<table>
<thead>
<tr>
<th>Year</th>
<th>Focus</th>
<th>Description</th>
</tr>
</thead>
</table>
| 2001 | C G   | Ward Works Campaign  
22% of local budget with citizen participation, 5000 citizens participated. |
| 2002 | C G   | PROOF - Public Record of Operations & Finance  
Public Disclosure of quarterly financial statements of Bangalore City Corporation. |
|      |       | BALA JANAAGRAHA  
15000 school children, mix of class and community, 30 schools included. |
| 2003 | G     | SJSRY - Swaran Jayanti Shahri Rozgar Yojna  
Janaagraha enabled a network of over 15 NGO partners, the commercial banking system and the government, in running a one-year pilot for SJSRY urban poor project in B’lore. |
|      | C     | Ward Vision Campaign  
Participatory planning campaign, 2000 citizens, 10 of 100 wards, 1500 volunteers. |
| 2004 | C     | Taxation with Transparency  
Community led campaign to increase number of taxpayers. |
|      | G     | OCMS - Online Complaint Management System  
Implementation of an OCMS for BWSSB, Bangalore in partnership with Praja and Nixel. |
|      | G     | BPL - Below Poverty Line List Study  
An analysis of the BPL list amongst three key government stakeholder departments towards a case for a common BPL List. |
|      | C G   | JALAMITRA  
Jalamitra promoted citizen participation as a component of the Greater Bangalore Water and Sanitation Project (GBWASP) in partnership with the Govt of Karnataka. |
| 2005 | C     | Cox Town Market Planning  
A micro planning study undertaken of the Cox Town Market with community referendum to arrive at a design for the new market. |
|      | C     | Comprehensive Development Plan feedback  
Collected feedback from a range of stakeholders - businesses, architects and planners, etc. |
|      | G     | CIVIL - Citizens Initiative on Voter Identification List  
CIVIL in partnership with the Election Commission of India to verify the list in one pilot assembly in Bangalore. |
|      | G     | JNNURM - Jawaharlal Nehru National Urban Renewal Mission  
The largest urban mission in the country - Rs 100,000 crs linked to critical reforms. Janaagraha co-founder is the National Technical Advisor to the Mission. |
|      | G     | State Urban Agenda for Rajasthan  
Urban advisors to the State catalysed infrastructure projects and reforms. |
| 2006 | G E   | Civic Literacy Index  
Partnership with CSDS and John Hopkins University. |
|      | E     | IUSF - India Urban Space Foundation Event, Goa  
The first urban forum to debate local and global issues around urbanisation in a comprehensive and focused manner. |
|      | E     | Democracy Index  
To develop and deploy a ground survey that measures the democracy index - pilot B’lore. |
| 2007 | G     | 2nd ARC Report on Local Governance  
Second Administrative Reforms Committee - Urban governance recommendations. |
India Urban Space Event, Mumbai
Landmark event - Multi-stakeholder, multi-exhibitors, 700 govt. delegates, 150 panellists, 18,000 people. MoUD, GOI partnership.

BCCF - Bangalore City Connect Foundation
A platform of registered bodies, CII, FKCCI, NASCOM, etc. working with government on traffic and transport issues in the city.

JaagoRe - 1 Billion Votes
Online youth voter registration drive for 37 cities, partnership with Tata Tea, 6,00,000 first-time voters registered.

Suvarna Bangalore
A public event with State Party Heads of the 4 major state political parties, presenting their party manifestos.

Jaipur Master Plan 2025
A three-tier spatial planning exercise for Jaipur city.

Planning Commission Guidelines on District Planning
Decentralised District Planning Guidelines.

Mumbai's First Governance Recommendations
Analysis of governance challenges of Mumbai, reco. based on REED framework.

Go Green—It Pays: Bangalore
A conference on eco-planning and energy efficiency in the urban environment.

13th Finance Commission Report
Increases allocation of funds to cities, empowers local governments, demands disclosure and SSLBs.

High Powered Expert Committee
Estimation of financial requirement for core urban infrastructure and services.

BEST - Bengaluru Electoral Systems Transformation
Successfully enabled the submission of 44,000 forms to the Election Commission of India.

UII - Urban Infrastructure Index
First ever ward level Quality of Life index cities in India; rolled out for all 198 wards of B’lore.

TenderSURE
Specification for urban road execution accepted by Govt of Karnataka in October 2011. Setting standards for planning and building urban roads.

IPAB - ipaidabribe.com
Crowdsourced bribe reports. Over 18,000 reports with over Rs. 5 million from 463 cities, 8 lakh visitors from 200 countries. Requests from 17 countries to start similar platforms.

Project PLATINUM
First ever partnership with Ministry of Urban Development on Guaranteed Land Title Implementation.

Project INSPIRE
Advocates to make Master Plans the key tool for planning Indian cities with a larger regional perspective.

India Urban Conference
Landmark event on the urbanisation dialogue with over 700 participants, a confluence of civil society, academia, practitioners and policy makers.

