

FELLOWSHIP COHORT 1 - DELHI

REPORT 2019









ABOUT THE FELLOWSHIP

Among Praja Foundation's several efforts towards better governance in the city of Delhi, the Elected Representatives Fellowship Programme has been one of the most collaborative projects. The Programme was designed to challenge the participating fellows to understand the ground-level realities of governance and the powers and functions of local Elected Representatives while working alongside them.

In the course of their fellowship, they undertook research and analysed data to interact with councillors and assist them in raising issues in the deliberative bodies of the city. Councillors in Delhi benefitted immensely from this Fellowship Programme as they would get regular assistance from the fellows who would approach the councillor with Praja's data on various issues related to the councillor's respective ward and the city in general.

The Programme aimed to engage students in assisting Delhi's Municipal Councillors in order to facilitate the work of and provide these councillors with a dedicated team of individuals serving as a link to Praja; and to provide exposure to students by participating in the process of governance. In this programme, 12 students selected as fellows through a structured selection process, were assigned to work with local representatives of specific zones allotted to them, for a period of six months. These fellows provided 5790 hours of research assistance to the Councillors.

The fellows, through this opportunity, have gained invaluable experience which they will carry forward in the projects they take up in the near future. It has not only helped them to grow as professionals but also as individuals.

As this journey comes to end, the fellows share their experiences of this endeavor.



crolling through a College WhatsApp group, I came across a poster which read, "Are you interested in running your city?" And I knew that was it. As a political science student, a hands-on experience, while still studying, was everything I could wish for. I instantly decided to apply for it, filled the application form with utmost zeal, prepared well for the interview, and fortunately, got through the process.

The three-day orientation programme set the stage for us. With efficient resource persons and team members from Praja, it provided us with all the conceptual knowledge required on field while dealing with councillors. Not only theoretical framework, but it also helped us get a sense of ground realities, by organising mock meetings. Apart from the initial orientation, the various workshops throughout the course of fellowship have been extremely beneficial to keep us equipped with all the intricacies of the Municipal Corporation of Delhi.

The experience as an ER Fellow at Praja has had its ebbs and flows that is what makes it all the more interesting and engaging. At no point in my fellowship, have I ever felt weary or jaded. Each ER meeting had something new to offer, a new challenge, a new learning outcome. The most intriguing experience has been working with the female councillors. I also tried motivating the not so active women councillors by citing examples of the work done by very active and engaged councillors. The ER fellowship has drastically enhanced my skill set and contributed immensely to my personality development. It taught me time management, teamwork and enhanced my communication skills, leadership qualities and gave me a problem solving approach to life. These skills will also help me in the future as I've learnt work ethics.

Initially, the challenges were high. Fixing appointments due to elections and new committee formations, convincing councillors about the idea of the fellowship, and travelling to far off places have been some major challenges. But, they say hard work pays off. As the fellowship took pace and rapport building succeeded, dealing became easier and fruitful results were visible. Councillors asked us to prepare questions for them and asked for help on various issues. For me, it was an achievement in itself. The praise we got from councillors worked as an incentive.

I plan on taking up further studies in public policy and am looking for a career in the same field and this fellowship has provided me with necessary initial exposure to policy making. In a nutshell, the ER fellowship has transformed me from a dormant citizen to an active stakeholder; from a complainant to a change-maker.



s a third year student I was looking for opportunities in policy making sector when I came across the Praja fellowship poster on my college notice board. The moment I saw it I knew I wanted to be a part of this programme since it focused on field work based research which was core to my subject.

Since I was pursuing Bachelors of Science I was a bit hesitant and nervous in the beginning but the orientation programme and the monthly workshops eased out all of my worries and familiarised me with all the essential knowledge about the Constitution of India, MCD Act, urban governance, etc. The orientation was the prelude to our exciting journey of six months here in Praja.

As the meetings with councillors began we realised the difference between the on paper and on ground reality. The regular meetings, discussion on the working of MCD, preparation of questions for house and ward meetings made us realise how there exists multiple tiers affecting the working of the MCD and in turn the councillors, working with them helped us to understand the grievances of the general public and how these problems are tackled on daily basis. The perception about MCD as a government body changed over the course of the fellowship as we got to know more details about it.

Over the course of six months I learned not only theoretical knowledge but also got hands on experience on the practicality of this knowledge. This fellowship also taught me how to be patient and how to manage my time effectively. The most important thing I learned was how for the better working of the government it is necessary for the public and the government to work together because it is the essence of democracy. I have gained applied knowledge of urban governance through fieldwork and interaction with councillors which will help my future endeavours in the field of public policy.

