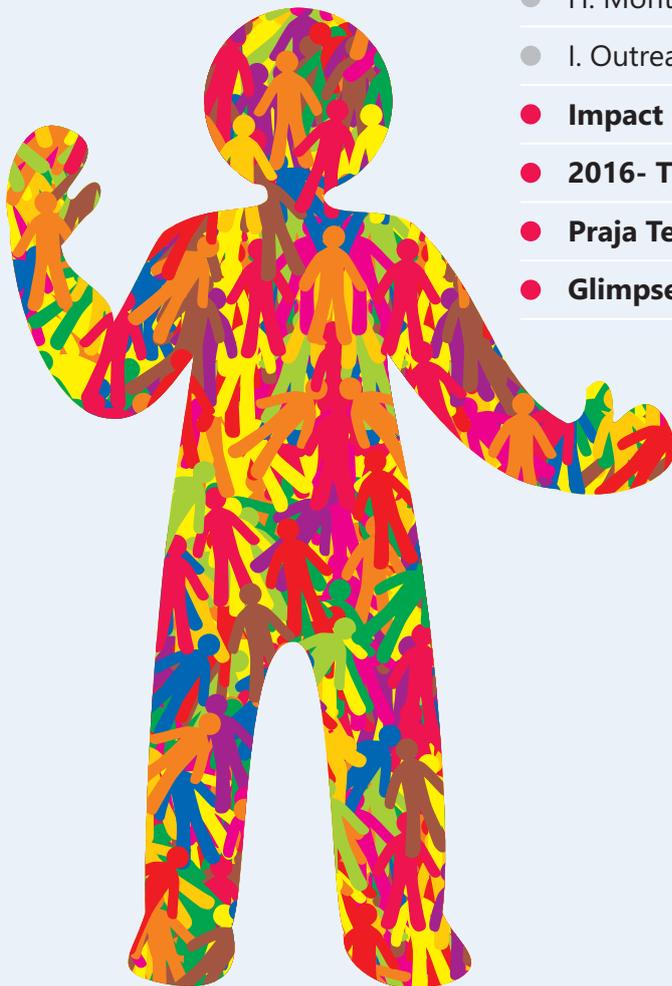
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## About Praja

Founded in 1998, Praja Foundation is a non-partisan voluntary organization working towards enabling accountable governance.

Praja empowers the citizen to participate in governance by providing knowledge and perspective. We aim to provide ways in which the citizen can get politically active and involved beyond the ballot box, thus promoting transparency and accountability. Praja strives to revive the waning spirit of City governance, and increase the interaction between the citizens and the government. To facilitate this, we have created [www.praja.org](http://www.praja.org), a website where the citizen can equip themselves with information such as: the issues faced by the ward, the elected representatives, the responses received and a discussion board.

We believe that accountable governance follows, if you have:

- Well informed and Intentioned Elected Representatives (Municipal Councillors, Members of Legislative Assembly and Members of Parliament)
- Well informed Media, and
- Well informed Citizens

### Vision:

To improve quality of life for ALL

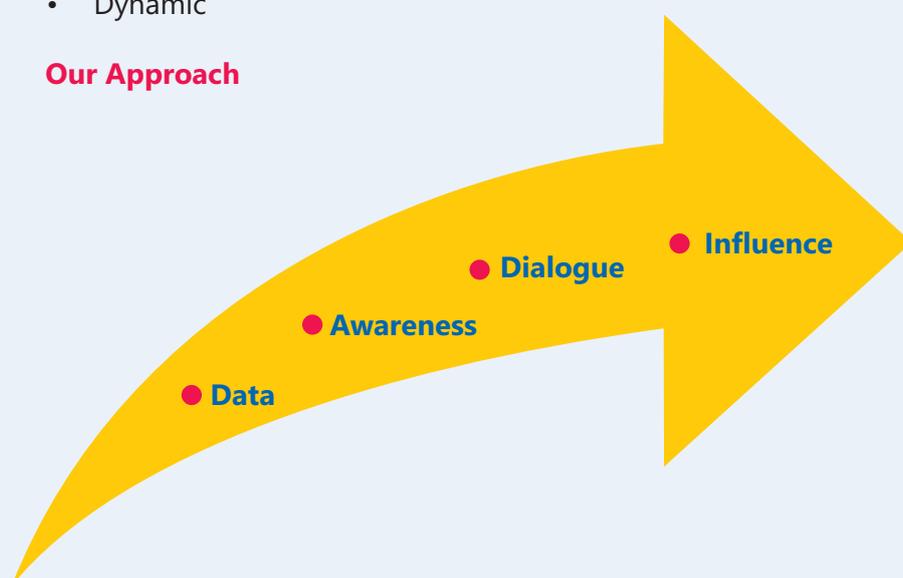
### Mission:

- Simplifying People's Lives
- Creating Tools for Better Governance
- Making Democracy Work

### Values:

- Team spirit
- Democratic
- Objective
- Dynamic

### Our Approach



## Testimonial



"As the name suggests Praja- Making a democracy work, the first and foremost experience an individual receives is how in a true sense a democracy works in the real world. The work experience in Praja has been extraordinary and fascinating. With all the field exposure and the analysis in white papers along with various office chores, Praja made sure that we were well grilled so that we could stand strong to future commitments and challenges."

**Mr. Tanmay Kotian, Intern,  
Pravin Gandhi College of Law- Mumbai.**



"It is a high time all concerned should brainstorm together to explore alternatives. I propose to help in organizing a meeting with the housing minister and senior bureaucrats for a discussion and invite Praja to bring all valid suggestions on board for this purpose."

**Mr. Subhash Desai, Honorable Minister for Industries**



"My understanding of Governance & other development issues significantly increased after interning at Praja. The role played by Praja in Governance is great and the dedication with which they work is inspirational."

**Mr. Ashootosh Kothari, Intern,  
Jindal Global Law College-Delhi**



"Organizations like Praja Foundation can work with political executives, inform and enlighten representatives and citizens, to reach amicable solutions."

**Mr. Jayant Banthia, Former Chief Secretary, Maharashtra**

## Highlights

2015 has been a special year for Praja, we are pleased to share that this year we had organized for the first time a Symposium on Affordable and Inclusive Housing and released Whitepaper on Civic and Crime in Delhi. The symposium was well received from the people from Administration, CSO and other stakeholders including people from the Elected Representatives (ER), this along with our success in Delhi can be described as the high point of our work in 2015. We have continued to add to our existing research work by adding new data points in our whitepapers and tried to highlight pressing issues to simplify lives of many. With the present theme of the government and administration being 'good governance,' we are proud that Praja's work has been a contributing factor to further the endeavour of 'good governance' and will continue to be a partner in realising the objectives of the good governance.

### Highlights of 2015

- Organized a Symposium on Inclusive and Affordable Housing
- Published a Handbook on Housing on 'Urban Laws and Policies that Impact Housing'
- Released Whitepaper on Delhi Ward Committees in partnership with IC- Centre for Governance
- Released Whitepaper on Crime in Delhi in partnership with Commonwealth Human Rights Initiative (CHRI)
- Expanded our 'Praja Dialogue' project in Delhi
- Order by DGP for Separation of Investigation and law & order wing at Police station level- A long-held demand of Praja
- Committee established to look into the errors of DP for review.
- Study on Education Budget in detail.
- Interim report on "Study on the movement of serious offence cases in the Sessions court in Mumbai" with Crime white paper.

In the first half of this year, we released our White Paper on the functioning of ward committees. The white paper was well-received by the media. As part of our follow-up, we engaged with elected representatives at an individual level, to convey the significant findings from our research and encourage them to act upon citizen's issues in a more informed manner.

