Jana Urban Space Foundation (India)

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

ANNUAL REPORT
2014-15

TRANSFORMING QUALITY OF LIFE IN INDIAN CITIES AND TOWNS

Contents

ABOUT US

Janaagraha Centre for Citizenship & Democracy
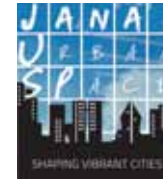

Jana Urban Space Foundation (India)

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.

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

Like its sister organisation Janaagraha, Jana Urban Space too is a not-for-profit purpose-driven entity, committed to improving the physical realm of urban settlements.
Under the leadership of Swati Ramanathan, Jana Urban Space is a Professional Services Social Enterprise (PSSE), delivering transformational, world-class work on the spatial dimension of cities.

Jana USP has four inter-disciplinary Studios :
* *Urban Planning Studio*
* *Urban Design Studio*
* *Spatial Mapping and Analytics Studio*
* *Architecture and Design Studio.*

Jana USP's Policy Division, engages in policy reforms across these dimensions, and enhances the potential for scale and replication of Proof of Concepts on the ground.

Jana USP is unique in many ways – our multiple Studios provide a perspective of the city as an organic system with many interconnected parts; providing design and spatial analytics for the Jana Group organisations brings in a unique insight into the fields of – city governance, civic participation, financial inclusion, affordable housing; a 360º theory of change enables real work on the ground; we deliver innovation and relentless focus in each of our Studios.

MESSAGE FROM THE FOUNDERS

14 years is a long time. Yet, it seems so short, when we look back at all that we have learned and the many milestones we have crossed. We founded Janaagraha with a vision to transform the quality of life in our cities. Taking stock today, we are convinced that our original intent remains as relevant as in 2001.

Our cities continue to grow exponentially, but the quality of infrastructure and services has simply not kept pace. This is because most of the issues that impact the quality of our urban life are systemic in nature. Their resolution calls for a well-thought-out, strategic approach : reactive or quick–fix methods are temporary in impact.

As we continue to advocate with central and state governments to embrace a systems-driven approach to fixing our cities, we also work to bridge the distance between the Government and citizens where it matters the most – in the neighbourhoods. There is much that can be achieved through collective action.

In this 'OPEN' era – open government, open budgets, open works, etc., – we believe there is a great opportunity for governments with an open mind. Working in this spirit, we have successfully launched a few initiatives like Civic Participation and Open Works. Also, we have embarked on an ambitious plan to roll out ichangemycity in 25 Indian cities.

The past year has been an important one for us. Apart from crossing key milestones in our programs, we revised our operational structure and refined our Strategic Framework. This has helped us focus better on improving the impact of each of our

Ramesh Ramanathan & Swati Ramanathan

programs. Most importantly, our rapidly-maturing leadership team has gained new momentum.

The past year yields to a new one, which brims with the promise of greater milestones to be achieved. We acknowledge our donors and well-wishers with gratitude – we could not have done what we did, without their continuing faith and support.
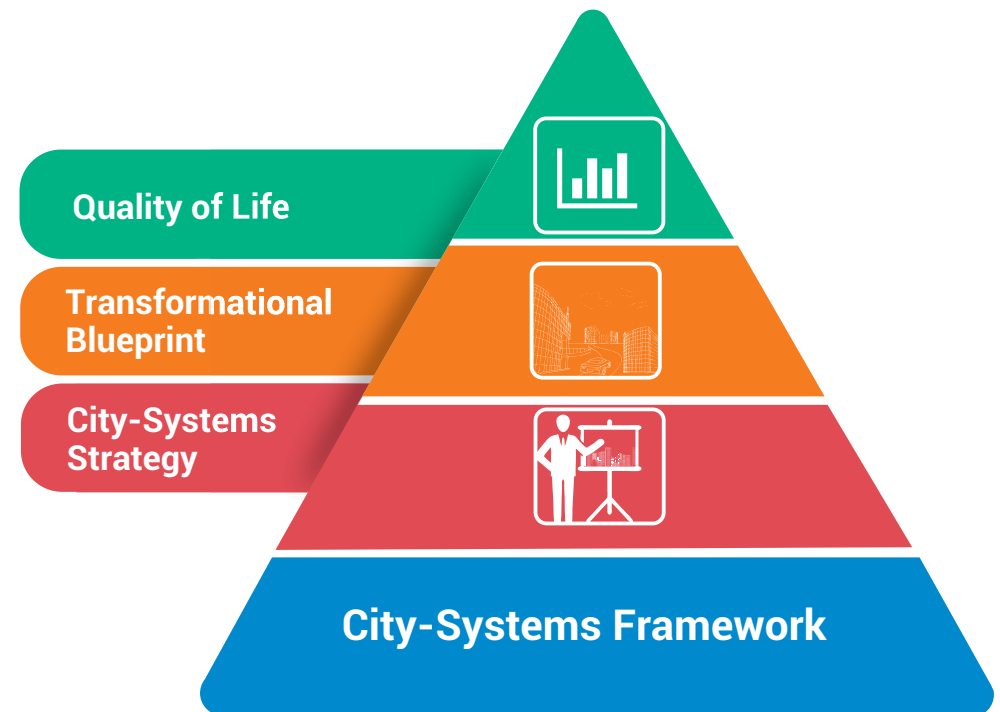
CITY-SYSTEMS STRATEGY FRAMEWORK

By 2030, the population of India's cities and towns alone would equal the combined population of United States of America, Brazil, Indonesia and Pakistan. Urban population will double from 375 million in 2011 to 750 million in 2040. This demographic transition will happen in the face of a severe deficit in public infrastructure and services.

Never before has India witnessed urbanisation at this speed and scale, nor has there been a greater need for urgent action, if we are to address the complex challenges of urbanisation. The challenges are too deep and systemic to take tactical steps at fixing them. Lack of clear leadership, lack of knowledge inside and outside the government, and a mishmash of institutions with fragmented mandates add to the already mammoth problem.

Over the past 15 years, we have worked systematically with citizens at the grassroots as well as with the government at the Centre, State and Municipal levels. Our learnings over the years have resulted in a deep understanding of the city as a set of connected systems. We believe that the right way to fix the complex structural issues is by building robust "city-systems", which is a foundation of sustainable cities.

City-systems includes laws, policies, institutions and governance processes that all best-in-class cities exhibit. We work with citizens and the government to transform India's city-systems.

The roadmap to fix the issues that mire the cities will have to be tailor-made to the needs of each city. For this, we propagate a 'City-Systems Strategy' that will outline the process of identifying the areas that threaten the foundational framework of city-systems. We also want to enable a 'Transformational Blueprint' for every city, that gives a 5-year roadmap to address specific issues, so as to improve the quality of urban life.

Quality of Life

Transformational Blueprint

City-Systems Strategy

City-Systems Framework

After 15 years of working towards fixing India's cities, we are now ready to engage with leaders of cities, to help develop their customised City-Systems Strategy and Transformational Blueprint. To implement this strategy, we advocate for urban reforms and work with government to showcase the PROOF OF CONCEPT that can then be scaled. We want to propagate a SUSTAINABLE, SCALABLE approach towards urban transformation.

City-Systems Strategy Framework: Transforming India's Cities

Quality of Life Perspective

- Improve City's Economy
  - Create more Jobs in the City
  - Improve Mobility & Network Services
- Improve City's Equity
  - Increase Affordable Housing Stock
  - Improve Social Sector Outcomes
- Improve City's Environment
  - Improve Energy & Environment
  - Improve Heritage & Culture
- Increase trust & participation of city dwellers

Development Perspective

- Improve Project Selection
  - Job Creation/ Clusters
  - Mobility & Network Infrastructure
  - Affordable Housing
  - Social Infrastructure
  - Energy & Environment Management
  - Heritage & Culture
- Improve Spatial Planning
  - Plan Preparation
  - Plan Implementation
  - Plan Enforcement
- Improve Financial Management
  - Maximize Revenues
  - Optimise Expenditures
  - Increase Transparency

Policies & Processes Perspective

- Improve Coordination among Civic Agencies
- Improve Urban Planning & Design Standards
- Improve Processes for Citizen Participation
- Improve Accounting & Audit Systems
- Adopt Open Government Procurement Processes
- Simplify Lateral / Technical Recruitment Processes
- Simplify Online City Services
- Enhance PPP Regulations & Procurement Systems

Leadership & Capacities Perspective

- Increase Skilled Urban Management Team
- Increase Number of Staff to Deliver City Services
- Increase Empowerment of City Representatives
- Increase Legitimacy of City Representatives

GOVERNING BOARD

Aloysius Fernandes

Chairman, NABARD Financial Services; Ex-ED MYRADA

Ashish Dhawan

Founder, Central Square Foundation

Sridar Iyengar

Partner, Bessemer Capital; Board member for Dr. Reddy's and ICICI

CV Madhukar

Founder & Director PRS Legislative Research; Omidyar Representative for Janaagraha's board

Madhu Kishwar

Partner/Professor Centre for Study of Developmental Societies; Founder/ Editor - Manushi

SK Das

Retired IAS as Secretary to Government of India; Former Member (Finance) of Department of Space

V Ramachandran

Ex-Chief Secretary Government of Kerala; Leading expert on Decentralisation

Dr. Vivek Mansingh

Chairman, AxisCades; Board Member of Innovatia, Dream A Dream, Janaagraha

Ireena Vittal

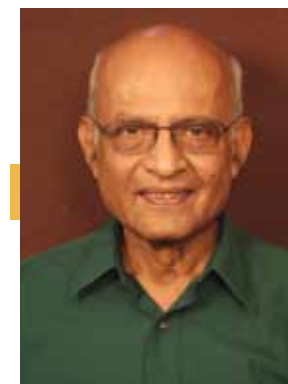*Former Partner – McKinsey & Co and Independent Director*

PKH Tharakan

Former DG & IGP Kerala; Ex-Chief of Research & Analysis Wing (R&AW)

Dr. GK Jayaram

Founder – Institute for Leadership & Institutional Development; Founder/Director Infosys Leadership Institute

K K Nayar

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

*Note: We regret to inform you that **Mr. V. Ramachandran**, Governing Board member, is no more. We shall deeply miss his mentorship, guidance and support of our work.*

MANAGEMENT COMMITTEE

Parthasarathy Gooptu

Head of Planning & Development

26 years of Sales & Marketing experience across Greenpeace, Plan India, Akshay Patra, Discovery Networks, Pepsi, Dunlop

Srikanth Viswanathan

Head of Advocacy & Reforms, Research & Insights

12 years of Financial and Management Accounting & Audit experience across Standard Chartered Bank and KPMG

Sylvia Veeraraghavan

Head of Online Civic Participation

23 years experience across Mindtree & Wipro as developer, project manager, head of testing practice, process evangelist

Maj Gen (Retd.) KR Prasad

Head of Civic Learning & Community Policing

Facilitated Military Law and Police duties to the Corps of Military Police, Director of the Defence Institute of Quality Assurance
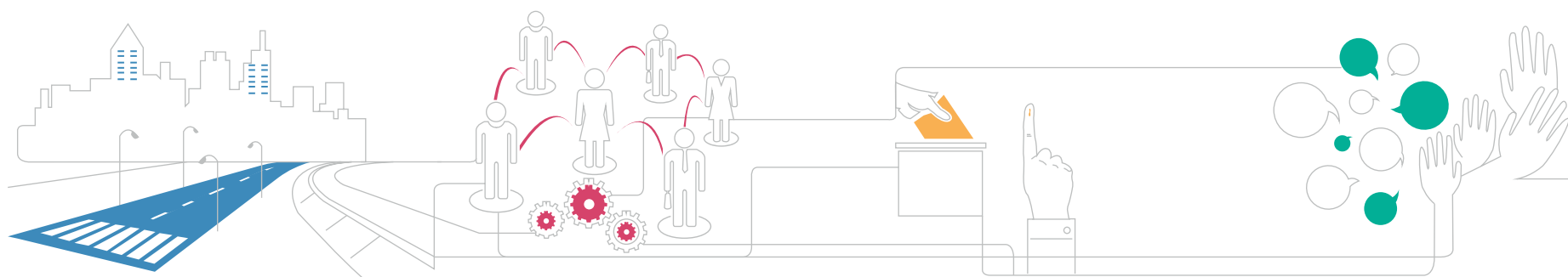
Sapna Karim

Head of Civic Participation

Been with Janaagraha for 14 years since its inception. Previously worked for 5 years in IT industry

PROGRAMME OVERVIEW
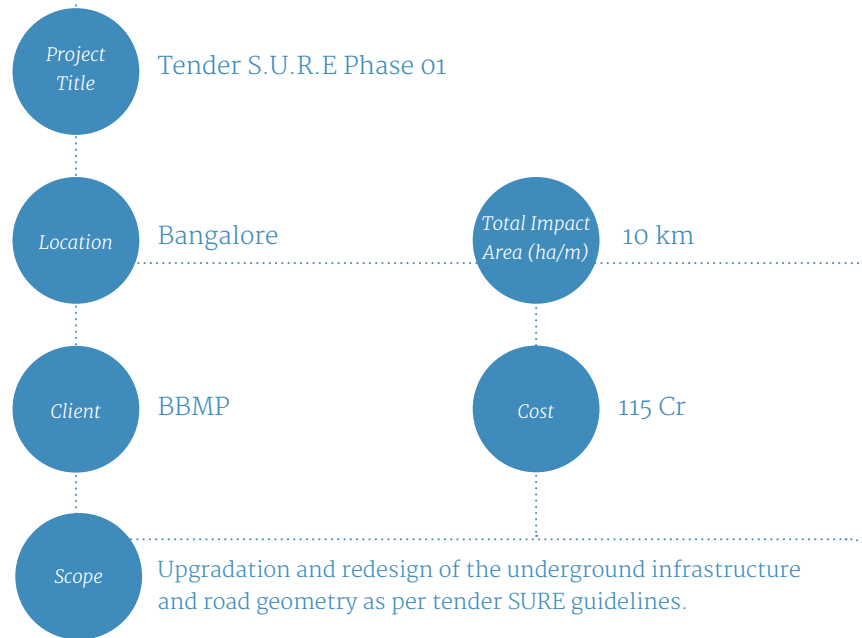

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate Political Representation

Transparency, Accountability & Participation

URBAN DESIGN

Project Title Tender S.U.R.E Phase 01

Location Bangalore

Total Impact Area (ha/m) 10 km

Client BBMP

Cost 115 Cr

Scope Upgradation and redesign of the underground infrastructure and road geometry as per tender SURE guidelines.

