

ANNUAL REPORT 2013-14



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY



Jana Urban Space Foundation

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ABOUT US



MESSAGE FROM THE FOUNDERS



At the **Janaagraha Centre for Citizenship and Democracy** we work to improve quality of life in India's cities and towns through urban good governance and citizen empowerment. As an organisation we find permanent, scalable solutions to urban challenges through a structured roadmap of action, which we call our **City-Systems Framework**.



The City-Systems Framework encompasses four interrelated dimensions which are critical to the running of world-class cities:

- Urban Planning and Design
- Urban Capacities and Resources
- Empowered and Legitimate Political Representation
- Transparency, Accountability and Participation

Getting these dimensions right in our cities, and the complex laws, policies, and institutional frameworks that underpin them, is the key challenge facing urban India in the coming decades.

At Janaagraha we work with both citizens and government - catalysing civic participation from the grassroots up, as well as governance reforms from the top down.

Founded in 2001 by Ramesh Ramanathan and Swati Ramanathan, Janaagraha started as a movement to enable citizen participation in public governance, and over the last 13 years it has grown into a leading institution for systemic urban change in India.



Jana Urban Space Foundation

Jana Urban Space Foundation [JanaUSP] was first established as India Urban Space Foundation (IndiaUSP) in 2007. It is a non-partisan, not-for-profit trust working on the core premise that urban planning and urban design are central to shaping vibrant cities and city regions, and to improving quality of life.



JanaUSP's goal is to catalyse a more thoughtful transition for a rapidly urbanizing India, through three streams of activities involving practice and policy:

- Urban Planning Practice
- Urban Design Practice
- Urban Planning and Design Policy

The Foundation supports government agencies by preparing spatial plans for regional, municipal, and neighbourhood levels. In addition integrated design and implementation solutions have been provided for projects to improve urban design of public spaces such as roads, junctions, transport hubs, rural produce distribution markets, etc. The Foundation provides technical expertise for policy reforms for better planning and design. We believe that transformational change requires two things: leadership and partnership - from those within government, as well as from those outside of government. In keeping with this view, the Foundation organises events that act as vibrant platforms bringing together government, market, academia and policy thinkers, practitioners and civil society.

The Foundation has done pioneering work in both advocacy and practice, effectively moving the needle forward using pilot projects, research work, publications, workshops, conferences and expositions.

Our cities are in a mess. The challenges are too deep and systemic to take tactical shots at fixing them. We can only transform our cities if we ask two questions of our city leaders: 'What is the City's Strategy for transformation?' and 'What does a 5-year or 10-year Blueprint look like?'

Unfortunately, we have never asked these questions. There are many reasons for this: one, because we are so inundated by the problems of our cities that any response - even if the solution is tactical and situational—is acceptable; two, because we don't know who is in charge—after all, strategy and execution presumes that there is clear leadership, whereas Indian cities have a hydra-headed mishmash of institutions with fragmented mandates; and three, because—well, frankly, we haven't really taken a 5-year or 10-year view for our cities.

A few years ago, Janaagraha and Jana USP developed a framework to think about the systemic challenges of our cities, and called it the **'City-Systems' Framework**. Last year, we created a measurable diagnostic covering four themes of the 'City-Systems' framework called the Annual Survey of India's City-Systems (ASICS). Like a health check-up, ASICS shows us the deep systemic flaws we have in our cities, and highlights the corrective actions needed to fix them.

To complement the City Systems Framework, the **'City-Systems Strategy' and 'Transformational Blueprint'** (created this year and outlined later in this report), provide a robust framework for city leaders to develop a clear strategy for their city; identify the key outcomes that they wish to deliver for city-dwellers, across **4 themes: Economy, Equity, Environment and Trust and Participation**, connect these outcomes with **3 key perspectives: Development (including projects, planning and finances); Policies and Processes; and Leadership and Capacities**; and finally, create a Transformational Blueprint that identifies key initiatives across all these themes, and produce a practical, actionable **5-year roadmap** for the city.

Janaagraha and Jana Urban Space are ready to engage with leaders of any city, to help them diagnose urban challenges through the lens of the City-Systems Framework, and to develop their customised City-Systems Strategy and Transformational Blueprints.

RAMESH RAMANATHAN

SWATI RAMANATHAN



GOVERNING BOARD



S K DAS

I am fascinated by how Janaagraha has emerged as a dominant voice in shaping India's urban agenda by getting the nation to recognize the need for a City-Systems approach to fix its cities.

Retired IAS as Secretary to the Government of India. Former Member (Finance) of Department of Space. Distinguished author.



ALOYSIUS FERNANDEZ

As an agent of change Janaagraha will face many hard challenges, these are indicators of change. Keep going, we are with you.

Chairman - NABARD Financial Services, Ex-ED MYRADA, one of India's most respected NGOs.



DR. GK JAYARAM

India needs every one of its caring, feeling, thinking people to choose their cause and give it all they have. Ramesh and Swati and a dedicated team of good people with intensity, integrity and intelligence have chosen the cities as their 'karmabhoomi'. So Janaagraha is worthy of support for its vision and worthy of respect for its impact. I like these people, what they stand for and what they do. Hence I am here, and maybe so should you?

Founder - Institute for Leadership and Institutional Development. Founder/Director-Infosys Leadership Institute.



ASHISH DHAWAN

Janaagraha's work in improving quality of life and accountability in urban areas is praiseworthy. By empowering citizens and policy makers to participate in public governance, Janaagraha is facilitating effective implementation of legislations, capacity building, evidence based infrastructural planning, and policy reform. I congratulate Janaagraha for successfully leading the way for socio-economic transformation, through a collaborative effort with stakeholders at the grassroots, urban and policy levels.

Founder - Central Square Foundation. MBA Harvard, BS Yale.



SRIDAR NYENAR

I was drawn to Janaagraha because of its pioneering work in addressing the mounting and largely ignored challenges of a rapidly urbanizing India. I remain engaged and enthused because of Janaagraha's relentless focus on bringing systemic change to India's cities by turning well-conceived ideas into action. By giving civil society from all demographics the tools, technology and platform to participate in our democracy, Janaagraha is giving truth to Gandhi's exhortation for each of us to 'be the change you wish to see'.

Partner-Bessemer Capital. 35+ years of global corporate experience. Board members Dr.Reddy's and ICI.



MADHU KISHWAR

Janaagraha's big contribution lies in bringing the problems of much neglected urban India to sharp focus. It has laid the foundations of a new model of NGO activism by bringing in the efficiency and expertise of corporate sector into the social sector. It has been fascinating to watch its growth trajectory over the last ten years.

Partner/Professor-Centre for Study of Developing Societies, Founder/Editor Manushi.



CV MADHUKAR

Janaagraha is at the forefront of shaping the urban discourse in India. Their innovations at the grassroots and use of technology to improve civic engagement will have a lasting impact on urban planning and development. Omidyar Network is proud to be associated with Janaagraha.

Founder and Director PRS Legislative Research. Omidyar's representative on Janaagraha's Board



DR. VIVEK MANSINGH

Janaagraha's focus on improving urban India, improving life of its citizens and competitiveness of its cities, is extremely critical for long term success of India. Janaagraha's initiatives are truly transformational and have a huge multiplier effect. The breadth of engagement at Janaagraha from grassroots level to school children to policy making government bodies is amazing.

President - QISCO Voice Technology Group. A tech veteran with several patents. Board member, NIT, Allahabad.



PKH THARAKAN

I was drawn to Janaagraha because I could see that they were doing a good job of trying to do good things. It is gratifying to be associated with an organization which is trying to change things for the better. The commitment of the leaders of Janaagraha to the pursuit of the uphill tasks they have undertaken is admirable.

Former DG and IGP Kerala. Was chief of the Research and Analysis Wing (RAW), India's External Intelligence Agency.



K K NAYAR

The Janaagraha program to improve the Quality of Life of the Indian Urban Citizen attracted me to volunteer with them for more than a decade now. It is an organisation that has leadership that is competent, honest and transparent. In decision making the end has never justified the means. Programmes are run to learn and validate what is proposed. Proud to have volunteered with them.

Former Executive Director at Unilever Subsidiaries in India, UK & Egypt



V RAMACHANDRAN

Janaagraha is a unique institution in three respects - its emphasis on involvement of the people in dealing with an urban issue, its intervention at policy levels based on ground experience and its ability to review and evaluate the steps taken using strict methods of measurement and modern technology.

Ex-Chief Secretary Government of Kerala. Sits on various committees. Leading expert on Decentralisation.



IREENA VITTAL

Janaagraha is an important voice in India's journey to vibrant, liveable, inclusive cities. Their passion is unquestioned. Their patience is heroic. And their insights on what it will take to fix our cities come from knowing the reality of the starting point. The Annual Survey of India's City Systems (ASICS) approach, introduced this year, is a delightful example of this.

Former Partner-Mckinsey & Co. and Independent Director. Among India's premier experts on the Retail business.

Swati and Ramesh Ramanathan are co-chairs of the Janaagraha governing board. Above is an alphabetical list of the remaining board members.

MANAGEMENT COMMITTEE



ROLE OF THE MANAGEMENT COMMITTEE

From 2013-14, the Janaagraha Management Committee forms the internal leadership team responsible for the strategy and operations of the organization. They are tasked with ensuring the delivery of our goals, promoting operational efficiencies, and building an environment that upholds our principles and values. The Management Committee is integral to our vision of growing and institutionalizing the organization as we move further into our second decade of work.

The five member Management Committee consists of:



PARTHASARATHY GOOPU

Partha comes with 22 years of experience in sales & marketing in NGO's-like GreenPeace, Akshay Patra and Plan India, in Television with Discovery Networks India, in Beverages and Tyres with Pepsi & Dunlop. In addition to his work with the MC, he heads the Planning and Development (P&D) Programme at Janaagraha.



SAPNA KARIM

Sapna is the coordinator of the Human Resources and Volunteer Management (HRVM) programme at Janaagraha. She comes with five years of experience as a software developer, and has been with Janaagraha since its inception 13 years ago. Under her leadership more than 10,000 volunteers have given their time to the organisation.



Maj Gen (Retd.) KR PRASAD

Gen. Prasad retired from the Indian Army. He taught Military Law and Police duties to the Corps of Military Police. In addition, he was the Director of the Defence Institute of Quality Assurance, Bangalore. He is currently the Coordinator of Janaagraha's Grassroots initiatives; including the Community Policing, Proper Urban Electoral (PURE) Lists, and Bala Janaagraha programmes.



SYLVIA VEERARAGHAVAN

Sylvia has over 23 years of work experience with organisations like Mindtree and Wipro, in roles such as a developer, project manager, head of the testing practice and process evangelist. Sylvia is also a member of the ISO/IEC JTC7 Working Group 26 software Testing. At Janaagraha, Sylvia coordinates the organisation's online initiatives – www.ichangemycity.com and www.ipaidabribe.com.



SRIKANTH VISWANATHAN

Srikanth coordinates the PROOF programme. He brings with him eight years of professional experience across financial and management accounting and audit. He worked at Standard Chartered Bank and KPMG during this time, and is also an Associate Member of The Institute of Chartered Accountants of India.

JANAAGRAHA'S CITY STRATEGY MAP



An actionable framework for transforming India's cities and towns

Towards the end of FY 2013-14 Janaagraha developed a new practical governance tool called the **City-Systems Strategy**. We believe there are several projects and reforms required in cities to achieve high Quality of Life, especially in the areas of: garbage disposal, water supply, sanitation and sewerage, public transport, affordable housing, employment, and a whole gamut of other aspects.

The City-Systems Strategy represents a comprehensive and systematic approach that encompasses all of these in a single framework. This framework, largely based on the Balanced Scorecard approach, has **four perspectives**:

- ▶ 1. **Quality of Life**
- ▶ 2. **Development**
- ▶ 3. **Policies and Processes**
- ▶ 4. **Leadership and Capacities**



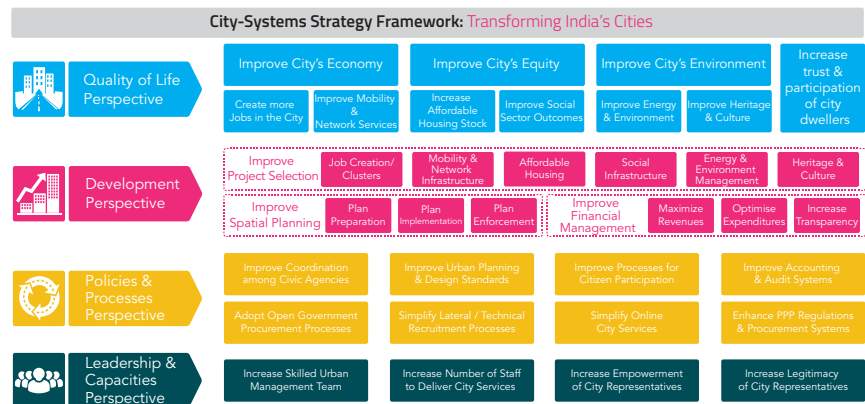
The **Quality of Life perspective** comprises outcomes that citizens strive for in their cities, as seen from the lens of the city's leadership.

The **Development perspective** principally covers development projects that directly improve Quality of Life, and the two principal and essential enablers of such projects—spatial development plans and strategic financial management.

The **Policies and Processes** and the **Leadership and Capacities perspectives** are constituted by systemic factors that provide a solid foundation to the Development perspective, ensuring that visible changes to Quality of Life are accompanied by deep-rooted reforms in institutional processes and capabilities.

The City-Systems Strategy with its four perspectives should be given life by the collective vision of governments and citizens. Each city must evolve its own City-Systems Strategy, based on the vision and priorities of its leaders and people. For a city to prepare a City-Systems Strategy, the constituents of each of the four perspectives should be understood in greater detail.

“Effective leadership, adequate manpower and technical and administrative capabilities finally determine the success of activities and initiatives across all perspectives of the City-Systems Strategy.”



Implementing the City-Systems Strategy

The successful implementation of the various elements of the **City-Systems Strategy** depends on a well-defined roadmap. This roadmap should clearly set out what activities the city leadership need to undertake, what milestones need to be achieved and within what timeframe. This roadmap is called a **Transformational Blueprint**.

A Transformational Blueprint is a roadmap for the city leadership to achieve their City-Systems Strategy within a five-year term. The city leadership should identify relevant projects from their City-Systems Strategy to directly improve a city's **Economy** or **Equity** or **Environment**, while also increasing the **Trust** and **Participation** of city dwellers. It should also choose some projects that relate to Spatial Plans, Financial Management, Policies and Processes and Leadership and Capacities that may not directly improve Quality of Life for city dwellers, but lead to better institutional capacities that make high Quality of Life sustainable in the long-term.



Projects, activities and initiatives are goals or end-points, the achievement of the project involves a number of steps, each of which is significant for the overall achievement of the project itself.

The Transformational Blueprint, which is derived from a City-Systems Strategy, enables the city leadership to move from a well-intentioned (but often ambiguous and unrealistic goals without action plans) to a transparent, systematic and detailed approach of setting and achieving Quality of Life outcomes.

Over the five years of the Transformational Blueprint, there are different activities and milestones that are required to accomplish a project, which

span across these perspectives: Development, Policies and Processes and the Leadership and Capacities. This results in balancing short-term and long-term priorities, while ensuring sustainability of outcomes.

Imagine the multiplier effect when all projects prioritised by the city leadership from its City-Systems Strategy are executed over a five-year term based on their respective Transformational Blueprints.

The **City-Systems Strategy** and the **Transformational Blueprint** together serve the city leadership not only as a strategy map, but also as a powerful tool of measurement and accountability with a strong bias towards systematic action.

Transformational Blueprint



Next Steps

The City-Systems Strategy and the Transformational Blueprint can be brought into action by Chief Ministers, the Central Government, policy planners, business houses and civil society to transform the Quality of Life in cities.

Chief Ministers and City leaders can combine the strategy and the blueprint by taking the following steps:

- Envisioning a City-Systems Strategy
- Deriving a Transformational Blueprint for a five-year period
- Executing the Transformational Blueprint directly

In addition, city leaders can strengthen the trust between citizens and the government by communicating the progress of these initiatives to all city dwellers, hence ensuring complete transparency.

The **Union Government**, comprising the Ministry of Urban Development, the Planning Commission and other specialized agencies, can include three crucial elements of the City-Systems Strategy as part of the mandatory reforms. In addition, funds can be conditionally disbursed to the state governments to achieve the following reforms:

- Spatial Development Plans
- Leadership and Capacities
- Public-Private Partnerships

Opinion leaders in cities can urge city leaders to clearly define their vision for the development of a city. In this manner, leaders can be made more accountable for transforming the Quality of Life in a city.

Janaagraha Centre for Citizenship and Democracy and the **Jana Urban Space Foundation** are committed to partnering with action-oriented city leadership teams across the country that are willing to commit to the City-Systems Strategy approach of transforming Quality of Life in their cities. With over a decade of deep domain experience in engaging with governments across all levels - Centre, State and City - Janaagraha and the Jana Urban Space Foundation have a proven track record in implementing systemic changes in India's cities and town.



JANAAGRAHA'S CITY-SYSTEMS FRAMEWORK



Distilling urban challenges - The City-Systems Framework as a frame of reference.

Most people would agree that our cities need urgent attention – roads, traffic, garbage, power, water-supply, environment, crime, safety and the whole gamut of Quality of Life aspects that frustrate us daily as city-residents. **But these are only the symptoms.** They are visible elements of a systemic failure in the governance and management of our cities. Any number of band-aids cannot prevent the malaise from spreading, unless the underlying structural deficiencies are treated. Figuring out a way by which the challenges of cities can be distilled into a **frame of reference**, will align action towards coherent change.

We call this our **City-Systems framework** and view the challenges of our cities through the lens of its four defining aspects. These four interrelated aspects are the building blocks for transforming our cities and creating a more sustainable urban future.

1. Well-structured **Urban Planning and Design**
2. High levels of **Urban Capacities and Resources**
3. **Empowered and Legitimate Political Representation**
4. **Transparent, Accountable, and Participatory Cities**

Quality of life is a direct result of the City-Systems that underlie each of the four themes – the invisible, complex and interrelated elements of laws, policies, institutional frameworks, and processes. **To fix the quality of life in our cities and towns, we need to therefore fix our City-Systems.**



CITY-SYSTEMS FRAMEWORK

URBAN PLANNING & DESIGN POLICY

We lay the foundation for sustainable urban development through robust planning and design policies that respond to contemporary demands and aspirations, respecting federal structures and democratic principles.

URBAN PLANNING PRACTICE

We develop spatial plans that anchor the long-term political, social, economic and environmental vision for cities and regions in India, and guide all public agencies towards delivering on that vision.

URBAN DESIGN PRACTICE

We fix India's urban roads networks – life blood of the city and chief pain point for citizens – and restore pride in our civic spaces through urban rejuvenation projects.

BALA JANAAGRAHA

We build tomorrow's active citizens through local level civic education.

PROOF

We create transparent and accountable Urban Local Government by encouraging reporting, disclosure and open budgeting.

COMMUNITY POLICING

We aim to improve the safety of our neighbourhoods through citizen-led community policing, and to bridge the gap between citizens and police through closer collaboration.

I CHANGE MY CITY.COM

We give citizens a platform to connect with one another, and with their civic agencies / local governments, to make a real a difference in their own neighbourhoods.

I PAID A BRIBE.COM

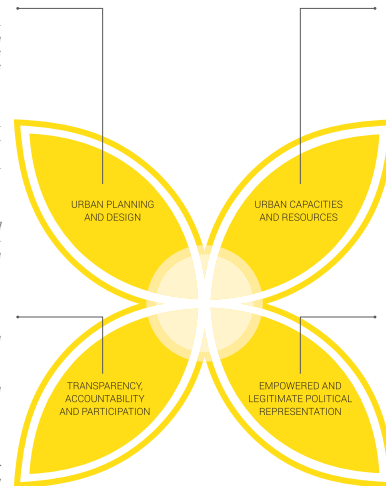
We use the voice of citizens to tackle transactional or 'retail' corruption in government services.

