JANAAGRAHA

ANNUAL REPORT

2022-23

Table of Contents

A Note from the CEO

Dear stakeholders, partners, and supporters,

I am pleased to share with you Janaagraha's Annual Report for the year 2022-23. This report lays out the highlights and milestones in our journey over the past year towards our mission of transforming quality of life in India's cities and towns. We recently published Tending to the City, a retrospective of Janaagraha's journey and impact over the last two decades. I hope you enjoy reading it too.

Today, India's growth story is playing out in our cities, which contribute about two-thirds of the country's GDP and are expected to contribute about 70% of future employment. But our cities lag far behind in providing basic infrastructure and services to their citizens and fare poorly on overall liveability globally. Over the last 10 years however there has been an increase of 488% in the outlays of the Ministry of Housing and Urban Affairs, Government of India through flagship missions and schemes such as the Pradhan Mantri Awas Yojana, AMRUT, Swachh Bharat Mission, and the Smart Cities Mission. State governments too are investing far more in public infrastructure and services in cities. This is reason for far greater optimism and hope than ever before!

Yet, our cities need robust systems and institutions to sustain this momentum. I am pleased to share that Janaagraha has actively contributed to facilitating robust city-systems in our cities. Our philosophy of addressing root causes such as urban planning and design, municipal finance, municipal staffing and performance management, empowered mayors and councils, and transparency and

citizen participation (collectively termed 'city-systems') has gained traction across union and state governments.

We continue to collaborate with the Ministry of Housing and Urban Affairs on www.cityfinance.in, India's national municipal finance portal conceived and developed by us, and also on property tax reforms. We are working at the cutting edge of municipal finance reforms covering municipal budgeting, transparency and efficiency in grants management, and municipal borrowings with the Government of Odisha and with the Securities and Exchange Board of India.

Through the pioneering JAGA mission, we are empowering Slum Dweller Associations as institutions of self-governance in close to 3,000 settlements across all 115 cities and towns of Odisha. Our work on citizen participation in Karnataka too is gaining traction through the Karnataka Ward Samiti Balaga and its 5 city chapters. The Balagas are engaging closely with the Government of Karnataka and respective municipalities to activate ward committees as neighbourhood platforms for citizen participation. Our civic learning programme has reached more than 10,000 students across Mangaluru in Karnataka and Kurukshetra in Haryana. We are pleased to embark on a collaboration with the Capacity Building Commission in this area of work.

Even as we are broadening the scale and deepening the impact of our work on municipal finance and civic participation, we continue to invest in raising the salience of city-systems reforms through our flagship Annual Survey of India's City-Systems (ASICS) report. The 6th edition of ASICS, which covers 82 municipal laws

and 44 planning laws across all 35 states and union territories in India, was released by Mr Hardeep Singh Puri, Minister for Housing and Urban Affairs, Government of India, in October 2023. Concurrently, the Comptroller and Auditor General of India's audit reports on the implementation of the 74th Constitutional Amendment Act have now been extended to 27 states. We continue to stay engaged on the same.

As you may be aware, a little over a year ago we undertook a strategy refresh as a result of which we have now identified public health and environment as thematic areas of focus, and urban poor and women as priority stakeholders. Increasingly, the model of implementing city-systems reforms at the intersection of public health, environment, and equity is playing out at the state level in partnership with state governments who are demonstrating leadership through holistic urban transformation agendas. Janaagraha's work with the Government of Odisha on holistic municipal strengthening,

encompassing municipal finance, civic participation among the urban poor, and urban policy reforms has shown tremendous impact over the last four years.

We are keen to leverage this momentum and are now seeking fellow travellers in this journey of impact and scale. None of our work — ongoing or past — would have been possible without the unwavering support of our partners. We express our sincere gratitude to each and every one of you. Your contribution is helping us transform our cities into better places to live, work, and thrive. Together, let us continue to champion the cause of systems change in our cities!

Thank you, once again, for your support and encouragement!

Srikanth Viswanathan
Chief Executive Officer

From the Desk of the Co-founders

Janaagraha was born as a citizen-led movement. It was founded on the belief that citizens can—and should—play an active role in the functioning of democracy; that citizenship is not just about rights but—and perhaps more importantly—is about duties and responsibilities. In those early years, it was volunteers who defined and carried the movement forward. There was no formal organisational structure, no defined and assigned roles — we were all simply driven by the need to do better by our cities.

Soon, however, we realised that the problems we were trying to address would require concerted long-term, possibly multigenerational, efforts.

To realise our vision of transforming the quality of life in India's cities, we would have to adopt a systemic approach; one that did not solely focus on the short-term fixing of a problem, but instead on the more sustainable alternative: fixing the system that fixed the problem.

We were also clear that we wanted to do this with rigour (reflecting regularly on what was working, what was not, and course-correcting quickly where needed) and in collaboration with citizens as well as governments.

And thus began Janaagraha's transition from a movement to an institution—or, perhaps more accurately, to a 'do-tank' that thinks.

In 2013, with an eye on ensuring the sustainability of Janaagraha, a management committee was instituted to serve as a strong second line of leadership. We also set up a more formal Governing Board. In 2016, as we took on less active roles in the management and operations of the organisation, the role of Chief Executive Officer was created. Srikanth Viswanathan, Janaagraha's CEO, has since exemplified how the transition of leadership from founders is achieved.

It is a matter of great pride to us that what began as a spark of an idea has today established itself as a self-sufficient institution.

Janaagraha has been a catalytic force: facilitating seminal reforms in municipal finance, advancing the cause of civic participation and civic learning, and promoting and establishing evidence-based approaches in the field of urban transformation. The organisation is also proactive and intentional about institution building, particularly in the areas of strategy, culture, and leadership.

As the demands on our cities grow, so will the demands on Janaagraha. But if the last two decades have shown us anything, it is that Janaagraha is well prepared to address them.

Swati and Ramesh Ramanathan
Co-founders, Jana Group

Introduction

In 2021,
Janaagraha turned 20.

That is 20 years of
campaigns, initiatives,
projects, and programmes.

20 years of incremental
progress marked by
milestone wins.

20 years of tending to
the cities and
towns of India.

**20 Years of
Janaagraha**

We enter our third decade at a time when our cities are experiencing exponential growth. They are expected to house more than 50% of the entire population by 2050. That is over 800 million residents in cities that are already straining under severe resource constraints.

Janaagraha's mission of transforming India's cities and towns is, therefore, more critical and urgent than ever.

Our cities play a crucial role in the country's socio-economic future. They attract talent, create jobs, and drive economic growth. The quality of life and the quality of democracy in our cities often determine the quality of life and democracy across the country.

Yet, the governance of our cities is fast becoming a development challenge as cities are also the stage on which several other development and sectoral challenges unfold simultaneously, with multiple stakeholders attempting to address these challenges, often at the same time and sometimes at cross purposes.

At Janaagraha, we believe that we need to solve for the city as a holistic system by diagnosing and addressing the root causes of its challenges. An effective way to do this is through city-systems thinking.

In the following pages, we showcase how we practice city-systems thinking across our areas of work in civic participation, municipal finance, and policy and research. We highlight the projects and programmes implemented, the impact achieved, and the progress made. We also outline our goals for the future and how we plan to accomplish them. Janaagraha's work is a challenging, uphill battle. It is also a reminder that meaningful change always is.

Articulating a Vision for the Future

Our 20th anniversary seemed like the opportune time to reflect on these questions; to take stock of where we are and chart the course to where we want to be.

We entered into an engagement with the Bridgespan Group with the goal of defining and sharpening our strategic focus for the next decade.

The exercise, which spanned several months, was an exhaustive and collaborative endeavour. Group sessions, workshops, and organisation-wide surveys were organised. 50 internal stakeholders were consulted. 32 external stakeholders were interviewed, including funders, government officers, ecosystem partners, ward councillors, citizens, and urban experts. Comprehensive research on systems change, advocacy, and field-building was also conducted.

These efforts led to the creation of a revised strategy that contextualised our work against contemporary, global challenges and locally impacted demographic groups.

Three city-systems components were prioritised as the focus for Janaagraha in the coming years: Civic Participation, Municipal Finance, and Governance. Additionally, climate and public health were determined to be our priority thematic areas, and women and the urban poor were identified as the priority stakeholders we could most positively impact.

The revised strategy is a blueprint for how we can deepen impact and increase scale. It has inspired a more intentional focus on Monitoring, Learning, and Evaluation, even as it encourages us to retain a rigorous, evidence-based approach to all programmes.

Are there better ways to achieve our mission?

Should we ramp up efforts in a particular field? Scale them down in another?

How can we amplify impact?

Will the programmes of today address the problems of tomorrow?

It also calls for Janaagraha to maintain its focus as a city-systems organisation that acts as a trusted bridge between government and citizens. Toward this end, we will continue to build demonstrable, evidence-based, and sustainable models of civic participation.

In the space of municipal reforms, we will offer strategic assistance to states and the union government. We will also create salience among decision-makers to advance city-systems reforms. Additionally, we will leverage collaborations and partnerships to catalyse scale.

Even as we remain steadfast in our mission to transform the quality of life in India's cities and towns, our refined strategy outlines the ways and means through which we can optimise our efforts and accelerate our impact.

Our Approach

At Janaagraha, we have long believed that India's cities do not have a hundred thousand problems; they have the same hundred problems repeated a thousand times. Rather than solving for pollution, poor infrastructure or inefficient waste management, we recognise that these are symptoms of a larger issue: poorly designed city-systems. This holistic way of thinking about cities defines our approach to work. We call it City-systems Thinking.

The City-systems Framework.

City-systems refer to the laws, policies, institutions, processes, capacities, and frameworks that enable government machinery to deliver services and infrastructure. They determine the health of a city and the quality of life it can offer its citizens.

Over the years, we have sharpened our focus to four interrelated components of city-systems:

Urban planning and design

(Spatial planning, land, and design of public spaces)
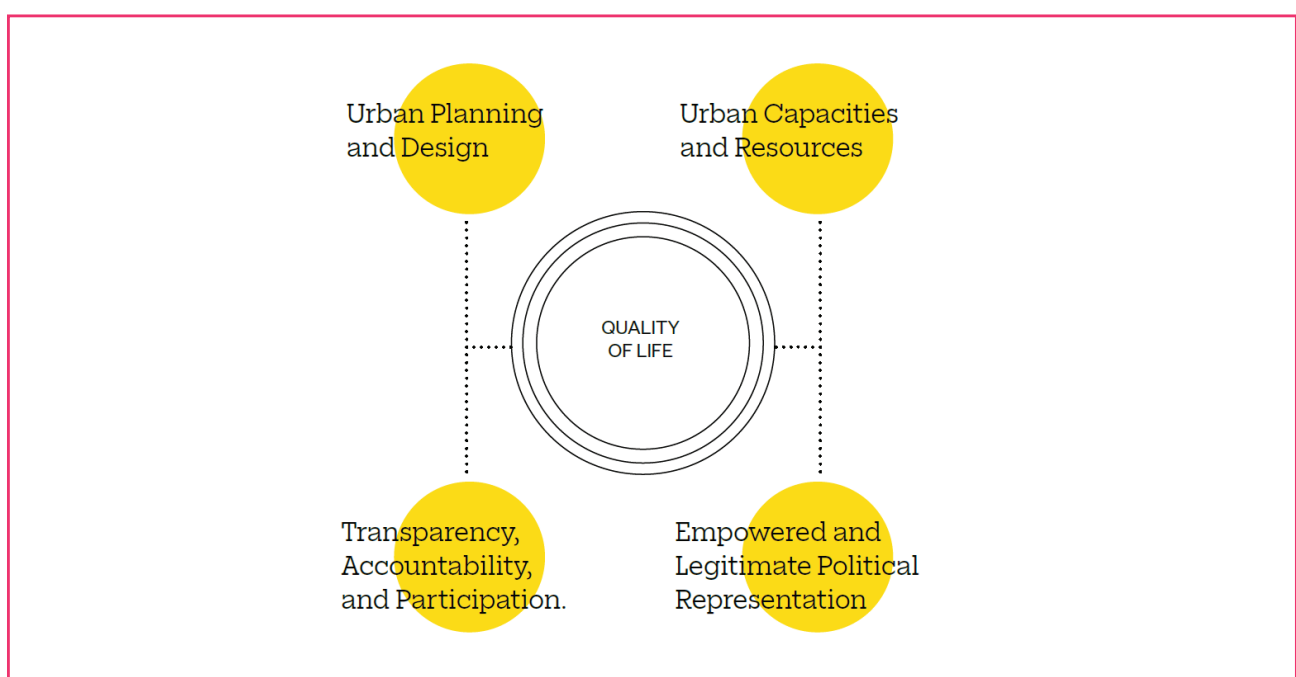
Urban capacities and resources

(Finance, staffing, performance management, and digitalisation in government)

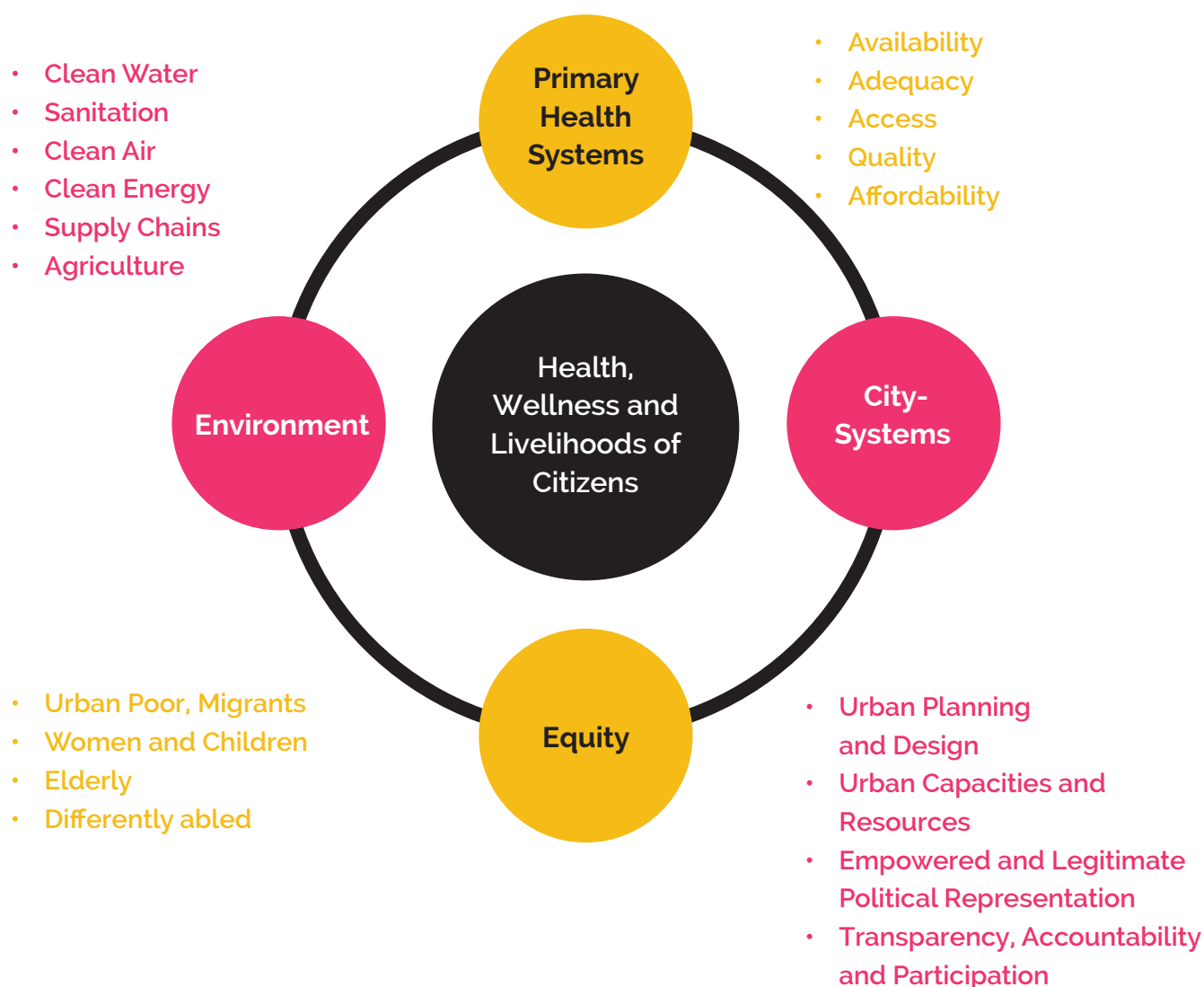### Empowered and legitimate political representation

(Empowered and accountable mayors and councillors)

Transparency, accountability, and participation

(Citizen-participation in neighbourhood-level governance).

We aspire to work at intersections

- **Clean Water**
- **Sanitation**
- **Clean Air**
- **Clean Energy**
- **Supply Chains**
- **Agriculture**

- **Availability**
- **Adequacy**
- **Access**
- **Quality**
- **Affordability**

Primary Health Systems

Environment

Health, Wellness and Livelihoods of Citizens

City-Systems

Equity

- **Urban Poor, Migrants**
- **Women and Children**
- **Elderly**
- **Differently abled**

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

Our revised organisational strategy calls for a more intentional intersectional approach. We are now exploring the intersection of city-systems with urban health systems, environment systems, and equity, beginning with women and the urban poor. The below graphic illustrates the same. It is an example of how systemic change with respect to places (cities) and people (citizens of cities) intersects with systemic change in sectors (for example, public health and the environment).

Working at the intersections of environment,

public health, women, and the urban poor will allow us to affect real, tangible change across city-systems and demographics.

We have already made notable strides in this direction with initiatives such as our landscape study in primary health and our upcoming Fellowship for Women in Public Finance. Our work in environmental sustainability aims to address the profound challenges of environmental governance within cities with sustainable solutions.

Culture Codes:
An Exercise in Institution Building

Janaagraha began as an initiative, evolved into a movement, and is now marking 20 years as an organisation. As our team grows in number and physical distance, the need to define, articulate, and practice the Janaagraha Way has become increasingly important. The creation of the Culture Codes was a mindful effort to do this.

We began the process over the last year, by engaging with BullzI Inc, an external partner who guided us through the journey. To ensure that the Culture Codes were an authentic representation of the organisation's lived values, eight team members were tapped to become Culture Ambassadors. These individuals are the first cohort to co-create the Culture Codes and aid in its cascade. The cohort will widen to include others in the future.

Janaagraha's literature, philosophy, work, policies, performance competency frameworks, internal stakeholder surveys, and other value articulations were thoroughly studied. Extensive discussions were conducted with the leadership team and with the Culture Ambassadors. Inputs from the entire organisation were also sought and multiple rounds of iterations were undertaken.

The result is seven Culture Codes that encapsulate the Janaagraha Way:

- Take Ownership
- Apply Systems Thinking
- Practice Urgent Patience
- Choose Depth
- Engage Constructively
- Strive to Excel
- Care

Each code has been further extended into a set of behaviours to embody and behaviours to avoid. This serves as a roadmap for how to get better at living and practising the values. A list of existing and proposed policies, formal and informal practices, and visual symbols and artefacts were also drawn up for each code.

This repeated articulation of the codes in different forms – from behaviours to policies and projects to processes – is an attempt to embed the Janaagraha principles and values in every function, aspect, and operation of the organisation.

A Culture Cascade Plan has also been developed for the coming year.

Municipal Finance

Building transparency, self-sufficiency, and accountability in the finances of Urban Local Bodies

Given India's rapid urbanization, ensuring efficient management of municipal finances will be critical. A city's finances will determine its ability to provide infrastructure and services that are conducive to better living and greater productivity. Many municipalities are constrained by inadequate resources, inefficient allocations, and obsolete systems that are unable to keep pace with the growing demands and expectations of residents.

The Municipal Finance program aims to strengthen Indian city administrations (ULBs) through a wide range of reforms. These are embedded in the systems and practices to ensure continuity in processes.

Reform has been initiated in five areas, setting off a virtuous cycle of irreversible municipal strengthening:

- Rationalizing fiscal decentralization
- Optimizing a ULB's own source revenues and borrowings
- Creating strong Public Financial Management (PFM) systems
- Building institutional capacities by enhancing human capital at the ULB and state levels
- Fostering transparency and accountability.

Janaagraha works with — and supports — government institutions at all 3 levels: union, state, and municipal. We undertake policy advocacy at the national level (creating an enabling environment for — and promoting — reforms), provide reform implementation support to state and city governments (creating proofs-of-concept), and disseminate playbooks to other state and city governments (to help achieve scale).

The Past Year

Janaagraha has achieved significant milestones in promoting fiscal transparency and fiscal sustainability in Urban Local Bodies (ULBs) across India.

Fiscal Transparency

One of our major successes has been our advocacy with the Fifteenth Finance Commission (XVFC). We successfully advocated for defining mandatory conditions for urban local bodies to submit audited accounts in a timely manner to receive grants. The XVFC incorporated our recommendations in its final report, specifying the components and timeline for publication of audited annual accounts. This has led to a landmark shift in fiscal transparency. Over 3,000 ULBs (more than 60% of the total ULBs in India) published their audited accounts on the City Finance portal (www.cityfinance.in) for the financial years 2019-20 and 2020-21, and nearly 1,800 ULBs submitted their accounts for 2021-22. This timely publication of financial statements demonstrates the significant progress in fiscal transparency in municipal finance across India.

In collaboration with the Ministry of Housing and Urban Affairs (MoHUA), we have implemented a paperless grant management system on the City Finance portal (www.cityfinance.in). This system has reduced delays, provided observability on progress, and facilitated output-level monitoring. It has also encouraged and smoothened the process for ULBs to claim their Finance Commission grants. Nearly 80% of ULBs have used the portal to claim their XVFC grants. We

continue to support MoHUA as the Program Management Unit (PMU) for overall grants administration, conducting capacity building and sensitization workshops for state and ULB officials, and analyzing financial and operational performance data to enable improvement in financial sustainability and transparency in the future.

We have also supported MoHUA in designing and launching the first edition of the national-level 'City Finance Rankings' initiative, in line with the Prime Minister's vision to promote healthy competition among ULBs, and improve their financial health and performance. As knowledge partners, we supported MoHUA in formulating a detailed rankings framework, publishing the operational guidelines, and implementing the rankings. This included operationalizing a 100% paperless rankings module on the City Finance portal, detailing the scope for the PMU, and extending support to maximise awareness and participation among ULBs. The rankings initiative was launched by the Union Minister of Housing and Urban Affairs, Shri Hardeep Singh Puri.

During 2022, a new, improved version of the City Finance portal (www.cityfinance.in) was launched to drive use of the rich financial data available in a standardised and comparable format, and to enable municipal financial analysis and better-informed decision-making with regard to municipal finances at the city, state and union levels. The City Finance platform has been re-designed to bring the 'city at the centre' and equip administrators and decision-makers at the city (and state) levels with tools to comprehensively assess the financial and operating performance of their ULBs in one place, including analytics, insights, comparative analysis on key municipal finance ratios, financial statement summaries, and availability of a rich resource library including digital toolkits, best practices, case studies, and e-learning modules, besides other features.

We also partnered with Patrika Foundation to empower journalists with the knowledge and tools necessary to effectively analyse and report on city budgets. As part of this engagement, we conducted a comprehensive analysis of the city budgets of Jaipur, Kota, and Jodhpur. The data and insights from this analysis were captured in budget briefs for each city, making the information accessible and easy-to-understand for media personnel as well as civil society. These were then used in a series of articles by the Rajasthan Patrika newspaper.

Budget Briefs

JANAAGRAHA

Jaipur Municipal Corporation*
2021-22 Municipal Budget Brief

JMC (GREATER JAIPUR)

Mayor
(since Nov' 20)
Dr. Somya Gurjar

Commissioner
(since Jan' 21)
Mr. Mahendra Soni, IAS

JMC (HERITAGE)

Mayor
(since Nov' 20)
Mr. Munesh Gurjar

Commissioner
(since Jan' 21)
Mr. Vishram Meena, IAS

Municipal Budget 2021-22
₹821.60 crores

City Population
(As per Census 2011)
30.46 Lakhs

Municipal Budget 2021-22
₹784.60 crores

Wards
150

Zones
6

Wards
100

Zones
4

Is Jaipur following best practices in budgeting?

City Budget is available and accessible online	✓
City budget shows spending on citizen centric services	✗
City budget shows key infrastructure projects	✗
Ward level budget allocations are available	✗
Citizen inputs taken while preparing city budgets	✗

Please refer to **Annexure** for terms used in this document

Government agencies providing services to Jaipur city residents

Land Use Planning
Jaipur Development Authority

Electricity
Jaipur Vidyut Vitaran Nagar Nigam

Public Transport
Jaipur City Transport Service Ltd
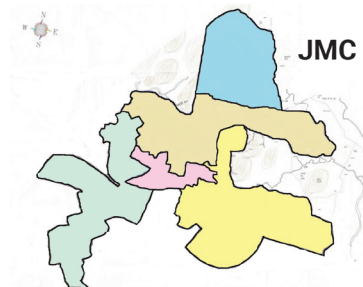
Water Supply
PHED

Sewerage
RUDISCO

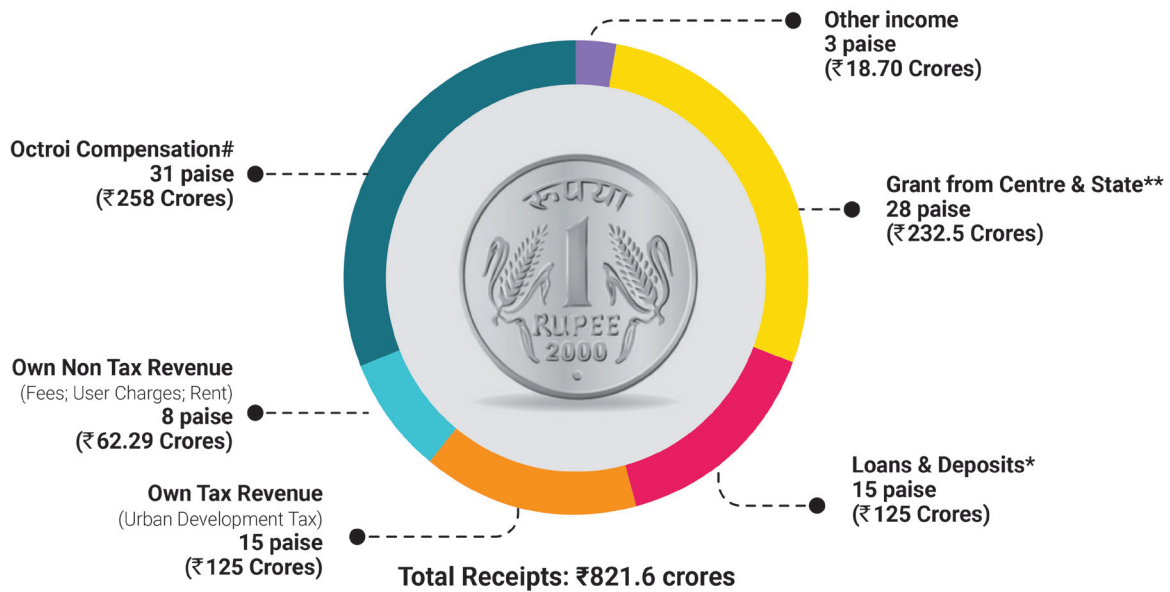**Municipal Services**
JMC

**JMC
(Greater Jaipur)**

JMC (Heritage)

* Jaipur Municipal Corporation (JMC) has been bifurcated into JMC (Greater) and JMC (Heritage) in 2020, hence data till 2019-20 pertains to the consolidated figures of JMC as a whole. For 2020-21 & 2021-22 data has been presented for both

JANAAGRAHA

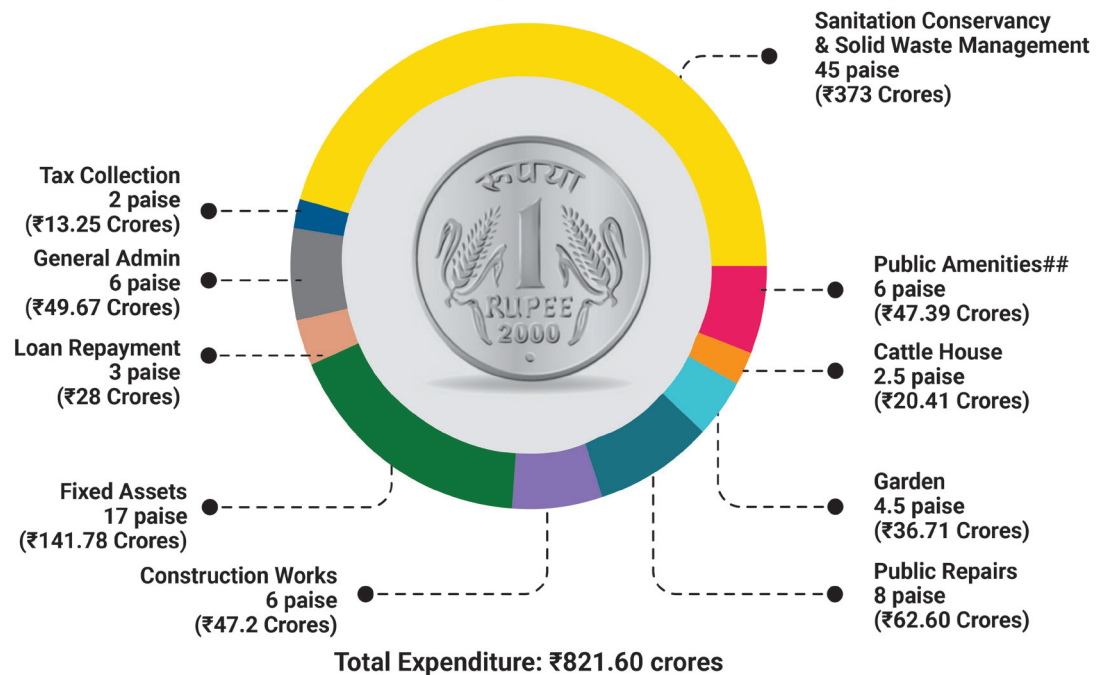# HOW ONE RUPEE IS MOBILISED
IN JMC-GREATER (ESTIMATES 2021-22)

Octroi Compensation#
31 paise
(₹258 Crores)

Other income
3 paise
(₹18.70 Crores)

Grant from Centre & State**
28 paise
(₹232.5 Crores)

Own Non Tax Revenue
(Fees; User Charges; Rent)
8 paise
(₹62.29 Crores)

Loans & Deposits*
15 paise
(₹125 Crores)

Own Tax Revenue
(Urban Development Tax)
15 paise
(₹125 Crores)

Total Receipts: ₹821.6 crores

* Loan & Deposits includes receipts in the form of security deposits, receipt from sale of Land and secured loans from Housing and Urban Development Corporation Ltd (HUDCO)
** Grants includes capital grants for specific purpose as well as revenue grants for Goshala aid and income from Delawas STP
 # Received from the Rajasthan state government to compensate for the loss of revenue for municipality due to the abolition of octroi
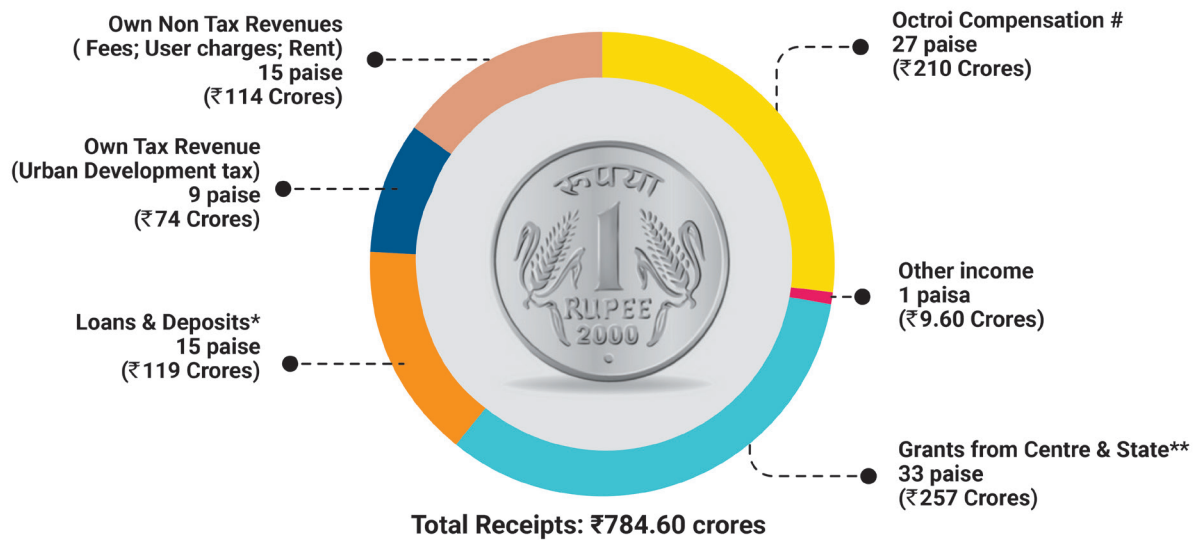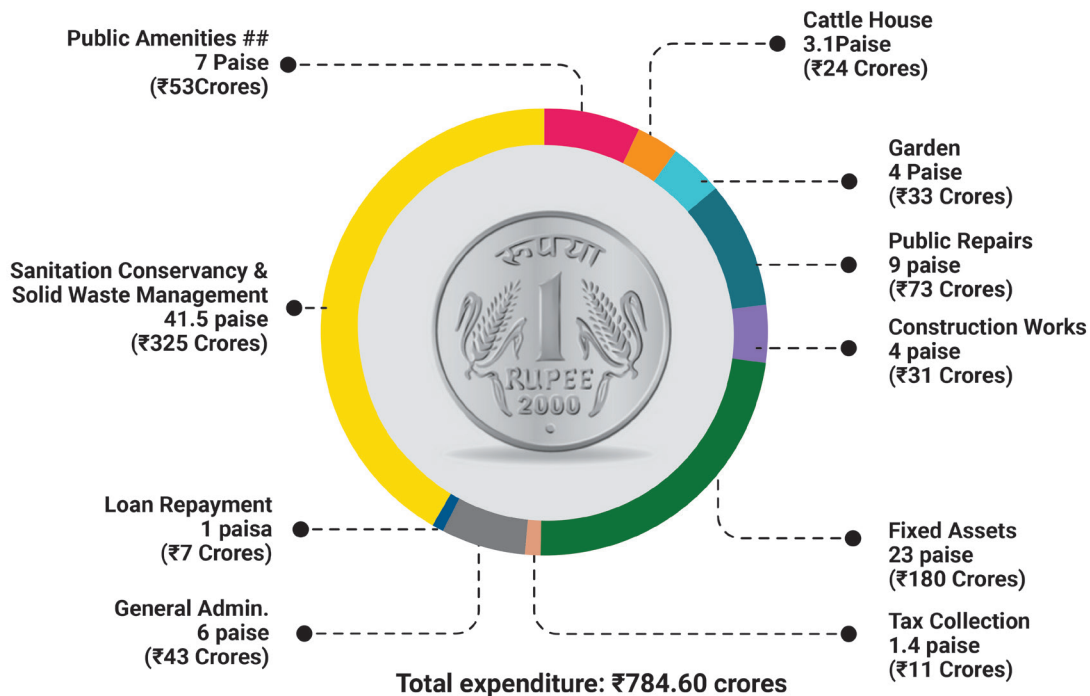
HOW ONE RUPEE IS SPENT
IN JMC-GREATER (ESTIMATES 2021-22)

Sanitation Conservancy
& Solid Waste Management
45 paise
(₹373 Crores)

Tax Collection
2 paise
(₹13.25 Crores)

General Admin
6 paise
(₹49.67 Crores)

Loan Repayment
3 paise
(₹28 Crores)

Public Amenities##
6 paise
(₹47.39 Crores)

Cattle House
2.5 paise
(₹20.41 Crores)

Fixed Assets
17 paise
(₹141.78 Crores)

Garden
4.5 paise
(₹36.71 Crores)

Public Repairs
8 paise
(₹62.60 Crores)

Construction Works
6 paise
(₹47.2 Crores)

Total Expenditure: ₹821.60 crores

Public Amenities includes expenditure on Public Safety & Lighting

HOW ONE RUPEE IS MOBILISED
IN JMC-HERITAGE (ESTIMATES 2021-22)

Own Non Tax Revenues
(Fees; User charges; Rent)
15 paise
(₹114 Crores)

Octroi Compensation #
27 paise
(₹210 Crores)

Own Tax Revenue
(Urban Development tax)
9 paise
(₹74 Crores)

Other income
1 paisa
(₹9.60 Crores)

Loans & Deposits*
15 paise
(₹119 Crores)

Grants from Centre & State**
33 paise
(₹257 Crores)

Total Receipts: ₹784.60 crores

* Loan & Deposits includes receipts in the form of security deposits, receipt from sale of Land and secured loans from Housing and Urban Development Corporation Ltd (HUDCO)
** Grants includes capital grants for specific purpose as well as revenue grants for Goshala aid
\# Received from the Rajasthan state government to compensate for the loss of revenue for municipality due to the abolition of octroi

HOW ONE RUPEE IS SPENT
IN JMC-HERITAGE (ESTIMATES 2021-22)

Public Amenities ##
7 Paise
(₹53Crores)

Cattle House
3.1Paise
(₹24 Crores)

Garden
4 Paise
(₹33 Crores)

Sanitation Conservancy &
Solid Waste Management
41.5 paise
(₹325 Crores)

Public Repairs
9 paise
(₹73 Crores)

Construction Works
4 paise
(₹31 Crores)

Loan Repayment
1 paisa
(₹7 Crores)

Fixed Assets
23 paise
(₹180 Crores)

General Admin.
6 paise
(₹43 Crores)

Tax Collection
1.4 paise
(₹11 Crores)

Total expenditure: ₹784.60 crores

Public Amenities includes expenditure on Public Safety & Lighting

Articles

Patrika News, 19 July 2022

Patrika News, 25 July 2022

Fiscal Sustainability

Our collaboration with MoHUA in publishing the property tax toolkit has shaped the national landscape of property tax reforms. The toolkit's recommendations have been disseminated to officials at the centre and state levels, influencing policy decisions and reforms. We have provided support to states in fulfilling property tax reform conditions under the Fifteenth Finance Commission, including technical assistance, and supportive meetings and workshops with officials from Assam, Maharashtra, Tamil Nadu, Jharkhand, Chhattisgarh, Karnataka, Madhya Pradesh, and Haryana.

In Tamil Nadu, we provided technical assistance in formulating the state's property tax and professional tax rules for all urban local bodies. Our support included drafting administrative rules, enabling provisions for tax revenue recovery, and facilitating rate revisions. The implementation of a one-time rate revision and annual rate revisions across all property types has led to improved property tax collections.

We have also initiated property tax reforms in the Coimbatore City Municipal Corporation through the Municipal Premier League (MPL) competition. The objective was to motivate bill collectors by recognising their efforts and creating a culture of data-driven decision making among the city leadership.

To run the competition, Janaagraha had created an online dashboard for real-time tracking of revenue, conducted training sessions for 57 bill collectors, 5 assistant revenue officials, and 5 data entry operators. In collaboration with the CCMC, we also ran two Social Media Campaigns: the 'Know Your Taxes' campaign in October 2021 (to build awareness among Coimbatore's citizens before the launch of MPL) and the 'Pay Your Taxes' campaign in March 2022 (to support the CCMC's efforts in boosting revenue collections by disseminating information on the available

modes and channels of payments, and to encourage citizens to pay their taxes on time).

In addition to improved revenue collections, the MPL was also successful in enabling a culture of group learning wherein bill collectors were able to share the challenges they faced on the ground and brainstorm solutions with senior officials to improve revenue as well as the quality of service delivery for citizens. To facilitate easy tax payment and increase accessibility for citizens, the CCMC also organised special collection camps at various locations, stationed mobile vans, and introduced point-of-sale (PoS) machines at all collection centres to enable digital payments. As of FY 22-23, the Corporation was also undertaking steps to upgrade the existing collection centres to make them more citizen-friendly, and had allocated funds in its FY 22-23 budget for the same.

Our successful advocacy with the Sixth State Finance Commission in Haryana has resulted in several of our finance recommendations being accepted. These include adopting the **double-entry accrual-based accounting system, time-bound preparation and publishing of annual accounts, empanelment of independent CA firms for audits,** and more. We have also emphasized the importance of community participation and the need to strengthen citizen feedback mechanisms in urban governance.

These accomplishments reflect our commitment to fostering fiscal transparency and accountability, and to improving financial management in urban local bodies. We will continue our efforts to bring about positive changes in urban governance and contribute to the development of cities across India.

Impact

- The Fifteenth Central Finance Commission (XVFC) incorporated our recommendations for mandatory publishing of ULBs' audited accounts. This resulted in a landmark shift in fiscal transparency with thousands of ULBs filing timely audited accounts statements.

- Launch of a paperless grants management system for XVFC grants to ULBs on City Finance platform (www.cityfinance.in), which is owned by the Ministry of Housing and Urban Affairs. This portal hosts 10,800+ financial statements of about 3,500 ULBs (70% of ULBs in India) in a standardized, comparable format. 4,400+ ULBs have used the portal to claim XVFC grants in FY22. The administrative process of XVFC grants management via City Finance has reduced delays in submission of claims, and recommendations / release at the union level, provided observability on progress, and facilitated output-level monitoring. It has also encouraged and smoothened the process for ULBs to claim their FC grants.

- During the first two years of the XVFC period (i.e. FY 21-22 and FY 22-23), over Rs. 38,000 crores of XVFC grants to ULBs across 27 states of India was released, which is 95% of the total allocated amount of Rs. 40,000 crores.

- Launch of the nationwide City Finance Rankings initiative, developed in collaboration with the Ministry of Housing and Urban Affairs, administered in a 100% paperless manner on MoHUA's City Finance platform (www.cityfinance.in), which promises significant participation from ULBs across various states and potential for improved fiscal transparency with availability of annual municipal budgets at scale in the public domain. MoHUA has appointed a PMU team (Quality Council of India) for undertaking data collection, capacity building of ULBs, data verification and other related support for the rankings.

- The Sixth Haryana State Finance Commission (SFC) accepted our recommendations on municipal finance and urban governance reforms.
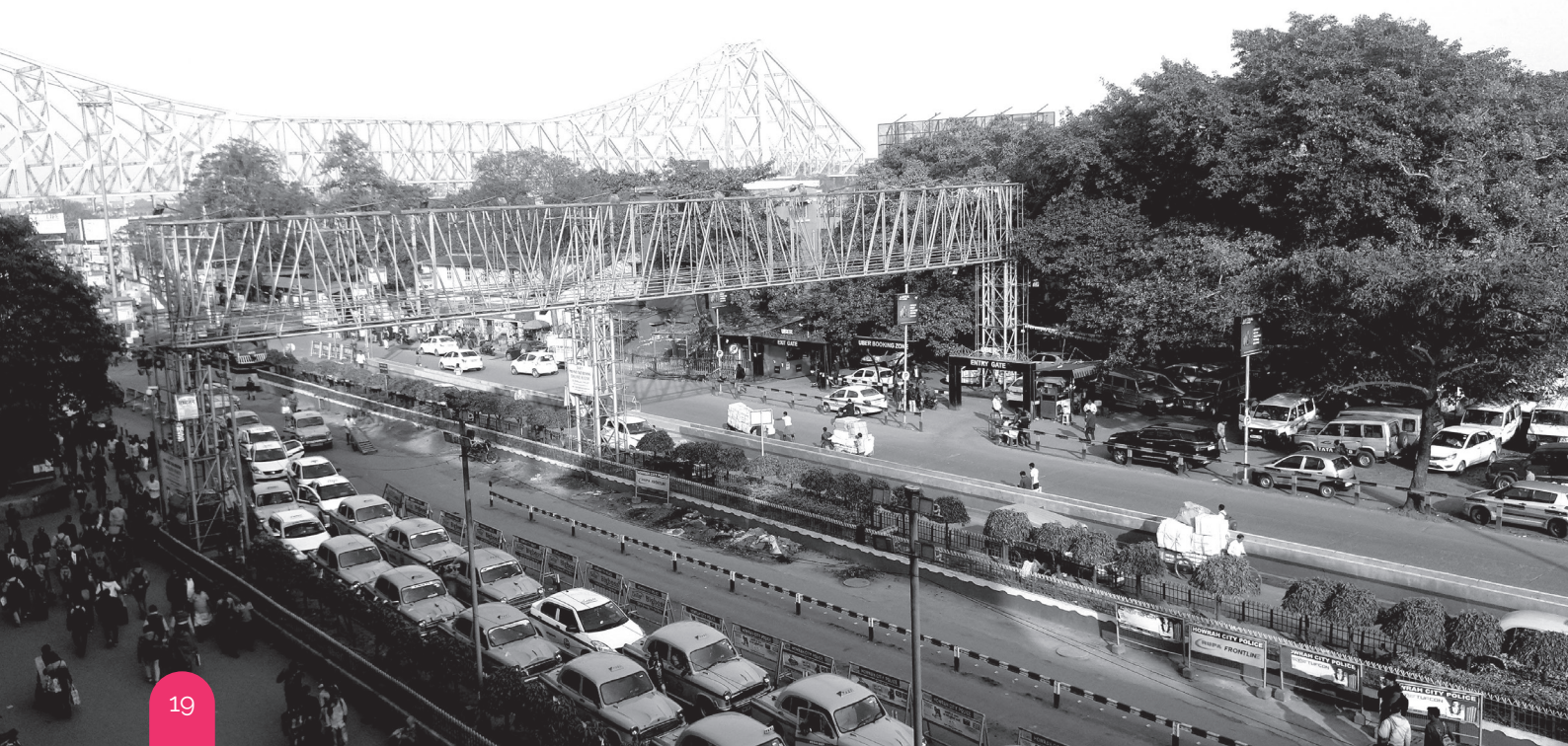
- Partnered with the Ministry of Housing and Urban Affairs on the creation of a property tax toolkit that now influences policy decisions at the state and central level. With the toolkit, states are able to fulfil their XVFC property tax norms.

- Initiated the Municipal Premier League competition as a part of property tax reforms for the Coimbatore Municipal Corporation. This resulted in an 11.1% growth in total own revenue. Of this, non-tax revenue (i.e. shop rents) received a major boost of 146%. The scheme has also increased property tax collections by 37%.

Publications and Decks

City Finance portal
(www.cityfinance.in)

Tamil Nadu Urban
Local Body Rules, 2023
(TN UB Rules)

Partnerships and Stakeholders

- Sixth Haryana State Finance Commission
- Ministry of Housing and Urban Affairs
- Fifteenth Central Finance Commission (XVFC)
- Coimbatore City Municipal Corporation
- Government of Tamil Nadu
- World Bank
- Patrika Foundation

MINISTRY OF HOUSING AND URBAN AFFAIRS

Cityfinance

Events

Workshop on analyzing city budgets conducted for journalists in collaboration with Patrika Foundation (February 2022)

We conducted a workshop for close to 18 senior journalists on analysing and covering city budgets. The workshop included two parts: a 90-minute session on how to read city budgets and a 15-minute presentation on how the data can be presented, with story ideas and suggestions on themes. Journalists from print, digital, and television media participated in the workshop, which was conducted in collaboration with Patrika Foundation on 16 February 2022, in Jaipur India.

Snapshots from the workshop

Closing Ceremony of the Coimbatore Municipal Premier League (April 2022)

The Municipal Premier League (MPL) was conceived by the Coimbatore City Municipal Corporation (CCMC) and Janaagraha. The competition, which was held among tax officials and aimed at boosting revenue collections, achieved remarkable results with an 11.1% growth in combined revenue across multiple streams. The closing ceremony of the MPL was held on 23 April 2022 at Kalai Arangam. Hon'ble Mayor Ms A Kalpana Anandakumar was the Chief Guest at the event. Mr R Vetriselvan, Hon'ble Deputy Mayor, Ms V P Mufashira, Chairman, Tax and Finance Committee, Ms. K A Theivayanai Tamilmarai, Chairman, West Zone, Ms T Malathi, Chairman, Education, Park and Playground, and

Mr Alagu Jayabalan, Councillor, Ward No. 71 were the special guests at the event. Best performing zones and top performing bill collectors under each of the four revenue streams were felicitated by the Hon'ble Mayor, Coimbatore Corporation's Commissioner, Mr Raja Gopal Sunkara and the Deputy Commissioner, Dr M Sharmila. The North Zone was recognised as the 'Top Performing Zone' for their overall outstanding performance across all four revenue streams under the MPL.

Coimbatore Commissioner Mr Raja Gopala Sunkara's address on MPL's impact on revenue

Janaagraha's presentation on the Revenue Impact of MPL on Coimbatore

MPL Trophy being presented by the Hon'ble Mayor and Commissioner, CCMC to the Winning Zone, the North Zone

Janaagraha's felicitation by the Mayor and Commissioner of CCMC

Articles

The Times of India, 24 April 2022

Municipal Premier League competition awards presented

TIMES NEWS NETWORK

Coimbatore: Geetha, a bill collector in the south zone of the municipal corporation, was adjudged the best in the property tax collection category as she collected 94.94% of the taxes. She was followed by Satish Kumar of the north zone with 93.75% and Murali of the east zone with 93.63%.

Municipal Premier League (MPL), a competition for bill collectors, was launched to boost their morale and motivate them to perform better through rewards and recognition. It was launched by city corporation with Janaagraha Centre for Citizenship and Democracy, a Bangalore-based non-profit organization, last year.

WINNERS: The event was held at the corporation auditorium in RS Puram on Saturday

An event to recognize the winners was held at the corporation auditorium in RS Puram on Saturday. Corporation commissioner Raja Gopal Sunkara and mayor Kalpana Anandakumar distributed certificates to the winners.

The competition was conducted across four revenue streams such as ... professional ta... ges and non-ta...

Overall ... tion increase... ficial said. ... tion collec... re in 2021... previou... vid-19 f... local b...

Dinamani, 24 April 2022

அதிக வரி வசூல் செய்தவர்களுக்கு பரிசு
மேயர் கல்பனா வழங்கினார்

கோவை, ஏப். 23: கோவை மாநகராட்சியில் அதிக வசூல் இலக்கை அடைந்த வரி வசூலர்களுக்கு பரிசுகள் மற்றும் பாராட்டுச் சான்றிதழ்களை மேயர் கல்பனா வழங்கினார்.

கோவை ஆர்.எஸ்.புரம் மாநகராட்சி கலையரங்கில், கோவை மாநகராட்சி ஜனக்ரஹா அமைப்புடன் இணைந்து வரி வசூலர்கள் அலுவலர்களையே வரி வசூல் பணிகளை மேம்படுத்தும் பொருட்டு நடத்திய முனிசிபல் பிரீமியர் லீக் போட்டியில் ...

இந்நிகழ்ச்சியில், மாநகராட்சி ஆணையர் ராஜகோபால் சுன்கரா பேசியதாவது: கோவை மாநகராட்சியில் 2021 – 2022 நிதியாண்டில் சொக்கு வரி வசூலானது ...

ரூ.12.90கோடி - இது நடந்த 2020 – 2021 ஆம் நிதியாண்டைக்காட்டிலும் 6.4 சதவீதம் உயர்ந்துள்ளது. ...

The Hindu, 24 April 2022

Bill collectors, assistant revenue officers honoured

They had helped in improving tax collection

SPECIAL CORRESPONDENT
COIMBATORE

Mayor Kalpana Anandakumar on Saturday honoured bill collectors and assistant revenue officers who had helped improve tax collection.

A release from the civic body said that at a function held at the Corporation Kalaiarangam in R.S. Puram, Ms. Anandakumar presented certificates recognising the contribution of bill collectors and officers, who by participating in the municipal premier league had helped improve tax collection.

The Corporation had organised the municipal premier league in association with Bengaluru-based NGO Janaagraha.

The Corporation had started the league competition in November last year by recognising every month the bill collectors' and assistant revenue officers' contributions.

The Saturday's event was the final held for the 2021-22 financial year.

To extend competition

Corporation Commissioner Raja Gopal Sunkara said that the Corporation had planned to extend the competition to other wings in the civic body.

The Corporation presented certificates in various revenue categories like property tax, arrear collection, water digital collection, charges, professional tax, etc.

It also adjudged Central Zone as the best zone in property tax collection and West Zone in water ... collection.

Hindu Tamila, 24 April 2022

முனிசிபல் பிரீமியர் லீக் போட்டி
இலக்கை அடைந்த வரிவசூலர்களுக்கு பாராட்டு சான்றித...
● மேயர், ஆணையர் வழங்கின...

● கோவை

கோவை மாநகராட்சி நடத்திய, முனிசிபல் பிரீமியர் லீக் போட்டியில், இலக்கை அடைந்த வரிவசூலர்கள், உதவி வருவாய் அலுவலர்களுக்கு மேயர் மற்றும் ஆணையர் பரிசுகள் மற்றும் இதழ்களை வழங்கினர்.

கோவை மாநகராட்சி சார்பில், ஜனக்ரஹா அமைப்புடன் இணைந்து வரிவசூலர்கள் மற்றும் உதவி வருவாய் அலுவலர்களுக்கு இடையே போட்டி வைத்து பணிகளை மேம்படுத்தும் ...

Launch of City Finance Rankings (December 2022)

The Union Minister of Housing and Urban Affairs, Sh. Hardeep Singh Puri launched the City Finance Rankings initiative and released the draft ranking guidelines at a press event on 28 December 2022. The rankings initiative is aimed at evaluating, recognising and rewarding municipalities (ULBs) on the basis of their financial health and performance across the key parameters of resource mobilisation, expenditure performance, and fiscal governance systems. The launch event was covered widely in the media.

Shri Hardeep Sing Puri, Union Minister of Housing and Urban Affairs, at the launch of the City Finance Rankings initiative.

The final 'City Finance Rankings 2022' guidelines were published and the online rankings module was launched on the City Finance portal by the MoHUA on 20 March 2023. This paved the way for all 4,800+ ULBs across the country to participate in the Rankings through an entirely digital, 100% paperless process.

Ministry of Housing & Urban Affairs

'City Finance Rankings, 2022' portal goes live, MoHUA invites Urban Local Bodies to participate in the first of its kind initiative

Posted On: 20 MAR 2023 4:11PM by PIB Delhi

The 'City Finance Rankings 2022' portal www.cityfinance.in/rankings has been made live by Ministry of Housing and Urban Affairs (MoHUA) on 20th March, 2023. The Urban Local Bodies (ULBs) across the country can now participate in the Rankings through an entirely digital, 100% paperless, process. The 'City Finance Rankings 2022' have been launched with the objective of evaluating, recognizing and rewarding municipal bodies across the country on the basis of the quality of their current financial health and improvement over time in financial performance.

As per the Guidelines of 'City Finance Rankings 2022', which had been launched by Shri Hardeep Singh Puri, Hon'ble Minister Housing and Urban Development on December 28, 2022, the participating ULBs will be evaluated on 15 indicators across three key municipal finance assessment parameters, namely: (i) Resource Mobilization, (ii) Expenditure Performance and (iii) Fiscal Governance. The cities will be ranked on the basis of their scores under any one of the following four population categories: (i) Above 4 million (ii) Between 1-4 million (iii) 100K to 1 million (iv) Less than 100,000. The top 3 cities in each population category will be recognized and rewarded at the national level as well as within each state/state cluster.

The last date for participating in the 'City Finance Rankings 2022' is 31st May, 2023. The participating ULBs can submit the required data/documents (including audited accounts, annual budgets, and self-reported performance metrics) through the online facility created on www.cityfinance.in. Quality Control of India (QCI) as the Project Monitoring Unit will provide handholding support to ULBs / States during the data collection process. After verification and validation of the data, the final rankings are expected to be announced in the month of July, 2023.

The City Finance Rankings will provide critical insights to policy makers into the state of finances of urban local bodies. ULBs will also stand to benefit by participating in the fiscal rankings as they will be able to evaluate their own performance vis-à-vis other cities, which will motivate them for improvement in future.

******

RJ/SJ

Shri Hardeep Singh Puri, Union Minister of Housing and Urban Affairs releasing the Draft Guidelines and Ranking Framework for 'City Finance Rankings 2022'

Articles

Govt to rank revenue-starved civic bodies on fiscal discipline

After Swachh Success, Releases Draft Norms To Assess 4,500 Cities

Mint

Draft framework to rank cities on fiscal health launched

New Delhi: The union ministry of housing and urban affairs on Wednesday launched draft guidelines and framework for 'City Finance Rankings' to assess and rank cities, or urban local bodies (ULBs), across the country, on the basis of their financial health. The ministry also launched the draft guidelines for 'City Beauty Competition 2022'.

LIVEMINT

The Hindu Business Line

Housing Minister releases draft guidelines for ranking cities

SETTING STANDARDS. To reward best performers in financial health, beautification

Upcoming Activities

- Additional features and tools to be developed on www.cityfinance.in to enhance the data ecosystem for municipal borrowings.

- Implementation of the City Finance Rankings initiative including various stages such as participation by ULBs (data submission) on City Finance portal, data verification by MoHUA-appointed PMU, data analysis and announcement of the final scoring and ranking in the public domain.

- Development of a certification-based course for government officials on www.cityfinance.in, in partnership with the Ministry of Housing and Urban Affairs (MoHUA), and SEBI's National Institute of Securities Markets (NISM).

- Work with the Greater Chennai Corporation (GCC) and the state of Tamil Nadu on property tax reforms.

- Work on Property Tax and User Charges Reforms in Assam, Jharkhand and Uttar Pradesh.

- 4 regional Property Tax workshops culminating in a national workshop, conducted in partnership with MoHUA and the World Bank.

- Drafting and administration of the supplementary guidelines for the Scheme for Special Assistance to States for Capital Investment (2023-24).

- Report on the status of State Finance Commissions (SFC) and breaking their status quo.

- Development of a digital tool to track budget allocation, release, expenditure and outputs for Central and State grants to Urban Local Bodies.

- Establishment of a women's fellowship for public finance in cities.

Civic Participation

Demonstrating and advocating for sustainable and scalable models of civic participation

Our Civic Participation initiative is driven by the goal of empowering citizens and councillors at the local and hyper-local levels to better engage with and drive change in their communities and cities to improve urban quality of life. We believe that providing citizens with access to data, tools, and formal participatory platforms is essential to achieving sustainable participatory models and to deepen democracy.

Our work in this area includes the interrelated strands of Civic Learning and Civic Technology.

The Past Year

Participatory Budgeting
Over the past year, we supported the Bruhat Bengaluru Mahanagara Palike (BBMP) and the citizen collective, the Bengaluru Ward Samiti Balaga in conducting the 7th edition of our participatory budgeting campaign, MyCityMyBudget (MCMB).
We worked with the Mangaluru City Corporation to organise the city's second MCMB campaign. Kalaburagi's first MCMB campaign was also launched over the course of the past year, in collaboration with the Kalaburagi Mahanagara Palike (KMP) and citizen communities.

An MoU was signed with the Ballari City Corporation to support the ULB in its efforts to strengthen forums for participatory governance, participatory budgeting, and councillor leadership development.

Participatory Governance
To enhance the effectiveness of ward committees and ensure their continuity, we formed the Karnataka Ward Samiti Balaga, a coalition of active citizens with chapters in 11 city corporations across the state. These coalitions serve as collaborative platforms to introduce and strengthen citizen participation in local governments through the institutional forums of ward committees and area sabhas.

We brought together the city chapters of the Ward Samiti Balaga for the first state-level convention in Bengaluru in September 2022 to review the progress made in establishing ward committees and area sabhas in Karnataka, and to devise a strategy for their formation and effective functioning.

Capacity building activities played a crucial role in our efforts. We organized training sessions for councillors, ward secretaries, and ward committee members in Mangaluru and Ballari. Our aim was to enhance their knowledge and skills in local governance and participatory forums. Additionally, on the request of the Mangaluru City Corporation, we drafted bylaws for the transaction of business for ward committees

We conducted Bus Stop Quality Surveys (BSQS) in Bengaluru with active involvement from ward committees and citizen groups. The surveys assessed the quality of infrastructure and generated a comprehensive bus stop quality score. This score enables in-depth analysis and targeted improvements. It also helps communities adopt a data-driven approach when working with civic agencies on improving the quality of bus stop infrastructure. This, in turn, could increase usage of public transport and sustainable mobility options.

City Leaders Programme
We successfully piloted our new City Leaders Programme (CLP) through induction workshops in 23 ULBs in Tamil Nadu, Karnataka, and Odisha,

reaching 771 mayors and councillors of which 556 were first timers and 422 were women. The initiative was welcomed by councillors. 89% of the participants said they would recommend the CLP workshops to fellow mayors and councillors, and 95% sought continued engagement.

Impact

- Rs. 486 crores (Rs. 2 crores per ward) was allocated by the Bruhat Bengaluru Mahanagara Palike (BBMP) for development works as a result of citizens' participation in MyCityMyBudget. This is more than 3.3x the budget allotted in 2020-2021.

- Our civic participation work in Karnataka has reached over 30,000 citizens.

- 25,000+ citizens participated in the MyCityMy Budget participatory budgeting campaign.

Partnerships and Stakeholders

- Ministry of Housing and Urban Affairs (MoHUA)
- Housing and Urban Development Department (HUDD), Government of Odisha
- Bruhat Bengaluru Mahanagara Palike (BBMP)
- Ballari City Municipal Corporation
- Coimbatore City Municipal Corporation
- Hubballi-Dharwad Municipal Corporation
- Kalaburagi Municipal Corporation
- Madurai Municipal Corporation
- Mangaluru City Corporation
- Tiruppur City Municipal Corporation
- Bangalore Water Supply and Sewerage Board (BWSSB)
- Bangalore Electricity Supply Company (BESCOM)

Publications and Decks

MyCityMyBudget Bengaluru (2023)

MyCityMyBudget Mangaluru (2023)

MyCityMyBudget Kalaburagi (2023)

Bus Stop Quality Survey Bengaluru (2023)

Events

Launch of Bruhat Bengaluru Ward Samiti Samaavesha (BBWSS) and Bengaluru Ward Samiti Balaga (May 2022)

The Bruhat Bengaluru Ward Samiti Samaavesha brought together more than 250 citizens from across all 8 zones of Bengaluru. 105 of the city's 198 wards were represented at the event, where insightful discussions and learnings were shared on ward committee meetings, ward budget briefs, and zonal-level issues. Citizens resolved to share the solutions and suggestions discussed with the BBMP Chief Commissioner. The Karnataka Ward Samiti Balaga was also launched at the event as a coalition of active citizens from across the state with individual city chapters.

On 4 June 2022, the Bengaluru Ward Samiti Balaga met BBMP Chief Commissioner Tushar Giri Nath and handed over the resolution letter from citizens. The commissioner assured due consideration of the suggestions shared.

Citizens participating in the Bruhat Bengaluru Ward Samiti Samaavesha on 28 May 2022

Members of the Bengaluru Ward Samiti Balaga at the first convention of Bruhat Bengaluru Ward Samiti Balaga held at Mount Carmel College on 28 May 2022.
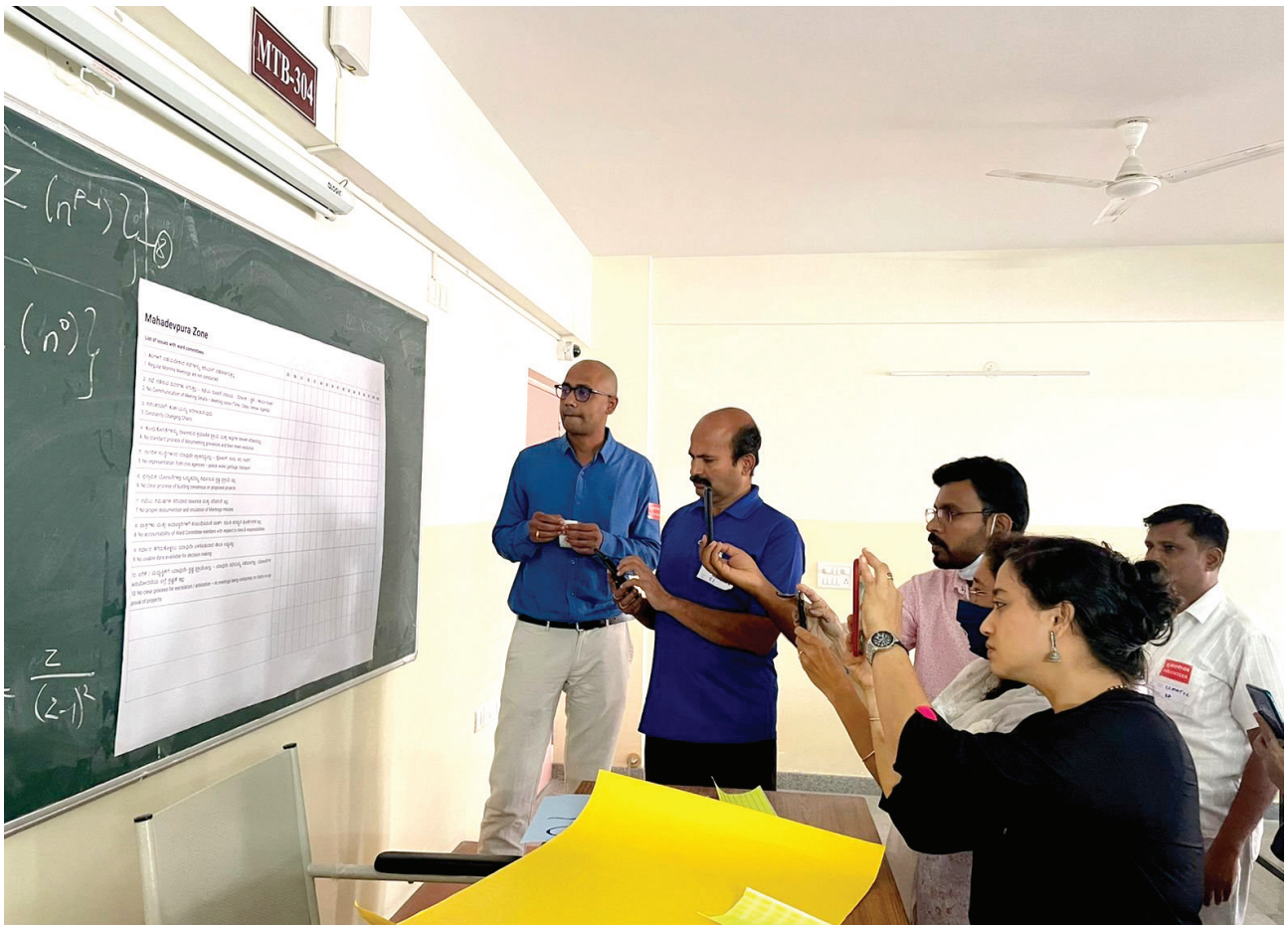
Citizens discussing and voting on different issues related to ward committees.

Articles

The Hindu, 29 May 2022

KARNATAKA
Members brainstorm ideas to empower ward committees
STAFF REPORTER
BENGALURU
SoPs, clear escalation process for ward committees among key demands of members

Deccan Herald, 29 May 2022

Citizens suggest reforms to strengthen ward committees
SNEHA RAMESH
BENGALURU, DHNS

Udayavani, 29 May 2022

ವಾರ್ಡ್ ಅಭಿವೃದ್ಧಿಗೆ ವಾರ್ಡ್ ಸಮಿತಿ ಸಭೆ ನಡೆಸಿ

Sun, 29 May 2022
https://epaper.udayavani.com/c/

ಉದಯವಾಣಿ

Prajavani, 29 May 2022

ವಾರ್ಡ್ ಸಮಿತಿ
ಜತೆ ಸಭೆ ನಡೆಸಿ

The Times of India, 29 May 2022

Citizens' panels say sourcing data from BBMP an uphill task

THE RESOLUTIONS

2nd Bengaluru Ward Samiti Samaavesha (October 2022)

The 2nd convention of the Bengaluru Ward Samiti Balaga witnessed an increase in participation and representation with 273 citizens participating from 150 of 243 wards. This increase indicates a growing interest in participatory democracy among citizens. The discussion at the event revolved around the following:

- Positive experiences of ward committee meetings
- Status report on ward committees since the first convention
- Panel discussion and interactive session on improving the quality of ward committees.

The BBMP Chief Commissioner also interacted with Balaga members on making ward committees effective.

Citizens got an opportunity to vote on the MCMB Budget inputs and prioritize the issues that required immediate attention. Roads and potholes, followed by footpaths, solid waste management, sewage management, and parks and playgrounds were the list of issues prioritised by citizens.

The Samaavesha concluded with Balaga Members preparing 9 resolutions that were then submitted to multiple political parties to be included in their election manifesto for the legislative elections.

Citizens listening keenly to speakers at the event.

BBMP Chief Commissioner Tushar Giri Nath with the Bengaluru Ward Samiti Balaga during the Bengaluru Ward Samiti Samaavesha.

Articles

The Hindu, 18 October 2022

'Parties must commit themselves to more empowered ward committees in manifestos'

Bengaluru Ward Samiti Balaga passed eight resolutions on ward committees at a convention on Sunday

Deccan Herald, 18 October 2022

Ward committees getting popular, 747 meetings held in 2 months

An easier way to solve civic issues, say citizens

Citizens participate in the Bengaluru Ward Samiti Balaga Samaavesha at the Government Arts College, KR Circle, on Sunday.

Prajavani, 18 October 2022

ಬೆಂಗಳೂರು ವಾರ್ಡ್ ಸಮಿತಿ ಬಳಗ ಸಮಾವೇಶದಲ್ಲಿ

ಪರಿಹಾರ ವಿಳಂಬ, ಎಂಜಿನಿಯರ್‌ಗಳೇ ಹೊಣೆ

Vijayavani Newspaper, 18 October 2022

ಪಾಲಿಕೆ ಮುಖ್ಯ ಆಯುಕ್ತ ತುಷಾರ್ ಗಿರಿನಾಥ್ ಸಲಹೆ | ವಾರ್ಡ್ ಸಮಿತಿ ಬಳಗದ 2ನೇ ಸಮಾವೇಶ

ಸಮಸ್ಯೆಗಳ ಪರಿಹಾರಕ್ಕೆ ವಲಯ ಕಚೇರಿಗಳಿಗೆ ಭೇಟಿ ನೀಡಿ

Karnataka Ward Samiti Balaga state-level convention in Bengaluru (September 2022)

A first-of-its-kind state-level convention of the Karnataka Ward Samiti Balaga was conducted on 18 September 2022. More than 40 citizen leaders from 11 city corporations participated in the event, where stakeholders discussed and deliberated on ward committees. The event was attended by Gangambike Mallikarjun, Former Mayor, BBMP, Padmanabha Reddy, Former Opposition Party Leader, BBMP, and

R Balasubramanya, OSD, Karnataka Administrative Reforms Commission, Government of Karnataka. Several key resolutions were passed by the Balaga, including to:

- Establish functional ward committees in all cities of Karnataka
- Encourage citizens to participate in the city administration and budgeting process through ward committees
- Work with the city leaders to raise awareness among citizens about ward committees and participatory governance.

Manjunatha Hampapura L, Programme Manager, Civic Participation talks about the status of ward committees across Karnataka.

Santosh Nargund, Head, Civic Participation, Shivashankar Aihole, Senior Associate, Civic Participation. Also the convener of the Belagavi Ward Samiti Balaga.

Articles

Sanje Samaya, 20 September 2022

ವಾರ್ಡ್ ಸಮಿತಿಯ ರಾಜ್ಯ ಮಟ್ಟದ ಸಮಾವೇಶ

News Karnataka, 20 September 2022

Bengaluru: In a first, meet to augment ward committees held

Thursday, September 22nd, 2022 at 3:00 PM
Media Release

Photo Credit : News Karnataka

Bengaluru: A State level convention of the Karnataka Ward Samiti Balaga was held in the City. Padmanabha Reddy, Former Opposition Party Leader BBMP, Gangambike Mallikarjun, Former Mayor, BBMP, R. Balasubrahmanya, OSD, Karnataka Administrative Reforms Commission – 2, and delegates from major cities across the State who are actively involved in strengthening ward committees attended the daylong meeting. The city representatives presented their experiences, learnings and way forward to strengthen the ward committee in their respective cities and thus also presented examples to other cities.

Citing the new BBMP Act, Section 86 (4), Former Leader of the BBMP Council, Padmanabha Reddy said in his address that the new Act, mentions that resolutions by ward committees should only be suggestive and therefore reduces the real powers of the ward committees vested by the Constitution

Prajavani, 20 September 2022

ವಾರ್ಡ್ ಸಮಿತಿ ಬಲಪಡಿಸಲು ಸಮಾವೇಶದಲ್ಲಿ ನಿರ್ಣಯ

Pingara Newspaper, 20 September 2022

First in India, A state level meeting to strengthen ward committees Karnataka Ward Samiti Balaga gathering momentum

MyCityMyBudget campaigns in Bengaluru, Mangaluru, and Kalaburagi (September -November 2022)

As part of the MyCityMyBudget campaigns that ran in three cities, a host of activities and events were conducted to create awareness and draw engagement.

In Bengaluru, the campaign spanned 31 days, included 243 wards from 8 zones, and resulted in the collection of 16,261 citizen inputs. In Mangaluru, 5,007 inputs were collected from 60 wards and 3 zones in a short span of 9 days. In Kalaburagi, over the course of 11 days, 3,249 inputs were collected from 55 wards across 3 zones.

BBMP conducts a press conference to brief the media about the MCMB report.

Mr Jayaram Raipura, IRS, Special Commissioner (Finance), BBMP flags off the MCMB Bengaluru campaign on 24 November 2022.

The campaign garnered support and participation from citizens across all 60 wards.

Citizens file MCMB inputs during ward committee meetings in Bengaluru.

The campaign garnered support and participation from citizens across all 60 wards.

Citizens participate in the MyCityMyBudget campaign in Bengaluru.

Snapshots from the MyCityMyBudget campaign in Mangaluru.

The zonal commissioners extend their support to the MCMB campaign in Mangaluru

The zonal commissioners extend their support to the MCMB campaign in Mangaluru

Citizens participate in the MyCityMyBudget campaign in Kalaburagi.

Articles
The campaigns were well covered across all three cities

Prajavani, 24 November 2022

The Indian Express, 24 November 2022

The Indian Express, 3 February 2023

The Hindu, 24 November 2022

The Deccan Herald, 3 February 2023

The Deccan Herald, 22 January 2023

Upcoming Activities

- Capacity building programme for approximately 9,000 SDA leaders across the cities of Odisha.

- Ward Walkability Survey and First Mile Last Mile (FMLM) connectivity surveys in two focus wards of Bengaluru.

Upcoming Publications

- My City My Responsibility – A Handbook for Active Citizenship.

CIVIC LEARNING

Research indicates that low levels of civic participation are caused by a lack of civic awareness as well as a lack of high-quality civic education, which needs to be instilled at an early age. Civic learning and civic participation are therefore two interrelated and inevitable pathways to catalyzing active citizenship in our cities and towns. Large-scale civic participation requires systematic civic learning. Only then can citizens take ownership of their neighbourhoods and work constructively with each other and their governments to solve their civic, social, and environmental issues.

Bala Janaagraha, a civic learning initiative, was launched by Janaagraha in June 2002. The goal of the programme is to transform the children and youth of urban India into informed, responsible, and active citizens. The programme is designed to impart active citizenship values, knowledge of local civics, and 21st-century skills, to equip children and youth to become civically and socially aware global citizens.

We adopt a hybrid model of learning that involves:
- Classroom learning on relevant, contemporary 21st-century themes such as climate change, sanitation, gender, design thinking, local governance, and so on
- Experiential learning methods in the form of action projects where students solve

real-world civic, social, and environmental issues by engaging with communities and governments. This helps them experience the impact of being a changemaker.

The Past Year

Our civic learning programme, Bala Janaagraha, has been successful in implementing civic education interventions in different activity-based formats such as:

Civic Action Plan (CAP): A short-duration intervention designed for children and youth in Grades 6 to 9 in 13 government schools and 23 private schools of Bengaluru. The themes of road safety, waste management, water conservation, gender equality, and climate change are covered as part of the intervention.

Our City Our Challenge: An annual, project-based leadership development initiative for children and youth in Grades 6 to 9. As part of this challenge, students are encouraged to form groups, identify, and think critically about the issues that affect them and their communities, and produce model solutions using the 5-I design thinking framework.

Civic and Social Action Programme (CSAP): Out of the 1.5 million schools in the country, 1.1 are government and aided schools while 3.4 are

private and unaided schools. Our Civic and Social Action Programme (CSAP) aims to engage with and impart civic education to children and youth from government schools by partnering with district and state-level administrations. To ensure the sustainability and scalability of this initiative, we have adopted a Train-the-Trainer model and are building the capacities of schoolteachers to implement the programme for students of Grades 6 to 10.

We have signed two 3-year MoUs with the district administration and district education departments in the Dakshina Kannada district of Karnataka and the Kurukshetra district of Haryana. A pilot intervention involving 25 schools each in both districts was completed over the past year.

Under the pilot CSAP, children and youth successfully built and increased their civic knowledge and awareness. They also demonstrated improved behaviours and attitudes towards climate change, understanding of interlinkages between gender and climate, knowledge of local government, and problem- solving approaches like design thinking. This intersectional thinking will be crucial to successfully tackle the challenges of the 21st century.

Deputy Commissioner of Kurukshetra, Shantanu Sharma, IAS, interacting with students.

A Train-the-Trainer workshop in progress at a government school in Mangaluru.

The Janaagraha team with the Deputy Commissioner of Kurukshetra, Shantanu Sharma, IAS, at the signing of the Civic and Social Action Programme (CSAP) MoU with the District Administration Department of Kurukshetra and the District Education Department

Government schoolteachers implementing CSAP intervention through engaging activities in school.

Impact

- 1,408 students from government schools and 6,057 students from private, affordable schools demonstrated improved civic knowledge and awareness on the issues of climate change, road safety, and gender.

- 1,199 children and youth participated in the Our City Our Challenge initiative and shared hyper-local solutions for over 300 local community issues.

- 2,465 students from government schools in Mangaluru, Kurukshetra, and the Chinmaya Vidyalaya chain of schools demonstrated improved civic knowledge and awareness, and strengthened their 21st-century skills on the thematic area of climate change. They also developed innovative solutions to the locally-relevant challenges that were impacting their communities.

Partnerships and Stakeholders

- District Administration and District Education Department, Kurukshetra District, Haryana.

- DDPI Dakshina Kannada (District Institute of Education).

Events

Bala Janaagraha Civic Fest (June 2022)

The 7th edition of the Bala Janaagraha Civic Fest was held virtually on 11 June 2022. Over 450 students and 60 educators from across the country participated in the event. Many civil society organisations were also in attendance.

The fest marked the culmination of our six-month long initiative, Our City Our Challenge. The event appreciated and celebrated all the young changemakers who had participated in the event. Students shared the learnings and experiences they had gained over the course of the challenge. They also spoke about the issues they had faced and the innovative ways in which they resolved them.

Upcoming Publications

- Impact report on the pilot Civic and Social Action Programme run by the civic learning programme in Mangaluru, Karnataka and Kurukshetra, Haryana.

- Position paper on the significance of active citizenship and civic education as part of mainstream education.

Upcoming Activities

- Implementation of the Civic and Social Action Programme (CSAP) in two districts for Grades 6 to 10 on the themes of water conservation and waste management.

- Dissemination of the CSAP impact report at the district and state levels as an advocacy tool.

- Pilot project for the Active Citizenship Certificate Course with youth from the Nehru Yuva Kendra Sangathan (NYKS), Ministry of Youth Affairs and Sports.

A screenshot from the virtually conducted Our City, Our Challenge (OCOC)

CIVIC TECHNOLOGY

We have designed and developed a host of varied civic technology initiatives that enhance government-citizen engagement, improve accountability, and streamline processes.

The Past Year

Over the last year, the Swachhata Technology suite of apps and websites — which were designed and developed by Janaagraha on the IChangeMyCity platform — were transferred to the servers of the Ministry of Housing and Urban Affairs. While we continue to assist the Ministry to ensure a seamless transition process, the transfer is a significant milestone; one that has had a considerable impact on reducing costs and efforts.

We were also actively involved in the design and development of the MyCityMyBudget website as well as the Ama Sahara and the Biju Adarsh Colony portals (which seek to track citizen participation and project progress). While both portals have been successfully handed over to the government, we continue to provide development support for the same.

Impact

- 4,761 active users on the Swachhata Technology Platform; 24,93,468 complaints posted and 22,51,578 complaints resolved.
- 5,07,896 complaints posted and 4,23,813 complaints resolved on IChangeMyCity.
- 3,083 active users on Ama Sahar portal.

Partnerships and Stakeholders

- Bangalore Traffic Police
- Housing and Urban Development Department (HUDD), Government of Odisha

Upcoming Activities

- Development of a tech solution to improve how ward committee meetings are currently organised and conducted.

- Development of a portal that streamlines and tracks the training given to Slum Development Authority members as part of Janaagraha's capacity building efforts in Odisha.

Policy and Insights

Better urban governance through advocacy, policy research, and empowered city leaders

Reforming urban governance begins with examining and understanding it. Policy and Insights (P&I) forms the thought development backbone for Janaagraha that assimilates past learnings with current developments and refines our approach to urban systems change reform. P&I can manifest as advocacy, thought leadership products or indeed, as they mature into tangible pathways for urban governance, into work-strands or programmatic offerings outside of P&I.

The P&I vertical consists of teams in Policy Advocacy (through the study of Municipal Laws and Policies) and Research and Insights (through demographic surveys and other methods). It also houses the younger teams of Environment City-systems and Public Health City-systems, and the team for Urban Equity (focusing on women and the urban poor).

Our P&I initiatives address existing knowledge gaps and build bodies of research and evidence on municipal, state, and national laws, policies, and missions. This includes research on city governance, city finances, infrastructure delivery, and citizenship. P&I also explores climate and health as use cases with the objective of being intentional about equity. Additionally, it also oversees the Monitoring, Evaluation, and Learning of all programmes and initiatives in the organisation. This ensures that our work is rooted in research, informed by a holistic understanding of the subject matter, and refined through learned experiences.

The Past Year

Janaagraha's Policy and Insights team has achieved several significant milestones over the last year, building on the confidence and trust reposed in us by our partners and stakeholders. Our collaborations with stakeholders continue to drive reforms in urban governance, be it the esteemed Comptroller and Auditor General (CAG) of India, the Ministry of Housing and Urban Affairs (MoHUA), Urban Local Bodies (ULBs) in Tamil Nadu and Karnataka, or the NITI Aayog.

Srikanth Viswanathan, Janaagraha's CEO, was appointed as a member of the High-Level Committee (HLC) on Urban Planning of the Ministry of Housing and Urban Affairs (MoHUA). The team contributed to important discussions on urban planning and helped draft relevant sections of the committee's Phase-1 report.

In another collaborative endeavour, the team engaged with the CAG on the National Compendium, which focused on the performance audit reports of the implementation of the 74th Constitutional Amendment Act (CAA) across states in India. This ongoing collaboration aims to provide valuable insights and recommendations for effective decentralised urban governance.

The Annual Survey of India's City-Systems (ASICS) 2023 Assessment is our next big

intervention which is scheduled for release in 2023-24. Towards this, we undertook the evaluation of 82 municipal acts, 44 town and country planning acts, 176 allied acts, rules and notifications, 32 policies, schemes, and other documents of all 35 states and union territories in India through 52 questions using the city-systems framework. The report will help in evidence-based decision-making to transform urban governance in India.

As part of the Janaagraha-Brown Citizenship Index (JB-CI) project, in 2022 we completed the

Training underway for field enumerators in Lucknow, on 3 June 2022. The training was part of Phase 2 of the JB-CI study.

last phase of our quantitative household surveys in seven selected cities, totalling 14,643 surveys. 1,030 surveys were completed in Ajmer, 2,129 in Bhopal, 2,058 in Bhubaneswar, 3,113 in Delhi, 1,133 in Jalandhar, 3,013 in Kolkata, and 2,167 in Lucknow. The analysis is ongoing. The

Monitoring data quality and implementation sampling during household surveys for Phase 2 of the Jana Brown Citizenship Index (JB-CI) study. Picture taken in Bhopal, Madhya Pradesh on 2 September 2022.

Janaagraha-Brown Citizenship Index (JB-CI) project is a partnership between Janaagraha and Brown University, established in 2012. It focuses on measuring the quality of citizenship in urban India by measuring the extent to which Indian citizens can effectively use their civil, political, and social rights in cities. The project is a unique and equal partnership both in concept and execution between academic researchers and practitioners on a crucial, contemporary subject.

As part of our project on transitions in energy to low-income settlements in Odisha, we are working in 3 cities across the state (Bhubaneswar, Cuttack, and Koraput). The project's design and expected outcomes will provide important data and insights on the urban poor in the context of climate resilience.

A household survey conducted in Bhubaneswar, Odisha on 25 April 2022, as part of Phase 2 of the Jana Brown Citizenship Index (JB-CI) study. Seven cities across the country are being surveyed and studied to assess quality of citizenship as well as participation in civic and political life.

This will drive thought leadership on just transitions and access to clean energy. We will be undertaking surveys with 5,000 households to understand current energy choices and will be co-creating solutions together with communities.

Our teams on Climate/Environmental Sustainability and Public Health work independently but across the three sectoral areas (Municipal Finance, Civic Participation, Policy and Insights) and ensure inclusion of our priority stakeholders (women and the urban poor). Their work largely focuses on advocacy and immediate policy interventions. An upcoming report on the environmental governance of Karnataka's cities and towns will encompass the study of over 80+ national and state-level policies, laws, programmes, plans, and orders along with existing reports on the state of climate action. 65+ stakeholder interviews were conducted as part of identifying areas of work at the intersection of the city-systems framework and the CSCAF framework of the NIUA.

In order to understand and analyse the role of local governments and community/citizen participation in initiatives launched by the central government, a landscape study of over 180+ schemes/missions/plans, and programmes will be conducted. This will be further filtered to 79 schemes pertaining to climate and allied sectors with an in-depth analysis of 13 schemes. The launch of this report will be followed by a roundtable with climate and governance experts to understand the relevance and importance of this study.

Over the last year, our Public Health team launched the Transforming Governance of Primary Healthcare project, which aimed to prioritise primary healthcare in Bihar's cities and towns by taking into account the lessons learnt during the COVID-19 pandemic. The project emphasised the involvement of Urban Local Bodies (ULBs) in delivering public health services and integrating primary healthcare with city governance, equity, and the environment.

As part of the project, we conducted a landscape study on the role of ULBs in primary healthcare in Bihar, evaluating relevant acts, conducting field studies, and engaging with stakeholders. We assisted the state in drafting a roadmap to strengthen ULBs in delivering primary healthcare. Notably, we successfully submitted a comprehensive District Health Action Plan to the State Health Society Bihar, Government of Bihar, leading to the establishment of Urban Health and Wellness Centers (UHWCs) in Patna and other cities. These centres will significantly improve healthcare access for urban populations in the state.

We also organised workshops and conferences to share insights and experiences on decentralisation in health.

Going forward, the Public Health team plans to publish knowledge products, release guidelines on capacity building modules for elected representatives, conduct consultations with government stakeholders, and explore municipal health financing models.

Impact

- ASICS 2023 to evaluate the quality of urban laws across the entire country by covering 44 municipal legislations and 44 town and country planning acts across 35 states/UTs.

- As part of the Janaagraha-Brown Citizenship Index, we now have data and insights on citizenship and service delivery for 14,000 households across 7 cities. This is in addition to the 25,000 samples collected previously from 10 cities.

- As lead implementation partner, led the data collection efforts for the Reall Market Shaping Indicators dashboard, the first-of-its-kind dashboard with consolidated data sets on market shaping indicators for affordable housing in India.

Partnerships and Stakeholders

Municipal Law and Policy
- Comptroller and Auditor General of India

Research
- Brown University
- Reall (https://reall.net/)
- MacArthur Foundation

Public Health City-Systems
- Bill and Melinda Gates Foundation

Environment City-Systems
- Rainmatter Foundation

1 of the 9 focussed group discussions conducted in Bihar as part of the Public Health Care study. More than 12 local citizens participated in this discussion which was led by Neha Sing Malhotra, Senior Manager, Research and MEL, in Patna on 6 June 2022.

A focussed group discussion with 12 local citizens to understand the user experience of availing public health services at primary health centers in Bihar. The discussion was led by Mohammad Mansoor, Lead, Field Operation, Research & Insights in Sultanganj, on 9 June 2022.

Publications and Decks

Reports and Papers

City Leaders of Karnataka

Councillors:
Our Forgotten Leaders

Landscape Study on Role
of Urban Local Bodies in
Primary Healthcare in Bihar

Sampling and Categorization
of Households for Research in
Urban India by Katie Pyle and
Tarun Arora, published in Studies
in Indian Politics:

Gender-Based Discounts on
Taxes Related to Property: Role
in Encouraging Female
Ownership — a Case Study of
Indian States and Cities,
co-authored by Katie Pyle and Namita
Aggarwal with the World Bank

OpEds and Articles

'Ward Committees in Bengaluru:
How much do you know about
them? What are the benefits for
you?' by Mohammad Mansoor,
published in One India on 9
February 2023.

City Politics Survey conducted by
Janaagraha from 16 December
2021 to 2 January 2022 in 27
wards of BBMP to understand
local urban governance, ward
committees, and citizen
participation' by Mohammad
Mansoor, published in One India
on 29 June 2022.

Is Affordable Housing for All a
Significant Challenge? A Survey'
by Mohammad Mansoor,
published in One India on 25
September 2023.

Indian politics and media obsess
over MPs and MLAs. Barely
recognise 87,000 city councillors'
by Srinivas Alavalli and V R
Vachana, published in The Print
on 28 October 2022.

Others

Publication of just under 1,000
data points on market shaping
indicators for affordable
housing in India published on
Reall's dashboard

Dare to Lead: Councillors of
Karnataka, Challenges and
Opportunities

Events

Conference on the Role of Decentralisation in Health in India and Launch of the Report 'Landscape Study on the Role of ULBs in Primary Healthcare' (February 2023)

In partnership with the Health Systems Transformation Platform (HSTP) and Health Action by People (HAP), Janaagraha conducted a two-day conference on 'The Role of Decentralisation in Health in India'. The conference, which took place in New Delhi, was attended by policymakers, researchers, elected representatives, technical experts, and practitioners. Through presentations and moderated panel discussions, the attendees shared their insights and experiences on various aspects of decentralisation in the rural and urban contexts.

Janaagraha's report 'Landscape Study on the Role of ULBs in Primary Healthcare' was launched

Shri Hardeep Singh Puri, Union Minister of Housing and Urban Affairs launching the 'Landscape Study on the Role of ULBs in Primary Healthcare' along with Srikanth Viswanathan, CEO, Janaagraha.

From left to right: Srikanth Viswanathan, CEO, Janaagraha, Rajeev Sadanandan, CEO, HSTP, Shri Hardeep Singh Puri, Union Minister of Housing and Urban Affairs, Dr. T.M. Thomas Issac, Former Finance Minister of Kerala and Dr V Raman Kutty, Chairman Health Action for People at the conference.

during the conference by Union Minister of Housing and Urban Affairs, Shri Hardeep Singh Puri. Attendees also reflected on the findings from the study, on the role of ULBs in managing primary healthcare in Bihar and the models of urban primary healthcare in Bengaluru, Bhubaneshwar, Chennai, and Pimpri Chinchwad.

Upcoming Publications

- Annual Survey of India's City-Systems (ASICS) Report 2023.
- Working paper on 'Localising Climate Action in India's Cities and Towns'.
- The Jana-Brown Citizenship Index reports.
- Report on 'Clean Energy Pathways for Household Energy Systems in Low-income Settlements'.
- Knowledge products on the intersection of health with urban systems.
- The Karnataka Report: Assess environmental governance in India's cities and towns through a detailed study of laws, policies, schemes and plans. The report aims to provide a set of recommendations to enable robust city-systems support for improved environmental governance.

Upcoming Activities

- The Janaagraha Annual Conclave on Shaping India's Urban Agenda, 2023.
- Deepening political economy engagements to drive the city-systems agenda, post the release of ASICS 2023.
- Engaging with the CAG and National Law Commission on the National Compendium, based on the CAG's performance audit reports on the implementation of the 74th CAA across states in India (ongoing exercise).
- Consultations with key government stakeholders in states for opportunities at the intersection of city-systems and health, landscaping existing models of municipal health financing.
- Fieldwork for research project on clean energy transitions in low-income settlements in Odisha.
- A roundtable of climate and other organisations on 'Localising Climate Action

Odisha State Programme

A city-systems approach to urban transformation

Janaagraha has been working extensively in the state of Odisha since 2019, at the invitation of the Housing and Urban Development Department (HUDD), Government of Odisha.

Our initial interventions focused on municipal strengthening through the fortification of owned revenue sources for local governments, identification and addressing of staffing shortages, and enhancement of community participation through a slum upgradation programme. Our work consolidated efforts in all 115 cities and ULBs of the state.

Over the last couple of years, we have achieved significant milestones in transforming the state's municipalities, namely: the creation of a state-wide monitoring system for solid waste management on our Ama Sahara platform, an overhauled municipal accounting manual, the establishment of SOPs and tools to capacitate the Slum Dwellers Associations (SDAs) to function as the fourth tier of governance, and the creation of a Biju Adarsh Colony portal for tracking citizen participation and slum delisting.

Having laid strong foundations and created innovative, replicable models with our work so far, we are now advocating for deep reforms that improve state capacities to deliver urban quality services and improve liveability in cities across Odisha.

The Past Year

We have sharpened our focus to three strands of work:

- Organisational Development
- Public Finance Management
- Civic Participation

Our efforts reflect a holistic, systems approach to strengthening governance. They also align closely with the Citywide Inclusive Sanitation (CWIS) framework developed by the Bill and Melinda Gates Foundation, which seeks to redesign urban sanitation service systems by strengthening core public system functions. Through our work, we hope to move the needle on 9 out of 10 CWIS outcome indicators.

We are also adopting a more active and intentional gender lens to the work of municipal strengthening through these efforts.

Organisational Development
The primary objective of our work in organisational development is to bolster the state's capacities and capabilities by optimizing workflow efficiency, identifying gaps in competencies and staffing, and implementing a performance assessment and accountability system for all delivery units, teams, and individual staff members.

As part of this work, we are mapping and re-engineering the processes and workflows of

two priority schemes/services: MUKTA and Faecal Sludge and Septage Management (FSSM).

We are studying the existing policy guidelines and standard operating procedures that exist for both, vis-a-vis on-ground processes and practices followed by 4 cities in the state. We are also working on goal-setting exercises for MUKTA and FSSM, through primary interviews and secondary research.

Our work aims to reduce administrative burden and enhance accountability for over 1,500 officials involved in the delivery of public assets and services across the Mukta and FSSM schemes.

Public Finance Management

Through our work in the Public Finance Management strand, we are looking to improve expenditure efficiencies at the state and ULB level by:

- Optimizing budget utilization and faster turnaround time for infrastructure development (through the development of a grants dashboard that allows real-time expenditure tracking and provides nuanced financial insights)

- Ensuring timely payments to Self-Help Groups (SHGs) and vendors (through the implementation of the Just-In-Time (JIT) smart payment system and faster feedback loops)

- Developing a single source of reliable, granular fiscal data (by streamlining accounting practices and implementing OMAM 2.0)

- Increasing the wallet size of ULBs for funding municipal services.

These efforts are important to ensure timely service delivery, which is often impacted by delays in funds disbursal (rather than shortage of funds), which in turn impacts the ability of last mile service delivery workers to function effectively on the ground and delays completion of infrastructure works.

Civic Participation

Our civic participation work is channeled towards strengthening participatory democracy and community leadership in order to facilitate needs-based, equitable growth and create bottom-up accountability.

Among our most pivotal initiatives is our work on the Jaga Mission, a slum delisting programme where Slum Dwellers Associations (SDAs) actively participate in the transformation of their slums into livable habitats with essential infrastructure. The programme encourages community ownership and engagement, and empowers SDAs as the fourth tier of governance. Women-driven leadership is promoted, with 50% of SDA executive members being women.

Over the past year, we have made commendable progress in ensuring access to individual toilets, have laid the groundwork for creating platforms that monitor slum-level sanitation conditions, and have initiated work on designing applications that will streamline our capacity-building efforts for SDA and ULB officials, strengthening their capabilities for more effective governance.

Of the 2,919 slums, 26% have been delisted and the rest are targeted to be delisted by December 2023. The Jaga Mission has improved the quality of essential services and infrastructure and nurtured participatory democracy in all 2900+ slums.

Impact

- 769 slums out of 2,919 have been delisted, resulting in household water supply, household power supply, sanitation, streetlights, roads, drains, open spaces, and improved quality of life for the residents of all the slums.

- Construction of 12,000 toilets in slums, with an additional 80,000+ individual household toilets expected by December 2022.

- Capacity-building programmes for SDA leaders conducted.

- 50% of SDA executive members are women, paving the way for more inclusive decision- making.

- Allocation of 25% of municipal budgets (capital component) for use in and by SDAs.

- SOP published on 100% door-to-door segregated waste collection in Biju Adarsh colonies and slums, paving the way for the implementation of improved waste management systems.

Partnerships and Stakeholders

- Housing and Urban Development Department (HUDD), Government of Odisha

- 115 ULBs and 2919 SDAs

Upcoming Activities

- Help local governments access adequate funds to sustain high standards in FSSM service delivery with targeted interventions over the next three years.

- 100% individual household toilet saturation across the 2,919 slums by closing the remaining gap of 62,833 toilets.

- Finalise and publish the five Standard Operating Procedures (SOPs) related to SDA meetings, listing slum assets, asset maintenance, user charge collection, and financial literacy in consultation with the government.

- Operationalise the Urban Services Monitoring System (USMS) at the beginning of the pilot phase. SDA members and ULB officials will be trained for the effective deployment of the system.

Photographs from the Jaga Sampark programme conducted in the Balasore slum between 27 December 2021 and 9 January 2022. The programme connects ULB officials with slum dwellers and is an opportunity to create awareness about several key initiatives and issues that impact residents. This includes interventions at the household and community levels, wage employment opportunities under the MUKTA scheme, capacity building initiatives for SDA members, and other transformative initiatives. An MoU was also signed between ULB officials and the SDA during the programme.

- Achieve 100% upgradation and delisting of all 2,919 slums by December 2023, to cover most of the remaining gap of 73% by October 2023.

- Improve the Biju Adarsh Colony portal; ULBs will be trained in its usage and management, and the ownership will be fully transferred to them.

- Initiate SDA performance monitoring via a tracker to capture various parameters on the consistency of meetings, bookkeeping, participation, inclusion, sanitation-related actions, etc.

Financial Highlights

Transparency and accountability are an integral part of our beliefs, our approach, and our operations. We are uncompromising in our ethics, stringent about our compliance, and have an immaculate record to back it.

Janaagraha is registered under the Indian Trusts Act, 1882 and is an FCRA-compliant organisation. Our audited financial statements for the year 2022-2023 are provided below.

Financial records and statements of previous years are available on our website (www.janaagraha.org).

BALANCE SHEET AS AT	March 31, 2023 (In INR, crores)	March 31, 2022 (In INR, crores)	March 31, 2021 (In INR, crores)
Source of funds			
Corpus & Endowment Funds	29.48	32.16	18.81
Capital Grant	-	-	0.06
Current liabilities	0.25	2.05	0.53
TOTAL	**29.73**	**34.21**	**19.41**
Application of funds			
Non-current assets	19.83	17.81	14.06
Current assets	9.90	16.41	5.35
TOTAL	**29.73**	**34.21**	**19.41**
Income and Expenditure for the year ended	**March 31, 2023**	**March 31, 2022**	**March 31, 2021**
Income			
Income from Donations	20.03	27.80	2.36
Interest & Other Income	2.10	1.71	1.29
TOTAL	**22.13**	**29.51**	**3.65**
Salaries & Allowances - Personnel Cost	12.13	9.15	6.61
Direct Program Expenses	7.60	4.08	3.25
Admin & Others	4.85	2.74	0.55
Depreciation	0.24	0.18	0.11
TOTAL	**24.82**	**16.15**	**10.53**

Donors

Current Donors

We are grateful for all our donors, past and present. Their support has helped us maintain a blinkered focus on our mission of transforming India's cities and towns.

- Bill and Melinda Gates Foundation
- Brown University
- Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH
- Ford Foundation
- John D and Catherine T MacArthur Foundation
- Rainmatter Foundation
- Reall Limited
- SanDisk India Device Design Centre Private Limited
- SanDisk Technologies India Private Limited
- TPG Capital India Private Limited
- UK Online Giving Foundation

Past Donors

- Acacia Conservation Fund - Ruane Cuniff
- Accenture India
- Action Aid Association
- American India Foundation
- Amit R Chandra and Archana Chandra (now A.T.E Chandra Foundation)
- Anirudha Dutta
- Arvind Mohan
- Ashish Dhawan and Manisha Dhawan
- Ashish Pant
- Bharat Petroleum Corporation Ltd (BPCL)

- Bill and Melinda Gates Foundation
- Bombay Chamber of Commerce and Industry
- British Columbia Conservation Foundation (BCCF)
- British High Commission
- Brown University
- Capital First Ltd (now IDFC First Bank Ltd)
- Caspian Impact Investment Adviser Pvt Ltd
- CGI Information Systems and Management
- Charities Aid Foundation
- Cisco Systems (India) Pvt Ltd
- Citibank N.A.
- Credit Suisse Finance (India) Pvt Ltd
- Credit Suisse Securities (India) Pvt Ltd
- David Son
- David Weekley Family Foundation (DWFF)
- Dell International Services India Pvt Ltd
- Dinesh Krishnaswamy and Asha Dinesh
- Dr Meenakshi Bharat
- DXC Technology
- EdelGive Foundation
- Enam Group
- Encore
- Ernst & Young
- Federal Bank
- Fidelity India Pvt. Ltd
- Fidelity International Foundation
- Ford Foundation
- Friedrich Naumann Foundation for Freedom (FNST)

- GE HealthCare
- Girish Kulkarni
- GMR Varalakshmi Foundation
- Goldman Sachs Services Private Ltd
- Google India
- Gopal Krishna Sharma
- Hanns-Seidel-Stiftung Foundation (HSS)
- HDFC Standard Life Insurance
- Hexaware Technologies
- Hindustan Zinc Ltd
- Hindustan Unilever
- HT Media
- IBM India
- ICICI Foundation
- Indian Council of Social Science Research
- IDFC Bank (now IDFC First Bank)
- Igarashi Motors India Ltd
- Impact Foundation (Dasra)
- India Development and Relief Fund (IDRF)
- Infosys Technologies
- Intel Technologies
- Kiran A Datar
- Kris Gopalakrishnan and S Gopalakrishnan
- L&T Finance Ltd (Family Credit Ltd)
- Lakshmanan Isola Pvt Ltd
- Mahindra Holidays
- Manipal Group
- Marg Constructions
- Mathworks
- Mckinsey & Company
- Metro Cash & Carry
- Motor Industries Company Ltd (BOSCH)
- Microsoft Corporation Pvt Ltd
- Mindtree Foundation
- Multiple Equity
- Nandan Nilekani and Rohini Nilekani

- Narayana Murthy and Sudha Murthy
- Nasscom Foundation
- Netmagic IT Services Pvt Ltd
- New Venture Fund
- Omidyar Network
- Philips Electronics
- Pirojsha Godrej Foundation
- Prestige Estates Projects
- Participatory Research in Asia
- PVR Network for Enablement and Transformation
- Rainmatter Foundation
- Ramanathan Foundation
- Ramanand Raghavendran
- Ravi Reddy
- Rotary Club
- S D Shibulal and Kumari Shibulal
- Sabre Travel Technologies Pvt Ltd
- SanDisk India Device Design Centre Pvt Ltd
- SanDisk Technologies India Pvt Ltd
- Seetha S
- Shakti Sustainable Energy Foundation
- Sharekhan Ltd (now BNP Paribas)
- Shree Cement Ltd
- Silicon Valley Community Foundation
- Sridar Arvamudhan Iyengar
- Swiss Re Foundation
- Tata Consultancy Services Ltd
- Tata Sons Ltd
- Tata Steel Ltd
- The Asia Foundation
- The Hongkong and Shanghai Banking Corporation Ltd
- The Sunlight Foundation
- Thomson Reuters
- Times of India
- TPG Capital India Private Ltd

- Treeline Investment & Management Ltd
- TVS Investment
- United Nations Development Programme
- VA Tech Wabag Ltd
- Velankani Info Systems
- VSO International
- WIPRO
- Webex Communications Pvt Ltd WIPRO
- Wonder Cement Ltd
- Woori Bank
- Yahoo Software Development

Partners and Stakeholders

Systemic change is not a solo pursuit. We are immensely thankful for the partnerships and alliances we have forged over the years.

In the Union Government

- Ministry of Housing and Urban Affairs (MoHUA), Government of India
- Fifteenth Finance Commission of India (XVFC)
- Comptroller and Auditor General (CAG) of India

State and City Governments

- Government of Haryana
- Government of Karnataka
- Government of Odisha
- Government of Tamil Nadu
- Ballari City Municipal Corporation
- Bruhat Bengaluru Mahanagara Palike (BBMP)
- Coimbatore City Municipal Corporation
- Hubballi-Dharwad Municipal Corporation
- Kalaburagi Municipal Corporation
- Madurai Municipal Corporation
- Mangaluru City Corporation
- Tiruppur City Municipal Corporation

Government Commissions and Departments

- Bangalore Electricity Supply Company (BESCOM)
- Bangalore Water Supply and Sewerage Board (BWSSB)
- Bengaluru Traffic Police
- Deputy Director of Public Instruction (DDPI), Dakshina Kannada, Karnataka
- District Administration, Kurukshetra, Haryana
- District Education Department, Kurukshetra, Haryana
- Health and Urban Department, Government of Bihar
- Housing and Urban Development Department, Government of Odisha
- Jaga Mission, Government of Odisha
- Kerala Institute of Local Administration (KILA)
- Sixth Haryana State Finance Commission
- State Health Society Bihar, Government of Bihar

Institutions, Civil Society Organisations and others

- Bill and Melinda Gates Foundation
- Care India
- CWIS Alliance
- Health Action by People
- Health Systems Transformation Platform
- MacArthur Foundation
- NFSSM Alliance
- Patrika Foundation, Rajasthan
- Rainmatter Foundation
- Reall (https://reall.net/)
- Transforming Rural India Foundation
- World Bank

Educational Institutions

- Azim Premji University
- Brown University
- CEPT University
- Christ University
- Indian School of Public Policy
- Providence College

Our Leadership

Organisations often draw their values, culture, and thinking from their leadership, and Janaagraha is no different.

Our three-tier governance structure includes experts and professionals from various fields and walks of life. Each brings to the table a wealth of knowledge, experience, and an unwavering belief in the mission of Janaagraha. Every member of our leadership has been instrumental in shaping Janaagraha into what it is today.

Board of Trustees

Ramesh Ramanathan
Co-founder, Jana Group
Ramesh Ramanathan is a social entrepreneur who works on urban issues in India.

Prior to his social initiatives, Ramesh held leadership positions with Citibank in New York and London, in the bank's capital markets business. Ramesh has an MS in Physics from BITS Pilani, an MBA from Yale University and a CFA from AIMR. In 2007, he was chosen as a Young Global Leader by the World Economic Forum.

Swati Ramanathan
Co-founder, Jana Group
Swati Ramanathan is a Co-founder of Janaagraha, as well as the Founder of Jana Urban Space. Both institutions are founded with the aspiration for positive transformation in India's cities and towns.

A passionate believer that all change begins locally in neighbourhoods where people live,

Janaagraha's grassroots community work was strengthened multi-fold with the early adoption of technology for civic change, with platforms like 'I Paid a Bribe' and 'I Change my City' that resulted in a host of other online initiatives.

Ms Ramanathan has been relentless in promoting the need for better urban design and urban planning in India. She has worked closely with governments – both national and state, on urban policy reforms such as integrated master planning, heritage conservation, and guaranteed land title. Her pioneering advocacy and work on progressive master planning – detailed in the 'Smart City Spatial Planning and Development Guidelines,' has catalysed centrally supported schemes for city planning, and multiple states undertaking the revision of their plan documents. She has also worked with local governments for the design and delivery of projects with multi-agency complexities. Her brainchild, Tender S.U.R.E. (Specifications for Urban Roads Execution), is revolutionising the way urban roads are designed for all users, and laying clear standards for procurement.

Ms Ramanathan has been recognised at several forums: named a Young Asian Leader by the Asia Society; received the Rajyotsava Puraskar from Rajasthan State Government; presented the Democracy and Civic Innovator Award by Madeline Albright for the National Democratic Institution in Washington, DC; honoured (along with Ramesh Ramanathan) by Forbes India as the Social Entrepreneurs of the Year in 2013.
Swati Ramanathan holds a BS from India and

an MS from Pratt Institute, N.Y.

KK Nayar

Trustee, Janaagraha

KK Nayar has been associated with the organisation since 2004.

He has over three decades of experience in projects and manufacturing management in FMCG, food, paper, and chemicals. His expertise includes the building, commission, expansion, and upgradation of new and green field units.

He was the Executive Director at Unilever subsidiaries in India, Egypt, and the UK, where he focussed on technology, profit improvement programs, and acquisitions and mergers.

Unni Rajagopal, FCA

Trustee, Janaagraha

Unni Rajagopal has been associated with the organisation since inception.

A rank holder in Chartered Accountancy examinations, Unni entered practice subsequent to a stint in the industry as Finance Controller of a reputed company. He is one of the founding partners of Singhvi Dev & Unni LLP – Chartered Accountants. He is a member of the Institute of Management Consultants of India and specializes in Audit and assurance services, Accounting and Business Consulting areas.

Leadership Team

Srikanth Viswanathan

Chief Executive Officer

As Chief Executive Officer, Srikanth steers the strategy of Janaagraha while also overseeing its operations.
He is an associate member of the Institute of Chartered Accountants of India and has previously worked with Standard Chartered Bank and KPMG.

Sapna Karim

Chief Operating Officer

Sapna has been a part of Janaagraha right from its inception in 2001. She has worked on various citizen campaigns as well as on technology-related interventions with the government. She also anchored the HR and volunteer management functions of the organisation for ten years.

Anand Iyer

Chief Policy and Insights Officer

Anand comes with over 22 years of experience across central and state governments, the private sector, independent consulting and academics. His core areas of work are urban governance, architecture, education, land and building development, and climate action.

Recent Publications

ASICS 2023
The Annual Survey of India's City-Systems (ASICS) is a comprehensive diagnostic of the state of India's city-systems. In its 6th edition, ASICS 2023 evaluates the quality of urban laws of all 35 states/Union Territories (UTs) in India, and recommends 10 Instruments of Change to strengthen and improve city-systems and thereby, transform urban quality of life.

A Municipal Finance Blueprint for India
Commissioned by the Fifteenth Finance Commission, this report highlights key recommendations to ensure the financial sustainability and accountability of ULBs. It covers fiscal decentralization, revenue optimization, responsible budgeting, capacity building, and transparent governance.

A Toolkit for Property Tax Reforms
The Toolkit for Property Tax Reform is a guide of reform recommendations based on existing best practices. It incorporates insights from programs like JnNURM and AMRUT, and from Finance Commission reports to arrive at an actionable blueprint for states and urban local bodies seeking to reform their financial management systems.

City Leaders
This report advocates for the empowerment of municipal councillors, particularly women councillors, as catalysts for driving positive change in urban sustainability. Through interviews and comprehensive analysis, the report highlights existing leadership gaps among councillors and calls for interventions that equip them to address global issues at the grassroots level.

Landscape Study on the Role of ULBs in Primary Healthcare
This study provides a roadmap for states across the country to strengthen primary healthcare outcomes through decentralisation. It focusses on Bihar's efforts in the space of urban health, with particular emphasis on governance and the allocation of grants. It also investigates the decentralisation models of ULBs and their alignment with the National Urban Health Mission.

A New Urban Agenda for Haryana by Janaagraha
This report includes our recommendations to the Sixth State Finance Commission of Haryana. It consists of high-priority recommendations (such as mandatory entry-level conditions that all Urban Local Bodies (ULBs) must meet to qualify for SFC grants) and other recommendations that focus on enhancing financial sustainability and accountability for ULBs.

Tending to the City
This book is a celebration of 20 years of Janaagraha. It chronicles our journey from a movement to an institution, details our initiatives and programmes over the last two decades, and captures the evolution of our thinking on city-systems. It serves as a record of our work and its impact, even as we chart our path to the future.

JANAAGRAHA

3rd Floor, Sair Bagh, 19/4, Cunningham Road Bengaluru, Karnataka, India – 560052
Ph: +91 80 41200844/41500844 | Email: info@janaagraha.org
www.janaagraha.org