Tender SURE is a set of street design guidelines authored by Jana USP in 2011, which aim to set right the cacophony of our urban roads with uniform travel lanes, organised underground infrastructure, designated cycle tracks, continuous footpaths, organised parking and allocated vending. The government of Karnataka allocated 200 crores in its 2012 budget to redesign 45 roads in the city of Bangalore as per the Tender SURE guidelines. Jana USP is designing 7 of these in the central business district as a pilot project. Jana USP prepared the Detailed Project Report for these roads and BBMP floated the tender in 2013. The BBMP awarded the contract to MS NAPC in November 2013 and work began March 2014.

Jana USP has been preparing and issuing the working drawings for all the roads, facilitating inter-agency coordination to ensure there is a smooth networked infrastructure and conducting regular site visits to ensure that the design intent is not diluted.

St. Marks Road and Vittal Mallya Hospital Road: (March 2013 – March 2015)
Underground services on both sides and footpath complete, line-out for St. Marks plaza complete.

Cunningham Road (March 2013 – March 2015)
Underground services and footpath completed on the left side. Excavation is undertaken to lay the services on the right side.

Museum Road (March 2013 – March 2014)
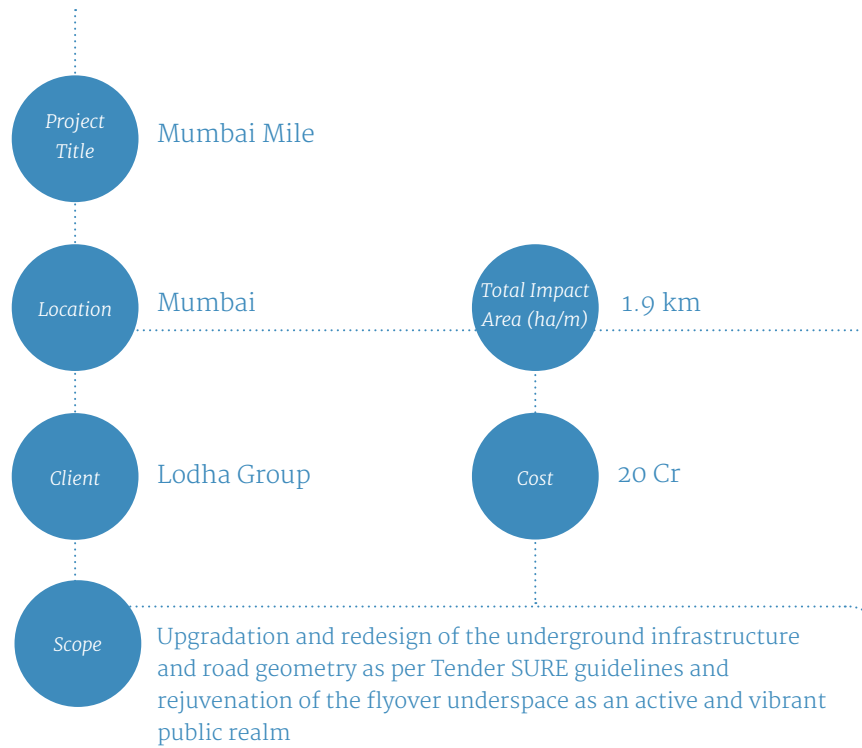*The underground services are laid on both sides.*

Commissariat Road (March 2013 – March 2015)
Underground services and footpath completed on the right side for 400 m of the road.

Residency Road (March 2013 – March 2015)
Excavation for underground utilities has begun.

Project Title: Mumbai Mile

Location: Mumbai

Total Impact Area (ha/m): 1.9 km

Client: Lodha Group

Cost: 20 Cr

Scope: Upgradation and redesign of the underground infrastructure and road geometry as per Tender SURE guidelines and rejuvenation of the flyover underspace as an active and vibrant public realm
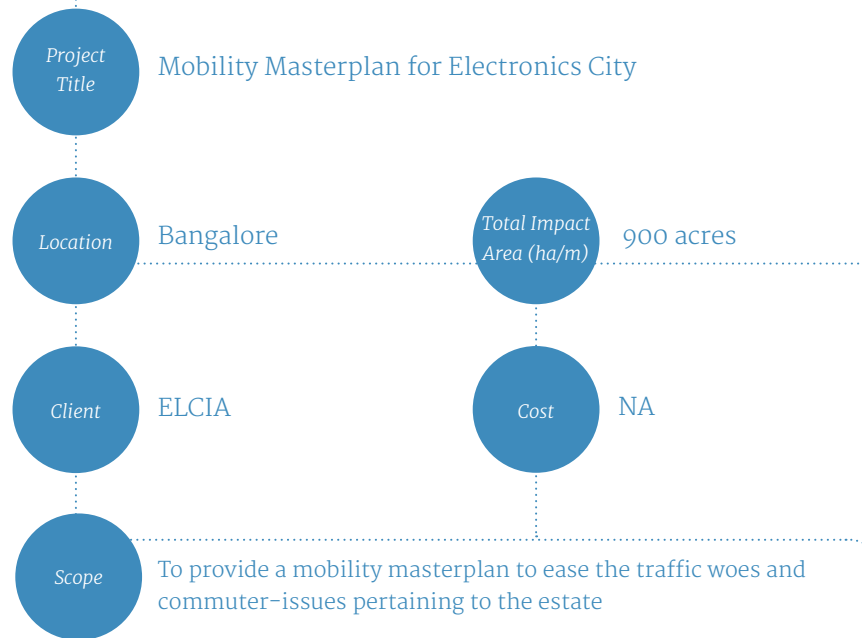
Mumbai Mile

Lower Parel in Mumbai was once desolate with abandoned industrial estates, but with the 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 the Lodha Group. Based on several site visits and traffic counts for both vehicles and pedestrians, Jana USP submitted an analysis report (January 2015). Three design options to the realise Mumbai Mile

were presented to all the stakeholders (March 2014). Of these options, the stakeholders chose the "temporal mile" as the preferred option and this was elaborated in the schematic design and submitted (June 2014).

The Temporal Mile is a design option that celebrates the dynamic nature of public spaces. It allows for the same space to be used differently at different times of the day. On a business-as-usual scenario, there are 8 lanes of traffic and public space is contained under the flyover. On weekends and designated days, the public space spills over to one at grade travel lanes, allowing for pocket plazas and sidewalk cafes. One Sunday every month the public space takes over at both grade lanes allowing for festivities, farmers markets etc. Once a year, the entire Mumbai Mile including the flyover becomes a pedestrian-only space and the public comes together to celebrat a Mumbai Mile day. The services for the flyover underspaces have been designed in an industrial manner with exposed cables and pipes running under the slab of the flyover.

URBAN PLANNING

Project Title — Mobility Masterplan for Electronics City

Location — Bangalore

Total Impact Area (ha/m) — 900 acres

Client — ELCIA

Cost — NA

Scope — To provide a mobility masterplan to ease the traffic woes and commuter-issues pertaining to the estate
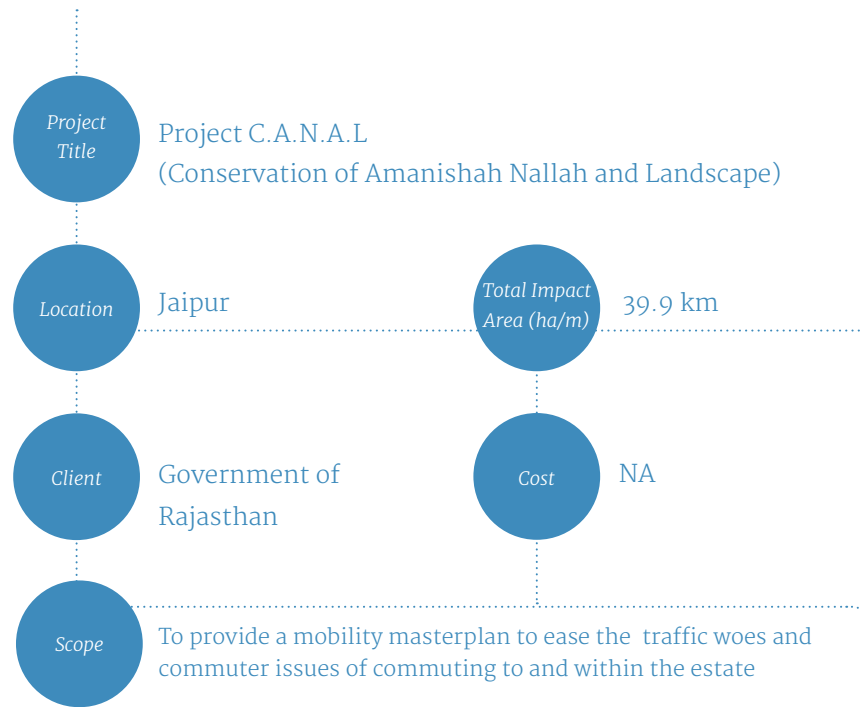
Electronics City

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 Jana USP, through which Jana USP will provide a Mobility Master Plan for the Estate with recommendations and solutions.

Based on a detailed site study and traffic (vehicular and pedestrian) counts, Jana USP submitted an analysis report highlighting 10 mobility issues and possible solutions to ELCIA (Feb 2014). The mobility issues were grouped under larger strategies which improved transport connections between the estate and the city as well as design solutions to improve the mobility within the estate.

