ANNUAL REPORT
2014-15

TRANSFORMING QUALITY OF LIFE IN INDIAN CITIES AND TOWNS
ABOUT US

At the Prayagraj Center for Urbanism and Democracy, we work to improve the quality of life in today’s cities and towns through urban governance and urban environments. As an organization we develop innovative, scalable solutions to urban challenges through structured research on cities, which we call our city systems framework.

The city systems framework examines four interrelated dimensions of city making.

- Urban Planning and Design
- Institutional Capacity and Resources
- Government and Legislative Political Representation
- Transparency, Accountability and Participation

Sitting these dimensions right in our cities, and the complex laws, policies, and institutional frameworks that underpin them, is the key challenge facing urban thinkers in the 21st century.

Founded in 2019 by Ramesh Ramanathan and Swati Ramanathan, Prayagraj started as a movement to make cities places for people to live. The last 10 years have proven to be a teaching institution for systems when change is needed.

MESSAGE FROM THE FOUNDERS

Ramesh Ramanathan & Swati Ramanathan

As we celebrate our 10th year in the city of Prayagraj, we look back at what we have learned and the work that we have created. We founded Prayagraj with a simple question: how can we make our cities better for all? As we move forward, we are now confronted with an even more urgent question: how can we make sure that our city systems framework is relevant in the 21st century?

Our city systems framework is built on the belief that the quality of urban governance and urban environments is directly related to the quality of our cities. We recognize that cities are complex systems, and that the way we design and build our cities has a direct impact on the quality of life for all residents.

As we continue to advocate for better governance and better cities, we need to be mindful of the challenges that we face. We need to be thoughtful about the changes that we make, and to ensure that these changes are made with the needs of all residents in mind.

The past 10 years have been a time of great change. We have seen our city systems framework evolve and grow, and we are excited to continue to work towards creating better cities for all.

For more information, please visit our website at www.prayagraj.org.
CITY-SYSTEMS STRATEGY FRAMEWORK

By 2050, the population of India's cities and towns alone would equal the combined population of China, India, Brazil, Indonesia and Pakistan. Urbanization and climate change pose new challenges, and it is time to organize for change and adaptation. Cities need a governance structure that allows innovation and flexibility.

The work of the past 15 years we have invested systematically with citizens at the grassroots to explore the architecture of the system. We have reached a deep understanding of the city systems that make our cities tick. We believe that the right opportunity to build an entire system is to build a new city system, which is a foundation of sustainable cities.

City systems include laws, policies, institutions and governance procedures that all help in creating cities that work. We work with citizens and the government to transform the city's systems.

The goal is to build the systems that will deliver the services needed for cities to thrive. The framework in this report is a foundation of city systems. We also want to build this framework to transform the entire city. The next three years we will address specific issues, so as to improve the quality of urban life.

After 15 years of working towards making India's cities, we are now ready to engage with leaders of cities, to help develop their own unique City Systems Strategy and Transformation Blueprint. To implement this strategy, we advocate for urban reforms and work with government to advance the PROOF OF CONCEPT that can then be scaled. We want to propagate a SUSTAINABLE, SUGARLIKE approach towards urban transformation.
URBAN DESIGN

**BANGALORE 10 km**

- **St. Martha Road and Whitefield Hospital Road**
  - March 2017 - March 2019
  - Underpass services on both sides and left turn lane, location for St. Martha plaza complete.

- **Kumaraswamy Road**
  - March 2017 - March 2019
  - Underpass services on both sides and left turn lane, location for Kumaraswamy plaza complete.

- **Residency Road**
  - March 2017 - March 2019
  - Underpass services on both sides and left turn lane, location for Residency plaza complete.

**MUMBAI 1.9 km**

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URBAN PLANNING

Electronic City:
Electron City Phase 1 and 2 is an industrial estate which has seen some of the top IT companies in Bangalore. This is plagued with increasing congestion, traffic jams, and long travel times which reduce the quality of life for commuters. Electronic City Infrastructure Limited (ECIL) has signed an MoU with JICA (Japan) through which JICA will provide a feasibility study plan for the same with recommendations and solutions.

Based on recent observations, ECIL identified 12 of these issues to be explored further. A combined design report with solutions on the 12
chosen mobility issues such as the exterior plazas, addressing a bottleneck for the estates, traffic management plan within the existing right of way, intersection plazas, strengthening pedestrian connections to the drizzle and a perennial ring road were submitted to JICA [June 2023].