UCB - Urban Capacity Building
Partnered with the National Centre for Urban Management to design, develop and deliver urban curriculum at the Lal Bahadur Shastri National Academy of Administration (LBSNAA)

Citizenship Index
Partnership with Brown University.
MESSAGE FROM THE FOUNDERS

When we began this journey of social change a decade ago, we knew very little about the non-profit space, or the larger context of social and political issues in which this work is located.

Perhaps that ignorance was a good thing – if we knew then what we know now, we might have been too daunted to have embarked on this ambitious journey to transform quality of life in India’s cities and towns. The journey over the last ten years has been akin to Alice opening the door to a different world.

What has kept us going is the passion to make a difference – to actually solve our urban challenges rather than just talk about them. This meant a relentless approach of doing, taking stock and re-doing. Along the way, we have developed a nuanced understanding of the remarkably complex world of politics and democracy, with rapid learning loops that informs our work in hundreds of nimble ways, explicit and implicit. What has not changed, however, is the vision and values with which we built Janaagraha ten years ago.

As we complete ten years of Janaagraha, there have been many rewarding moments, as there have been many frustrations. We have learned to celebrate the successes and accept the challenges as the price to pay for the complex process of public change. We look at the years ahead with undiminished optimism, and feel confident that Janaagraha can make a difference to Urban India.

“The most important is people...We have been fortunate to have colleagues who have stayed the course, and have on-boarded others who bring passion and work ethic to the urban cause.”

Even as we continuously learn about the change process that we wish to influence in the world OUTSIDE, we also learn about what it takes to build a robust, credible, sustainable institution INSIDE Janaagraha. Given our background in the private sector before starting Janaagraha, we can vouch that it is much harder to build institutions in the non-profit space. There are many challenges. The most important is people: it is extremely hard to attract and retain the right kind of talent, where the passion for social change is tempered by professionalism, hard work and the patience required for real change. We have been fortunate to have colleagues who have stayed the course, and have on-boarded others who bring passion and work ethic to the urban cause. There are a range of other aspects – transparency, accounting and MIS, performance management systems, leadership development, communication and so on – all of which are needed to build a robust non-profit institution.

“The most important is people...We have been fortunate to have colleagues who have stayed the course, and have on-boarded others who bring passion and work ethic to the urban cause.”
Theory of Change (TOC) is an increasingly popular instrument being used in the non-profit space. The US-based nonprofit Actknowledge, which has put together an online platform called theoryofchange.org defines TOC as ‘a structured thinking process that allows (an institution) to turn their theories about what needs to change and why into a CAUSAL PATHWAY.’ A causal pathway is a step-by-step backward mapping process to determine all the preconditions necessary to reach an ultimate vision. TOC is a specific and measurable description of a social change initiative that forms the basis for strategic planning, on-going decision-making and evaluation.

The Theory of change approach has been especially useful for Janaagraha given the complex work that we do and the large-scale SYSTEMS changes that we wish to bring about in urban quality of life. At the heart of Janaagraha’s Theory of Change is the conviction in the centrality of decentralisation in addressing the challenges of urban planning and governance in urban India.

Over the years, Janaagraha has developed a framework for democratic decentralisation, building upon an extensive existing body of knowledge. Having such a framework for change sharpens Janaagraha’s operational focus and delivery towards tangible, measurable outcomes.

R.E.E.D.

R.E.E.D. is an acronym for the framework comprising of four aspects of urban governance that Janaagraha defines as the cornerstones for effective decentralisation:

1. **Regional perspective to urban issues**

Any city is always part of a larger region with many interconnections to the rural hinterland. It is essential to take a regional perspective into account in order to outline a sustainable development vision for a city.
2. **Empowered citizens & local governments**

States need to decentralise and devolve local functions to local governments. Local government bodies should be strengthened to deliver infrastructure and services, and address issues within their jurisdictions. This brings political accountability closer to the citizens. Simultaneously, the role of the citizen needs to be made meaningful in a representative democracy by providing a formal voice to its citizens in local decision-making.

3. **Enabled citizens & local governments**

In order for local governments to perform effectively, they need to be enabled with the right kind of resources, including skilled human resources, modern technology tools etc. Citizens too need tools that enable them to assess the performance of their local governments, as well as processes for collective bargaining and negotiation.

4. **Direct Accountability**

In order for local governments to be responsive to the needs of citizens, formal institutional platforms and processes for participation are required. These platforms must be permanent and inclusive, enabling accountability for government actions, and a role in the local decision-making for all citizens.
Janaagraha’s Board is made of a diverse group of respected leaders across a range of sectors – nonprofit, government service, technology, finance and consulting.

Al Fernandez
Chairman, NABARD Financial Services
Ex-ED, MYRADA one of India’s most respected NGOs

Ashish Dhawan
Founder Chrysalis Capital
One of India’s largest VC firms.
MBA Harvard, BS Yale

Sridar Iyengar
Partner, Bessemer Capital
Over 35 yrs of global corp experience. On boards of Dr. Reddy’s, ICICI etc.

Jayant Sinha
MD, Omidyar Network India.
2 decades in Investing & Management Consulting.
MBA with distinction, Harvard, BTech, IIT- Delhi.

Madhu Kishwar
Partner, Professor, Centre for Study of Dev Societies
Founder-Editor Manushi.
Among India’s leading gender-rights activists

Dr. GK Jayaram
Founder, Institute for Leadership & Institutional Development. Founder Director, Infosys Leadership Institute. Over thirty plus years of organisational development consulting.