Based on several discussions, ELCIA shortlisted 5 of these issues to be explored further. A conceptual design report with solutions on the 5 chosen mobility issues such as the entrance plaza redesign (creating a landmark for the estate), traffic management plans within the existing right of way, intersection redesign, strengthening pedestrian connections to the Metro and a peripheral ring road were submitted to ELCIA (June 2014).
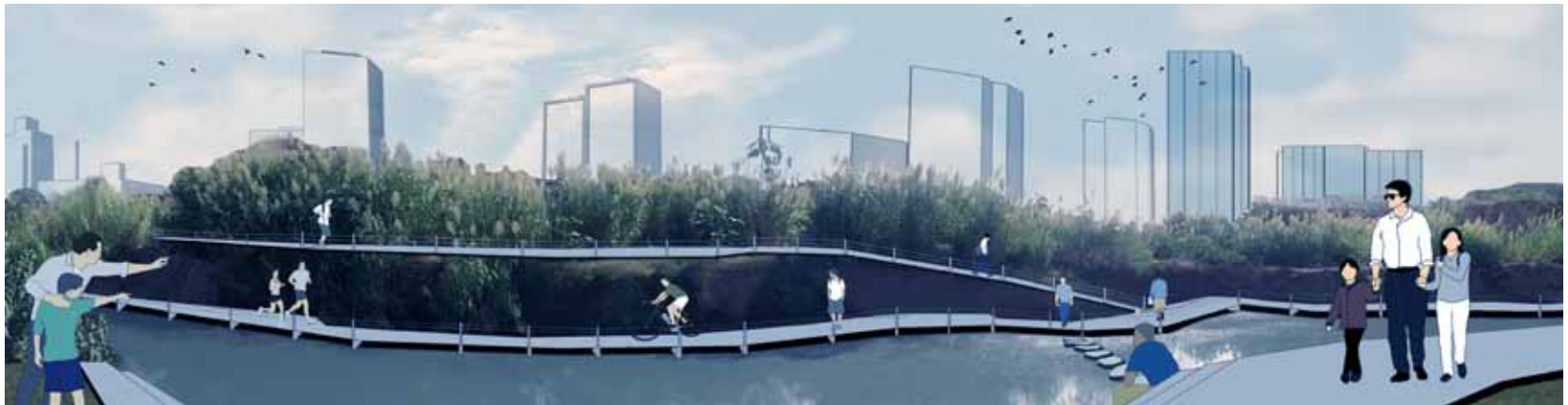
ELCIA then requested Jana USP to further detail the traffic management plans and intersection redesign of the roads within the estate as part of the schematic design report. The schematic report classified all the roads as primary, secondary or tertiary based on width and provided detailed designs for the redivsion of the Right Of Way (ROW) of all the roads to allow for smooth flow of all modes of traffic. A system of reversible one-ways were also suggested to allow for maximum traffic inflow in the mornings and outflow in the evenings. This report was submitted in November 2014.
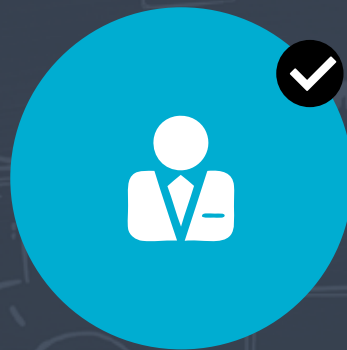
Project Title	Project C.A.N.A.L (Conservation of Amanishah Nallah and Landscape)
Location	Jaipur
Total Impact Area (ha/m)	39.9 km
Client	Government of Rajasthan
Cost	NA
Scope	To provide a mobility masterplan to ease the traffic woes and commuter issues of commuting to and within the estate

Project CANAL

Project C.A.N.A.L stands for conservation of Amanishah Nallah and Landscape and aims at preserving and rejuvenating this neglected and abused waterway which flows through Jaipur. Amanishah Nallah starts at Nahargarh Hills and flows south towards Dhun River circumventing the city. It flows through large residential areas as well as industrial areas and is heavily contaminated with sewage and industrial waste. After a detailed site analysis Jana USP prepared a report which outlined the existing challenges and issues and the various steps required to prevent sewage from flowing into the nallah, to bring water back into the nallah through larger harvesting strategies and to rejuvenate it by developing public spaces and a continuous footpath and cycle track along the nallah. The larger design strategies looked at improving the overall ecology and waterway by preserving it, improving its connectivity to the city and creating a strong non motorised movement corridor along it. Short term strategies looked at identification and redevelopment of four sites to create a hierarchy of public spaces for immediate impact. This project was presented to the CM of Rajasthan by Swati Ramanathan, member CMAC on November 2014.

URBAN CAPACITY BUILDING

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate
Political Representation

Transparency, Accountability &
Participation

EXTERNAL
PARTNERSHIPS

DISSEMINATION
OF DATA

MEDIA
OUTREACH

Programme Overview

Janaagraha's Urban Capacity Building Programme is aimed at empowering municipal bodies with the right staff so that they are effective in delivering services to citizens. Right staffing in municipal bodies comprises three components – namely, ensuring adequate number of employees commensurate with target service levels, making sure municipal staff possess the right skills and competencies for their jobs and empowering municipal bodies with an organization design that positions them to deliver strongly on citizen outcomes.

The programme commenced in December 2013 in partnership with Aon Hewitt, a global human resources consulting organization, with a study of BBMP. The objective of the program is to strengthen the staff position in municipalities and translate that into a tangible increase in service delivery in municipal services. Over the last year, Janaagraha has brought up the issue of poor staffing in municipalities through its multifarious advocacy platforms.

Milestones

1. *Research database on municipal staffing which also found place in the second edition of Annual Report of India's city-systems report, 2014*

2. *Panel discussion on urban capacities and resources conducted in June, 2014 in Delhi*

3. *Media outreach through leading newspapers such as Hindu and Indian Express*

Challenges & Learnings

Amendment to Rules and Acts

In the majority of the States, the Cadre and Recruitment rules or service rules that govern local government's organization design and employee service are about four to five decades old. The staffing patterns and recruitment standards have not been updated to take into account technology changes and growth of cities' populations.

Need for right number of staff

While the 74th Constitutional Amendment Act, 1993, gave roots to a decentralised form of governance, even today local bodies struggle to deliver services to citizens due to inadequate number of staff. Local bodies in India are extremely understaffed and face a severe shortage of urban managers (Group A and B staff). For instance, the BBMP is staffed by 10,261 permanent employees and approximately 18,000 contracted employees in comparison with New York City which has more than 440,000 local government employees.

Need for the right skills

The problem of organizational capacity gets aggravated as the existing employees do not possess the right skills to perform the designated jobs. Most employees join the government at the beginning of their careers and rise up the ranks through promotion. Lack of training exercises and opacity towards lateral entry into government service has rendered existing staff unfit for delivery of quality municipal service.

Need for the right organization design

For the ease of doing business and increasing employee productivity, it is necessary to have the right systems and the right organization design in place. The processes and organization design are a reflection of the skills of the existing municipality employees and management practices that are followed in the organization.

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate
Political Representation

Transparency, Accountability &
Participation

Way Forward

Policy report:
Scarcity of literature in the domain of capacity building in urban local governments has kept the issue of out of the public discourse. A policy report on urban capacity building is needed to bridge this gap and increase Janaagraha's internal learning of the issue as well.

Engagement with state governments:
Since the rules and acts impacting staffing and performance of local bodies fall within the domain of the stage government, it is pertinent for Janaagraha to engage with a state government in the near future.

Bring together stakeholders:
National workshop on Urban Capacity Building to be conducted for advocating to important stakeholders from government & civil society.

Increased usage of media:
Writing opinion pieces, data articles and soliciting opinion by leveraging different media channels to be pursued actively to highlight systemic issues in urban governance and the need for building human capacity in urban local bodies.

PURE

516 CITIZEN VOLUNTEERS

30,827 CITIZENS REACHED

NATIONAL CSO AWARD

Programme Overview

Proper Urban Electoral (PURE) Lists programme aims to empower urban voters with cleaner voter lists, leading to higher voter turnout and higher quality of elected representatives. It started as a pilot project in Shanthinagar Assembly Constituency (AC), Bangalore in 2013. PURE Lists has been scaled up to all the 27 ACs of Bangalore to achieve Proper Urban Electoral (PURE) Rolls, which, in turn, will result in greater voter participation in elections.

A Proper Urban Electoral (PURE) Roll management manual has been devised to address the systemic issue of maintenance of Electoral Rolls. The management manual details the end-to-end process for the maintenance of electoral roll in urban India. The manual recommends continuous and on-going maintenance of electoral roll and Community participation to ensure sustainability. Ultimately, it lays emphasis on publishing monthly reports on changes in the electoral roll through Digital BLO (Booth Level Officer) register to ensure transparency and accountability in the system.

Milestones

1. 516 Citizen Volunteers were engaged through various citizen and corporate engagement initiatives.

2. The programme has reached over 30827 citizens in 2014-15 through Area Voter Mitras (Citizen Volunteers) and Field Associates.

3. Janaagraha won the Election Commission of India's National CSO Award – 2014 for the best campaign on Voter Education and Awareness for General Elections to Lok Sabha Elections 2014. This award was given to the PURE (Pure Urban Electoral) programme for creating awareness about voting and voter list for parliamentary elections, for encouraging citizens to vote and for designing the PURE process in 2014. The award is given by ECI every year to an NGO working in the area of Voting / Voter lists in India. The award was presented by the Late Dr APJ Abdul Kalam in a ceremony held at Vidya Bhavan, New Delhi on 25th January, 2015.
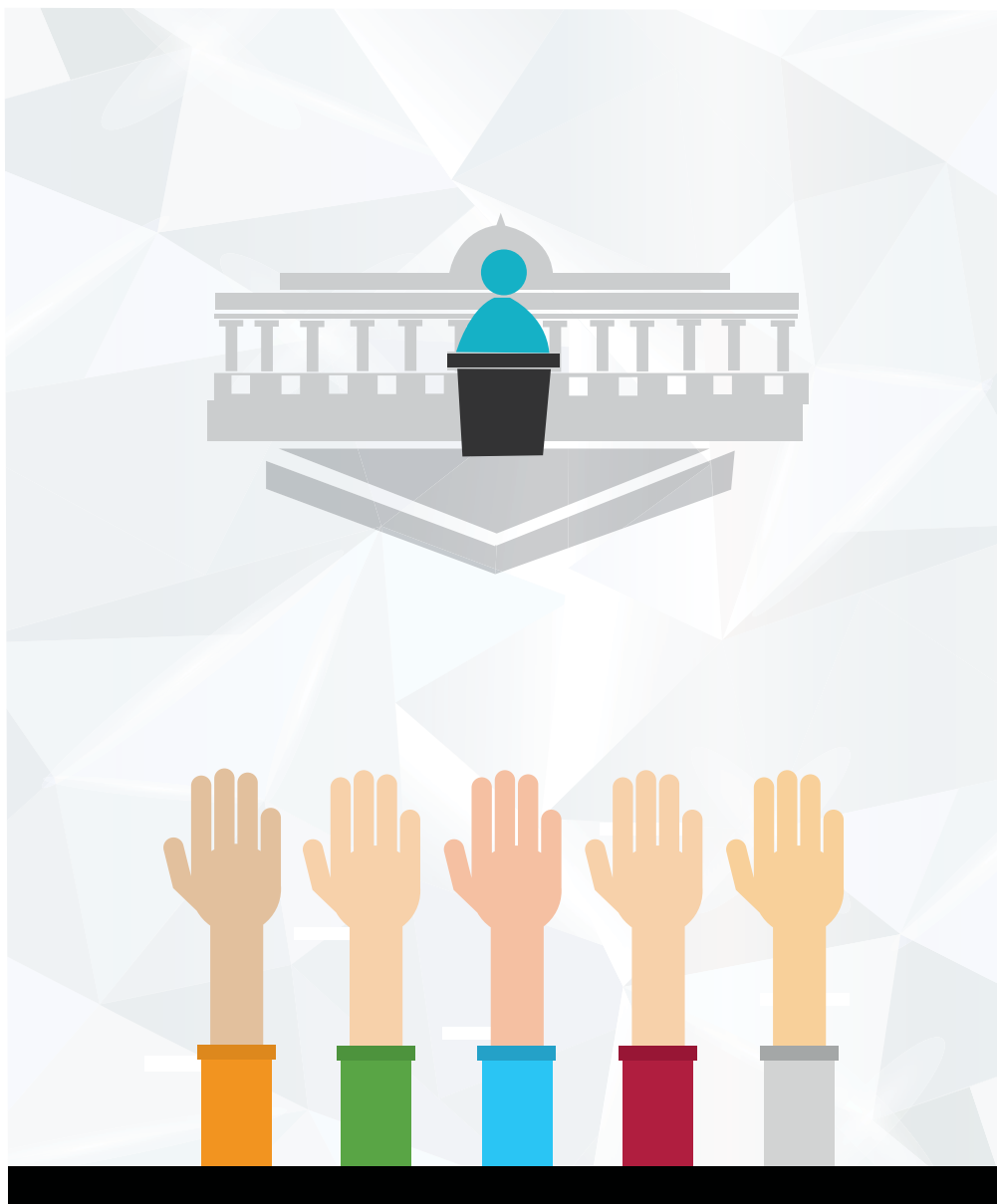
Way Forward

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, strive to provide citizens a better quality of life. The Election Commission of India has taken note and has shown interest in collaborating with Janaagraha, on future projects. Our endeavour is to take this programme forward by conducting studies to understand the hygiene of voter lists across various cities. We have already piloted this study in Delhi. We released the results of this study in 2015–16. We will continue our research across other cities in the coming years to build a case for the need of cleaner voter lists for an efficient governance process. Conversations with Chief Election Officers have commenced to take the Quality of Voter Lists survey to other constituencies.

PURE
Proper URban
Electoral Lists

VOTER-LIST SURVEY

To bring these issues plaguing urban voter lists to the forefront as well as to gather evidence on the nature and scale of issues, Janaagraha conducted a survey on the quality of Delhi's Voter List across 8 Assembly Constituencies (AC). Over 6,000 residents spread across Delhi were surveyed for a representative picture of the state of voter lists in the capital. The survey was executed by market research firm TNS Global during December 2014-January 2015.