URBAN CAPACITY BUILDING

We facilitate better training of Bureaucrats/Administrators to strengthen local government in India, and undertake advocacy to ensure Urban Local Bodies (ULBs) are adequately resourced.

PURE Lists

We empower urban voters with cleaner voter lists, leading to higher voter turnout and higher quality elected representatives.





What interventions Janaagraha and Jana Urban Space (JanaUSP) Foundation undertake, and why.

Janaagraha and JanaUSP focus is to transform Quality of Life in India's cities. **We believe that this is best done by when the leadership of a city (political and administrative) defines a city strategy that is based on a systems-framework, or what we call a 'City-Systems Strategy', and then creates a 5-to-10 year Transformational Blueprint that is based on such a clearly-articulated strategy.** However, we don't have such enlightened or empowered city leadership in India today. Hence, our approach is to work with all stakeholders - Union Government and State Governments, business leaders and policy think-tanks, media and civil society organisations - to advocate for such a holistic framework of city-systems. Such 'big picture' advocacy takes time: **getting stakeholders to see the power of such a holistic approach, to recognise that there are no other alternatives for sustainable, scalable change, and then to commit to embark on this journey of change.**

To demonstrate the power of the city-systems approach, and the kind of change that can arise from it, we also take up specific initiatives that emerge from the city-systems framework, to demonstrate scalable success in these initiatives. **The targeted interventions we have chosen to undertake are plotted against the four dimensions of the City-Systems framework in the chart on the previous page.**

Our approach to create scalable change is via one or more of what we call **3Ps**, as defined below:

Policies: The most sustainable change comes when policies change. We have several initiatives that are focused on such urban policy change. For example, Jana Urban Space is actively advocating for new spatial planning policies, called the 'National Urban Spatial Planning and Development Guidelines'. Similarly, in Janaagraha we are seeking policy change on transparency and accountability in city finances, via Public Disclosure Laws that will require quarterly performance disclosure and audited statements from cities; better accounting standards for preparation of municipal accounts; Service Level Benchmarks for urban services; Destination Organisation Charts to improve urban management capacities; PURE (Proper Urban Electoral) LIST reforms on how urban voter rolls are prepared and updated by the Election Commission;



and an improved National Urban Mission that can provide a holistic framework for urban transformation in our country.

Partnerships: We don't expect to be present in every city, undertaking the range of programmes and initiatives to transform our cities. In all our initiatives, we seek partnerships to amplify our voice, or to replicate the success that we have created. As an example, the Bala Janaagraha programme that we run focuses on building tomorrow's active citizens, by creating an exciting civic curriculum for 8th grade students. This started in one school in Bangalore over 10 years ago. Today, the Bala Janaagraha programme runs in **over 400 schools across 20 cities, touching 30,000 students.** However, of this, Janaagraha directly runs the Bala Janaagraha programme in 100 schools, and has prepared detailed process documents and standard operating procedures for partners to take up the Bala Janaagraha programme and run them independently without loss of quality, for which a formal Memorandum of Understanding has been created. It is this model that has allowed the Bala Janaagraha programme to spread across multiple cities and hundreds of schools. This approach to partnerships is also evident in many other programmes that we run.

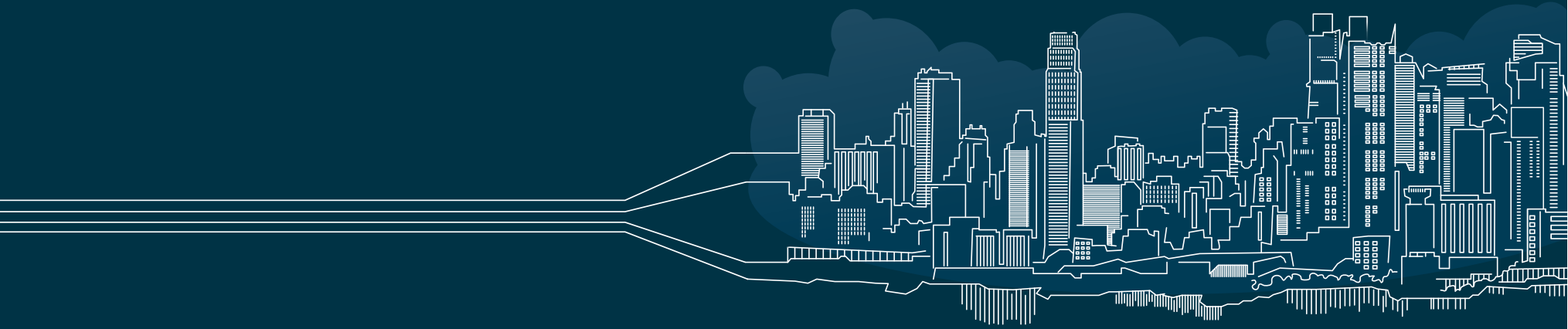
Platforms: We believe strongly in the transformative power of technology to create scalable change. Janaagraha's Online Group has already created two technology platforms: www.ipaidabribe.com, a platform to address 'retail' corruption; and www.ichangemycity.com, a platform to bring the power of technology to help citizens solve local issues in their neighbourhoods. Over the past few years, [ipaidabribe.com](http://www.ipaidabribe.com) has emerged not only as India's leading platform for retail bribe reporting, but the world's largest such platform, with **ipaidabribe.com sites in over 10 countries**, and more being added. Similarly, the [ichangemycity.com](http://www.ichangemycity.com) platform is growing rapidly in Bangalore, with **over 10,000 complaints being reported, 8000 having been addressed, 50+ Champions of Change being recognised and hundreds of communities of change being formed.**

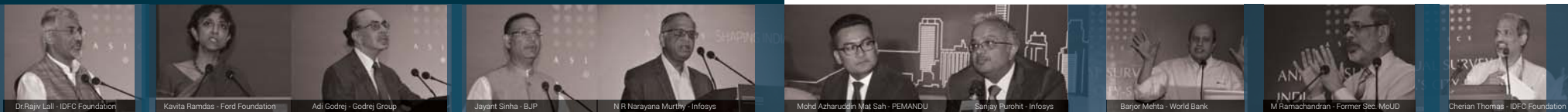
Our 'Theory of Change' is that cities will need to adopt a systems-approach to transform quality of life. Getting cities to adopt this will require advocacy with multiple stakeholders. Even as we continue to energetically push for such holistic thinking, we work on our initiatives to show that change can indeed happen. This is our relentless goal. Because, at the end of the day, we want to see change actually happen on the ground. This is why we say that we are not a 'Think Tank', we are a **'Thinking Do-Tank'**.





ANNUAL SURVEY OF
INDIA'S CITY-SYSTEMS
2014
SHAPING INDIA'S URBAN AGENDA





Programme Mission

We provide an annual, data-driven evaluation of the Quality of City-Systems in India's leading cities. City-Systems refers to the complex factors such as laws, policies, institutions, processes, and accountability mechanisms that go into the functioning of a city. We believe that fixing City-Systems is the key to transforming our cities and providing a higher Quality of Life to citizens.

ASICS is complemented by one of the nation's largest urban surveys – Voice of India's Citizens (VOICE) – which captures the experiences of citizens across 21 cities on Quality of Life, Quality of City-Systems, service delivery and civic participation in their cities.

Why that's important...

City-Systems, while largely invisible, are key determinants of the Quality of Life we experience as citizens. ASICS provides an objective diagnosis of the deficiencies of cities and aims to provide administrators and policymakers with a diagnosis of systemic reforms needed in their respective areas. It also seeks to provide valuable peer learning.

Programme Achievements at a Glance

The programme has produced **two ASICS reports**. While the Inaugural Edition covered 11 cities, the 2nd Edition of ASICS 2014 covered 21 cities. These were assessed against 83 questions covering 115 parameters, belonging to the four key dimension of the City-Systems framework.

We have also organised two high-profile **National Events** in New Delhi – convening senior stakeholders from government, elected representatives, corporate leaders, global speakers and Indian urban experts.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

We aim to catalyse policy change at all three levels of government (city, state, union). Gaps in policy, laws, institutions and frameworks highlighted in ASICS will be used to initiate sustained reforms.

Partnerships

We partner with **TNS** to complete the multi-city VOICE survey on an annual basis. This is a critical component of the ASICS agenda, and is rapidly growing into one of the largest urban surveys in India.

We partner with **IDFC Foundation** for financial support to roll out the VOICE survey – a relationship that is almost certain to grow as we expand our survey size across more Indian cities.

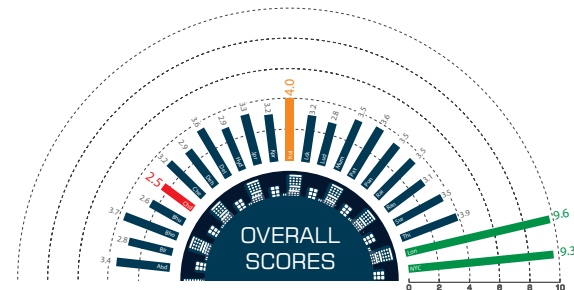
Our Vision

We envision a future in which we reach a consensus with key urban stakeholders on the need for a City-Systems approach to urban change. It is our hope that such an approach will inform the design, implementation, and measurement of future urban development initiatives in India. To realise this vision, we aim to partner with governments (national, state, city) as well as institutions and stakeholders that work on urban issues.

ASICS RESULTS 2013-14

ASICS CITIES

Ahd	Ahmedabad	Lok	Lucknow
Blr	Bangalore	Lud	Ludhiana
Bho	Bhopal	Mum	Mumbai
Bhu	Bhubaneswar	Pat	Patna
Chd	Chandigarh	Pun	Pune
Che	Chennai	Rai	Raipur
Deh	Dehradun	Ran	Ranchi
Del	Delhi	Sur	Surat
Hyd	Hyderabad	Thi	Thiruvananthapuram
Jpr	Jaipur	Lon	London
Kpr	Kanpur	NYC	New York City
Kol	Kolkata		



The **Annual Survey of India's City-Systems (ASICS)** provides annual, data-driven evaluation of the Quality of City-Systems in India's leading cities. Like a health check-up, ASICS shows us the deep systemic flaws we have in our cities, and highlights the corrective actions to be taken. We capture here in a dashboard format some key findings from ASICS 2014.

- All Indian cities score dismally across all four city-system components **averaging 3.3** compared to London and New York who score 9.6 and 9.3 respectively
- Chandigarh** owing to its weak legislation scores the lowest with 2.5
- Of all Indian cities, **Kolkata** has sprung up as the city with highest scores, thanks to its robust electoral process, high voter turnouts and relatively better planning
- Relatively smaller cities such as **Thiruvananthapuram** and **Bhopal** finished 2nd and 3rd as a result of the string of new legislations passed in recent year when compared to mega cities like Bangalore and Hyderabad



ASICS Report 2014



In its Second Edition in 2014, the **Annual Survey of India's City-Systems (ASICS)** evaluated **21 Indian cities** spread across **18 states** and used London and New York as benchmarks. The assessment was based on 83 questions covering 115 parameters across the City-Systems framework dimensions: Urban Planning and Design; Urban Capacities and Resources; Empowered and Legitimate Political Representation; and Transparency, Accountability and Participation.

ASICS 2014 found that Indian cities are grossly underprepared to deliver a high Quality of Life that is sustainable in the long-term. This is particularly worrisome given the rapid pace of urbanisation in India coupled with the huge backlog in public service delivery. The 21 Indian cities scored in a range of **2.5 to 4.0**

on **10** as against the global benchmarks of **London** and **New York** which scored **9.6** and **9.3** respectively. On the individual City-System components, Indian cities scored in a range of **0.6 to 6.8**, indicating overall poor health of City-Systems.

The performance of Indian cities is equally poor across all four aspects of the City-Systems framework. **Average scores of Indian cities in each of the City-System components are:**

- Urban Planning and Design **2.2**
- Urban Capacities and Resources **2.6**
- Empowered and Legitimate Political Representation **4.9**
- Transparency, Accountability and Participation **3.3**

Key trends:

- ASICS found that 16 of the 21 ASICS cities have passed the **Community Participation Law** but no city except Hyderabad has enacted this in true spirit.
- With the exception of Pune, no Indian city has any semblance of **participation in the budgeting process**.
- Also, while 15 of the 21 cities are covered by a **Public Disclosure Law**, rules have

been notified only in eight, and the rules are compliant with the Model PDL only in four cities. Moreover, only three out of the 21 cities have disclosed their **internal audits** in the public domain and none have disclosed their audited annual accounts.

Thus, we observe that lack of participatory mechanisms cuts across sectors. All the above highlight the need to move from opacity to Open Cities.

Other Observations:

- We also observed an asymmetry in cities in respect of the position of Mayors and the institutional capacities of cities. **Only eight of the 21 cities in India have directly elected Mayors with a five year term.**
- Cities also suffer from **huge gap in financial management and staffing**. There is a need to strengthen our audit mechanisms which are clearly a prerequisite for accountability.
- Urban Planning remains a cause of concern with all Indian cities scoring zero on implementation of spatial development plans.** The National Urban Spatial Planning & Development guidelines 2013 hold out hope that cities will make up for lost time by undertaking systematic

spatial development planning.

Conclusions:

ASICS has brought to the fore the fact that Indian cities are lagging behind in basic elements of the City-Systems framework. The report also highlights the **interconnected nature of the City-Systems framework** and underlines the need for progress on multiple fronts by cities to be able to deliver high Quality of Life to citizens.

ASICS National Event Report

The **ASICS National Event** held in New Delhi on June 7th, 2014 witnessed a stellar turnout with leading Parliamentarians, government officials, corporate leaders, global speakers and prominent urban stakeholders coming together for a host of rich conversations on shaping India's urban agenda. The lack of an integrated and systemic approach towards our cities was highlighted in the ASICS 2014 report that was released on the occasion and emerged a recurrent theme in panel discussions and speaker interactions.

The audience was held captive by global

speakers and the insights they provided on the four components of the City-Systems framework. These speakers included:



- Urban Planning and Design** – Liu Thai Ker, Former CEO, Singapore Urban Redevelopment Authority
- Urban Capacities and Resources** – Mohd Azhar Mat Sah, Director, PEMANDU, Malaysia
- Empowered and Legitimate Political Representation** – Michael Caudell-Feagan, Vice President, The Pew Charitable Trusts
- Transparency, Accountability and Participation** – Biou Kerina Wang, Open Government expert, World Bank

The day began with a panel discussion on City-Systems Strategy and City-Systems

Framework for Indian cities. The panelists – Rajiv Lall, IDFC Executive Chairman, Arun Maira, former Member Planning Commission, Barjor Mehta, Lead Urban Specialist, World Bank and Ramesh Ramanathan – threw light on the essence of what constitutes a City-Systems framework.



Maira pertinently pointed out the importance of asking people about what the system should do for them as the city itself is not a manufacturing or technical system but a system for the people. Thus it was essential to have strong platforms for collaboration.

Mohd Azharuddin Mat Sah brought a global perspective to the discussion by elaborating on how Malaysia aimed to become a developed country by 2020 through the motto 'People first, Performance now'. He suggested the



need to break silos by creating institutions for collaboration between the private sector and government.

Individual Presentations on aspects of the City-Systems Framework



URBAN PLANNING AND DESIGN

On individual aspects of the City-Systems framework, Liu Thai Ker drew from his years of experience and expertise on urban planning. He held that political will, legitimacy and good character among government authorities were the prime steps towards achieving capacities and creating a master plan. The most important goal, he elaborated, was to create unequalled good cities to earn the respect of people. "It is important for authorities to convince its citizens and then legislate. Technology will support infrastructure as well as the city plan and thus facilitate what you can create. If you can get all this done, you enjoy good education, good economic prosperity", he said.



Swati Ramanathan and Liu Thai Ker discuss Urban Planning



URBAN CAPACITIES AND RESOURCES

Mohd Azhar Mat Sah focused on strong political will at the centre to bring about efficient administration with the need to diversify the nation's workforce by bringing new talent for big projects. Referring to Malaysia's performance management delivery unit (PEMANDU) he said "PEMANDU sits 'in the middle' - above normal civil servants and coordinates between the supply and demand sides of human resource."



Mohd Azhar Mat Sah and M Ramachandran discuss the issue of Urban Capacities



EMPOWERED AND LEGITIMATE POLITICAL REPRESENTATION

Michael Caudell-Feagan elaborated on increasing legitimacy of democratically elected institutions through clean voter lists. "Cleaning voter lists depends on the systems which run the elections. There are no norms or standards. Bring election officials together to facilitate will," he suggested.



Michael Caudell-Feagan and B Panda discuss the issue of voter list accuracy



TRANSPARENCY, ACCOUNTABILITY AND PARTICIPATION

On the theme of connecting citizens and cities, Biou Kerina Wang cited a World Bank study to show how India does well on open data when it comes to the private sector but not with regard to the government. According to her, citizen-centric governance could be achieved, if

institutions and organizations aimed at a three-step approach of "inform, consult and empower".

Conclusions:

There was overwhelming consensus among those gathered that the components of the City-Systems framework were interwoven and an integrated approach towards urban transformation was the need of the hour. Ramesh Ramanathan encapsulated this aptly in his inaugural speech referring to it as, "a hard-systems approach – like the pieces of a bike. All the pieces come together to create the value of the bike. This is the approach that Janaagraha considers for improving urban life."



Biou Kerina Wang presents on the need for open governance

VOICE AWARDS

The ASICS Event also saw the second edition of the Voice of India's Citizens (VOICE) awards.

Inaugurated in 2013 in 11 cities across the country, Janaagraha's VOICE survey takes the pulse of citizens to get their perspectives on their city's quality of life and quality of City-Systems. These insights provided us with an excellent comparison to Annual Survey of India's City Systems (ASICS) data, and also allow us to probe into other key issues related to citizen's daily lives in India's metros.

This year's VOICE, designed by Janaagraha and carried out by global research firm TNS, has scaled up to the 21 cities across the country where ASICS was conducted, with a national sample size of 25,397 citizens.

The key issue areas which VOICE measures include: citizens' perception of ease of mobility and transportation; quality of environment; access to public amenities; safety and security;

accountability of elected representatives and institutions; the quality of engagement with public services; self-reported household infrastructure indicators; civic knowledge; and civic participation. Providing data across this wide range of issue areas gives us a holistic picture of citizens' view of their quality of life (QoL), quality of City-Systems (QoCS) and their own engagement within cities, and provides an empirical basis to measure indicators over time to find out how cities across the country are performing.

Thiruvananthapuram, Surat, and Hyderabad have come out as the top performing cities, indicating a trend where mid-sized cities (as opposed to mega-cities such as Delhi, Mumbai, Kolkata, and Chennai), are seen to be delivering more in the eyes of citizens.



Winners of both VOICE Awards 2014 - Thiruvananthapuram

KEY ACHIEVEMENTS

2013-14



URBAN PLANNING & DESIGN

URBAN PLANNING & DESIGN POLICY

Improving Urban Planning practice via National-level policy reform.

National Urban Spatial Planning and Development (NUSPD) Guidelines

produced by JanaUSP, endorsed by **Planning Commission** and **Ministry of Urban Development** for future dissemination to states as blueprint for spatial plans nationwide.

URBAN PLANNING PRACTICE

Laying a solid foundation for the future development of the Bhubaneswar/Cuttack Region, as part of a Tripartite agreement with **Tata Group** and **Government of Orissa**

Principal advisor for Urban Planning to the Government of Orissa

Swati Ramanathan (Chairperson Jana USP) will serve as principal advisor for Urban Planning to the Government of Orissa – focussing on the formulation of spatial development plans.

