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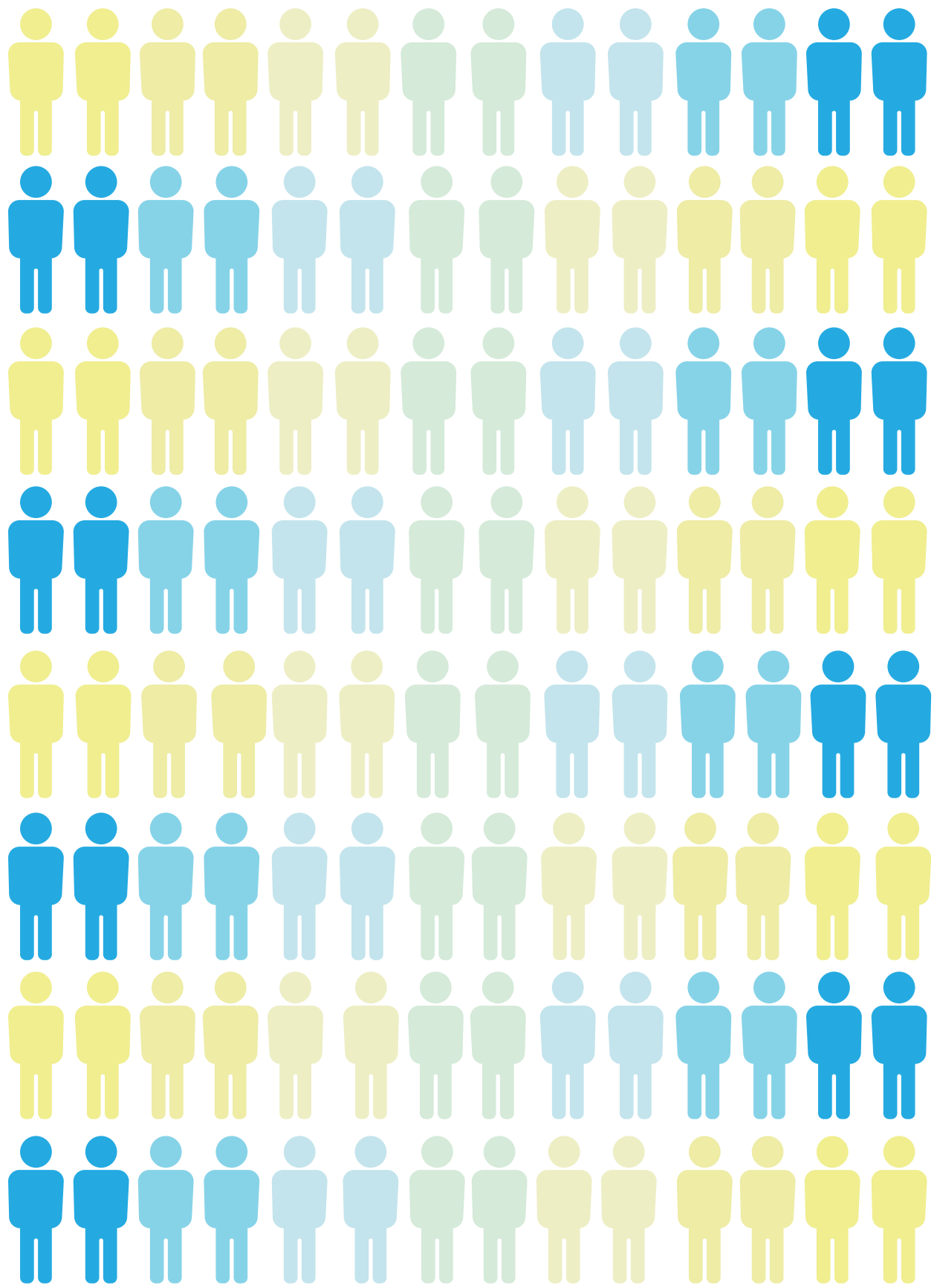
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Centre for Citizenship
and Democracy



ANNUAL REPORT 2011-12



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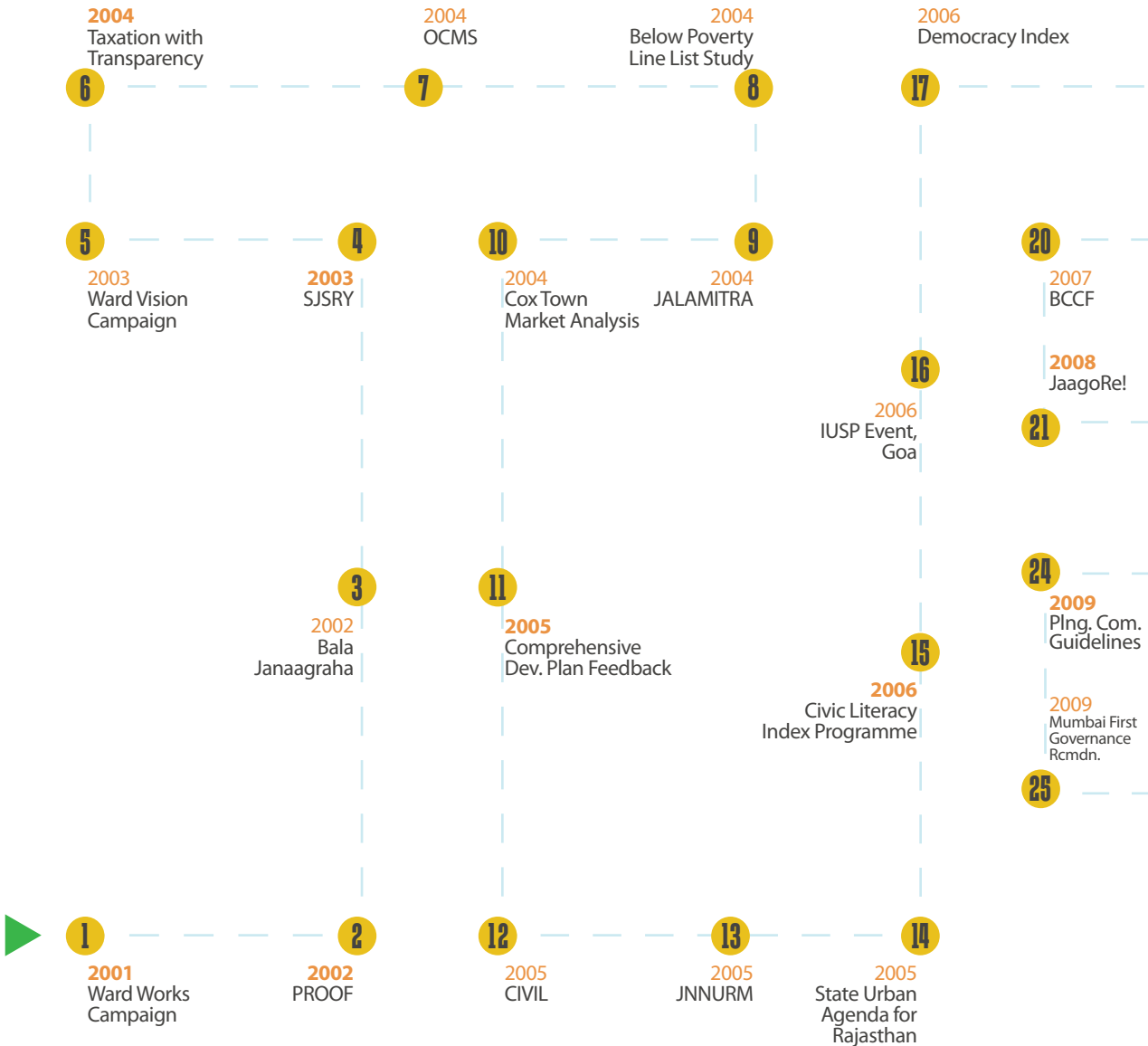
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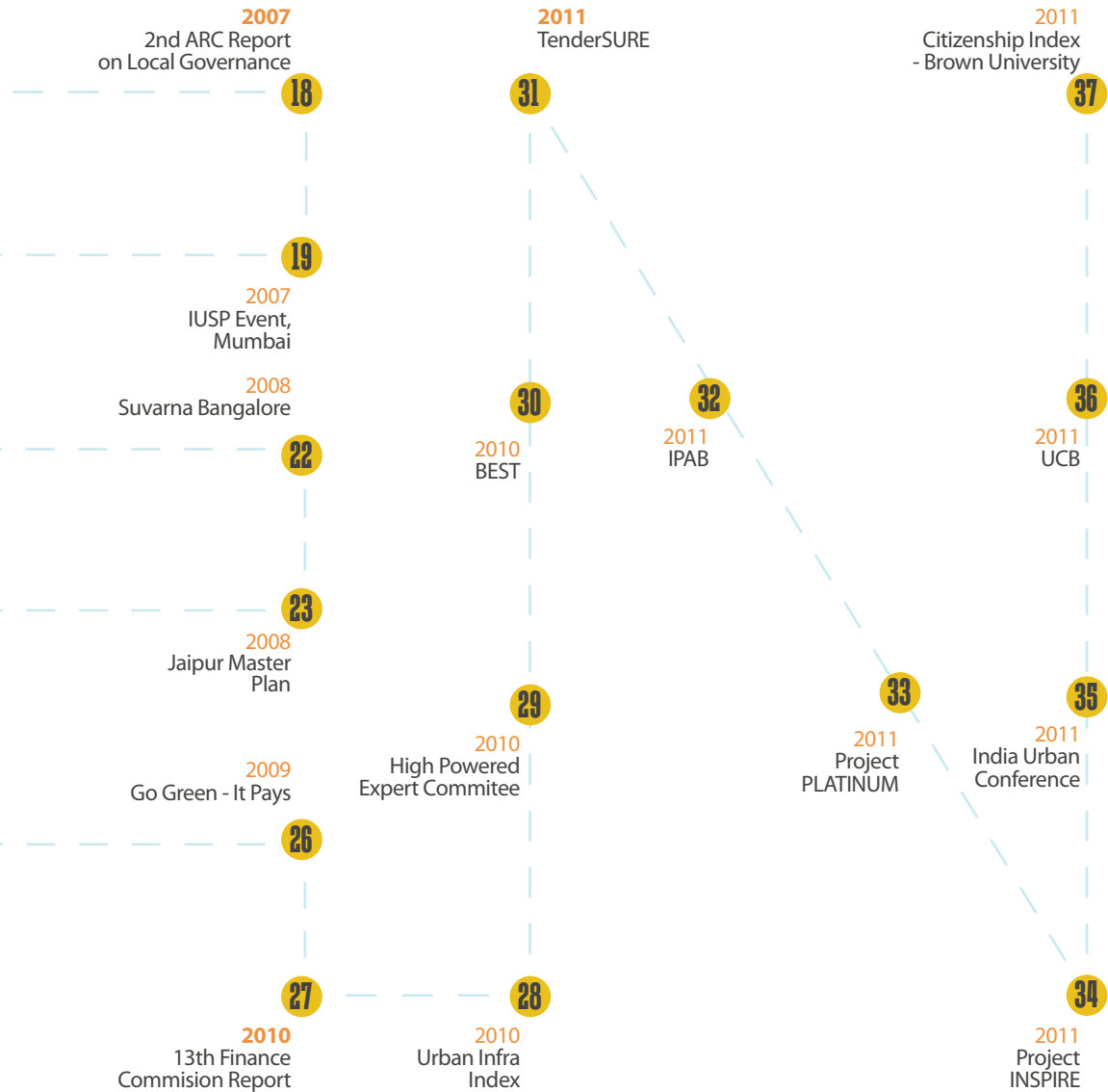
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Joining The DOTS



YEARS

JANAAGRAHA JOURNEY



of JANAAGRAHA

OUR JOURNEY

Strategically focused on **C** Citizen **G** Government **E** Ecosystem

Year	Focus
2001	C G Ward Works Campaign 22% of local budget with citizen participation, 5000 citizens participated.
2002	C G PROOF - Public Record of Operations & Finance Public Disclosure of quarterly financial statements of Bangalore City Corporation.
	C BALA JANAAGRAHA 15000 school children, mix of class and community, 30 schools included.
2003	G SJSRY - Swaran Jayanti Shahri Rozgar Yojna Janaagraha enabled a network of over 15 NGO partners, the commercial banking system and the government, in running a one-year pilot for SJSRY urban poor project in B'lore.
	C Ward Vision Campaign Participatory planning campaign, 2000 citizens, 10 of 100 wards, 1500 volunteers.
2004	C Taxation with Transparency Community led campaign to increase number of taxpayers.
	G OCMS - Online Complaint Management System Implementation of an OCMS for BWSSB, Bangalore in partnership with Praja and Nixel.
	G BPL - Below Poverty Line List Study An analysis of the BPL list amongst three key government stakeholder departments towards a case for a common BPL List.
	C G JALAMITRA Jalamitra promoted citizen participation as a component of the Greater Bangalore Water and Sanitation Project (GBWASP) in partnership with the Govt of Karnataka.
	C Cox Town Market Planning A micro planning study undertaken of the Cox Town Market with community referendum to arrive at a design for the new market.
2005	C Comprehensive Development Plan feedback Collected feedback from a range of stakeholders - businesses, architects and planners, etc.
	G CIVIL - Citizens Initiative on Voter Identification List CIVIL in partnership with the Election Commission of India to verify the list in one pilot assembly in Bangalore.
	G JNNURM - Jawaharlal Nehru National Urban Renewal Mission The largest urban mission in the country - Rs 100,000 crs linked to critical reforms. Janaagraha co-founder is the National Technical Advisor to the Mission.
	G State Urban Agenda for Rajasthan Urban advisors to the State catalysed infrastructure projects and reforms.
2006	G E Civic Literacy Index Partnership with CSDS and John Hopkins University.
	E IUSF - India Urban Space Foundation Event, Goa The first urban forum to debate local and global issues around urbanisation in a comprehensive and focused manner.
	E Democracy Index To develop and deploy a ground survey that measures the democracy index - pilot B'lore.
2007	G 2nd ARC Report on Local Governance Second Administrative Reforms Committee - Urban governance recommendations.

