



ANNUAL REPORT 2012-13



JANAAGRAHA CENTRE FOR CITIZENSHIP AND DEMOCRACY
&
INDIA URBAN SPACE FOUNDATION

**URBAN
PLANNING
& DESIGN**

**URBAN
CAPACITIES
& RESOURCES**

QUALITY OF LIFE

**TRANSPARENCY
ACCOUNTABILITY
& PARTICIPATION**

**EMPOWERED &
LEGITIMATE
POLITICAL
REPRESENTATION**

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ABOUT US



Janaagraha Centre for Citizenship and Democracy is a non-profit organisation based in Bangalore, India. It works with citizens and government to improve the quality of life in Indian cities and towns.

The term 'quality of life' as defined by Janaagraha has two distinct and inter-related aspects. The first 'quality of urban infrastructure and services' - the quality of urban amenities, i.e., roads, drains, traffic, transport, water supply etc. The second aspect is the 'quality of citizenship' - the role that urban residents play by participating in civic issues.

Founded in 2001 by Ramesh Ramanathan and Swati Ramanathan, Janaagraha started as a movement to enable citizen participation in public governance. It has now evolved into a robust institution for Citizenship and Democracy.

Janaagraha works to fix India's City-Systems – invisible, complex and inter-related elements of laws and policies, institutional frameworks and processes that underlie and drive Quality of Life. Our approach is informed by our four-part **City-Systems Framework** which includes: Urban Planning and Design; Urban Capacities and Resources; Empowered and Legitimate Political Representatives; and Transparency, Accountability, and Participation.



India Urban Space Foundation [IUSP Foundation] was established in 2007 by Swati Ramanathan. It is a registered charitable Trust working on the core assumption that spatial planning is central to shaping vibrant cities. Spatial plans link the delivery of infrastructure and services to the sustainable governance of our cities. When used effectively, spatial plans reflect government policies and development initiatives, translating them to ground reality. They anchor the long-term political, social, economic and environmental vision for a city and its region and guide all public agencies towards delivering on that vision. They provide the public with tangible measures to evaluate the working of their government. In essence, spatial plans are the fulcrum around which vibrant cities are shaped.

The objective of the Foundation is to catalyse a more thoughtfully planned urban transition, with improved standards, technologies, norms, practices and benchmarks for urban planning.

The Foundation's activities are focused in three streams: Urban Planning Practice; Urban Design Practice; Planning and Design Policy. Under these streams, IUSP Foundation supports governments on the implementation of master plans, undertakes urban design, and provides technical expertise for reforms in planning policies. The Foundation also organises vibrant platforms that bring together government, market, academia, policy thinkers, practitioners and civil society.

MESSAGE FROM THE FOUNDERS



RAMESH
RAMANATHAN



SWATI
RAMANATHAN

After a decade of work on the ground, we are convinced that cities cannot deliver sustainable improvements in Quality of Life unless they have robust CITY-SYSTEMS.

A robust CITY-SYSTEM has 4 components:

- a. Well-structured Urban Planning and Design
- b. High levels of Urban Capacities and Resources
- c. Empowered and also Legitimate Political Representatives
- d. Transparent, Accountable and Participatory Cities

These themes are not independent silos, but interdependent components. The cities that we admire around the world exhibit all 4 components of the City-System, and hence are not only able to deliver high quality of life to their residents, but also reinvent themselves to respond to the continuing challenges that they face.

Underpinning each of these themes is a detailed set of institutions, laws, policies and processes. For example, on Urban Planning and Design, India Urban Space is pushing for plans at the regional, city and neighbourhood levels; clearly authorized institutions that are mandated with the development of the plan; enabling tools like GIS maps of the right specifications; mechanisms for multiple departments to take collective ownership over the spatial plan outputs, etc. Similarly, on participation, Janaagraha recommends institutional platforms for citizen participation in urban areas called Area Sabhas, similar to what already exists in rural India, via gram sabhas – the community participation law drafted by us is a mandatory reform under JNNURM.

Janaagraha's City-Systems Framework has over 100 specific

points of measurement. This year's Inaugural Edition of Janaagraha's Annual Survey of India's City Systems (ASICS) measured India's top 11 cities, and benchmarked them to London and New York as global peers. The average scores for New York and London were 90%, while Indian cities averaged barely 30%. This highlights the enormous and urgent challenges that confront Indian cities, in fixing our upstream institutional and governance processes to solve urban challenges.

Janaagraha's CITY-SYSTEMS framework can be a city-strategy for politicians and bureaucrats to adopt - the ASICS scorecard gives them clear indicators of key gaps in their city's governance. The CITY-SYSTEMS framework also helps in building consensus among stakeholders outside government, catalyzing a unified voice to demand change from decision-makers.

Transforming quality of life in India's cities is a large ambition. Given our limited financial and human resources, our strategy (in non-profit terms, our **Theory of Change**) to make this happen through our 2 institutions - Janaagraha and India Urban Space - needs to address how we intend to do this with the least amount of resources, in the shortest possible time, creating the largest possible multiplier effect. Our approach is to work with Government and Citizens, while energizing an ecosystem of stakeholders, and seek to build scalable solutions via 3Ps – Policies, Platforms and Partnerships.

JANAAGRAHA BOARD

Janaagraha's Board is composed of a diverse group of respected leaders across a range of sectors – nonprofit, government service, technology, finance and consulting.



AL FERNANDEZ

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



ASHISH DHAWAN

Founder
Central Square Foundation
MBA Harvard, BS Yale.



SRIDAR IYENGAR

Partner
Bessemer Capital
Over 35 yrs of global corporate experience. On boards of Dr. Reddy's and ICICI.



CV MADHUKAR

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



MADHU KISHWAR

Partner/Professor
Centre for Study of Developing Societies, Founder-Editor Manushi. Among India's leading gender-rights activists.



DR. GK JAYARAM

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



V RAMACHANDRAN

Ex Chief Secretary
Govt of Kerala. Sits on various
govt committees. Considered
India's leading expert on
decentralisation.



DR. VIVEK MANSINGH

President
Cisco's Voice Technology
Group, a tech veteran with
several patents. Board member,
NIT, Allahabad.

JANAAGRAHA TRUSTEES

The trustees of Janaagraha are the custodians of the institution. Ensuring the strategy and operations of the institution are strongly bound by the values and purpose. They are the final authority on financial transactions and overseeing statutory compliances



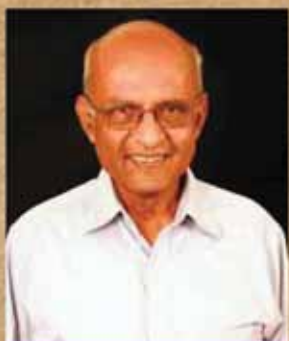
RAMESH RAMANATHAN

Co-founder, Janaagraha &
Promotor-Director
Janalakshmi.



SWATI RAMANATHAN

Co-founder, Janaagraha &
Chairman, India Urban Space
Foundation.



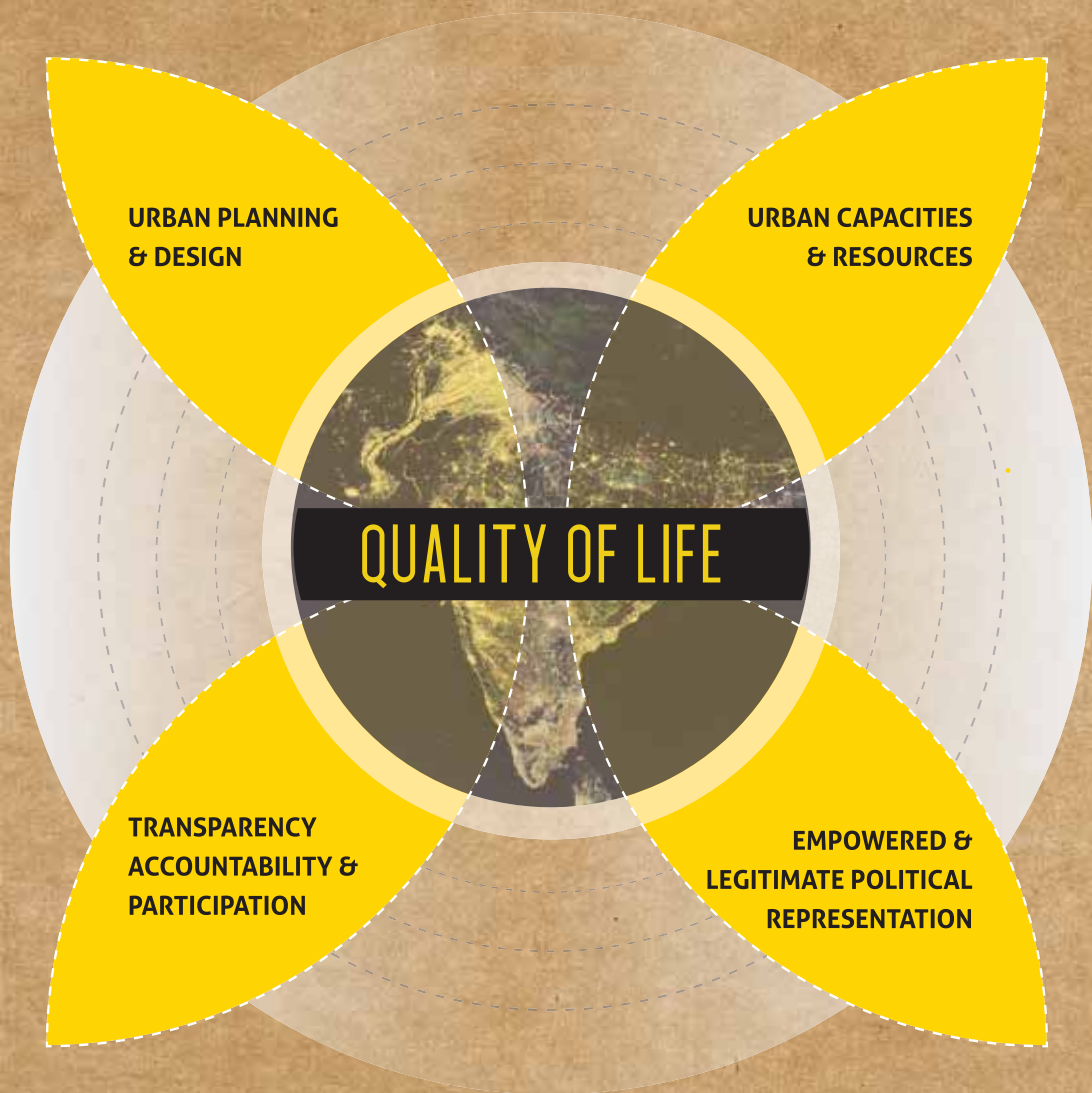
KK NAYAR

Janaagraha Trustee
Former Executive Director at
Unilever Subsidiaries in India,
UK and Egypt.