As the feasibility study conducted by Praja in 2013 pointed towards the need for replicating the 'Praja Dialogue' model in the National Capital Territory of Delhi. In 2014, our partnership with Commonwealth Human Rights Initiative (CHRI) reaped benefits as we launched our Crime report this year in Delhi. Further, in collaboration with IC Centre for Governance we also released a Whitepaper on Ward committees of Municipal Corporations of Delhi. The education, health and elected representative verticals will be looked after Praja's representative in Delhi, who will be closely guided and supported by our Management team in Mumbai.

We conducted a study on 550 Sessions court cases in Mumbai to understand the life cycle of a serious offense case in the first court of trial, various stages that it goes through and its outcome. In this regard, to complete the whole study of 1800 cases we have planned to partner with Public Concern for Governance Trust organization to seek their guidance. We are pleased to share that our youth engagement programme, Praja Katta, received a tremendous response from students, colleges and young adults across the city and our presence grew to a substantial number: 112 people were associated with the Praja team as interns/volunteers over the year 2015.

## Praja's Impact 2015

Overall	Data	Awareness	Dialogue	Influence
Data Management	RTI 746 Mumbai 316 Delhi	Many Education and Health Department has started giving data in soft Copy	Total 5 Appeals, ( 2 health 2 Education and 1 Crime)	Election Commission MCGM Dept. has put Praja's website on the board for ER information for general public.
Civic	9 RTI	Media attendance: 83 Media coverage- 60, DP Hand Book Launched, One White paper	11 Ward Committee Chair person	Naming/Renaming of Roads/Chowks' have decreased by 26%
Health Education	243 RTI 92 RTI	Media attendance: 49 Media coverage- 29, One White paper Media attendance: 91 Media coverage- 43, One White paper	16 Councillor and 5 MLA and 1 MP and 1 Ex. MLA Meeting with 30 Councilor and 6 MLA with Guardian Minister	Timing of Dispensary which was taken into consideration, After Question Raised by Councillor, A ward Asst. Commissioner after the white paper decided to monitor the parts control of the ward.
Crime	151 RTI	Media attendance: 72; coverage: 48, One White paper	Meetings with 9 MLA's, DGP Sanjeev Dayal (2014) former police commissioner Rakesh Maria for (CCRS: Central Complaint Registration System) (2015), DCP Shiela Sahil (Crime against Women cell)	Sanjeev Dayal's order Separation of investigation in Sessions triable cases from Law & Order functions of the Maharashtra Police -
Housing & Transport	4 RTI	Media Coverage 9 , Housing Symposium has 108 , Launch of Housing Handbook Vol. 2	Met 20 MLAs for Housing and even AMC (MCGM)	

ER	RTI: 251 New: Councilors consultative committees data was collected, GBM of MCGM Procedure/ Discussion was included in the regular data ( also in Report Card)	Media attendance: 64 Media coverage- 31, Councilor Report Card, Calendar For ER	Councillor: Mumbai : 181 Delhi : 10 MLA: 28, Repeated meeting : 126 Other meeting ( Party head/minister) : 9 ER Workshop :4	MOS ( Medical Officer School) was given work of sex education after a Councillor put it forward, Another councillor raised issue of timing of Dispensary which was taken in consideration.
Media and communication	Mumbai 200+ invite Delhi 200+Invite	Print - English 95 Print - Hindi 29 Print – Marathi 54 Print Other Language 13 Link 33 Electronic Media 26 Magazine 1 Radio 1, A New website for Praja is ready	Total Media Attendance 321	Citation in Media other than Press conf. Civic 21, Housing 5, Health 7, Education 2, Crime 4 and ER 1.
Citizen	College Approached 31	Workshop : 10	Total Volunteer/Intern:112	PGCL College wants to involve students with Praja on official basis, NMIS Economics dept. took Praja's 1916 Project as their Project for their student. One Volunteer who has become a long term Volunteer has started giving valuable inputs for our White papers, he has completed 3 years too. SIMC Media Students have made a movie on Report Card which is on our FB and Website.
Civic Delhi	12 RTI	Media attendance: 34; coverage: 8, One White paper	10 Councillor/ Party leaders met.	–
Crime Delhi	70 RTI	Media attendance: 72; coverage: 16, One White paper	1 MP Met	–

## 1.1 Data Management

Being a data-driven organization, data has always been the backbone of our organisation for our releasing reports and whitepaper. Accordingly collection of data and its management has always been the core of our operations. We are continuously working to improve the quality of our data that we collect and analyses while ensuring the integrity of our database. 5 of our Right to Information applications came up for appeals between January-December 2015. By ruling in Praja's favour and thus in the favor of greater transparency in the functioning of the Government & further strengthened our belief in the power of the Right to Information Act. The details of the appeals are as under:

- Central Appeal (Health): Central Information Commission ordered to Chief Medical Officer/Chief Public Information Officer, Port Trust Hospital, Mumbai to provide information on top ten diseases to Praja within two weeks of receipt of the order, under intimation to the commission.
- First Appeal (Health): Appellate Authority /Assistant Commissioner of 'K-East' ward ordered to Medical Officer of Health to provide information about carpet area of Dispensaries within 15 days.
- First Appeal (Crime): Appellate Authority/ DCP Zone-4 ordered Assistant Police Inspector of Antop Hill Police station to provide information of Crime Statistics to Praja within 8 days.
- First Appeal (Education): Appellate Authority/ Assistant Commissioner 'S' ward ordered to Administration officer school of 'S' ward to provide information on a total number of students & teachers to us within 7 days free of cost. It was also announced that not providing information on time is a grave issue and should not be repeated in future.
- First Appeal (Education): Appellate Authority/ Assistant Commissioner 'G/N' ward ordered to Administration Officer School of 'G/N' ward to provide information on a total number of students & teachers to us within 15 days free of cost.

Through repeated interactions, we have been able to establish a good rapport with officials, which makes it much easier to collect the data we need, sometimes even in a particular required format. This year, our Data Management operations expanded to Delhi as well. While the Data collection and collation through RTI applications is taking place in Delhi, the subsequent operations such as entry, translation and analysis were carried out by the Mumbai team. To ensure effective coordination between the Mumbai and Delhi chapters, and oversee our operations in Delhi, members of our Mumbai team have been visiting Delhi and vice versa on a regular basis.

It was a challenging year on the Data Collection front, as Delhi was a novel and learning experience for the team and it was for the first time we were collecting data from various sources. It made us understand and taught us how to cope with various exigencies and forge ahead to ensure that all targets and publication deadlines are met. Decentralization of various departments and multiple and far away municipal corporations also posed a great challenge in covering the entire Delhi.

## 1.2. Research and Analysis

### A. Civic Issues

#### i . White Paper on Working of Ward Committees and Civic issues in Mumbai:

Praja's publication in 2015 was on the 'Report on Working of Ward Committees in the City of Mumbai and Civic Problems Registered by Citizens'. The white paper presented a rich analysis of ward-wise citizen's issues, and the issues raised by the councillors of the MCGM in their respective Ward Committees.



#### Highlights of the report:

- Our analysis revealed that on an average it took 17 days to resolve complaints whereas Citizens Charter stipulates 3 days.
- In relation to attendance of the councilors, there was an 8 % decrease in attendance at ward committee meetings by 2014. However, at the same time, an average of only 3 questions was raised by them per ward committee meeting. Further, it was also revealed that 27 councilors have not asked a single question during the same period.
- The year 2014, 'Roads' registered as the top citizen complaints, it also happens to be top issue on which questions was raised by the councilors in their ward committee meetings

Complaint Type	Days to resolve
Actual time taken to resolve complaints in 2014 (in days)	17
Days to resolve (in days)	7
Days to resolve (in days)	16
Days to resolve (in days)	21
Days to resolve (in days)	17
Days to resolve (in days)	16

## ii. Workshops for Councillors regarding Development Plan (DP)

The Development Plan (DP) for Mumbai 2014-34 was being formulated by the Municipal Corporation of Greater Mumbai. Since the DP and its provisions will affect the lives of Mumbai's citizens over the next two decades, we at Praja believe that both elected representatives and citizens must participate in raising issues/objection/suggestions related to DP. It was for this purpose, we collaborated with the Urban Design Research Institute (UDRI) to design a Handbook 'PLANNING FOR MUMBAI: THE DEVELOPMENT PLAN FOR GREATER MUMBAI 2014-2034' and shared them with the councillors, held workshops for elected representatives in the Ward Committees. Such workshop later caused the ERs to take up the issues of DP and later the deadline for sending objections/suggestions was extended due to awareness amongst the councillors- which later culminated in the formation of a review committee for DP.