C G
E

India Urban Space Event, Mumbai

Landmark event - Multi-stakeholder, multi-exhibitors, 700 govt. delegates, 150 panellists, 18,000 people. MoUD, GOI partnership.

G E

BCCF - Bangalore City Connect Foundation

A platform of registered bodies, CII, FKCCI, NASCOM, etc. working with government on traffic and transport issues in the city.

2008

C

JaagoRe - 1 Billion Votes

Online youth voter registration drive for 37 cities, partnership with Tata Tea, 6,00,000 first-time voters registered.

G

Suvarna Bangalore

A public event with State Party Heads of the 4 major state political parties, presenting their party manifestos.

G

Jaipur Master Plan 2025

A three-tier spatial planning exercise for Jaipur city.

2009

G

Planning Commission Guidelines on District Planning

Decentralised District Planning Guidelines.

E

Mumbai's First Governance Recommendations

Analysis of governance challenges of Mumbai, reco. based on REED framework.

G E

Go Green--It Pays: Bangalore

A conference on eco-planning and energy efficiency in the urban environment.

2010

G

13th Finance Commission Report

Increases allocation of funds to cities, empowers local governments, demands disclosure and SSLBs.

G

High Powered Expert Committee

Estimation of financial requirement for core urban infrastructure and services.

G

BEST - Bengaluru Electoral Systems Transformation

Successfully enabled the submission of 44,000 forms to the Election Commission of India.

E

UII - Urban Infrastructure Index

First ever ward level Quality of Life index cities in India; rolled out for all 198 wards of B'lore.

2011

G E

TenderSURE

Specification for urban road execution accepted by Govt of Karnataka in October 2011. Setting standards for planning and building urban roads.

C

IPAB - ipaidabrike.com

Crowdsourced bribe reports. Over 18,000 reports with over Rs. 5 million from 463 cities, 8 lakh visitors from 200 countries. Requests from 17 countries to start similar platforms.

G

Project PLATINUM

First ever partnership with Ministry of Urban Development on Guaranteed Land Title Implementation.

G

Project INSPIRE

Advocates to make Master Plans the key tool for planning Indian cities with a larger regional perspective.

E

India Urban Conference

Landmark event on the urbanisation dialogue with over 700 participants, a confluence of civil society, academia, practitioners and policy makers.

G

UCB - Urban Capacity Building

Partnered with the National Centre for Urban Management to design, develop and deliver urban curriculum at the Lal Bahadur Shastri National Academy of Administration (LBSNAA)

E

Citizenship Index

Partnership with Brown University.

JANAAGRAHA FAMILY



MESSAGE FROM THE FOUNDERS



Ramesh Ramanathan



Swati Ramanathan

When we began this journey of social change a decade ago, we knew very little about the non-profit space, or the larger context of social and political issues in which this work is located.

Perhaps that ignorance was a good thing – if we knew then what we know now, we might have been too daunted to have embarked on this ambitious journey to transform quality of life in India's cities and towns. The journey over the last ten years has been akin to Alice opening the door to a different world.

What has kept us going is the passion to make a difference – to actually solve our urban challenges rather than just talk about them. This meant a relentless approach of doing, taking stock and re-doing. Along the way, we have developed a nuanced understanding of the remarkably complex world of politics and democracy, with rapid learning loops that informs our work in hundreds of nimble ways, explicit and implicit. What has not changed, however, is the vision and values with which we built Janaagraha ten years ago.

Even as we continuously learn about the change process that we wish to influence in the world OUTSIDE, we also learn about what it takes to build a robust, credible, sustainable institution INSIDE Janaagraha. Given our background in the private sector before starting Janaagraha, we can vouch that it is much harder to build institutions in the non-profit space. There are many

challenges. The most important is people: it is extremely hard to attract and retain the right kind of talent, where the passion for social change is tempered by professionalism, hard work and the patience required for real change. We have been fortunate to have colleagues who have stayed the course, and have on-boarded others who bring passion and work ethic to the urban cause. There are a range of other aspects – transparency, accounting and MIS, performance management systems, leadership development, communication and so on – all of which are needed to build a robust non-profit institution.

As we complete ten years of Janaagraha, there have been many rewarding moments, as there have been many frustrations. We have learned to celebrate the successes and accept the challenges as the price to pay for the complex process of public change. We look at the years ahead with undiminished optimism, and feel confident that Janaagraha can make a difference to Urban India.

“The most important is people...We have been fortunate to have colleagues who have stayed the course, and have on-boarded others who bring passion and work ethic to the urban cause.”

THEORY OF CHANGE

Theory of Change (TOC) is an increasingly popular instrument being used in the non-profit space. The US-based nonprofit Actknowledge, which has put together an online platform called *theoryofchange.org* defines TOC as '*a structured thinking process that allows (an institution) to turn their theories about what needs to change and why into a CAUSAL PATHWAY*'. A causal pathway is a step-by-step backward mapping process to determine all the preconditions necessary to reach an ultimate vision.' TOC is a specific and measurable description of a social change initiative that forms the basis for strategic planning, on-going decision-making and evaluation.

The Theory of change approach has been especially useful for Janaagraha given the complex work that we do and the large-scale SYSTEMS changes that we wish to bring about in urban quality of life. At the heart of Janaagraha's Theory of Change is the conviction in the centrality of decentralisation in addressing the challenges of urban planning and governance in urban India.

Over the years, Janaagraha has developed a framework for democratic decentralisation, building upon an extensive existing body of knowledge. Having such a framework for change sharpens Janaagraha's operational focus and delivery towards tangible, measurable outcomes.

R.E.E.D.

R.E.E.D. is an acronym for the framework comprising of four aspects of urban governance that Janaagraha defines as the cornerstones for effective decentralisation:

1. **Regional perspective to urban issues**

Any city is always part of a larger region with many interconnections to the rural hinterland. It is essential to take a regional perspective into account in order to outline a sustainable development vision for a city.

2. Empowered citizens & local governments

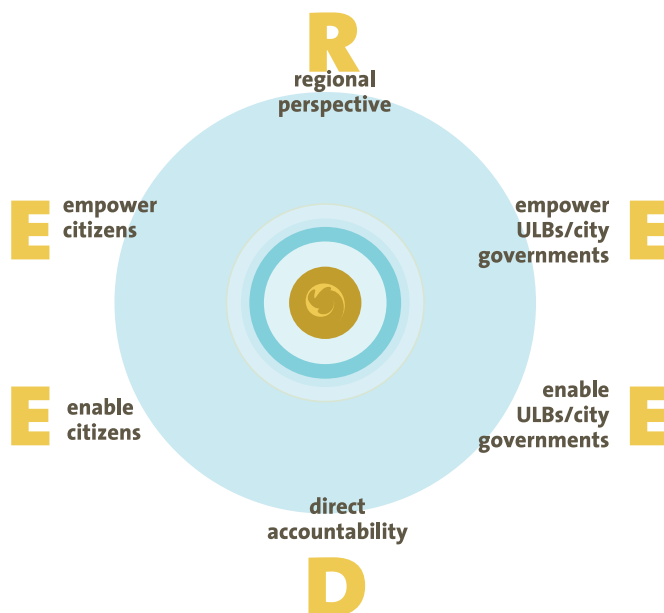
States need to decentralise and devolve local functions to local governments. Local government bodies should be strengthened to deliver infrastructure and services, and address issues within their jurisdictions. This brings political accountability closer to the citizens. Simultaneously, the role of the citizen needs to be made meaningful in a representative democracy by providing a formal voice to its citizens in local decision-making.

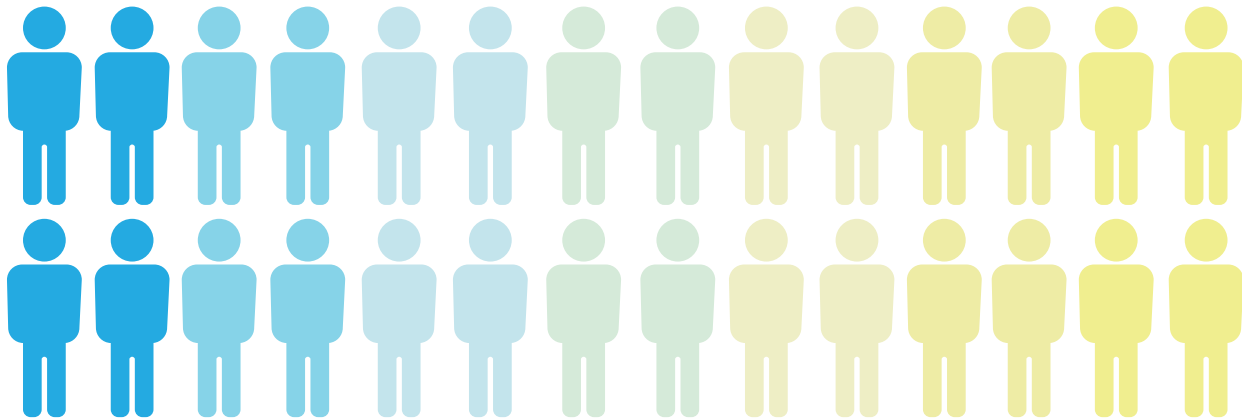
3. Enabled citizens & local governments

In order for local governments to perform effectively, they need to be enabled with the right kind of resources, including skilled human resources, modern technology tools etc. Citizens too need tools that enable them to assess the performance of their local governments, as well as processes for collective bargaining and negotiation.

4. Direct Accountability

In order for local governments to be responsive to the needs of citizens, formal institutional platforms and processes for participation are required. These platforms must be permanent and inclusive, enabling accountability for government actions, and a role in the local decision-making for all citizens.





2011-12

JANAAGRAHA BOARD



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



Al Fernandez

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



Ashish Dhawan

Founder Chrysalis Capital
One of India's largest VC firms.
MBA Harvard, BS Yale



Sridar Iyengar

Partner, Bessemer Capital
Over 35 yrs of global corp experience. On boards of Dr. Reddy's, ICICI etc.



Jayant Sinha

MD, Omidyar Network India.
2 decades in Investing & Management Consulting.
MBA with distinction, Harvard, BTech, IIT- Delhi.



Madhu Kishwar

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



Dr. GK Jayaram

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



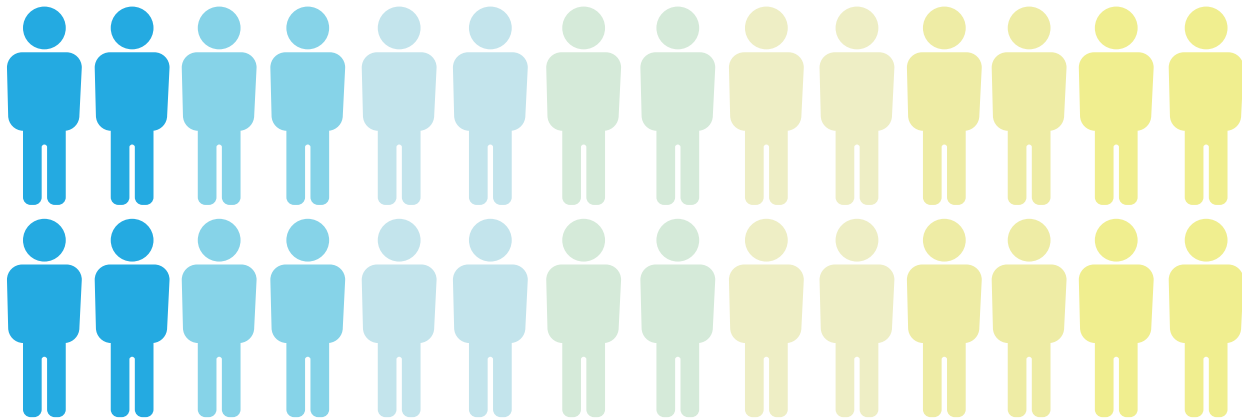
V Ramchandran

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



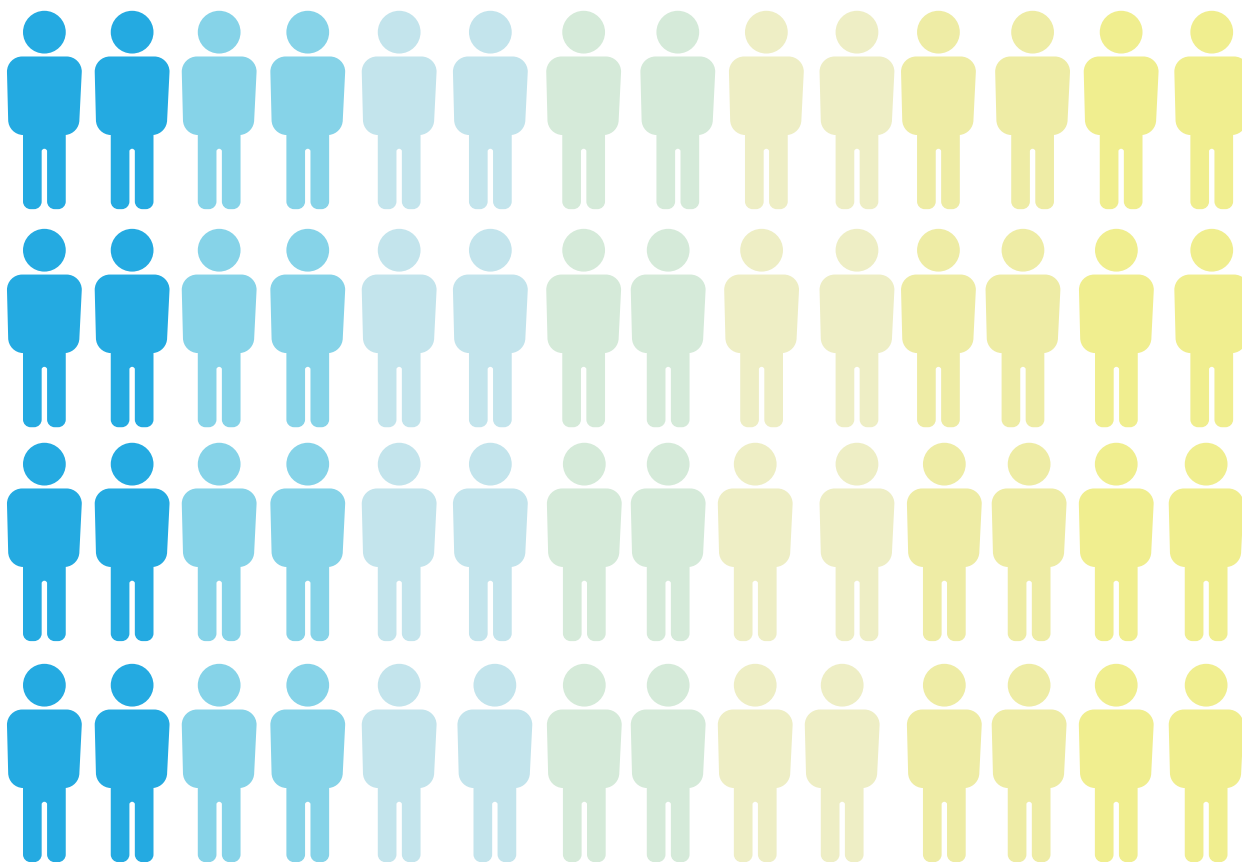
Dr. Vivek Mansingh

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



2011-12

BALANCED SCORECARD



MISSION “Transform the Quality of Life in Urban India”