UNNI RAJA GOPAL

Janaagraha Trustee, Member
of the Institute of Management
Consultants of India:
Specializes in Audit and assurance
services, Accounting and
Business Consulting areas.



JANAAGRAHA'S CITY-SYSTEMS FRAMEWORK

There can be no disagreement that our cities need urgent attention – **roads, traffic, garbage, power, water-supply, environment, crime and safety** are **Quality of Life** aspects that frustrate us daily as city-residents. But these are only the symptoms. They are visible elements of a systemic failure in the governance and management of our cities. Any number of band-aids cannot prevent the malaise from spreading, unless these underlying structural deficiencies are treated. Figuring out a way by which the challenges of cities can be distilled into a frame of reference, will align action towards coherent change.

We call this our **City-Systems Framework** and view the challenges of our cities through the lens of its **four defining aspects**. These four interrelated aspects are

the building blocks for transforming our cities and creating a more sustainable future for growth.

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

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



ANNUAL SURVEY OF INDIA'S CITY-SYSTEMS

The Annual Survey of India's City-Systems (ASICS) – **Janaagraha's Flagship Report** – is an objective measure of the state of our City-Systems, benchmarked against some of the best cities of the world. It is informed by Janaagraha's four-part **City-Systems Framework**, and is based on a checklist comprising over one hundred parameters. This checklist is assessed by a stellar Jury including domain experts from within government and the private sector. ASICS has already emerged as a frame of reference for conversations on the way forward for Indian cities.

An integral part of ASICS is a citizen perception survey titled **Voice of India's Citizens (VOICE) Survey**, carried out in the same cities covered by ASICS. The VOICE survey complements ASICS by providing a reality check with what citizens perceive and desire.

ASICS REPORT 2012-13

In its inaugural edition ASICS covered eleven Indian cities - Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Jaipur, Kanpur, Kolkata, Mumbai, Pune and Surat. New York and London served as the two global benchmarks. As well as assessing these cities against the four themes of Janaagraha's City Systems Framework, the report provided critical action points for Indian Cities to improve the quality of their City Systems.



ASICS EVENT 2012-13

Janaagraha unveiled the inaugural edition of ASICS in New Delhi on Thursday, 4th April 2013 before a distinguished audience comprising elected representatives, senior policy makers and urban administrators, business leaders, representatives from multilateral institutions, civil society and the media.

The ASICS event had a unique format, with global domain experts delivering key note speeches on each of the four components of Janaagraha's City-Systems Framework. This was followed by interactive panel discussions anchored by ASICS Jury members.

The ASICS event also witnessed the announcement of the VOICE Awards based on the VOICE Survey for best performing cities based on citizens' perception of quality of life and quality of City-Systems. Surat won top honours in the VOICE Awards for both categories, with Ahmedabad, Pune and Chennai also being recognised with awards.



Victor Vergara speaks on Participatory Budgeting in Porto Alegre



Baijayant Panda and David Becker discussing Voter List management



VOICE AWARDS - SURAT
QUALITY OF CITY-SYSTEMS
awarded by Arun Maira



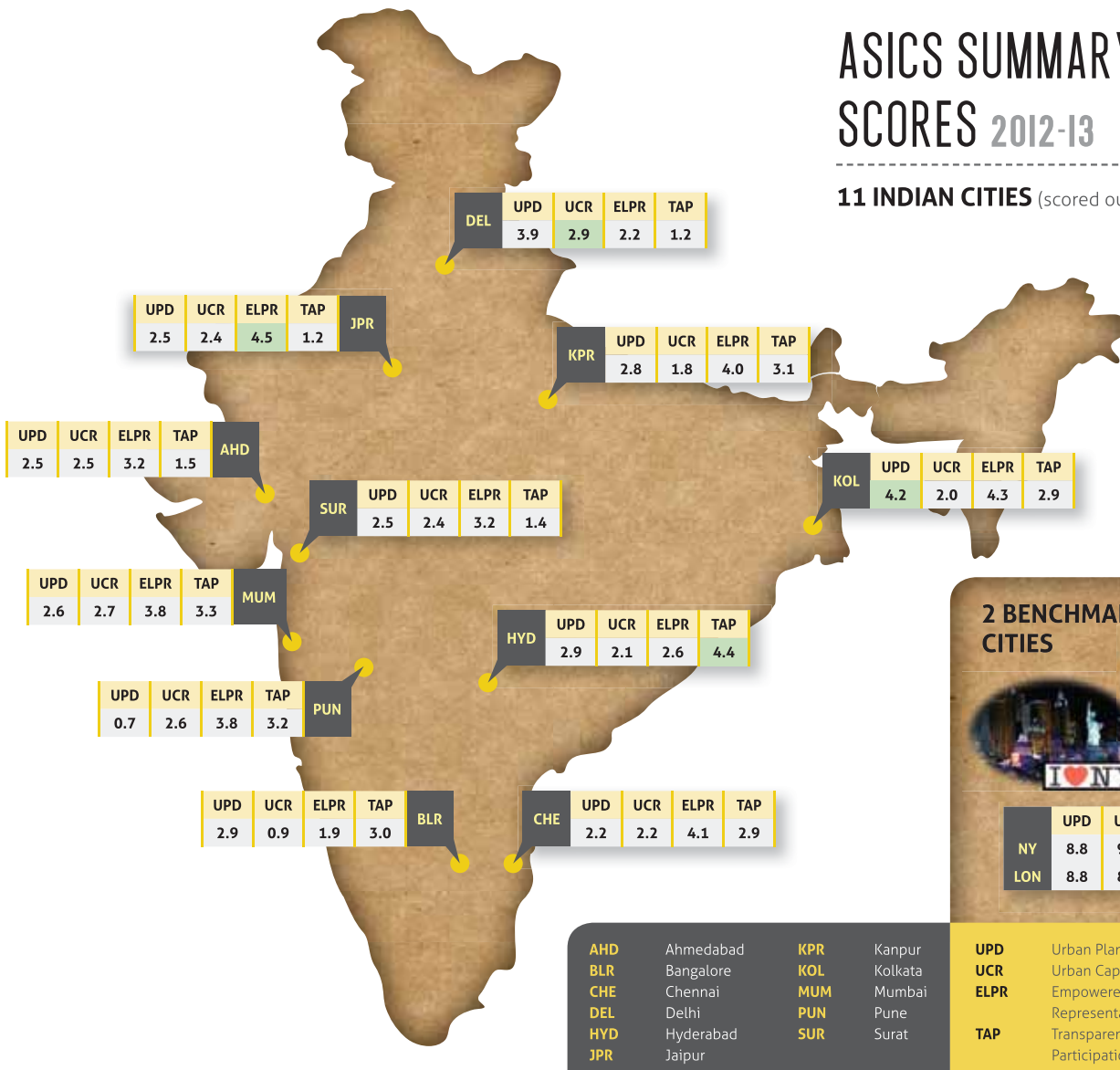
VOICE AWARDS



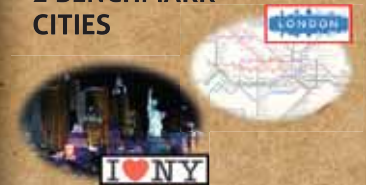
Liu Thai Ker and Arun Maira sharing a lighter moment during the panel discussions

ASICS SUMMARY SCORES 2012-13

11 INDIAN CITIES (scored out of 10)



2 BENCHMARK CITIES



	UPD	UCR	ELPR	TAP
NY	8.8	9.9	9.4	8.9
LON	8.8	8.1	9.3	8.1

AHD	Ahmedabad	KPR	Kanpur
BLR	Bangalore	KOL	Kolkata
CHE	Chennai	MUM	Mumbai
DEL	Delhi	PUN	Pune
HYD	Hyderabad	SUR	Surat
JPR	Jaipur		

UPD	Urban Planning & Design
UCR	Urban Capacities & Resources
ELPR	Empowered and Legitimate Political Representation
TAP	Transparency, Accountability & Participation



200 CRORES 12 ROADS

NUSPD GUIDELINES

- Draft Urban Spatial Planning and Development (USPD) Guidelines produced for states, in partnership with the Ministry of Urban Development (MoUD).
- Spatial Plans developed for Chhindwara, and Valluvanad / Perinthalmanna at request of respective governments.

TENDER S.U.R.E.

- Rs. 200 Crores allocated by State Government of Karnataka to TenderSURE roads
- Detailed Project Reports (DPRs) produced by IUSP for 12 roads in Bangalore
- Brigade Road Redesign document released
- TenderS.U.R.E Volume II on revision of procurement process released.

URBAN PLANNING & DESIGN

COMMUNITY POLICING IN 7 POLICE STATIONS

COMMUNITY POLICING

Government order passed to institute community policing in 7 police stations across Bangalore (one for each police division) –Janaagraha is implementation partner.

10,300 STUDENTS

146 SCHOOLS

BALA JANAAGRAHA

10,300 students reached across 146 schools in 5 cities – Bangalore, Hyderabad, Pune, Ludhiana, and Patna

TRANSPARENCY ACCOUNTABILITY & PARTICIPATION

URBAN G2C AWARDS

PROOF

Inaugural G2C Awards on 31st October 2012, to provide an objective framework for evaluating the citizen centricity of government websites – a key milestone in catalysing Open Governance in India.

2000+ ISSUES RESOLVED

I-CHANGE-MY-CITY.COM

Over 2000 real life civic issues resolved at the neighbourhood level through www.ichangemycity.com – Janaagraha's hyper-local social networking platform for civic change.

2,000,000+ USERS

I-PAID-A-BRIBE.COM

- Crossed 2 Million users on www.ipaidabribe.com
- Expanded the Crowdsourcing Against Corruption Coalition (CACC) to include 8 partner countries – Kenya, Zimbabwe, Azerbaijan, Ukraine, Morocco, Greece, Pakistan, Kosovo.

QUALITY
ACHIEVED
2012



240 IAS OFFICERS 8 SESSIONS

URBAN CAPACITY BUILDING ●

3 Janaagraha Urban Case Studies produced / used by 240 IAS officers across 8 sessions at the Lal Bahadur Shastri National Academy of Administration (LBSNAA).



25.000 ADDITIONS 50.000 DELETIONS

50% FASTER LOADING

JAAGTE RAHO! ●

- 25,000 additions and 50,000 deletions from Shantinagar electoral list leading to 75% accuracy rate and 14% increase in voter turnout in Karnataka State elections 2013.
- Pioneered use of tablets for voter list verification in Shantinagar – an India first.

