The Network for City-Systems Reforms

*A pioneering collaborative network of civil society organizations working towards driving systemic reforms in city governance*

**On-boarding Form This document intends to serve both as an on-boarding form for non-profits to become part of the NCSR and an information brochure that spells out the network’s objectives, scope, nature of envisaged work and responsibilities of all partner organisations. It flows over two sections with the first providing information on NCSR and the second, requesting information from potential partners in the form of a template to begin the on-boarding process.**

**SECTION-1: INFORMATION ON NCSR**



1. **Collaborative Approach for City-Systems Reforms**

Through a collaborative approach that will leverage both Janaagraha’s and local expertise in governance reforms (what we refer to in Janaagraha as “City-Systems”) and leverage the expertise of city-level partners in city-specific reform agendas and relationships, the proposed ‘**City-Systems Reform Network’** will focus on the 23 largest Indian cities\* covered in Janaagraha’s Annual Survey of India’s City-Systems survey to **engage political and administrative decision makers at the city/state level**, and **advocate and implement reform agendas** to improve urban governance and through that quality of life.

1. **Network Objectives and Scope**

The proposed network shall use the findings and related data from the ASICS survey to:

* Engage key decision-makers in order to enact or amend laws and policies
* Implement new and improved institutional mechanisms or processes and
* Establish accountability frameworks in municipalities, civic agencies and state government departments dealing with cities.

1. **Network Deliverables**

The deliverables for the Network would be as under:

1. Detailed State / City level diagnostic evaluation of urban governance based on the City-Systems framework with an actionable reforms roadmap
2. State level engagements through workshops, roundtables and conclaves to engage elected representatives (councilors, MLAs), city officials, Urban department officials of states, and other key stakeholders including business heads, citizen groups, CSOs, etc.
3. Implementation of city-system reforms in areas as covered in Section II above in the areas of Urban Planning, Urban Capacities, Empowered and Legitimate Political Representation and Transparency, Accountability and Participation
4. **Policy Areas for the Intervention**
   1. Reform the way cities manage their finances (how they account, sustainably raise revenues, create accurate budgets and financial documents and invest adequately in capital expenditure and operations/maintenance costs to drive better outcomes for citizens. Some examples of such/similar reforms are given below:
      * 1. Working with state governments to empanel Chartered Accountants to audit annual accounts of municipalities and help cities have more information on their finances
        2. Include establishing performance MIS frameworks at the State level to review financial and operational performance of municipalities
        3. Aiding States and Cities to improve performance of municipalities especially in respect of revenue collections and financial management, through process improvements, automation, staff reallocations and outsourcing
        4. Put in place a process/framework for objective measurement of quality of life metrics, public disclosure of city budgets and civic data and data-driven decision making in respect of budgeting
        5. Advocate for and have states enact laws and rules that facilitate participatory budgeting and other participatory processes for citizen participation
   2. Advocate for and have states enact laws that mandate empowering local governments (this may be through increased powers over raising revenues, increased devolution of 12th schedule functions such as urban planning, and increased powers over human resource management in line with the spirit of the 74th Constitutional Amendment Act)
   3. Institute reforms to ensure adequate citizen participation in local government decision making and action: Advocate for decentralization in local governance through formal institutional platforms for citizen participation such as Ward Committees and Area Sabhas
   4. Implement online complaint management systems in municipalities and other civic agencies, and other online web and mobile apps for citizen grievance redress and participation
5. **Roles and Responsibilities**

The City-Systems Reforms Network is being envisaged as an equal partnership between Janaagraha and city/state level organisations. As part of this partnership, Janaagraha will share all its knowledge, models and products free of cost to partners and undertake capacity building sessions, and partners will utilize the same, leverage their expertise and experience in their particular cities/state of operations, engage with city and state level political and administrative leaders and civil society to drive reforms to city governance. High-level roles and responsibilities envisaged are given below. The relationship between Janaagraha and the network partner will be formalized through a formal Memorandum of Understanding. However, for the NCSR to achieve its stated long-term objectives, all network partners, including Janaagraha, will need to actively work together to fund-raise and seek long-term philanthropic support.

A broad list of roles and responsibilities that Janaagraha and the network partner will fulfill are listed below.

*Janaagraha*

1. Prepare State / City level ASICS or an ASICS deep-dive report (a diagnostic evaluation of urban governance in collaboration with the Network Partner with an actionable reform roadmap)
2. Act as a centralized knowledge support partner (on governance data and insights, templates for governance evaluation, sharing knowledge on City-Systems reforms – municipal finance, staffing, transparency, citizen participation etc.). Support the network partner in dissemination of data and insights by providing required information and knowledge collaterals
3. Provide City-Systems reforms training and implementation support to help network partners lead government and media engagement as well as implement City-Systems reforms
4. Support network partners in raising long-term funds/philanthropic support to make NCSR a self-sustaining and long-lasting initiative
5. In addition to these, Janaagraha will be happy to support network partners in engagement with city / state government for signing up to city-system reforms, provide technical support to governments along with partners in implementation of City-System reforms and to jointly review implementation progress

*Network Partner*

1. Provide data and support in preparation of State / City level ASICS or an ASICS deep-dive report
2. Disseminate data and insights to key decision makers at the state / city level
3. Create engagement platforms and engaging with key decision makers to advocate for reforms (events, round-tables and conferences)
4. Lead implementation of city-system reforms in partner states / cities with support from Janaagraha
5. Recruit and train appropriate staff to lead activities of the network to meet defined objectives
6. In the medium term, fund-raise and seek long-term philanthropic support to help scale NCSR’s activities and make it a sustainable and long-lasting initiative.
7. **Partner On-boarding Timetable**

The NCSR on-boarding process is likely to take roughly 45 days. The process begins with potential partner organisations submitting an information and on-boarding form and ends with the signing of an MoU between Janaagraha and the partner organisations. An indicative timeline of the process is shown below.

|  |  |  |
| --- | --- | --- |
| S. No | Activity/On-Boarding Stage | Timeline |
| 1 | Submission of Partner Information & On-boarding Form by non-profit(s) | Day 0 |
| 2 | Internal discussions and communication with potential partners on the same by Janaagraha | Day 5 |
| 3 | Discussion with potential partners on information and on-boarding form (telecons and face-to-face meetings wherever possible) | Day 5-15 |
| 4 | Discussion of partner role and reform proposal prepared by potential partner | Day 15-20 |
|  | Internal discussions and communication with potential partners on the proposal by Janaagraha | Day 20-25 |
| 5 | Discussions between Janaagraha and potential NCSR partners on shared proposal (telecons and face-to-face meetings wherever possible) | Day 25-35 |
| 6 | Finalising reforms/partnership proposal | Day 40 |
| 7 | Signing of MoU between Partner NGO and Janaagraha as NCSR members | Day 45 |

1. **About Janaagraha’s City-Systems framework and Annual Survey of India’s City-Systems**

ASICS is a comprehensive diagnostic of the state of India’s city-systems based on Janaagraha’s City-Systems framework. It is intended to serve as a bellwether of the degree and direction of systemic reforms being undertaken by governments in respect of cities.

The City-Systems framework provides a comprehensive systems approach to diagnose and address these governance and institutional reasons. The framework consists of the following four components:

1. Urban Planning and Design
2. Urban Capacities and Resources
3. Empowered and Legitimate Political Representation
4. Transparency, Accountability and Participation

Through a collaborative approach that will leverage Janaagraha’s expertise in governance reforms and involve city partners with local knowledge and expertise, the proposed Network will **engage political and administrative decision makers at the Central, State and City level to advocate and implement systemic reform** in each of the above four areas that make up the City-Systems framework.

**SECTION-2: PARTNER INFORMATION**

**ORGANISATION INFORMATION**

|  |  |
| --- | --- |
| **Organisation Details** | |
| Organization name (and legal name, if different) |  |
| Year founded |  |
| Organisation Mission |  |
| Address |  |
| Phone |  |
| Website |  |
| PAN number |  |
| **Key Information** | |
| CEO name |  |
| Primary contact |  |
| Title |  |
| Email |  |
| Total organization budget | (in Rs) |
| Number of staff |  |
| Please list your top 3 revenue sources, including name and amount | Amount (in Rs) |
| 1. |  |
| 2. |  |
| 3. |  |

**ORGANISATION: BACKGROUND INFORMATION**

|  |  |  |
| --- | --- | --- |
|  | ***Yes/No*** | ***Document to be submitted*** |
| Are you a registered NGO authorized to work within the geographical boundaries of India? |  | Self-Certified Copy of Trust Deed, certificate of registration of society, section 8 company as applicable. |
| Are you registered under Section 8 of the Companies Act? |  | Self-Certified Copy of the Memorandum of Association, Articles of Association |
| Are you registered under section 12 A of the Income Tax Act? |  | Self-Certified Copy of 12A Registration Certificate |
| Are you registered under Section 80 G of the Income tax Act? |  | Self-Certified Copy of 80G Registration Certificate |
| Have you constituted a Governing Board? |  | List of Board Members/Directors and their external affiliations filled in Annexure A below |
| Have you published an annual report of your activities for 2017-18 or 2016-17? |  | Provide copy of latest annual report/organization report for the latest financial year for which available |
| Have you been constituted before FY 2017-18? |  | If Yes:  Certified Copy of most recent Auditor’s report and annual financial statements  If No:  Certified Copy of Auditor’s report, audited balance sheet and audited income and expenditure statements for 2017-18 to be submitted by 1st September 2018 |
| Are you or your promoters affiliated to any political party / religious organisation |  | If No:  Declaration filled as per template provided in Annexure B |
| Are you involved in any litigations? |  | If Yes:  List of litigations with details |
| Have you been subject to any regulatory action or penalties in the last 3 financial years up to 2017-18? |  | If Yes:  List with details of regulatory actions, penalties |

**ORGANISATION OVERVIEW**

1. **Briefly describe the mission, strategy and work of your organization. (200 words)**
2. **Please share details of projects or initiatives that your organisation has undertaken to improve the quality of life or governance in your city / state. Please include specific details such as project name, project description, project goals, project duration/period, project strategy and approach, target stakeholders, activities undertaken, highlights of results achieved, number of citizens engaged, profile of key government stakeholders engaged (250 words)**

**Response Format Below (please repeat for each reform intervention that you wish to engage on)**

|  |  |
| --- | --- |
| **Project Name 1** |  |
| **Project Objective:** |  |
| **Project Description (including goals, activities and any highlights)** |  |
| **Project Duration** |  |
| **Impact** |  |
| **Citizens Engaged/Reached/Covered** |  |
| **Partnerships (if any – other NGOs partnered, Governments, Corporates)** |  |
| **Govt. Stakeholders Engaged** |  |

1. **Please share in brief why you believe your organization’s goals are aligned to the objectives of the ‘City-Systems Reform Network’ (NCSR) (200 words)**
2. **Please identify specific policy interventions out of the below that you wish to engage on.**
3. Reform the way cities manage their finances (how they account, sustainably raise revenues, create accurate budgets and financial documents and invest adequately in capital expenditure and operations/maintenance costs to drive better outcomes for citizens. Some examples of such/similar reforms are given below:
   * 1. Working with state governments to empanel Chartered Accountants to audit annual accounts of municipalities and help cities have more information on their finances
     2. Include establishing performance MIS frameworks at the State level to review financial and operational performance of municipalities
     3. Aiding States and Cities to improve performance of municipalities especially in respect of revenue collections and financial management, through process improvements, automation, staff reallocations and outsourcing
     4. Put in place a process/framework for objective measurement of quality of life metrics, public disclosure of city budgets and civic data and data-driven decision making in respect of budgeting
     5. Advocate for and have states enact laws and rules that facilitate participatory budgeting and other participatory processes for citizen participation
4. Advocate for and have states enact laws that mandate empowering local governments (this may be through increased powers over raising revenues, increased devolution of 12th schedule functions such as urban planning, and increased powers over human resource management in line with the spirit of the 74th Constitutional Amendment Act)
5. Institute reforms to ensure adequate citizen participation in local government decision making and action: Advocate for decentralization in local governance through formal institutional platforms for citizen participation such as Ward Committees and Area Sabhas
6. Implement online complaint management systems in municipalities and other civic agencies, and other online web and mobile apps for citizen grievance redress and participation

**Response Format Below (please repeat for each reform intervention that you wish to engage on)**

|  |  |
| --- | --- |
| Reform Intervention 1 (title): |  |
| Evidence of expertise in the area (past experience or organisation or team members – 100 words): |  |
| Brief description of intervention you propose (100 words): |  |
| City/State where you propose intervention: |  |
| Existence of Governmental relationships you propose to leverage: |  |

*\*Note that the response to information request-4 will form the basis of discussions towards developing the partner intervention proposal. The finalised proposal, structured using a broad results framework and activity plan framework, will then become part of the final MoU signed between Janaagraha and the network partner*

1. **In your chosen areas of reforms, what specific roles do you envisage for citizens and governments (center/state/city, and across elected and administrative wings)? (100 words)**

ANNEXURE A

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S.No** | **Name** | **Present Affiliation** | **Brief bio/profile** | **Address** | **Contact details** |
|  |  |  |  |  | Email:  Phone: |
|  |  |  |  |  | Email:  Phone: |
|  |  |  |  |  | Email:  Phone: |
|  |  |  |  |  | Email:  Phone: |

**LEADERSHIP INFORMATION**

**Board of Trustees/Board of Directors/equivalent:**

**Key Management Personnel:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S.No** | **Name** | **Brief bio/profile** | **Contact details** |
|  |  |  | Email:  Phone: |
|  |  |  | Email:  Phone: |
|  |  |  | Email:  Phone: |
|  |  |  | Email:  Phone: |

*(please add/remove rows as deemed fit)*

ANNEXURE B

**DECLARATION (*on organization letterhead)***

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ does not advocate, support, or practice activities that discriminate based on race, colour, religion, caste, language, gender, gender identity or expression, sexual orientation, national origin, disability or age.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and/ or its promoters are not affiliated at present to any political party or religious organisation in any manner whatsoever and will not seek such affiliation for the duration of the engagement period.

**Authorised Signatory (Name & Signature):**

**Date:**

**Place**

***Affix organization seal***