URBAN DESIGN PRACTICE

Giving Bangaloreans a world-class central road network. Seven interconnected

Phase 01 TenderSURE roads Rs. 115 Cr (USD 20 Million)

designed by JanaUSP and under construction in Bangalore with Rs. 115 Cr (USD 20 Million) government support.



Cunningham Road, Bangalore - Under reconstruction as part of Tender S.U.R.E. Phase 01

URBAN CAPACITIES & RESOURCES

URBAN CAPACITY BUILDING

Ensuring adequate capacities and resources for the 'last mile' of government - Municipal Bodies - to directly impact citizens at the neighbourhood level.

Destination Organisation Charts

New advocacy stand launched to produce replicable Destination Organisational Charts for Municipal Bodies India-wide, in partnership with **AonHewitt** and **Greater Hyderabad Municipal Corporation (GHMC)**.



Vikram Kapur - Commissioner, Municipal Corporation Chennai - speaks at the DOC event



EMPOWERED & LEGITIMATE POLITICAL REPRESENTATION

PURE Lists

Working for government acceptance of Proper Urban Electoral (PURE) Roll Management model.

27 Assembly Constituencies
MoU with Election Commission of India

Rollout of the PURE process across 27 Assembly Constituencies of Bangalore under MoU with Election Commission of India.

Making a difference to voter turnout through clean voter lists.

14% increase in turnout between Union Election 2009 and State Election 2013 in the home of PURE rolls – Shantinagar AC, Bangalore.



Janaagraha staff helping voters during the Rise Up: Register to Vote campaign

TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION

PROOF

Informing quality of life debates with never-before-seen hyper-local data at the neighbourhood level.

Ward Quality Score (WQS)
198 wards of Bangalore

WQS compiled from over **50,000 data points** and released for all 198 wards of Bangalore, to link quality of life indicators to budgetary outlays.



WQS Survey team in field

BALA JANAAGRAHA

Delivering local - level civic education to school children across India.

Reaching out to:
16,500 students
in 236 schools
Across 11 cities
during 2013-14



Bala Janaagraha students present their civic project on urban roads



Hon. Home Minister KJ George, CPAG member Dr. ST Ramesh & Commissioner - Bangalore City Police

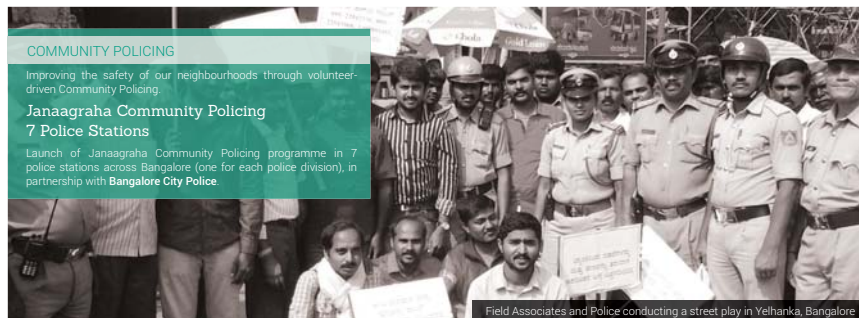


COMMUNITY POLICING

Improving the safety of our neighbourhoods through volunteer-driven Community Policing.

Janaagraha Community Policing 7 Police Stations

Launch of Janaagraha Community Policing programme in 7 police stations across Bangalore (one for each police division), in partnership with **Bangalore City Police**.



Field Associates and Police conducting a street play in Yelhanka, Bangalore

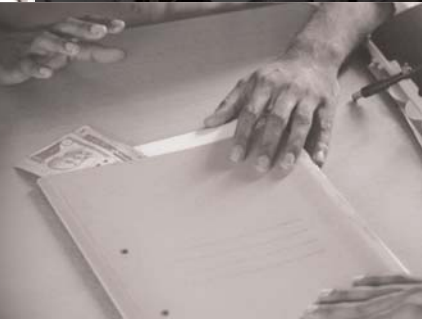
I PAID A BRIBE.COM

Harnessing the voice of citizens to bring an end to retail corruption.

4.5 Million visitors, 10 partner countries
2500+ reports, 645 + cities
6621 Cr Rupees Bribes reported

Crossed 4.5 Million visitors on www.ipaidabribe.com. Achieved 2500+ reports, from across 645 + cities, to the value of 6621 Cr Rupees in bribes reported.

Expanding the IPaidABribe.com global network. Replica platforms launched in 10 partner countries. (Sri Lanka, Kenya, Zimbabwe, Guyana, Azerbaijan, Ukraine, Morocco, Greece, Hungary, Pakistan).



I CHANGE MY CITY.COM

Bringing the civic community and civic agencies together to solve urban challenges.

6000 real life civic issues resolved
26,000 registered users
200 groups
1 million + Visits

Over 6000 real life civic issues resolved at the neighbourhood level through citizen action.

26,000 registered users, 200 groups, 1 million + visits on www.ichangemycity.com and counting.



APPLIED RESEARCH PROGRAMME

Informing discussions on quality of citizenship in urban India with objective data on social inclusion and exclusion.

Janaagraha Brown Citizenship Index (JB-CI)

Path-breaking Citizenship Index (CI) project conducted in collaboration with **Brown University, USA**.

Crowd-sourced Retail Bribery Index (C-RBI)

Using data to advocate for reduction in retail corruption on government services. C-RBI constructed from online and on ground survey data to map corruption trends across government departments, India wide.

TECHNOLOGY

Supporting Janaagraha and JanaUSP's technology architecture – internal and external.

Reduction in loading time

Implementation of performance improvement methodologies for both on-line platforms www.ichangemycity.com and www.ipaidab-ribe.com leading to a reduction in loading time.

Sharepoint

Implementation of Document Management System Sharepoint at the enterprise level.



L.C. Jain - Former Janaagraha Advisory Board Member and Indian Ambassador to South Africa



PLANNING & DEVELOPMENT

Ensuring financial sustainability and building organisational planning and review structures.

100% track record

of meeting the organisation's growing annual budget year-on-year through attracting and retaining donors.

Balanced Scorecard

Institutionalised internal Balanced Scorecard for Janaagraha to set and track performance metrics at an organisational, programmatic, and individual level.



Archbishop Desmond Tutu, wife Leah Tutu and Gursharan Kaur (wife of ex-Prime Minister India - Manimohan Singh) at the Inaugural Janaagraha LC Jain Memorial Lecture

HRVM

Building the team needed to deliver on our mission

Peopleworks

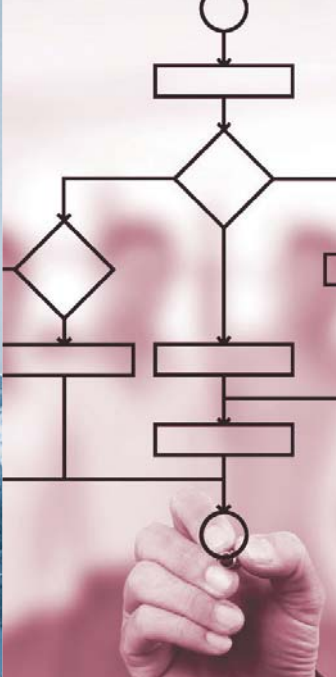
Implementation of Peopleworks for HR management at the institutional level.

167 Volunteers

Engagement of 167 volunteers in 2013-14 who clocked a total of 1336 hours.



The Janaagraha HRVM team



URBAN PLANNING & DESIGN

URBAN CAPACITIES & RESOURCES

EMPOWERED & LEGITIMATE POLITICAL REPRESENTATION

TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION

- URBAN PLANNING & DESIGN POLICY
- URBAN PLANNING PRACTICE
- URBAN DESIGN PRACTICE

- URBAN CAPACITY BUILDING

- Proper Urban Electoral (PURE) LISTS

- BALA JANAAGRAHA
- PUBLIC RECORD OF OPERATIONS & FINANCE (PROOF)
- COMMUNITY POLICING
- I CHANGE MY CITY.COM
- I PAID A BRIBE.COM

PROGRAMME OVERVIEWS

2013-14





Programme Mission

We lay the foundation for sustainable urban development through robust planning and design policies that respond to contemporary demands and aspirations, respecting federal structures and democratic principles.

Why that's important...

Better urban planning and design policies mean better road infrastructure, better inter-modal connectivity, and organised and equitable growth that respects the environment. In the end that means better cities for a sustainable urban future.

Programme Achievements at a Glance

Produced draft **National Urban Spatial Planning and Development (NUSPD) Guidelines** for adoption by the Union Government and dissemination to States in India as part of **JnNURM II**.

Working relationship with **Ministry of Urban Development (MoUD), Delhi**.

Produced two-volume **TenderSURE** (Specifications for Urban Road Execution) document to set benchmarks for urban road procurement and execution India-wide.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Producing **National Urban Spatial Planning and Development (NUSPD) Guidelines** for adoption by Ministry of Urban Development (MoUD) as a world-class blueprint for Spatial Planning India-wide.

Advocating for policy-level adoption of the **TenderSURE** (Specifications for Urban Road Execution) document, as the benchmark for urban road procurement and execution in India.

Partnerships

Partnership with MoUD to develop and implement NUSPD Guidelines India-wide.

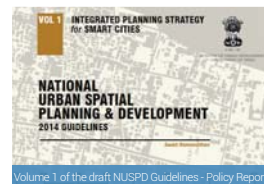
Partnership with Karnataka State Government on executing 45 pilot TenderSURE roads in Bangalore.

Our Vision

We hope that by setting robust benchmarks and standards for urban planning and design at a policy level, India attains national clarity on property rights, heritage protection, spatial planning, and procurement processes for urban roads – leading to better cities and a higher quality of life for urban residents.

NUSPD 2013 Guidelines

A National Blueprint for Spatial Planning



JanaUSP has submitted Draft **National Urban Spatial Planning and Development (NUSPD) Guidelines** to the Ministry of Urban Development (MoUD). The guidelines focus on improving the urban quality of life through developing robust spatial development plans. Since submission, the Ministry of Urban Development has initiated NUSPD, which has subsequently been endorsed by the Planning Commission as a central piece of the reforms under JNNURM II. It is anticipated that all cities participating in JNNURM II will be required to prepare and submit Spatial Development Plans for the urban region, for the municipal area, and for the third level of plan based on the footprint

of the ward, as detailed in NUSPD Guidelines.

This fits with the Janaagraha and JanaUSP strategy of leveraging policy change to scale the impact of our initiatives. While JanaUSP cannot by itself produce spatial development plans for every town, city, and region in India, we can help steer Urban Planning policies and achieve better master planning nationally through the acceptance and dissemination of the NUSPD framework.

A Closer Look at NUSPD Guidelines

The NUSPD Guidelines, 2013 consists of three volumes:

Volume 1: This is the Report of the Inter-Ministerial Committee that was created by the Ministry of Urban Development (MoUD) in 2010, chaired by the Secretary, MoUD under Project INSPIRE (Integrated Spatial Planning including a Regional Emphasis). It has eleven chapters and includes in the Annexures, the Model Urban Spatial Planning and Development (USPD) Act.

The first four chapters lay out the evolution of urban planning in India and the NUSPD guidelines within the context of new and emerging national policy recommendations.

Chapter 4 provides the new city classifications and introduces the three levels of plan

footprints, timelines, inter-linkages, and outputs. The policy framework and institutional structures are explained in **chapter 5**.

Chapter 6 lays out a proposed Planning Framework, and **chapter 7** details the planning process. **Chapter 8** elaborates participatory structures in the plan making, and **chapter 9** highlights the role of finance and land in plan implementation.

Chapters 10 and 11 examine the potential role of a second urban Mission JNNURM II, in building capacity for planning, and the creation of spatial development plans for the beneficiary cities.

Volume II: The Code Book provides recommended normative standards. Built around the Planning Framework, the recommendations are linked to key development drivers against the themes under the three planning principles of Environment, Economy, and Equity. The recommendations are both concrete benchmarks and less concrete policy pointers. Every effort has been made to find appropriate case studies examples, to locate, evaluate, and adapt existing norms from across the world. These have been referenced for further reading as desired. Some successful planning concepts practiced globally have been described, key amongst them the use of "transect" sectors for form-based zoning guidance.



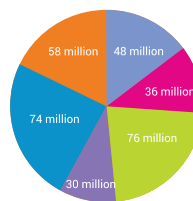
Volume III: The Data Book is a functional tool for the planner. Using the planning framework, it contains a set of data tables that if filled out, provides the planning team the data to intelligently assess the city along the six themes of the framework: economy and livelihood; mobility and networked infrastructure; affordable housing; social infrastructure; environment and disaster management

I Excerpt From NUSPD Guidelines

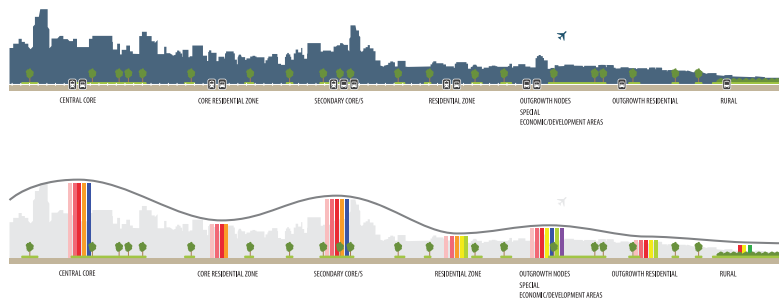
The Census 2011 points the needle towards an important direction to navigate the country through the forces of demographic change with informed prioritisation. Projections for 2031 anticipate that 255 million urban residents will live in 97 cities of million plus population. The most pressing challenges of urban growth will be in the top 97 urban agglomerations followed by the remaining 400 cities with 1 lakh plus population. Tackling the spatial implications of the growth of these 497 cities, will impact the quality of life of 70% of the current urban residents, and the future of a bulk of an additional 225 to 375 million that will become urban residents over the next two and half decades.

Creating plans for these 497 cities should be of strategic priority, in order to respond to India's urban growth needs over the next 20 years at least.

Distribution of Urban Population in Census Statutory Towns by size of UAs/ULBs



Large City/UA



Excerpt from draft NUSPD Guidelines - Transect Zones for Cities

Making A Difference

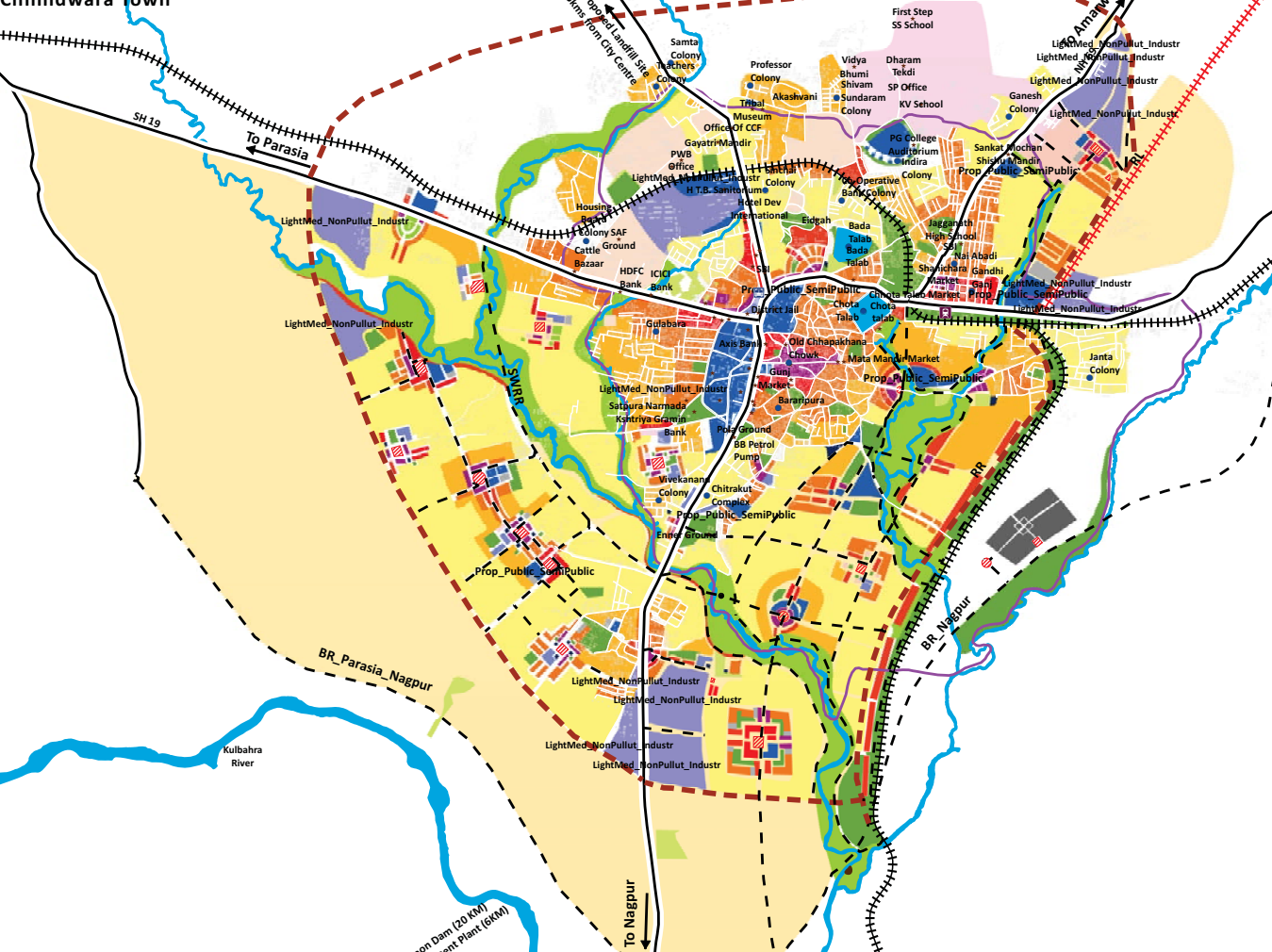


Kamal Nath on the importance of NUSPD Guidelines

Any initiative that aims to create policy change is only as strong as the traction it gains with key stakeholders. The NUSPD Guidelines is a national policy initiative, which has been greeted with enthusiasm by the Ministry of Urban Development and the Planning Commission.

Transcript:

"It is necessary to introduce a new approach on how we produce, implement, and enforce these plans. The National Urban Spatial Planning and Development (NUSPD) Guidelines have been drafted afresh as an attempt to meet the changing requirements of already urban and newly urban areas in India. Producing robust spatial development plans and guiding the development initiatives of cities will be a key consideration of JnNURM....We believe the NUSPD Guidelines will be a valuable aid for the State Planning Authorities." - **Urban Development Minister, Mr Kamal Nath**



URBAN
PLANNING
PRACTICE





Programme Mission

We develop spatial plans that anchor the long-term political, social, economic and environmental vision for cities and regions in India, and guide all public agencies towards delivering on that vision.

Why that's important...

Getting the planning right at three critical levels – Regional, City, Ward – will mean a higher quality of life for citizens from the broadest regional perspective, right down to the road outside their doorstep.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Partnerships

Tripartite partnership with TATA group & Government of Orissa on spatial planning for Bhubaneswar / Cuttack region.

Programme Achievements at a Glance

Spatial Development Plans (SDPs) produced for 6 towns in **Chhindwarra District** – Madhya Pradesh.

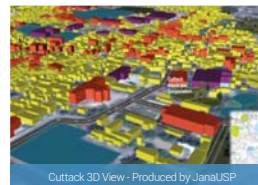
SDP produced for **Jaipur**.

Pilots underway or under consideration for **Valluvanad/ Perinthalmanna, Rajam, Bhubaneswar**.