● TECHNOLOGY

- Implementation of performance improvement methodologies for both on-line platforms leading to a reduction in loading time of 50% on www.ichangemycity.com and www.ipaidabrike.com
- Implementation of Document Management System – Sharepoint – at the enterprise level.

4 NEW PARTNERSHIPS

198 WARDS WQS CONDUCTED

PEOPLEWORKS IMPLEMENTED

● PLANNING & DEVELOPMENT

- Implementation of Salesforce for improved donor relations management
- Continued partnerships with Godrej, Acacia Conservation Fund, Omidyar Network
- New partnerships with TATA, HSBC, Asia Foundation, Edel Give Foundation.

● APPLIED RESEARCH PROGRAM

- Launched Citizenship Index (CI) project in collaboration with Brown University
- Conducted of Ward Quality Score (WQS) to measure quality of life in all 198 Wards of Bangalore according to key indicators – Mobility, Sanitation, Water Supply, Public Amenities, Environment.

● HRVM

- Implementation of Peopleworks for HR management at the institutional level
- Improvement of review and appraisal systems
- Recruitment of robust leadership with competencies and institutional alignment.





PROGRAMME OVERVIEWS



TENDERS.U.R.E. (run by India Urban Space Foundation)

WHAT WE DO

TenderS.U.R.E. is a programme to address the challenges of **Urban Design** in Janaagraha's **City Systems Framework**. Its goal is to improve the quality of life in our cities by getting our road infrastructure right. Cities today need efficient and equitable networked infrastructure, which enables the mobility of people and goods. TenderS.U.R.E. helps government and contractors achieve this, by providing them with vital blueprints for building world-class roads.

BACKGROUND

TenderS.U.R.E. started with the simple idea of educating contractors and local engineers who build and maintain our city roads. Following the completion of two pilot roads in Bangalore, this small idea has grown to spread roots at the city, state, and even national levels. It now finds a place in the State Budget of Karnataka and in the urban plans of several tier II cities outside Bangalore. Importantly, the programme has achieved considerable cooperation between Civic Agencies in executing TenderS.U.R.E. roads – a crucial factor in road longevity and value for money.

ACHIEVEMENTS 2012-13



TENDERSURE VOLUME II GUIDELINES

The follow-up document to the TenderS.U.R.E. I Guidelines was released in 2012-13. Known as TenderS.U.R.E. II Typical Procurement Contract, the document provides a template for the procurement and contracting of urban road works. This revised contract changes four key aspects from the current process of contracting: (1) it requires all details from government

for improved road execution quality; (2) it reduces ambiguity for the contractor in design and technical specifications; (3) it increases transparency and the ability to monitor quality; (4) it provides for on-going repair and maintenance, post execution.



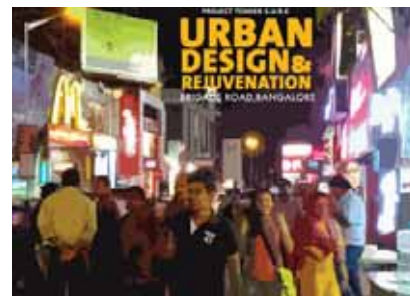
VOLVO SUSTAINABLE MOBILITY AWARDS 2012

Project TenderS.U.R.E. was declared joint winner of Volvo Sustainable Mobility Award 2012 by Swedish Ambassador Harald Sandberg during the Volvo Nobel

Memorial Week. The awards recognise outstanding work in the areas of mobility and sustainability, with an emphasis on replicable projects that have achieved real impact on the ground.

BRIGADE ROAD REDESIGN

Building upon TenderS.U.R.E. design, the Brigade Road rejuvenation project is



designed to transform Brigade road into Bangalore's most prominent shopping street and a vibrant, exciting public space. The project divides Brigade Road into



two segments, and captures the distinctly different character of both segments in the design proposal.

LOOKING AHEAD

India Urban Space will continue to guide the adoption of TenderS.U.R.E. for urban road execution. The following action items are planned for the coming year:

1. Responding to 'pull requests' from other champions to bring TenderS.U.R.E design standards to their cities.
2. Guiding the tendering and implementation of the TenderS.U.R.E. project in Bangalore, especially in the twelve roads designed and detailed by IUSP.
3. Producing construction drawings for each of the designed roads.
4. Building upon TenderS.U.R.E. design, to move into the promotion of urban design to rejuvenate our public roads and spaces. The first one that is underway is Brigade Road.
5. Developing strong visual walk-throughs to help people experience the TenderS.U.R.E. design difference.



Brigade Road - Proposed Street View



Brigade Road - Proposed Activity Zone

MAKING A DIFFERENCE

TALKING ABOUT TENDERSURE

TenderS.U.R.E. has made a real impact in its short life, both on the ground, and among the government and business communities. Two prominent voices on TenderS.U.R.E. are given below:



ISN Prasad

"I believe that Urban India, at least as far as the roads and cities are concerned should be a completely different picture if TenderSURE specifications and TenderSURE model becomes the basis for road-making. I think it's a big leap forward." – ISN Prasad (Principal Secretary, Chief Minister's office, 2008-2012).



Kiran Mazumdar Shaw

"(TenderSURE) will make a big difference just to the way the traffic flows, and the traffic is managed, and I think more importantly how pedestrians are then able to work on proper pedestrian footpaths." – Kiran Mazumdar Shaw (Chairperson, Biocon).



IUSP: PLANNING POLICY

(run by India Urban Space Foundation)

USPD 2013 (URBAN SPATIAL PLANNING AND DEVELOPMENT) GUIDELINES

WHAT WE DO

USPD '13 Guidelines respond to the dimension of **Urban Planning** in Janaagraha's **City-Systems Framework**. Drafting the Spatial planning guidelines is a project undertaken by the Ministry of Urban Development, Government of India in partnership with India Urban Space. USPD focuses on providing robust frameworks for Urban Spatial Plans at the city and regional level, that will dramatically improve the physical quality of cities and thereby the quality of life of citizens. It promotes policies and standards that are pragmatic and responsive to India's changing urban environment and aspirations.

BACKGROUND

USPD'13 draft guidelines have been produced as part of Project INSPIRE (Integrated Spatial Planning including a Regional Emphasis), under an Memorandum of Understanding (MoU) between the Ministry of Urban Development (MoUD), the Government of India, and India Urban Space. The terms of reference include producing guidelines for States to prepare, implement and enforce robust urban spatial development plans, and the design of a pilot city based on the framework developed.

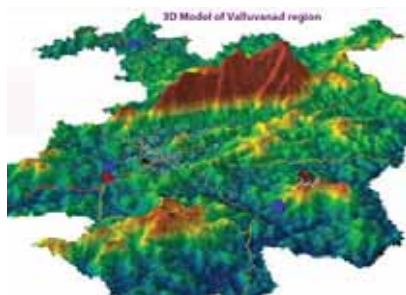
ACHIEVEMENTS 2012-13



CHHINDWARA SPATIAL DEVELOPMENT PLAN 2040

On the request of the Honourable Minister for Urban Development (Mr. Kamal Nath), Chhindwara District was selected as a pilot project to demonstrate the USPD framework. Through extensive field work and data research, and by employing spatial mapping technology, IUSP produced **seven planning documents**: (1) **Regional Plan Document 2031**, and (2) **Spatial Development Plans for 6 key growth cities**. These plans can guide projects in the growth towns to improve the quality of life

experienced in each.



NEW PROJECTS

In 2012-13, IUSP undertook a planning project at the request of the Ministry of Urban Affairs and Welfare of Minorities (State Government of Kerala) for the **Valluvanadu Region and Perinthalmanna Municipality**. Accordingly a **Spatial Development Plan 2040** was presented to the Minister on March 5th at his office, along with an overall strategy for the economic, social, and environmental development of the Valluvanadu Region.



DRAFT USPD GUIDELINES

In 2012-13, IUSP completed the USPD Guidelines, consisting of **three volumes**:

1. **Vol I** –The Report of the inter-Ministerial Committee that was created by the Ministry of Urban Development (MoUD) in 2010, chaired by the Secretary, MoUD under Project USPD '13. It has eleven chapters and includes in the Annexures, the Model Urban Spatial Planning and Development (USPD) Act.

The first four chapters lay out the evolution of urban planning in India and context for



the NUSPD guidelines within the context of new and emerging national policy recommendations.

Chapter 4 provides the new city classifications and introduces the three levels of plan footprints, timelines, inter-linkages, and outputs. The policy framework and institutional structures are explained in chapter 5.

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

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

2. **Vol II - Code Book** – Normative standards and planning policy recommendations for urban planners, through the exploration of best practices and case studies from around the world.
3. **Vol III - Data Book** – Compilation of common data set templates required for all spatial planning exercises.

LOOKING AHEAD

SPATIAL DEVELOPMENT PLANS ON THE GROUND

Initial studies for preparing spatial development plans focused on the USP '13 framework will begin in Bhubaneswar and Rajam, in partnership with local

leadership.

COMPLETING USP 2013 GUIDELINES

To ensure the lasting impact of project USP '13, the key effort will be to complete the final Guidelines by MoUD, formally vetted through consultations with the Inter-ministerial Committee, Planning Commission of India, and State authorities.

MAKING A DIFFERENCE

RECOGNITION AT THE HIGHEST LEVELS

Urban Planning lies at the heart of shaping a vibrant future for urban India. IUSP's pioneering work is being recognised, as exemplified by the testimonials below.

On the draft Urban Spatial Planning and Development Guidelines and Policy 2013:



Prof. EFN Ribeiro

"Chapters 8 and 9 (of Volume 1) are brilliant and very innovative—just as is the overall report" – Professor EFN Ribeiro (Ex-Chief Town Planner, Ministry of Urban Development).

On the conceptual spatial development plans presented for the 6 towns in Chhindwara District:



Kamal Nath

"I am just blown away by these plans. I am calling the Delhi Development folks to take a look at this" – Kamal Nath, Minister, Parliamentary Affairs, Government of India).



URBAN CAPACITY BUILDING

(run by Janaagraha)

WHAT WE DO

The Urban Capacity Building Programme (UCB-P) responds to the **Urban Capacities** and **Resources** dimension of Janaagraha's **City Systems Framework**. We aim to build the capacities of three key urban stakeholders through our three work strands – **UCB-Administrators**, **UCB-Citizens** & Civil Society Organisations, and **UCB-Elected Representatives**. The UCB programme currently is focused on building the content and curriculum for India's urban administrators.