Key findings were as below:
- *Up to 40% of Delhi's voter list has errors.*
- *A large percentage of errors are due to intra city migration, indicating that the BLO style of functioning is not working.*
- *7% of the city's eligible residents claimed to have never applied, citing a lack of how and where to register as the main reasons for not doing so.*
- *The younger, poorer and marginalized sections of society are worse off when it comes to errors on the list.*

COMMUNITY POLICING

Programme Overview

Janaagraha's Community Policing Programme was launched on 20th June 2013. The programme was initiated by the Bangalore City Police in association with Janaagraha. It was rolled out across seven police stations – one in each police division of Bangalore. The core intent of Community Policing initiative is to build bridges between police and citizens. The Community Policing (CP) programme aims to use participation from active citizens to improve the safety of our neighbourhoods. Since inception, the programme has helped improve security perception of the police and citizens, and increased trust among the citizens and police through the involvement of the active citizen volunteers (Area Suraksha Mitras).

Milestones

- *The programme has reached over 37000 citizens in 2014-15 through its various awareness sessions*
- *Through social media, the programme has reached an engaged audience pool of 50000*
- *The foundation has been set for a successful model of the Community Policing programme with the citizens. We have initiated the talks to expand this programme to 7 more police stations in Bangalore*

Challenges & Learnings

Need for prioritisation matrix

During training of the police and citizen volunteers, the emphasis needs to be on the relevance of the programme in today's changing security environment, as opposed to implementation of the programme. This is important also from the perspective of demonstrating a high level of programme ownership.

Citizen Volunteers

Community policing helps in building of social capital, following the inclusion of socially active citizens who become citizen volunteers, raising crime and safety awareness, while also helping to improve the relationships between citizens and police. It is very important to have regular interactions and interventions such as knowledge sharing sessions between the police and the citizen volunteers, organize refresher trainings for the citizen volunteers, and reward /recognize the citizen volunteers for high level of engagement. The citizen volunteers are selected by the Police after conducting complete due diligence. Background verification before on-boarding and regular interactions with the citizen volunteers helps to weed out possible illicit usage of the role by the citizen volunteers.

Grassroots ownership over top-down approach

The sustenance of any grass root level initiative is based on community involvement through acceptance and ownership. It is very important for the police personnel as well as citizens to buy into the Community Policing programme objectives, and the advantages it serves over the traditional way of functioning and improving neighbourhood security.

Need for paradigm shift

During training of the police and citizen volunteers, the emphasis needs to be on the relevance of the programme in today's changing security environment, as opposed to implementation of the programme. This is important also from the perspective of demonstrating high level of programme ownership.

Rewards and Recognition

Rewarding and recognizing police personnel for dedicating their time to Community Policing programme, in an effort to boost the morale and fuel healthy competition. Janaagraha has started displaying fortnightly posters in each of the Community Policing police station of policemen who have contributed their time, and were actively involved in the programme initiative. This idea has gained popularity and is working well in motivating the police personnel.

Way Forward

Effective use of social media and technology:

Using the social media platforms for periodic interactions, discussions, and promoting the success stories of Community Policing initiatives. This allows for greater visibility of the programme among the larger community, especially the youth who may choose to get involved with the programme in future.

Increased visibility among citizens:

Involving the media to promote Community Policing initiatives, including the informal and organized beat-level awareness programmes that are conducted to raise awareness on number of security issues. Organize street plays that would help to increase awareness on crime and security issues, and also help increase visibility of the Community Policing programme among the citizens.

Bring together stakeholders:

Organising a national seminar on Community Policing with the goal of bring together key stakeholders, including the police, Government and civil society, on a single platform. Such an initiative will help us identify the current challenges of the programme, and come up with innovative solutions for addressing them. Finally, the findings and the policy recommendations of the national conference can be disseminated among larger audience at the national and international level.

Impact Assessment:

Redesigning the Security Perception Index for 14 police stations, including the seven new police stations by the end of the year. The baseline survey was conducted for the police and citizens of the seven police stations falling under Community Policing, prior to the launch of the Community Policing Programme in 2013. The endline survey is being conducted in 2015. In future, we plan on introducing qualitative methodology for evaluating the Community Policing programme among the different stakeholders of this programme.

Incorporation in the Karnataka Police Act:

Janaagraha is currently working on Proof of Concept for Community Policing across 7 Police Stations in Bangalore with great success. We have conducted the baseline and endline survey for these 7 areas to understand the change in security perception due to the implementation of the programme. We wish to take this successful model forward to 28 Police Stations to build data and showcase impact. In the next 3 years, we aim to facilitate the incorporation of Community Policing programme in the Karnataka Police Act through our advocacy efforts.

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate Political Representation

Transparency, Accountability & Participation

BALA JANAAGRAHA

36,812 STUDENTS

485 SCHOOLS

24 CITIES

Programme Overview

Good citizenry is the key to building healthy and vibrant cities. The children of today will be the adult citizens of tomorrow, and will play a vital role in developing our future communities. The goal of the Bala Janaagraha programme is to encourage the youth of India to become informed, responsible and active citizens by making good citizenship values an integral part of every child's education.

The Bala Janaagraha Programme recognizes that current civic education modules, though well meaning, fall short of this aspiration. The programme curriculum seeks to fill the deficiencies of India's civic education system by demystifying city-planning, local governance and ward-level administration.

Bala Janaagraha is targeted at Grade VIII school children – a strategic decision based on two assumptions.

- *Students of this age group are mature enough to understand the issues affecting them and their neighbourhoods*
- *Schools are enthusiastic about receiving the programme at this stage, as it does not interfere with preparation for the national and state board level exams. The programme is in its 14th year of operations which is testimony to this fact.*

Bala Janaagraha focuses on urban centres and provides its classes in the medium of instruction followed by the school. This programme is available to all students, irrespective of their socio-economic background.

Milestones

1. *In 2014-15, the programme was delivered in a total of 485 schools, encompassing students in excess of 36,000 from 24 Indian cities. This is the largest number of students reached in a single year in the programme's history till 2014-15.*
2. *Regular monitoring mechanism for the programme was introduced in 2014-15. An internal audit of the programme was conducted to determine whether the programme is being conducted as per the set guidelines and to identify any course corrections required for the following year of implementation.*

Challenges & Learnings

From a quantitative perspective, Bala Janaagraha conducts an impact study in each partner school to measure the results of the Bala Janaagraha programme. It measures the 'civic literacy' of students prior and post programme delivery i.e. Pre Programme & Post Programme Survey. The two results are then indexed and compared, to obtain an accurate snapshot of the upward progression in the students' civic literacy over the course of the academic year.

Some of the challenges are w.r.t the measurement of the impact through the surveys as well as finding other tools to measure the same. In 2014/15, the programme scaled up in excess of twice the scope of operations in 2013/14. This in itself led to the magnitude of the Surveys becoming bigger than ever before, with each student covered by the programme being administered the Survey. Considering that we have all categories of Schools on board (Govt, Pvt -Aided & Private) with the programme being conducted in multiple languages, filling up of all the Fields in the Survey Forms accurately and comprehensively by the Students is a challenge faced by the Facilitators. This aspect becomes more challenging during the Post Survey process due to dropouts & since a lot of fields in the paper form have to match exactly with the Pre Programme details for each student for a meaningful analysis of the data.

Learnings from the previous years have been to incorporate more close-ended questions and establishing standardized template for collecting respondent information, and continually feeding into centralized database of programme data.

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate
Political Representation

Transparency, Accountability &
Participation

Way Forward

Impact Assessment

We will conduct the Pre Programme & Post Programme Surveys to be handled by a external professional agency. The coverage of students for these Surveys will be done on a Sampling method determined scientifically and administered using technology if possible.

Incorporation in the Union and State schools curriculum

The programme also looks to initiate advocacy to fulfil its vision by engaging with various State and Union Education boards to bring the programme in the fold of the core curriculum.

25 Cities

527 Schools

39,541 Students

Train the trainer

Once the programme curriculum is transitioned to the State and Union boards, Janaagraha will also undertake the transition management by training school teachers to disseminate the curriculum in schools. The wealth of expertise with the facilitators will be passed on the teachers to make this a robust programme.

imatter

Programme Overview

imatter is a comprehensive and collaborative session to understand how every citizen is an integral part of our democratic system. Through imatter we acquaint the participants with tools and knowledge to deliberate on bringing about a change on civic issues that affect them.

'imatter' is based on the ideology of "good citizens make good employees", making it a platform for corporate employees to think, transform and deliberate on bringing about a change on issues that affect them! The imatter programme was started in 2014 to take forward our vision of civic education to enable increased citizen participation in local governance.

Imatter helps participants to:
- *Take a closer look at the government, institutions and processes*
- *Understand their role in the democracy*
- *Imbibe positive values of citizenship*
- *Link citizen values with corporate values*
- *Discover how citizen participation leads to improved quality of life*

Urban Planning & Design

Urban Capacities & Resources

Empowered & Legitimate
Political Representation

Transparency, Accountability &
Participation

Milestones

Internal induction session:

We have made this programme an integral part of our new joinee induction module. All new employees in Janaagraha go through this discussion session to understand the landscape that the organisation works on and imbibe it in their thought process.

Favourable reception:

Since the roll out in November 2014, the programme has reached out to around 55 corporate employees in Dell, Mindtree and Janaadhar. The sessions have received favourable response from all the participants. These participants have also been on-boarded on the imatter community page on our online IChangeMyCity.com

Challenges & Learnings

Transition from earlier format:

The imatter programme was curated from the Citizenship Awareness Programme (CAP) started by Janaagraha in 2004. The challenge was to make the programme content contemporary both factually and in terms of aspirations of the participants. We transformed the presentation to a Prezi format for greater visual interaction. The duration of the programme also reduced from 8 hours to 4 hours to cater to the corporate sensibilities today.

Motivating volunteer participation:

Improving their citizenship quotient is not a priority for corporate employees. Also, few organisations want to commit to help create awareness about the government within their employees. It has been an uphill task to put out tangible benefits for adoption of this programme. Slowly but surely, donors who believe in Janaagraha's work have come forward to implement this programme in their organisations. We are conducting this programme voluntarily in donor organisations taking forward the ideology that 'good citizens make good employees'

Reaching a larger audience:

The programme aims to reach a large number of citizens with the knowledge and tools for citizen participating in the urban governance process. The current model involves delivery of the imatter session to a group of 25 people by the Janaagraha facilitators. Currently we are reaching out to only our donor employees. But we do not want to restrict this learning only to a select few. The long-term challenge is to scale up the programme not just in Bangalore but in other cities as well. With only a handful Janaagraha facilitators, reaching a wider audience will be extremely difficult. To overcome this challenge, we are planning to work towards creating a pool of external facilitators to run the session delivery model. Our first target for this will be the participants who have already gone through the session and want to take this forward to their colleagues and neighbours. We also aim to leverage professional trainers from the field of learning and development to highlight the importance of the session to their respective communities.

Way Forward

We aim to reach 250 corporate employees in 2015-16 through imatter. The goal is to induct imatter participants in Janaagraha's ecosystem through continuous engagement both online and on-ground. We want to enable them to be more enlightened about and involved in local urban governance.

From the citizen's standpoint, the next step to civic learning has to be active participation in the governance process. Through the imatter programme we want the participants to go back with the motivation to act on whatever they imbibe during the session. The measure for successful outcome for the following years would be the number of people who become imatter facilitators and actually participate through Janaagraha programmes.

ಬೃಹತ್ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಪಾಲಿಕೆ

Budget Estimates 2015-16

INDEX

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ABSTRACT OF BUDGET ESTIMATES FOR 2015-16
PAYMENTS

OPEN WORKS

Programme Overview

Janaagraha's Open Works Programme was launched in September 2014. The program aims to create a platform which will catalyse citizen engagement with elected representatives (typically Ward Councillors) and Municipal Corporation officials on the basis of relevant, hyper local data. Based on our belief that opening up data on the City's operations and finances will empower citizens to demand better infrastructure and services in their neighbourhoods.

The program focuses on four types of data sets based on the key questions that citizens would ask:

1. *Civic Infrastructure and Services – What civic facilities can I access in my neighbourhood?*
2. *City Budgets – How much money is budgeted for my neighbourhood, and towards what?*
3. *Civic Works – What civic works are funds going into and how are they progressing?*
4. *Ward Quality Score – What is the quality of life in my neighbourhood?*

The data is collected through multiple channels – public domain (e.g. website of the municipal corporation), Right to Information (RTI) requests and on-ground measurement through surveys.