Our Vision

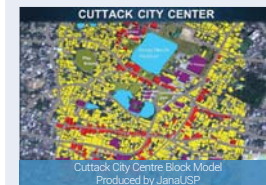
We hope to see robust spatial plans developed across multiple localities in India (based on the three priorities of Environment, Equity, and Economy), establishing a tangible 'proof of concept' for the JanaUSP-drafted **National Urban Spatial Planning and Development (NUSPD) Guidelines**.

Bhubaneswar Project – JanaUSP, Tata Group, and the Government of Orissa.



Cuttack region in line with the NUSPD framework. Formulating spatial development plans which respond to the needs of the region, is important at this critical juncture in the growth of these two cities. Well thought out master plans, which incorporate the perspective of Three E's (Environment, Economy, and Equity) will help the region avoid the ad-hoc, environmentally damaging and economically stifling expansion, which has been experienced in many of India's more developed metros.

An insight into the Cuttack Project



The city of Cuttack is bounded by embankments along the river banks on three sides and hence due to its particular geographical location, the city has expanded horizontally to accommodate residential areas, whereas

the C.B.D. has got restricted within the hub of the old city. Rapid urbanization has created blight and serious congestion problems and challenges for the city.

These challenges could be resolved with the ward level planning process as a mechanism of decentralized planning within a larger city level planning and by developing the unused pockets in the region. Ward level planning could address multiple sectors including network pattern, physical and social infrastructure management like water and sanitation, drainage, housing, health and education, hence integrating the overall development planning process to the micro level.

To carve out issues at micro planning level in the inner city area together with the geographically and heritage sensitive areas, Swati is working with the perspective of incorporating the objectives according to the NUSPD guidelines namely:

- Specifying development regulations (DRs) and conservation regulations appropriate to the form of the city zone
- Zoning for local civic services, public amenities, recreation, and cultural enhancement.
- Providing for transport linkage, greater density and mix of land use around neighborhood centres.



Cuttack Eco-sensitive Map - Produced by JanaUSP



Cuttack City Centre 2D View

Urban Design Plan for Rajam, Andhra Pradesh (for GMR Group)



Land use Map - Rajam Market Area

JanaUSP's **Rajam Urban Design Plan** aims to design four key infrastructure and urban design projects for the town of Rajam in Andhra Pradesh. The plan would critically analyse the existing situation of the town and come up with best suited implementable key projects that would increase the quality of life of the residents of the town. A presentation was prepared by the JanaUSP Planning Team which outlined the approach, existing situation and conceptual proposed projects for Rajam. It was presented in 2013-14 by Ms Swati Ramanathan to the GMR Board Group, and was well received.

Persistence pays off in Rajasthan

In 2014-15, JanaUSP will support Swati Ramanathan in her new role as **Member, State Planning Board, Government of Rajasthan**. Several Policies and Projects on urban have been initiated already, of which two are underway:

i. Formulation of the draft **Rajasthan Heritage Conservation Act (RHCA)**, and revisions to the master plans for 30 cities. The first of these involves the completion and submission of the final draft of the RHCA, which is a project that was spearheaded in 2006 but suspended in the interim years. The proposed RHCA will be the first stand-alone Heritage Act for the State of Rajasthan and in the larger Indian context is amongst the few of its kind. The Act and associated regulations, hope to present comprehensive legislative frameworks that will help conserve, list and protect the vast and diverse heritage of the State of Rajasthan.

ii. The other project involves producing three tiers of spatial development plans – regional, municipal, ward(s) - for the **3 metropolitan city-regions in Rajasthan – Jaipur, Jodhpur,**

Making A Difference



From left to right (2008): Vasundhara Raje, CM Rajasthan, Urban Development Minister, Mayor Jaipur, Swati Ramanathan, Advisor SUARAJ, DB Gupta, Commissioner JDA

Kota, employing the NUSPD guidelines developed by JanaUSP for the Ministry of Urban Development, GoI. Besides the three cities, the focus will also be on planning for the 27 lakh plus cities, with a special emphasis on cities within the **Delhi Mumbai Industrial Corridor (DMIC)**, or those within its zone of influence. Development strategies will include key themes of **Housing, Transportation Networks, Economic Activity, Social Infrastructure, Landscape and Environment, and Heritage**. The aim is to develop integrated spatial development plans that provide for future growth strategies, which help boost the economy and investment potential of urban Rajasthan.

Background

Swati Ramanathan was commissioned in 2005 to produce spatial plans for Rajasthan by the then Chief Minister Vasundra Raje, including a Master Plan for Jaipur (which was published but not carried forward after a change in government). On her return to the role of CM this year, one of the first things Ms. Raje did was to reinvigorate the relationship with Swati and JanaUSP - as evidenced by the projects outlined on this page. We believe this is a great example of the challenges of working with government, where limited tenure demands relentless persistence and an acceptance of the long cycle-time for change. We now look forward to bringing to fruition a project that was begun some 8 years ago, to build a more sustainable future for the state of Rajasthan!

Take Diversion



NAPC

Foot Path Closed due to "TENDER SURE" work

Take Diversion

ಟೆಂಡರ್ ಶೂರ್ ಕಾಮಗಾರಿಗಾಗಿ ಪಾದಚಾರಿ ಮಾರ್ಗವನ್ನು ಮುಚ್ಚಲಾಗಿದೆ. ಬದಲಿ ಮಾರ್ಗ ಅಪರೂಪ.

"TENDER SURE" work in progress
Sorry for the inconvenience

ಟೆಂಡರ್ ಶೂರ್ ಕಾಮಗಾರಿ ಪ್ರಗತಿಯಲ್ಲಿದೆ. ಅಡಚಣೆಗಾಗಿ ಕ್ಷಮಿಸಿ.

No Entry
ಪ್ರವೇಶವಿಲ್ಲ.

URBAN
DESIGN
PRACTICE





Programme Mission

We fix India's urban roads networks – life blood of the city and chief pain point for citizens – and restore pride in our civic spaces through urban rejuvenation projects.

Why that's important...

By adding standardisation and specifications to the urban road procurement, design, and execution processes, we can end haphazard road construction and ensure city residents have world-class roads – based on the principle of equity for all road-users. This means less congestion, less environmental impact, and a more even balance between motorised and non-motorised transport.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Working towards adoption of TenderSURE standards by State and Union governments as road procurement and execution blueprint.

Partnerships

Lodha Group – To execute 'Mumbai Mile' project on Senapati Bapat Marg, Mumbai.

Electronic City Industry Association (ELCIA) – To execute Electronics City Traffic Management project.

Partnering with other corporations and philanthropists through our 'Adopt a Road' initiative.

Our Vision

We hope that TenderSURE roads designed and executed in multiple states, across India, establish a visible 'proof of concept' for our procurement and design standards. We then hope to see TenderSURE standards accepted as a blueprint for urban road execution by state and union governments, improving urban quality of life for all road users, regardless of their mode of transport.

Tender SURE Phase 01 Roads under construction



TenderSURE Phase 01 - Cunningham Road under Reconstruction

the way for TenderSURE Phase II (involving a further 4 roads and an urban rejuvenation project for Brigade Road). Jana Urban Space



Site meeting at Cunningham Road with Municipal Commissioner (BBMP)

Three years after the completion of the pilot TenderSURE roads in Bangalore, 2013-14 saw the commencement of construction on 7 roads in central Bangalore, in accordance with TenderSURE design standards. The emphasis of this 'Tender SURE Phase 01 project', is on cleaning up underground services, and providing uniform travel lanes within well divided right of ways. The appointed contractors are M/s NACP and the approved BBMP budget for the project is Rs. 115 Cr (USD 20 million).

This is the critical next step in demonstrating the power of the TenderSURE model. It will provide Bangaloreans with a world-class network of roads in the city centre, and will pave

(JanaUSP) Foundation hopes that this project will lead to acceptance of TenderSURE design specification elsewhere, and will set a high standard for future urban road execution in the city, state, and nationally.

The power of TenderSURE design specifications

Tender SURE tackles the chaos caused by poor planning of India's urban roads. It provides a systematic way to address details of design, procurement and execution – focusing on seven key elements of urban road networks which are currently under-provided or non-existent in India. TenderSURE:

- Provides road designs in a networked

hierarchy of connectivity

- Plans roads to integrate public transport
- Addresses the mobility needs of all modes of transport equitably
- Mandates coordination between civic agencies
- Ensures networked utilities beneath and above the road are laid systematically
- Drastically improves road life-cycle
- Standardizes procurement and contracting

Visualisation via 3D Walk Throughs



3D visualisation of Vittal Mallya Road

In 2013-14, a team of dedicated urban visualisers put together 3D walk throughs to showcase the new street design (based on



TenderSURE guidelines) for St Marks Road, Museum Road, Residency Road, Richmond Road, Commissariat Road, Vittal Mallya Road and Cunningham Road. These walk throughs will enable citizens and stakeholders to envision what their street, neighbourhood, and city will be transformed into. JanaUSP hopes assets like these will instill civic pride and create a culture whereby the street is not a mere route, but is a public space which is shared equally by vehicles, pedestrians, and cyclists with designated areas for street vendors and street furniture.

Redesign of Huskur Road through PPP model



Huskur Road under construction

The TenderSURE model enables private parties to support the redevelopment of urban roads in

partnership with JanaUSP and the concerned government. This Public Private Partnership (PPP) model ultimately provides city residents with world-class roads in the shortest possible time. Huskur Road is being redeveloped through such a PPP model, under a partnership between Blocon Industries, the Government of Karnataka and JanaUSP. The road is currently under construction and is estimated to be completed by August 2014.

"Mumbai Mile" Partnership

Lower Parel in Mumbai was once desolate with abandoned industrial estates, but with the



Mumbai Mile - Proposed Market under flyover

advent of mill redevelopment projects it is fast growing into a vibrant urban neighbourhood

with a mixed land-use and a variety of activity. At the heart of this transformation is '**Mumbai Mile**', a new vision for a 1.9 KM stretch of Senapati Bapat Marg, stretching from Mahalakshmi Racecourse to Deepak Cinema Junction. The redesign of the Mile includes the redesign of the street, rejuvenation of the flyover under-spaces and the design of a 1 acre park. It is a partnership between JanaUSP and Lodha Group.

In Q4 2013-14, an analysis report was submitted by JanaUSP highlighting the issues, potentials, and challenges of the Mile. This was then translated into 3 conceptual design alternatives, which were presented to the stakeholders. Work on the schematic design will start as soon as one of the alternatives is finalized in mid-2014.

Electronics City – Mobility Master Plan

Electronic City, Phase 01 and 02 (an industrial estate which houses some of the top IT companies in Bangalore) is plagued with increasing congestion, traffic woes, and long travel times, which reduce the quality of life for commuters. Electronics City Industries Association (ELCIA) has signed an MoU

with JanaUSP, wherein JanaUSP will provide a Mobility Master Plan for the estate with recommendations and solutions.

In 2013-14, the JanaUSP team submitted an analysis report to ELCIA on key mobility issues like external connectivity (such as rail and metro), and internal connectivity (such as traffic management plans and proposed shuttle routes).

Three chosen alternatives will be further explored by all stakeholders as conceptual alternatives in 2014.



Making A Difference

Nov. 23rd Public Participation Event

On Nov. 23, 2013 JanaUSP in partnership with IChangeMyCity.com organized a public participation event to kick start TenderSURE phase 01. Residents living on and around the seven roads were invited to participate in this unique event where they got to see proposed designs for their roads and raise their issues and concerns. A panel of Mr. NA Harris (MLA Shantinagar constituency), Mr. Lakshminarayana (Municipal Commissioner, BBMP), Mr. Yugandhar (COO of NAPC), Ms Kiran Mazumdar Shaw (member, Bangalore City Connect Foundation (BCCF)), & Ms Swati Ramanathan (Chairperson JanaUSP; Co-Founder Janaagraha) explained the project, the TenderSURE initiative, the construction timelines and addressed the residents' concerns. The residents were invited to join online communities for their respective roads on IChangeMyCity.com, where they could voice any grievances and get regular project updates. Volunteers were requested for the position of TenderSURE 'Mitras' – representatives of the residents to act as a conduit with government throughout the life of the project.



Shantinagar MLA - N A Harris - Interacts with Residents of TenderSURE Phase 01 Roads



The expert panel answering residents' questions



Residents raising concerns and queries



URBAN
CAPACITY
BUILDING





Programme Mission

We facilitate better training of Bureaucrats/Administrators to strengthen local government in India, and undertake advocacy to ensure Urban Local Bodies (ULBs) are adequately resourced.

Why that's important...

ULBs are the 'last mile' connection between citizens and government, and they deliver the infrastructure and services that affect our quality of life as city residents. When this arm of government functions well, so do our cities.

Programme Achievements at a Glance

MoU with Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussorie, to provide knowledge support for IAS officers' urban curriculum. Case studies developed by Janaagraha used as reference books for classroom sessions.

Project to develop **Destination Organisational Charts (DOCs)** for Urban Local Bodies (ULBs) to ensure municipal governments are staffed with competent and specialised personnel. Underway in Bangalore, and Hyderabad in partnership with AonHewitt and Greater Hyderabad Municipal Corporation (GHMC).

UCB informed by **world-class Advisory Group** – Mr. Anil Bajjal (former Secretary, Ministry of Urban Development), Ms. Ireena Vittal (former partner McKinsey & Co), Mr. SK Das (former member-finance of Space Commission and Atomic Energy Commission).

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Pushing for adoption of **Destination Organisation Charts** as a blueprint for achieving staff adequacy of Urban Local Bodies.

Partnerships

MoU with the Lal Bahadur Shastri National Academy of Administration (LBSNAA) – apex Institute for training government administrators nationally.

Aon Hewitt – HR consultant for 'Destination Organisation Charts' project with Urban Local Bodies.

Government order passed by government of Andhra Pradesh (Dr. Sameer Sharma) to support the 'Destination Organisation Charts' project in the Greater Hyderabad Municipal Corporation (GHMC).

Our Vision

We hope to see all future urban administrators adequately trained to meet the demands of running India's cities. We also envision Urban Local Bodies being adequately staffed, resourced, and organised in accordance with the world's best practice standards.

Destination Organisation Charts (DOC) - Partnership with AON Hewitt



In Q4, the **Destination Organisation Chart (DOC)** initiative achieved its first milestone with the completion of the DOC for the **Bruhat Bengaluru Mahanagara Palike (BBMP)**.



Barjor Mehta (Lead urban specialist - World Bank) speaks at the DOC event

In 2013-14, the scope of the UCB programme was streamlined to focus on addressing the **key challenges of Municipal bodies in India: (i) shortage of manpower and (ii) lack of adequately skilled and trained manpower**. During discussions with the UCB Advisory Group, we identified the creation of robust **Destination Organisation Charts** (along with competency mapping of jobs to skill sets and job descriptions) as the quintessential starting point to address both of the above challenges.

Following the Advisory Board Meeting, leading global human resource consultants AON Hewitt were brought on board as Janaagraha's partners in its initiative to redefine organization charts of Municipal bodies in India.

This was achieved in partnership with AON Hewitt, through a process of in-depth interviews with BBMP officials, and analysis of existing structures and skill levels of the Municipality staff. A **national level workshop** conducted on February 26, 2014 in Delhi was attended by senior bureaucrats, urban researchers and experts who received the concept of DOC enthusiastically. The BBMP's DOC prepared by Janaagraha and AON Hewitt was used as a prototype to deliberate on the role of DOCs towards staffing India's Municipal Corporations and Municipalities with an adequate number of appropriately skilled manpower.

The crux of the DOC initiative

The DOC initiative aims to strengthen Municipal governments by setting standards for staffing, specialisation, and resource adequacy. This is a critical driver of quality of life. Municipal bodies are the last mile of government, and are responsible for delivering the infrastructure and services that directly impact the quality of life of city residents.



Vikram Kapur (Municipal Commissioner - Chennai) speaks at the DOC event



Ramesh Ramanathan speaks at the DOC event



| UCB Advisory Group



In 2013-14, the activities of the UCB programme have been informed by a world-class advisory group consisting of three prominent experts:

- **Mr Anil Bajjal** - (former Secretary, Ministry of Urban Development)
- **Ms Ireena Vittal** - (former partner McKinsey & Co),
- **Mr SK Das** - (former member-finance of Space Commission and Atomic Energy Commission).

| Training better administrators in partnership with the Indian Administrative Service (IAS)



Under the UCB programme's MoU with the Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Mussoorie, Janaagraha continued to provide knowledge support for the IAS' urban curriculum in 2013-14. This included:

A session on National Urban Spatial Planning and Development (NUSPD) Guidelines

On June 10th, 2013 Ms. Swati Ramanathan, Co-Founder Janaagraha hosted a session on the NUSPD Guidelines during the Phase-III training at the LBSNAA.

Evaluation of urban assignment reports

From May to August, team UCB evaluated 71 urban assignment reports submitted by Officer Trainees of Phase-II training of IAS (batch of 2011).

One-day attachment for IAS Officer Trainees

The 5th one-day attachment for 18 IAS Officer Trainees (2013 batch) from the LBSNAA was held on 31st January, at the Janaagraha office. The sessions for the day covered topics such as **Janaagraha's theory of change**; the Jana group's urban microfinance and urban affordable housing initiatives - **Janalakshmi** and **Janaadhar**, and **Jana Urban Space Foundation's** road re-design initiative, TenderSURE (Specifications for Urban Road Execution). The objective of this event was to engage future administrative leadership in urban issues by providing them with a broad overview of the needs and challenges faced in the urban sector. Topics included; the experience of dealing with government and the policy framework; the role of CSOs, political leadership and bureaucrats; and innovations and experiments in the field. Overall feedback was overwhelmingly positive with enthusiastic engagement by the participants in all the sessions, and an overall feedback score of 4.2 out of 5 received for the event.

Slum improvement and TenderSURE sessions at LBSNAA

In November 2013, a case-session on 'Slum Improvement Programmes' (SIP) and a session on TenderSURE were organised in the 114th Induction Training Programme (ITP) at the LBSNAA, Mussoorie. The case session was facilitated by Ms. Bijal Brahmabhatt, Director, Mahila Housing SEWA Trust (MHT), Ahmedabad. Ms. Nithya Ramesh, Manager – Urban Design (in JanaUSP) presented the idea, concept, vision and advantages of TenderSURE, as well as the work that has taken place on the ground in terms of actualisation of this concept.



M Rajamani speaks to IAS officer trainees on Janaadhar and affordable housing.



IAS officer trainees participating in the Tender SURE field exercise



IAS officer trainees presenting road re-design proposals at the Janaagraha office

Making A Difference



Dr Sameer Sharma, Principal Secretary, Urban Development, Government of Andhra Pradesh

Destination Organisation Charts commissioned for Hyderabad.

In a significant landmark for the UCB programme, **Dr Sameer Sharma, Principal Secretary, Urban Development, Government of Andhra Pradesh** issued a Government Order – prescribing that Janaagraha develop **Destination Organisation Charts** for the **Greater Hyderabad Municipal Corporation**. This will involve an intensive partnership based on needs assessment of staffing and skills in the GHMC, identification of staffing and skill gaps, developing benchmarks for skills and outlining modes to attain the same.



P.U.R.E.LISTS

Proper URBan Electoral LISTS





Programme Mission

We empower urban voters with cleaner voter lists, leading to higher voter turnout and higher quality of elected representatives.

Why that's important...

The ability to vote is the most fundamental right a democratic state grants to its citizens, and it is critical to a country's healthy functioning. Citizens must be able to elect political leaders that reflect their hopes and desires if we are to achieve a better quality of life in our cities and towns. Inaccurate voter lists are a crucial and under recognized barrier to this.

Programme Achievements at a Glance

MoU with Election Commission of India (ECI) on implementation of Janaagraha-designed Proper Urban Electoral (PURE) Lists Management Process in Bangalore.

Now operational in all **27 Assembly constituencies of Bangalore**.

Pilot project in Delhi to determine accuracy of voter lists and advocate for improvements to electoral roll maintenance processes.