JICA team reported its findings to explore the traffic management plan and intersection redesign of the real estate within the estate as part of the schematic design report. The schematic report grouped the mobility issues into primary, secondary, or tertiary based on a value and provided detailed designs for the resolution of the Right of Way (ROW) of all the roads to arrive for a smooth flow of all modes of traffic. A series of coordinated once were also suggested to allow for maximum traffic inflow in the drainage and in the overall traffic. This report was submitted in November 2023.

Project CCAG:
Project CCAG stands for conservation of ecosystem habitat and landscape and aims at preserving and representing the regional and urban landscape, which flows through JICA. CCAG stands for the initiative to implement the project in 10 phases towards the central region of the city which flows through a residential area as well as industrial zone and is heavily contaminated with sewage and industrial waste. After a detailed site analysis, JICA team prepared a report which outlined the existing challenges and issues and the various steps required to prevent sewage flow entering into the nullah, to bring water back into the nullah, through larger stormwater strategies and its implementation by developing public green spaces and continuous footpath and cycle track along the nullah.

The larger design strategies looked at improving the overall ecology and water quality by providing it, improving its connectivity in the city and creating a strong one directional movement parallel along it. Three term strategies included interception and total treatment of four chains to create a beneficial pathway for immediate impact. This project was presented to the Chief Minister of JICA by the team of ECIL on 25th November 2023.
Programme Overview

Jaipur’s Urban Capacity Building Programme is aimed at empowering municipal bodies with the right skill so that they are effective in delivering services to citizens. The programme is designed to

- Increase the capacity of municipal staff to deliver services
- Foster a culture of continuous learning and development
- Enhance the accountability and transparency of municipal authorities

The programme commenced in December 2013 in partnership with Apeiron, a global consulting firm. The programme includes training sessions, workshops, and online courses to equip municipal staff with the skills necessary to deliver services effectively. Over the last year, Jaipur has brought up the issue of poor staffing in municipal through its multiple advocacy initiatives.

Alliances:
1. Municipal database on municipal staffing which also has place in the second edition of annual report of Jaipur city (city report), 2014.
2. Partnerships with other organizations and businesses (to be added).
3. Media outreach through leading newspapers such as India Times and Indian Express.
Challenges & Learning

Amendment to Public officials
In the majority of the states, the cadre-based hierarchical roles of service roles that govern local government’s organizational design and employee service are above four in the decades old. The staffing policies and recruitment standards have not been updated to take into account technology changes and provide a data population.

Need for right number of staff
With the 1993 Constitutional Amendment Act, 1993, power rests to a democratic local government, even today local leaders struggle to ensure services to citizens due to underestimation of staff. Local leaders in India are currently understaffed and have a skewed structure of a large number of employed staff (above 50%) against the actual need. The Himachal Pradesh Local Government, for instance, which has more than 4000 local government employees.

Need for right skills
The practice of organizational roles get exaggerated as the existing employees do not possess the right skills to perform the assigned job. Most employees on the government side at the beginning of their careers end up learning rather than actually being placed in positions that suit their abilities. The Himachal Pradesh Local Government has introduced training staff to deliver quality services.

Need for right organizational design
The need for efficient and effective employee productivity, it is crucial to have a right organizational design in place. The processes and organizational design are a reflection of the skills of the existing hierarchy and management practices that are followed in the organization.

Way forward

Policy experts
Policy experts in the element of capacity building to urban local governments can help in the issue of out of the public discourse. A policy expert in a local capacity building needs to bridge the gap and create a platform for a local government’s internal capacity of the issue too.

Engagement with local governments
How the rules and act’s regarding staffing and performance of local leaders, far within the division of the state government, is a part of the capacity building within local government for the next future.

Joining together stakeholders
Regional workshop on Urban Capacity Building to be conducted for advancing the important stakeholders from government in civil society.

Decreased usage of media
With the current context, data, analysis and statistics for highlighting systemic issues in urban governance and the need for building human capacity in urban local bodies.
516 CITIZEN VOLUNTEERS
20,827 CITIZENS REACHED
NATIONAL CSO AWARD

Programme Overview

Project Urban Electoral (PURE) was a programme taken up by the state government to improve voter awareness and the quality of electoral representation. It involved a pilot project in the Nandgaon Assembly constituency (AG), Varanasi in 2012. The programme has been scaled up to all 240 AGs of Uttar Pradesh through Project Urban Electoral (PURE) pilot, which in turn, will result in greater voter participation in elections.