CORE VALUES

Positivity
Power of Community
Constructive Engagement

Professionalism
Moral Compass
Empathy

OVERARCHING INSTITUTIONAL OBJECTIVES:

Make a Measurable
Difference In

Quality of
Citizenship

Quality of
Infra and Services

STAKEHOLDERS

CITIZENS

Empower citizens
using a net-plus-roots
approach

GOVERNMENT

Improve Government
responsiveness
and accountability

ECOSYSTEM

Energize the Ecosystem

EXECUTION

Use Indices as simple
tools to focus
public opinion

Excel in Programme
Management

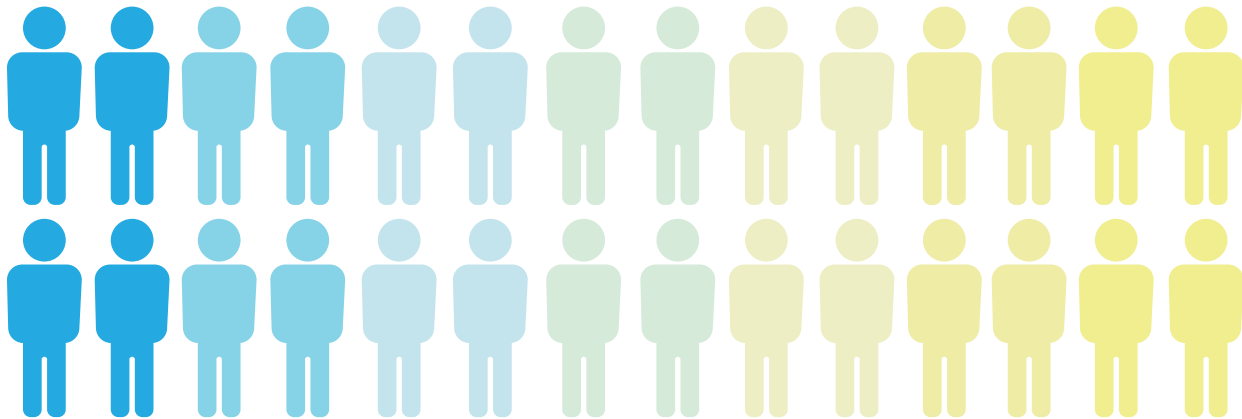
GROWTH & FINANCES

Muster the talent and resources
required to scale and succeed

Harness the
spirit of volunteerism

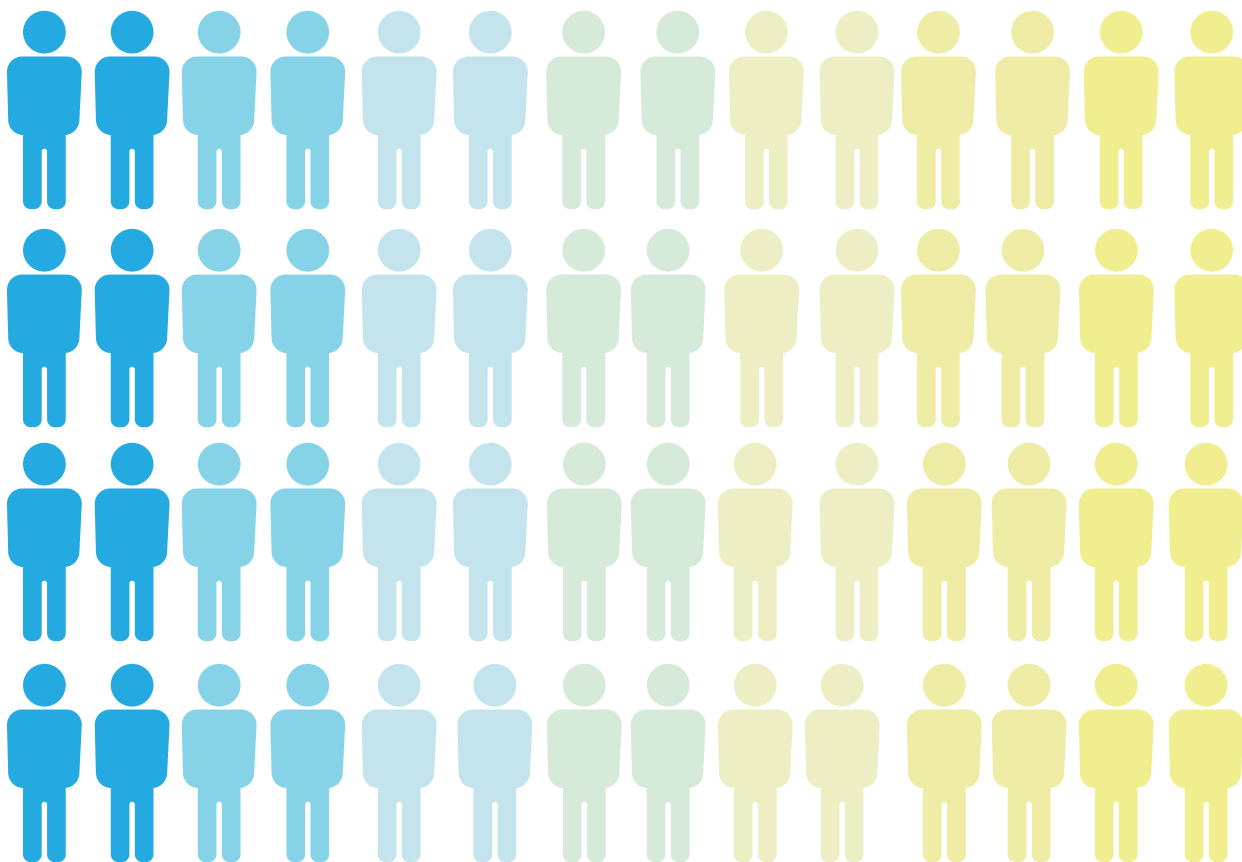
*Balanced Scorecard
captures **3 critical perspectives**
– of stakeholders/ processes/ growth
to ensure sustained performance*

*All **7 Strategic Themes**
are brought together
within the 3 perspectives*



2011-12

PROGRAMME OVERVIEWS





BALA JANAAGRAHA

2011-12 was a year of change for the Bala Janaagraha program. It began with the release of 'Me and My City, Volume II' – our interactive resource book – and ended with the biggest expansion in the programme's history. Throughout the year, the programme:

- Re-organized its management structure and implemented the 'Facilitator Model' – the programme now has a dedicated team of paid facilitators who oversee the on-going relationships with partner schools, and ensure that the program is delivered effectively.
- Released an improved second edition of the 'Me and My City' resource book. In addition, it launched the 'Me and My City' online game as part of the programme's e-module, in 23 partner schools.
- Conducted an Impact Study to assess the civic literacy levels of the students within the programme. The students fared better after delivery of the programme, scoring on average 54.26% as opposed to 35.80% prior to programme implementation.
- Entered into two key partnerships: a pilot project with Delhi Public School (DPS), Patna; and an agreement with BBMP (Bruhat Bengaluru Mahanagara Palike) to implement the Bala Janaagraha programme in 33 BBMP schools.
- Actively started the recruitment program in the last quarter of the fiscal year to achieve its target of 100 partner schools in 2012-13.
- Extended the reach of the program onto social media platforms.

60
schools

3890
children
participation

Pilot
Project
with DPS, Patna



Civic Fest



Children working



Civic Fest

JAAGTE RAHO!
JAAGTE RAHO!
JAAGTE RAHO!
JAAGTE RAHO!
JAAGTE RAHO!



Domlur Area Voter Mitra group

MOU with ECI

44,000
electoral forms
collected

20,000
EPIC cards
distributed

JAAGTE RAHO !

The Jaagte Raho! team worked tirelessly in 2011-12 to consolidate its work in Shanti Nagar constituency. 44,306 electoral forms were submitted by the program to the Electoral Registration Office (ERO) in June, 2011 alone! The team also achieved a major milestone by signing an historic MoU with the Election Commission of India (ECI), renewing our joint commitment to progressive democracy in India. Highlights for the year included:

- Distributing 20,000 Electors Photo Identity Cards (EPICs) to voters in Shanti Nagar. This effort gained significant press coverage for the program.
- Celebrating the success of the Bangalore Electoral Systems Transformation (BEST) programme, with 500 Area Voter Mitras, booth level officers, and eminent guests in attendance.
- Processing some 94,218 electoral forms using field staff and community volunteers.



MOU with ECI



Staff collecting forms



Distributing EPICs

Electoral Forms Processing Data

Form Type	Work done by Jaagte Raho (2011)	Work done by Election Commission (2010)
Add (Form 6)	20,491	903
Delete (Form 7)	60,373	7
Modify (Form 8)	8,820	0
Move (Form 8A)	4,534	0
TOTAL	94,218	910



Meeting with the Police, Civil Defence & Janaagraha

CP



COMMUNITY POLICING

The community policing project was set up under the Jana-Roots umbrella. Having mobilised several hundred Area Suraksha Mitras (ASMs) last year, beat number 4 of Banaswadi police station was chosen as a pilot project for the programme. Its achievements thus far, have been:

- Conducting a baseline survey to measure the perception of safety among residents of the pilot area. This involved 15 student-volunteers visiting 300 households in the area over a period of 15 days.
- Creating a security threat perception index, based on the results of the survey. The findings rated the community perceptions of danger at 8.8 out of 10 (with 10 being the worst).
- Commencing community policing in conjunction with Police and Civil Defence in Banaswadi beat 4. Janaagraha will retake the security threat perception index in six months to accurately gauge the impact of the program. A target of 6.8 out of 10 has been set. If successful, the program will be instituted in other beats around Bangalore.

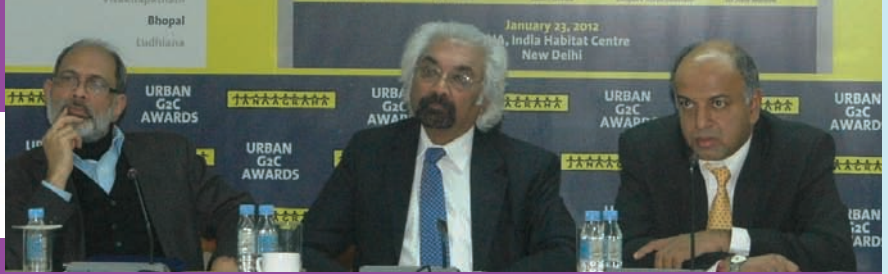
300 households - baseline survey conducted

8.8/10 security threat perception index

Beat 4
Banaswadi - commencement of community policing



Meeting with Police & CD



G2C Award Jury Members

URBAN G2C AWARDS

e-governance benchmarking programme

mint

a 4 part series on city budgets

PUBLIC RECORD OF OPERATIONS & FINANCE

The PROOF programme, under the leadership of Srikanth Viswanathan, made much headway in 2011-12, particularly in the nationwide roll-out of Service Level Benchmarking (SLB). The program, also instituted the Janaagraha G2C awards. The main highlights for the year were:

- Validation of state capital data for five states – Himachal Pradesh, Andhra Pradesh, Chhattisgarh, Orissa and Madhya Pradesh. The programme assisted in the development of state data books/reports for Andhra Pradesh, Chhattisgarh, Kerala and Himachal Pradesh.
- Completion of follow up workshops to support implementation of SLBs in Jharkhand, Tamil Nadu, Uttarakhand, West Bengal and Gujarat. These workshops were attended by 359 participants from across 133 Urban Local Bodies (ULBs). In addition, a SLB Resource Link was created. This is a help desk that provides information and knowledge support on service level benchmarking to states and city government agencies and officials.
- The launch of the Janaagraha Urban G2C Awards programme to benchmark citizen-centric Governance of city governments. The Awards measure and benchmark the quality of urban e-Governance in India, to catalyse a vibrant, transparent and participative e-Governance culture in urban India.
- Provision of on-going support for the Government of India towards content development for their website - www.urbanservices.gov.in
- Development of a compendium of good practices based on experiences in urban India for the water, sewerage, solid waste management and storm water drainage sectors.
- The publishing of a four-part series in Mint, focusing on city budgets and the bearing they have on urban quality of life.