5,323 volunteer 'Area Voter Mitras' on the ground in Bangalore alone.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Pushing for adoption of **PURE List Management** process by ECI for maintenance of electoral rolls throughout the country.

Partnerships

MoU with Election Commission of India (ECI) on PURE Lists Management for clean voter lists.

Partnerships with **Tata Tea** on 'Jaago Re!' (voter registration campaign, 2009), and with **Times of India** and a group of other NGOs on **Rise Up: Register to Vote** – (voter registration campaign, 2014).

Our Vision

We hope to see the PURE Roll Management Process adopted across cities and states, providing a permanent solution to inaccurate voter lists. We believe this will lead to greater voter turnout, less urban voter 'apathy', and better and more legitimate elected representatives that, in turn, help us achieve a better quality of life.

All Assembly Constituencies (ACs) of Bangalore get a PURE Lists update



Deepak Naik trains AVMs in BTM Layout

After the success of the programme in Shanthinagar AC, the Chief Electoral Officer (CEO) Bangalore requested replication of the Proper Urban Electoral (PURE) Lists Management Process in all 27 ACs of Bangalore. In response to this request, the PURE Lists team mobilized and trained 5323 AVMs Bangalore-wide. These AVMs were distributed across all 198 wards to conduct weekly hygiene checks and collect and submit electoral forms to the ERO.

PURE Lists in action: 1,30,618 forms submitted to the ERO



Processing Electoral Forms at the Janaagraha office

It took a team of 50 dedicated and committed Field Associates and 5323 Area Voter Mitras four months of relentless hard work, and by the end of Q4, 2013-14, the PURE Lists team managed to collect an incredible 1,30,618 voter forms in Bangalore and send them to the ERO for processing. In the recent Lok Sabha elections, this effort (unprecedented by an NGO in terms of scale) enabled approximately 90,000 new voters to cast their vote, many for the first time. This was a huge achievement towards empowered and legitimate democracy in Bangalore, and an example of how the PURE Management Process works for real change in our democracy.

Voting Awareness Campaign



Voting awareness advertising featuring Janaagraha and ECI logos

In Q1, the PURE Lists programme launched a voting awareness campaign in Shanthinagar AC to ensure a good turnout in the State Elections – held on 5th May 2013. Pamphlets were distributed by visiting each and every household in Shanthinagar AC, auto announcements were made, and mobile hoarding was used. As a final push, voter slips were also distributed to about 120,000 voters by the Field Associates and AVMs.

The PURE Lists team was proud to see **voter turnout increase by 14%** - from 44% in the 2008 assembly elections to 58% in the 2013 assembly elections.



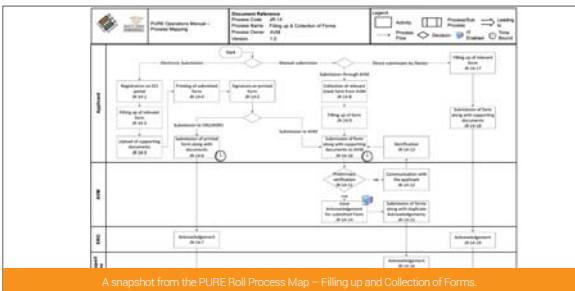
Weekly PURE Diagnostic Reports



2013-14 saw the PURE Lists team institute its weekly Proper Urban Electoral (PURE) Lists Diagnostic Reports, which captures the number of forms submitted by the team to the ERO, as well as forms processed and pending. This effort allowed Janaagraha to monitor the effectiveness of the PURE Roll Management system as it scaled Bangalore-wide.

PURE Lists Advisory Board

TS Krishnamurthy - Former CEC of India.
Dr. SY Quraishi - Former CEC
NRN Murthy - Founder and Chairman Emeritus
Prasoon Joshi - Lyricist, screenwriter, advertising guru.
Rakeysh Omprakash Mehra - Film maker



What is the PURE Lists Management Manual?

The Proper Urban Electoral (PURE) Lists Management Manual is an end-to-end mapping of processes to ensure continuous maintenance of Electoral Rolls in urban India. It provides detailed information including human resources required for each of the activities contained within the processes.

Each process has a set of stakeholders with specific roles and responsibilities. Stakeholders include the Election Commission of India (ECI), the Office of the Chief Electoral Officer (CEO), Office of the Electoral Registration Officer (ERO), Booth level Officers (BLO) etc. The Manual also suggests the inclusion of novel stakeholders

such as Civil Society Organizations (CSOs) and citizen volunteers called Area Voter Mitras (AVMs) / Booth Level Volunteers (BLVs). The Manual also categorizes the processes which can be technology enabled and are time bound, such as submission of forms to the ERO office or to the CSO's office etc.

The PURE Roll Management Manual emphasizes repeated and sustainable monitoring, both inbound and outbound, to maintain the urban electoral rolls on a continuous basis. It also proposes the release of monthly 'Digital BLO Register (DBR)', which will enable a citizen to check the status of his/her application in real-time with effective data management. The novelty of PURE is in its unique model of having at least 2 AVMs working with a BLO in each polling part as a homogeneous team.

'Rise up: Register to Vote' Janaagraha and Times of India Campaign



In preparation for the Lok Sabha Elections, the PURE lists team partnered with Times of India (TOI) to run a nation-wide campaign called 'Rise up: Register to Vote', which focused on getting unregistered citizens onto the voter

list. The campaign was run in 16 cities, with a total of 16 NGOs participating as the primary contact point in each city. Accompanying them were close to 500 volunteers, 50 secondary NGOs and many other corporates who supported and were part of the campaign. The campaign was also run at various corporates such as Microsoft, Mindtree, DLF Golf Links, Café Coffee day etc. It was one of Janaagraha's small but significant contribution to one of the most historic election campaigns in the recent past.

100% Voter Registered

In Janaagraha, we believe in practicing what we preach. In keeping with this ideology, we ran an internal 100% Voter Registered Campaign in 2013, to make sure each and every Janaagraha staff member was eligible to vote in his/her electorate. This campaign saw **43 Janaagrahi's details entered into the voter rolls** in the months of March-April 2014, some of them voting for the first time - and all in time for the Lok Sabha elections. Now every new Janaagraha joiner is helped by our field team to register themselves in the voters list within the first few weeks of joining. We also ran this campaign successfully in **Dell, Mind Tree, Microsoft, and Citi Bank** in 2013-14. This is a direct way we are helping contribute to the health of our democracy.

Making A Difference

In his own words - The testimonial of an Area Voter Mitra (AVM).



"The experience with Janaagraha was an awesome one, since the day I joined my life took to blooms. I felt I was born for this purpose, we get so many things from the society and we give less for the same. I decided to commit my time to the betterment of the society by starting to clean up the electoral list of my area. Ever since I became an AVM the approach from the people changed and they constantly asked for my help to get their Epic Card done before the elections and Janaagraha stood like a pillar besides me by helping me to get the Epic card for my neighbours. I still can't forget the day when my neighbour thanked me for getting their Epic card done within a week time, for which they had to struggle for more than a year.

The Times of India had written a write up on me; the caption was 'Meet the foot soldiers who guard the voter rights' dated 3rd of April 2013. Ever since my popularity became double folded.

All thanks to Janaagraha for the help. They helped me to get 80% Epic card registered in my neighbourhood."



BALA
JANAAGRAHA





Programme Mission

We build tomorrow's active citizens through local level civic education.

Why that's important...

Current civic education modules don't adequately empower students to address issues at the local or neighbourhood level. We fill this gap through our 'I Change My City' curriculum – a relevant and engaging example of practical, local civics. The goal of Bala Janaagraha is to transform the youth of urban India into informed, responsible, and active citizens, and to enable critical thinking when it comes to addressing local civic problems. Through this, we hope the youth will be emboldened to take first steps towards active citizenry.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Our long term vision is to have the Bala Janaagraha programme adopted as a module in the **union and state syllabi** throughout India. This would give Bala Janaagraha the scale and sustainability needed to achieve impact on a national scale.

Partnerships

To help us scale, we partner with Education Partners and city specific donors. Currently Bala Janaagraha enjoys support from **seven separate corporate donors** and **2 major education partners**.

Programme Achievements at a Glance

From humble beginnings in 5 Bangalore schools eleven years ago, in 2013-14 the programme reached out to:

233 Schools
Across 11 Cities
Encompassing 16,000+ Students

Our Vision

We envision Bala Janaagraha as a truly pan-India programme by 2020. We hope to see its acceptance in State and Union Syllabi, to inform a generation of civically active and engaged urban citizens who both demand, and work for, a better urban quality of life.

Pan-India expansion - over 16000 students, 233 Schools across 11 cities



Bala Janaagraha's I Change My City resource book in English, Hindi and Kannada

In 2013-14 the Bala Janaagraha programme expanded from 146 schools in 5 cities to reach a record **233 schools** across **11 cities**. By establishing Bala Janaagraha across multiple states, we hope to build a case for inclusion of the Bala Janaagraha module in State and Union level syllabi throughout India.

To reflect the fact that the programme is branching out, 2013-14 also saw the rollout of the new improved I Change My City resource book in English, Hindi, and Kannada. The focus of the resource book has been broadened to make it applicable across multiple locations, and it also features a greater emphasis on learning through fun, which has been very well received by students.

Bala Janaagraha Students in the community - Civic Projects



Community Cleanup by Jaipur students as part of their civic project

Civic Fests - Mini, City, and National Level



National Level Civic Fest Winners – DPS Ludhiana

As is the case every year, 2013-14 saw some outstanding field-work conducted by students in constructing their **civic projects**. Various Bala Janaagraha student groups were featured in the local media as they went about their projects, with many teams actively engaging their local communities and elected representatives in resolving neighbourhood level issues. Each year the civic projects allow Bala Janaagraha students to choose a real life civic issue from their area and propose solutions based on their learning throughout the curriculum.

2013-14 saw the first ever three-tiered rollout of civic fests across the country. In total, 18 mini civic fests, 11 city level fests, and 1 National Fest were conducted – the most in the history of the programme. These civic fests are the ideal way for students to showcase and celebrate their learning from throughout the year.

Spotlight on the National Fest

In an exciting first for the programme, the 7th of February 2013-14 saw 13 teams from 11 cities converge on Bangalore to participate in the



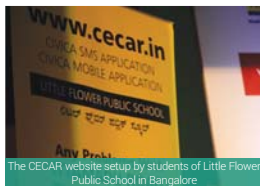
first ever Bala Janaagraha **National Level Civic Fest**. This year's theme was **Urban Roads**, and participating teams (selected from over 1500 entrants) took turns to present their outstanding projects. The eminent panel of judges, which included **Dr. Bibhudutta Baral** (Centre Head, R&D Campus, National Institute of Design (NID), Bangalore); **Dr. H.R. Shantharajanna** (Superintending Engineer at Karnataka Public Works Department (KPWD)); and **Mrs. Mala Ramadorai** (Chairperson, Citi Academy for Special Education at Society for the Rehabilitation of Crippled Children) had a tough time picking the winners, but eventually **Delhi Public School (Ludhiana)**, **The Chanda Devi Saraf School (Nagpur)**, and **Little Flower Public School (Bangalore)** were given first, second, and third prize respectively for their excellent work.



Panel of judges for the National Fest 2013-14

Bala Janaagraha students Tech Savvy and Social!

We believe in the power of technology for social change. That's why as a programme we constantly encourage Bala Janaagraha



The CECAR website setup by students of Little Flower Public School in Bangalore



Dell Volunteers help students tweet their experiences on the eve of the National Level Civic Fest.

students to embrace IT as a means to make themselves heard.

This year children made better use of technology than ever before. We saw this at the National Level Civic Fest when students used everything from power points presentations, audio/visual content, and even 3D animation technology during their 10 minute presentations! 2013-14 even saw some particularly inspired students set up their own website (www.cecacar.in), to allow citizens to report on and explore issues surrounding urban roads.

Just as exciting was the use of a **Social Media Kiosk** at the National Level Civic Fest, where students were able to post videos, blogs, and tweet about their experiences during the course of the programme. With the help of volunteers from Dell – a major Bala Janaagraha donor – this year's social media kiosk was a great success. This is just one small way we strive to make technology an integral part of the Bala Janaagraha programme. Going forward we'll continue to educate our students about using digital and online technologies to enhance their efforts at civic change.

Celebrating our Little Champions of Change



Some of our Little Champions of Change awarded at the National Fest

The National Level Fest was also an opportunity for us to celebrate our 2013-14 **Little Champions of Change** (eight teams/individual students from Pune, Patna, Mumbai and Bangalore). The Little Champions of Change initiative recognizes 8th graders who, during the course of the programme, have initiated and implemented significant civic work in their neighbourhoods. This year, they were short-listed from amongst 18 nominations through a selection process by a panel of judges.

Making A Difference

Bala Janaagraha students meet the Mayor of Bangalore

On the 31st of January, four Bala Janaagraha students from St. Thomas School paid a visit to the mayor of Bangalore. Having cleaned up 13 F Cross, Gundurao Colony, Basaveshwaranagar, they wanted to ask the BBMP to asphalt the road.

First they spoke to the Deputy Mayor of Bangalore - Smt. Indira. She went through their project report and was delighted to read the Bangalore Mirror newspaper article written about the kids, and the letter of appreciation given to them by MLA Mr Priya Krishna (Govindrajnagar Assembly constituency). The deputy mayor pledged to have the road tarred, and encouraged the children to keep contributing to the development of their community.

With the help of his personal assistant, the children were then able to walk into the Mayor's office, despite him being in a meeting with 15 Corporators! They presented their work, and explained the difficulties they were facing on their road. **The Mayor – Mr. Satyanarayana** – asked his PA to have the chief engineer look into the issue and signed



St. Thomas students present their work to Deputy Mayor:- Smt. Indira

a BBMP letter acknowledged the noble work of the children. Interestingly, many of the other corporators also mentioned that Bala Janaagraha students had visited them in the past month asking for improvements to their roads!

We believe these enthusiastic young students will grow into the active citizens of tomorrow. In the words of Priya Krishna – MLA, Govindarajanagar, "It is quite heart-warming to see 13-14-year-old children act so responsibly while adults are making a mess in public. These children will grow up to become responsible adults, and will not sit around wringing their hands." – **Bangalore Mirror**, January 4th, 2014.



PROOF
PUBLIC RECORD OF OPERATIONS AND FINANCE





|| Programme Mission

We create transparent and accountable Urban Local Government by encouraging reporting, disclosure and open budgeting. We also aim to foster a growing constituency of citizens who are engaged in the same.

Why that's important...

The 'transparency gap' at the last mile of government prevents urban residents knowing where their taxes are spent in the most important area of all – their own neighbourhood. We believe this translates directly to a poor quality of infrastructure and services that negatively impacts our quality of life. Transparency and accountability (provided by government and demanded by citizens) can plug the 'leaks in the bucket' of municipal finances, and give urban residents the quality of life they deserve.

|| Programme Achievements at a Glance

Working Relationship with **office of Comptroller Auditor General (CAG)** – a first for any NGO in India.

Ward Works – Participatory Budgeting Exercise to launch Janaagraha in 2001 (the first participatory budgeting exercise in India, and still the only non-government-aided one).

Path-breaking **Ward Quality Score** and **Budget Briefs** produced for all **198 Wards of Bangalore** to inform budgetary allocations through rigorous data and objective quality of life metrics.

|| Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Pushing for Union Government adoption of a **Performance Reporting Framework (PRF)** for urban local bodies, based around quarterly reports of operations and finance.

Partnerships

Partnership through **Government Order (Government of Andhra Pradesh)** to implement Janaagraha's Ward Quality Score, Budget Briefs and OpenWorks Projects (issued by Dr. Sameer Sharma, Principal Secretary).

Partnership with **Government of Orissa** to develop local versions of Budget Briefs, Ward Quality Score and Performance MIS tools.

|| Our Vision

We hope to see transparent and accountable Urban Local Government, which produces *suo moto* (unprompted/voluntary) quarterly disclosures of operations and finance, across India. We also hope to see the creation of a robust, enforceable, Performance Reporting Framework for Urban Local Bodies at the national level, as well as acceptance and institution of open and participatory budgeting concepts across state governments.

|| Ward Quality Score (WQS) 2013-14



In 2013-14, the PROOF team released its second edition of the **Ward Quality Score (WQS)** for Bangalore. This on-ground survey provides an annual snapshot of quality of life across all 198 wards of Bangalore – measured against five key quality of life indicators and presented in an easy to understand index. This year the survey team collected more than **50,000 data points** over three months using a variety of devices such as lux meters and air pollution readers. Mobile tablets also allowed the field team to precisely geo-locate survey points, and connect in real-time with a data-base associate at Janaagraha (for instantaneous error correction).

The key finding of WQS 2013-14 was a **decline**

in aggregate quality of life from 2012-13 – from **5.5 to 4.4 out of 10**. This decline was especially noticeable in the area of water and sanitation, which once again received the lowest index score across the board. As with last year, wards at the periphery of Bangalore fared worse than those in the centre.

The importance of WQS

Each year, WQS provides a key component of the PROOF team's citizen-facing outreach around quality of life, infrastructural adequacy, and service delivery by urban local government. Janaagraha takes the objective quality of life data from WQS and links it to budgetary outlays through **Budget Briefs** – another PROOF initiative. Year on year this reveals a **direct link between lower quality of life and lower budgetary outlays at the ward level**. Armed with this powerful objective data, both corporators and citizens are empowered to demand a fairer budgetary allocation, based on real need rather than political influence.

Municipal bodies like the BBMP are the critical 'last mile' of government, which delivers the quality of life we experience in our neighbourhoods. Filling the data gap at this critical municipal level of governance is a key step in achieving a better, more equitable quality of life for all urban residents.

|| Government testimonials – WQS 2013-14

"It makes for very interesting reading and should help each corporator in improving his or her ward-level index. Three cheers to you and to your team for coming out with this very objective assessment."

- Mr MN Vidyashankar, I.A.S. (Principal Secretary, Commerce and Industries Dept., Govt. of Karnataka)

"It is really appreciated with all sincerity that detailed city infrastructure and services survey and analysis research was conducted with results for better planning in BBMP. It is a guide line for budgetary allocation in each ward and allows easy, quick visual understanding of the weak areas for attention. We assure you that the project results will be conveyed to all concerned for reference and as guide lines for implementation."

- Engineer in Chief, BBMP (Bruhat Bangalore Mahanagara Palike, Municipal Corporation of Bangalore)



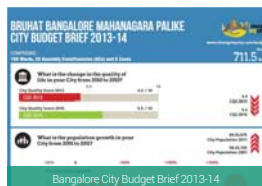
"I am very happy to note that Janaagraha has brought out a wonderful score card. Unless we are able to quantify the parameters to citizens, we can't benchmark and thus, move forward. I hope such WQS will act as a guidepost to government agencies who are responsible for improving the quality score"

- Mr. P Manivannan, I.A.S. (Chief Project Officer, Karnataka State Highways Improvement Project, former Managing Director of Bangalore Electricity Supply Company Limited (BESCOM))



Mr. P Manivannan, I.A.S.

Budget Briefs 2013-14



In 2013-14, PROOF also released its second round of Budget Briefs for Bangalore.

Budget Briefs seek to empower citizens with information and analysis on budgetary allocations for each Assembly Constituency (AC) and Ward of Bangalore, against the backdrop of their Ward Quality Scores and population growth.

We believe Budget Briefs will catalyse data-driven debates on budgetary allocations in the city. It is interesting, for example, that some newly added Wards which have experienced a huge growth in population and currently suffer from a poor Quality of Life will require higher budgetary allocation than older Wards which have received sufficient resources over the last

few years to achieve a certain minimum Quality of Life.

Budget Briefs have been disseminated to all Councillors, MLAs, Municipal officials, senior IAS officers, active citizens and civil society organisations.