BACKGROUND

Most of UCB's energies to date have been directed towards UCB-A, which aims to increase urban management capacities among India's IAS officers. As an official knowledge partner for the *Lal Bahadur Shastri National Academy of Administration* (LBSNAA)'s urban curriculum, we have provided training components in the form of case studies to supplement officers' learning. Our work on UCB-C has been internal so far, focussed mainly on supporting selected Janaagraha programmes in their citizen-facing initiatives.

ACHIEVEMENTS 2012-13

CASE STUDIES

In 2012-13, UCB developed three case studies which have been incorporated into LBSNAA's urban curriculum for returning mid-career officers. These focus on Urban Water Supply Equity, Urban Transit Systems, and Integrated Solid Waste Management. In developing these case studies, a three-pronged strategy was followed:

1. Literature reviews and field visits to examine the project under study and its impact
2. Consulting subject experts and/or stakeholders involved in planning and implementation
3. Designing a framework followed by a final narrative.

CASE STUDY SESSIONS

The three case studies prepared by UCB have been used in 8 sessions under the mid-

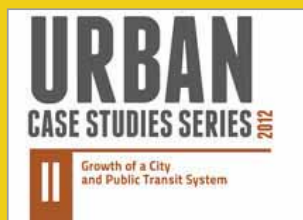
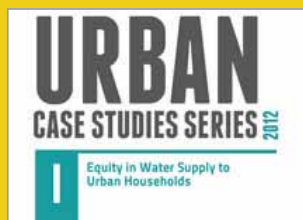


Case Study session at LBSNAA by Ramesh

career training programmes of the LBSNAA. More than 240 officers have undergone these trainings, and have given an overall feedback score greater than 4 out of 5. This has established Janaagraha as a valuable training and knowledge management partner.

URBAN PROJECT EVALUATION

UCB also supported fresh IAS officers in 2012-13. As part of the MoU with the LBSNAA, we evaluated urban projects





IAS Officer Trainees in the field

submitted by two batches of new IAS recruits, and hosted an attachment at Janaagraha in Bangalore.

LOOKING AHEAD

OUR-IAS PLATFORM (ONLINE URBAN RESOURCE FOR IAS OFFICERS)

UCB plans to develop an online repository (OUR-IAS) as an aid to IAS officers. OUR-IAS will be an online knowledge portal which combines three aspects:

1. Curated content on urban development and management
2. Wiki-model content tapping into the collective administrative experiences
3. Social networking to share challenges and successes.

MORE CASE STUDIES AND DISTRIBUTION AT THE STATE LEVEL

This year UCB will release two new case studies focused on Municipal Finances, and Slum Redevelopment. Partnerships will be explored with State Administrative Training Institutions (ATIs) to incorporate these case studies in the training of senior administrators and senior urban

managers. Because each state in India has an ATI, this will greatly increase our reach to administrators (including at the state cadre level).

MAKING A DIFFERENCE

FROM THE CLASSROOM TO THE REAL WORLD

Following the suggestion of the joint collector (a trainee at the 112th Induction Training Programme at LBSNAA), the Municipal Commissioner of Srikakulam approached Janaagraha to provide technical support and consulting for the Solid Waste Management (SWM) system of her town. The local administrators' interest in implementing a well-planned SWM project in Srikakulam can be directly traced to training based on UCB's Integrated Solid Waste Management case study.

This achievement holds tremendous strategic relevance for the programme,



as UCB's larger goal is to sensitize administrators to the concepts of sustainable urban governance and urban management. The joint collector's recommendation to consult with us on this project was based on his belief that a SWM system should incorporate the principles of sustainable governance (including environmentally friendly, cost effective and efficient ways of dealing with waste). These are underlying themes of our case study on Integrated Municipal SWM.



JAAGTE RAHO! (run by Janaagraha)

WHAT WE DO

Jaagte Raho! responds to the **Empowered** and **Legitimate Political Representation** dimension of Janaagraha's **City-Systems Framework**. It addresses the complex issue of urban voter list accuracy – a key determinant of voter-turnout during elections. Through its citizen volunteers – Area Voter Mitra (AVMs) – it works to not only update voter lists, but keep them up to date using Janaagraha's Proper Urban Electoral (PURE) Rolls management system. Jaagte Raho! works under an MoU with the Election Commission of India (ECI) in one pilot Bangalore constituency – Shantinagar – with view to scaling the project in the coming years.

BACKGROUND

Jaagte Raho! has its roots in a previous campaign – Jaago Re! – which aimed to encourage first time voters to register for the 2009 national elections. It runs on the premise that assumed urban voter apathy can be explained, to a large extent, by the poor state of urban electoral roles. Since the 2009 elections, Jaagte Raho! has worked to update and maintain the electoral roles of Shantinagar Assembly Constituency (AC). Through the sustained efforts of AVMs and the management team, a voter roll accuracy rate of 75% has been achieved – around 25% higher than other ACs in Bangalore.

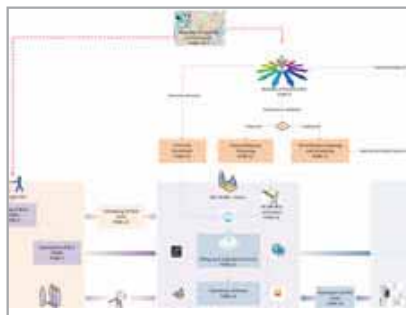
ACHIEVEMENTS 2012-13

25,000 ADDITIONS AND 50,000 DELETIONS

In 2012-13, Jaagte Raho! submitted 25,000 additions to the electoral list of Shantinagar AC, as well as 50,000 deletions, in its partnership with the ECI. This is a huge improvement from previous years when part-time election officials had managed only 910 submissions in total. Our field work last year resulted in a 75% accuracy rate of voter lists in Shantinagar – the highest of any Assembly Constituency in Bangalore.

COMPLETION OF PURE ROLL MANAGEMENT MANUAL AND ACCEPTANCE OF PILOT BY ECI

Last year, the Jaagte Raho! team produced its PURE Roll management manual – a four month effort which included collation of on-field data, inputs from the Electoral Registration Officer, and vetting by the office



The PURE Roll Management Process

of the Chief Electoral Officer. Sustained advocacy resulted in a partnership with the ECI for pilot implementation of the PURE process in Shantinagar.

TECHNOLOGY USE IN THE FIELD – A FIRST FOR INDIA

As a first-of-its-kind initiative, Jaagte Raho! pioneered the use of technology by AVMs in Shantinagar AC, in 2012-13. Mobile tablets were used by the field team in the completion of the PURE process (door-to-



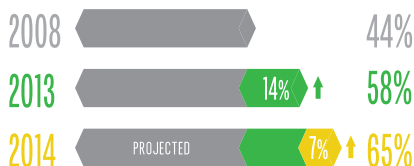
An AVM conducting voter verification on a tablet

door visits for electoral roll verification). Using technology not only helped remove paper forms from the process, but brought transparency and accountability to the efforts of each team member. Our new process allows us to produce a PURE monthly diagnosis report, which gives an accurate picture of how many forms have been submitted to and processed by the ERO.



LOOKING AHEAD

TARGETING ELECTIONS FOR GREATER TURNOUT



Thanks to the accuracy of voter lists in Shantinagar, Jaagte Raho! will now run grassroots campaigns (including Jhatas, pamphlet distribution, and public banners) to encourage citizens to exercise their franchise. Initial success has already been achieved, with a 58% voter turnout in Shantinagar for the recent Karnataka State Elections (up 14% from 44% turnout previously). We aim to build on this for the 2014 Union Government elections where a target of 65% turnout has been set.

100% VOTER REGISTERED COMPANIES

As part of its publicity and advocacy work, Jaagte Raho! will partner with prominent companies and institutions to help their staff become 100% voter registered. This effort will attract volunteers, and help support our argument for implementation of PURE management processes at the government level.

PURE PROCESSES IN OTHER ASSEMBLY CONSTITUENCIES

Based on the proven success with voter roll management in Shantinagar, Jaagte Raho! will support the ECI to scale PURE management processes to other Assembly Constituencies in Bangalore and beyond. Now that the template has been created, it can be implemented by the ECI using their own staff or with the help of other civil

society organisations.



Field associate surveying using tablet.

MAKING A DIFFERENCE

DEEPA BHURANI: A STAR AVM

Deepa Bhurani (a self-professed 'humble housewife' and star AVM), is a Bangalorean who is committed to the betterment of her neighbourhood. She has been an active AVM for over 2 years, and has updated the electoral details of almost 300 households in Shantinagar AC. Her work ensures that residents in her area are able to exercise their franchise come election day. Deepa is today a well-recognised member of her community, and is often greeted and



Deepa Bhurani - Citizen Volunteer

thanked in the street - something which makes her very proud.

"Anybody is capable of doing this work... this requires willingness to work for the society", says Deepa.



BALA JANAAGRAHA

(run by Janaagraha)

WHAT WE DO

Bala Janaagraha responds to the **Transparency, Accountability** and **Participation** dimension of Janaagraha's **City-Systems Framework**. It is a practical civic education programme that aims to transform the youth of urban India into informed, responsible, and active citizens, with a focus on addressing local civic issues. We ensure that good citizenship values and knowledge of local civics, are an integral part of our students' education.

BACKGROUND

Bala Janaagraha has come a long way since its launch 11 years ago. The programme was piloted in Bangalore in 2002, with 5 schools and 175 children. By last year, it was administered in 146 schools across five cities (Bangalore, Hyderabad, Patna, Pune and Ludhiana), reaching out to more than 10,300 students.

ACHIEVEMENTS 2012-13



Bangalore Civic Fest Winner - Daffodils School



Chief Guest - Azim Premji



Li'l Champion of Change - Sahana

CIVIC FEST FINALS

January 2013 saw the largest and most successful Civic Fest Finals in Bala Janaagraha's history. 35 students, from 13 schools, presented their work and the standard was nothing short of exemplary. Daffodils English School, Oasis International School, and Riverdale English School took the top spots respectively. Civic Fests were also held for partner schools in Patna, Pune, and Hyderabad.

ANNUAL PRINCIPALS MEET

In 2012-13, Bala Janaagraha conducted its inaugural *Annual Principals' Meet* – an event designed to stress the importance of civic education in transforming quality of life, and catalyse interest from prospective partner schools. At the event, key note speaker Mr. Azim Premji spoke of the need to incorporate civic education in India's high school curriculum. This will be an annual event going forward, and a key component of Bala Janaagraha's plan to become a 'Pan India' programme within five years.

LI'L CHAMPIONS OF CHANGE

The Bala Janaagraha team identified 'Li'l Champions of Change' for the first time in 2012-13. These students were actively engaged in bringing real change to their communities by using knowledge gained through the programme. This often included writing to a member of government or visiting a local civic agency.