LBSNAA

UCB

URBAN CAPACITY BUILDING

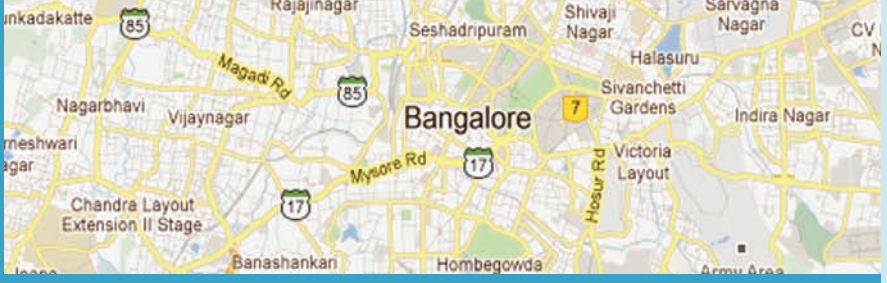
MOU with LBSNAA

Case Study preparation

The Urban Capacity Building (UCB) Programme at Janaagraha was launched as a dedicated work stream in August 2011. This programme has three components – UCB-Administrators; UCB-Citizens & Civil Society Organisations; and UCB-Elected Representatives. The UCB program’s deliverables for the year were:

- Working with the Lal Bahadur Shastri National Academy of Administration (LBSNAA). This included: finalising a Memorandum of Understanding (MoU) to formalise JCCD’s support in the design and development of urban modules; facilitating three attachments at Janaagraha, for IAS officers; improving session plans and methodologies for mid-career urban modules; developing three case studies on good urban governance, dealing specifically with economic growth, environmental conservation and equity; and submitting discussion points on good practices of urban management to be incorporated into LBSNAA’s phased training.
- Partnering with the Bengaluru University to develop modules for a mandatory course on civic sense for all the colleges affiliated to the university – to be introduced at the undergraduate level.
- Scouting and presenting content in the form of input streams that could emerge from the complaint buckets of Janaagraha’s flagship online initiative – I Change My City (ICMC).
- Preparing a reference document on the 1st Phase of the Jaagte Raho / PURE initiative. This document was distributed during a workshop on Maintenance of Electoral Rolls organised by JCCD, in close association with the Election Commission of India and the Karnataka State Election Commission.





Find your area to report a complaint - Feature



NEW
interactive
website

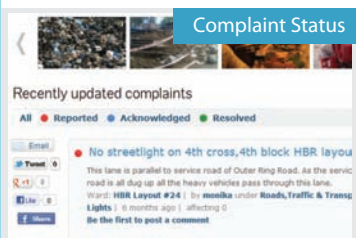
Mobile App
development

Social Media
on Facebook,
Twitter

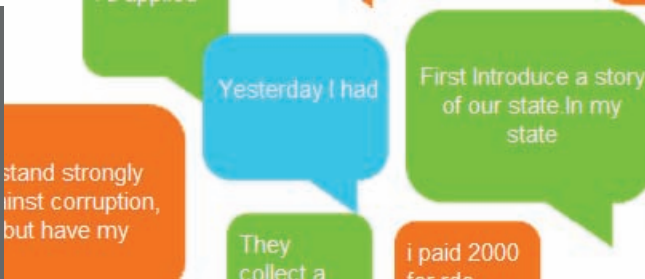
ICHANGEMYCITY.com

I Change My City is Janaagraha's flagship online programme. The Jana-online team have invested a considerable amount of time towards the design and development of the website. Once launched, it will be used as a citizen-driven platform whereby complaints and concerns can be uploaded directly. Data will be collected on a ward-by-ward basis providing an accurate snapshot of areas of concern. The site also uses state-of-the-art GIS mapping technology to provide users with information about the location of their local civic agencies. ICMC is also a repository for hundreds of 'how to' documents, which provide citizens information about acquiring public services. Other highlights for the year included:

- Creation of an archive of content pertaining to civic issues. This may take the form of news articles, info bytes on every ward of Bangalore, feature stories and videos of community action and success on the ground, profiles of civic agency officials, Corporator/MLA interviews and more.
- Development of an Android mobile app called 'Post Your Complaint' – a replica of the website app of the same name. This app will be available for download on the website, as well as on the Android market.
- Developing community participation using social media interfaces such as Facebook and Twitter pages, which are gaining ground slowly and steadily.



BRIBE CENTRAL
I DIDN'T PAY A BRIBE
I DON'T WANT TO PAY A BRIBE
I DIDN'T HAVE TO PAY A BRIBE
I PAID A BRIBE
NEWS CENTRAL



IPAIDABRIBE.com

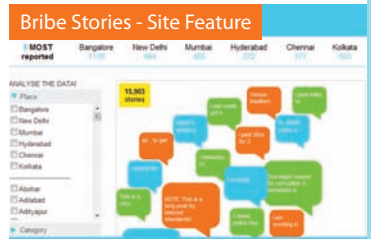
New & Improved website

15,879
bribe reports

44,08,83,432
bribe rupees

This past fiscal year was very productive for I Paid a Bribe (IPAB). Early on, IPAB received positive coverage on Chinese National Radio, which prompted seven Chinese websites to crop up with the aim of fighting corruption. The IPAB team was also instrumental in the successful launch of the 'Poster Lagao, Corruption Hatao' campaign in government offices throughout Bangalore. The most notable events for the year were:

- Launching several successful campaigns: the Bribe Bandh campaign to pressure the government into ratifying the UN convention against corruption. This was eventually done on May 15th, 2011. The Satyameya Jayate Awards Campaign was conducted to invite ideas from citizens in fighting corruption. The Burn the Bribe campaign was to encourage citizens to pledge against paying a bribe. The Poster Lagao, Corruption Hatao campaign was successfully implemented in government offices across Bangalore with permission from the State Government.
- Receiving extensive media coverage in world-renowned news channels such as the BBC and Al Jazeera; and international dailies such as the New York Times. The coverage not only focused on the work being done by the programme but also helped generate interest, resulting in high web traffic.
- Hosting a three-part series, titled, Straight Talk, which was moderated by Mr. Ramesh Ramanathan and featured eminent panellists. The purpose of this panel was to discuss the anti-corruption movement and Lokpal.
- The launching of an IPAB partnership website in Kenya. Plans are underway to launch similar websites in other countries who are interested in the programme.
- Overhauling the I Paid a Bribe website, and re-launching with an eye-catching, user-friendly interface. Migrating the website to the 'Cloud', to take advantage of associated cost, efficiency, and logistical benefits, and to keep abreast of global trends in data storage.
- Improving social media presence via design changes to its Facebook and Twitter pages.





Walton Road - using Tender SURE guidelines

Doc Release
two-volume
detailed document
released

MG Road
Metro Rail Corridor
improvement based
on TenderSURE
guidelines

Rs. 200 Crs
allocation in state
budget to urban
roads

Tender SURE

Tender SURE is an initiative of Janaagraha's sister organisations, India Urban Space Foundation (IUSF), and Bangalore City Connect Foundation (BCCF). 2011-12 was a seminal year for the programme, which saw the official release of the Tender SURE document and the completion of works on pilot roads in Bangalore. Highlights for the Tender SURE programme include:

- The official release of the two-volume Tender SURE document.
- The launch of 'Project Tender SURE' on October 7, 2011 by the Honorable Chief Minister of Karnataka, Sri Sadananda Gowda.
- Requests from the BBMP to vet the Metro Rail Corridor project in MG road, as per Tender SURE guidelines. This project is worth Rs. 64 Crores.
- Allocation of Rs. 200 Crores in the 2012-13 state budgets to urban roads executed as per 'Tender SURE design norms'.
- The submission of Tender SURE proposals worth Rs. 114 Crores to the Urban Development Ministry by eight Tier II cities - Mangalore, Bellary, Belgaum, Davanagere, Hubli, Dharward, Gulbarga, and Mysore.
- The adoption of Tender SURE as the design document for 45 new roads in Bangalore.



Tender SURE is a project that is anchored by India Urban Space Foundation (IndiaUSP) which is a sister organisation of Janaagraha



PLATINUM



Guaranteed Land and Property Title System

Prime Minister
to receive
PLATINUM

Project Partnership for Land Title
Implementation for Urban Management

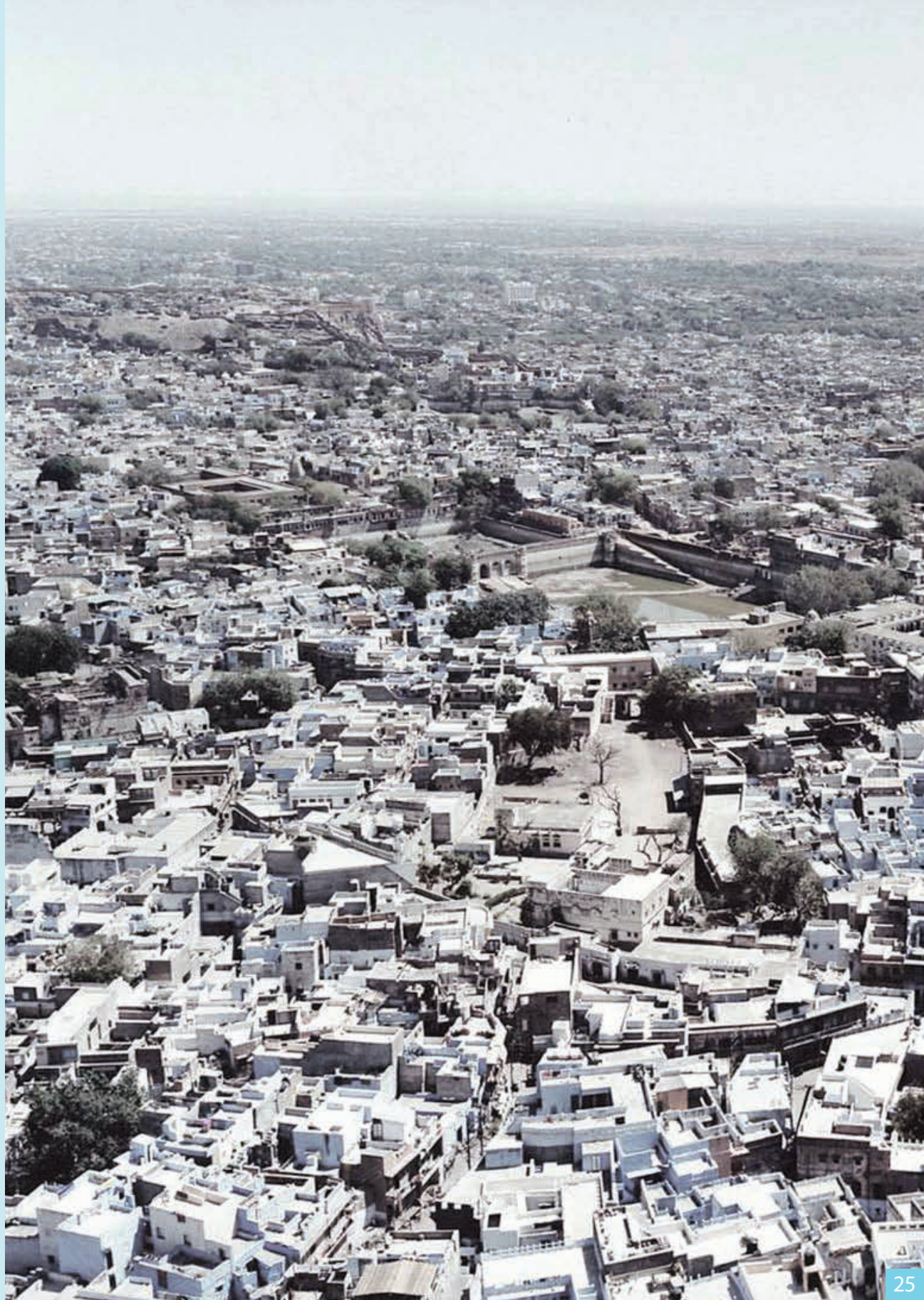
Project PLATINUM

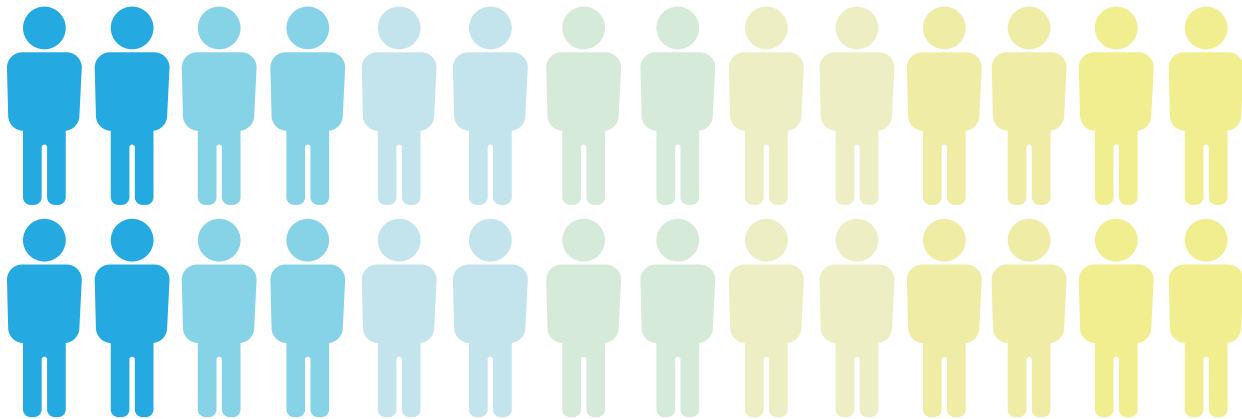
In 2010, the Ministry of Urban Development (MoUD) entered into a partnership with IUSF to reform the urban land property title certification system, under project PLATINUM (Partnership for Land Title in Urban Management). PLATINUM provides a comprehensive legal, institutional, and dispute resolution framework, which may be enacted for Union Territories, and referred to by progressive states as a model law. This is a milestone reform for the country and has required many years of advocacy and effort by IUSF. Major highlights for 2011-12 included:

- The PLATINUM Guidelines Report was uploaded on Ministry of Urban Development's website. This is now a formal document of the Government of India (GoI).
- The PLATINUM report was sent to the Prime Minister, Home Minister, Rural Minister, Finance Minister and 35 state Chief Ministers. The Delhi Government is now working towards enacting their Guaranteed Title Bill, as is the Karnataka government.
- Guaranteed Land Title (GLT) system finds prominence as one of the key reforms of Jawaharlal Nehru National Urban Renewal Mission (JNNURM) – a flagship Gol programme.
- Establishment of a National Working Group comprising urban planning and policy experts. The Terms of Reference of this working group are to develop a detailed framework of implementation for GLT in urban areas that can be used by state governments.
- The working group held five plenary meetings, chaired by the Secretary Urban Development, and Co-convened by the Joint Secretary Urban Development, and Chairperson IUSP Foundation. Multiple sub-group meetings were also held with specialist members of the Working Group and with other subject matter experts.
- A national seminar on GLT security for urban areas was organised on November 27, 2011 at Vigyan Bhawan, New Delhi. Critical international experience on the issues and challenges of implementing GLT, as well as successes were discussed and showcased. All the States participated. They were represented by state officials from the following departments – survey, urban development, revenue and stamps, & registration.

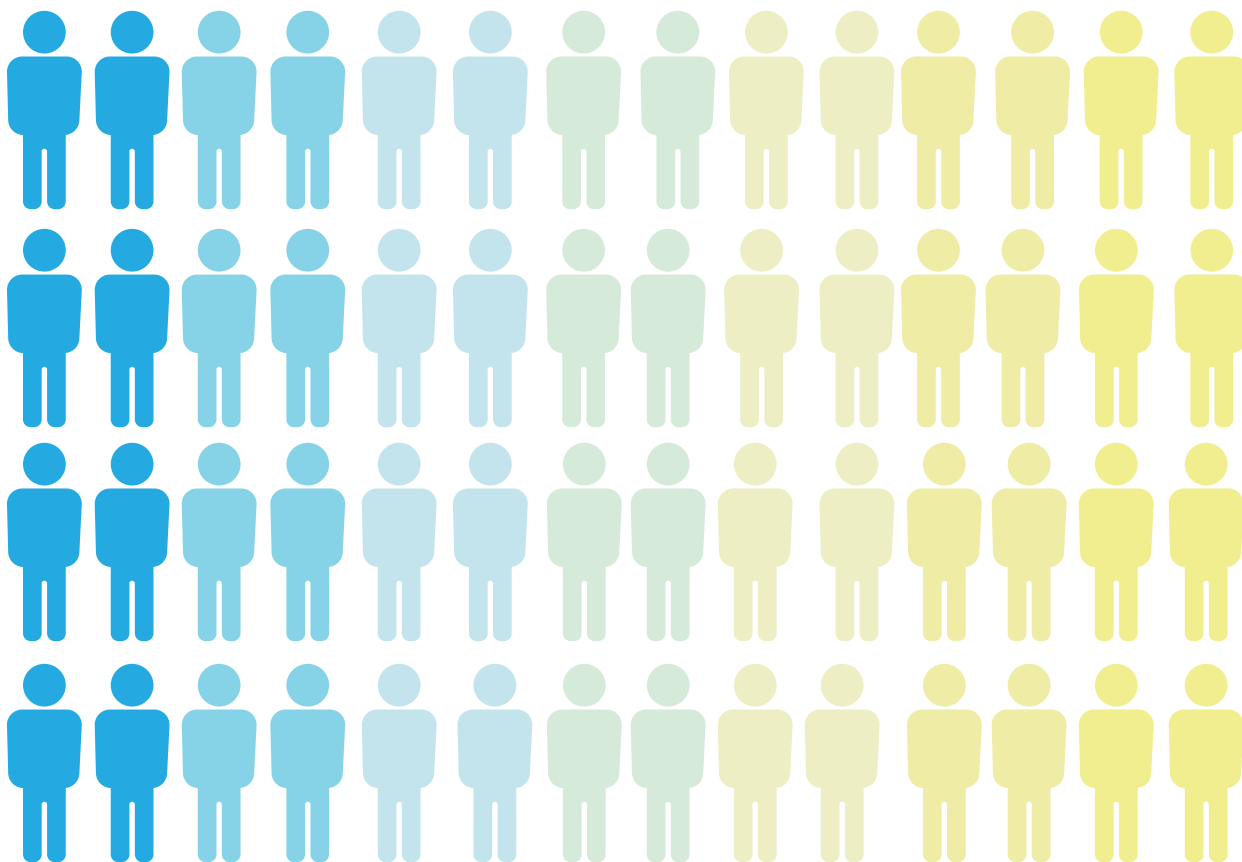
Project PLATINUM is a project that is anchored by India Urban Space Foundation (IndiaUSP) which is a sister organisation of Janaagraha.







2011-12 IN THE MEDIA



Kids Come Up With Solutions for Bad Roads

Bangalore: They worked better than any engineer of the Bruhat Bangalore Mahanagara Palike. Working hard for over six months to identify civic problems in different areas, schools across the city discussed remedies to civic issues and presented their stance before a jury at the Bala Janaagraha

annual civic festival.

The NGO concluded its tenth annual civic fest in an effort to shape the children of today. The competition was specifically aimed at students of class 7 and 8. The participants went around different areas in the city, conducting surveys, identifying problems and taking up

issues with local BBMP officials of different areas.

Over 60 schools battled it out in the preliminary round. After a rigorous battle, the students of AV Education Society were crowned the annual winners. Sri Aurobindo Vidya Mandir and Sri Vidya Mandir schools bagged the second and third place.

◀ KIDS COME UP WITH SOLUTIONS FOR BAD ROADS

“Kids worked better than any engineer of the BBMP”

[Click to read the article](#)

Publication: New Indian Express
Date: January 22, 2012
Edition: Bangalore
Page: 03

KIDS SHOW THE ROAD AHEAD
They Discuss City's Infrastructure At Bala Janaagraha Civic Fest 2012

OVER 100 children of the city woke up civic agencies from their slumber with simple solutions and sharp criticism of their lackadaisical attitude towards maintenance of civic amenities for the people. At Bala Janaagraha Civic Fest 2012, which focused on road conditions of Bangalore this time, kids discussed faults in planning of roads, drains, footpaths and other infrastructure.

While AV Education Society, JP Nagar bagged the first prize, Sri Aurobindo Vidya Mandir in Kalyan Nagar and Sri Vidya Mandir in Malleswaram won second and third prizes. All nine presentations showcased on stage by the finalist schools were reminders that politicians and bureaucrats hadn't figured out simple solutions to major huddles faced by commuters.

The topics ranged from BBMP should penalize those who keep construction material on footpaths to increase in dog bite menace is because of improper garbage disposal. Children aged between 12-15 years contributed to the debate. "When we went on the roads to see what is wrong and what should be right, we came to know about the real world. We understood the basics of planning infrastructure which was highlighted in our presentation," said Jyothi Kallias, Class 8 student of AV Education Society.

"All of us had specific tasks. We understood how to get work done even if we forgot, we learnt to forget about it with letters," said Kausalya of the same school.

Manmohan of AV Educations Society shared her feelings about this programme with TOI. "Initially I used to keep asking myself whether all this would help my son anyway. But now I feel proud of my son having gained so much of practical knowledge, knowing what is right and what is wrong and having met the real world," she said.

Some students who couldn't bag awards were sad but most were happy to have participated in this event. They made people laugh with their skits. The little ones sent out a message that instead of cursing each other, people must take the onus upon themselves to fix things.

INFORMED AND CONCERNED: Students share their woes regarding the civic amenities at Bala Janaagraha Civic Fest 2012 on Saturday

LITTLE HEARTS SPEAK

Tisha A | CLASS 7, Sri Aurobindo Vidya Mandir
I savoured this experience for many years. Winning or losing the competition was not our aim but if anybody takes any of our suggestions to improve the amenities, that would be our true success.

Sahana Amber | CLASS 8, Oasis International School
BBMP officials were really good and they gave us a patient hearing. BBMP promised us they will take our suggestions. We hope they keep their word and we'll see a better city.

Shrivatsa Jais HS | CLASS 7, Sri Aurobindo Vidya Mandir
I was scared when my daughter went into this but seeing the efforts of these little children inspired me. I thought I should do something to encourage them and therefore came up with this idea of donating for the awards. I'm happy this programme is creating awareness about the city, urban life and citizenship among the children.

Gopal Krishna Sharma | FICWA AND MEMBER OF MALLESWARAM AREA OF BALE JANAAGRAHA, TRUSTEE OF Sri Vidya Mandir

◀ KIDS SHOW THE ROAD AHEAD

“They Discuss City Infrastructure at Bala Janaagraha Civic Fest 2012”

Publication: The Times Of India
Date: January 22, 2012
Edition: Bangalore
Page: 05

[Click to read the article](#)

AN EPIC MOMENT IN ELECTORAL SYSTEM; RESIDENTS EXHILARATED

"It feels good that I have got my EPIC. Today, I take an oath that I will cast my vote every election"

- Chetan Raj BCom student

Publication: DNA
Date: November 16, 2011
Edition: Bangalore

JANAAGRAHA TO TACKLE 'VOTER APATHY' ISSUES

"I go back today and sleep better because there are people on both sides interested in coming together to make our country stronger. Higher voter participation is all about an up-to-date database and creating a mechanism to maintain accuracy"

- NR Narayana Murthy

Publication: DNA
Date: September 06, 2011
Edition: Bangalore

An epic moment in electoral system; residents exhilarated

Over the next few weeks, 28,000 voter cards will be distributed in wards across the city

BMA Correspondent
BANGALORE

The distribution of electoral photo identity cards (EPIC) has begun. On Tuesday, Janaagraha-trained Area Voter Mitras (AVMs) and booth-level officers started distribution of 4,780 cards in Dombaru ward of Shanthinagar Assembly Constituency (SAC).

This comes as a result of the success of the first phase of Janaagraha's BEST (Bangalore Electoral Systems Transformation) campaign at SAC—a pilot project undertaken by Janaagraha and Election Commission of India (EC) to clean up the electoral list and to bring nearly 100% accuracy.

Over the next few weeks, 28,000 EPICs will be distributed ward-wise comprising new additions, corrections and transpositions in the SAC. Of the 28,000 EPICs, over 4,780 will be distributed in the Dombaru ward in the next few weeks.

The BEST campaign was launched on July 23, 2010, when an MoU was signed between Janaagraha and EC to clean up the voter list. During the first part of the first phase, Janaagraha trained and mobilised 851 AVMs from each lane of the constituency, representing 186 polling booths.

These AVMs visited each house in the Shanthinagar constituency and submitted 44,128 applications to the EC through Janaagraha. Of these applications, 20,491 applications were for addition, 13,373 for deletion, 8,820 for correction, and 4,534 for transpositions (people who are shifted within the constituency).

Major Gen (Retd) KR Prasad, coordinator of Jaagte Raho campaign, said: "This may be



After the success of the first phase of the BEST campaign by Janaagraha, members went on a door-to-door distribution drive in Hoopanghalli, Indiranagar, on Tuesday
—Anantha Subramanyam

This may be a small step for us, but a giant step for cleaning up of electoral rolls.
—Major Gen (Retd) KR Prasad, coordinator of Jaagte Raho campaign

a small step for us, but a giant step for cleaning up electoral rolls. This was a pilot project given to us by the EC and with the right efforts, the objective has been achieved."

He also applauded the electoral registration officers' efforts. "During elections, we realised that there were lot of voters' names missing in the list and people were not able

to cast their votes. Now, the voters need not fret as it is all taken care of," said Dombaru ward corporator Geetha Srinivas Reddy.

BMAP revenue officer and electoral registration officer H Vedavathy pointed out that Shanthinagar constituency has more number of migrant pop-

How things changed

When area voter mitra Manoharan V approached people asking for their details, they looked at him with suspicion. Only people who were educated welcomed the efforts of Manoharan and other volunteers. It was only later when awareness spread about Janaagraha's efforts in cleaning up the voter list, the others orientated. "Today, people visit our houses to give us details," he said.

Anita, a 42-year-old housewife, who got her voter ID card on Tuesday said: "For the past couple of years, I have been trying to get the card. I submitted my form directly to the office. It was difficult and time consuming to do regular follow-ups. However, a couple of months back, our area AVM came to our house and collected the documents from me." "I had been happy that through their efforts, she has got her voter ID."

Chetan Raj R, a BCom student from Kaveri College and a resident from Dombaru ward said: "I feel that I have got my EPIC. Today, I take an oath that I will cast my vote every election."

[CLICK HERE to read the article](#)

Janaagraha to tackle 'voter apathy' issues

Shilpa CB BANGALORE

It appears to blame for the low voter turnout in urban areas is the cumbersome system of voter registration keeping people from going up to exercise their right? "The answer will become evident in the next election, at least in the case of Bangalore's Shanthinagar," said members of Janaagraha.

The NGO, in partnership with the Election Commission of India (EC), has completed a pilot project on improving the voters' list in the second constituency.

In one year, 44,128 forms were submitted, 39,000 names were found to be missing, and 30,000 names qualified for deletion. Over 6,000 need to be modified and over 4,000 have to be transposed, revealed South Bangalore branch of Janaagraha. One-third of the missing names would end up in the list of non-voter definitions, she said. Over 18,000 new names were also added at the end of the exercise.

The completion of the year-long project prompted the chief electoral commissioner of India, Dr SV Quirishi, to remark, "There are positive signs that India is dealing with them beautifully. Everything is not rotten about India."

Election Commission has signed an MoU with Janaagraha, which will work towards creating a system to sanitise the voters' list. It'll also come up with ways to replicate the system in other cities.

NR Narayana Murthy, founder and chairman emeritus, Infosys, seconded the opinion. "I go back today and sleep better because there are people on both sides interested in coming together to make our country stronger. Higher voter participation is all about an up-to-date database and creating a mechanism to maintain accuracy," he said, endorsing the company's "voter apathy" project.

Now the EC is looking to involve civil society in the process of cleaning up voters' list, it has signed an MoU with Janaagraha for another three years during which the latter would work on keeping the list clean, create a system that would help this, and also come up with ways to replicate the system in other cities.

"We will continue to be involved in the process. We want political parties to appoint booth-level agents. We



Chief electoral commissioner of India SV Quirishi and chairman emeritus of Infosys NR Narayana Murthy at an event held at Hotel Woodlands, to mark the completion of Phase 1 of establishing a model framework for managing urban electoral priorities in Shanthinagar Assembly Constituency on Monday
—Ananta Subramanyam

want booth-level volunteers to work closely with the people of the area," Quirishi said. Murthy talks in the list can be attributed to lulls of forms being submitted to the commission at the last minute, he said.

"Formal parties did not look up even after volunteers were roped in to the campaign campaign which had been used to be launched."

"I don't want 'ban' become a fashion statement for many and steps are being taken to motivate them to vote. Now,

ENROLLMENT CHALLENGES

It took 300 volunteers to compare the voting list of the Assembly constituency that is spread across seven wards with voter lists—without which the pilot project of Best voters transformation (BEST)—and their time is without expecting much to return. Combating the anti-a week and 2.1 lakh registered voters in the list by going from door-to-door, meeting strangers, doors be open, and being chased out by dogs and security guards after every 10 min to get a valid voter ID card. One visit per house left enough, it took three or four times for the volunteers to be camped for 4 to 6 hours each, who covered over 1,381 households in the ward.

However, this exercise was not just about meeting and convincing them to become part of the electoral process but also about identifying those "who do not vote and write," who had to fill the forms for them. Or they neighbours to fill in the forms and keep them aside. "It's a lot of people who are not voting," said Rajeev Datta, a staff who is in charge of "the a good cause."

is important to bring them to the polling booths on his own. Commission and citizens are not yet together. Coming that way would have added 30 crore more votes every year. The pilot project would help do away with voter apathy, a major cause for low voter turnout. With the list being clean and up-to-date, the number of voters walking in will go up, said Rajesh Rameshbabu, co-ordinator of the project. The system for enrollment has to be updated. That will be part technology and part people-driven. It can effectively work there," he said.

That commission is crucial to the process. It's the urban areas that are a challenge. In people are so called CS. Starting from the office of the minister it is "clean the list" movement. It is about e-voting election commission chairman.

[CLICK HERE to read the article](#)

Anti-bribe fight rides on YOUNG SHOULDERS

City's Student Force Boosts Janaagraha's Drive



Garima Prasher | TNW

What do you do when you are asked for a bribe? Just SMS the details to 561 6151. Type name of the department->amount of bribe asked->city->, and send it to this number. The rest will be taken care of by Janaagraha, a non-profit organisation, along with a group of around 150 young bribe fighters. The idea is to deter government officials from demanding bribe.

Janaagraha's 'Poster Lagao Corruption Hatao' campaign is sweeping the city college campuses. Riding on the shoulders of Gen-Y, the campaign that was kicked off on March 31, witnessed students

CAMPUS NOTES

targeting around 300 government offices across the city. They put up the posters explaining what to do in case you are asked for a bribe.

"We are not just lighting candles, we are doing something," says 20-year-old Laksha Kalappa, a student of University of Law, Bangalore. Laksha is one of the bribe fighters, who has come forward against the bribe culture by taking up the campaign as she herself was a victim.

It was some two years back, when Laksha was on her way back home with a friend. They were riding a bike, when a traffic policeman stopped Laksha and asked her to produce papers of the vehicle, which she was not carrying. Found guilty, Laksha agreed to pay the fine of Rs 100.

"I asked him for the receipt, but he started walking away, while he pushed the 100-rupee into his pocket. He kept

refusing to give one and I had to threaten him at the end," recalls Laksha.

"The process of taking and giving bribe prevails at every step. Whether a bus conductor or an RTO officer, people refuse to work without money. I have always been looking for a platform to act against this evil practice and I got one in the form of this poster campaign," says Laksha.

The students first joined the 'I Paid A Bribe' team of Janaagraha and were provided training by Janaagraha staffers to put up 'I Paid A Bribe' (IPAB) posters in government offices (BBMP, Bescom, BWSSB and the stamps and registration department). Students were split into pairs, supplied kits and allotted office space for their campaign. The posters have an SMS number for the public to report bribes.

"We are not done yet. After putting up the posters at the RTO office in Rajajinagar, I visit it once every week to ensure that the poster has not been removed. We also interact with the officials and find out the situation. Surprisingly, government officials were cooperative," says Aritra Paul, a final year student of RV College of Engineering.

These enthusiastic fighters believe that they are the ones who will bring about the much-needed change in the society. "Youth is the power.

CAMPAIGN

- Students visit government offices to put the posters
- Total number received till date
- Messages app the registrars department: 1
- Messages app the registration department: 1

TAKE NOT

Citizens are encouraged to share both 'bribe' experiences of officials by text to 561 6151.

We have the ex about the chang belongs to us, I am proud to b with this cam Sushant Narka tute of Techno

OVERWHELMING

"The response received from the overwhelming students from colleges came to the campaign students, who immediately aft their hall ticket ing exams. Th visiting these ular intervals posters," sa manyam Ivatu tor, Janaagraha gramme.

After coveri BBMP, BWSS Bescom, their the Bangalore "Tracking suc bribe is taken a difficult tas again in the p biling the you started with a ti in a month's ti rahamanyam.

MESSAGE LOUD AND CLEAR: These anti-graft posters adorn the walls of government offices in the city

ANTI-BRIBE FIGHT RIDES ON YOUNG SHOULDERS

"The process of taking and giving bribe prevails at every step. Whether a bus conductor or an RTO officer, people refuse to work without money. I have always been looking for a platform to act against this evil practice and I got one in the form of this poster campaign"

- Laksha, volunteer

Publication: The Times of India
 Date: April 09, 2012
 Edition: Bangalore
 Page: 04

[CLICK HERE to read the article](#)

The posters with a purpose

Govt Office Walls Sport Janaagraha's Anti-Bribe Initiative

TIMES NEWS NETWORK

Bangalore: Every time you walk into a government office now, a blue poster will stare back at you reminding you of the evil called bribe. If you were asked for one, or even spared of the torture, you can report it to Janaagraha's Ipaidabribe campaign.

These blue posters are the work of 150 students from various city colleges who decided to sacrifice their Saturday for the cause. They are part of Janaagraha's Ipaidabribe team with the motive "Don't just do dharnas, do something real to fight against corruption".

Students were trained by Janaagraha staffers at Mount Carmel College on Saturday to put up I Paid A Bribe (IPAB) posters at government offices, including BBMP, Bescom, BWSSB and the registration department. The posters provide an SMS number for people to report bribe cases. Citizens are encouraged

Citizens are agitated over the issue of corruption. With this support from government, people can take responsibility and participate to reduce corruption, rather than just do dharnas and raasta rokos

Swati Ramanathan | JANAAGRAHA CO-FOUNDER

to share 'bribe' and 'no bribe' experiences with officials by texting an SMS to 561 6151.

On Saturday, student volunteers were split into pairs, supplied kits and allotted a particular office to adopt for their campaign. Through the day, they visited over 150 government offices and put up these posters. The campaign will cover BBMP (198 ward offices), Bescom, BWSSB and registration departments — totalling around 300 government offices.

Sumeet Singh from MVJ College of Engineering, said, "Corruption is the greatest bane of our society today. It's the most infallible symptom of constitutional liberty. It's sad that all institutions are prone to corruption and vices of their members. It's about time we did something to stop this."



ON A MISSION: Students head to government offices with posters as part of a Janaagraha campaign

THE POSTERS WITH A PURPOSE

"Citizens are agitated over the issue of corruption. With this support from government, people can take responsibility and participate to reduce corruption, rather than just do dharnas and raasta rokos"

- Swati Ramanathan

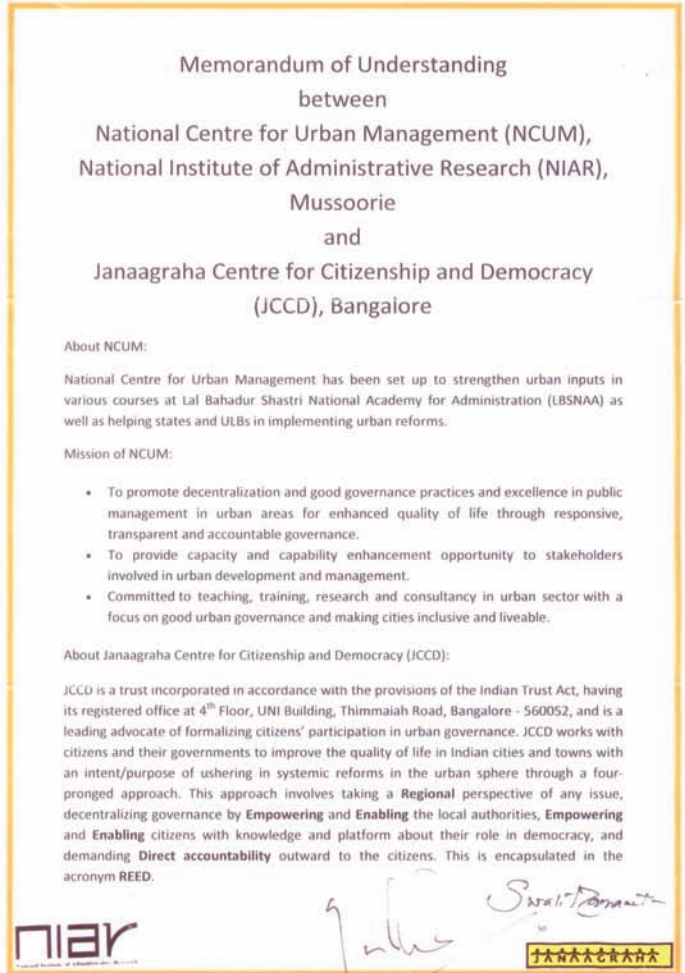
Publication: The Times of India
 Date: April 01, 2012
 Edition: Bangalore
 Page: 04

[CLICK HERE to read the article](#)

MOU between NCUM, NIAR and JCCD

- To promote decentralisation and good governance practices and excellence in public management
- To provide capacity and capability enhancement opportunity
- Committed to teaching, research and consultancy

Letter: from NIAR
Date: August 11, 2011



[CLICK HERE to read the letter](#)

U6 LEADING THE NEWS

mint



If Mumbai were a company

In the third of a four-part series on city budgets and the performance of cities conceptualized for Mint by Janaagraha, a non-profit that works on quality of life issues and governance reforms for urban India, we look at how Mumbai, which presented its city budget on Tuesday, would have fared as a company

URBAN ECONOMICS

SRINANTH VISWANATHAN
REPORTER FOR THIS COLUMN AT businesslive.mint.com

The Municipal Corporation of Greater Mumbai (MCGM), the local self government of Mumbai, presented its budget for 2012-13 on Tuesday. The budgeted expenditure for MCGM for 2012-13 is a staggering ₹76,516 crore. In balance sheet terms as on 31 March 2012, MCGM had ₹1,000 crore. If Mumbai could inter-convertibly with MCGM be seen as a company, it would find a place in the top 10 firms in India by assets and revenue (apparently compared with the budget size). Its budgeted expenditure is 1.1% of the total expenditure for India as a whole on per Union Budget 2012-13. This number will exceed 2.5% if the remaining five municipal corporations governing Mumbai are considered (municipal corporations of Thane, Navi Mumbai, Kalyan Dombivli, Vasai-Virar and Mira-Bhayandar).

Yet, the budget of the entity that governs India's financial capital neither finds favour among analysts who track the 5,000 companies listed on BSE nor a crowd pulled like the Union budget. We have discussed the possible causes of this phenomenon. In India, however, is more relevant as much of the quality of life as one citizen or the lack of it has to do with how urban local bodies such as MCGM manage their money. Against this backdrop, we look at their bank, but crucial principles that need to be followed by city governments to balance high quality service delivery and prudent financial management.

Make realistic estimates

Annual budgets used to carry realistic estimates of receipts and expenditure for the forthcoming year, besides being a statement for allocating money to competing priorities. Indian cities have a poor track record on this front. MCGM's capital receipts for 2011-12 have been revised downwards by more than 50% and, consequently, the capital expenditure has also slipped by 30%, presumably at the cost of better

infrastructure for Mumbai. The BSNL Bangalore Mahanagar Palika (BMP) budget was revised downwards by an inarguable 5% in 2010-11. Besides compromising the utility and credibility of the budget, such moves tend to give a cycle of poor financial decision-making.

Collect and pay what due

City governments in India have demonstrated poor collection efficiency in respect of property and other taxes, and have been equally erratic in settling contractor payments. Besides playing havoc with cash flows, some of these delays could result in losses. While certain fundamental reforms on property tax are due in the medium term, city governments can adopt a simple credo of "collect and pay when due" even before such reforms kick in. Long outstanding receivables on the asset side and short-term liabilities in the form of contractor payments on the liability side have often led city governments in a tight cash crunch. Many such one

state government has been guilty of delays in settling loans to their city governments. The municipal government of MCGM, in his budget speech on Tuesday, indicated that receivables from the state government amount to more than ₹3,100 crore, which is 4% of the budget size for 2012-13.

Manage the balance sheet

Financial management of city governments very often is relegated to simply annual budgeting and managing working capital. Financial statements comprising income and expenditure statements and balance sheets in other performance data do not form the mainstay of municipal financial management.

As a result, financial decisions such as investments in infrastructure and timing of debt are not taken based on the balance sheet or assessed for their impact on the balance sheet. This has left certain city governments such as BSNP struggling with debt repayment obligations. The balance sheet effects

the financial health of an entity and needs to be managed closely especially in the case of governments that tend to spend larger amounts on civic infrastructure.

Align value-for-money spending

Levels, the progress of spending by city governments is better civic service delivery to citizens at reasonable prices through a sustainable model. Given competing priorities and financial constraints of city governments, efforts need to be made to ensure that focus is not on the extent of budgetary spending, but instead on service outcomes. A good start in this budget estimates with service level benchmarks (SLBs) targets set for the forthcoming year. This will ensure that funds that there will be where they are needed most and also, in turn, show up in cost efficiency SLBs. Only a standardized and timely performance reporting framework can properly report, monitor and compare value for money spending between cities. Comparisons between cities in terms of cost of laying a kilometre of road or cost per tonne of garbage dealt with, will provide useful insights to citizens and governments and strengthen accountability.

As a first step, one would do well to have a standardized and timely performance reporting framework. If Mumbai were a company, it would have had one.