Q3, 2013-14 saw PROOF take forward the work done on budget briefs. The team participated in a Roundtable conference of CFOs from mid-tiered IT companies and presented the potential impact of city level budgets and how the corporate sector could collaborate with Civil Society Organizations to make a change.

PROOF initiatives branch out to other states



Orissa

Janaagraha is currently working with the Tata Group and the Government of Orissa to improve transparency, participation, and urban planning in the Bhubaneswar/Cuttack region. Two of the four initiatives which are being launched there are headed by the PROOF team – WQS and Budget Briefs. To better understand the budgetary processes in Bhubaneswar, and how the Ward Quality Score needs to be customized for the city's needs, the PROOF team conducted a week long interaction in January with officials of the Bhubaneswar Municipal Corporation.

Hyderabad

In 2013-14 the PROOF team made real inroads into modularizing WQS and Budget Briefs for adoption by other groups in other cities. We have engaged closely with Dr. Sameer Sharma (Principal Secretary-Municipal Administration and Urban Development, Government of Andhra Pradesh and Commissioner, Greater Hyderabad Municipal Corporation) to explore roll out of WQS and Budget Briefs for Hyderabad, Vizag, and Vishakapatnam. The team met the Commissioner in March to understand his requirements and suggestions.

Pune

An engagement with Janawani (a civil society organization based out of Pune) is under discussion. Janawani intend to conduct a process similar to Ward Quality Score and Budget Briefs for the wards under the Pune Municipal Corporation, and the PROOF team is consulting with them in this regard.

Making A Difference

WQS and Budget Briefs gain traction with Corporator

The PROOF team was excited to have a fruitful interaction in 2013-14 with Vijayan S (Corporator of Vannarpet, Bangalore) - based on our WQS and Budget Briefs reports. Using the Budget Briefs as a comparative reference, he had approached the Commissioner seeking more funds to improve the quality of life in his ward. The PROOF team then engaged him on how to best bring relevant data to the forefront of the debate on civic works and budget allocation. We believe data is the key ingredient needed to help the Council have more focused, structured debates on budgets and civic works.

Below is the English transcript of a letter from the Vijayan S to Janaagraha:

"With reference to the subject above, the Ward Quality Score and Budget Briefs published by your organization (Janaagraha) rightly points out the differences in allocation of funds among various wards and assembly constituencies. Also, I am aware of the fact that my ward, Vannarpet (No.115) is one of the least developed wards and is hugely populated by members belonging to Scheduled Caste,



Scheduled Tribe, and other backward castes among other poor citizens who are in dire need of basic facilities. The 2013-14 BBMP budget allocated Rs.200 (POW) lakhs, towards the development works of my ward. Based on the findings of your organization, we estimated a sum of Rs.10 Crores would be needed for the development of my ward and the same has been communicated to various committees and ministers. I hope this request of mine is obliged which would in turn, greatly help in the improvement of quality of life and the much required basic facilities of my ward."

Vijayan S, Corporator (Vannarpet), Ward No-115, BBMP





COMMUNITY POLICING



THE YEAR IN REVIEW

Programme Mission

We aim to improve the safety of our neighbourhoods through citizen-led community policing, and to bridge the gap between citizens and police through closer collaboration.

Why that's important...

Involving citizens in the safety of their own neighbourhoods, and ensuring police are responsive to the needs of communities are key ingredients in creating a more integrated society - one which is based on trust.

Programme Achievements at a Glance

Partnership with **Government of Karnataka (GoK) Bangalore City Police**.

Operating in **7 Police Stations** across all 7 Police Divisions of Bangalore.

276 voluntary citizens called **Area Suraksha Mitras (ASMs)** on the ground in communities of the CP programme.

517 beat level awareness programmes and **78 awareness sessions** at colleges and other community centers held in inaugural year for community building in Bangalore.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Pushing for adoption of model **Community Policing Clause** in Karnataka state Police Act (as already achieved in Kerala).

Pushing for adoption of '**Process Mapping**' and '**Human Resource Requirements Mapping**' documents as benchmarks for model police stations going forward.

Partnerships

Partnership with **Bangalore City Police** to implement the programme.

Awareness sessions by various rights, and advocacy groups (such as **Karnataka State Commission for Protection of Child Rights (KSCPCR)**, **Child Welfare Committee (CWC)**, **District Legal Services Authority**, **Karnataka State Commission for Women (KSCW)** and **Centre for Addiction Medicine (CAD)**, **NIMHANS** in monthly **Jana Suraksha Samithi** meetings.

Our Vision

We hope to see Community Policing accepted and instituted pan-India as an effective neighbourhood safety and community integration tool, as well as the institution of community policing within various state Police Acts. We also want to see a rise in the standards of functioning and resourcing of police stations to meet world-class benchmarks.

Launch of the Community Policing Programme in Bangalore



Police Officers and ASMs attend the launch of Community Policing in Bangalore

On June 20, 2013 the Honourable Home Minister, Mr K J George, officially launched Community Policing in the city of Bangalore – a joint undertaking of the Bangalore City Police, and the Janaagraha Centre for Citizenship and Democracy. Under the partnership, both parties have piloted community policing in **seven police stations** – one in every police division in Bangalore.

The heart of the Community Policing Programme is its citizen volunteers – **Area Suraksha Mitras (ASMs)**. Every police station has between 35-50 ASMs depending on the number of beats. Currently, there are a total of 276 ASMs across Bangalore – mobilised after a thorough selection and vetting process.

Each ASM and police officer involved in the CP programme has been trained in best practice community policing principles, and is aware of common pitfalls which can threaten the success of such programmes. Seven separate training sessions have been run across Bangalore – headed by **Dr S T Ramesh**, Ex DG and IGP of Karnataka, which translates to one per police station.

To anchor the Community Policing Programme, ASMs along with the Police personnel from each station form **Jana Suraksha Samithis (JSS)**. These are monthly community meetings between ASMs, citizens, and Police Officers involved in the CP Programme. They provide a touch-point for communication, relationship building and problem solving. Each JSS comprises the following nominated members:

- Station house officer (SHO) as chairperson of the JSS
- Police Sub-Inspector as Secretary
- Assistant Sub - Inspector / Head Constable as Community Liaison officer
- One ASM as Convenor

Community Policing Advisory Group (CPAG)



The formation of the Community Policing Advisory Group (CPAG) has been critical to the development of the programme in 2013-14. It has allowed Janaagraha to create a robust programme informed by the experience of respected figures from the policing field. The advisory group consists of **Sh PKH Tharakan** – Ex DG and IGP Kerala, Former Advisor to Governor of Karnataka, **Dr. S T Ramesh** – Ex DG and IGP Karnataka, and **Sh Jacob Punnoose** – Ex DG and IGP Kerala.



Beat level awareness about Community Policing



Street play in Kogilu Cross, Yelahanka

Community trust is a key commodity for the success of the Community Policing programme. To build this, it is critical that all ASMs and police personnel meet citizens in their beat areas regularly. Since mid-2013, the CP team has been facilitating beat level awareness programmes across Bangalore, with participation from ASMs and Police Personnel. Our beat level awareness programmes help provide education about common topics under the umbrella of safety and security at the beat level.

Advocacy efforts



Police Station Process Document produced by Janaagraha

To complement our on-ground activities, the community policing team has been working toward systemic improvements to policing in Karnataka, by running various government advocacy initiatives.

I. Process Mapping

The CP programme has conducted a detailed study of the processes being practiced across a sample of Police Stations in Bangalore. It has used this to compile a Process Mapping Document for a prototypical police station. This document is now being used to advocate for the re-engineering and optimization of work process flows in police stations, with a focus on the use of technology to create higher efficiencies.

II. Human Resource Requirement Mapping

The flow-on project from the Process Mapping Document is a study on Human Resource Requirements within police stations based on the volume of work they undertake. Currently, Karnataka (and many other Indian states) suffer from a massive under-provision of police personnel on a per capita basis – 1:800 as opposed to 1:330 worldwide. This study commenced in September 2013, and we hope it will lay the foundation for adequate human resource provision in police stations throughout the state and country.

III. Institutionalising Community Policing – The Karnataka Police Act

A key programme goal is to have community policing institutionalised at the state government level – as has already been achieved in Kerala. To this end, a draft CP clause (to be included in the Karnataka Police Act) has already been shared with the Government.

Impact Assessment

Janaagraha is a data-driven organisation. We rely on data to prove the effectiveness of the initiatives we run. For the Community Policing Programme, impact will be gauged by an annual assessment called the Security



Security Perception Index - Annual Impact Assessment

Perception Index (produced by Janaagraha's Applied Research Programme). A baseline survey has already been conducted with citizens and police in all seven police station areas, to arrive at a Security Perception Index (SPI) for Bangalore. Based on changes in selected indicators, the CP team will be able to assess the impact of the programme, and areas for improvement.

Spandana Centres: A public space for Community Policing

In Q4 2013-14, the Government of Karnataka inaugurated two **Spandana Centres** at Basavanagudi and Malleshwaram. In a major breakthrough for the programme, Janaagraha was provided with a dedicated office and working space in each of the new facilities. The government intends to build a total of 7 Spandana centres in Bangalore - one in each

Police division. These centres will be used as zonal hubs where the community can interface with Police and Area Suraksha Mitras (our volunteers) - helping further bridge the gap between citizens and officers of the law.



Organizations associated in Q2 & Q3 2013-14	New organizations associated in Q4 2013-14	In process of association
Karnataka State Commission for Protection of Child Rights (KSCPCR)	Child Protection Unit, UNICEF	Empowerment of Children & Human rights organisation (ECHO)
Karnataka State Commission for Women (KSCW)	Nightingales Medical trust	Justice & care
District Legal Services Authority (DLSA)	Association for promoting Social action (APSA)	Bangalore Oriyavara Seva Coota (BOSCO)
Centre for Addiction Medicine, Nimhans		Vimochana Suramangali Sevashramam
Child welfare Committee (CWC)		Mahila Dilakshata Samithi
Enfold Proactive Health Trust		Women Voice
Child Rights Trust (CRT)		Mahila Milana
Special Juvenile police unit (SJPU), North division		Vanitha Sahaya vani (VSV)

Making A Difference



Community Building through Awareness Sessions

As a community service endeavour, the CP programme has partnered with various external organisations to run awareness sessions throughout 2013-14, based on the needs of each community in which the programme runs. Topics covered in these awareness sessions include children's rights, women's rights, drug addiction etc. These sessions are an important part of the sensitisation of both the ASMs and the larger community. The table to the left captures the list of organisations with whom we already partner, and those whom we plan to be aligned with in the coming months.

BEFORE



DURING



AFTER



I.CHANGE.MY.CITY.COM





ICHANGE MY CITY.COM



Programme Mission

We give citizens a platform to connect with one another, and with their civic agencies / local governments, to make a real difference in their own neighbourhoods.

Why that's important...

When citizens are empowered to change their neighbourhoods through active participation, they become engaged stakeholders of a city, rather than passive bystanders. When governments are accessible to their constituencies, they become more transparent, accountable, and responsive, and deliver the quality of life citizens deserve.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Policies

Online platform developed for Bangalore. To be replicated by Janaagraha in **two other cities** by end 2016.

Partnerships

Tie ups with local municipal bodies in Bangalore – Bangalore Water and Sewerage Supply Board (BWSSB), Bangalore Electrical Supply Company (BESCOM), Bruhat Bengaluru Mahanagara Palike (BBMP), Bangalore Metropolitan Transport Corporation (BMTC), Bangalore Traffic Police (BTP), Karnataka Fire and Emergency Services (KSFES) – to provide nodal touch-points with engaged citizens.

Our Vision

We hope that IChangeMyCity.com becomes the 'one-stop-shop' for civic networking in Bangalore and beyond. We hope it empowers citizens to engage and make a difference in their local communities – fostering a sense of ownership and civic pride from the grassroots up. By achieving these goals we can improve 'Quality of Citizenship' in urban India, bringing a richer, truer democracy, in which citizens are active stakeholders rather than passive bystanders.

Google Impact Challenge



IChangeMyCity.com - winner of Global Impact Award at Google Impact Challenge for India

In 2013-14, IChangeMyCity was a proud winner of the Global Impact Award at the Google Impact Challenge Finals - held in Delhi in October - as selected by an eminent jury of respected domestic and international figures. Janaagraha and IChangeMyCity were selected as one of the top four from among ten finalists.

The Google Impact Challenge aims to identify and support organizations that leverage technology and employ innovative approaches to tackle some of the world's toughest challenges.

With a Global Impact Award, Janaagraha will use IChangeMyCity.com to provide a touch-point for close to 15,00,000 citizens, 34

government officials and 15 civic agencies across 3 metropolitan cities of India - guided by our vision of increasing participation, accountability and responsible governance.

IChangeMyCity Branches Out



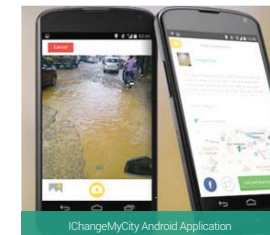
IChangeMyCity.com preliminary work in Bhubaneswar, Jaipur & Delhi

Currently ICMyc focuses only on Bangalore. However, based on a huge number of user requests, we will soon be taking ICMyc to other cities in India. Preliminary groundwork has begun in Bhubaneswar, Jaipur, and Delhi to launch local ICMyc platforms, with backing from high-profile supporters like Google and the Tata Group.

To help us undertake this massive expansion, we're ensuring that the ICMyc platform is as

scalable as possible. Just like with IPaidABribe Global, we're developing a Software as a Service (SaaS) version of ICMyc for easy replication. To help with the whole process of ideation, designing, development and testing of the new platforms, we will be following 'Agile methodology'. Agile development methodology provides opportunities to assess the direction of a project throughout the development lifecycle. We look forward to bringing the power of IChangeMyCity.com to new citizens in new states!

IChangeMyCity on your phone – Mobile Apps



IChangeMyCity Android Application



In Q4, 2013-14 JanaOnline launched an intuitive and user-friendly IChangeMyCity app for Android, iOS and Windows devices. Out of 160 million internet users in India, about 50% of them use internet via mobile devices, and this figure is bound to increase. The world is going mobile and we are committed to making sure IChangeMyCity keeps up with the trend.

The IChangeMyCity apps are an easy way to post civic issues on the go using mobile devices. Users can take a picture of a problem they face, post a complaint using the app, and have it sent to the relevant civic agency for resolution. Since launch, the apps have had thousands of installs, with many users writing in to us about how happy they are to see ICMYC on their phones. This is just another example of how IChangeMyCity.com connects citizens with one another and with their local governments/civic agencies to bring about change in their own neighbourhoods.

Making ICMYC an even better platform

I. Bringing Civic Agencies and ICMYC closer together

The process of sending complaints to Civic Agencies and getting resolutions was

streamlined in Q3, 2013-14. Complaints registered on the platform are now sent to civic agencies on a 7-15 day cycle, increasing the timelines of responses and utility to citizens. In Bangalore, ICMYC has tie ups with Bruhat Bengaluru Mahanagara Palike (BBMP), Bangalore Electricity Supply Company (BESCOM), and Bangalore Water Supply and Sewerage Board (BWSSB), Bangalore Metropolitan Transport Corporation (BMTCL),



Bangalore Traffic Police (BTP), Karnataka Fire and Emergency Services (KSFES).

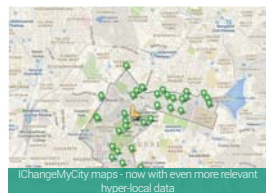
II. Easier Registration and Login Process

Q2 saw efforts to streamline the registration process on ICMYC. This included enabling users to login using their Facebook account, and clearly stating the value proposition for joining the site at the outset. This has resulted in an increase in the number of registered users

on the site - with the figure crossing 26,000 by the end of the financial year.

III. Improvements in Maps

ICMYC believes in the value of geospatial data. To this end, all the maps on ICMYC were overhauled in Q2 with the clear objective of creating user delight. The ICMYC platform now uses Geolocation APIs provided by browsers, as well as updated data formats for its maps



(such as GeoJSON API). Importantly, the site now contextualizes its hyper local data according to a users' neighbourhood, so that it is presented in the most relevant and engaging manner possible.

IV. Improvements to User Interface (UI)

In 2013-14, the ICMYC team conducted a thorough revamp of the website to improve

the user experience, site design and features. Below are the major features which were revamped:

- Homepage - featuring easily accessible Bangalore related information
- Post a complaint form - featuring less barriers for non-logged in users (including a 'lazy registration' system).
- Ward detail, Assembly Constituency & Parliamentary constituency detail pages
- All listing pages
- New User Dashboard - featuring ward specific feeds and customised hyper-local information
- New Navigation - featuring more detailed drop downs, and 'sticky' navigation

With the new UI, new features and other improvements in place, ICMYC aims to be the single point of interaction online for all Bangalore related civic news and happenings.

Local Coverage of ICMYC

In the month of September a Bangalore-based Radio Station - Fever 104 FM - ran a story on ICMYC, which had a massive impact on the usage of the site.

Making A Difference

Bangalorean uses ICMYC to solve a six-year old traffic issue

One man, six years and enough determination to move mountains. In this case, a wall.

L S Ram - president and executive director of a private firm and a common citizen just like any other - wasn't someone who would turn a blind eye to a problem faced by the citizens of Lottegonahalli.

The story of his commendable feat began in the year 2008. Ram, along with several other residents and commuters, were distressed that a wall belonging to the All India Radio (AIR) quarters was causing a traffic obstruction and bottle neck in an otherwise quiet housing estate. The wall had for many years caused problems in traffic flow on a two way road and posed as a severe problem for school children crossing the road.

What complicated the matter further was that resolving it required consultation with multiple civic and government agencies.

Aside from religiously meeting officials from various civic agencies, Ram eventually used 'I Change My City' as part of his multi-pronged strategy. "One does not know how



L S Ram used IChangeMyCity to resolve a six old year traffic issue

the government functions. That is the basic challenge that most citizens face", he says.

"For someone who does not know how the system works or the ministry functions, IChangeMyCity is a blessing in disguise. It did its job of carrying my message to the recipient effectively," he says.

Thanks to his tireless dedication, and a little help from IChangeMyCity.com, Ram was able to eventually have the wall removed, and the road re-tarred - removing the bottle neck once and for all. Despite the complexity of his problem which involved departments from the state, centre and municipality, Ram emerged victorious from his six year long battle - all for the benefit of his community.



IPAYABRIBE.COM





Programme Mission

We use the voice of citizens to tackle transactional or 'retail' corruption in government services.

Why that's important...

By allowing citizens to voice their corruption experiences, we can confront this endemic problem – one that costs citizens thousands of rupees over their lifetime, erodes confidence in government, and undermines quality of life (especially for the most vulnerable).

Programme Achievements at a Glance

Over **4.5 million** visitors

26,500 reports

680 Cities

Over **59 Cr. Rupees** in bribes reported

www.ipaidabribe.com replicated in **10 Partner Countries**

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Platforms

Online platforms in Hindi and English backed by **mobile apps** and **voice portal**, allowing wide reach and crowd-sourcing of data, India-wide.

Partnerships

IPaidABribe replicated in **10 partner countries** (as of June '14) as part of move to building a global platform.

Coalition Against Corruption (CoCo) Network with Sunlight Foundation, and CDDRL at Stanford University, based around biennial summits and a networking website.

Our Vision

Our vision is that citizens help reduce corruption related to government services India-wide, by reporting on their computers and mobile devices. We also hope to see a world-wide network of crowd-sourced IPaidABribe.com websites built, to harness the power of citizen voices and reduce retail corruption globally.

The 'iBribe Hotline' – Report a bribe with a voice call!



In Q4, 2013-14, the IPaidABribe.com team launched a 24 hour Bribe Hotline for citizens to report bribes on-the-go! Dubbed the '**iBribe Hotline**', this easy to use IVR solution enables citizens to report instances of petty corruption over the phone. All you need to do is dial "**080 88 88 77 66**", listen to the voice prompts (which clearly explain what needs to be done and even play out an example bribe report) and report your bribe in the form of a voice message. The voice report is then transcribed and added on to the IPaidABribe.com web portal. Within weeks of launching the hotline, we received an overwhelming response with hundreds of people using the service to report bribe instances! The power of the iBribe hotline is that it **dramatically increases accessibility for all citizens**.

Growing the IPaidABribe.com Global Network



In Q4, 2013 the IPaidABribe.com team developed a new platform which will not only power our web portal (ipaidabribe.com - India), but serve a **Software-as-a-Service (SaaS)** platforms. Due to the huge number of requests we have received, we have not been able to keep up with all the partner requests, and this has been exacerbated by some architectural limitations on our technology front. This is why the SaaS model is so important for us.

The SaaS model is a way of delivering applications over the internet. Going forward,

the IPaidABribe.com platform will be made available to our partners as a web based software, which they can customize to their own requirements and launch as their own anti-corruption website. This model has further lowered the initial start-up costs and time-to-go-live, and enables us to manage updates and upgrades in an easier, more centralised manner. We look forward to welcoming many new members to the IPaidABribe.com family in 2014-15!

Mujhse Hogi Shurvaat – The music video, the song, the movement



In 2013, IPaidABribe.com announced the launch of **Mujhse Hogi Shurvaat** – the music video, the song, the movement. The song was



developed in collaboration with **Shankhar Mahadevan Academy**, with the lyrics being crowd-sourced, via a nation-wide competition. Janaagraha hopes the song will become an anthem for the anti-corruption movement in India.

In February 2014, we were proud to announce that Mujhse Hogi Shurvaat was nominated for the 'Best Activist Anthem' category of the **Honesty Oscars 2014!** This annual event is a joint initiative of www.one.org (co-founded by Bono of the pop band U2), and the Accountability Lab. It is an award that honours not Hollywood films, but the creative and innovative work of activists and organisations that fight global corruption.

The "Best Activist Anthem" category celebrates original songs that have truly engaged and inspired audiences in the fight against global corruption.

Coalition Against Corruption (CoCo) Summit

January 13th-15th saw Janaagraha host the inaugural **CoCo Summit** in Bangalore in partnership with the Sunlight Foundation and the Centre on Democracy, Development and the Rule of Law (CDDRL) at Stanford University.

The summit saw participants from 15 countries come together to discuss ways to reduce four types of corruption that are globally prevalent:



1. Corruption in Public Procurement and Contracting
2. Corporate Corruption of Government (including lobbying and campaign finance)
3. Corruption in Natural Resources Governance
4. Petty or "Retail" Corruption

The CoCo summit officially launched a global Coalition Against Corruption network which will be based around a web platform and biennial conferences. It also brought together representatives from six IPaidabribe.com partner countries – Columbia, Pakistan, Greece, Hungary, Sri Lanka, Zimbabwe to discuss successes and challenges in rolling

out IPaidabribe.com platforms globally.



Launch of Maine Rishwat Di (IPAB Hindi) + IPAB's suite of Mobile Applications

August 9, 2013 saw the launch of www.mainerishwatdi.com (IPAB Hindi) in Mumbai in the presence of luminaries from the entertainment industry – Shankar Mahadevan, Rakeysh Omprakash Mehra, as well as Jayant Sinha – Former Partner, Omidyar Network. This Hindi-based website is crucial to capturing the anti-corruption voices of citizens in India's North.

At the same event, Mobile Applications were launched for 5 different platforms: iOS, Android, Blackberry, Nokia and Windows. These apps now allow users to submit bribe reports in real time via their smartphones. A mobile website for IPaidabribe was also launched to allow users seamless mobile browsing.



IPaidabribe.com mobile application suite

Making A Difference

Rituraj fights LPG mafia

Rituraj Kumar is an IT professional staying in Bangalore. He works in Gate Global solutions as a software engineer, and is known among his friends and colleagues as an achiever and a person with grit.

Trying to get an LPG connection in Bangalore, he was shocked to find that the distributors of HP, Bharat Gas and Indane were quoting a figure of anywhere between Rs 7500 to Rs 10,500 for a connection. These prices are inclusive of the gas stove prices, and without buying a gas stove from the distributor one would not be able to get the connection. When he also politely enquired if he would be given an receipt and the answer was a firm 'NO'. That is the way the distribution system works in the LPG sector.

Using his ingenuity, Rituraj found a way to avoid paying a bribe, and listed out the same in a **13 step process on IPaidabribe.com** for others to use. Just search for his name under 'Bribe Fighters' and you will find it! Hint - it involves the ingenious use of his phone as a recording device!

After 8 months posting on the Bharat Gas complaint size, and defiantly using an induction stove while waiting for his



connection, Rituraj eventually triumphed - all without paying a bribe.

Rituraj is very proud man now. After showing that corruption and bribery can be fought he does not mince words when he says triumphantly, **"I am a bribe fighter, are you one?"**

An excerpt from Rituraj's amazing story -

"Manager will start shouting at you that because of you there was an enquiry from petroleum ministry. He will force you to buy stove and some other stuffs from agency. You resist and shout back. You tell that manager has no right to force you to buy anything from agency. You tell about the recording and tell you are going to submit another complaint against the agency about the forced sale of stuffs by him".



APPLIED RESEARCH
PROGRAMME





APPLIED RESEARCH PROGRAMME



THE YEAR IN REVIEW

Programme Mission

We conduct world-class applied research on urban development in India. This is done two-fold, firstly, by undertaking research on issues affecting the quality of life of citizens in urban India. Secondly, the Applied Research program provides horizontal support to Janaagraha programmes.

Why that's important...

By doing robust research we aim to represent the views and experiences of citizens from all corners of urban India. By providing horizontal support we aim to monitor, inform, sharpen and validate data from Janaagraha's programmes and targeted interventions.

Which of the '3 Ps' (policies, partnerships, platforms) do we use to create scale?

Partnerships

Partnership with Brown University, USA on path-breaking Citizenship Index – to evaluate the provision of civil, political, and social rights to citizens, and reasons for exclusion.

Our Vision

We aim to incorporate and use evidence from our work along with input from all stakeholders to identify, track and highlight issues related to urban development in India. Furthermore, it is our vision that this evidence is used to demonstrate success as well as advocate for improvement where appropriate; this applies to both Janaagraha's own programs as well as informing and shaping wider debates about improving urban quality of life in India.

Programme Achievements at a Glance

Partnership with **Brown University** for path-breaking **Citizenship Index (CI) Study**

Horizontal support to focus Janaagraha programmes through impact evaluation and data-driven studies – Community Policing (**Security Perception Index**), Bala Janaagraha (**Civic Literacy Study**), IPaidABribe.com (**Crowd-sourced Retail Bribery Index**)

The Janaagraha-Brown India Initiative Citizenship Index (JB-CI)



A distinguished panel including current and former bureaucrats discusses the links between service provision and citizenship

The Janaagraha-Brown India Initiative Citizenship Index project has **two aims**:

1. Construction of a **citizenship index** - a measurable statistical index assessing the quality of citizenship across individuals within a city; and
2. Examination of the **determinants of basic service delivery** in urban centres. We ask how citizenship is distributed across the various categories of class, caste and religion. Who shows higher levels of citizenship? We also ask how basic services – education, health, power, sanitation, water, etc. – are provided to the city and how citizens experience the bureaucracies and organisations associated with such

services. How does citizenship matter relative to caste, class and religion?

Providing the data to understand the quality of citizenship in all its dimensions is the central



Dr. Patrick Heller participates from the audience at the JB-CI event

aim of the JB-CI study. Ultimately, having this information for the first time will offer an incredibly powerful tool which can be used in efforts to increase the quality of life for all India's ever-growing urban centres. JB-CI has been piloted in Bangalore, with a survey of 5,000 Bangaloreans. Following the release of these results, JB-CI will be scaled-up to include other major Indian cities to understand the differences between the quality of citizenship across urban India. A study of this magnitude will be the first of its kind and promises to offer rich research data and policy applications.

The Survey

The study itself commenced in Q1, 2013 and by

Q3 the 58 member field team had completed 4093 surveys across its 20 sample wards. The use of technology to increase the efficiency and accuracy of the survey was ground-breaking. **Conducted on tablets, supplemented by GIS spatial maps and checked through a real-time cloud storage process, JB-CI represents a landmark application of innovative processes in a large scale social science project.**

Data Analysis

Data analysis occurred between Bangalore and Providence Rhode Island from the months of February to March 2014. Findings were presented to panels of academics at Brown University in order to increase dialogue about the data.

The working report was released March 23rd -24th in Delhi at the India Habitat Centre. An interdisciplinary set of panel speakers and participants from government, civil society, academia, etc. spent two full days delving into the details of the initial findings and offering feedback and possible next policy steps.

The JB-CI event was attended by several eminent scholars, senior bureaucrats and practitioners. The group provided feedback on the JB-CI working report and also discussed the role of the state and other actors in improving service provision and citizen engagement to enhance quality of citizenship in urban India.

Release of the final JB-CI report will be in September, 2014.



IPAB Crowd-Sourced Retail Bribery Index (C-RBI) and Retail Bribery Index (RBI)



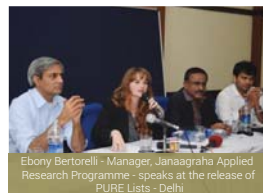
A participant at the CoCo Summit reads the C-RBI booklet during the presentation

Q2 also saw the commencement and completion of a **Crowd-Sourced Retail Bribery Index (C-RBI)** for Ipaidabribe.com (IPAB). The C-RBI is a current initiative to utilize the data collected on IPAB to inform and engage citizens of the nature and extent of retail corruption in India. As the number and breadth of IPAB reporters increases, the index will become a more robust and comprehensive measure of corruption, fuelled by one of the largest issue-specific crowd-sourced databases globally. In its inaugural year, the C-RBI included an intra-city comparison of the scale of corruption by government department as well as an inter-

city comparison of the market-value of retail corruption. The Index was rolled out at the Coalition Against Corruption (CoCo) Summit in January, 2014.

The RBI Survey is an initiative to implement on-the-ground data collection to act as a rigorous source of primary data on retail corruption rates in urban India. The RBI is the first ever source for this type of corruption data across the top metros in the country. It creates a comparative platform to understand corruption instances and rates across cities and to get an overall picture of the state of retail corruption in urban centres across the country. In addition, the survey data can be used to better understand whether the trends emerging from the crowd-sourced data available on IPAB are representative and, thus, whether the website can act as a robust indicator of corruption rates over time. **A study of the Crowd-Sourced Retail Bribery Index (C-RBI) and the RBI showed that a large portion of the data collected through the IPAB website was corroborated by the RBI survey.** This is an important contribution to understanding the accuracy and role of crowd-sourced data broadly, as well as expanding the reach of IPAB for policy advocacy work in the corruption space. In November, award winning UK publication **Delayed Gratification**, used data from the C-RBI in their quarterly publication.

PURE List Delhi Release



Ebony Bertorelli - Manager, Janaagraha Applied Research Programme - speaks at the release of PURE Lists - Delhi

On November 26th the Proper Urban Electoral (PURE) List New Delhi study was released in Delhi before the now history making Assembly Elections. The PURE List Study is a landmark initiative which uses a rigorous survey to highlight that significant errors in the voter list are a serious electoral issue facing Urban India. The PURE List Delhi study found up to 20% error in Delhi's voter lists. The study received widespread attention in the media and led to debates in mainstream media and an op-ed in the Indian Express. J-ARP has recently rolled out the PURE List Study in 21 cities across the country to further public debate and understanding of the problem and to accelerate awareness on election day and long-term consensus on the issues and solutions.

Explaining Electoral Change in Rural and Urban India (EECURI) Network

In Q4, 2013-14 the Applied Research team hosted the **second annual EECURI meeting** in Bangalore on the 3rd and 4th of January.



Ramesh Ramanathan speaks at the second annual EECURI meeting in Bangalore

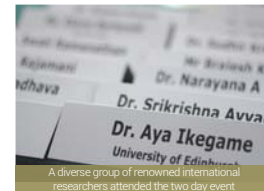
The annual EECURI network meeting aims to provide a space for the discussion of analyses relating to elections in urban and rural India. Participants presented on a wide range of topics including analyses on recent state elections, electoral accountability, urban electoral trends and a comparison between urban and rural electoral politics.

2013-14, also saw the organizing of the first **ECCURI-Janaagraha Fellowship**. From 2013-

2015 Janaagraha will be sending a fellow from the organization to visit King's College, London for one month to complete a research project related to core Janaagraha work. J-ARP works with the fellow to sculpt their fellowship project, create points of contact with experts in the UK, and track and monitor the fellow's progress.



Santosh More - Manager, PURE Lists Programme - speaks at the EECURI workshop



A diverse group of renowned international researchers attended the two day event

Making A Difference



Dr. Sanjay Kumar - Leading Indian psephologist & social science researcher

Putting voter list accuracy on the urban agenda

During the 2nd Annual EECURI Conference hosted by J-ARP in Bangalore, a presentation was made by the J-ARP team regarding the 2013 PURE List Delhi Study~ highlighting the vital importance of accurate voter lists to the outcome of Indian elections. Based on this presentation and following discussions, Dr. Sanjay Kumar, one of the leading Indian psephologists / social science researchers and Co-Director of Lokniti, agreed to add survey questions regarding the accuracy of the voter list into the nation-wide National Election Studies (NES). The NES is one of the leading sources of data on Indian elections and covers the entire country. Producing this data on a national level will have a huge impact on the legitimacy and recognition of the issue of voter lists and is a massive step forward for advocacy on the issue. The role of the conference and the data, produced by J-ARP, thereby played a key role in moving forward partnerships and knowledge on one of Janaagraha's core programs.

STRATEGIC PARTNERS



Janaagraha and JanaUSP are donor-driven organisations. To continue our vital work, we rely on the support of those aligned with our vision for change in urban India. We are deeply appreciative of all our donors whose engagement (both financial and intellectual), has helped both organizations flourish into thought leaders in the urban development space. Below are some noteworthy supporters from 2013-14.

Strategic Partners



The multiyear partnership with Tata Sons has helped strengthen internal processes and build capacities, not only for individual Janaagraha programmes, but for the organisation as a whole. The grant has allowed Janaagraha the freedom to aggressively hire professionals with specialized skills who will in turn drive forward our various programmes and initiatives.

The tripartite MoU between Tata Steel, the Housing and Urban Development Department of the Government of Odisha and Janaagraha to bring Civic Innovation to Odisha is currently in its final stage of approval with basic groundwork for some of the programmes already underway. As per the MoU, Ms. Swati Ramanathan, will be the Principle Advisor for Urban Planning to the Government of Odisha.

Janaagraha's relationship with Google was strengthened when our online social networking platform for civic change 'IChangeMyCity' (www.ichangemycity.com) won the Global Impact Award at the Google Impact Challenge for India, 2013. With support from Google, over the next two years IChangeMyCity will launch for the first time in two Indian cities outside Bangalore.

Google has also been providing in-kind support via software/technology and Adwords to Janaagraha for the past two years.



Following up on a highly successful three year partnership with Omidyar, we are in the process of renewing the partnership for an additional three years.



Omidyar's multi-dimensional approach to helping organizations become sustainable has been a boon for Janaagraha. Their unrestricted grants have given Janaagraha the flexibility needed to build the institution, and their matched grants encouraged Janaagraha reach out to many individuals and organizations to diversify our donor base and achieve financial stability. The performance grant targets were challenging and managed to push the performance of Janaagraha's online platforms even further.

Benefactors



Mr. NR Narayana Murthy, Executive Chairman of Infosys Limited has been a great advocate / champion of Janaagraha's work and has continued his multiyear support of Janaagraha via generous donations and his hosting of our Annual Friend-Raiser dinner in 2014.

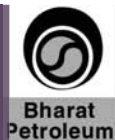
Long term Corporate Partners

Dell has been one of the largest sponsors of the Bala Janaagraha programme. In addition to the programme sponsorship, employee volunteers from Dell have been actively engaged in conducting Bala Janaagraha sessions and mentoring the students for the city level and National Civic Fest.

Janaagraha has also received a significant amount of in-kind donations from Dell in the form of laptops and software.



Hong Kong and Shanghai Banking Corporation (HSBC) has been supporting the Bala Janaagraha programme for the past two years. In addition to direct support for the programme, the grant has also helped expand the programme via investment in capacity building, facilitator training and translation of the curriculum to other regional languages.



NGOs, Foundations and Educational Institutions

In January 2013, Janaagraha partnered with the Center on Democracy, Development, and the Rule of Law (CDDRL) and Sunlight Foundation to launch the Coalition Against Corruption (CoCo) network at the inaugural CoCo Summit. We are grateful for their intellectual support and also their commitment to our three-way fundraising efforts.

CDDRL, STANFORD

The Center on Democracy, Development, and the Rule of Law (CDDRL) engages in research, training, and teaching, and organizes intellectual and policy dialogues aimed at increasing public understanding of economic and political development.



Sunlight Foundation

The Sunlight Foundation is a nonpartisan non-profit founded in 2006 that uses the power of the Internet to catalyze greater government openness and transparency. It does so by creating tools, open data, policy recommendations, journalism and grant opportunities to dramatically expand access to vital government information. Its vision is to use technology to enable more complete, equitable and effective democratic participation.



BROWNDIA INITIATIVE

Brown University, Brown India Initiative

Janaagraha partnered with the Brown India Initiative of Brown University, USA on the path-breaking Janaagraha Brown Citizenship Index (JB-CI). In 2013-14 this study constructed a Citizenship Index - a measurable statistical index assessing the quality of citizenship across individuals within a city - and examined the the determinants of basic service delivery in urban centres.

The Brown-India Initiative is an interdisciplinary hub for the study of contemporary India. The Initiative's goals are twofold: to produce first-rate academic research, and to contribute to public discourse on, and in, India through talks, events, and the convergence of figures from across the lines of academia, civil society, literature, public policy and journalism.

DONORS 2013-14

Corporate Donors

Bharat Petroleum

Biocon Ltd

Dell India

Electronics City Industries Association (ELCIA)

Google India

Infosys Ltd

Manipal Education and Medical Group (MEMG)

Mindtree Ltd

Prestige Estates Projects Ltd

Shree Cements

Tata Steel Ltd

The Hongkong and Shanghai Banking Corporation (HSBC) Ltd, India

Wonder Cements

Foundations and Academic Institutions

Acacia Conservation Fund

Brown University

Edel Give Foundation

Friedrich Naumann Stiftung

GMR Varalakshmi Foundation

Indian Council of Social Science Research (ICSSR)

Institute of International Education (IIE)

NASSCOM Foundation

Omidyar Network India Advisors

Pirojsha Godrej Foundation

The Asia Foundation

Individual Donors

N R Narayana Murthy

JANAAGRAHA and

JanaUSP IN THE NEWS

Annual Report 2013-14





Google Impact Challenge



In 2013-14, IChangeMyCity was a proud winner of the Global Impact Award at the Google Impact Challenge Finals - held in Mumbai in October - as selected by an eminent jury of respected domestic and international figures. Janaagraha and IChangeMyCity were selected as one of the top four from among ten finalists.

The Google Impact Challenge aims to identify and support organizations that leverage technology and employ innovative approaches to tackle some of the world's toughest challenges.

Forbes Philanthropy Awards

At the 2013-14 Forbes Philanthropy Awards, Ramesh and Swati Ramanathan won the Crossover Leader Award for making the transition from their careers in New York and London to start Janaagraha. The Janaagraha co-founders were then the subject of an article in Forbes India Magazine in December, which outlined their story of returning to their home country with a dream to make a positive change to its cities.

The article summarised their victory as below:

Why He/She won: For making the transition from their careers in New York and London to start Janaagraha.

His/Her Trigger: They got a close view of how democracy works in the US; how citizens came together to influence issues.

His/Her Mission: To improve the quality of life in Indian cities and towns by working with the people and the government.

His/Her Action Plan: Launched a range of initiatives from policy advocacy, training and developing frameworks. These are guided by the idea that urbanisation cannot be looked at in isolation and needs a broader perspective.

Swati Ramanathan honoured by the National Democratic Institute (NDI)



In recognition of the changing nature of democracy in the digital age, Ms. Swati Ramanathan, co-founder of Janaagraha, was among a group of civic innovators from around the world honoured by the National Democratic Institute (NDI) for their efforts to use technology to hold governments accountable, give citizens a voice and improve democratic governance. At the dinner, and as a special honour, Swati Ramanathan, along with four other awardees took part in a panel discussion about how technology can increase citizen participation and help governments respond to citizens.

Skoch Challenger Award of 2014 for Urban Development



Instituted in 2003, The Skoch Challenger Awards are India's highest independent civilian honours. Each year they salute people, projects and institutions that go the extra mile to make India a better nation. Swati and Ramesh Ramanathan were conferred the award for their decade long work in improving quality of life in India's cities and towns by transforming India's City-Systems through urban governance reforms and citizen participation. The award recognised Swati and Ramesh's instrumental role in bringing about public participation and involvement in the Government of India's flagship programme for urban development - JNNURM. In particular, it also commended Janaagraha's Annual Survey of India's City Systems (ASICS) - an objective measure of the state of our city-systems, benchmarking them against some of the best cities of the world.

The Vision Group, Bangalore



In 2013-14, Ramesh Ramanathan was appointed Executive Chairman of The Vision Group for Bangalore - a group instated to build an integrated 'vision' for the development of Bangalore as an iconic Metropolitan/International City. The group will look into the existing capabilities of civic agencies in Bangalore in terms of planning, co-ordination and execution of urban services, and suggest a road map for the near and long term.

Swati and Ramesh Ramanathan appointed to Chief Minister's Advisory Council, Rajasthan

In March 2014, Swati and Ramesh were appointed to the State Planning Board constituted by the Government of Rajasthan - a body chaired by the Chief Minister and comprising nationally reputed individuals. The State Planning Board has been formed to advise the State Government of Rajasthan on sustainable, balanced and rapid growth, and to help expand public-private partnerships in the delivery of social services for equitable development.

CHALLENGES



Advocacy, Research and Capacity Building (ARC)

Srikanth Viswanathan, Coordinator - Advocacy, Research and Capacity Building (ARC)

Challenges

Tackling complex problems piece-by-piece, and building a high-performance team.

The singular challenge for team ARC is to set 3-5 year advocacy objectives and break them down into measurable activities on a yearly basis. While we have done this with reasonable success in the past, initiatives within ARC are maturing to their next phase, presenting us with several more opportunities. **In order to capitalize on these opportunities, we would need to set 3-5 year goals and shorter-term activities and milestones as a single continuum.** We would also need to successfully balance medium to longer term goals with short term priorities, and temporary windows of opportunity. Building a high performing team that can successfully deliver the above needs to be reckoned as a challenge as well.

Our Learning

The benefits that arise from integrating different strands of advocacy work across departments and programs of Janaagraha has been a key learning for team ARC. Currently, team ARC is working with Jana Roots on PURE List surveys, with Bala Janaagraha on Civic Literacy and impact evaluations and with IPAB on Jana Ayukta and we are already seeing synergies from this approach. **Going forward, we would be strengthening this approach of marrying grass roots and online work with advocacy, and institutionalizing the same.**



JanaOnline

Sylvia Veeraraghavan, Coordinator - JanaOnline

Challenges

Gaining and retaining an audience and managing user-outcome-expectations.

JanaOnline and its platforms – www.ichangemycity.com and www.ipaidabribe.com – face their own set of challenges in an online market that offers users a wide range of alternatives to voice their concerns. Having identified a market of 25 million internet users across the country, **our perennial challenge is to reach out and create awareness among them about such social change platforms.**

We face an equally important challenge in keeping user expectations realistic vis-à-vis the outcomes the platforms are able to catalyse. The fact that we are a platform through which citizens can voice their concerns regarding civic or anti-corruption issues, is one that gets widely misconstrued. Our goal is not to take up individual cases and resolve them on behalf of citizens, but it is to empower citizens with enough information to bring in change and this message is challenging to convey.

Our Learning

We have realized that marketing is the key to improve awareness among citizens about our initiatives. Accordingly, we have stepped up our marketing efforts, to include Search Engine Optimisation (SEO), and Google AdWords. Our persistent efforts on Social Media have also enabled us to reach out to newer audiences. We are even reaching out to corporates through email blasts and by 'white-listing' (unlocking) our websites' URLs within the organizations, via outreach to corporate HR and admin teams. Similarly, we are now reaching out to a broader audience who don't yet have access to internet – allowing them to post voice reports by their phones.

On communicating our role and managing user expectations, we are getting better at employing effective messaging/copy that we use on the website, and in our emails etc. To our users on IPAB, we have successfully communicated our intention of merely helping build a database of bribe experiences, along with extending possible support such as process guidance (How To's) and forwarding bribe reports to concerned government authorities.



JanaRoots

Maj Gen (Retd.) Kr Prasad, Coordinator - JanaRoots

Challenges

Engaging the grassroots, aligning the government, scaling without sacrificing quality

The three programmes under the JanaRoots umbrella are in large part volunteer driven. Unsurprisingly then, **inspiring people at the grassroots level on an ongoing basis is our single greatest challenge.** The effect of attrition (as volunteers drop off or move locations), is something that must be dealt with diligently.

Similarly, while JanaRoots works primarily with citizens, we also leverage government partnerships to ensure sustainability and wider impact. **Certain inherent challenges – such as limited tenure of government officials – challenge the programme's success in fundamental ways.** For example, a change in government can threaten a programme's continuity and strategic planning. Similarly, a change lower down the government hierarchy (such as at the local Electoral Registrations Office), can temporarily hamper the programme at an operational level.

Lastly, in achieving scale and reach (especially across cities) we are challenged to deliver our initiatives to the same high standard we set here in Bangalore.

Our Learning

To attract and retain volunteers, we have found **robust training and sustained and effective communication** to be the most important ingredients for success.

As regards government, we have found constant advocacy and vigilant relationship management to be essential. **We strive to build relationships with a department rather than just an individual, as we know there is no guarantee of political will being carried over from one official to his/her successor.** It's also our perennial goal to have co-operation institutionalised under an MoU (such as with the ECI), and where possible have successes buttressed by legislation that will prevent backsliding.

To ensure our programmes do not achieve scale at the expense of quality, we believe in the importance of **standardisation and monitoring.** Modularising programmes so they can be replicated is crucial, as is having quality impact assessments. A key step in 2014-15, will be having regular monitoring undertaken by a quality assurance manager across the JanaRoots cluster.



HRVM

Sapna Karim, Coordinator - HR and Volunteer Programme

Challenges

Acquiring high quality talent

Over the years we are witness to a growing surge of private sector professionals and young adults choosing to move into or build a career in the development sector. This sector has myriad interventions that span light touch programs, intense grassroots work and others that rely heavily on advocacy and political will to achieve outcomes. Given the complex nature of our philosophy for change and practice at Janaagraha, we have our own share of challenges in achieving milestones and outcomes. To ensure rigor, consistency and innovation in this pursuit we expect to build leadership that is able to bring multiple skills to the table and with it extremely high levels of execution. It may be said that we are placing a very high bar, but we believe that is an imperative in our journey of change. Locating this talent and grooming them to become change agents is a constant challenge.

Our Learning

To this end over the last year we have refined our recruitment strategy and processes, our definitions and criterion for leadership positions and associated growth opportunities. We have begun work on creating a focused Career Development Plan and investing in development activities for our teams. It is our aim to build a stable and committed leadership team this year



Planning & Development

Parthasarathy Gopu, Coordinator - Planning & Development

Challenges

Aligning donors with our systems view of urban change.

India is a country with more than three million NGOs and numerous worthy development priorities – all competing for a finite supply of donor support. Ensuring the financial sustainability of Janaagraha and JanaUSP year-on-year is therefore a truly daunting task. Unlike more conventional NGOs, our work does not always fit neatly under traditional development verticals like education, health, and livelihoods. **Ours is a more complex theory of change based on holistic systemic interventions at a meta-change level, which often have longer gestation periods and cycle times for change.** Communicating this to donors aligned with the urban development cause presents us with unique challenges and opportunities.

Our Learning

Given that it typically takes potential donors longer to imbibe our work, we choose to cultivate a smaller set of supporters and engage more deeply with them (a 'major gifts' model as opposed to a typical long-tail retail donation model). The nature of our work is at once a challenge and a unique advantage. It is a challenge in that many donor organisations find our work falls outside their core mandates. Yet, the uniqueness of our work enables us to occupy a niche in the urban development space. We aspire to establish Janaagraha and JanaUSP as leading thought practitioners on systemic urban change in India. Once aligned to our systems view of urban change, donors often become multi-year supporters, participants or even speakers at our events, and ambassadors for the cause.

We are taking this further in 2014-15 by nurturing our donors through tailor-made engagement activities – a new and exciting priority area. These will include, employee engagement opportunities, invites to knowledge sharing and networking events, co-authorship of articles and reciprocal engagements to name just a few.



Urban Design Practice

Nithya Ramesh, Manager - Urban Design

Challenges

Shifting existing mindsets, designing in living cities, increasing public participation

Shifting the mindsets of citizens away from vehicular dependency towards pedestrianisation and use of cycles is a primary challenge for the Urban Design team. Similarly, **creating and executing our designs in living cities** (replacing existing infrastructure systems with new and improved systems of drainage, electricity and telecommunications) means we have to juggle the desire for substantial change with ensuring minimal disruption to public life. This is a prime concern of the TenderSURE Phase 01 project for which seven roads are under construction in Bangalore. Lastly, **a perennial lack of documentation on the part of government** (in terms of gaining permission and approvals), as well as **changes of government officials** affects our decision making processes and design outcomes.

Our Learning

We have found it imperative to be consistent and assertive in retaining design elements that support pedestrians and cycle tracks, despite the temptation to settle for less equitable outcomes for non-motorised traffic. Similarly, **staging and planning the construction process** is pivotal to minimising disrupting public life. On this, it is also important to **increase public participation by providing visualisations, or online platforms** (such as IChangeMyCity.com) to better explain project aims and timelines and gauge people's support for the projects. Lastly, to navigate the challenges of working with government (especially regarding approvals and in the case of changes in government), **maintaining paper trails/signed minutes for all meetings and keeping photo documentation of approved projects** is a critical learning.



Urban Planning Practice

Vidhu Gandhi, Team Lead - Planning Policy

Challenges

Working with paucity of reliable GIS data; lack of spatial development data

There is a **paucity of reliable GIS data that can be shared easily between various public and private stakeholders** owing to the creation of differing base data, use of incompatible scales and standards, and poor management and infrequent updation of existing spatial data.

Our Learning

Based on the amount of spatial data available or based on the lack of it, JanaUSP finds it advisable to **allocate different levels of usage of spatial data in the preparation of Spatial Development Plans (SDPs)**.

Urban Planning and Design Policy

Challenges

Generating policies that consider the spatial aspects of urban change and growth

Perhaps our foremost challenge in designing and advocating for better urban planning and design policies is **tackling inertia amongst governments to move away from existing systems of rigidly regulated master plans**. With notable exceptions, we also frequently experience a **lack of leadership, collective ownership and participation in the spatial planning process**, including a very limited scope of debate and discussion amongst stakeholders – extended the time period to prepare plans.

Our Learning

For JanaUSP it is essential to **work with government bodies to introduce the concepts and details of spatial development plans and assist them in the preparation of these plans**. We also seek to encourage dialogue between government bodies and ourselves in the preparation of plans, and (as consultants to government bodies), to lead by example in ensuring timely preparation of deliverables.

Key Learning

ARC

- Marry grassroots and online programmes with advocacy and institutionalise cooperation between them.

JanaOnline

- Have a strong Unique Selling Point (USP) for online platforms, market it effectively, and manage user expectations vis-a-vis outcomes.

JanaRoots

- Train thoroughly and communicate regularly to maintain a volunteer base. Build relationships with government departments rather than individual champion alone. Standardise, modularise and ensure scale is not achieved at the expense of quality execution.

HRVM

- Build and maintain a first-class leadership team and provide employees with focussed career development plans.

Planning & Development

- Cultivate a small but deeply committed donor base and provide engagement opportunities beyond simply financial support.

Urban Design Practice

- Stage and plan the construction process of urban roads thoroughly; retain design elements that support pedestrians and cycle tracks, maintain paper trails and photo documentation when working with government.

Urban Planning Practice

- Allocate different levels of usage of spatial data in the preparation of Spatial Development Plans (SDPs).

Urban Planning & Design Policy

- Work with governments bodies to introduce the concepts and details of spatial development plans and assist them in the preparation of these plans.





FINANCIALS

Receipts & Expenditure Account
For the period ended 31st March 2014

RECEIPTS	Amount in 000's
Donations	99927
Project Specific Donations	38042
Specific Grants	1136
Other Income	14062
Certified In kind	66109
Total	219276

*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 fully certified by our auditors. For specific details of our contributions, kindly refer to 'Notes to Accounts' in the audited financial statements.

** JCDD follows a cash accounting method. Due to certain projects being delayed in FYE 2013-14, a portion of associated expenses will be carried forward to fiscal 2014-15. Therefore, our position reflects a surplus which would not have been incurred otherwise.

EXPENDITURE	Amount in 000's
 Urban Planning & Design Grants to Jana Urban Space Foundation	8000
 Urban Capacities & Resources Urban Capacity Building	2329
 Empowered & Legitimate Political Representatives PURE Lists	17651
 Transparency, Accountability & Participation Public record of Operations & Finance	5676
	15434
	3187
	20429
	24831
	3114
	1732
Annual Survey of India's City Systems	8448
Research	15007
New Cities	1302
Depreciation	2657
Excess of Receipts over Expenditure	89480
Total	219276

AUDITED FINANCIAL REPORT 2014-15

D. N. JOSHI & Co
CHARTERED ACCOUNTANTS



FORM NO.10B
[See rule 17]
AUDIT REPORT UNDER SECTION 12-A(h) 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, Vasanthnagar, Bangalore - 560 052 as at March 31, 2014 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:

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

- In the case of the Balance Sheet of the state of affairs of the above named Trust as on March 31, 2014 and
- In the case of the Income and Expenditure Account, the excess of Income over Expenditure for the year ending March 31, 2014.

D. N. JOSHI & Co.,
 Chartered Accountants

N DINESH KUMAR
 Proprietor
 Place: Bangalore
 Date: 08/07/2014



Sri Sanantha No 14, Pattargalpa Main road, Opp. to SHK, KalyanaMantapa Amajyothinagar ward, Bangalore - 560 079.
 Ph: 986-2258413, 23111811, M: 944887391 E-Mail: dnesh_joshi@red-net

BALANCE SHEET AS ON 31st MARCH 2014

INCOME & EXPENDITURE AS ON 31st MARCH 2014

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY 30/1, 4TH FLOOR, UNI BUILDING, THIMMAIAH ROAD, VASANTHINAGAR, BANGALORE - 560 052							
BALANCE SHEET AS ON 31ST MARCH 2014							
(Amount in INR)							
LIABILITIES	SCH	AMOUNT	31/03/2014	31/03/2013	ASSETS	SCH	AMOUNT
CORPUS FUND RESERVES					Fixed Assets	1	86,99,625
Opening Balance		4,19,17,976					74,78,447
Add : Received during the year		0			Investments	2	15,37,53,936
		4,19,17,976					8,23,98,022
Less : Excess of Income Over Expenditure		2,33,65,749	6,52,83,725	4,19,17,976			
CORPUS FUND DONATION					Current Assets and Loans & Advances		
Opening Balance		2,71,33,325			Cash in Hand	282	20,379
Add : Received during the year		0			Cash at Bank	3	1,75,36,855
		2,71,33,325					1,75,37,137
			2,71,33,325	2,71,33,325	Loans & Advances		
ENDOWMENT FUND					Rental Deposits		17,55,800
			9,00,00,000	9,00,00,000	TDS Receivable AY- 2013-12 & 12-13		11,63,704
Grants received for respective project					TDS Receivable AY- 2013-14		1,87,569
Opening Balance		11,36,242			TDS Receivable AY- 2014-15		2,16,280
Less: Transferred to Income		11,36,242			Other Advances	4	1,70,993
							15,40,641
Current Liabilities							
Duties and Taxes		1,76,992					
Sundry creditors		868,352					
Salary payable		22,629	10,68,003	5,94,809			
TOTAL			18,34,85,053	16,07,82,352	TOTAL		18,34,85,053

For Janaagraha Centre For Citizenship & Democracy

*For Janaagraha Centre For Citizenship
And Democracy (JC&D)*

Trustee
Date :08/07/2014
Place: Bangalore

Trustee

As per Audit Report of even date
For D N. Joshi & Co.,
Chartered Accountants

D N. JOSHI & Co.

N. DINESH KUMAR
Proprietor
M No:205216



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY 30/1, 4TH FLOOR, UNI BUILDING, THIMMAIAH ROAD, VASANTHINAGAR, BANGALORE - 560 052					
INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2014					
(Amount in INR)					
EXPENDITURE	31/03/2014	31/03/2013	INCOME	31/03/2014	31/03/2013
Project Expenditure			Donation Received		
Annual Survey of India's City Systems	84,48,238	15,82,531	General Donation	13,79,69,243	8,11,71,810
Ward Quality Score	17,32,384	27,58,293	Donation Received	0	15,66,650
i Paid A Brille	2,04,29,633	57,28,813	Specific grants treated as income	11,36,242	12,56,853
Jaagte Raho	1,76,51,597	92,38,799			
Bala Janaagraha	1,54,34,422	61,04,650	INTEREST ON FIXED DEPOSIT		
Advocacy	31,14,013	46,21,928	State Bank of Travancore	68,03,242	1,30,10,292
Urban Capacity Building	23,29,986	33,15,270	Syndicate bank	46,68,607	0
i Change My city	2,48,31,569	1,80,61,750	YES Bank	7,08,634	6,65,510
Public Record of Operations & Finance	56,76,854	41,21,468	Citi Bank	2,84,468	0
Research	1,50,07,303	56,29,710	Oriental bank of Commerce	0	8,32,880
Community Policing	31,87,082	19,85,660	Other Income		
Grants to IU5F	80,00,000	24,00,000	Interest from Bank Accounts-SB	15,95,370	5,60,721
New Cities	13,02,070	0	Sale of news paper	1,050	0
			Sale of refrigerator	950	0
			Interest from Multi deposit		4,54,814
Depreciation	26,56,902	24,33,701			
Excess of Income Over Expenditure	2,33,65,749	3,15,36,957			
	15,31,67,806	9,95,19,530		15,31,67,806	9,95,19,530

For Janaagraha Centre For Citizenship & Democracy
*For Janaagraha Centre For Citizenship
And Democracy (JC&D)*

Trustee
Date :08/07/2014
Place: Bangalore

As per Audit Report of even date
For D N. Joshi & Co.,
Chartered Accountants

D N. JOSHI & Co.

N. DINESH KUMAR
Proprietor
M No:205216



NOTES TO THE
ACCOUNTS

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 2013-14 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 Adwords INR 661.09Lac
- 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. The trust has made an actuarial valuation amounting to Rs 8,25,473/- as trust is maintaining cash system of accounts it is not provided in the books of accounts.
- 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. 15,37,53,936/- towards Fixed deposit in Corpus and Endowment fund for the year.

D. N. JOSHI & Co.,
Chartered Accountants

N DINESH KUMAR
Proprietor
Place: Bangalore
Date: 08/07/2014





**JANAAGRAHA
JANAUSP
FAMILY**