LOOKING AHEAD



A PAN-INDIA, TECHNOLOGY-FOCUSED VISION

Bala Janaagraha has now crystalised its Partnership Model into a standardised process document, and is using it to undertake a **Pan-India expansion**. As a key milestone, the programme aims to reach **11 cities in 2013-14**. Our five-year vision would see over 50,000 future citizens being covered annually by the Bala Janaagraha programme, with civic franchisees and execution partners running Bala Janaagraha in 25+ cities within the next five years. 2013-14 will also see **more technology** use within in the programme, including an introduction for students to on-line research, social media, and Microsoft Office programmes in the execution of their civic projects.

INCORPORATION IN UNION AND STATE SYLLABUS – A FIVE YEAR PLAN

Bala Janaagraha will advocate with the National Council of Educational Research and Training (NCERT) to have the programme formally incorporated into the Union AND/OR State syllabus, as a module for 8th standard students India-wide. Earlier this year, a small victory was achieved when Bala Janaagraha received permission from the state education board of Bihar to deliver the programme in 10 state government schools in Patna.



Work begins on re-building Narayanapura Road



Meeting the Councilor-Mrs. & Mr. Nandesh Raju

MAKING A DIFFERENCE

LITTLE BALAJANAAGRAHIS CAUSE BIG CHANGE

In their civic project, ten spirited students from Oasis International School demonstrated outstanding application of their learning. Armed with a plan to repair the pothole-riddled Narayanapura Road, they marched into their local BBMP councillor's office and asked for action to be taken. The BBMP councillor was quite taken aback by their initiative and passion, and took up their requests. That very weekend work got underway to improve the quality of the road (pictured top right).

"I guess they were surprised that the matter was so serious that even children were concerned," one student said at the Civic Fest Finals. "The government is actually good enough, but they just need a push – and we are that push," said another.

Although delighted with their success, these exemplary Balajanaagrahis did not stop there. They placed dustbins for wet and dry waste in their school, helping promote responsible waste segregation among their fellow students.



COMMUNITY POLICING

(run by Janaagraha)

WHAT WE DO

The Community Policing (CP) programme responds to the **Transparency, Accountability, and Participation** wing of Janaagraha's **City-Systems Framework**. Its goal is to improve the safety and security of our neighbourhoods by promoting citizen participation through community policing. The programme's volunteers (known as Area Suraksha Mitras (ASMs)), provide a crucial bridge between citizens and police, by being a touch-point for citizen concerns.

BACKGROUND

The current CP programme began last year following a dialogue with the State Government of Karnataka. Both Janaagraha and the government were eager to pilot community policing in Bangalore and a government order was passed to institute community policing in 7 police stations – one for each police division of Bangalore. Janaagraha was designated official implementation partner. Preparatory work has been conducted over the last 12 months for rollout of the programme in FY 2013-14. Among the most crucial activities has been the formation of the Community Policing Advisory Group (CPAG) from ex-Directors General (DPs) and ex-Inspectors General of Police (IGPs) of Karnataka and Kerala.

ACHIEVEMENTS 2012-13



SECURITY PERCEPTION INDEX

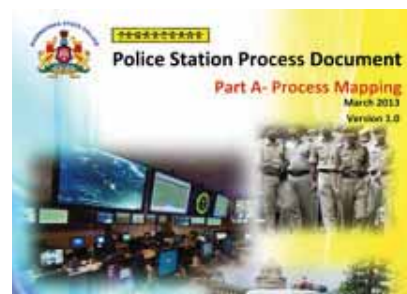
In FY 2012-13, Janaagraha conducted an in-depth survey of 700 citizens and 390 police personnel to arrive at a Security Perception Index (SPI). The SPI measures the perceptions of citizens and police regarding crime and security in their neighbourhood and the relationship between citizens and police. It also captures what police and citizens feel has gone wrong in past efforts towards community-based security, and what the mandate of the future CP programme should be. By retaking the

survey at 6 monthly intervals, it will be used as a diagnostic tool for the programme, illuminating improvements in citizens' security perceptions.



AREA SURAKSHA MITRAS (ASMs) – THE BACKBONE OF CP

The CP team constituted a group of 276 ASMs through a meticulous process of on-field interviews, with prospective candidates being proposed by each police inspector. This team will be responsible for the programme's on-ground activities



PROCESS MAPPING FOR BETTER POLICE STATIONS

In order to optimize the processes of the seven police stations where we work, the CP team mapped and documented each station's work process flows. We hope to use these maps to reduce redundancies and inefficiencies so that these police stations are more capable of supporting the new workflows brought by the CP programme.



LOOKING AHEAD

DEEPENING ENGAGEMENT AND REPLICATION ELSEWHERE

To deepen the connect between ASMs and Police, Janaagraha will form *JanaSuraksha Samithis* (JSSs) – comprising 35-40 ASMs and police personnel of the concerned police station areas. We will also seek an MoU with the Bangalore Commissioner of Police to formalize their relationship with the Community Policing programme. The ultimate goal of the CP programme is to achieve verifiable impact over the next two years, and use this to lobby for implementation of Community Policing in other areas of the city, state, and country.

A MODEL POLICE STATION

Through our process mapping, we hope to build a model police station in Shantinagar AC – one which employs automation and digitization of applicable workflows, has all the necessary facilities, and has citizen-centric processes that are accessible and streamlined to meet the needs of a fully-fledged community policing programme.

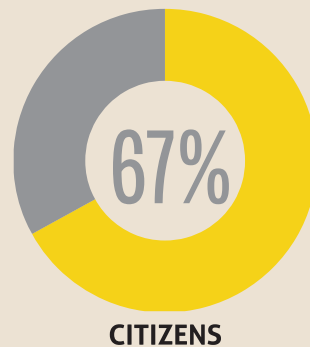
MAKING A DIFFERENCE

FOLLOWING A VISION, GAINING TRACTION

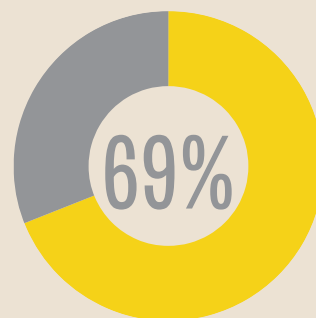
The fact that the Community Policing programme has achieved traction with the State Government of Karnataka is a very encouraging story of change. Janaagraha's Community Policing Programme has risen as a clear example of attainable change to repair and energise civic-police relations, and provide basic support to an over-taxed work-force. We believe that we can replicate the efforts of *Kerala's Janamaithri Suraksha* which has improved police accessibility, behavior, and improved citizens' perceptions of security and of the police themselves.

According to our SPI, 67% of citizens and 69% of police personnel perceive the Community Policing programme as an effective intervention in their area. Importantly, 75% of the citizens showed willingness to reach out to an ASM regarding their security concerns.

PERCEPTION OF CP EFFECTIVENESS



CITIZENS



POLICE



PROOF

(run by Janaagraha)

WHAT WE DO

Public Record of Operations and Finance (PROOF) responds to the **Transparency, Accountability** and **Participation** dimension of Janaagraha's **City-Systems Framework**. Its goal is to ensure that municipal corporations have effective financial management systems, resulting in standardised, timely and audited disclosure of financial and performance reports. PROOF also seeks to institutionalise Participatory Budgeting in Indian cities and towns, both as an end in itself and as a means to accountability and value for money public spending.

BACKGROUND

PROOF is Janaagraha's oldest programme. Its early successes in Bangalore from 2002-2005 primarily focused on citizen outreach through radio, newsletters, and community action groups. Since then, the programme has achieved a number of policy victories at the Union Government level, including the acceptance of the Public Disclosure Law (PDL) as a mandatory reform under the *Jawaharharlal National Urban Renewal Mission* (JNNURN), and Service Level Benchmarks (SLBs) for urban service providers – drafted by Janaagraha and instituted by the 13th Finance Commission. This dual legacy of grassroots and policy success provides the direction for our citizen-facing, and government advocacy initiatives in 2012-13 and beyond.

ACHIEVEMENTS 2012-13



BANGALORE BUDGET BRIEFS – FOR CITIZENS AND MUNICIPAL BODIES

In 2012-13, PROOF produced Budget Briefs for Councillors of the Bruhat Bengaluru Mahanagara Palike (BBMP) – Bangalore's largest municipal body. These briefs correlated quality of life in all 198 wards of Bangalore with their budgetary allocations, generating informed debate in the city council on BBMP's budgets. By making them public on Janaagraha's online portal www.ichangemycity.com, PROOF also

encouraged citizens to begin questioning the lack of transparency in budgetary allocation at the ward level.



SEMINAR ON PERFORMANCE REPORTING BY URBAN LOCAL BODIES (ULBs)

A Seminar on Performance Reporting by ULBs was hosted by the Office of the Comptroller and Auditor General of India (CAG) on 5th September 2012. This was the culmination of advocacy efforts and continuous engagement by PROOF through the previous 12 months. The seminar has

resulted in the constitution of a working group for evolving a performance reporting framework for ULBs – a key PROOF goal which will help hasten India's transition to transparent and accountable public governance.



JANAAGRAHA URBAN G2C (GOVERNMENT TO CITIZEN) AWARDS

The inaugural edition of the Janaagraha Urban G2C Awards was hosted in October 2012, to foster transparency of municipal corporations. For the first time, the

BANGALORE 2012-13 BUDGET OVERVIEW



Awards created an objective framework for evaluating the citizen centricity of government websites – a key milestone in catalysing Open Governance in India.

LOOKING AHEAD

PROOF AT THE GRASSROOTS LEVEL – PARTICIPATORY BUDGETING IN BANGALORE

Participatory budgeting aims to increase accountability and transparency of local governance through citizen participation. Over the next year, PROOF plans to build on its advocacy foundation by establishing participatory budgeting programmes in at least four wards in Bangalore. PROOF aims to accomplish this by reaching out to active citizens and presidents of Resident Welfare Associations (RWAs) to participate in city council budgeting decisions that impact their lives. PROOF has already laid the groundwork for participatory budgeting pilot programs by having three interactive sessions with representatives of Attur and Yelahanka Wards in Bangalore in Q4 2012.

DEEPING OUR ADVOCACY EFFORTS WITH GOVERNMENT – UNION AND STATE

The Annual Report on City Operations and Finances (ARCOF) is a major project for PROOF intended to provide operational and financial assessments of ULBs in

major Indian cities against Service Level Benchmarks. ARCOF will also include City Accountability Rankings that will enable comparisons between cities and the adoption of best practices to improve quality of life. This report will help catalyse timely and predictable reporting of Operations and Finance – *sine quo non* for comparability, accountability, transparency, and credibility among ULBs.