As I become a graduate I'm grateful for the opportunity provided to me by Praja Foundation which helped me to have a clarity for future endeavours.

"'गवर्नेंस' दरअसल सरकार और समाज के विभिन्न हिस्सेदारों के बीच संवाद और निर्णय लेने की प्रक्रिया है, जो अपने सर्वश्रेष्ठ रूप में तब दिखता है जब इसके द्वारा संसाधनों और सेवाओं का सुविधाजनक और न्यायपूर्ण वितरण सुनिश्चित होता है।"



ALOK CHANDRA PRAKASH



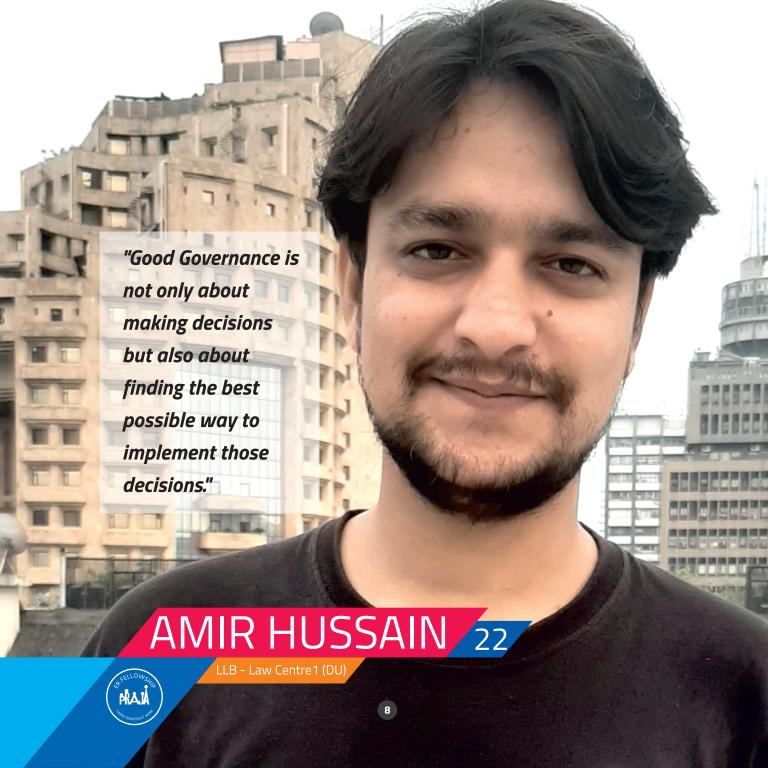
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केंद्रीकरण का गाँधीवादी विचार मेरे हृदय के बेहद करीब रहा है। 73 वें और 74 वें संशोधन अधिनियम के बाद गवर्नेंस के विकेंद्रीकरण का रास्ता तो खुला, लेकिन अपने कई सारी विसंगतियों के कारण इसके रास्ते अभी भी चुनौतीपूर्ण नज़र आ रहे है। प्रजा फाउंडेशन की इस फ़ेलोशिप से जुड़ने का ख्याल इन्हीं चुनौतियों को समझने और एक जागरूक नागरिक होने के नाते, इससे जूझने के अवसर की तरह था।

हमारी राजनीती 'चुनावी राजनीती' के इर्द-गिर्द सीमित होती जा रही है। लेकिन चुनाव में एक प्रत्याशी और एक मतदाता के हैसियत से भाग लेने के अतिरिक्त भी हमारी राजनितिक जिम्मेदारी शेष बचती है। यह फ़ेलोशिप एक प्रबुद्ध नागरिक के रूप में ऐसी ही एक जिम्मेदारी को निभाने का अवसर था। हम इस फ़ेलोशिप के माध्यम से दिल्ली के स्थानीय स्वशासन में अपनी एक महत्त्वपूर्ण भूमिका निभा रहे थे।

हमें प्रजा के विभिन्न रिपोर्ट का प्रयोग करते हुए वार्ड पार्षद के डेलिब्रेटिव पक्ष को सशक्त करना था। शुरुआती कुछ चुनौतियों के बाद हमें पार्षदों से अच्छी प्रतिक्रिया मिलने लगी। इस क्रम में वार्ड पार्षद से मिलना और उनके अनुभवों से काफी कुछ सीखने को मिला। एक जनप्रतिनिधि के तौर पर उनको आने वाली चुनौतियों को समझना एक नागरिक के लिए भी बराबर के महत्त्व का है। प्रजा की रिपोर्ट से दिल्ली के विभिन्न समस्याओं को समझना और शासन की जवाबदेही के लिए पार्षदों की भागीदारी को बढ़ावा देना, ऐसा करते हुए हम एक ऐसे अंतर को भरने का काम कर रहे थे जिसके कारण शासन व्यवस्था रेंग कर चल रही है।