Milestones

1. *We released our 'Budget Brief' to demystify the annual budget of BBMP for the city of Bangalore. This document was well received by the citizens and the media as it came out immediately a day after the format city budget was published.*

2. *Data from the Open Works program has been subsequently used in articles and discussions pertaining to civic issues in Bangalore across various local media.*

Infrastructure & Services

Budget Brief

Ward Quality Score

Works MIS

Ichangemycity.com

Challenges & Learnings

Data Collection:

Obtaining complete and reliable data from government departments through RTI has proved difficult. Most of the data is not maintained centrally, compelling the Janaagraha team to apply individual RTI to Information Officers at a Division level. Not all RTIs receive a responce and data received from divisions differs formats. Based on this experience we are starting to focus more on data sets that are centrally maintained and pick up data from public domain e.g. BBMP website and BBMP Restructuring Committee website.

Dissemination:

Multiple dissemination channels are needed to reach all the stakeholders for this initiative. For example, online platforms would cater to active citizens who are also active on web and social media. For elected representatives (Councillors, MLAs) we need offline engagement through printed collaterals in local language. The Open Works initiative is now seen to be located at the intersection of IChangeMyCity, our online citizen engagement platform and Civic Participation, which has started out with an on-ground engagement team in 2 Bangalore wards.

Data Analytics:

We are begining to strike a balance between insightful analytical products using Open Works data, sharing "raw" data sets to achieve quick wins and forging partnerships with other organizations that share our vision on Open Data. The former will appeal to slighly mature audiences but takes more time and effort to produce. The latter can have impact if used in the right place at the right time e.g. riding on excitement generated by BBMP Election 2015

Way Forward

Reaching Out: Our communications strategy comprises both online and offline engagement plans :

- *Open Works web portal within IChangeMyCity to go live for citizens.*
- *Continued partnerships with print and online media to publish Open Works data and views to large audiences.*
- *Conduct an event along the lines of an Open Data Round Table and Hackathon to get open data enthusiasts and the tech community engaged.*
- *Distribution of printed briefs to elected representatives, citizen groups, senior officials and civil society. We have distributed Ward Kits to distribute to Councillors and MLAs prior to the local elections.*

Data Collection Process:
- *Operationalizing a back end process which will refresh time-dynamic data elements such as Civic Works and Contractor Payments on a quarterly basis through RTI and other sources.*
- *Forge more partnerships along the lines of the one with SafetiPin wherein we have used crowd-sourced safety audits for Bangalore provided by them while we drive greater adoption of the safety app among our IChangeMyCity user base.*
- *Completion of Street Quality Score 2015, our on-ground survey for measurement of quality of life indicators, in partnership with the FNF Foundation. Data collected in this survey would directly feed into a Participatory Budgeting program at a Ward level wherein citizens try to influence budget allocations to their neighbourhood.*

Technology for Scalability
- *Creation of a scalable framework that can be adopted by other cities by exploring partnerships with CSOs operating in these cities e.g. Janwani in Pune.*
- *Partnering with companies and institutions to support us in data analytics and visualization e.g. SocialCops, Gramener.*

PROOF

14ᵗʰ FC RECOMMEN-DATIONS

SERVICE LEVEL BENCHMARKS

PERFORMANCE MIS

Programme Overview

India's cities require USD 1 trillion over the next two decades to fund infrastructure and public services. The combined revenues of all municipalities in India presently add up to no more than Rs 100,000-120,000 crores (c. USD 20 billion). To ensure that targeted outputs and outcomes are optimally achieved in terms of infrastructure and public services are achieved and optimally so, management of municipal finances prudently, both in income and expenditure, is an imperative rather than a choice.

Janaagraha's PROOF (Public Records of Operations and Finance) Programme runs on two core objectives- Achieving Financial Self-sufficiency and implementing a Performance MIS to assess the day to day performance of urban local bodies. We believe that the implementation of financial reforms pertaining to the above objectives by the relevant government in financial management of cities.

Milestones

1. *Constitution of PROOF Advisory Group chaired by Mr. Deepak Parekh.*

2. *Successful advocacy with the 14th Finance Commission on mandating Service Level Benchmarks and audited financial statements for urban local bodies.*

Challenges & Learnings

Institutional Design:
Local governance at city level in India's cities is shared between the local governments and arms of the state government, such as the development authorities and utility companies. Because of this fragmentation of functions and uncoordinated money management between different entities, we do not have a city-wide view of cities finances and fiscal indicators.

Fiscal decentralisation:
The local bodies in India are yet to be empowered with fiscal powers to manage their own money. Presently, Urban Local Bodies do not have full rights over determination of tax rates and underlying capital values, even for eligible revenue streams, leading to lack of buoyancy in revenue streams. Such restrictions result in limited revenue streams over which municipality has control, therefore a narrow revenue base to work with. Prior approval of state government in case of availing loans or spending money above a certain threshold further restricts the ULBs' financial autonomy that is required to prioritize infrastructure projects in a city.

Fiscal responsibility and budget management:
A municipal budget is ideally meant to be a vision document that prioritises infrastructure needs of the city. This unfortunately is not the case at present. City budgets usually present an unrealistic scenario which is never attained, leading to unrealistic and unreachable targets being set every year. Moreover, the track record of municipal institutions in respect of financial reporting practices is abysmal, with several years of backlog in audit of financial statements, accompanied by thousands of audit paragraphs involving thousands of crores of Rupees that remain unresolved over decades when the audit of the financial statements were done.

Transparency and Accountability:
Transparency is the hallmark of any mature and robust organization, particularly one that deals with public money. Also, being able to assign accountability to all actions and decisions taken by a Local Government is a citizen's right. A lack of enabling laws and policies to aid in the promotion of transparency and accountability cripples the trust of the people in local governance. Stringent penal provisions and expedient redressal mechanisms are needed to counter this trust deficit.

Institutional Capacity:
Adequacy in the number of staff is a critical component in the desired functioning of the municipalities and in turn service delivery. An acute shortage of qualified staff in finance, accounting and revenue departments results in lower revenue collections, mismanagement of funds, and loss of credibility of the institutions. Municipalities need a fully integrated financial management system that helps the municipal management to track finances on a day to day basis and make decisions effectively.

1. Preparing the way to move towards the double entry accounting system
2. Clearing the backlog of unaudited accounts
3. Auditing annual accounts

Publish Annual Report:

Like corporates, municipalities can be held accountable to their stakeholders, in this case citizens, for their financial and operational performances through an annual report that details out where the money is being spent, a long term growth plan, value additions made and a definitive way forward towards delivery of a sustainable, high class quality of life.

Build institutional capacity:

The cadre and recruitment rules, which govern the service of municipal employees, need to be revised in order to ensure skilled and qualified staff are hired in the finance department of ULBs. They should also make provisions for contracting of staff by ULBs. Further, the municipal accounting and budgeting rules need to be revised to include robust provisions on fiscal responsibility, budget management, accountability and transparency in order to institutionalize these reforms.

Way Forward

Municipal Finance Reforms Cell:

A Municipal Finance Reforms Cell at the State Level could aid in improving the current state of affairs and also act as a watchdog by collecting and disseminating data about accounting, status of annual accounts, status of audit of annual accounts, Staffing, Information Systems and budgets and finances.

Empanelment and Appointment of Chartered Accountants:

Appointment of independent auditors can fill the capacity gap by performing the following functions:

Establish a Performance MIS:

In order to make decisions that result in compelling action towards desired goals, they have to be backed by reliable and complete data. The same can be achieved only by establishing a Performance MIS Framework at the state level for reviewing the financial position and performance of municipalities at the state level.

I CHANGE MY CITY

1,27,776 REGISTRATIONS

10,000 COMPLAINTS RESOLVED

ICMYC MOBILE APPLICATION

Programme Overview

ichangemycity.com is a hyper-local social change network that has created communities of citizens in Bengaluru, keen on solving city-centric problems, by connecting citizens to various government agencies. The site has tried to help solve issues ranging from garbage collection, poor street lighting, potholes and security related issues in the sub-urban areas. It has also provided citizens with useful information on how much funds have been allocated to wards and constituencies and how the same has been utilised. The unique power of ichangemycity.com is that it networks people locally to address issues of common concerns. It connects people online to bring them together offline for civic engagement on the ground.

The multiplicity of various government departments and the paperwork involved acts as a deterrent for many individuals to connect with civic agencies. Ichangemycity.com tries to address this problem by being a seamless bridge between government and citizens.

ichangemycity.com works on the 4C mantra - Complaint, Community, Connect, and Content.

Milestones

1. As of March 2015, IChangeMyCity (ICMyC) has a registered user base of 1,27,776 with more than 18,407 active citizens posting complaints on the site.

2. 9,540 complaints have been resolved.

3. December 2014 saw the ICMyC Android application being re-designed and made more user-friendly for ICMyC users.

4. December 2014 also saw ICMyC's Constituency Connect mobile application being made available on Google Play.

5. The ICMyC website has been revamped and re-launched with additional features.

6. ICMyC analytics page has been added for users to know status of various complaints from different parts of the city.

ichangemycity

Post a complaint

Get Vote Ups

Get it Resolved
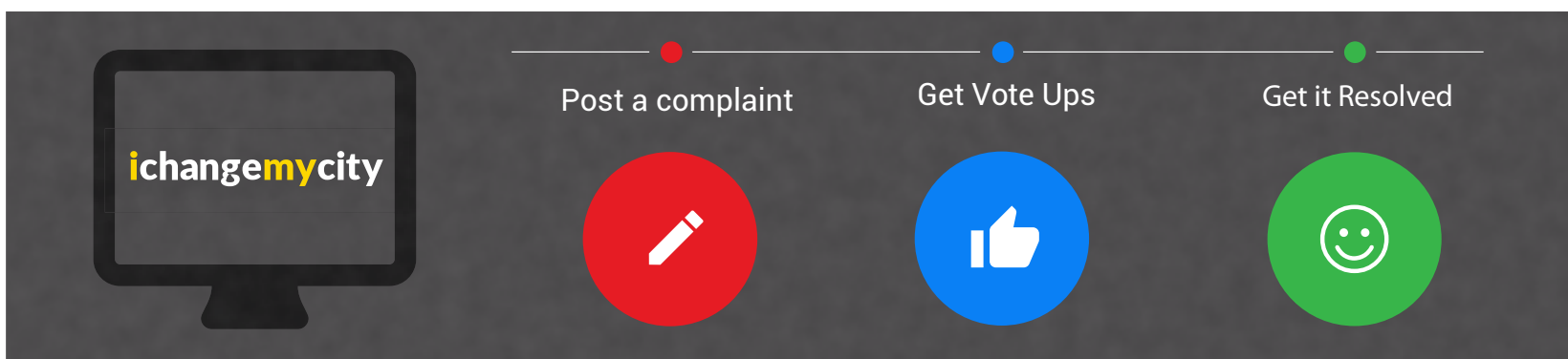
Challenges & Learnings

Participation - Reaching out to a younger audience:
Participation from citizens in governance-related matters makes our local elected representatives and civic agencies accountable. We elect those who govern us, and therefore our participation is the only way to get them to deliver to our satisfaction.

One of our biggest challenges going forward would be to get young citizens more involved and create an interest in them to participate at the local level. This would allow future generations to be part of the decision making group and make a difference at the hyper local level. This also means their having a say in getting local issues like water supply, garbage disposal, sewage issues, among others, resolved.

Accountability - To increase answerability of government agencies:
IChangeMyCity was launched in 2012 to address the lack of three aspects in governance - participation, accountability, and transparency.

Though we have made some headway in the issue of accountability by connecting with middle and senior level officials in various civic agencies and Government departments, we still have miles to go. Through our website, we do try and get in touch with officials, urging them to solve issues at hand. However, sometimes, getting civic agencies to respond in a timely manner becomes difficult.

The democratic process does not end with voting. Another challenge is to get the citizens to take ownership of the complaint and persistently persuade the agencies to get the work done.

Transparency – The persistent challenge:

Through our website, we try to make sure the processes involved in solving a civic problem are open for everyone to see. The name and phone number of Engineers assigned to the work is also published online. The team at ICMyC follows up on a number of complaints to ensure faster resolution. However, many aspects of the work done still don't come out in the open. These include–the budget allocated for the repair work, the reasons behind delay (if any), how a certain amount is ear marked for the task, among others.

Also, an important challenge in such a model is the need to gauge that the work initiated by civic agencies on various complaints is not a temporary solution.

Way Forward

Connecting with legislators:

Today, we have seven civic agencies onboard, which include Bruhat Bengaluru Mahanagara Palike (BBMP), Bangalore Water Supply and Sewerage Board (BWSSB), Bangalore Development Authority (BDA), Bengaluru Traffic Police (BTP), Bengaluru Electricity Supply Company (BESCOM),and Karnataka State Pollution Control Board (KSPCB).