Citizens participating in Ward Works Campaign - on participatory budgeting

MAKING A DIFFERENCE

INCREASING AWARENESS IN GOVERNMENT

Government officials are increasingly aware of the need for financial reporting by ULBs, and are willing to work towards it. This is perhaps best exemplified by the words of Vinod Rai (former CAG of India), speaking at the Seminar on Performance Reporting for Urban Local Bodies in late 2012:

"For the cities in India to be able to access markets for finances, they must be able to ensure that their financial reporting practices are in line with the other entities that access the markets for funds. From the



Kamal Nath, Vinod Rai & Ramesh Ramanathan

Urban Local Bodies that are represented today in the Seminar, I gather that while a number of them have audited accounts available till FY 2010-11, in quite a few audited accounts are pending for a number of years. Similarly, while most cities have switched to the double entry accrual system of accounting, there are a number which continue with single entry based accounting. We clearly need to cover a lot of ground and we need to do so on an urgent basis".



I-CHANGE-MY-CITY.COM

(run by Janaagraha)

WHAT WE DO

ICMyC responds to the **Transparency, Accountability, and Participation** dimension of Janaagraha's **City-Systems Framework**. It is an online hyper-local social networking platform for civic change that allows Bangaloreans to connect with their neighbours, with their elected representatives, and with their civic agencies. The site uses the power of the internet to help ordinary citizens act on the civic issues that affect them – transforming them into **Champions of Change**.

BACKGROUND

The online team invested two years building the ICMyC platform – an undertaking which required the creation of a sophisticated software architecture, the production of over **40 maps** from an astonishing **5000+ geo-locational data points**, and the building of a complex system by which complaints are sorted and forwarded to relevant Government Agencies for fixing. All in all, building ICMyC was an effort that required an incredible **100,000+ man hours!**

ACHIEVEMENTS 2012-13



MLA NA Harris & Civic Agencies - Shantinagar

JANASPANDANAS – UNIQUE COMPLAINT REDRESSAL EVENTS

JanaSpandanas were conducted in two Assembly Constituencies (Basavangudi and Shanthinagar) comprising a total of 13 wards. These events provided an offline interface for citizens, civic agencies and elected representatives, to work collaboratively on solving civic issues. Citizens' complaints posted on ICMyC were discussed, with **resolution timelines being provided in real-time** by the concerned

agency or elected representative.



TIE UP WITH CIVIC AGENCIES IN BANGALORE

ICMyC collaboratively works with Bangalore's civic agencies – Bruhat Bengaluru Mahanagara Palike (BBMP), Bangalore Water Supply and Sewerage Board (BWSSB), and Bangalore Electricity Supply Company (BESCOM) – to resolve complaints received on ICMyC. This initiative has resulted in the acknowledgement of 50% of total complaints on the site, and

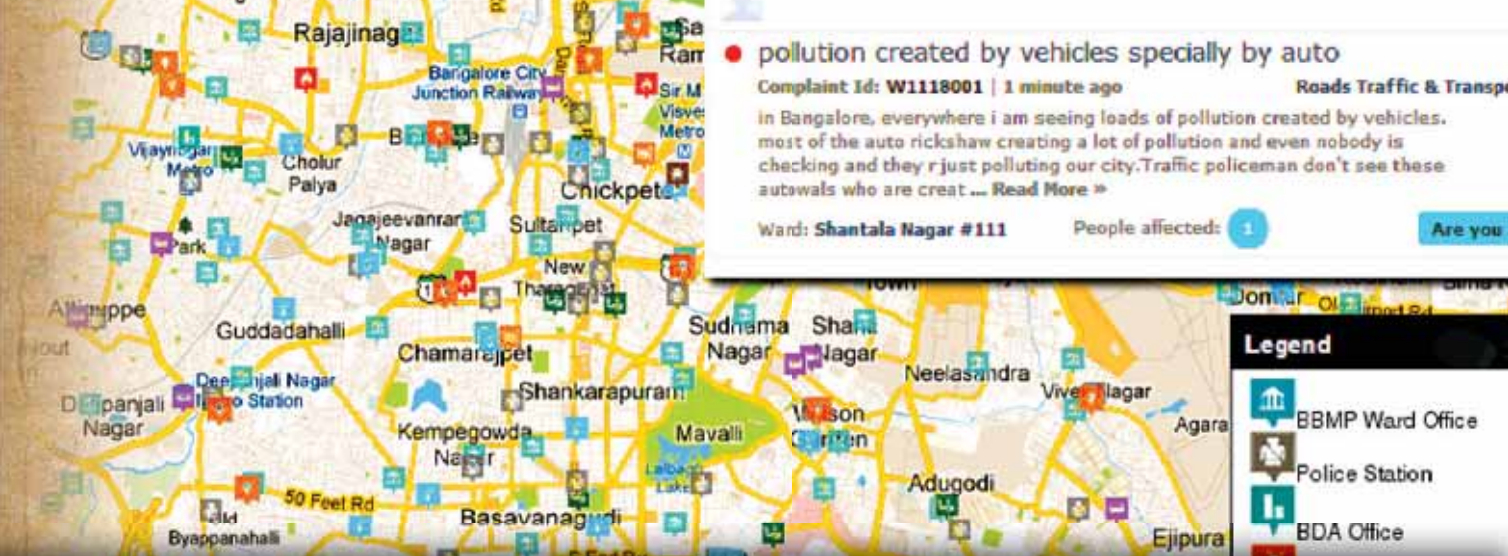


Civic agencies in attendance at the Shantinagar Janaspandana

the resolution of around 45% of overall complaints (equating to an impressive 2000+ real life civic issues resolved at the neighbourhood level).

STREAMLINING AND NEW FEATURES

Last year, the Jana Online team worked hard to streamline existing features on the site and create a better user experience for citizens. Considerable work has been done to improve the loading time of the site's maps so that users get the information they desire in the optimal time. This has resulted



New features - Bangalore Time Travel, Love Bangalore, Crime I Witness

in a **reduction in loading time across the site of over 50%.**

ICMYC also launched **new features** geared towards celebrating the city of Bangalore. These include 'Bangalore Time Travel' (which introduces the citizen to various heritage points in the city), and 'Love Bangalore' (where citizens can share pictures of Bangalore via Instagram). ICMYC also launched a section - 'Crime I Witness' - wherein citizens can report crimes they have witnessed or been subjected to. Currently, these three features already provide **20% of the traffic on ICMYC.**

LOOKING AHEAD

ONE PLATFORM FOR ALL BANGALOREANS, AND ICMYC IN NEW CITIES

In the upcoming year, ICMYC aims to be

the **single point of online interaction** for all Bangalore civic-related news and happenings. To achieve this, more city-related information will be uploaded to the site such as bus routes, budget briefs, and solid waste management analysis, to help keep citizens informed. The ICMYC product team will also revamp the User Interface (UI) of the site to enhance user experience and help citizens get the most out of the platform. This new UI is expected to be launched in June. Excitingly, the team also

plans to take ICMYC to at least **two more cities** with the help of city specific partners, including the Tata Group.

MAKING A DIFFERENCE

A STORY OF CHANGE

ICMYC has got a lot of people talking in its first year. Here's a quick snapshot of some of our favourite testimonials.



NA Harris

"You need not search for MLA or Corporator. If you have any complaint then you just enter it on IChangeMyCity. I personally appreciate the program because this gives us a record and (puts) accountability on the officials also." – Mr. NA Haris, MLA - Shanthinagar Assembly Constituency

"It is a bridge between elected representative and citizens. After this program I have come to know a lot of challenges our locality people are facing. Together we will try to find some solution to this" – Mr. Ravi Subramanya LA, MLA – Basawanagudi Assembly Constituency

"First of all a complaint is registered, at-least a document is there. And we can definitely analyze whether the concerned official has taken action or not taken action" – Citizen, Basawanagudi Assembly Constituency.



Ravi Subramanya



I-PAID-A-BRIBE.COM

(run by Janaagraha)

WHAT WE DO

I Paid A Bribe responds to the **Transparency, Accountability** and **Participation** dimension of Janaagraha's **City-Systems Framework**. It is the largest on-line crowd-sourced anti-corruption platform in the world today. It 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 organisations to tackle 'retail' corruption both within India, increasingly, throughout the world.

BACKGROUND

Since its launch on August 15th 2010, I Paid a Bribe has received more than 2 million unique users and over 22,000 bribe reports across 493 cities. What started out as tongue-in-cheek attempt to uncover the market price of corruption, has today transformed into a globally-recognised innovation in the fight against 'retail' corruption. In 2013 you will find replica I Paid a Bribe sites in 8 other countries, with this number set to increase rapidly.

ACHIEVEMENTS 2012-13



CROWDSOURCING AGAINST CORRUPTION COALITION (CACC)

I Paid a Bribe has gone global with new partners in Pakistan and Zimbabwe, adding another link to a chain that already includes I Paid A Bribe - Kenya and Greece. Through international collaboration, IPAB aims to engage citizens worldwide in constructive, democratic dialogue and to form a Crowdsourcing Against Corruption Coalition (CACC).



UPDATED PRIVACY POLICY

I Paid a Bribe introduced an updated Privacy Policy starting February 2013. Through this policy, users can now choose to share their name when submitting a report. I Paid a Bribe is also no longer redacting names of officers and departments in reports, in an effort to make the platform even more transparent, and to push for more accountability in the public sector.



ADDITION OF NEW SECTIONS

Over the last quarter, the site's content has been streamlined and is now targeted to specific audiences. A **'Bribe Hotline'** section has been introduced that allows people to ask questions about government processes and receive answers from IAS officers and Civic Agency heads. A section called **'React Now'** was also introduced to increase engagement with the user by getting him/her to immediately react to a bribe report. This has resulted in an increase in the number of returning visitors.

India's Retail Corruption Monitor



Paid a Bribe? Report it now

POST A BRIBE REPORT

भ्रष्टाचार के खिलाफ
एक नया मोर्चा

अब हिंदी में

LOOKING AHEAD



I PAID A BRIBE.COM IN THE HINDI HEARTLAND, AND ON YOUR MOBILE

We have entered the Hindi heartland through the launch of I Paid a Bribe – Hindi (<http://hindi.ipaidabribe.com>). The aim is to make it easier for non-English speakers to report instances of corruption. We are also launching a set of mobile phone apps and a WAP site to reach the 600 million-plus mobile users in India. Compatible with iOS, Android, Windows, Blackberry, and Symbian operating systems, the apps will help expand the reach of I Paid a Bribe and allow real-time reporting of bribe experiences across India.