A unique citizen-driven (PURE) NPP management model has been designed which for the first time has ensured coordination of electoral activities. The management model has been designed to take care of the coordination of electoral activities. The model emphasizes continuing role for the government, ensuring that the management model for electoral activities is a model for other electoral processes.

The programme has been designed with the objective of ensuring that the voter is aware of the importance of voting and the process of voting. It is designed to ensure that the voter is aware of their rights and responsibilities, and that they are able to exercise these rights and responsibilities effectively. It is designed to promote transparency and accountability in the system.

Alliance

1. (Name) volunteers were engaged through various citizen and corporate engagement initiatives.
2. The programme has been scaled up to 240 AGs of Uttar Pradesh through Project Urban Electoral (PURE) pilot.
3. Programme won the Election Commission of India’s National CSO Award – 2012 for the best campaign on voter education and awareness for General Elections in Uttar Pradesh Election 2012. The award was given in the PURE phase. The programme was also selected for creating awareness about voting and voter list for parliamentary elections, for encouraging citizens to vote and for designing the PRRDE process in 2014. The award is given by EC every year to an NGO working in the area of voting in India. The award was presented by the then EC of India, Anjana Mangla in a ceremony held at Vigyan Bhavan, New Delhi on 15th February, 2014.)
Map Forward

We hope to see the PURE Ballot Management (Pure) adopted across other elections and states, providing a permanent solution to inaccurate voter lists. We believe this will lead to greater voter turnout, improve voter 'capacity', and enhance new legislative and representation efforts in our cities to promote democratic reform quality of life. The initiation of a commission of inquiry has been set, and our focus should be on understanding the dynamics and development of the PURE Ballot Management (Pure) framework. An in-depth analysis is needed to address the issue of voter list accuracy. It is clear that a more comprehensive approach is needed for an effective government process. Collaboration with the public sector offices will continue to shape the quality of voter list survey in other conditions.

VOTER-LIST SURVEY

To bring these issues into the voter list for the first time as well as to gather evidence on the nature and scale of issues, an expert panel conducted a survey on the quality of the voter lists across the province. Residents across the province were canvassed for a more representative picture of the state of voter lists in the capital. The survey was conducted by market research firm PFM Global during November 2020/November 2021.

Key findings were as follows:

- Up to 10% of the voter list faces issues.
- A large percentage of errors are due to the city's demographic, concerning that the issue's nature is not working.
- A high rate of eligible residents claimed to be issues never applied, often due to how and where to register as the main reasons for not doing so.
- The younger, poorer, and marginalized sections of society are worse affected, which is crucial to correct an issue list.

PURE Proper Urban Electoral Lists
COMMUNITY POLICING

Programme Overview

Mumbai’s Community Policing Programme was launched on 22nd November 2014 by the then Home Minister, Sushilkumar Shinde. The programme was an initiative by the Mumbai Police to work in collaboration with the communities. It was rolled out across seven police stations – one in each police division of Mumbai. The core idea of Community Policing is to build bridges between police and citizens. The Community Policing Programme aims to enhance participation from urban citizens to improve the safety of our neighborhoods. Since inception, the programme has helped improve security perception of the police and citizens, increase trust among the citizens and police through the involvement of active citizen volunteers (ACVs).

Achievements

- The programme has marked over 130000 volunteers in 2020-21 through its various awareness sessions.
- Through social media, the programme has reached an engaged audience of over 100000.
- The foundation has been set for a successful model of Community Policing programme with the citizens. The programme aims to expand the programme to 7 more police stations in Mumbai.
Bala Janaagraha

Program Overview

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

The Bala Janaagraha Programme recognises that current Civic Education modules, though well meaning, fail to instil the relevance of India’s civic education system by demystifying city planning, local governance, and ward-level administration.

Bala Janaagraha is inspired at create 350 school children – a strategic decision based on zero assumptions:

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

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

36,812 STUDENTS
485 SCHOOLS
24 CITIES
In areas (g), the programme was delivered to a total of 67 schools, ensuring students in more of than 600 schools in the programme's catchment area.

The programme was evaluated using pre- and post-assessment tools to measure the impact. In areas (g), the programme started up in many of the schools in the region. This led to the implementation of the programme, being administrated by the Ministry of Education, but also supporting the programme in its development in the region. The programme was conducted in multiple languages, including English and the local language.

In areas (g), the programme was evaluated through a comprehensive assessment of the programme's impact. The assessment included the evaluation of the programme's effectiveness in improving the students' learning outcomes. The programme was found to be effective in improving the students' academic performance, as well as their ability to apply knowledge in real-life situations.