Srinanth Viswanathan is manager, Public Record of Operations and Finance (PROOF), Janaagraha Centre for Citizenship and Democracy. Janaagraha's PROOF initiative is instrumental in formulating the service level benchmarking framework and enactment of the Public Disclosure Law reform under the flagship Kaushal Nehru National Urban Renewal Mission, a high-magnitude disclosure of annual and quarterly financial statements and service levels by urban local bodies.

www.livemint.com
 To read the previous parts of the series, go to www.livemint.com/tilt/tilt

IF MUMBAI WERE A COMPANY

"If Mumbai were a company, it would find a place in the top 35 firms in India by assets and revenue. Its budgeted expenditure is 2.1% of the total expenditure for India as a whole as per Union budget 2012-13."

Publication: MINT
 Date: March 22, 2012
 Edition: Bangalore
 Page: 06

[CLICK HERE to read the article](#)

Get2know about your city's e-governance

Janaagraha To Award Indian, Global Cities

Parajita Ray | TNM

Bangalore: You will soon get to know how your city scores when it comes to e-governance or better said, the relationship between the government and citizens through technology, particularly through websites. Janaagraha has launched the Urban G2C awards programme to benchmark city governments through e-governance and evaluate the performance.

The jury will evaluate and rank websites of 28 Indian cities along with six international cities as global peer benchmarks, in order to recognize their relative performance in delivering citizen-centric services.

The Indian cities include the four metros and Bangalore, Hyderabad, Ahmedabad, Pune, Chandigarh, Jaipur, Bhopal, Lucknow, Patna, Ranchi, Thiruvananthapuram, and Chandigarh.

find that out," Swati Ramanathan, co-founder of Janaagraha, told TOI.

She added that although there was a very low percentage of people using the government websites or even having the technological knowledge or access to e-governance, Janaagraha conducted surveys in urban localities and users of such websites to get their experience and assess the performance. "We also tested the websites ourselves to find out how easy it is for an ordinary citizen to get any information or a work done or have an interaction with the government agency," she said.

Ramesh Ramanathan, co-founder, Janaagraha, said: "By including international cities in its ambit, the award also lends itself as a platform for sharing of global best practices in urban e-governance."

ASSESS WEBSITES

- ▶ Transparency
- ▶ Accountability
- ▶ Quality of online services
- ▶ Citizen voices
- ▶ User experiences

[CLICK HERE to read the article](#)

GET2KNOW ABOUT YOUR CITY'S e-GOVERNANCE

"It is just to see how easily the citizens get in touch with their governing bodies and what kind of experience they have after such interactions. The G2C award intends to rank governance improvement through technology, and e-governance is the only way to find that out" - Swati Ramanathan

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 Date: April 06, 2012
 Edition: Bangalore
 Page: 04

FIFTY ROADS OF 8 CITIES IN STATE TO GET FACELIFT

“A total of 50 roads in eight city corporation limits in the State, including 25 in the Bruhat Bangalore Mahanagara Palike (BBMP) areas, will be upgraded over the next two years under a public-private-partnership project to help improve urban mobility issues.”

Publication: Deccan Herald
Date: October 07, 2011
Edition: Bangalore

Fifty roads of 8 cities in State to get facelift

BANGALORE: A total of 50 roads in eight city corporation limits in the State, including 25 in the Bruhat Bangalore Mahanagara Palike (BBMP) areas, will be upgraded over the next two years under a public-private-partnership project to help improve urban mobility issues.

Chief Minister DV Siddanada Gowda on Friday launched Project Tender SURE (Specifications for Urban Road Execution) in collaboration with City Connect, a registered non-profit trust that envisages a comprehensive approach to transform the way urban roads are designed and executed.

Several corporate houses, including Infosys chief Kiran Majumdar Shah, Infosys executive co-chairman Kris Gopalakrishnan, are members/trustees of City Connect.

Rs 131 crore earmarked To start with, the State government has earmarked Rs 131 crore for upgrading the 50 roads, of which 26 have already been identified. As per the project, the roads will be upgraded following detailed specifications pertaining to design, procurement and execution. In this regard, City Connect has brought out two volumes of Tender SURE books containing details about technical specifications and execution methods taking the best practices from all over the world.

Chief Secretary S V Ramangoudra said the BBMP would upgrade nine roads and the BDA five stretches (see box) in the first phase of the project in Bangalore. A total of 14 roads in seven corporations across

the State will also be taken up under the project, he said. Tender SURE takes the best practices from all over the world, uses technical specifications in various Indian municipalities, and builds on them. The documents were prepared in consultation with the State government, the BBMP, the Directorate of Land Transport, the Public Works Department, and inputs from various technical quarters, he said.

Said Ramanathan, member, City Connect, and chairperson, India Urban Spice, pointed out that tender documents for city roads were usually poor, resulting in sub-optimal design and execution of roads. Tender SURE takes the best practices from all over the world, uses technical specifications in various Indian municipalities, and builds on them. The documents were prepared in consultation with the State government, the BBMP, the Directorate of Land Transport, the Public Works Department, and inputs from various technical quarters, he said.

Besides planning and design standards, the document includes information related to traffic movement, pedestrian and cyclists facilities, parking, public transport, sewerage, drainage, engineering plans and technical specifications, he said.

Kris Gopalakrishnan said the urban mobility problems was approached through a “multi-stakeholder approach”. He hoped the project would set an example for other cities to emulate. Shah felt Bangalore was losing its “elite city” tag due to the deteriorating roads and long commuting time. However, the project would go a long way in enhancing the quality of urban roads.



Development of roads to be taken up by BBMP

ROAD	STRETCH	LENGTH	COST
St Mark's Road	from Residency road to Cubbon road	1.5 km	Rs 5 crore
Commissariat Road	from Mayo Hall to D'Souza Circle	1 km	Rs 0.9 crore
Cunningham road	from Queen's Circle to Golf Club	1.6 km	Rs 4.6 crore
Magrath road	from Brigade Road to Hosmit Junction	0.25 km	Rs 0.82 crore
Wellington Road	from D'Souza Circle to Lower Aggarwal Road	1.2 km	Rs 1.2 crore
Kasturba Road	from Hudson Circle to Siddaganga Circle	0.75 km	Rs 2.1 crore
Cubbon Road	from Dickenson Road to St Marks Road	1.50 km	Rs 5 crore
Brigade Road	from Cubbon Road to Vellars Junction	1.30 km	Rs 3.75 crore

Upgrading of roads by BDA

- 1. Arkavathi Layout:** Arkavathi Main Road-Jakkur, via 7th & 8th Blocks of Arkavathi Layout (5 km - Rs 5 crore).
- 2. HRB First Stage:** Adabalingi main roads and cross roads, including Improvement of drains and culverts in HRB Layout, 4th Block opposite DMRT and Parcel Area in Ward 24 (0.5 km - Rs 4 crore).
- 3. HRB First Stage:** Appalling main roads and crossroads, including improvements to drains and culverts in HRB Layout, 5th Block area between SWD and Good Year School Road (5 km - Rs 1.8 crore).
- 4. HRB First Stage:** Widening of road and construction of footpaths from Agudhyas Circle to Siddaganga Beeky Circle around Petrol Bunk and ambulance roads behind Adarsha Nursing College - HRB Layout (1.5 km - Rs 2 crore).
- 5. HRB First Stage:** Widening of road and construction of drains, footpaths and median along Ganapathi Temple Main Road from Ring Road (Armed Forces Playground) up to Bascom office. (2.5 km - Rs 4 crore).

Guidelines

- Best practices from all over the world to be followed.
- All of the 50 roads already identified.
- Technical specifications and execution methods for each road worked out in consultation with experts.
- Specifications include pedestrians and cyclists, footpaths, parking, public transport, signage and engineering plans among others.

[CLICK HERE to read the article](#)

PLANNING NETWORKED INFRASTRUCTURE

“A well-made and implemented master plan is responsive to the needs and aspirations of all its residents, rich and poor”
- Swati Ramanathan

Publication: MINT
Date: July 07, 2011
Edition: Bangalore



Planning networked infrastructure

URBAN GROWTH

SWATI RAMANATHAN
Author of 'City of the Future'



Cities in India continue to attract millions of rural migrants seeking a better future. Within the next half of the 21st century, India will witness the largest growth of urban population combined with the fastest growth of cities, larger even than China. In the absence of a well-planned and integrated

Indian cities are traditionally planned as a privilege of rigidly regulated master plans, on the one hand, and completely unregulated free-for-all growth, on the other. The result is a city without a clear growth of our cities and in the distant, unconnected nature of public infrastructure being built, all merely ignoring the health in the places where people want to live and the failure of current plans and policies, instead of providing solutions. Ultimately, the stage of our cities will reflect the value of our policies, and these values are given shape to the master plan. From a one-stop parking lot service to the poor and, instead, of a fully managed city that has succeeded in digitalising housing and infrastructure

define the basic quality of life in any city and yet the stagnation with the absence of urban development in one parking space 30% of the population of our cities have to do without paid roads, 30% without sewage treatment, 10% without electricity and only 20% use public transport.

A global organisation of settlements, based on advanced infrastructure, provides an important framework for planned urbanisation. All the objectives of good planning: sustainability, smart growth, mixed-use, mixed housing, multi-modal transit-use can be built on the plan for networked infrastructure.

Beginning with the networked infrastructure plan provides the advantages. From urban growth will include development, reduce

[CLICK HERE to read the article](#)

Business Standard
INDIA 2011

Viral V Acharya
 Pranab Bardhan
 Pramod Bhasin
 Stuart Corbridge
 Meghnad Desai
 Patu Keswani
 Vanita Kohli-Khandekar
 Arun Maira
 Pratap Bhanu Mehta
 Swati Ramanathan
 Kunal Sen
 Tushaar Shah
 Ajay S Shriram
 Krishna Tanuku
 Adil Zainulbhai

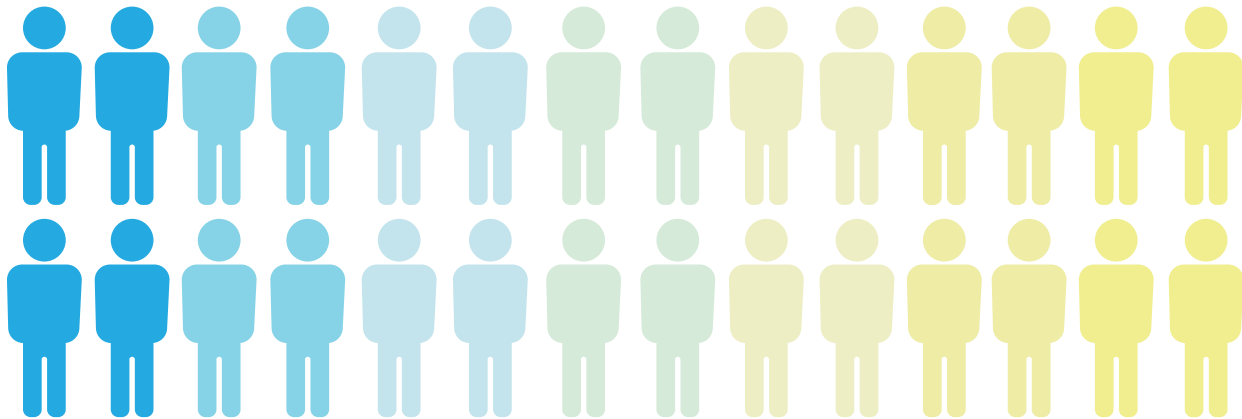


◀ SHAPING VIBRANT INDIAN CITIES

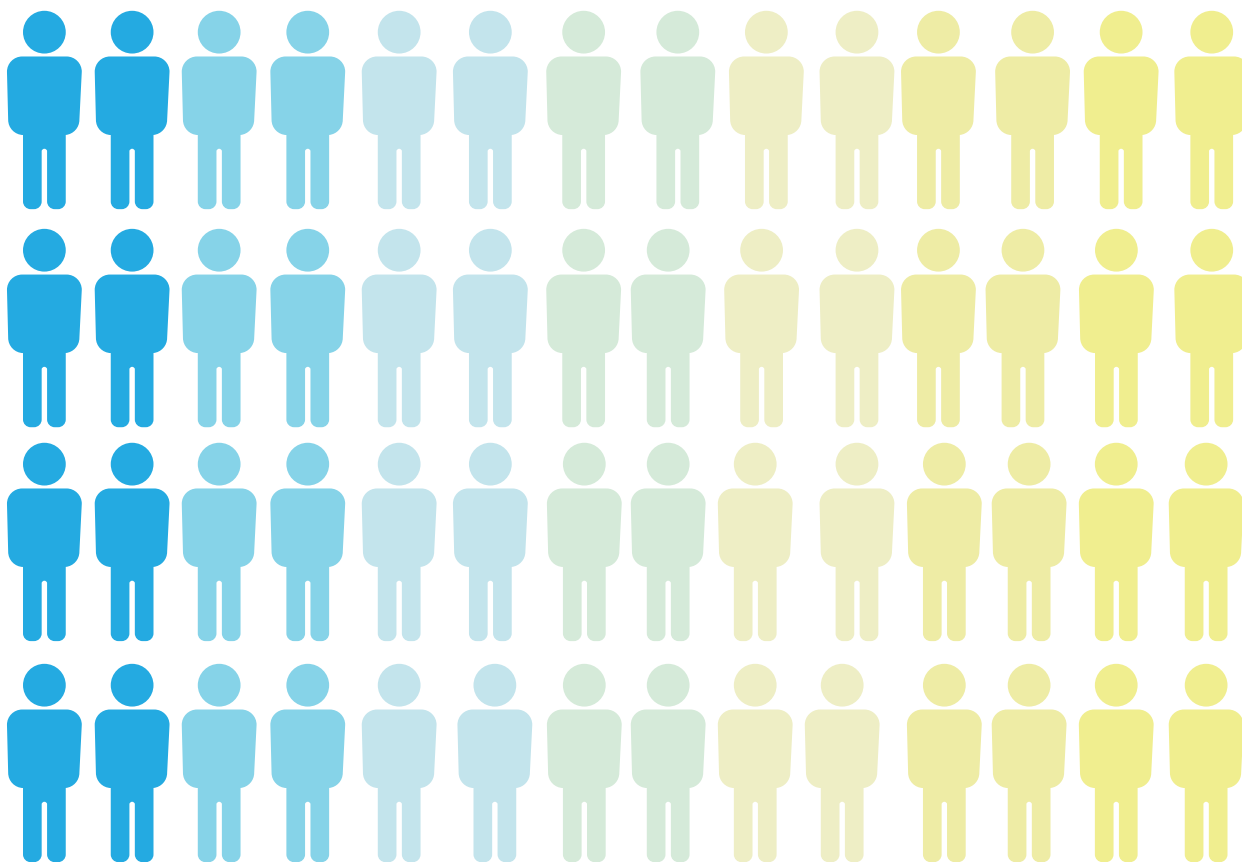
“All this could be the justifiable trauma of transition – signs of a country under transformation. However, the visible lack of any thoughtful planning on any dimension is cause not just for serious concern, but for alarm.”