इस फ़ेलोशिप के द्वारा मैं स्थानीय जनप्रतिनिधियों के कार्य में सहयोगी बन पाया और स्थानीय स्वशासन को ज्यादा जवाबदेही और पारदर्शी बनाने के प्रजा जैसे संस्थान के साथ सहयोगी बन पाया। यह मौका मुझे जमीन के वास्तविक स्थितियों के करीब लाया। इस मौके ने स्थानीय मुद्दों के सम्बन्ध में मेरी समझदारी और संवेदना में न केवल बौद्धिक बढ़ोतरी की बल्कि मुझे पार्षदों के साथ काम करने का मौका देकर मेरे पेशेवर विकास में भी सहयोगी रहा। एक नागरिक के तौर पर हम जिस समस्या से दिन-रात प्रत्यक्ष रूप से जूझते है वो सीधे तौर पर स्थानीय शासन से जुड़ता है। लेकिन हम सबसे ज्यादा जिन मुद्दों पर अपनी उर्जा खर्च करते है वो बहुत ही छोटे स्तर का मुद्दा होता है। इस फ़ेलोशिप ने मुझे अपने शहर और समाज के छोटे मुद्दों से जुड़ने का मौका प्रदान किया।



came to know of Praja Foundation when one of my friends told me about the organization and its fellowship programme. Being a student of law and due to my inclination towards politics, I thought the fellowship would be relevant to my field as I will get to know how governance functions at ground level.

The three-day orientation program taught me a lot about the structure, functions and mechanisms of Municipal Corporation of Delhi (MCD) under the DMC Act 1957. It gave me the confidence required to work with Councillors. I also realised that there is still a vast scope for learning for me personally. The regular reporting about my experiences through weekly meetings, monthly meetings gave me the chance to improve my skills and solve my queries faced on field by discussing them with our coordinators. The informative workshops on various topics by different officials/experts gave us a deeper insight into governance.

The fellowship gave me a platform to have a first-hand experience of field work, working with the elected representatives. Praja Foundation gave me the opportunity to be more aware of our civic issues and how to deal with them efficiently. Before meeting the councillors, I had an image of them in my head, that they are negligent about the problems faced by common citizens. But after meeting them and working closely with them, I realised that they were actually interested in making the city better, which further motivated me. I got to know the problems faced by the councillors and the causes behind the delay in their functions. I feel a sense of satisfaction now that I am more aware of the ground reality.

Talking about my experiences at Praja, I would like to thank the organization for giving me this opportunity. The most important thing that I learnt from this fellowship was teamwork. I also got a chance to attend General Body Meetings and it was a truly interesting experience. It helped me understand what problems the elected representatives themselves face while asking questions to the administration. The type of councillors I met on the ground during fellowship they are from different background, ideologies, platform and I learnt well how to communicate effectively with them. This will help me in future dealing with people from different backgrounds and scenario. Apart from all this, I have had a chance to build relationships with people and memories which I'll cherish for the rest of my life.



raja Foundation as an organisation is a very unique idea and so is its vision to make governance more transparent and accountable. The purpose of 'Making Democracy Work' which it strives to fulfil, adds to its distinctive character. It is extremely noteworthy that it has made the Elected Representatives its focal point to strengthen democracy at the local level which will help to realize the bottom-up approach as a first step towards good governance.

It is this distinctive character of strengthening the local self-governance of Delhi, that made me apply for the ER Fellowship of Praja Foundation. This Fellowship was the first of its kind fellowship which bridged the gap between the citizens and their direct participation in democracy. It is not very easy for a common citizen to approach the hard pressed councillors and catch their attention. An informed and an awakened citizen plays a vital role in a democracy. Praja Foundation has given me this opportunity to have personal interaction with the elected representatives who are most connected with the grievances of the citizens and other ground realities, and I feel delighted to have been a part of this fellowship.