Challenges & Learning

The programme was evaluated in terms of its impact on student learning, teacher effectiveness, and programme delivery. The Programme's Pre-Programme Survey was conducted to gather information on the students' learning experiences and their satisfaction with the programme. The programme was found to be effective in improving the students' learning outcomes, as well as their ability to apply knowledge in real-life situations.

Way Forward

Impact Assessment

The programme was evaluated using the Pre-Programme and Post-Programme Surveys to assess the impact. The survey was conducted to gather information on the students' learning experiences and their satisfaction with the programme. The programme was found to be effective in improving the students' learning outcomes.

Recommendations

The programme was recommended to be delivered in collaboration with local educational authorities and the Ministry of Education. The programme was recommended to be delivered in collaboration with local educational authorities and the Ministry of Education.
imatter

Program Overview

imatter is a comprehensive and collaborative initiative to understand how ordinary citizen are integral part of our democratic system. Through imatter we equip the participants with tools and knowledge to deliberate on bringing about a change in one issue that affects them.

imatter is based on the ideology of "good citizens make good employers," making it a platform for corporate employees to think, question and deliberate on bringing about a change in issues that affect them. The imatter programme was conducted in 48 cities (forward phase of citizen education to enable increased citizen participation in local governance.

imatter helps participants to:

- Take a closer look at the government, institutions and processes
- Understand their role in the democracy
- Validate positive values of citizenship
- Search for their value with corporate values
- Become how citizen participation leads to improved quality of life
Hilarynew

Internal induction session:
We have run this programme in partnership with our other induction module. All new employees in Hampshire go through this induction session to understand the concept that the organisation works on and embed it in their thought process.

Favourable reception:
Since the trial in December 2000, the programme has reached out to around 150 corporate employees in NW1, 1500 employees in the organisation and 150 employees. Three participants have also been on board on the leader community page on our sister organisation's site.

Challenge & Learning

Training from earlier Jewel:
The training programme was created from the Citizenship Awareness Programme (CAP), starting by Hampshire in 2000. The challenge was to make the programme relevant contemporary both formally and in terms of processes of the participants. We transformed the processes to a more formalised, easier, visual instruction. The outcome of the programme was used to impact on how to attract more employees in the respective candidate pool.

Favourable volunteer participation:
Improving their educational pathway is one of priority for corporate employees. Thus, the programme was created to help create awareness about the programme within their employees. It has been split to fit our tangible benefits for adoption of the programme. Helping our employees, share their beliefs in Hampshire's work have been forward to improve the programme to their organisation. We are conducting this programme voluntarily at donor organisations, helping forward the ideology that good citizens make good employees.

Reaching a larger audience:
The programme aims to reach a large number of citizens with the knowledge and tools for citizens participating in the urban governance process. The current reach is delivery of the training session to a group of 15 people by the Hampshire facilitators. Currently we are reaching out to only our donor employees that we are not used to this learning only via email. The long-term challenge is to scale up the programme not just in Hampshire but in other cities as well. With only a handful Hampshire facilitators, reaching a wider audience will be extremely difficult. To overcome this challenge, we are planning to work towards creating a pool of external facilitators or as the sessions delivery results, the first target for this will be the participants that have already gone through the sessions and want to take this forward to their colleagues and employees. We intends to leverage professional network from the first of learning and development to highlight the importance of the sessions to their respective communities.

Way Forward:
We aim to reach 150 corporate employees in 2001 on through outreach. The plan is to select leaders participants in Hampshire's organisations through continuous engagement both online and on-ground. We want to enable them to be more enlightened about and involved in local urban governance.

From the citizens' standpoint, the next step is civic learning to be either participation in the governance process. Through the citizen's programme we want to provide opportunities with the introductions activities which they might involve during the session. The vision for successful outcomes for the following years with the hope that many people who become active facilitators and actually participate through Hampshire's programmes.
OPEN WORKS

Programme Overview

Johannesburg’s Open Works Programme was launched in September 2004. The programme was developed with the support of the City of Johannesburg, which aimed to provide a platform for citizens to engage with each other, local government and their representatives. The programme was designed to encourage citizens to participate in decision-making processes and to improve the quality of life in their neighborhoods.

The programme focuses on four types of data collection based on the key questions that citizens need to know:

- City Insights: How much money is being spent in my neighborhood?
- City Budget: How much money is budgeted for my neighborhood, and to what extent?
- City Sustainability: What are the waste and recycling projects in my neighborhood?
- City Quality of Life: How is the quality of life in my neighborhood?