Taking the aspect of accountability further, we have also initiated Constituency Connect, where we are planning to on board various Elected Representatives, including Corporators, MLAs, and MPS. This helps the elected representatives be aware of the issues plaguing their wards and constituencies, while at the same time, helping the citizens stay connected with their representatives.

Moreover, this also helps representatives view complete list of grievances in their constituency, push complaints to agencies for resolution, filter complaints according to date, and communicate directly with complainants.

Increased utilisation of social media:

We used multiple platforms to raise awareness and get citizens to use IChangeMyCity. Though we have a vibrant social media network, we are consistently trying to better ourselves. Going forward we are looking to increase our reach in social media.

· On social media conversations will be built the current and new users to engage with them and get them to use the website.

· CPC Marketing (Facebook and Google): more Facebook and Google Ads (Search and Display) will be deployed to get people to the website

· CPL Marketing : Ad networks are/will be leveraged to reach out to new users from different websites on Cost Per Lead model

· E-Newsletters and Product e-mailers : Bi-weekly newsletters will be sent out to our current users and emailers talking about the website features will also be sent.

Building more seamless relationship with civic agencies:

One of ichangemycity.com's biggest objectives was to be the bridge between civic agencies and citizens. To achieve that goal, it was imperative to get the civic service providers involved in this ambition of ours. Today, we have seven civic agencies on board. However, we still face difficulties in getting issues resolved. Sometimes an issue takes consistent follow up on the part of the Outreach team before it is resolved. Going forward we want to build a seamless relationship with government agencies that will ensure smoother resolution of issues.

I PAID A BRIBE

Programme Overview

I Paid a Bribe (IPAB) is an online initiative started by Janaagraha that focuses on Retail Corruption. It is the largest online crowd-sourced anti-corruption platform in the world today. IPAB uses a crowd-sourcing model to collect bribe reports, and to build a repository of corruption-related data across government departments. Most importantly, it empowers citizens, governments, and advocacy organizations to tackle retail corruption.

Till March 2015, IPAB had partnered with 25 countries to create replica IPAB sites and is a part of international Crowdsourcing Against Corruption Coalition.

Milestones

1. *As of March 2015, IPAB had close to 71,518,00 visitors, and 41,167 complaints were posted.*

2. *IPAB, along with its international partners in eight countries, moved onto the SAAS (software as a service) platform. This enables easier sharing of knowhow and also allows partner countries to have their sites in multiple languages to increase ease of use.*

3. *Re-launched the IPAB site making it more user-friendly.*

4. *The IPAB site was made responsive, making it mobile/tablet compatible.*

5. *A two-member Ombudsman was formed to investigate instances of corruption, based on bribe data sourced from the IPAB website. The two-member team aims to create tangible positive impact on retail or petty corruption in Karnataka by engaging with Government departments as well as heightening citizen awareness about the need to fight bribery.*

6. *IPAB tied up with Law Farm, a Kolkata based law firm to help complainants with free legal advice relating to filing of RTIs, among other things.*

SAAS PLATFORM

GOVERNMENT ENGAGEMENT

FREE LEGAL ADVICE

I PAID A BRIBE

Report The Crime

OVER **7 MILLION PEOPLE** HAVE **UNCOVERED** THE MARKET PRICE OF **CORRUPTION**

Challenges & Learnings

Veracity of reports:

One of IPAB's primary objectives is to understand retail corruption by capturing data through crowd-sourcing. However, the biggest roadblock is difficulty in verifying the reports that come in.

Figuring out the most corrupt departments:

For a platform like IPAB to be successful it becomes imperative to understand the departments that are breeding grounds for corrupt practices. Also, it is difficult to determine the level of corruption in each department, as the number of complaints alone cannot be a determining factor about the level of corruption in a department. For eg: It may seem easier to complain about passport-related issues, but lesser complaints may come from land related issues. Are low numbers in a department due to less corruption or lack of will among citizens to speak about it?

Lack of will to pursue complaints:

Posting a complaint is only half the battle won. The lack of will on the part of the complainant to pursue the complaint to its logical end stops IPAB from being more than a complaint-posting forum.

Way Forward

Towards complaint redressal:

IPAB along with Law Farm will help those complainants who would like to pursue their complaints by helping them file RTIs and source other legal advice.

Outreach:

Taking the fight against corruption to colleges and corporates by having monthly workshops around issues of bribery and its repercussions, so as to encourage and empower citizens to fight corruption.

Launching the IPAB app:

Work on creating IPAB mobile application has been initiated. The app will help ensure that the fight against corruption is just a click away.

APPLIED RESEARCH PROGRAMME

Programme Overview

- *Janaagraha's Applied Research Programme (J-ARP) is designed to provide objective, data driven and actionable insights to help address urban issues.*
- *J-ARP, which spans across all four wings of Janaagraha's city systems framework, serves as a critical body that helps enhance in-house programs and at the same time, helps explore avenues in which JCCD can further its efforts.*

- *From driving large scale research initiatives, such as the Citizenship Index and Quality of Voter List (QoL) studies, to providing support for JCCD's grassroots programs such as Bala Janaagraha and Community Policing, J-ARP has been instrumental in helping Janaagraha address systemic issues that affect urban India.*
- *It also seeks to further connections with urban research stakeholders to implement and promote awareness of the need for increased and sustained urban research in India and of promoting evidence based policymaking.*

Milestones

1. 2014 saw the release of the Janaagraha-Brown Citizenship Index (JB-CI) first report, 'Citizenship in Urban India: Evidence from Bangalore'. The study, conducted in partnership with Brown University, United States, aims to be a seminal piece of work on measuring quality of citizenship in urban India. The 'Citizenship Index' measures the extent to which citizens' can effectively use their civil, political and social rights in cities. Janaagraha also released 'Citizenship in Bangalore: A Practitioner's View' to highlight the importance of actionable insights. The JB-CI was launched at an event at the Azim Premji Foundation in December 2014. The event witnessed speakers, including renowned academicians such as Dr. Ashutosh Varshney, Brown University and Dr. Sandeep Shastri, Jain University, to key bureaucrats such as Dr. Shalini Rajneesh, Principal Secy. to the Govt. of Karnataka, Kannada and Culture, Information and Public Relations Department and practitioners.

2. PURE – The 'improved voter list management' agenda was furthered by a study conducted around the hygiene of voter lists in Delhi – the PURE Quality of Voter Lists (QoL) Surveys. Executed using a more robust methodology than earlier studies, findings from a part of this were released to the press on 28th January 2015, in advance of the Delhi 2015 Assembly elections.highlight the importance of actionable insights The event witnessed speakers, including renowned academicians such as Dr. Ashutosh Varshney, Brown University and Dr. Sandeep Shastri, Jain University, to key bureaucrats such as Dr. Shalini Rajneesh, Principal Secy. to the Govt. of Karnataka, Kannada and Culture, Information and Public Relations Department and practitioners.

3. The J-ARP team presented its revised research methodology on 'assessing the hygiene of voter lists' at the 3rd annual EECURI conference. Delivered in the midst of renowned academic researchers from around the world, it helped the team develop its methodologies further.

4. As part of the Impact Assessment for the Bala Janaagraha program, pre and post surveys were conducted across 22 cities, involving 20,240 respondents in English, Hindi and Kannada. In addition to the surveys, a set of qualitative tools (Focus Group Discussions and a Photography Project) were used to measure civic learning (knowledge, awareness and engagement) among the current batch.

5. An 18 months follow up Security Perception Index (SPI) survey was launched in January, 2015. The survey respondents include citizens, police and citizen volunteers from the seven police stations that were part of the Community Policing Program launched in July, 2013. The survey also includes citizens and police from two police stations that were not part of the Community Policing Program. The 2015 SPI survey intends to evaluate the CP program by assessing changes in security perception between the baseline and 18 months follow up survey.

Challenges & Learnings

Developing scalable research models – PURE Quality of Voter List Study

These studies have been largely successful in bringing out an objective picture of the state of electoral rolls in cities. But they also bring to the fore, several methodological challenges:

- *Developing the right tool to measure 'quality of voter lists'*
- *Developing a scalable model, one that is fairly standard but flexible enough to be applied to all urban pockets of the country*

While the former deals with the variety and nature of errors that exist on voter rolls, exposing it to methodological issues such as reconciliation of errors in both surveys used in the study, the latter is also affected by issues such as a lack of uniform data standards across different stakeholders. With differing approaches taken by the Election Commission of India and State Election Commissions clubbed with a duplicity of efforts in terms of maintaining different rolls for urban local body elections, scalability sees several challenges.

Enhancing methodology – exploring alternate research methods and using technology

- *While quantitative techniques do give great insights on urban issues, the finer aspects sometimes need to be examined through qualitative ones. This can also be a great way of exploring new areas within the urban landscape. The J-ARP team recognizes incorporating combined approaches (qual-quant) into existing program structures as a challenge to be taken on.*
- *The J-ARP team has worked on incorporating combined approaches into the already existing streams of 'voter list management' and program evaluation through Bala Janaagraha. The team also leverages on technology to make processes efficient, such as using hand-held networked devices to gather real-time primary data.*

Importance of forging partnerships

- *Networks such as EECURI (Exploring Electoral Change in Urban and Rural India), that JCCD helped forge, have helped enhance the organization's understanding on key issues and only emphasizes the need to develop more such partnerships.*

Way Forward

- **Promote a culture of internal data gathering and sharing** – *JCCD runs several programs ranging from civic literacy to urban capacity building. All this means that tons of data is gathered and generated each day; the J-ARP team plans to foster a culture of data sharing across programs and verticals to create synergies and help enhance the productivity and efficiency of each of its programs.*

- **Help expand and enhance grassroots programs through effective M&E programs** – *impact assessment – To ensure that all its initiatives and projects are of the highest calibre in terms of quality, transparency and professionalism, J-ARP plans to set up an in-house monitoring and evaluation cell. JCCD evaluates all its initiatives/projects to try and understand its impact both in the short and long term. For an organisation that focuses on creating social change, this is a necessary and important process, as it feeds back into the organisation's future initiatives.*

- **Help foster a culture of taking data/information driven decisions both within JCCD and in policymaking** – *Through in-house training sessions on the importance of gathering credible data, its use and potential, the J-ARP team intends to enhance capacities within the organization to use data as a the main driving force behind decisions.*

IN THE NEWS

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National Science Sports World Variety Education Real Estate

Voter list errors can impact poll outcomes: Janaagraha

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Non-profit finds 22% error rate in Delhi voter list

NEW DELHI, JANUARY 28: In the December 2013 Delhi Assembly elections, AAP candidate Shazia Ilmi lost by a slender margin of 326 votes to Anil Sharma of the BJP in RK Puram constituency. Ilmi has since quit the AAP and joined the BJP.

Could slender margins of victory have anything to do with bogus or phantom voting? Yes and no, says Janaagraha Centre for Citizenship and Democracy, a Bangalore-based non-profit working to improve urban governance. The organisation released the findings of a survey on errors in Delhi's voter list here on Wednesday.

Collating its findings from a survey of eight Assembly constituencies (Rohini, Trinagar, Gandhi Nagar, Okhla, RK Puram, Gokalpur, Sangam Vihar and Palam), it said the Delhi voter list shows 22 per cent errors. Out of 13 million voters, 2.9 million can be deleted, it observed.

While Rohini had the least error rate at 9 per cent, Sangam Vihar, the country's largest unauthorised colony, reported the highest error rate of 33 per cent.

The percentage of errors is projected against the total electorate in Delhi and takes into account a majority (21 per cent) of voters who have shifted out, those whose address was not found (11 per cent) and errors in registration details, such as the spelling of name (7 per cent).

The survey found no errors in 60 per cent of the voter list.

Pointing out that many a time the errors far exceed the margin of victory and even give a wrong figure of the voting percentage, Major General (retd) Prasad, coordinator, Janaagraha, said "phantom votes can be potentially manipulated, especially in the last hour of voting, which is quite often seen to be high."

IndiaSpend

Police, Judiciary and Hospitals Lack Sensitivity Why Child Rapes Have Soared 151% In 5 Years

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Why Mumbai's Failure Is India's Failure

Shivanand Shahapur, November 23, 2014   Follow @shiv_shahapur

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Ever since the new government came to power in Delhi, there have been oft-repeated, clarion calls for 'big-bang reforms'. That India needs reforms in several forms, fields and ministries is indisputable, but what kind of reforms, especially in the nation's crumbling cities, can drive economic growth, improve the quality of life and ensure inclusive development?