Over the period of six months, I have had the opportunity to understand the intricacies of the functioning of Municipal Corporation of Delhi (MCD) and the diverse role it plays. It must be noted that MCD is an integral part of life of a Delhite and it serves them with all the basic amenities like roads, parks and most importantly solid waste management. Despite this, the corporation is gripped with certain issues ranging from lack of funds to lack of political will to sometimes lack of right knowledge and resources. This is where our role as fellows came into play. Although it took us some time to build a sense of trust with the councillors, we managed to do it under the guidance of our coordinators. We presented them with the data thoroughly compiled by the team of Praja in the form of whitepapers and helped them formulate questions in a more effective manner for all of their meetings. The task of capacity building of our councillors in the best possible way, indeed, gave me a sense of contentment and achievement.

During the course of this fellowship, I have had some of the most enriching experiences which has surely helped me to have a deep understanding and practical knowledge of the 74th Amendment and local self-governance. I also polished my communication and presentation skills which will be an asset to me in my future as well. This fellowship has also helped me in my personality building and has ignited up a spark in me to work towards the betterment of the society.



believe that the most significant changes in a political system, or any system, are always based in the roots of that system. I was looking to engage with policy-governance organizations when a friend introduced me to Praja's Elected Representative Fellowship with the Councillors of the Municipal Corporation of Delhi (MCD) and I immediately applied for this interesting opportunity as it was suitable to my own beliefs of how a process of change should be.

It may be how civics is structured in schools and/or my own lack of attention, but I did not know a lot about the third tier of the government in urban areas. The Fellowship, with its multiple sessions on the MCD, its structure, powers and functions, urban governance, public-policy, etc. has provided me with sufficient insight on the same and has aroused my interest to understand urban governing bodies in other places. ER Engagements which formed a major part of this fellowship have certainly made me more aware about the structural problems in the system and the issues faced by the people on a daily basis. Meeting the Councillors has only made me more empathetic towards them and the problems they face. However, the fellowship has also made me aware of the power the elected representatives do or should hold and how we must strengthen their capability to deliver any development and public welfare work.

Being a part of the first cohort of fellowship in Delhi, I feel we as a team had very unique challenges. We had to work with Councillors who were unaware about their own powers and functions. However, we encouraged them to build their capacities and become effective Councillors.

The Fellowship also helped me further hone my communication skills. The exposure I received gave me an insight into different socio-economic contexts. I want to pursue Public Policy in the future and my experiences here has helped me understand processes and how public opinion shape public policy. I also realised the importance of data and the skill of data analysis and how to present data in a way that creates maximum impact.

I believe firmly in the scope and power of effective and inclusive policies, and as I tread my path to understand and contribute to policy-making in future, I think I take with myself a lot of ground-level perspective from this fellowship and I am thankful to Praja for providing me with the same. In a background of inaccessible political systems and lack of accountability, Praja stands as a strong streak of hope in reclaiming these systems.



raja Foundation is a wonderful platform for getting an experience of what does ground reality look like as it directly works with elective representatives. It helps them in framing questions and provides them with workshops to build their capacity. I got to know about this fellowship through my friends and immediately got interested in it as it aligned with my academic course structure. I saw it as an opportunity for increasing my experience because it directly connected the fellows with the councillors who are the representatives of thousands of people and deal with the challenges faced at the ground level.

In the period of six months of the fellowship, I had a mixed experience with both good and bad days; good, when we got appointments easily and had a meaningful interaction with the councillors; and bad when we did not get any appointments after trying hard. According to me, the MCD has the greatest responsibility of providing the people with the most basic facilities, but the continuous lack of fund acts as an impediment to the service-delivery by the councillors. We as fellows tried to help them with our data, compiled in the form of white papers and also prepared questions for them, so that they could raise them in the house meetings and present the increasing problems faced in their wards.

As for me, I feel this fellowship has helped me gain knowledge in various fields, and thereby fulfilling my purpose of joining the fellowship to a great extent. I think the experiences will really help me in my future engagements and career opportunities. Apart from the knowledge building I also learnt basic excel and computer skills. I picked up negotiation skills and am a more confident person now. Now I can analyse things more politically as I understand the real ground realities, and the differences and gaps between the 'real' and the 'ideal'. As I plan on giving my UPSC exams the fellowship has given me a broader perspective on governance.

At the end, I would like to thank Praja Foundation for selecting me and believing in me to undertake this amazing fellowship, the data team for providing us with credible data, all the fellows who had been great to work with and the coordinators for helping and guiding us throughout.



aving already worked in the area of local rural governance, Praja was the next logical step. I wanted to fully understand the complete picture of local governance, both rural and urban and understand how policy making and politics in general differs in the rural and urban. The tagline on the poster, "Do you want to run your city" immediately caught my attention and I just knew it I have to apply here.