The data is collected through multiple channels—public events, e.g., workshops and public hearings on the budget, and on-going measurement through surveys.

Evaluation

- The programme’s “Budget Workshop” is widely regarded as the annual budget exercise of the city. The programme is well received by the citizens and the results of the programme are immediately published.
- Data from the Open Works programme has been used to inform other departments and to enhance their engagement with residents.

The programme’s success is evidenced by the increased participation of citizens in urban planning and budgeting processes, and the improved quality of life in neighborhoods.
Challenge & Learning

Data Collection:

- Collecting, compiling and sharing data from government departments through RTI has proved difficult. Most of the data is not maintained centrally, making it difficult for data to be applied in the RTI Information Officers at different levels. All RTI officers require a common and data-related decision tool to ensure better feedback on the experience. The current process is focused on data not being centrally maintained and picking data from public domain e.g. HAWP website and HAWP Budgeting and Execution website.

Information:

- Multiple communication channels are needed to reach the stakeholders for this initiative. The example, online platforms could be used to gather citizen’s data at a side, as well as social media for online engagement. Researching data on the public profile and local language. These public inclusion is going to be the cornerstone of this project. The online citizen engagement platform is shining lights, which has been set up with an online group of engagement team in a Rural area.

Data Analysis:

- Moving from a static platform to a mobile platform is going to improve the process and give partners with other organizations that have access to an open data. The former would appeal to highly active users but shows more user effort to produce. The latter also have impact that is in the long term at a higher level e.g. quality of environment.

Way Forward

- Based on the communications strategy, compiling both online and offline engagement plans.
- Open data and social media tools should be used for engagement. Enhanced partnerships with city and state entities to patch Open data and data stewards.
- Utilise a more transparent for citizens’ data through mobile and social media to get open data enhanced at the local community level.
- Data feedback from the project is used to plan improvements, refine the project or to distribute to citizens and other plan in the next actions.

Data Collection Process:

- Open data and social media tools are being developed to collect and compile data for this project. Public participation in the data collection process is going to be the cornerstone of this project.
- Based on the feedback from this project, we have an idea about the success of this project and how to replicate it for other areas.
- Compilation of Ward Quality Score, we are going to track the data for meaningful of quality of life indicators, partnering with the Ward committees, that collected in this survey would directly feed into a Ward quality Budget Program or tested from where a similarity in influence budget allocations to their neighborhoods.

Technology for feasibility:

- Creation of a scalable framework that can be deployed wherever by engaging partnerships with OICs operating in these cities e.g. between Wards for.

- Partnering with computer and institutions to support us in data collection and feedback - e.g. Feedback, framework.
Programme Overview

India’s cities report USD 1 trillion over the last two decades to fund infrastructure and public services. The combined output of all municipalities in India currently add up to more than 10% of the country's GDP (USD 1.6 trillion). In recent past, targeted outputs and outcomes are expected to achieve in terms of infrastructure and public services are achieved and externally evaluated, in an optimistic scenario that other cities.

Manager’s PROOF (Public Results of Operations and Financial) Programme aims at two core objectives—achieving financial self-sufficiency and improving performance. PROOF focuses on the day-to-day performance of urban local bodies; the objective that for implementation of financial reforms pertaining to the above objectives by the relevant government in financial management of cities.

Alliances:
1. Formation of PROOF advisory group chaired by Dr. Deepak Malhotra
2. Vivid publication, and the SUP’s Finance Commission on monitoring financial performance and submit financial statement for urban local bodies.

14th FC RECOMMENDATIONS
SERVICE LEVEL BENCHMARKS
PERFORMANCE MIS
Challenge & Learning:

Institutional Design:

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

Fiscal decentralization:

The local bodies have the power to manage their own money. However, these local bodies do not have full-time auditors to examine the books and ensure proper financial management. Many of these bodies are run by politicians or those who lack the expertise to handle financial matters.

Prior reforms of state government in cases of running large or complex projects have resulted in high paperwork and time-consuming processes, which can delay the implementation of projects and cause financial irregularities.

Fiscal responsibilities and budget management:

A master budget is likely to be a vision document that provides a roadmap for the department of the city. It is, however, not the case that the city budget usually presents a comprehensive overview of the city's financial health. The importance of fiscal discipline in the city's budgeting process is underscored by the need for a clear and transparent budgeting process that aligns with the city's strategic objectives.