Publication:	Business Standard
Date:	-
Edition:	Bangalore
Page:	-

[CLICK HERE](#) to read the article



2011-12 DONORS



DONORS for JANAAGRAHA



₹ 1,90,99,534



₹ 16,35,000

Ruane, Cunniff
& Goldfarb Inc.

₹ 48,63,000



Pirojsha Godrej
Foundation

₹ 15,00,000

Ashish and Anjali
Tripathi Pant

₹ 32,80,550



₹ 8,97,400

N. R. Narayana
Murthy

₹ 20,00,000

Ramanathan
Foundation

₹ 5,99,297

continued...

Ramanan
Raghavendran

₹ 5,04,700



₹ 1,55,850

Anirudha Dutta

₹ 2,00,000

Gopal Krishna
Sharma

₹ 12,750

Janaagraha Donors (In-kind)



esri

₹ 95,97,600

Google™

₹ 10,70,000



₹ 6,74,369

Previous Significant Donors

N. R. Narayana Murthy

Asha Dinesh & Dinesh Krishnaswamy

Ashish Dhawan

S. Gopalakrishnan

Infosys

Dell International Services India Pvt. Ltd.

The Times of India

Hindustan Unilever Limited

Nandan Nilekani

DONORS

for INDIA URBAN SPACE FOUNDATION (IUSF)



..... ₹ 5,00,000



..... ₹ 5,00,000

IUSF Donors (In-kind)



..... ₹ 89,71,200

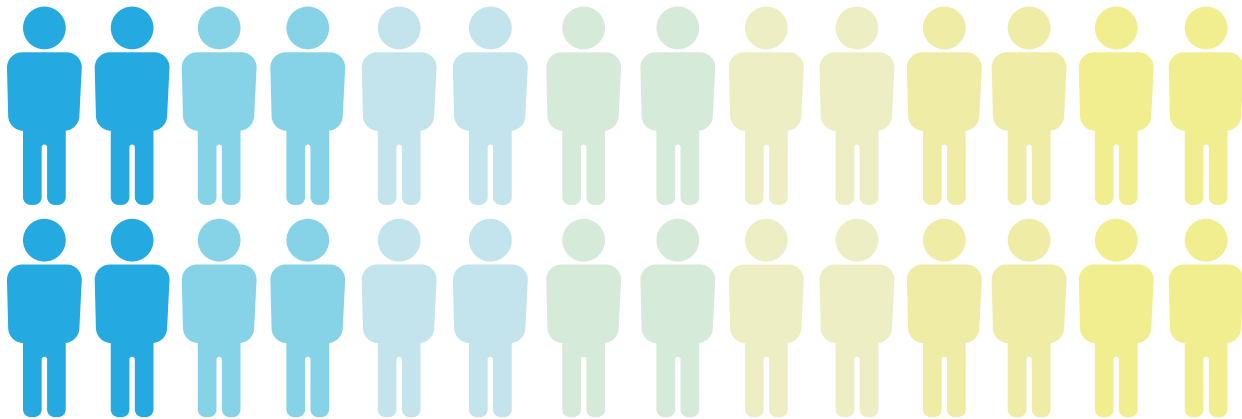
Previous Significant Donors

Cisco Systems, Inc.

MARG Limited

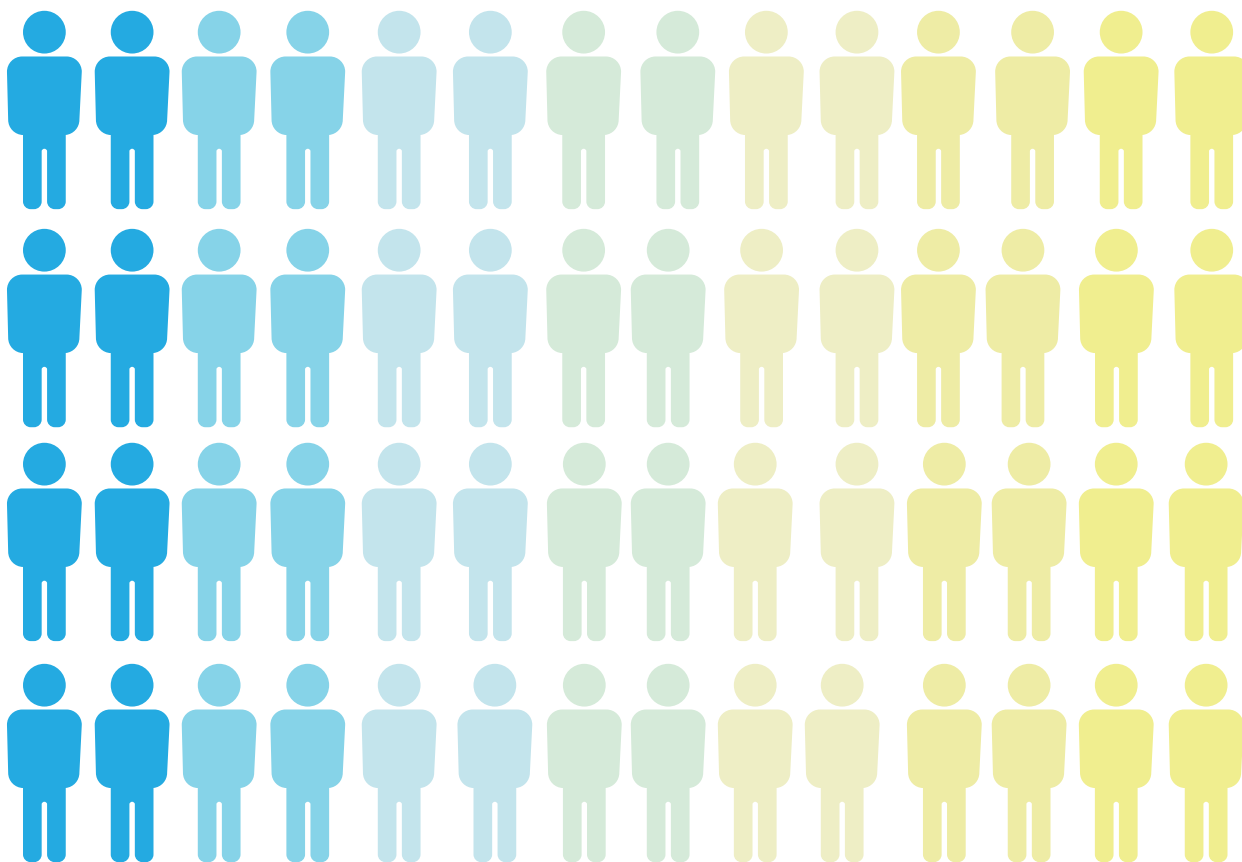
Omidyar Network (Access to Capital Group)

Infrastructure Development Finance Company Limited (IDFC)



2011-12

FINANCIALS



INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2012

INCOME in '000s	Amount
Income & Donation Received	
Donations	28,740
Other project Donation	4,834
Other Income	4,908
Certified In-kind Contributions	*11,342
Excess of Expenditure over Income	**18,296
TOTAL	68,120

EPENDITURE in '000s	Amount
Programme-wise Expenditure	
Area Suraksha Mithra	1,899
Ward Infrastructure Index	745
I Paid a Bribe	4,171
Jagthe Raho	11,928
Bala Janaagraha	6,158
Advocacy	3,013
I Janaagraha	20,622
Urban Capacity Building	3,641
PROOF	2,722
Research	3,220
Event IUC	4,894
Grants to IUSF	2,400
Depreciation	2,707
TOTAL	68,120

Note:

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

**JCCD follows cash accounting method. Had we followed accrual method of accounting, our cash position would have reflected matching grants to be received from Omidyar Network. This is approximately Rs 3 crores and income would have exceeded expenses as of March 31, 2012.



Ref :

Date :

FORM NO.10B

[See rule 17]

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

I have examined the Balance Sheet of **JANAAGRAHA CENTRE FOR CITIZENSHIP AND DEMOCRACY**, No.30/1, 4th Floor, UNI Building, Thimmaiah Road, Vasanthnagar, Bangalore – 560 052 as at March 31, 2012 and Income and Expenditure Account for the year ending on that date which are in agreement with the books of account maintained by the said trust.

I report the following observations and comments:

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

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

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

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

- i) in the case of the Balance Sheet of the state of affairs of the above named Trust as on March 31, 2012 and
- ii) in the case of the Income and Expenditure Account, the excess of Expenditure over Income for the year ending March 31, 2012.

D. N. JOSHI & Co.,
Chartered Accountants

N DINESH KUMAR
Proprietor
Place: Bangalore
Date: 01/06/2012



BALANCE SHEET

AS ON 31st MARCH 2012

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

BALANCE SHEET AS ON 31ST MARCH 2012

LIABILITIES	AMOUNT	AMOUNT	ASSETS	AMOUNT	AMOUNT
CORPUS FUND RESERVES			Fixed Assets		53,32,989
Opening Balance	2,80,21,135		Investments		
Add : Received during the year	-		FD in OBC - From Corpus Fund		1,50,00,000
	2,80,21,135		FD in SBT-From Endowment Fund		9,00,00,000
Less : Excess of Expenditure Over Income	1,82,95,702	97,25,433			
CORPUS FUND DONATION			Current Assets and Loans & Advances		
Opening Balance	2,50,97,500		Cash in Hand	14,663	
Add : Received during the year	-		Cash at Bank	1,18,35,500	1,18,50,163
	2,50,97,500				
Less : Donation paid to Projects	19,64,175	2,31,33,325			
ENDOWMENT FUND		9,00,00,000	Loans & Advances		
Grants received for respective project			Rental Deposits		17,55,800
Opening Balance	47,17,786		TDS Receivable		11,26,452
Add : Donation received from Corpus fund	19,64,175		Travel Advance		1,86,449
Add : Donation received for the year	5,45,000				
Add : Utilised from General donation	1,33,02,348				
	2,05,29,309				
Add : Project donation treated as General Donation	1,77,319				
	2,03,51,990				
Less: Expenses incurred for the year	1,79,58,896				
Unutilized Donation kept in Schedule Bank as per Section 11(1) (c) as on 31.03.2012		23,93,095			
TOTAL		12,52,51,853	TOTAL		12,52,51,853

0.00

For Janaagraha Centre For Citizenship & Democracy

*For Janaagraha Centre For Citizenship
And Democracy (JCCD)*

Trustee
Date : 01/06/2012
Place: Bangalore

Trustee

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

N. Dinesh Kumar
N. DINESH KUMAR
Proprietor



INCOME & EXPENDITURE

AS ON 31st MARCH 2012

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

INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 2012

EXPENDITURE	AMOUNT	INCOME	AMOUNT
Project Expenditure		Donation Received	
Area Suraksha Mithra	18,98,977	General Donation	2,87,40,444
Ward Infrastructure Index	7,45,011	Area Suraksha Mithra	18,39,962
I Paid a Bribe	34,21,544	IPAB	4,03,071
Jagthe Raho	1,19,27,905	Jagthe Raho	16,78,157
Bala Janaagraha	54,83,222	WISA	7,35,357
Advocacy	30,12,733	NIUA	1,77,319
I Janaagraha	1,07,03,974		
Urban Capacity Building	36,40,786	Income From Dividends	
PROOF	27,22,354	HDFC Mutual Funds	27,32,562
Research	32,20,222	Reliance Mutual Funds	7,49,385
Event IUC	48,94,188		
Grants to IUSF	24,00,000	Interest from Fixed Deposits	
		Central Bank	9,78,099
		Oriental Bank of Commerce	31,452
		Other Income	
Depreciation	27,06,932	Interest Earned on IT Refund	14,364
		Interest From Bank Accounts	3,51,974
		Other Income	50,000
		Excess of Expenditure Over Income	1,82,95,702
TOTAL	5,67,77,848	TOTAL	5,67,77,848

For Janaagraha Centre For Citizenship & Democracy

For Janaagraha Centre For Citizenship
And Democracy (JCCD)

Trustee
Date :01/06/2012
Place: Bangalore

Trustee

As per Audit Report of even date

For D N Joshi & Co.,
Chartered Accountants



N. DINESH KUMAR
Proprietor



NOTES TO THE ACCOUNTS:

I. METHOD OF ACCOUNTING:

The Assessee has maintained Cash system of accounting.

II. RECOGNITION OF INCOME:

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

III. VALUATION OF FIXED ASSETS:

- a. Fixed Assets are valued at cost and less depreciation; cost includes Purchase price, duties, taxes, freight and all other expenditures which are directly related to bring the assets into its working conditions. No Fixed asset register has been maintained hence it is not possible for me to express an opinion on existence of fixed assets.
- b. During the year 2011-12 Janaagraha Centre for Citizenship & Democracy has received grant in kind in the form of Software license right to use, net book, projector and speakers.
 1. Google Maps API Premier INR 3.2Lac
 2. Google IPAB Website INR 7.5Lac
 3. ESRI(GIS Software) license INR 95.97Lac
 4. Dell Inc 12 units of net books INR 6.74Lac

IV. VALUATION OF RETIREMENT BENEFITS:

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

V. CONFIRMATION OF BALANCES:

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

VI. INVESTMENT MADE FOR THE YEAR:

The Trust has invested Rs.10,50,00,000/- towards , Fixed deposit in Corpus and Endowment fund for the year.

D. N. JOSHI & Co.,
Chartered Accountants



N DINESH KUMAR
Proprietor
Place: Bangalore
Date: 01/06/2012