### Impact

- Establishment of a review committee to review DP and rectify errors, which will rectify all the errors in the DP and incorporate the suggestions and attend to objections rose.
- High Court in response to a PIL No. 71/2013 also called for a Central Complaint Management System, which was also a long time demand of the Praja and also a part of the proposed Standard Operating Procedure (SOP) made for the purpose. It was also shared with Mr. Narvekar, Disaster Management Cell and Mr. Sanjay Deshmukh, AMC, MCGM.

### Media Response



**Press Attendance: 83**



**Press Coverage: 60**



Attached Annexure 2- Handbook on Development Plan released by Snehal Ambekar, Mumbai's Mayor

## B. Health

### i . Health White Paper:

We have been collecting data for our Health White Paper, since 2009-10 from the BMC's Public Health Department. In these reports, we have been tracking important indicators with respect to the occurrence of diseases, death causes, the state of Municipal dispensaries, health personnel etc.

- Rs 48,321 spent by the average Mumbai household annually on medical costs and Rs 13,675 Crores spent on medical costs annually in Mumbai.
- At least 21 TB deaths a day in the last five years (April 2010-March 2015)
- 5 times increase in cases of dengue over the last five years (April 2010-March 2015) and 37.6% of Dengue deaths have been in the productive population group of 20-39 year
- 61 councillors asked zero questions on health in last three years (March 2012 to March 2015)

### Impact:

- Control department to discuss the findings of Dengue & Malaria cases in Praja's Health White paper. Their discussion highlighted that dispensaries with large number of malaria & dengue cases will coordinate with Pest Control Department coming under its purview for fogging treatment.
- Councilor Gulista Shaikh raised question on Dispensary timings after we suggested the current dispensary timings Assistant commissioner from 'A' ward called upon a meeting with MOH (Medical officer health) & Pest should be according to timings suitable for public in our white paper.
- Higher response from the ERs on the issue of health and more number of questions asked by the councillors on Health.

### Media Response



Press Attendance: 49



Press Coverage: 29



## C. Working of Elected Representatives

Elected Representatives are at the center of Praja's work on enabling accountable governance and making the government more responsive to citizens' needs. The end goal of our activities and programs is to encourage Elected Representatives to represent the issues of citizens in their forums, by deliberating on them. For this purpose, between January and June, we have had numerous meetings with our Councillors and MLAs as well as conducted workshops explaining the intricacies of the Mumbai Development Plan. We have also helped improve governance through our ER Fellowship program.

### 3.1 Meetings with Councillors and MLAs:

As the Elected Representatives are at the heart of our work, we need to engage with Councillors and MLAs on a regular basis these meetings are a medium for us to share findings from our research, and encourage our representatives to raise these issues in their respective forums. This year, from January until 31st December, we had 219 ER interactions with 181 Councillors, 28 with the MLAs, 1 MP & 9 others in Mumbai. We also had 10 ER interactions in Delhi. The outcomes of meetings can be measured through an increase in the number of questions raised during deliberations.

### 3.2 MLA report card 2015

We did not release our Annual MLA report card in 2015. We need at least three Sessions to assess our MLA; therefore, there was no report card in 2015 on our MLA. Our MLA report card will be released in the year, 2016.

### 3.3 Councillor Report Card 2015

During the May 2014 general elections, opinion polls across the country showed that the top issues concerning citizens are good roads, clean water, drainage, sanitation, parks, play grounds and so on. These services are ensured by the local self-government institutions and not the central or the state governments. Through our Municipal Councillor Report card, Praja conducts an annual performance appraisal of how our 'Nagar Sevaks' have performed. Are they raising the right issues in the forums where you have sent them to represent you? Are they setting the right policies? Are they engaged with you to solve your issues?

Praja Foundation has been painstakingly creating the rankings of elected representatives for the city of Mumbai to improve its governance and add accountability to its elected representatives. The appraisal has been done of their electorate. The Report Card covers the working and performance of the 227 Municipal keeping in mind the Constitutional role and responsibility of the elected representatives and the opinions Councillors on different parameters, both quantitative and qualitative. We have collected our quantifiable data through RTI applications over the year. We also commissioned Hansa Research to do a scientific-statistical survey among over 22,580 households (people) of Mumbai to gauge the public perception of the Municipal Councillors on the above-mentioned parameters.

After getting elected in February 2012, our Municipal Councillors have completed three years in office. The second year (April 2014-March 2015) report card gives interesting insights into their performance.

**Highlights of the Report Card:**

- For the first time in Praja History a Councillor has got A grade, it is a BJP councillor, Sunita Ramnagina Yadav. Her constituency is 'R/S' ward.
- Awareness and accessibility scores have increased from 35% in 2013-14 to 52% in 2014-15.
- 58% have asked less than 10 questions in 2014-15.
- 57 total of current municipal councillors who have FIRs registered.
- Average committee meeting attendance down to 68% in 2014-15 from 81% in 2012-13

**Media Response:**



**Press Attendance: 64**



**Press Coverage: 31**



## D. Education

### Education White Paper

Praja's Annual Education White Paper 'State of Municipal Education in Mumbai' was launched at a Press Conference in December 2014. The Education White Paper is a comprehensive report on various input and outcome indicators of the working of public education system in Mumbai. In this year's report, we also analyzed trends in enrolments and dropouts in Mumbai's Municipal Schools in the last five years. This year, our analysis also focused on the accountability, monitoring and evaluation systems of schools and teachers. While MCGM schools fare well on infrastructure and other input indicators, we find that these inputs have not translated into the desired learning outcomes. Our hypothesis was that accountability is one of the weaker links in the public education system. Thus, we delved in detail into the role of school inspectors in monitoring the day to day working of teaching staff in MCGM schools.

Our report has raised pertinent issues about the current state of affairs in Mumbai's municipal schools.

### Highlights of Report:

Nearly five years since the implementation of the Right of Children to Free and Compulsory Education Act or Right to Education Act (RTE), quality education remains a distant dream for over four lakhs children studying in Mumbai's Municipal Schools. Over the years, fewer parents are opting to send their children to Municipal Schools, as reflected by the consistent decline in Class I enrolments as well as overall enrolments, year on year. In the last five years (2010-11 to 2014-15), 40,778 children have dropped out of the Municipal School system a drop by 9%, and in the corresponding five years the Municipal Budget allocation to the Education department has more than doubled. MCGM spends to spend Rs. 59,774 per student.

A significant proportion of MCGM schools adhere to the infrastructure norms specified under the Right to Education Act. However, good infrastructure facilities have not translated into the desired learning outcomes as indicated by the Scholarship and SSC results of these schools.

### Impact:

- After reading Praja's Education white paper, the guardian minister Hon. Subhash Desai called Additional Commissioner and Education officer for the meeting and discussed the findings of the report with the objective to improve the quality of Education.