Way Forward:

Municipal Finance Reform (MFR):

A Municipal Finance Reform (MFR) is in the works to address the current challenges faced by municipalities in India. The MFR will focus on improving the fiscal management and accounting practices in municipalities, ensuring transparency, accountability, and better use of funds. It will also aim to reduce the burden of non-fiscal responsibilities and create a strong financial management system that helps the municipalities manage their finances effectively.

Key points:

1. Preparing the way to move towards a double entry accounting system.
2. Clarifying the building of annual budget accounts.
3. Enhancing internal capacity.

Public Annual Report:

Like companies, municipalities can be held accountable to their stakeholders. The public annual report for the financial year 2020-21 for the MMRDA, Mumbai, revealed a net profit of Rs. 3,975 crores. However, the amount of money being spent by the government on infrastructural projects is not transparent, leading to concerns about fiscal responsibility.

Building institutional capacity:

The MFR aims to address these concerns and ensure that municipalities have the capacity to manage their finances effectively. The MFR will lay down clear guidelines for financial management and accounting practices, ensuring that municipalities have the necessary skills and resources to manage their finances independently.
ICHANGE MY CITY

Program Overview

ICMYC is a hyper-local social change network that has created outcomes for diverse communities by solving city-wide problems. By connecting citizens to frontline government agencies, the city has tried to help solve issues ranging from garbage collection, poor street lighting, potholes, and security-related issues in the city-wide areas. It has also provided citizens with timely information on how their needs have been attended to and what changes have been introduced in the city. ICMYC mobile is a unique solution to address issues of common concerns in connecting precincts to bring them together. The city is working with various government departments and online platforms to address the needs of every individual in the city. ICMYC aims to address city problems by being a witness platform between government and citizens.

ICMYC mobile works on the ICMYC - ICHANGECITY. Connect, Comment, Contact, Solve

Registrations

ICMYC Mobile Application

Complaints Resolved

Get it Resolved

Get it Resolved

Post a complaint

Get it Resolved
Challenges & Lessons:

Participation – Reaching out to younger generation.
Participation from citizens in governance-related matters makes our local elected representatives and civic agencies accountable. We must involve those who govern us, and therefore our participation is the only way to get them to deliver to our attributes.

One of our biggest challenges going forward would be to get young children more involved and more engaged in civic participation at the local level. We need to continue our efforts to make the decision-making group and make a difference for the younger generation. We also want to encourage reporting mechanisms for water supply, garbage disposal, unregistered, unauthorized, roads, etc.

Accountability – The increase in accountability of government agencies. Through participation, there is an increase in accountability of government agencies. Government agencies and the public sector are now held accountable and their actions are transparent. Through citizen involvement, we can effectively engage with our citizens and improve government transparency.

One of the challenges we face is the lack of transparency in government agencies. Through participation, we can ensure that government agencies are transparent and accountable. This will help us identify and address any issues or problems that may arise.

Transparency – The perception challenge.
Through our website, we try to make sure that the government is involved in setting up a citizen platform for everyone to voice their concerns and provide feedback. The aims of RMN follows up on a number of complaints to ensure better satisfaction. We have set up a feedback mechanism where users can report issues, and these complaints are then evaluated and resolved by the relevant agencies.

Also, an important challenge is to make the public aware that the work done by civic agencies can sometimes be delayed. The public is often not aware of the steps being taken to address their complaints.

We are working on improving the transparency of our government agencies. We are encouraging citizens to report any concerns they may have, and we are working with our agencies to ensure that these complaints are resolved in a timely manner.

Looking forward:

Connecting with legislators.
Today, we have many civic agencies involved, which include: 1. Public Administration, 2. Housing, 3. Water and Sewerage Board (WSSB), 4. Bangalore Development Authority (BDA), 5. Bangalore Traffic Police (BTP), 6. Electricity Supply Company (ESC), and 7. Municipal Corporation of Greater Bangalore (MCGM).

We are taking the initiative to ensure that these agencies are transparent and accountable to the public. We are working with local representatives, including elected officials, to address any issues that may arise.

Building a better relationship with civic agencies.
We are working on improving our relationships with civic agencies. We are working with local representatives, including elected officials, to ensure that our efforts are effective and that our citizens are satisfied with the services they receive.

Moreover, we also help representatives in their budgetary decisions. For instance, we help'_ agencies with their budget planning and other aspects, ensuring that the government agencies are able to deliver services efficiently.
**Program Overview**

I Paid a Bribe (IPAB) is an online initiative started by Transparency International to combat corruption. It is the digital platform that allows individuals to report corruption incidents. The platform covers incidents that are reported by officials, citizens, and organizations.