I PAID A BRIBE.COM ON THE GLOBAL STAGE

The IPAB team will reach out to more countries to strengthen the Crowdsourcing

Against Corruption Coalition. There are now eight other countries with their own native I Paid a Bribe site, and this number is expected to increase in 2013-14.

In January 2014, IPAB will host a summit called Coalition Against Corruption (CoCo), in partnership with Stanford University, and Sunlight Foundation.



Poster Lagao, Corruption Hatao Campaign

MAKING A DIFFERENCE

I PAID A BRIBE BRINGS JUSTICE AT THE CUSTOMS DEPARTMENT

Thirty-four-year-old Manik Taneja, a software architect and adventure sports freak, landed at BIA on September 2nd 2012 from the US with a kayak, declared its cost in the customs form and walked through the red channel. Nonetheless, a customs superintendent allegedly stopped him, raised objections over the equipment, and threatened to confiscate the boat unless Taneja shelled out Rs 8,000. Taneja argued for a while about rules and regulations, but finally gave in.



However, he did not want to leave the matter at that – he posted his experience on www.ipaidabribe.com. Taking cognizance of the complaint, the Bangalore customs took up the issue. The superintendent was suspended and the case was sent to the Central Vigilance Commission.

Reported by: Bangalore Mirror, October 31 2012.



JANAAGRAHA APPLIED RESEARCH PROGRAMME

(run by Janaagraha)

WHAT WE DO

As a support programme, J-ARP responds to all **four dimensions** of Janaagraha's **City-Systems Framework**. It is a core unit of Janaagraha's Advocacy, Research, and Capacity Building Cluster (ARC), and engages in action-oriented research activities that further Janaagraha's advocacy, online platform, and grassroots objectives. Beyond this key support and advisory role, J-ARP also leads Janaagraha's Solid Waste Management (SWM) Initiative, the Citizenship Index (CI) initiative in partnership with Brown University, USA, and is a key stakeholder in the Explaining Electoral Change in Urban and Rural India network (EECURI).

BACKGROUND

The current programme was formally built during 2012, so growth and learning so far has been immense. Today we are the only horizontal non-administrative programme at Janaagraha that works with each and every programme throughout the organization. J-ARP has restructured the data management systems of many of Janaagraha's programmes, conducted or catalysed first ever impact evaluations for the JanaRoots team, and has made progress on its autonomous initiatives, such as Citizenship Index and the Ward Quality Score.

ACHIEVEMENTS 2012-13



CITIZENSHIP INDEX (CI) – A JANAAGRAHA/BROWN UNIVERSITY COLLABORATION

This high-profile research initiative gained traction in 2012. It seeks to understand the quality of citizenship in Urban India and the factors that impact it (social discrimination, state accountability, communitarian values, etc.). Once completed, it will offer an incredibly powerful tool which can be used in efforts to increase the quality of life in India's ever-growing urban centres. In 2012, J-ARP conducted the CI pilot, recruited more

than 50 surveyors, and created a rigorous sampling framework for the study.



WARD QUALITY SCORE

J-ARP co-anchored the 2013 Ward Quality Score (WQS) – an initiative of Janaagraha's ARC cluster. WQS objectively measures the quality of life experienced by citizens in each of Bangalore's 198 wards. Surveys have been conducted across five major categories, which have been defined as key determinants of urban quality of life. The aim of this exercise is to empower citizens to drive the demand for better

infrastructure and services in their city, by making WQS data readily available to them.



EECURI NETWORK WORKSHOP

J-ARP was represented at the EECURI network workshop in London at Kings College from March 16th-20th 2013. This event was the first in a proposed series of annual presentations and collaborative dialogues involving global leaders on Indian Electoral Politics. The next conference will be hosted by Janaagraha and led by J-ARP in the Autumn of 2014.



LOOKING AHEAD

HORIZONTAL SUPPORT

J-ARP will continue to provide horizontal support to Janaagraha programmes, including:

1. Providing a system for data management for each programme.
2. Providing a form of impact assessment/evaluation for each programme.
3. Co-anchoring the WQS on an annual basis.

AUTONOMOUS PROJECTS

1. J-ARP will work with Brown University to complete the Citizenship Index in 2013. The next step will be to take the Citizenship index to other cities throughout the country and gradually institute it as an annual event.
2. We will host an EECURI Workshop at Janaagraha in Autumn 2014, to build on the success of the inaugural event held this year.
3. We will also formalise a grant agreement whereby The Abdul Latif Jameel Poverty Action Lab (J-PAL) funds randomized control trials of selected Janaagraha Programmes, overseen by Dr. Rema Hanna from Harvard Kennedy School of Government. This will allow us to provide objective evidence of our programmes' impact.



Training session of the Field Researchers



Janaagraha and Brown University researchers with field surveyors for Citizenship Index Pilot

MAKING A DIFFERENCE

PRESENTING FIRST-OF-ITS-KIND DATA

In 2012, J-ARP conducted a baseline survey for the Community Policing programme, known as the Security Perception Index (SPI). The SPI measured the perceptions of citizens and police regarding crime and security in their neighbourhoods/areas of work, as well as the relationship between citizens and police.

When this data was presented to the Community Policing Advisory Group (CPAG), the excitement in the room was palpable. Through each graph, the group of former



Directors General (DGs) and Inspectors General of Police (IGPs) expressed their appreciation at now having never-before-seen information on the views of citizens and police. Further, they agreed that this data would be a critical piece of the puzzle in creating a robust Community Policing programme (tailored to the specific needs of each individual area), and in identifying impediments to the success of the programme.

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JANAAGRAHA'S CHALLENGES

WHY THIS SECTION?

Given the systemic nature of challenges facing our cities, it is hard for any single stakeholder to individually drive change. This is hard even for those in government, with full access to political capital and administrative powers; and harder still for a non-profit like Janaagraha, whose essential levers of change are the power of our arguments and the demonstration effect of our projects. Given the long cycle time of such civic innovation, there are bound to be challenges, setbacks and detours along the way. In this section, we highlight some of these challenges, and the key learnings emerging from them.

WORKING WITH GOVERNMENT

THE CHALLENGE: INERTIA, RESISTANCE, AND LIMITED TENURE

Most initiatives that seek to change government systems face enormous resistance from a variety of factors, including several legitimate constraints in government- the challenges of managing day-to-day obligations leave little time for systemic policy issues; the rituals of governmental functioning make it hard to engage with external stakeholders; it is hard to distinguish those with good intentions from those with hidden agendas. Unfortunately, these legitimate constraints are compounded by individuals who are territorial and insecure about their roles.

Even where ideas do resonate with forward-thinking politicians and bureaucrats, a change of government or simple intra-departmental shift can derail the most worthy of ideas. These complex institutional change issues make the overall process of reforms extremely complex and fragile.

OUR LEARNING:

At Janaagraha, experience has taught us that relying only on relationships with individual 'champions' in government is fraught with risk. A major focus of our advocacy work therefore, is on **creating institutional partnerships which can withstand inevitable changes of office.** Such

institutional partnerships are not easy to forge, and take months and years of effort, including the delivery of well-conceived pilot programmes that hold in them the seeds of the larger policy change that we advocate.

We also focus as an end goal, on a concrete policy change or new legislation (from the City-Systems framework) – something that will enshrine our reform ideas in law, and ensure their lasting impact.

WORKING WITH CITIZENS

THE CHALLENGE: SUSTAINING GRASSROOTS MOMENTUM FOR LASTING CHANGE

Citizen-facing initiatives which promise civic change, are often greeted by the public with a healthy degree of scepticism – and rightfully so, given that so many previous efforts have gained and lost momentum while failing to achieve lasting impact. Janaagraha has learned that – while anecdotal community successes can be achieved – unless citizen participation can be sustained, grassroots projects will invariably fall by the wayside.

OUR LEARNING:

The focus of our citizen-facing initiatives has evolved to a 'net-plus-roots' approach – one which uses technology platforms to ensure that grassroots programmes achieve maximum

reach, replicability, sustainability, and as a result – impact.

For example, our two online platforms, www.ipaidabirbe.com and www.ichangemycity.com are designed to harness the sustained voice of citizens to achieve results at the grassroots and policy levels. By allowing citizens to contribute to real change, we believe these platforms provide greater empowerment than, for example, the short term momentum of a protest or rally.

ECOSYSTEM

THE CHALLENGE: PROMOTING THE IMPORTANCE OF 'SYSTEMIC URBAN CHANGE'

India is a country with multiple challenges on many fronts, and millions of NGOs. At any given time there are innumerable development goals competing for public attention and primacy in policy debates. In the early years of Janaagraha's work, our challenge was to make 'Urban' relevant, at a time when the dominant view was that India's problems were primarily rural. This has thankfully changed, not just because of our efforts, but a growing chorus of urban voices.

The needle has now moved – from 'Why is Urban important?' to 'How do we fix Urban India?' Here, the temptation is to focus on the 'visible' challenges that our cities face – water supply, poverty, garbage, traffic and transport, etc - and seek quick-fix solutions. The challenge is to redirect attention to the deeper systemic issues that lie beneath these visible problems, and

the inherently complex nature of the solutions. Because of this, Janaagraha must find ways to continually 'cut through the clutter' and have the more holistic City-Systems framework heard, understood and supported.

OUR LEARNING:

Janaagraha supplements its grassroots and online community outreach work with awareness building that is focused on **cultivating an ecosystem of 'urban evangelists' across a variety of communities – in politics, media, academia, philanthropic circles, and business, all of whom are committed to the agenda of systemic urban change.** We used our City-Systems framework to build an easy-to-understand measurement scorecard. The inaugural edition of the Annual Survey of India's City-Systems (ASICS) measured India's top 11 cities and two peer cities from around the world. In addition to this over-arching ecosystem work, each Janaagraha programme has a formal 'ecosystem' component to its goals, which requires it to nurture critical urban stakeholders that are important to its success or failure.

EXECUTION

THE CHALLENGE: DEFINING OUR GOALS, ENSURING INTEGRATION, AND TRACKING SUCCESS

Defining (and tracking) organisational goals in the non-profit space can be extremely difficult. Unlike a corporate, a non-profit's work cannot be assessed against sales targets or profit statements. Organisations like Janaagraha that work on meta-change reforms have an even bigger challenge, given that the systemic changes we seek can take years, with a series of incremental victories, setbacks, and gradual advancement.

Moreover, at Janaagraha, our distinct (yet interrelated) programmes address a wide range of urban issues. It is imperative therefore, that they work towards a coherent institutional vision – ensuring they are an integrated whole, rather than merely an amalgamation of unrelated work 'silos'.

OUR LEARNING:

We need two critical components– first, a well-defined **Theory of Change (ToC)** that clearly lays out

our expected cause-effect relationships between our efforts and the ultimate changes in quality of life we seek. We also need a second component – a robust performance management system that translates the ToC into measurable review systems. The **implementation of a Balanced Score Card (BSC) system** that integrates our ToC has been critical to performance measurement in Janaagraha. This system has, at its broadest level, allowed us to define our organisational goals, and ensure that our programmes work towards them. The BSC system also helps in defining individual Goal Sheets, which allow for a clear linkage between what happens on a daily basis, and the larger programme objectives, which in turn are linked to the organisation's mission and theory of change.

As the BSC system continues to help define organisational, programmatic, and individual goals year-on-year, we are able to build on past successes more effectively. We are also able outline with more clarity where we want to be as an organisation in one, three, and or even five years' time.

GROWTH

THE CHALLENGE: ATTRACTING AND RETAINING THE BEST TALENT. SECURING FUNDING FOR SYSTEMIC URBAN CHANGE

Attracting and retaining the best talent was one of the major challenges that Janaagraha faced over the early years. In the past, when we failed to achieve this, it resulted in short-lived programme initiatives; an inability to build on previously laid platforms, and learn from past mistakes; and to larger difficulties in accumulating institutional memory – crucial to understanding what works and what doesn't in a dynamic environment like 'urban change'.

From a funding perspective, our challenges in diversifying away from founder-driven funding arose from the nature of our work itself. As an organisation which catalyses systemic urban change, our approach is distinct from institutions that are more focused on direct interventions in the social change space.

OUR LEARNING:

Our HR team has worked relentlessly over the past three years, finding ways to not only attract but also retain the best talent. As one example working in conjunction with Omidyar Network (our principal institutional supporter), we have completely reworked our HR systems and processes. A stricter recruitment process that **assesses passion, integrity, competency and capabilities**, has been put in place, and we have also worked to increase the channels through which we source interested individuals. Moreover, **we have improved our review and appraisal systems; and now provide substantial exposure opportunities**, especially for our programme management team.

From a funding perspective, our unique fundraising model has evolved over the last five years in a fashion that suits the nature of our work. Rather than adopt a 'long-tail' donation model (incorporating a large donor pool), **we choose to build deeper, more intimate partnerships with a smaller number of highly engaged donors.**

Today, this more compact donor pool is getting increasingly well versed on the importance of urban change, and nurtured through regular correspondence, events, briefings, and discussions. This model has enabled us to become a financially self-sufficient, donor-driven organisation over the last 5 years.

KEY LEARNING

GOVERNMENT - Create institutional partnerships. Aim for concrete policy change or legislation.

CITIZENS - Use technology to create a 'net-plus-roots' approach for grassroots change.






ECOSYSTEM - Cultivate an ecosystem of 'urban evangelists' in politics, media, academia, philanthropic circles, and business to advance the City-Systems Framework.

EXECUTION - Have a robust Theory of Change, and implement strategic performance management tools (such as the Balanced Scorecard System) to assess achievements against organisational, programmatic, and individual goals

GROWTH - – Assess staff 'institutional alignment'. Appraise often and provide exposure opportunities. Cultivate a smaller donor pool, and engage more deeply..

FINANCIALS

RECEIPTS & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2013

RECEIPTS		Amount in 000's
	Donations	81172
	Project Specific Donations	1567
	Other Income	16782
	Certified In-kind	37811
TOTAL		137332
EXPENDITURE		Amount in 000's
	URBAN PLANNING & DESIGN	
	Grants to India Urban Space Foundation	2400
	URBAN CAPACITIES & RESOURCES	
	Urban Capacity Building	3315
	EMPOWERED & LEGITIMATE POLITICAL REPRESENTATIVES	
	Jaagte Raho	21415
	TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION	
	Public Record of Operations & Finance	4121
	Bala Janaagraha	8003
	Community Policing	1986
	I Paid A Bribe	20541
	I Change My City	26987
	Advocacy	4622
	Urban Infrastructure Index	2758
	Annual Survey of India's City-Systems	1583
	Research	5630
	Depreciation	2434
	Excess of Receipts Over Expenditure	31537
TOTAL		137332

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

**JCCD follows cash accounting method. Due to certain projects being delayed in FYE 2012-13, a portion of associated expenses will be carried forward to fiscal 2013-14. Therefore, our position reflects a surplus which would not have been incurred otherwise.

AUDITED FINANCIAL REPORT 2012-13



D.N. JOSHI & Co.
CHARTERED ACCOUNTANTS

Ref :

FORM NO.10B

[See rule 17]

Date :

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

I have examined the Balance Sheet of **JANAAGRAHA CENTRE FOR CITIZENSHIP AND DEMOCRACY**, No.30/1, 4th Floor, UNI Building, Thimmaiah Road, Vasanthnagar, Bangalore - 560 052 as at March 31, 2013 and Income and Expenditure Account for the year ending on that date which are in agreement with the books of account maintained by the said trust.

I report the following observations and comments:

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

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

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

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

- i) In the case of the Balance Sheet of the state of affairs of the above named Trust as on March 31, 2013 and
- ii) In the case of the Income and Expenditure Account, the excess of Income over Expenditure for the year ending March 31, 2013.

D. N. JOSHI & Co.,
Chartered Accountants


N. DINESH KUMAR
Proprietor
Place: Bangalore
Date: 07/06/2013



BALANCE SHEET AS ON 31ST MARCH 2013

JANAAGRAHRA CENTRE FOR CITIZENSHIP & DEMOCRACY
 30/1, 4TH FLOOR,
 UNI BUILDING,
 THIMMAIAH ROAD,
 VASANTHINAGAR,
 BANGALORE - 560 052

BALANCE SHEET AS ON 31ST MARCH 2013

LIABILITIES	AMOUNT	AMOUNT	ASSETS	AMOUNT	AMOUNT
CORPUS FUND RESERVES			Fixed Assets		7478447
Opening Balance	10381019		Investments		
Add : Received during the year	0		FD in YES Bank- From Corpus Fund		20598958
	10381019		FD in SBT-From Endowment Fund		61799064
Less : Excess of Income Over Expenditure	31536957	41917976			
CORPUS FUND DONATION			Current Assets and Loans & Advances		
Opening Balance	23133325		Cash in Hand	20379	
Add : Received during the year	4000000		Cash at Bank		
	27133325	27133325	Citi Bank ASM-807	13894	
			Citi Bank FCRA & Multi Deposit-9801	11653566	
ENDOWMENT FUND		90000000	(15739415-4085849)		
Grants received for respective project			City Bank IPAB-816	10218	
Opening Balance	2393095		Citi Bank Jaagte Raho-808	12009	
Less: Transferred to Income	1256853	1136242	Citi Bank Corpus Fund-801	10710730	
			Citi Bank CPA-818	1483293	
			Citi Bank Endowment Fund-812	41285986	
			Citi Bank SB-807	43000	
TDS Payable		594809	Citi Bank WISA-805	10121	
			YES BANK CORPUS FUND-040	1014965	66258170
			Loans & Advances		
			Rental Deposits		1755800
			TDS Receivable		1163704
			TDS Receivable AY- 2013-14		187568
			Other Advances		1540640
TOTAL		160782351	TOTAL		160782351

For Janaagraha Centre For Citizenship & Democracy

**Janaagraha Centre for Citizenship
and Democracy (JCCD)**

Trustee
 Date :07/06/2013
 Place: Bangalore

Trustee

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

D. N. Joshi

N. DINESH KUMAR
 Proprietor



INCOME & EXPENDITURE AS ON 31ST MARCH 2013

JANAAGRAHRA CENTRE FOR CITIZENSHIP & DEMOCRACY
30/1, 4TH FLOOR,
UNI BUILDING,
THIMMAIAH ROAD,
VASANTHINAGAR,
BANGALORE - 560 052

INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2013

EXPENDITURE	AMOUNT	INCOME	AMOUNT
Project Expenditure		Donation Received	
Annual Survey of Indian City System	1582531	General Donation	81171810
Urban Infrastructure Index	2758293	Donation Received	1566650
I Paid A Bribe	5728813	Specific Grants treated as Income	1256853
Jaagte Raho	9238799		
Bala Janaagraha	6104650	Interest from Fixed Deposits	
Advocacy	4621928	State Bank of Travancore	13010292
Urban Capacity Building	3315270	Oriental Bank of Commerce	832880
I Change My city	18061750	YES Bank	665510
PROOF	4121468		
Research	5629710	Other Income	
Community Policing	1985660	Interest from Multi Deposit	454814
Grants to IUSF	2400000	Interest From Bank Accounts	560721
Depreciation	2433701		
Excess of Income Over Expenditure	31536957		
	99519530		99519530

For Janaagraha Centre For Citizenship & Democracy

**Janaagraha Centre for Citizenship
and Democracy (JCCD)**

Trustee

Date :07/06/2013

Place: Bangalore

Trustee

As per Audit Report of even date

For D.N. Joshi & Co.,

Chartered Accountants

Renu

N. DINESH KUMAR

Proprietor



NOTES TO THE ACCOUNTS:**I. METHOD OF ACCOUNTING:**

The Assessee has maintained Cash system of accounting.

II. RECOGNITION OF INCOME:

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

III. VALUATION OF FIXED ASSETS:

- a. Fixed Assets are valued at cost and less depreciation; cost includes Purchase price, duties, taxes, freight and all other expenditures which are directly related to bring the assets into its working conditions. No Fixed asset register has been maintained hence it is not possible for me to express an opinion on existence of fixed assets.
- b. During the year 2012-13 Janaagraha Centre for Citizenship & Democracy has received grant in kind in the form of Software license right to use, net book, projector and speakers.
 1. ArcGIS 10 units INR 32.22 Lac
 2. Computer 44 units INR 18.98Lac
 3. Google Adwords INR 205.15Lac
 4. ArcGIS 34 Units INR 117.38Lac
 5. Edumedia INR 4.38Lac

IV. VALUATION OF RETIREMENT BENEFITS:

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

V. CONFIRMATION OF BALANCES:

The Balance in Bank Loans, Deposits, and Interest on deposits are subject to confirmation, and consequent adjustments.

VI. INVESTMENT MADE FOR THE YEAR:

The Trust has invested Rs. 2,00,00,000/- towards, Fixed deposit in Corpus and Endowment fund for the year.

D. N. JOSHI & Co.,
Chartered Accountants



Place: Bangalore
Date: 07/06/2013

JANAAGRAHA CENTRE FOR CITIZENSHIP AND DEMOCRACY
&
INDIA URBAN SPACE FOUNDATION

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