**Dialogue with NGOs/CSOs: India School leadership Institute (ISLI), Teach for India, Central Square Foundation, Observer Research Foundation.**



### Media Response:



Press Attendance: 91



Press Coverage: 43

## E. Crime White Paper

### i . Crime White Paper

Praja's White Paper on "The State of Law and Order and Policing in Mumbai" along with the interim report on "Study on the movement of serious offence cases in the Sessions court in Mumbai", was released on 8th of December 2015. The report highlighted people's perception of security in Mumbai – a high number said that they considered Mumbai to be an unsafe place to live in. Through a survey, the paper revealed citizens' experiences with reporting a crime and further interaction with the police. What we saw was that the satisfaction level with the response of the police to the complaints registered is very low. Everyday crimes like chain snatching, house break-ins and theft have been on the rise, affecting people's perception of Mumbai as a safe city. There is a sharp increase in crime against women and highlighted abysmally low conviction rate in serious offences. We discussed Issues such as an increase in the number of crimes like rape and molestation, information related to MLAs and shortfall of police personnel. We also discussed the interim report studied on serious offences in the Sessions court; to understand the process of investigation, trials, judgment and to examine the rate of conviction and reasons behind high acquittal rate. Hence, suggesting solutions for improving policing and law and order in the city.

### Activities 2015:

- We collected Crime in India report zone wise to look at total cases reported and disposed in a year and look at conviction & acquittal rate.
- Railway Data collected: Crime Statistics, Police Personnel data , Accidental Deaths, Accidents
- Judiciary Data: Number of courts, judges, working hours and cases conducted to improve the understanding of judiciary's work and hierarchy of Court & Judges



- Forensic Lab data collected (2011-'14) will be used to supplement and strengthen our study on the prosecution wing of the criminal justice system.
- Life-cycle report: Read and analyzed almost 550 Session courts' cases for reasons for acquittals and prepared analysis format of life cycles for 1800 cases with the help of students from PGCL.
- Public Prosecutors: Data collected from Home dept. and analyzed for appraisals.
- Our RTI encouraged the Law and Judiciary dept. To maintain an appraisal record of prosecutors from 2013 onwards.

### Highlights of Report:

- On 25th May 2015, Mr. Sanjeev Dayal DGP Maharashtra issued an order to separate Investigation and Law & Order (Bandobast) functions at the police station level.
- Rape increased up to 390% & molestation to 347% in four years.
- Only Six questions were asked on rape by four MLAs of Mumbai during Winter'14 and Budget'15 sessions
- 9% conviction in Class II serious offences and 33% of the cases were convicted in overall cases.
- There is overall 11% shortfall of police personnel in Mumbai city and 25% gap in Investigating Officers (IO)
- Control room is short staffed by 51%
- 7 months taken for rape cases to file charge sheet

All the data being gathered is to supplement our case for a holistic understanding of the criminal justice system. Thus, we are collecting data that indicates the number of cases investigated by the police, the number of cases processed by the court, crimes in railway and aiding it with a household survey of people's perception and experience with various crimes in the city.

### Media Response:



**Press Attendance: 72**



**Press Coverage: 48**

## F. Praja's Delhi Chapter

Our vision for the Delhi Chapter is to replicate the verticals of Health, Education, Crime and Elected Representatives, on the lines of our 'Praja Dialogue' Project launched in Mumbai in 2008.

- In 2014, we continued to focus on streamlining our processes and laying the groundwork for our research in each of these areas. Research and analysis in two verticals Crime & Civic followed in 2015, we released two white papers in December.
- For our research on Crime and Policing in Delhi, we partnered with the Commonwealth Human Rights Initiative (CHRI). Our plan for 2014 was to build an understanding of the existing situation with respect to Crime and Policing, the working of the police machinery, and understanding available data points and sources. This was followed by analysis and dissemination of findings in the Crime white paper released in December, 2015.
- Filing of RTI applications, data collection and collation for Education, Health and Elected Representatives is being done by Praja's representative in Delhi. Our representative is also working on developing an understanding of the working of the Municipal Corporations of Delhi.

### i. Delhi Crime White Paper

Praja's White Paper on "The State of Law and Order and Policing in Delhi", was released on 15th of December 2015. The report highlights are:

- In the year 2014, there were 74,921 cases reported of theft, while burglary was 10,281.
- There were an alarming 1962 cases of rape reported in 2014, including 1818 rapes (u/s IPC 376) and 144 gang-rapes (u/s IPC 376D).

- Five rape cases were reported daily
- There were 2,667 cases reported of assault to outrage modesty of women. Other crimes like murder (533), kidnapping/abduction (7186), and robbery (6396) were also registered in high numbers. Places like Outer Districts are notorious with highest numbers in crime (22,222) in comparison to other districts.
- The huge number of complaints received against police personnel (12872), with North East district being the highest (3012). Highest number of 12 FIR's was also filed against the police personnel concerned in the West district and out of those Charge-sheets were filed in 8 cases
- There was an overall shortage of police personnel of 6% in 2014. The shortfall was most significant at the supervisory ranks of Additional Commissioner (37%) and Assistant Commissioner (36%).
- Low conviction Rate due to poor investigation; observation by courts
- The conviction rate in heinous crimes like rape, murder, kidnapping was 17% in 2014.
- MPs raised only 17 questions, and one MP did not ask even a single question on crime.

CHRI and Praja obtained all the data reported in this white paper through requests made under the Right to Information Act, 2005. Thus, we collected data and analyzed it to enhance the understanding of law and order situation in Delhi. The number of cases registered & investigated by the police and how actively police involves in providing justice to citizens in crimes against women. The report was published with a view to making the government realize that they should more focus on addressing the law and order issues more rapidly.

### Media Response:



**Press Attendance: 72**



**Press Coverage: 16**

### ii. Delhi Civic White Paper

Praja's White Paper on "Report on Ward Committee and Civic Services Provided by Municipal Corporation of Delhi (MCD)", was released on 1st of December 2015. The report highlights are:

- Total 31,551 complaints registered from January till December 2014. Top 3 complaints includes Solid Waste Management (SWM) (9636 complaints), nuisance due to stray dogs, cow, monkeys and other animals (9161 complaints), drainage (3634 complaints).
- 40% on complaints related to animals: 3928 complaints on Removal of Dead Animals (in SWM) & 9161 complaints on Nuisance caused by animals
- Highest Complaints were found in Rohini Zone (5438) & least Complaints in City Zone (556)
- Not clearly registered complaints: 1165
- 28 councillors haven't raised a single issue: 11 (out of 143) female councillors and 17 (out of 122) male councillors
- 5065 and 4027 issues raised by female and male councillors, respectively
- Top 3 issues were raised include Solid Waste Management (1375), garden/Park (992), license (815). Total 9092 issues were raised.
- Fewer women than men have raised zero issues in the year 2014 - 11 (out of 143) women as compared to 17 men (out of 122).
- Women have also raised more number of issues in the year 2014 as compared to men - 5065 issues raised by women and 4027 issues raised by men.

- Women's attendance in the committee is more than the men's in 2014 - women have an attendance of 60% and the men have an attendance of 59%.
- Women's attendance in the committee is more than the men's in 2014 - women have an attendance of 60% and the men have an attendance of 59%.

This is the start of Praja's program in Delhi. Through our data-driven, thematic reports, we hope to bring together all the stakeholders – Elected Representatives, government administration, the media, CSOs and citizens – for a much-needed dialogue based on facts of governance indicators, which can ultimately overhaul the governance system of the city. We hope that this report will gradually help in strengthening the Ward Committees to help realize the ethos of the 74th Amendment and strengthen governance at the grassroots level.

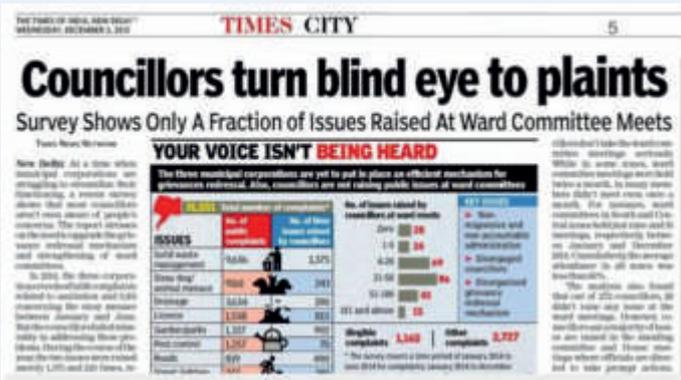
**Media Response:**



**Press Attendance: 34**



**Press Coverage: 8**



**आवारा पशुओं और गंदगी की शिकायतों की संख्या बराबर**

नई दिल्ली, 1 दिसम्बर (एजेंसी) : दिल्ली में नगर निगमों के समक्ष दर्ज आवारा पशुओं से सम्बन्धित शिकायतों की संख्या बढ़ती-बढ़ती आरंभ हो रही है। नवोदय की नवीनतम रिपोर्ट में इस बात का खुलासा किया गया है। रिपोर्ट आर्टीकल से जुड़े गए आंकड़ों पर आधारित है। पशुधन के निहित हितों के कारण नगर निगमों से जून 2014 के बीच का यह आंकड़ा का डेटा आर्टीकल के जरिए प्राप्त किया गया। इसमें इस बात का खुलासा है कि इस आर्थिक के दौरान कुल 31,551 शिकायतों मिलीं। इनमें से आवारा पशुओं की शिकायतों 9636 हैं। आवारा कुत्ते, गाय, बंदर आदि की शिकायतों की संख्या को 9163 शिकायतों दर्ज की गई।



**2 न्यू बाइट स्टार**  
नवोदय, 1 दिसम्बर, 2015

**प्रजा फाउंडेशन ने नगरीय शिकायतों पर जारी किया श्वेतपत्र**

नवोदय 1 दिसम्बर के दौरान नगरीय शिकायतों पर जारी किया श्वेतपत्र

**शिकायत संख्या, प्रभावशीलता**

नवोदय 1 दिसम्बर के दौरान नगरीय शिकायतों पर जारी किया श्वेतपत्र

## G. Dissemination

### i. Website and Social Media Outreach

Throughout the year, Praja communicated with the media for various projects. For the launch of our White papers and Report Cards, we use the media as a tool to reach out to the citizens. During our launches, media covers our report findings widely. We have had press coverage in 191 print publications and 26 electronic and 33 internet links for the period of January to December 2015.

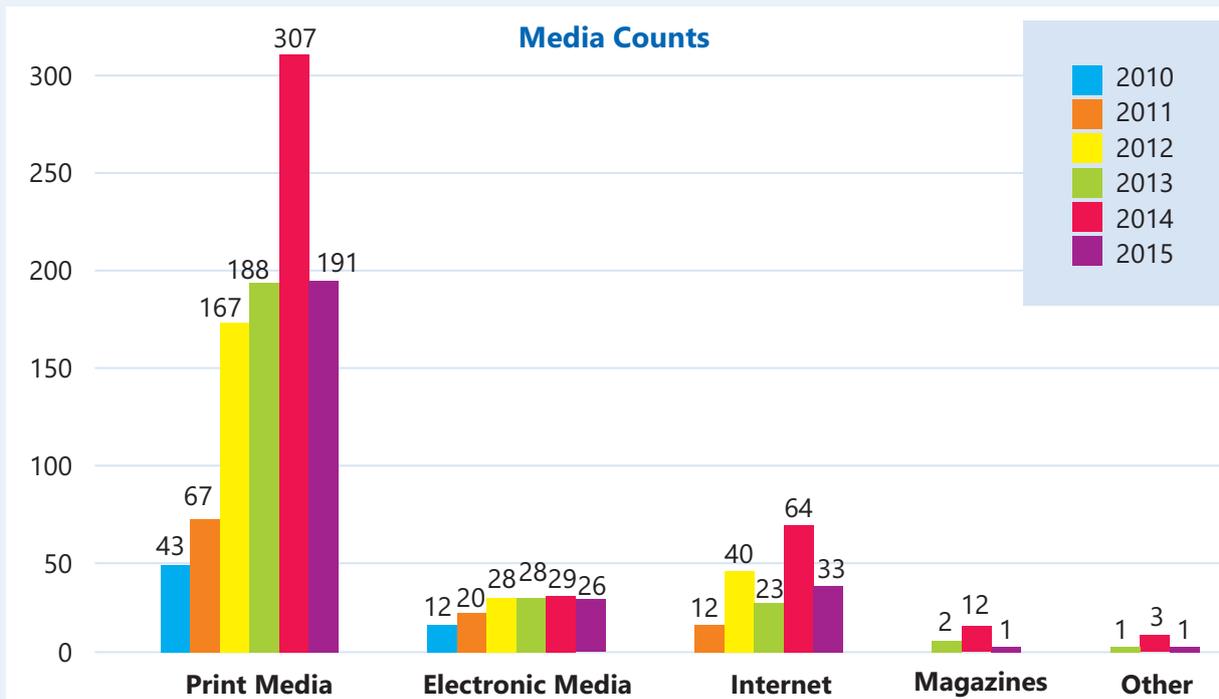
As our data is collected through authentic sources and is objective and non-partisan, covering a wide range of issues encompassing, civic problems, crime and policing, public health, municipal education, affordable housing and public transport, the media has also approached us for data whenever they require. Apart from interactions with the press, Praja is also active on social media websites, Facebook and Twitter. Till December 2015, we have had 1726 likes on Facebook.

Good news is that Praja proceeded one step ahead this time by launching its calendar for the first time in 2015.

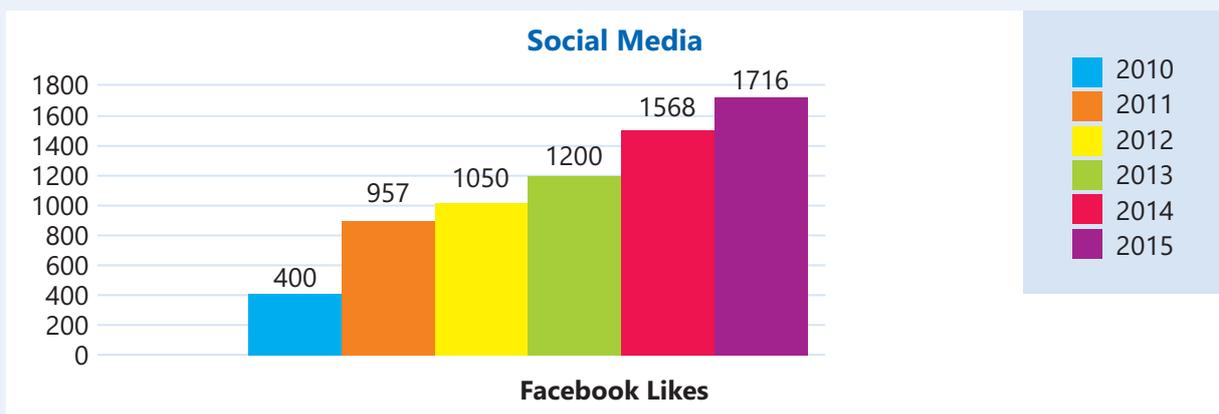
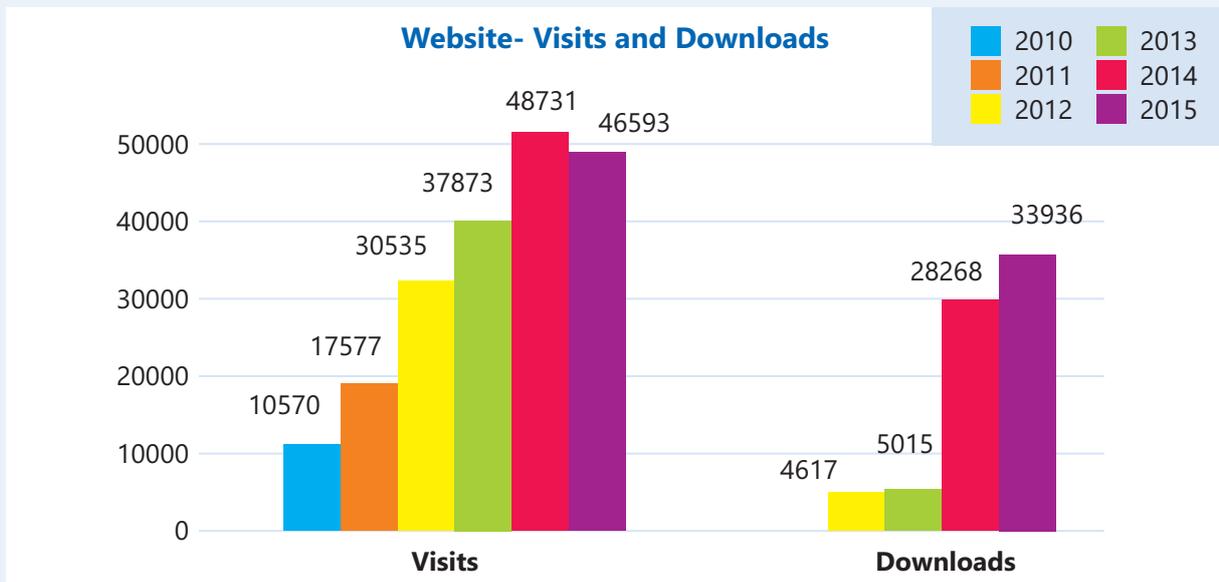
Our performance over the last three years is as follows:

Year	Print	Electronic	Internet	Magazine	Other	Facebook Likes
2013	45	5	15	2		N/A
2014	76	4	24	7	2	1421
2015	191	26	33	1	1	1726





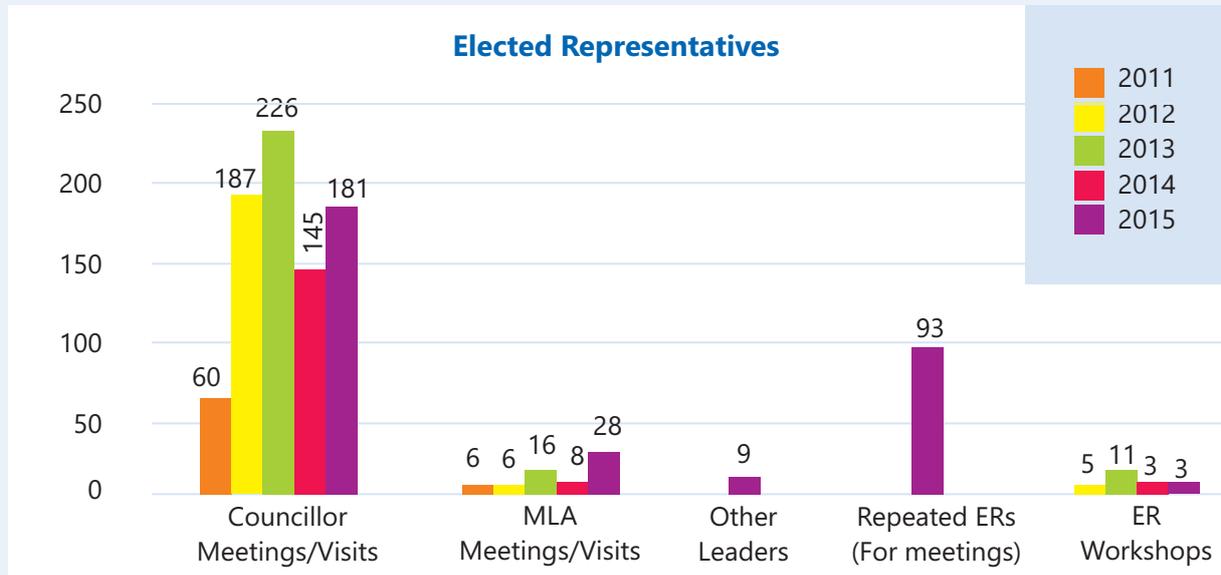
Below is a graph of the press coverage we have received over the years, as well as a graph illustrating our interaction on Facebook for the same period. Website download figures & likes on facebook have increased in 2015.





## I. Outreach and communication

### 1. Elected Representative Meetings



As our Project is ER Centric; we meet Councillors and MLAs on a regular basis. Sometimes we are also invited by them for an understanding of our data or issues faced by the Citizens. Last year, we focused on meeting ward committee chairpersons individually in order to improve the functioning of the ward committees, the most important creation of the 74th Amendment of the Constitution. We found these meetings to be effective and saw the impact in the deliberation in ward committee meetings. Thus, we continued with the same strategy this year as well.

Attached Annexure 5 – Elected Representative Meetings

### 1.1. Praja Councillor Workshops:

MCGM has multiple departments and committees, each having its own set of rules and regulations, enough to confuse an Elected Representative. As a result, most Councillors are silent observers of proceedings or seek guidance from their colleagues and administration executives. One of the major points of discussion this year was the Mumbai Development Plan 2014-2034. The plan is exhaustive and intricate, requiring some amount of demystification. Praja had already published a Handbook, simplifying the elements of the Development Plan. To further demystify the Plan, we conducted workshops with 'D' Ward, 'K/West', 'N', 'S', 'T', 'L', 'R/Central' and 'R/North' wards.

Our performance over the last three years is as follows:

Year	Visits (Councillor + MLA)	Workshops
2013	203	
2014	71	1
2015	219	4



## 2. Symposium on Inclusive and Affordable Housing

Mumbai is not providing decent and affordable housing to all its occupants. If we go by 2011 census figures, in Greater Mumbai 11 lacks households are slum-based, while 15,000 families live in sub-standard or unsafe dwellings. There are government schemes, but most are oriented towards Home ownership, which are neither suitable to migrant populations nor a long-term solution to the housing problem. Prices of ownership houses are skyrocketing, pushing the middle and lower middle class to far off suburbs, while migrant households, who are mostly engaged in informal sector like construction work, have to live in sub-standard dwellings without basic amenities. Clearly, the housing issue poses an enormous governance challenge and calls for suitable policy environment, which facilitates the creation of affordable housing and rental housing stock needed.

In this context, Praja Foundation organized a one-day symposium on 'Inclusive and Affordable Housing in Mumbai Region' with the aim to create a discourse on the issue of affordable and inclusive housing, by involving all key stakeholders such as Civil Society, Government, Elected Representatives, Policy makers, Administration, Developers, Financiers, Researchers, Practitioners and Academia. Broadly divided into four sessions, the symposium covered all major aspects of housing, such as approaches to affordable housing, financing and developmental issues. Presentations and discussion offered a food for thought as well as actionable opportunities for all stakeholders.

### Impact

- The Symposium had a panoply of speakers from various fields and background from sitting bureaucrat to academicians, from developers to financiers to former bureaucrats.
- The event was appreciated by all the speakers with the positive response on the subject of affordable housing from Hon. Minister Subhash Desai and Gautam Chatterjee, Additional Chief Secretary.
- Esteemed speakers like Mr. Jayant Banthia, Former Chief Secretary; Mr. Shirish Patel, Civil Engineer and Urban Planner; Mr. Sitaram Kunte, Principal Secretary, Finance Department; S. Vishwanath, Director, Planning, Hyderabad Metropolitan Development Authority; Mr. Vidyadhar K Phatak, Former Chief Planner, MMRDA; Mr. D. M. Sukthankar, former secretary, Ministry of Urban Development; Mrs. Neera Adarkar, Architect and Urban Researcher, Adarkar Associates; Mr. Pankaj Joshi, Executive Director, Urban Design Research Institute participated in the talk.
- Faculty members & researchers from reputed colleges & institutes like Prof. Amita Bhide, Dean, Tata Institute of Social Sciences; Ms. Vaidehi Tandel, Associate Fellow, IDFC Institute
- The event was well attended and appreciated by the members from the CSO, developers, bankers, academia, administration, researchers and policy makers.
- The total participants at the event were 108 while media response was relatively low in comparison to whitepapers as it was a daylong event. The press coverage was 9.

### i. Handbook Vol. II- 'Urban Laws and Policies that Impact Housing'

Praja forayed into the issue of housing in 2013, starting with consultations with experts working on the issue and released a Handbook Vol.I in 2014 regarding concepts related to Housing. In 2015, we again released a handbook on "Urban Laws and Policies that Impact Housing Vol.II" highlighting the important urban laws and policies since independence at the state and national level. Further the book also discussed the various international experiences and evolution of

various acts along with the expert suggestions related to each subject of housing. The objective of the book is to provide a ready reckoner of laws and policies related to the housing in one place and that too in a simple and lucid language so that elected representatives can make better policies related to housing using the handbook as a guide. The Handbook has been published in two languages English and Marathi, so as to reach out to a wider audience.



**Impact:**

- Mr. Shirish Patel, Urban Planner contributed in the making of the Book titled 'HANDBOOK ON URBAN LAWS AND POLICIES THAT IMPACT HOUSING'.
- Appreciation from the various stakeholders relating the quality of the handbook.
- Mr. Shrinivas, AMC, MCGM, called Praja to his office to discuss the matter on housing and wanted a copy of the book
- Hon. Minister, Subhash Desai, invited Praja to further take the issue of affordable housing forward through meetings.



Attached Annexure 3 – Handbook on Housing

### **3. Praja's Interaction with Media:**

Throughout the year, Praja communicated with the media for various projects. For the launch of our White papers and Report Cards, we use the media as a tool to reach out to the citizens. During our launches, media covers our report findings widely.

Apart from this, media also contacts us various times in order to get data from us. For the media, Praja has now become a one point source for authenticated, non-partisan information on Civic, Crime, Education and Health issues in the city and information on the role of the Elected Representatives in solving these issues. During the year, there have been a number of instances when not only did the media source information directly from Praja but also quoted our research in various media reports. Calls from journalists, who wish to check the authenticity of the administration's statements are now routine, as the media has come to value our opinions on various issues.

Praja did well in the media this year, with coverage of 252 items overall, encompassing print, electronic, the internet and other media. This includes coverage right after the publication of Whitepapers, as well as continuous coverage over the course of the year.

### **4. Praja's Interaction with Civil Society Organisations (CSOs):**

We have been associated with various NGOs and CSO's to share our work, collaborate on research and for exchanges of ideas and opinions. 2015 has been an exciting year for new partnerships and collaborations with a diverse set of organizations. Some of our significant partnerships include:

- For our research on Delhi Crime and Policing, we entered into a partnership with the Commonwealth Human Rights Initiative (CHRI). With them, we researched the data on the status of crime in Delhi. As a culmination of our partnership, we released the Delhi Crime White Paper in the month of December in 2015.
- Kaivalya Foundation in Delhi has provided Praja with office space to conduct our Delhi work, till we can procure space for ourselves.
- Praja has also entered into a consultancy contract with the FNF Bangladesh office to assist the Liberal Forum Chittagong in setting up a pilot project in Bangladesh. Praja will help the Bangladesh team to understand the current scenario in Mumbai's local governance system by facilitating visits to local government organizations. Praja will also help the Liberal Forum in developing their strategy to set up a pilot project in Bangladesh.
- With Voluntary Health Association of India (VHAI) Praja planned to collect data for the years 2001 to 2013, on Tuberculosis, Malaria and HIV/AIDS. Praja collected data from two hospitals in Mumbai on these diseases, related to the number of admissions and deaths caused. The work will help comment on the effectiveness of programmes and schemes to reduce mortality caused by TB, Malaria and HIV/AIDS.

## 5. Citizen Engagement 'Praja Katta'

Our youth engagement programme Praja Katta was launched in 2013 with the aim to promote active citizenship and thought leadership among youth. Under the project, workshops and discussions are facilitated by Praja to help young adults understand the Right to Information Act, the functioning of the Municipal Corporation of Mumbai and roles of different elected representatives.

We are happy to share that the programme has received a good response! 112 individuals interned and volunteered with using 2015. These included students as well as working professionals, from India as well as abroad, who wished to make use of their skills to contribute to Praja's work.

### Highlights of 2015

- Visited 31 Colleges with Praja Katta Plan in 2015.
- Gathered 112 volunteers & online volunteers: 14 throughout the year and assisted in each vertical in every possible way ranging from data collection to meeting and delivering white papers and reports to ERs. Students from NMIMS extremely amazing work on death cause data. PGCL students worked on Sessions court cases and students from Symbiosis college made a movie on the report card.
- Sessions with NGO's (Actively with Blue Ribbon Movement) continues.
- Taken sessions with 8 Colleges (PGCL, NMIMS, TISS, RUIA, and SNTD) in the year 2015.
- NMIMS students are undergoing a project on complaint management system.
- Conducted 2 sessions with BRM;; 1 with Sahyog Chehak Trust; 1 with Fatima Church, Thane.
- We have given exposure visits to students (NMIMS students taken for a visit to 8 ward offices).
- We have been working towards preparing modules for the Volunteers about the training process and collection; also modules on RTI, Three tier system, Urban Governance to be prepared by the PO's mid-March 2016.



## 6. Strengthening our Roots: Capacity Building for the Team:

### Management Training:

Praja chose 'Leadership' as the focus and theme of its Annual Management Training Program held on 12th and 13th of March 2015. Praja's Annual Management Training is a time for the entire team to interact with and learn from each other in an informal environment, away from the confines of a formal office and fast paced city life, to develop efficiency on a professional as well as personal front.

This year, the scenic, enamoring and idyllic village of Nere at Atasa, nestled between a river and farmland in Parel, was chosen as the spot for training. The resource person for this year was ArunWagchoure, an expert on management techniques and a motivational speaker, who conducted the sessions. The two-day management training program was a success with each of Praja's team members chipping in with their efforts from organizing and coordinating the sessions.



### Staff training and Consultancy:

**In-House training:** We conducted 4 in-house staff training sessions in Praja on various topics like RTI, Data collection process, data checking, Translation and coding and full day training to understand governance, Departments, RTI and MLA Report card which was attended by whole staff members and interns of Praja.

**Out-of-Office training:** There were four training sessions in a year. Of which, two workshops were attended by two staff members of Praja on Strategic management of NGO in Pune.

### Few important visits are highlighted as follows:

**Germany Visit:** Mr. Milind Mhaske, Project Director at Praja Foundation was invited to participate in the visiting programme on “Transparent, accountable urban governance and administrative systems” in Berlin. Two staff members of Praja Mrs. Nilam Mirashi, Junior Data Analyst and Ms. Anjali Shirvastav, Project Officer (Delhi) with Mr. Milind Mhaske visited Germany in the first week of November 2015 to understand the framing and implementation of public policy, urban planning and how urban governance supports transparency and accountability. Praja members had enriching experience as they got the opportunity to engage with representatives of CSOs, politicians and administration who helped them to understand the working of different initiatives, policies and reforms to establish urban governance in Germany. It was a remarkable experience in one way because they could relate their system with Indian e-governance system and found our system as more advanced compared to Germany and realized the reason behind for better governance system as people in Germany strongly believe in the rule of law and in the accountability of those responsible for the completion of public duties.

**Goa Visit:** Mr. Milind Mhaske was invited to participate in the Aspen Seminar series which for last 60 years has challenged leaders in every field to think more critically about the good society and their leadership roles in it.

### Two significant consultancy visits:

**Bangladesh Visit:** After studying Praja’s model on ‘Governance’, Liberal Youth Forum University of Chittagong which has Friedrich-Naumann-Stiftung für die Freiheit (FNF ), Bangladesh as one of its partners contacted us to assist them in designing & replicating the model on governance by sharing documents, processes from data collection to preparation of ER report cards & white papers. We offered our assistance through skype calls and phone calls. Praja team was invited to visit Bangladesh but it didn’t work out at that time of the year so their team visited India to have hands-on experience for 3 days & we offered our help by advising them how to deal with the administration. We gave them the exposure of media launch and press conferences and gave them the understanding of how Praja works.

**Indonesia:** National Democratic Institute International is a nonprofit, nonpartisan organization working to support and strengthen democratic institutions worldwide through citizen participation, openness and accountability in government. They visited India to understand governance aspect at the start of the year. They were familiar with our democratic values and citizen engagement activities and were impressed by Praja’s work. Henceforth, they had a



meeting with one of our trustee Mr. Nitai Mehta in Praja office. Later, they invited senior management of Praja to give a small talk on Praja’s experience towards enabling accountable governance in Washington. The organization conducted a workshop on ‘Smart cities’ in Jakarta in the month of November where they invited us to present our experiences working towards governance issues and usage of technology for gathering useful data to bring accountable governance.

## Impact Stories 2015

### 1. Impact of Development Plan (DP) workshops

Praja's reports achieved the desired effect when Handbook on Development Plan 2014-2034 (DP) was launched highlighting the issues in the DP, with UDRI. Workshops with the Councilors on the issues created awareness regarding the loopholes associated with the DP. This caused the government to extend the deadline for submitting comments and suggestions from the public. Later the government also went ahead and set a review committee to review the whole DP and thereby the whole DP would be revised accordingly.

Establishment of a review committee to review DP and rectify errors, which will rectify all the errors in the DP and incorporate the suggestions and attend to objections rose.

### 2. Housing Symposium and Handbook

Housing Symposium received good response and appreciation from all quarters for the quality of speakers, participants and discussion. The content of the handbook Vol. II was appreciated from members from the academia, bureaucrats, policy makers, bankers, CSO etc and even after months after the release of the handbook we still keep getting enquiries about the handbook Vol.II.

### 3. Health White paper:

Assistant commissioner from 'A' ward called upon a meeting with MOH (Medical officer health) & Pest Control department to discuss the findings of Dengue & Malaria cases in Praja's Health White paper. Their discussion highlighted that dispensaries with a large number of malaria & dengue cases will coordinate with Pest Control Department coming under its purview for fogging treatment. Councillor Gulista Shaikh raised the question on Dispensary timings after we suggested the current dispensary timings should be according to timings suitable for the public in our white paper.

### 4. DGP order to separate investigation and Law & Order functions

Praja has been an active supporter for the separation of the investigation and Law and Order (bandobast) duties of the police at the police station level as part of the police reforms for a long time since it would result in better investigation and conviction rates. This separation was also reiterated through our regular annual reports on Crime of Mumbai and meetings with various police officials. Our endeavors bore fruits when on May 2015, the then DGP of Maharashtra, Mr, Sanjeev Dayal issued an order to separate the investigation and law & order duties of the police at the police station level.

### 5. Sex Education in MCGM schools

During our regular outreach with Councilors, we had stressed the need to strengthen the programme related to the health of students in Public Schools run by the MOS (Medical Officer Schools). Sheetal Mhatre, amongst the councillors whom we had constantly raised this issue initiated a discussion in the public health committee of the corporation leading to the strengthening of the sex education programme for adolescent boys/girls in the corporation schools.

## 2016- THE ROAD AHEAD...

Since 2008, 'Praja Dialogue' project has come a long way as it has established the credibility among citizens, the elected representatives & the government for our reports & data. Anyone in Mumbai who wants to research or access governance indicators, see us as a resourceful center. ERs not only take note of our reports but consult us on a number of occasions to discuss the reports and access our research for improving systemic inefficiencies: we have several impacts in last few years including reporting of discrepancy in data of malaria deaths by surveillance department to increasing attendance of councilors in official meetings and reduction of questions not related to citizen's complaints; for example, naming/renaming roads or chowks. However, we want to push our boundaries further to increase the influence of the project and hence the focus for next few years in Mumbai will shift from data-cum- awareness to dialogue and influence.

With the launch of first two reports in Delhi, people appreciated our efforts and Praja team were invited by agencies to talk with them about the findings in these reports. We plan to continue by releasing our periodic white paper on "the Ward Committee and Civic Services Provided by the Municipal Corporation of Delhi" and "State of Policing and Law & Order in Delhi" and bringing a white paper on "State of Municipal Education in Delhi" and MLA & Municipal councilors report cards. We also intend to release handbook on "the state of governance in Delhi" a compendium of useful information about governance in different levels and arenas of politics and policymaking.

Municipal Corporations elections in Mumbai & Delhi will occur in the first quarter of the year 2017, data on verticals and report cards will become more critical this time and sincere efforts towards cultivating information which is credible to people. We have recently updated our website and it's now live, we will continue to modify or bring enhancements in our content to make it more user friendly



## Advisors

### **Anuj Bhagwati**

Trustee, Praja Foundation; Entrepreneur

### **Dhruv Mundra**

Entrepreneur

### **Iris Madeira**

Trustee, Praja Foundation; Education  
Consultant,  
Board of Advisor's Centre for Civil Society

### **Jamal Mecklai**

Trustee, Praja Foundation; Foreign  
Exchange  
Consultant

### **Juju Basu**

Advertising Professional

### **Mustafa Doctor**

Advocate

### **Nitai Mehta**

Managing Trustee, Praja Foundation;  
Entrepreneur

### **Rajan Mehra**

Entrepreneur

### **Sumangali Gada**

Founder Trustee, Praja Foundation;  
Entrepreneur

### **Vinay Sanghvi**

Entrepreneur

### **Vivek Asrani**

Trustee, Praja Foundation; Entrepreneur

## Praja Team

### **Milind Mhaske**

Project Director,  
Praja Foundation

### **Priyanka Sharma**

Project Manager,  
Praja Foundation

### **And rest of the Praja Team including**

- Akshay Shetty
- Anjali Srivastava
- Avni Bahri
- Balwant Kirar
- Dakshata Bhosale
- Devank Gurav
- Diksha Singh
- Dilip Tambe
- Eknath Pawar
- Ganesh Jadhav
- Harshada Gundaye
- Jyoti Thakur
- Lata Ranpise
- Mahesh Bhaskar
- Manjusha Alam
- Monishika Bordoloi
- Nilam Mirashi
- Onkar Khot
- Pooja Verma
- Pragati Watve
- Pranali Adhatrao
- Praveen Sawant
- Rahul Kannaujiya
- Rakesh Pote
- Ruchita Bait
- Shraddha Parab
- Steffi Dsouza
- Swapneel Thakur
- Swati Raghunathan
- Shaurya Tandon
- Trishna Bhagtani
- Vinith Nair
- Vipul Gharat





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**PRAJA**.ORG

MAKING DEMOCRACY WORK

**Praja aims at enabling accountable governance.**

To support Praja Foundation write a cheque in the name of "Praja Foundation" and post it to the address given below, with a summary of your name, email ID, contact details so that we can send you regular feedback and an 80G certificate for tax exemption.

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