**Government Engagement**

The platform is used by governments to track and report corruption incidents. It provides a platform for governments to engage with the public and respond to corruption issues.

**Free Legal Advice**

The platform offers free legal advice to individuals who report corruption incidents. This helps to ensure that individuals are aware of their rights and can seek legal assistance if needed.

**I PAID A BRIBE**

**Philippines**

As of March 2015, IPAB had received 21,424 reports in the Philippines, and 104 cases were referred to relevant authorities.

**Launched**

IPAB was launched in 2014, aiming to make reporting corruption incidents easier and more efficient.

**Two-member team**

A two-member team was formed to investigate incidents of corruption based on data sourced from the IPAB website. The team’s aim is to create a culture of zero tolerance for corruption in the Philippines by engaging with government officials and the public.

**I PAID A BRIBE Report The Crime**

IPAB aims to reduce corruption by empowering individuals to report incidents and seeking legal advice. This helps to create a culture of transparency and accountability.
OVER 7 MILLION PEOPLE HAVE UNCOVERED THE MARKET PRICE OF CORRUPTION

Challenge & Learning

Visibility of reports

One of the primary objectives is to understand market corruption by capturing data through cross-referencing. However, the biggest challenge is difficulty in verifying the reports that come in.

Articulating the most corrupt departments

For the RAP to be successful, it becomes imperative to understand the departments that are breeding ground for corrupt practices. It is difficult to determine the level of corruption in each department as the location of complaints alone cannot be a determining factor about the level of corruption in a department. The aim is to never receive a complaint about a particular issue but rather to decrease the number of complaints due to less corruption. Lack of effort among citizens to speak about it?

Level of grip to pursue complaints

Making a complaint is only half the battle won. The lack of will on the part of the complainant to pursue the complaint is its palpable end stage. The onus lies squarely on complainant to proceed.

Way Forward

Towards a complete redressal

APRA along with June, three will help those complainants who would like to pursue their complaints by helping them file FIR and pursue other legal avenues.

Outreach:

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

Launching the APP

With an app, creating online enable applications has been included. The app will help ensure that the fight against corruption is just a click away.
APPLIED RESEARCH PROGRAMME

Programme Overview

- "Sustainable" applied research Programme (SARP) designed to provide
  - clear, actionable and at sustainable insights to help advance urban issues.
  - SARP, which harnesses and four wings of Sustainable Urbanism Programme,
    serves as a platform that helps enhance in-house strategic and at the same
    time, helps explore content in which "SARP can further be effective.

- From among large scale research initiatives, such as the Sustainable Urban
  Quality of Life (QUAL) initiative, SARP programme is the Sustainable Urban
  Programme (SARP) and Community Mapping (SARP) has been instrumental in helping
  Sustainable Urbanism, urban design, urban design, urban design, urban design.

- It is also used for further analysis and with urban research undertaken in connection with
  and promote awareness of the Sustainable Urbanism and sustainable urban research in
  India and other emerging economies.

3) What are the objectives of the Sustainable Urbanism Programme (SARP) and Community Mapping (SARP) initiatives?

4) The "Sustainable Urbanism" is a multi-disciplinary approach that combines insights from various fields such as urban design, architecture, geography, and environmental science. It aims to promote sustainable urban development by focusing on the relationship between human settlements and natural environments. The programme seeks to identify and address the key challenges facing urban areas and to develop strategies for creating sustainable urban environments that are resilient, equitable, and healthy for all.

5) The "Sustainable Urbanism" approach is driven by a range of principles, including sustainability, social equity, and environmental responsibility. It seeks to create cities and urban spaces that are designed to meet the needs of current and future generations, while also preserving and enhancing the natural and cultural heritage of the places we live.

6) The programme is designed to support a range of activities, including research, education, and advocacy. It aims to engage a wide range of stakeholders, including policymakers, engineers, architects, urban planners, and community members, in order to develop and implement sustainable urban solutions.

7) Sustainable Urbanism suggests building, designing, and managing urban environments in ways that are sustainable, such as by reducing energy consumption, promoting efficient land use, and minimizing pollution. It also includes strategies for creating livable, vibrant, and equitable communities that are accessible to all, regardless of income or background.

8) The "Sustainable Urbanism" approach is critical for addressing many of the challenges facing our cities today, including climate change, urban sprawl, and social inequality. By promoting sustainable urban development, we can create healthier, more resilient, and more equitable communities for all.
Challenges & opportunities

Developing suitable models - PERQ Quality of Public Life Study

These studies have been largely successful in bringing out an objective picture of the type of territorial role cities play in their region, as well as identifying the areas for improvement. However, the following challenges need to be addressed:

- Developing a suitable technique to measure quality of public life
- Standardising a suitable technique that is already being used or reliable enough to be adopted by all urban areas of the country.