The orientation was extremely thorough and provided a clear picture about the MCD as an organization, MCD Act and the crucial role of councillors in all this. It included various workshops on many topics by experts. After the orientation, I approached the field full of hope and excitement, instead, I faced the harsh reality that the councillors were not as easy to deal with as I had hoped. It was difficult to explain the purpose behind our visits to these councillors. However, our persistent efforts ensured that we could build a rapport and build their capacity.

Through this fellowship I got tremendous insight on the working of the MCD and how the Elected Representative fits inside the system. Apart from this, there were many other skill building workshops which took place which were extremely resourceful. I got to understand the complex system of governance in Delhi in terms of division of function and how it perpetuates the blame game among the bodies. It also helped me work on my communication skills, to understand the other person's expectations and pitch in ways best suited for them. Having multiple meetings in a day has helped me manage my time better and made me a better planner. I've also developed patience and become a better listener. Being a law student, the skills I have picked up from the fellowship will help me in my profession to deal with public departments.

The main appeal in this fellowship was the satisfaction that one may get from actually making a change and trying a different approach to each councillor. To conclude the experience was one which changed my perspective on many things which I thought I knew about earlier, my peers were extremely helpful and fun to work with and it helped in inculcating an ability of dealing with people which I felt I earlier lacked.



got to know about Praja Foundation when some of its representatives organized a workshop in my college to talk about the fellowship programme and internships. Learning about governance has always fascinated me and the Fellowship seemed like a perfect start towards it.

The three days' orientation taught me about how Municipal Corporation of Delhi (MCD) works, what are the obligatory and discretionary functions of the councillors, departments etc. The orientation taught me about the comprehensiveness of the data collection process which made me confident about the reports that Praja publishes every year. Initially it was difficult for me to understand things but as soon as I started to work on the field as well as studying white papers, I became more confident and understood the importance of my work.

We met many councillors who really wanted to work to make their wards efficient however the lack of knowledge created an obstacle. It was here when we as a fellow had to play a major role in empowering the councillors, making them aware about their duties and functions and motivating them. Also in the process of motivating the councillors, they themselves motivated us to research about various topics that they wanted to know about which I would have never done otherwise.

As I further proceeded with meetings with my councillors along with my co-fellow, I realized many of our councillors were upset with the report card that Praja published. But once we explained the rationale behind the report card and the matrix to them, not only did we built a rapport with them but we also motivated them to better their rank for next report card. The whole term of the fellowship allowed us to build a bond with the councillor which can enable better coordination and action. I was also fortunate enough to attend the House thrice which was the best part of Praja for me.

Observing the House, I understood the dynamics of politics at every level including party politics, the formal questioning procedure between the councillors and the administration and the occasional friction between the executive and the deliberative wing of the corporation.

This fellowship brought with itself not only theoretical knowledge about procedures but also imbibed soft skills such as team work, punctuality and time management. While leaving Praja I feel I have graduated in local governance.



ince last two years I saw an increase in my personal interest in politics which made me curious to learn about the system and functions of government. I was scrolling through my LinkedIn feed and I saw a post with the tagline 'Making Democracy Work'. It motivated me to read more on Praja's work and I found out about the fellowship from the website. I registered myself on the very last day and got the call for an interview on the next day, and within a few days that I was a part of the Praja family.

The initial three-day orientation was very fruitful which provided an insight into Praja and its fellowship program. Regular meetups and workshops that Praja conducted helped me understand councillor's roles and responsibilities. Various sessions and meeting with government officials helped me broaden my understanding of the issues related to local governance.

It has been an interesting experience throughout the fellowship where I got to meet various councillors. My very first meeting was with one of the senior most councillor who is a retired army officer. I remember feeling overwhelmed during that interaction but as time went by, with more meetings I gained more confidence. I got to meet councillors who had a lot to share from their experience and firmly follow the idea of good governance. I also had an opportunity to attend the General Body Meeting which helped me experience how the discussion takes place in the meeting and how councillors raise issues in the House.

Earlier I had a perception that councillor do not have an important role to play in the process of governance and they are mostly negligent of our basic issues. But after coming to Praja and engaging with councillors my perception towards them has changed entirely. I realised the importance of work which they deal with primarily on three parameters: Education, Health and Civic issues.

I'd like to wish the founding members and the whole team of Praja Foundation all the very best and to keep expanding the scope of projects. I feel fortunate to be a part of Praja's Fellowship. It has helped me acquire skills of time management, communication and report making which will surely help me build up my profile for future opportunities. I would like thanks our mentor, co-fellows and other staff of Praja for their continuous support and guidance.

I'd also like to extend my best wishes for the upcoming cohort of fellows may they gain the best experience and learning out of this program.

"Good
Governance
takes place
when there is an
open channel for
a dialogue
between the
governing and
the governed."



SHUBHAM KUMAR 22



LLB - Law Faculty, DU

Venice City ADRIATIC SEA

he concept of elections, the Parliament and policies have always fascinated me. They were the reasons why I wanted to get involved with the Elected Representatives. I got motivated for this program because it gave me the space to gain practical experience alongside my college academics which is the kind of wholesome education I was looking for.

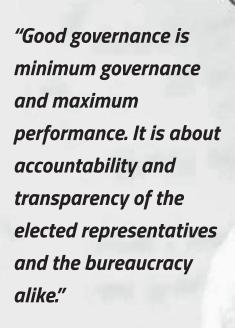
The most interesting part of the fellowship was that we had to work with the closest representatives of the people, Municipal Councillors.

There were many challenges during the fellowship as it required us to adapt to the fluid manner in which governance at local level works. Initially, we had a tough time convincing our Councillors to see the vision of Praja and the fellowship, but with the passage of time, it started working out really well. I observed that there were Councillors who are very willing to work for their people. My foremost priority was to encourage the Councillors to get them more involved in the General body meetings and ward committee meetings as people of their constituency have elected them to raise their concerns there. I also realised how most of them were into giving immediate and short term solutions to the problems placed before them. I tried to encourage them to work for long term solutions to the problems of their constituency.

Apart from complimenting my studies in Law, the fellowship also taught me technical skills, negotiations, reporting skills and improved my communication which I believe will be a great help in my future endeavours as well.

I believe that there is a lot of scope of doing impactful work through this fellowship by giving assistance to the dedicated representatives of our corporations. There were many ups and downs throughout this journey and they were all worth it, and made us realise the importance of perseverance.

This journey for me has been about a lot of unlearning as much as it is about learning. I intend to carry forward the experiences, knowledge and new perspective that this fellowship has given me in all my future endeavours.







B.A. LLB - Indraprastha University

raja's ER Fellowship is a unique immersive program in urban governance that fortunately landed in my hands in the month of January. I think the first thing that caught my eye was the tagline "Do you want to run your city?", since I have been involved in social work and meeting the elected representatives for the past 3 years and this was a sustained effort towards that effect.

My experience at Praja has been an upwards roller-coaster ride so to say with a lot of instability and treading with caution. Meeting an elected representative and building their capacity seems like an uphill task at the first go. However, I think the orientation and the three-day training went a long way in giving a head start to this invigorating ride. Our first meeting with our mentor was an eye-opening experience in looking at the gaps and crevices in a councillor's capacities and their functioning. It was a challenge approaching these councillors and informing them that we are here to help them since it immediately triggered a negative response because they did not expect students helping an elected representative. However, the Lok Sabha elections were an insight into the democratic process of the country since the councillors are the most important assets for all MP candidates.

Meeting a mix of experienced and first-time councillors brought me to a more nuanced understanding of the varied functioning of these councillors. This fellowship helped me in understanding the different functions of the MCD and how they are differentiated from the functions of the Delhi government. This has ensured more knowledge of issues that are more relevant to us, and I got the opportunity to do extensive research on Solid Waste Management which has plagued our city completely.

I took it as my responsibility to ensure that all councillors under my zones had the knowledge of the DMC Act as well as the budget so that they had basic understanding of the system that they were functioning in. Later I assisted councillors in framing questions some of which were even raised in the house which was a proud moment for us. Praja has also helped me develop my skills to be able to communicate with different stakeholders. The system of filing reports and all records has also inculcated a habit of reporting and drafting.

Lastly, I would like to say that this was an enriching experience for me and has helped me chart out possible career opportunities in the development sector by ensuring greater engagement with the pivotal pillars of this system i.e. elected representatives.

FELLOWS





Delhi: Room No. 215, 2nd Floor, Competent House, F-Block, Connaught Place, Middle Circle. New Delhi 110 001,

Tel.: 011-2332 1559

Mumbai: Victoria Building, 1st Floor, Agiary Lane, Off. Mint Road, Fort, Mumbai-400001, Tel.: 022-2261 8042 www.praja.org

info@praja.org

prajafoundation

PrajaFoundation

praja.org