India's urban population is expected to rise from 400 million to over 800 million by 2050. Mumbai's population alone is expected to increase from 18 million to around 38 million by 2050. Urban India is expected to contribute 3/4th of India's GDP by 2020 with our cities poised to become the engines of economic growth.

THE HINDU

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TODAY'S PAPER   NEW DELHI, April 3, 2015

Cities struggle to stay afloat

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India's biggest cities are simply unable to raise funds to sustain themselves, budgets presented over the past month show. Major sources of revenue, including parking fees, go untapped.

Janaagraha, a non-profit organisation in Bengaluru, and The Hindu analysed data from municipal corporation budgets presented in February and March. "We studied 21 cities, including all State capitals last year, and found that either own revenues as a percentage of total receipts are very low or total revenues themselves are very low compared with the capital expenditure requirements," said Srikanth Viswanathan, coordinator for Advocacy, Research and Capacity Building at Janaagraha. "So both in terms of total revenues and in terms of own revenues, urban local bodies are significantly under-resourced."

Mumbai is by far the richest city with its civic body proposing a total expenditure of Rs. 33,500 crore for the upcoming year. Mumbai's budget was more than that of the corporations of Delhi, Bengaluru, Hyderabad and Chennai put together.

More than the sources of revenue they tap, the numbers tell a sorry tale of untapped potential. Chennai expects to raise just Rs. 1 crore in parking fees despite 40 lakh vehicles on its streets. Despite owning prime property in the city, Mumbai expects to raise less than Rs. 40 crore in rents. Bengaluru will raise less than Rs. 50 lakh in advertisement charges.

THE TIMES OF INDIA   Bengaluru

City's civic strength: 350 staff for 1L people

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RELATED

BENGALURU: You were right all along. BBMP is responsible for the overflowing garbage and drains mucking up IT City. The Janaagraha Brown Citizenship Index report reveals that Bengaluru has only 350 municipal staffers per 1 lakh population. Durban in South Africa has 3,000 civic workers per 1 lakh people.

With a low Citizenship Index (CI), comes another indicator: urban local bodies have failed to deliver. A mere 0.32 ranking shows that civic bodies have made the process of participation complicated, which puts off citizens.

It's clear that local government in the city is highly stretched. Bengaluru is by far the worst compared to other Indian cities - Chennai has 500 staffers per 1 lakh population, Ahmedabad has 600 and Pune has 700. Pune fares better as the city is smaller and has a smaller population than Bengaluru.

The shortage of human resources relates directly to the engagement of citizens, fails to meet the growing needs of the city and affects policy changes, the report said. BBMP has filled nearly 10,000 vacant posts of 29,000 sanctioned, and caters to a population of nearly 1 crore.

The Indian EXPRESS

The talent problem

Our municipal corporations suffer from a lack of expertise

BangaloreMirror

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City flunks in citizenship index study

Bangalore Mirror Bureau | Dec 17, 2014, 04.00 AM IST

A study by Janaagraha and Brown University, USA, finds Bengaluru's citizenship index is a pathetic 0.32 out of 1

The findings of the study by Janaagraha and Brown University were released on Tuesday during a conference at the Azim Premji Foundation. The survey covered 4,093 households across Bengaluru

How much do you interact with the local corporator if there is a huge garbage dump in your area or interact with the local MLA and question him on the initiatives that have been taken to develop your area? If you can't recall the last time you made that conversation, you are not alone. A research by Janaagraha and Brown University, USA, released on Tuesday during a conference at the Azim Premji Foundation revealed that the average citizenship index of Bengaluru is 0.32 out of 1 which is considered to be a fail mark. In simple terms it means that citizens of Bengaluru do not engage much with civic or political activities apart from elections.

TIMES CITY

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Changing the concept of STREET DESIGN

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22% of names in Delhi's voter list need deletions

Delhi goes to polls on 7 February and has a total electorate of 13.3 million voters spread across 70 constituencies

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The Election Commission's Delhi unit said the survey's findings are not based on the latest list. Photo: Mint
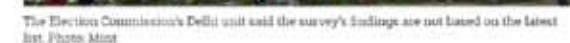
MORE FROM THIS SECTION

Foreign diplomats line up for Bihar

New Delhi: A fifth of the names in Delhi's voter list require deletions because voters may have shifted residence, according to a survey released by Janaagraha, a Bengaluru-based non-profit organization, on Wednesday

OUR PARTNERS

Janaagraha's work on bringing about systemic change which takes persistent efforts and yields substantial returns only in long term engagements. Some key visionary business leaders, strategically aligned corporates and international and domestic Foundations who share a common ideological connect have extended their support to us.

Support For The Organization:

Tata Sons
The multi-year partnership with Tata Sons has helped strengthen internal processes and build capacities, for the organisation as a whole.

Omidyar Network India Advisors
Omidyar's unrestricted grants have given Janaagraha the flexibility needed to diversify our donor base and achieve financial stability.

Acacia Conservation Fund
Acacia Partners' support has been instrumental in moving Janaagraha to the next level. It has helped us scale up, improve processes, strengthen the leadership team and build platforms.

Manipal Educational and Medical Group (MEMG)
It helps when organisations like MEMG, which are committed to systemic change, help us in our cause of urban transformation through their belief and support.

NR Narayan Murthy
Mr Murthy, Founder of Infosys, has been a great champion of Janaagraha's work and has consistently supported the organisation over the years.

S Shibulal
Mr. Shibulal, founding member of Infosys, has believed in our work and contributed to Janaagraha through a multiyear partnership.

Kris Gopalakrishnan
Over the years, Mr Gopalkrishnan has continued to support Janaagraha at an institutional level. Also co-founder of Infosys, he is always committed to our work.

Support For The Programmes:

The British High Commission
Through their Prosperity Fund, the British High Commission helped us to organise the Coalition against Corruption (CoCo) conference which brought together delegates from various countries to discuss the impending issue of corruption.

Bharat Petroleum Corporation Ltd.
Bharat Petroleum Corporation Ltd. supports the Bala Janaagraha programme and has actively particpated in the annual civic fests.

Dell
Dell as an organisation is deeply involved with our work on the Bala Janaagraha programme. Apart from the monetary support, Dell continuously engages with the students who are the beneficiaries of the programme through their employee initiatives.

GMR Varalakshmi Foundation
GMR believes in the need for urban transformation to improve India's cities. Taking this belief forward, the foundation supports Janaagraha for the Bala Janaagraha programme.

HSBC
HSBC has been supporting our Bala Janaagraha programme for the past four years. They have complete belief in the efficacy of the programme and the change that it can bring about.

IDFC Ltd
IDFC supported us for Annual Survey of India's city-systems (ASICS) event. ASICS is an independent benchmarking of cities through a systemic framework which is done across 21 cities.

Mindtree Ltd
Mindtree is closely associated with Janaagraha at both macro and micro level. Apart from supporting the Bala Janaagraha programme, Mindtree employees also engage with our online platform IChangeMyCity.com

Pirojsha Godrej Foundation
The foundation has been a consistent supporter of the Bala Janaagraha programme for the past four years and has committed to many years of future partnership.

Tata Steel Ltd
Tata Steel has been in a multiyear partnership to support our efforts in Bhubaneshwar to work with the Urban Local Bodies on TenderSURE, Master Plans, PROOF and IChangeMyCity.com

The Asia Foundation
TAF supports Janaagraha's Open Works programme. TAF worked closely with the team over FY 14-15 to understand the programme and walk with us during its progress.

WAY AHEAD

Over the last 14 years we have experienced, explored and redefined what it takes to transform our cities into vibrant centres with a great quality of life and increasing citizenship values. Our diverse programs address this in a focused fashion with clear objectives impacting change. We are at a cusp in the evolution of Janaagraha wherein the fundamental structures, philosophy and ideals are bolted down and it appeared we needed to add a layer which crystallised our efforts across the board and brought in collective impact through diverse programs.

We thought through this issue in detail for many months towards the end of the year. The outcome was a re-defined Strategy Map[refer table 1] and an improved operational structure[refer figure 1] with a clear mandate to focus on stakeholders and converge efforts on making an impact on improving Infrastructure & Services and Citizenship.

The three pronged approach promoting Civic Learning , Civic Participation and Advocacy & Reforms is the outcome of this thinking. Critical guidance and support was provided by Aon Hewitt who were tasked with assisting the Management Committee in bringing this thought process to actionable plans and projects through the Learning Organisation framework. This framework importantly brings together the themes of Systemic Thinking, Shared Vision, Personal Mastery, Mental Models and Team Learning. All themes central to developing the organisation and ensuring continued focus on the mission and goals.

The next 3 years will focus on creating impact through the new strategy and internally promote the Learning Organisation framework.

Figure 1

The new organisational structure

Civic Learning

Civic Participation

Advocacy & Reforms

TABLE 1

Mission	Transform Quality of Life in India's cities and towns
	We define Quality of Life as Quality of Infrastructure and Services and Quality of Citizenship

WHAT DO WE WANT TO ACHIEVE ?

Make a measurable difference in Quality of Citizenship

Quality of Citizenship refers to citizens participating actively in civic matters in their neighbourhood.

Make a measurable difference in Quality of Infrastructure and Services

Quality of infrastructure and services refers to all that needs to be provided by governments to citizens in an inclusive manner, meeting acceptable standards of public service delivery.

WHAT DO WE WANT TO DO ?

Promote civic learning and engagement in neighbourhoods

Educate citizens about their role and role of government

Actively facilitate citizen participation in civic matters

Advocate governments to adopt a strategic and actionable framework to urban transformation in whole or in part

Build Janaagrahas reputation as the go-to organisation on urban transformation

Advocate governments to adopt a strategic view of urban transformation

Partner with the government in implementing reforms to laws and policies in the high - impact areas of municipal finance, civic learning and municipal staffing

HOW WILL WE DO IT ?

Systematically deliver civic learning modules to school students, college students, corporate employees, and other groups of citizens

Create innovative platforms, both on ground and on-line, and provide data and tools to bring citizens and governments together

Create platforms, and provide insights and data on select urban matters to engage stakeholders

Create a blue print of a strategic roadmap, manage pilot (s), and advocate for adoption

Diagnose comprehensively, create a solution roadmap, manage pilot(s), and scale through policy advocacy

FINANCIALS

Receipts & Expenditure Account
For the period ended 31st March 2015

Receipts		Amount in 000's
	Donations	₹ 70,245
	Project Specific Donations	₹ 11,519
	Other Income	₹ 12,882
	Certified In kind	₹ 51,365
	Total	₹ 1,46,011

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.

Expenditure		Amount in 000's
	Urban Planning & Design: Grants to Jana Urban Space Foundation	₹ 10,000
	Urban Capacities & Resources: Urban Capacity Building	₹ 711
	Empowered & Legitimate Political Representatives: Pure Rolls / Jaagte Raho	₹ 19,626
	Transparency, Accountability & Participation:	
	Public Record of Operations & Finance	₹ 4,068
	Bala Janaagraha	₹ 33,552
	Community Policing	₹ 4,812
	I Paid a Bribe	₹ 9,794
	I Change my City	₹ 34,293
	Advocacy	₹ 5,083
	Ward Quality Score (Urban Infrastructure Index)	₹ 146
	Annual Survey of India's City Systems	₹ 3,658
	Research	₹ 4,303
	New Cities	₹ 1,728
	I Change my Street	₹ 6,046
	Janayukta	₹ 1,341
	Open Works	₹ 2,269
	Depreciation	₹ 2,204
	Certified In kind	₹ 51,365
	Excess of Expenditure over Receipts	₹ -48,988
	Total	₹ 1,46,011

BALANCE SHEET
AS ON MARCH 31st, 2015

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Balance Sheet as at March 31, 2015

(Amount in Rs)

	Particulars	Note No.	As at 31-Mar-15 Rs.	As at 31-Mar-14 Rs.
A	**LIABILITIES**			
1	Funds			
	(a) General Fund		27,133,325	27,133,325
	(b) Endowment Fund		90,000,000	90,000,000
			117,133,325	117,133,325
2	Reserve fund	3	16,295,396	65,283,725
			16,295,396	65,283,725
3	Other Current liabilities	4	1,485,582	1,068,003
			1,485,582	1,068,003
	TOTAL		134,914,303	183,485,053
B	**ASSETS**			
1	Non-current assets			
	(a) Fixed assets	5	7,430,148	8,699,625
			7,430,148	8,699,625
2	Current assets			
	(b) Cash and bank balances	6	104,592,521	159,980,750
	(c) Short-term loans and advances	7	3,406,743	3,494,355
	(d) Other Current assets	8	19,484,891	11,310,323
			127,484,155	174,785,428
	TOTAL		134,914,303	183,485,053