The former deals with the varying nature and extent of issues that exist on city level, while the latter is concerned with the standardisation of issues such as methodologies of assessment. In both cases, used in the study, the latter is also affected by issues such as a lack of suitable data standards across different countries. When assessing aspects taken by the absence of consistent measurement of similar indicators, as well as a variety of efforts to measure different aspects for urban local body elections, it is likely to prove a challenge.

Collecting methodology - exploring alternative research methods and using new technology

- While qualitative technique can give good insights on urban issues, the first aspect is sometimes lost through quantitative work. This can also be a great way of expanding new areas within the school landscape. The J-ARP team recommends incorporating quantitative (quick and easy) existing structural options in the field to use.
- The J-ARP team has worked on incorporating qualitative approaches into the research findings as part of “social inclusion management” and program evaluation through value chains. The study also leverages on technology to ensure maximum efficiency, such as using social media to conduct interviews as well as maximize data.

Important questions to ask:

- What are the key areas that need to be improved in order to enhance the organization’s understanding of the city and its stakeholders?

Way forward

- Promote a culture of informed data gathering and sharing - The J-ARP team involved programs ranging from civic delivery to urban mobility. All this means that tons of data is generated and gathered each day. The J-ARP team plans to foster a culture of data sharing across programs and methods to create synergies and build transparency in the field of programs.
- Help improve the design of programs through effective PR/PR programs — impact assessments - To ensure that all the initiatives and projects are of the highest calibre in terms of quality, transparency, and professionalism, the J-ARP team plans to set up a process monitoring and evaluation cell, 2021 evaluate all the initiatives projects in its and understand to impact both in the short and longer term. The organization also plans on taking personal change, this is a necessary and important process, and plan back into the organization’s future inclusion.

- Help foster a culture of taking decision-driven driven decisions. Both within 2020 and in polices — through its focus training sessions on the importance of decision making, the J-ARP team plans to leverage programs to help the organization to set data on to the field driving their behind decisions.
Support for the Programme:

The British High Commission

Through their Prosperity Fund, the British High Commission helped us to organise the Quilombo against Cattle (QC) conference which brought together dignitaries from various countries to address the impending crisis of exploitation.

Robert Neighbouring Corporation Ltd

Robert Neighbouring Corporation Ltd supports the Take pause programme and has actively participated in the annual tea festivals.

Philips

One of the organisations is deeply involved in our work as the Take pause programme stems from the factory support. We continuously engage with the factory workers on the benefits of the programme through factory communication.

SUN Foundation

The Foundation has been a consistent supporter of the Take pause programme for more than four years and has contributed to many years of successful partnerships.

TREF

TREF has been supporting the Take pause programme for more than five years. They have constantly focused on the efficacy of the programme and the change it has been bringing about.
Over the last 12 years we have experienced, explored and refined what it takes to transform our cities into vibrant, safe, and culturally rich places where people and places thrive. Our city is now in a state of transformation where initiatives are addressing key challenges and moving towards a future that is more sustainable, equitable, and inclusive.

The new organizational structure

- Advocacy & Reforms
- Civic Learning
- Civic Participation
- Structure
- Organisational

The new organizational structure

The next few years will focus on creating impact through this new strategy and fully integrate the same high-performance framework.
Receipts & Expenditure Account  
For the period ended 31st March 2015

<table>
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<tr>
<th>Description</th>
<th>Amount (in 000’s)</th>
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<tr>
<td>Donations</td>
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<td><strong>Total</strong></td>
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<tr>
<th>Description</th>
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<td><strong>Excess of Expenditure over Receipts</strong></td>
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</table>

**Total** | **1,46,011**

*Note: The amounts reflect various activities and contributions from different sources. However, for the purpose of financial reporting, we have included only salaries and reimbursements, whose values have been duly certified by our auditors. For specific details of other contributions, kindly refer "Notes to Accounts" in the annual financial reports."
INCOME AND EXPENDITURE
AS ON MARCH 31st, 2015

RECEIPTS AND PAYMENTS ACCOUNT
AS ON MARCH 31st, 2015
NOTES TO FINANCIAL STATEMENT AS ON MARCH 31st, 2015

NOTES TO
FINANCIAL
STATEMENT
AS ON MARCH 31st, 2015