V Ramchandran
Ex Chief Secretary, Govt of Kerala. Sits on various govt committees. Considered India’s leading expert on decentralism.

Dr. Vivek Mansignh
President, Cisco’s Voice Technology Group, a tech veteran with several patents.
Board member, NIT, Allahabad.
2011-12
BALANCED SCORECARD
MISSION: “Transform the Quality of Life in Urban India”

CORE VALUES
- Positivity
- Power of Community
- Constructive Engagement
- Professionalism
- Moral Compass
- Empathy

OVERARCHING INSTITUTIONAL OBJECTIVES:

Make a Measurable Difference In
- Quality of Citizenship
- Quality of Infra and Services

STAKEHOLDERS

CITIZENS
Empower citizens using a net-plus-roots approach

GOVERNMENT
Improve Government responsiveness and accountability

ECOSYSTEM
Energize the Ecosystem

EXECUTION

Use Indices as simple tools to focus public opinion

Excel in Programme Management

GROWTH & FINANCES

Muster the talent and resources required to scale and succeed

Harness the spirit of volunteerism

Balanced Scorecard captures 3 critical perspectives – of stakeholders/processes/growth to ensure sustained performance

All 7 Strategic Themes are brought together within the 3 perspectives
2011-12
PROGRAMME OVERVIEWS
2011-12 was a year of change for the Bala Janaagraha programme. It began with the release of ‘Me and My City, Volume II’ – our interactive resource book – and ended with the biggest expansion in the programme’s history. Throughout the year, the programme:

- Re-organized its management structure and implemented the ‘Facilitator Model’ – the programme now has a dedicated team of paid facilitators who oversee the on-going relationships with partner schools, and ensure that the programme is delivered effectively.
- Released an improved second edition of the ‘Me and My City’ resource book. In addition, it launched the ‘Me and My City’ online game as part of the programme’s e-module, in 23 partner schools.
- Conducted an Impact Study to assess the civic literacy levels of the students within the programme. The students fared better after delivery of the programme, scoring on average 54.26% as opposed to 35.80% prior to programme implementation.
- Entered into two key partnerships: a pilot project with Delhi Public School (DPS), Patna; and an agreement with BBMP (Bruhat Bengaluru Mahanagara Palike) to implement the Bala Janaagraha programme in 33 BBMP schools.
- Actively started the recruitment programme in the last quarter of the fiscal year to achieve its target of 100 partner schools in 2012-13.
- Extended the reach of the programme onto social media platforms.
JAAGTE RAHO!

The Jaagte Raho! team worked tirelessly in 2011-12 to consolidate its work in Shanti Nagar constituency. 44,306 electoral forms were submitted by the programme to the Electoral Registration Office (ERO) in June, 2011 alone! The team also achieved a major milestone by signing an historic MoU with the Election Commission of India (ECI), renewing our joint commitment to progressive democracy in India. Highlights for the year included:

- Distributing 20,000 Electors Photo Identity Cards (EPICs) to voters in Shanti Nagar. This effort gained significant press coverage for the programme.
- Celebrating the success of the Bangalore Electoral Systems Transformation (BEST) programme, with 500 Area Voter Mitras, booth level officers, and eminent guests in attendance.
- Processing some 94,218 electoral forms using field staff and community volunteers.

Electoral Forms Processing Data

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Add (Form 6)</td>
<td>20,491</td>
<td>903</td>
</tr>
<tr>
<td>Delete (Form 7)</td>
<td>60,373</td>
<td>7</td>
</tr>
<tr>
<td>Modify (Form 8)</td>
<td>8,820</td>
<td>0</td>
</tr>
<tr>
<td>Move (Form 8A)</td>
<td>4,534</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>94,218</td>
<td>910</td>
</tr>
</tbody>
</table>
The community policing project was set up under the Jana-Roots umbrella. Having mobilised several hundred Area Suraksha Mitras (ASMs) last year, beat number 4 of Banaswadi police station was chosen as a pilot project for the programme. Its achievements thus far, have been:

- Conducting a baseline survey to measure the perception of safety among residents of the pilot area. This involved 15 student-volunteers visiting 300 households in the area over a period of 15 days.
- Creating a security threat perception index, based on the results of the survey. The findings rated the community perceptions of danger at 8.8 out of 10 (with 10 being the worst).
- Commencing community policing in conjunction with Police and Civil Defence in Banaswadi beat 4. Janaagraha will retake the security threat perception index in six months to accurately gauge the impact of the programme. A target of 6.8 out of 10 has been set. If successful, the programme will be instituted in other beats around Bangalore.
The PROOF programme, under the leadership of Srikanth Viswanathan, made much headway in 2011-12, particularly in the nationwide roll-out of Service Level Benchmarking (SLB). The programme, also instituted the Janaagraha G2C awards. The main highlights for the year were:

- Validation of state capital data for five states – Himachal Pradesh, Andhra Pradesh, Chhattisgarh, Orissa and Madhya Pradesh. The programme assisted in the development of state data books/reports for Andhra Pradesh, Chhattisgarh, Kerala and Himachal Pradesh.
- Completion of follow up workshops to support implementation of SLBs in Jharkhand, Tamil Nadu, Uttarakhand, West Bengal and Gujarat. These workshops were attended by 359 participants from across 133 Urban Local Bodies (ULBs). In addition, a SLB Resource Link was created. This is a help desk that provides information and knowledge support on service level benchmarking to states and city government agencies and officials.
- The launch of the Janaagraha Urban G2C Awards programme to benchmark citizen-centric Governance of city governments. The Awards measure and benchmark the quality of urban e-Governance in India, to catalyse a vibrant, transparent and participative e-Governance culture in urban India.
- Provision of on-going support for the Government of India towards content development for their website - www.urbanservices.gov.in
- Development of a compendium of good practices based on experiences in urban India for the water, sewerage, solid waste management and storm water drainage sectors.
- The publishing of a four-part series in Mint, focusing on city budgets and the bearing they have on urban quality of life.
The Urban Capacity Building (UCB) Programme at Janaagraha was launched as a dedicated work stream in August 2011. This programme has three components – UCB-Administrators; UCB-Citizens & Civil Society Organisations; and UCB-Elected Representatives. The UCB programme’s deliverables for the year were:

- Working with the Lal Bahadur Shastri National Academy of Administration (LBSNAA). This included: finalising a Memorandum of Understanding (MoU) to formalise JCCD’s support in the design and development of urban modules; facilitating three attachments at Janaagraha, for IAS officers; improving session plans and methodologies for mid-career urban modules; developing three case studies on good urban governance, dealing specifically with economic growth, environmental conservation and equity; and submitting discussion points on good practices of urban management to be incorporated into LBSNAA’s phased training.

- Partnering with the Bengaluru University to develop modules for a mandatory course on civic sense for all the colleges affiliated to the university – to be introduced at the undergraduate level.

- Scouting and presenting content in the form of input streams that could emerge from the complaint buckets of Janaagraha’s flagship online initiative – I Change My City (ICMC).

- Preparing a reference document on the 1st Phase of the Jaagte Raho / PURE initiative. This document was distributed during a workshop on Maintenance of Electoral Rolls organised by JCCD, in close association with the Election Commission of India and the Karnataka State Election Commission.
ICHANGEMYCITY.com

I Change My City is Janaagraha’s flagship online programme. The Janaonline team have invested a considerable amount of time towards the design and development of the website. Once launched, it will be used as a citizen-driven platform whereby complaints and concerns can be uploaded directly. Data will be collected on a ward-by-ward basis providing an accurate snapshot of areas of concern. The site also uses state-of-the-art GIS mapping technology to provide users with information about the location of their local civic agencies. ICMC is also a repository for hundreds of ‘how to’ documents, which provide citizens information about acquiring public services. Other highlights for the year included:

- Creation of an archive of content pertaining to civic issues. This may take the form of news articles, info bytes on every ward of Bangalore, feature stories and videos of community action and success on the ground, profiles of civic agency officials, Corporator/MLA interviews and more.
- Development of an Android mobile app called ‘Post Your Complaint’ – a replica of the website app of the same name. This app will be available for download on the website, as well as on the Android market.
- Developing community participation using social media interfaces such as Facebook and Twitter pages, which are gaining ground slowly and steadily.
This past fiscal year was very productive for I Paid a Bribe (IPAB). Early on, IPAB received positive coverage on Chinese National Radio, which prompted seven Chinese websites to crop up with the aim of fighting corruption. The IPAB team was also instrumental in the successful launch of the ‘Poster Lagao, Corruption Hatao’ campaign in government offices throughout Bangalore. The most notable events for the year were:

- Launching several successful campaigns: the Bribe Bandh campaign to pressure the government into ratifying the UN convention against corruption. This was eventually done on May 15th, 2011. The Satyameya Jayate Awards Campaign was conducted to invite ideas from citizens in fighting corruption. The Burn the Bribe campaign was to encourage citizens to pledge against paying a bribe. The Poster Lagao, Corruption Hatao campaign was successfully implemented in government offices across Bangalore with permission from the State Government.
- Receiving extensive media coverage in world-renowned news channels such as the BBC and Al Jazeera; and international dailies such as the New York Times. The coverage not only focused on the work being done by the programme but also helped generate interest, resulting in high web traffic.
- Hosting a three-part series, titled, Straight Talk, which was moderated by Mr. Ramesh Ramanathan and featured eminent panellists. The purpose of this panel was to discuss the anti-corruption movement and Lokpal.
- The launching of an IPAB partnership website in Kenya. Plans are underway to launch similar websites in other countries who are interested in the programme.
- Overhauling the I Paid a Bribe website, and re-launching with an eye-catching, user-friendly interface. Migrating the website to the ‘Cloud’, to take advantage of associated cost, efficiency, and logistical benefits, and to keep abreast of global trends in data storage.
- Improving social media presence via design changes to IPAB’s Facebook and Twitter pages.
Tender SURE

Tender SURE is an initiative of Janaagraha’s sister organisations, India Urban Space Foundation (IUSF), and Bangalore City Connect Foundation (BCCF). 2011-12 was a seminal year for the programme, which saw the official release of the Tender SURE document and the completion of works on pilot roads in Bangalore. Highlights for the Tender SURE programme include:

• The official release of the two-volume Tender SURE document.
• The launch of ‘Project Tender SURE’ on October 7, 2011 by the Honorable Chief Minister of Karnataka, Sri Sadananda Gowda.
• Requests from the BBMP to vet the Metro Rail Corridor project in MG road, as per Tender SURE guidelines. This project is worth Rs. 64 Crores.
• Allocation of Rs. 200 Crores in the 2012-13 state budgets to urban roads executed as per ‘Tender SURE design norms’.
• The submission of Tender SURE proposals worth Rs. 114 Crores to the Urban Development Ministry by eight Tier II cities - Mangalore, Bellary, Belgaum, Davanagere, Hubli, Dharward, Gulbarga, and Mysore.
• The adoption of Tender SURE as the design document for 45 new roads in Bangalore.

Tender SURE is a project that is anchored by India Urban Space Foundation (IUSF) which is a sister organisation of Janaagraha.
Project INSPIRE

Project INSPIRE is a national level programme that focuses on improving master plans of urban areas in the country. The purpose of INSPIRE is to develop national-level spatial planning guidelines that can be used by state governments for preparing, implementing and enforcing master plans in urban areas. The framework of INSPIRE Guidelines is comprehensive in nature and concentrates on issues of implementation and enforcement. It addresses the needs of multiple stakeholders, and has a sustainable view for the future. Major highlights for 2011-12 have been:

- Creation of the INSPIRE Working Committee
- Four Committee meetings held over the year, chaired by the Secretary, Ministry of Urban Development (MoUD).
- Draft of recommendations on Integrated Spatial Development Planning submitted as Technical support for MoUD, Government of India (GoI).
- Completion of the programme’s data book.
- Completion of the Draft Cut of Transport and Connectivity Chapter.
- Holding of working group meetings at the Ministry of Housing and Urban Poverty Alleviation (MoHUPA) and one special meeting with the Steering Committee.
- Completion of the first cut of Transport & Connectivity Norms & Guidelines.
- Completion of Chapters on Social Infrastructure, Physical Infrastructure, Heritage, Land & Housing and Economy & Livelihood.

Project INSPIRE is a project that is anchored by India Urban Space Foundation (IUSF) which is a sister organisation of Janaagraha.
In 2010, the Ministry of Urban Development (MoUD) entered into a partnership with IUSF to reform the urban land property title certification system, under project PLATINUM (Partnership for Land Title in Urban Management). PLATINUM provides a comprehensive legal, institutional, and dispute resolution framework, which may be enacted for Union Territories, and referred to by progressive states as a model law. This is a milestone reform for the country and has required many years of advocacy and effort by IUSF. Major highlights for 2011-12 included:

- The PLATINUM Guidelines Report was uploaded on Ministry of Urban Development’s website. This is now a formal document of the Government of India (GoI).
- The PLATINUM report was sent to the Prime Minister, Home Minister, Rural Minister, Finance Minister and 35 state Chief Ministers. The Delhi Government is now working towards enacting their Guaranteed Title Bill, as is the Karnataka government.
- Guaranteed Land Title (GLT) system finds prominence as one of the key reforms of Jawaharlal Nehru National Urban Renewal Mission (JNNURM) – a flagship GoI programme.
- Establishment of a National Working Group comprising urban planning and policy experts. The Terms of Reference of this working group are to develop a detailed framework of implementation for GLT in urban areas that can be used by state governments.
- The working group held five plenary meetings, chaired by the Secretary Urban Development, and Co-convened by the Joint Secretary Urban Development, and Chairperson IUSF. Multiple sub-group meetings were also held with specialist members of the Working Group and with other subject matter experts.
- A national seminar on GLT security for urban areas was organised on November 27, 2011 at Vigyan Bhawan, New Delhi. Critical international experience on the issues and challenges of implementing GLT, as well as successes were discussed and showcased. All the States participated. They were represented by state officials from the following departments – survey, urban development, revenue and stamps, & registration.
2011-12
IN THE MEDIA
**KIDS COME UP WITH SOLUTIONS FOR BAD ROADS**

“Kids worked better than any engineer of the BBMP”

<table>
<thead>
<tr>
<th>Publication:</th>
<th>New Indian Express</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>January 22, 2012</td>
</tr>
<tr>
<td>Edition:</td>
<td>Bangalore</td>
</tr>
<tr>
<td>Page:</td>
<td>03</td>
</tr>
</tbody>
</table>

**KIDS SHOW THE ROAD AHEAD**

“They Discuss City Infrastructure at Bala Janaagraha Civic Fest 2012”

<table>
<thead>
<tr>
<th>Publication:</th>
<th>The Times Of India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>January 22, 2012</td>
</tr>
<tr>
<td>Edition:</td>
<td>Bangalore</td>
</tr>
<tr>
<td>Page:</td>
<td>05</td>
</tr>
</tbody>
</table>
“It feels good that I have got my EPIC. Today, I take an oath that I will cast my vote every election”
- Chetan Raj
BCom student

“I go back today and sleep better because there are people on both sides interested in coming together to make our country stronger. Higher voter participation is all about an up-to-date database and creating a mechanism to maintain accuracy”
- NR Narayana Murthy
ANTI-BRIBE FIGHT RIDES ON YOUNG SHOULDERS

“The process of taking and giving bribe prevails at every step. Whether a bus conductor or an RTO officer, people refuse to work without money. I have always been looking for a platform to act against this evil practice and I got one in the form of this poster campaign”
- Laksha, volunteer

THE POSTERS WITH A PURPOSE

“Citizens are agitated over the issue of corruption. With this support from government, people can take responsibility and participate to reduce corruption, rather than just do dharnas and raasta rokos”
- Swati Ramanathan
MOU between NCUM, NIAR and JCCD

- To promote decentralisation and good governance practices and excellence in public management
- To provide capacity and capability enhancement opportunity
- Committed to teaching, research and consultancy
IF MUMBAI WERE A COMPANY

“If Mumbai were a company, it would find a place in the top 35 firms in India by assets and revenue. Its budgeted expenditure is 2.1% of the total expenditure for India as a whole as per Union budget 2012-13.”

GET2KNOW ABOUT YOUR CITY’S e-GOVERNANCE

“It is just to see how easily the citizens get in touch with their governing bodies and what kind of experience they have after such interactions. The G2C award intends to rank governance improvement through technology, and e-governance is the only way to find that out.”

- Swati Ramanathan
**FIFTY ROADS OF 8 CITIES IN STATE TO GET FACELIFT**

“A total of 50 roads in eight city corporation limits in the State, including 25 in the Bruhat Bangalore Mahanagara Palike (BBMP) areas, will be upgraded over the next two years under a public-private-partnership project to help improve urban mobility issues.”

**PLANNING NETWORKED INFRASTRUCTURE**

“A well-made and implemented master plan is responsive to the needs and aspirations of all its residents, rich and poor”

- Swati Ramanathan
“All this could be the justifiable trauma of transition – signs of a country under transformation. However, the visible lack of any thoughtful planning on any dimension is cause not just for serious concern, but for alarm.”
2011-12 DONORS
DONORS for JANAAGRAHA

- N. R. Narayana Murthy: ₹ 20,00,000
- Ramanathan Foundation: ₹ 5,99,297
- Acacia Partners: ₹ 48,63,000
- Pirojsha Godrej Foundation: ₹ 15,00,000
- Ashish and Anjali Tripathi Pant: ₹ 32,80,550
- Dell: ₹ 8,97,400
- Omidyar Network: ₹ 1,90,99,534
- The Times of India: ₹ 16,35,000

continued...
Janaagraha Donors (In-kind)

- **Ramanan Raghavendran** ₨ 5,04,700
- **Gopal Krishna Sharma** ₨ 1,55,850
- **Anirudha Dutta** ₨ 2,00,000
- **Gopal Krishna Sharma** ₨ 12,750

Previous Significant Donors

- **N. R. Narayana Murthy**
- **Ashish Dhawan**
- **Infosys**
- **The Times of India**
- **Nandan Nilekani**
- **Asha Dinesh & Dinesh Krishnaswamy**
- **S. Gopalakrishnan**
- **Dell International Services India Pvt. Ltd.**
- **Hindustan Unilever Limited**
DONORS
for INDIA URBAN SPACE FOUNDATION (IUSF)

IUSF Donors (In-kind)

Previous Significant Donors

Cisco Systems, Inc.
MARG Limited
Omidyar Network (Access to Capital Group)
Infrastructure Development Finance Company Limited (IDFC)
2011-12
FINANCIALS
## INCOME & EXPENDITURE ACCOUNT
### FOR THE PERIOD ENDED 31ST MARCH 2012

### INCOME in ‘000s

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income &amp; Donation Received</td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>28,740</td>
</tr>
<tr>
<td>Other project Donation</td>
<td>4,834</td>
</tr>
<tr>
<td>Other Income</td>
<td>4,908</td>
</tr>
<tr>
<td>Certified In-kind Contributions</td>
<td>*11,342</td>
</tr>
<tr>
<td>Excess of Expenditure over Income</td>
<td>**18,296</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>68,120</strong></td>
</tr>
</tbody>
</table>

### EPENDITURE in ‘000s

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme-wise Expenditure</td>
<td></td>
</tr>
<tr>
<td>Area Suraksha Mithra</td>
<td>1,899</td>
</tr>
<tr>
<td>Ward Infrastructure Index</td>
<td>745</td>
</tr>
<tr>
<td>I Paid a Bribe</td>
<td>4,171</td>
</tr>
<tr>
<td>Jagthe Raho</td>
<td>11,928</td>
</tr>
<tr>
<td>Bala Janaagraha</td>
<td>6,158</td>
</tr>
<tr>
<td>Advocacy</td>
<td>3,013</td>
</tr>
<tr>
<td>I Janaagraha</td>
<td>20,622</td>
</tr>
<tr>
<td>Urban Capacity Building</td>
<td>3,641</td>
</tr>
<tr>
<td>PROOF</td>
<td>2,722</td>
</tr>
<tr>
<td>Research</td>
<td>3,220</td>
</tr>
<tr>
<td>Event IUC</td>
<td>4,894</td>
</tr>
<tr>
<td>Grants to IUSF</td>
<td>2,400</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,707</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>68,120</strong></td>
</tr>
</tbody>
</table>

### Note:

*Janaagraha receives very valuable in-kind contributions from various donors. However for the purposes of financial reporting, we have included only software and hardware receipts, whose values have been duly certified by our auditors. For specific details of our contributions, kindly refer to note III(b) under 'Notes to Accounts' in the audited financial statements.

**JCCD follows cash accounting method. Had we followed accrual method of accounting, our cash position would have reflected matching grants to be received from Omidyar Network. This is approximately Rs 3 crores and income would have exceeded expenses as of March 31, 2012."
FORM NO.10B
[See rule 17]

AUDIT REPORT UNDER SECTION 12-A(b) OF THE INCOME TAX ACT, 1961 IN THE CASE OF CHARITABLE OR RELIGIOUS TRUSTS OR INSTITUTIONS

I have examined the Balance Sheet of JANAAGRAHA CENTRE FOR CITIZENSHIP AND DEMOCRACY, No.30/1, 4th Floor, UNI Building, Thimmaiah Road, Vasanthenagar, Bangalore - 560 052 as at March 31, 2012 and Income and Expenditure Account for the year ending on that date which are in agreement with the books of account maintained by the said trust.

I report the following observations and comments:

a) These financial statements are the responsibility of the Trust. I express an opinion on these financial statements based on the audit.

b) I have conducted the audit in accordance with auditing standards generally accepted in India. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management as well as evaluating the overall financial statements presentation. I believe that the audit provides a reasonable basis for our opinion.

I have obtained all the information and explanations, which to the best of my knowledge and belief were necessary for the purposes of the audit. In my opinion, proper books of accounts have been kept by the said Trust, and proper returns adequate for the purposes of audit have been received, subject to the comments below:

The Trust is following cash basis of accounting. This disclosure is made in conformity with requirements of Accounting Standards issued by the Institute of Chartered Accountants of India in Disclosure of Accounting Policy (AS 1) and Revenue Recognition (AS 9).

In my opinion and to the best of our information and according to the explanations given to me, the said accounts give a true and fair view:

i) in the case of the Balance Sheet of the state of affairs of the above named Trust as on March 31, 2012 and  

ii) in the case of the Income and Expenditure Account, the excess of Expenditure over Income for the year ending March 31, 2012.

D. N. JOSHI & Co.,  
Chartered Accountants  

N DINESH KUMAR  
Proprietor  
Place: Bangalore  
Date: 01/06/2012
# BALANCE SHEET

**AS ON 31st MARCH 2012**

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>AMOUNT</th>
<th>AMOUNT</th>
<th>ASSETS</th>
<th>AMOUNT</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORPUS FUND RESERVES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Balance</td>
<td>2,00,21,135</td>
<td></td>
<td>Fixed Assets</td>
<td>53,32,989</td>
<td></td>
</tr>
<tr>
<td>Add : Received during the year</td>
<td>2,80,21,135</td>
<td></td>
<td>Investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less : Excess of Expenditure Over Income</td>
<td>1,62,95,702</td>
<td>97,25,433</td>
<td>FD in OBC - From Corpus Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CORPUS FUND DONATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Balance</td>
<td>2,50,97,500</td>
<td></td>
<td>FD in SBT-From Endowment Fund</td>
<td>1,50,00,000</td>
<td></td>
</tr>
<tr>
<td>Add : Received during the year</td>
<td>2,50,97,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less : Donation paid to Projects</td>
<td>19,64,175</td>
<td>2,31,33,325</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENDOWMENT FUND</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received for respective project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Balance</td>
<td>4,77,786</td>
<td></td>
<td>Current Assets and Loans &amp; Advances</td>
<td>14,663</td>
<td></td>
</tr>
<tr>
<td>Add : Donation received from Corpum fund</td>
<td>19,64,175</td>
<td></td>
<td>Cash in Hand</td>
<td>1,19,35,500</td>
<td></td>
</tr>
<tr>
<td>Add : Donation received for the year</td>
<td>5,45,000</td>
<td></td>
<td></td>
<td>1,18,50,163</td>
<td></td>
</tr>
<tr>
<td>Add : Utilised from General donation</td>
<td>1,33,02,348</td>
<td></td>
<td>Loans &amp; Advances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add : Project donation treated as General Donation</td>
<td>2,05,29,309</td>
<td></td>
<td></td>
<td>17,55,800</td>
<td></td>
</tr>
<tr>
<td>Less : Expenses incurred for the year</td>
<td>1,77,319</td>
<td>2,03,51,090</td>
<td></td>
<td>11,26,452</td>
<td></td>
</tr>
<tr>
<td>Unutilized Donation kept in Schedule Bank as per Section 11(1) (c) as on 31.03.2012</td>
<td></td>
<td>23,93,095</td>
<td></td>
<td>1,86,140</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>12,52,51,853</td>
<td></td>
<td><strong>TOTAL</strong></td>
<td>12,52,51,853</td>
<td>0.00</td>
</tr>
</tbody>
</table>

For Janaagraha Centre For Citizenship & Democracy

For Janaagraha Centre For Citizenship & Democracy (JCCD)

As per Audit Report of even date

For D N Joshi & Co., Chartered Accountants

N. Dinesh Kumar
Proprietor

Trusted
Date: 01/06/2012
Place: Bangalore
# INCOME & EXPENDITURE
## AS ON 31st MARCH 2012

<table>
<thead>
<tr>
<th>JANAAGRAHRA CENTRE FOR CITIZENSHIP &amp; DEMOCRACY</th>
</tr>
</thead>
<tbody>
<tr>
<td>30/1, 4TH FLOOR,</td>
</tr>
<tr>
<td>UNI BUILDING,</td>
</tr>
<tr>
<td>THIMMAIAH ROAD,</td>
</tr>
<tr>
<td>VASANTHNAVAR,</td>
</tr>
<tr>
<td>BANGALORE - 560 052</td>
</tr>
</tbody>
</table>

## INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2012

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>AMOUNT</th>
<th>INCOME</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Suraksha Mithra</td>
<td>18,98,977</td>
<td>General Donation</td>
<td>2,87,40,444</td>
</tr>
<tr>
<td>Ward Infrastructure Index</td>
<td>7,45,011</td>
<td>Area Suraksha Mithra</td>
<td>18,39,962</td>
</tr>
<tr>
<td>I Paid a Bribe</td>
<td>34,21,544</td>
<td>IPAB</td>
<td>4,03,071</td>
</tr>
<tr>
<td>Jagthe Raho</td>
<td>1,19,27,905</td>
<td>Jagthe Raho</td>
<td>16,78,157</td>
</tr>
<tr>
<td>Bala Janaagraha</td>
<td>54,83,222</td>
<td>WISA</td>
<td>7,35,357</td>
</tr>
<tr>
<td>Advocacy</td>
<td>30,12,733</td>
<td>NIUA</td>
<td>1,77,319</td>
</tr>
<tr>
<td>I Janaagraha</td>
<td>1,07,03,974</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Capacity Building</td>
<td>36,40,786</td>
<td>Income From Dividends</td>
<td></td>
</tr>
<tr>
<td>PROOF</td>
<td>27,22,354</td>
<td>HDFC Mutual Funds</td>
<td>27,32,562</td>
</tr>
<tr>
<td>Research</td>
<td>32,20,222</td>
<td>Reliance Mutual Funds</td>
<td>7,49,385</td>
</tr>
<tr>
<td>Event IUC</td>
<td>48,94,188</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to IUSF</td>
<td>24,00,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>27,06,932</td>
<td>Interest from Fixed Deposits</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Central Bank</td>
<td>9,78,099</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oriental Bank of Commerce</td>
<td>31,452</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Income</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interest Earned on IT Refund</td>
<td>14,364</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interest From Bank Accounts</td>
<td>3,51,974</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Income</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Excess of Expenditure Over Income</td>
<td>1,82,95,702</td>
</tr>
</tbody>
</table>

**TOTAL** | **5,67,77,848** | **TOTAL** | **5,67,77,848**

For Janaagraha Centre For Citizenship & Democracy

For D N Joshi & Co.,
Chartered Accountants

N. Dinesh Kumar
Proprietor

Trustee
Date: 01/06/2012
Place: Bangalore
NOTES TO THE ACCOUNTS:

I. METHOD OF ACCOUNTING:
The Assessee has maintained Cash system of accounting.

II. RECOGNITION OF INCOME:
Incomes are recognized at the time of receipt of grants or donation or fees. The grants received for respective projects utilized to the extent of expenditure incurred for the year and unutilized grants kept separately as grants received for the projects for utilized the same in subsequent year.

III. VALUATION OF FIXED ASSETS:
   a. Fixed Assets are valued at cost and less depreciation; cost includes Purchase price, duties, taxes, freight and all other expenditures which are directly related to bring the assets into its working conditions. No Fixed asset register has been maintained hence it is not possible for me to express an opinion on existence of fixed assets.

   b. During the year 2011-12 Janaagraha Centre for Citizenship & Democracy has received grant in kind in the form of Software license right to use, net book, projector and speakers.
      1. Google Maps API Premier INR 3.2Lac
      2. Google IPAB Website INR 7.5Lac
      3. ESRI(GIS Software) license INR 95.97Lac
      4. Dell Inc 12 units of net books INR 6.74Lac

IV. VALUATION OF RETIREMENT BENEFITS:
The amount payable to the employees on the date of retirements will be provided at the time of making the payments. No provision has been made for the probable payments. It will be accounted as expenditure in the year of payments.

V. CONFIRMATION OF BALANCES:
The Balance in Bank Loans, Deposits, and Interest on deposits are subject to confirmation, and consequent adjustments.

VI. INVESTMENT MADE FOR THE YEAR:
The Trust has invested Rs.10,50,00,000/- towards , Fixed deposit in Corpus and Endowment fund for the year.

D. N. JOSHI & Co.,
Chartered Accountants

N DINESH KUMAR
Proprietor
Place: Bangalore
Date: 01/06/2012