See accompanying notes forming part of the financial statements

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

For and on Behalf of the Board of Trustees

S Ganesh
Partner

Ramesh Ramanathan
Trustee

Swati Ramanathan
Trustee

Place: Bangalore
Date: 24.09.2015

Place: Bangalore
Date: 24.09.2015

INCOME AND EXPENDITURE
AS ON MARCH 31st, 2015

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Statement of Income and Expenditure for the year ended March 31, 2015

(Amount in Rs)

	Particulars	Note No.	For the year ended 31-Mar-15 Rs.	For the year ended 31-Mar-14 Rs.
1	Donations and contributions received		81,763,948	139,105,485
2	Interest income		12,881,858	14,060,321
3	Other income	9	9,644	2,000
4	Excess of expenditure over income		48,988,329	-
5	Total (1+2+3+4)		143,643,779	153,167,806
6	Expenses			
	(a) Salaries and allowances	10	61,420,237	47,840,501
	(b) Other expenses	11	80,019,418	79,304,654
	(c) Depreciation expense	5	2,204,124	2,656,902
7	Excess of income over expenditure		-	23,365,749
8	Total (6+7)		143,643,779	153,167,806

See accompanying notes forming part of the financial statements

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants

S Ganesh
Partner

For and on Behalf of the Board of Trustees

Ramesh Ramanathan
Trustee

Swati Ramanathan
Trustee

Place: Bangalore
Date: 24.09.2015

Place: Bangalore
Date: 24.09.2015

RECEIPTS AND PAYMENTS ACCOUNT

AS ON MARCH 31st, 2015

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Receipts and Payments Account for the year ended March 31, 2015

Receipts	Amount in Rs.	Total	Payments	Amount in Rs.	Total
Opening Balance			**Project Expenditure**		
Cash in hand		282	Annual Survey of India's City Systems	3,608,490	
Cash at Bank			Ward Quality Score	146,480	
Citi Bank FCRA A/c No.060026/9801	195,301		I Paid a Bribe	9,769,098	
Citi Bank Corpus A/c No.5724194801	15,307,980		Jangle Babu	19,353,503	
Citibank SB A/c No.5523465807	684,857		Bala Janaagraha	33,210,906	
SBT A/c No.6716259125l	10,679		Advocacy	5,056,023	
SBT A/c No.6725303355l	33,870		Urban Capacity Building	709,636	
Yes Bank A/c No. 0022946000000040	1,224,369	17,356,855	I Change my City	33,907,673	
			Public Record of Operations & Finance	4,065,062	
Donation and Grants			Research	4,291,852	
Donations and Grants received		81,763,948	Community Policing	4,732,186	
			Grant to Jana Urban Space Foundation	10,000,000	
			New Cities	1,729,505	
Interest received from Fixed Deposits			I Change my Street	6,046,792	
Citibank - FD A/c 317501000400	105,561		Jatayukta	1,335,788	
Citibank - FD A/c 317501000500	19,717		Open Works	2,223,946	
SBT - FD A/c 6726550697	420,113				140,206,648
SBT - FD A/c 6725457072	37,186		**Capital Payments**		
SBT - FD A/c 6726550926	490,768		Fixed Deposits during the year		61,200,000
SBT - FD A/c 6726550494	163,599				
Syndicate Bank- FD 00152	202,046		**Fixed Assets**		
Syndicate Bank - FD 00177	624,300		Computers & Accessories (FA Purchase)	469,876	
Syndicate Bank- FD 041644708000841/1	196,271		Furniture & Fixture (FA Purchase)	219,594	
SBT - FD A/c 6725457072	9,357		Office Equipments (FA Purchase)	1,533,484	2,223,954
Interest received from bank	1,987,181	4,253,909			
Other Income			**Other Payments/Adjustments**		
			Credit Card Due as on 31-3-2014 paid in		
Interest on Savings Bank Accounts	453,381		April-2014	864,215	
TDS Refund FY 12-13(Principle excl interest)	73,704		TDS Due as on 31-3-2014 paid in April-2014	176,942	
Interest recd on TDS	8,475		Payment to creditors	4,336	
Sale of News Paper	1,368				
Sale of assets	134,300	671,229	Advances Paid in current year		
			Mgage India Ltd	12,360	
Other Receipts			Sachendra Paisley	16,311	
Credit Card Due as on 31-3-2015 (included in Prog expen under Payments)	770,391		Sonal Dwivedi	1,310	
TDS Due as on 31-3-2015 (included in Prog expen)	706,377		Salary due (Earlier year) paid	14,044	
			TDS receivable as on March 31, 2015	127,304	1,216,473
Advances paid during last year bills booked in current year			**Closing Balances**		
BM Solutions	132,000		Cash in hand		22,467
Old world hospitality	21,491		**Cash at Bank**		
White space 35	17,500	1,647,959	Citibank FCRA A/c No.060026/9801	1,663,582	
			Citibank Corpus Fund A/c No.5724194801	135,536	
Capital Receipts			Citibank SB A/c No.5523465807	27,134	
Fixed Deposits matured during the year		101,007,964	SBT A/c No.6716259125l	13,345	
			SBT A/c No.6725303553	29,728	
			Yes Bank A/c No.0022946000000040	30,035	
			Endowment Fund A/c No.5061900812	35,047	1,934,405
Total		206,881,946	**Total**		206,881,946

See accompanying notes forming part of the financial statements

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants

For and on Behalf of the Board of Trustees

S Ganesh
Partner

Ramesh Ramanathan
Trustee

Swati Ramanathan
Trustee

Place: Bangalore
Date: 24.09.2015

Place: Bangalore
Date: 24.09.2015

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Notes forming part of the Financial Statements for the year ended March, 31 2015

Note 1
Background

Janaagraha Centre for Citizenship and Democracy is a non- profit organization (Trust) based in Bangalore founded in 2001 by Ramesh Ramanathan and Swati Ramanathan. Janaagraha operates in facilitating citizen participation in Public Governance. The trust is registered under Section 12AA of the Income Tax Act, 1961 and is eligible for exemption under Section 11 of Income Tax Act, 1961.

Note 2
Significant Accounting policies
a.Basis of accounting and preparation of financial statements

The financial statements of the Trust are prepared under the historical cost convention and are on cash basis.

b.Fixed assets and depreciation

Fixed assets are stated at written down values i.e cost of acquisition less accumulated depreciation. Cost of acquisition of fixed assets includes all direct expenses relating to acquistion and installation of the asset.Depreciation is calculated using written down value method at base rates specified in Appendix 1 to the Income Tax Rules, 1962.

c. Recognition of Income
i) Donations and contributions received

a) Incomes are recognized at the time of receipt of grants or donation or fees.The grants received for respective projects are utilized to the extent of expenditure incurred for the year and unutilized grants are kept separately as grants received for the projects to be utilized in the subsequent year.
b) Gifts/Contributions in kind are not valued.

c) Earmarked donations and grants are credited to the corresponding fund account in the balance sheet and are transferred to the Income and Expenditure account in the year in which and to the extent to which the trust complies with conditions attached to them.
d) Other donations and grants are recognized in the year of receipt.

ii) Interest Income
Interest income is recognised on accrual basis.

d. 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.

e. Foreign currency translations

Foreign currency receipts on account of donations and grants are translated at rates prevailing at the time of receipt into the designated accounts of the trust.

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Notes forming part of the Financial Statements for the year ended March, 31 2015

Note 3
Reserve fund:

(Amount in Rs)

Particulars	As at 31 March, 2015	As at 31 March, 2014
Opening balance	65,283,725	41,917,976
Add: Excess of Income over expenditure	-	23,365,749
Less: Excess of expenditure over income	48,988,329	-
Closing Balance	**16,295,396**	**65,283,725**

Note 4
Other Current liabilities:

(Amount in Rs)

Particulars	As at 31 March, 2015	As at 31 March, 2014
Statutory Liabilities- Tax Deducted at Source	706,578	176,992
Other Payables	779,004	891,011
Total	**1,485,582**	**1,068,003**

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Notes forming part of the Financial Statements
Note 5

Tangible Fixed Assets

(Amount in Rs)

PARTICULARS	RATE	Opening Written Down Value 1st April 2014	Additions >180 DAYS	Additions <180 DAYS	Deletion	Assets written off	Total	Depreciation expense	Closing Written Down Value 31st March 2015
Computers	60%	1,870,329	51,800	436,574	-	71,341	2,286,804	1,229,006	1,057,778
Furniture & Fixtures	10%	2,305,241	143,390	120,113	-	-	2,568,904	226,894	2,342,061
Intangible Assets	25%	9,238	-	-	-	-	9,238	1,864	7,373
Office Equipments	15%	4,814,734	1,242,658	227,021	289,868	104,867	5,289,170	766,278	4,314,857
TOTAL		**8,999,620**	**1,437,130**	**784,401**	**289,868**	**187,402**	**9,434,273**	**1,204,144**	**7,410,144**

Note
Depreciation provided on written down value basis under Income Tax Act, 1961
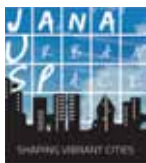
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**NOTES TO
FINANCIAL
STATEMENT
AS ON MARCH 31st, 2015**

</div>

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Notes forming part of the Financial Statements for the year ended March, 31 2015

Note 6
Cash and bank balances: (Amount in Rs)

Particulars	As at 31 March, 2015	As at 31 March, 2014
(a) Cash on hand	22,467	282
(a) Balances with banks		
(i) Current accounts	1,663,582	195,101
(ii) Deposit Accounts	102,635,649	142,443,613
(iii)Others (saving bank accounts)	270,823	17,341,754
Total	104,592,521	159,980,750

Note 7
Short-term loans and advances   (Amount in Rs)

Particulars	As at 31 March, 2015	As at 31 March, 2014
Security Deposits	1,755,800	1,755,800
Advance tax	1,621,162	1,567,562
Other advances	29,781	170,993
Total	3,406,743	3,494,355

Note 8
Other Current assets   (Amount in Rs)

Particulars	As at 31 March, 2015	As at 31 March, 2014
Interest accrued but not due on deposits	19,484,891	11,310,323
Total	19,484,891	11,310,323

Note 9
Other income: (Amount in Rs)

Particulars	For the year ended 31 March, 2015	For the year ended 31 March, 2014
(a) Other non operating Income - Miscellaneous income	9,644	2,000
Total	9,644	2,000

Note 10
Salaries and allowances

Particulars	For the year ended 31 March, 2015	For the year ended 31 March, 2014
Salaries and allowances	61,420,237	47,840,501
	61,420,237	47,840,501

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Notes forming part of the Financial Statements for the year ended March, 31 2015

Note 11
Other Expenses

Particulars	For the year ended 31 March, 2015	For the year ended 31 March, 2014
Administration	11,632,464	9,471,422
Books & Periodicals	391,047	90,756
Consultancy & Professional Fees	9,377,216	13,172,790
Donation	123,000	
Postage & Courier	245,015	545,215
Printing & Stationery	4,337,196	3,959,583
Project Costs/Research & Documentation	18,975,628	20,823,398
Repairs & Maintainance	2,742,902	1,761,636
Telephone & Communication	1,645,531	2,413,880
Travel & Conveyance	8,262,998	9,476,884
Web Expenses	11,317,080	8,260,302
Office Renovation Expenses	-	1,319,988
Loss on discard of Fixed Assets	1,153,007	-
Membership Fee	12,599	-
Software Licence Renewal Fees	5,733	-
Donation paid to JUSF	10,000,000	8,000,000
	80,019,415	79,304,654

Note:
Refer Note 11a for the cost incurred towards various projects which are disclosed at the project level.
Indirect costs in the nature of salary and other administrative costs (except loss on discard of fixed assets
and depreciation expense) are allocated to the projects based on the headcount in each of the projects and is
consistent with the earlier years.

Note: 11a
Project Expenditure: (Amount in Rs)

Particulars	For the year ended 31 March, 2015	For the year ended 31 March, 2014
PURE List (Jaagte Raho)	19,353,503	17,651,397
Bala Janaagraha	33,210,906	15,434,422
Community Policing	4,732,186	3,187,082
I Paid A Bribe	9,769,008	20,429,633
I Change my City	33,987,473	24,831,569
Annual Survey of India's City	3,658,690	8,448,238
Ward Quality Score	146,680	1,732,384
Advocacy	5,056,023	3,114,013
Urban Capacity Building	709,636	2,329,986
Public Record of Operations & Finance	4,045,062	3,676,858
Research	4,281,852	15,007,303
Janayukta	1,335,788	-
Open Works	2,223,946	-
New Cities - BBSR	1,729,503	1,302,070
I Change my Street	6,046,792	-
Grant to Jana Urban Space Foundation	10,000,000	8,000,000
Total	140,286,648	127,145,155

Jana Urban Space Foundation (India)

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JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY