



Janaagraha Interaction between Citizens Associations and BMP officials at Century Club on August 28

# Poura Spandana by Abhyudaya

## CITIZENS CERTIFICATE MUST FOR GARBAGE CLEARANCE PAYMENTS ?

**Poura Spandana means interaction between citizens. The interaction between the citizens of ward 55 (Padmanabha nagar) and the officials of various departments of the BMP was a meaningful event in Bangalore. This event showed how an interaction should be organised, and it was done in a professional manner.**

This is the largest ward in Bangalore. As it is a new ward there are many problems. There are more than 30 associations in this ward. When they first heard of Janaagraha they came together and participated in the first phase of the Ward Works campaign. The residents surveyed the roads of the entire ward, sat with their corporator and prioritised the works. In April 2002 these associations formed a federation called ABHYUDAYA.

The members of this federation wanted an interaction with the officials of different

civic agencies, like BMP, BWSSB and BESCOM. This was because the ward had no water lines in some areas, faces low voltage problem and mud roads in several areas. So an interaction was organised on the Aug 31, 2002 in Padmanabhanagar.

Speaking at the function, BMP Commissioner M.R. Srinivasa Murthy said that the BMP is working for the citizens. We have the finest citizenry and we want to make this into a city of international class. This is possible only through citizen participation.

He added that the BMP would release the Aarthika Darpana every month.

The citizens should look not only at what is happening in their ward but outside their ward as well because citizens need some common infrastructure. There are 27 wards without water supply or sanitation facilities. Karnataka Urban Infrastructure

Development Corporation has loaned the BMP Rs. 112 crore for this. By December 2002 the BMP plans to provide water supply to all these wards. During rains there is flooding. To stop this the BMP is spending Rs. 180 crore to improve the storm water drains. Besides, the BMP has taken the task of improving parks, footpaths and schools. About 100 more toilets will be built in Bangalore, Ms. Sudha Murthy of Infosys has donated Rs. 8 crore and the BMP will spend Rs. 9 crore for this project.

The Open House was very interesting. The citizens had discussed the questions to be asked at the interaction among themselves. The citizens counted the total number of properties in the ward and a database was formed. Mukund, a Janaagrahi suggested that the BMP should conduct.... (Contd...Page 4)

### INVOLVE CORPORATES

I think, more Corporate companies should participate in Janaagraha because their voice is powerful. Janaagraha should tie up with key corporates like INFOSYS, WIPRO, Britania etc and work.

People should become aware that the work done is for them as each one will have enthusiasm to work for their area.

Government will improve when citizens, corporates, elected representatives and government officials come together.

**Sunder Ganesh**  
*Software consultant*

### WANTMORE VOLUNTEERS

I first heard of Janaagraha when Ramesh Ramanathan spoke about it in one of our Art of Living satsangs.

With a movement like Janaagraha we will have better governance with the involvement of people. There will be better utilization of funds. People know the requirement of their area whether it is parks, roads, drains or hospitals.

Janaagraha will certainly help the people and the BMP, if both participate. More volunteers are what we need here. Time permitting, I would definitely participate. I think our administration will improve with Janaagraha. If more people are involved, the corporators will also pay heed.

**Dr. Hari Ram**  
*Koramangala*

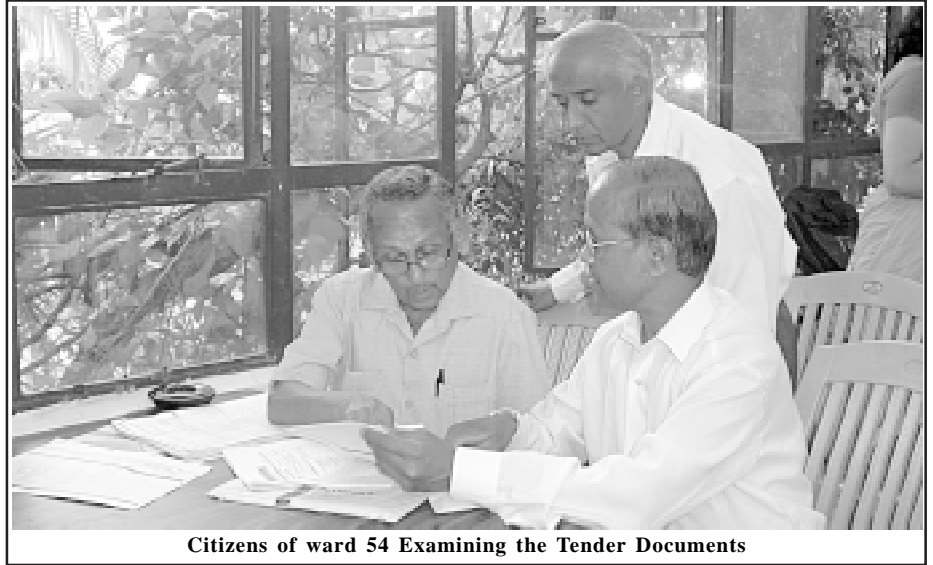
### GOODMOVEMENT

Janaagraha is a good movement even if it is not working in our area. I think that more people should participate in this. Since I am not investing any resources in this other than time, I will take part in it.

We should do some ground work and then tell the people that they should provide the little time necessary to make Bangalore a better place. It will definitely improve the administration. We should have faith and hope and do the work.

**Ram Mohan Gupta**  
*Retd. Engineer*

## WARD WORKS COMMUNITY MEETING



Citizens of ward 54 Examining the Tender Documents

There was a meeting at Janaagraha centre on Sep. 7 and communities of 14 wards attended. Some of these communities have met their Executive Engineer, Asst EE and AE and got copies of the tender documents of the works going on in their ward. Wards 49 to 56 come under the EE of Basavanagudi Division N. Krishna. Of all these wards only 50, 54 and 55 have got the documents pertaining to the works. Ward 50 had got the documents for 6 out of the 13 works in their POW and 54 have got 14 out of the 17 works. The citizens of wards in the Malleshwaram Division have to go the EE Muninagappa's office. Citizens of ward 100 have met Muninagappa and collected their tender documents for all the 13 works in the POW.

Swati explained the estimation process. After the POW is released the AEE generates an estimate and sends it to the administration for approval. The Deputy Commissioner gives the administration sanction. Then it goes to the EE for technical sanction. If the estimate is 15% above the Schedule of Rates or above 5 lakhs it goes to the Chief Engineer. If it is higher it goes to the DC, Engineer in Chief, Commissioner or even the works committee depending on the funds requirement. Residents of Central Excise layout, which belongs to ward 100, want to participate in this phase.

Citizens of ward 89 have not got any documents even after 2 or 3 meetings with their engineers. They have not sent the letters given by Janaagraha to the engineers.

Ward 74 have not received any documents from their engineer Prakash. They are going to meet their EE with Swati.

Wards 90 and 94 have come together and formed an association and the association which is yet to be registered. They have sent the letter on Monday the Sep. 9.

Ward 85 met their EE. The estimates are not ready and the EE has promised that it would be ready in a weeks time.

Ward 4 has to go the EE's office and get the documents. This comes under the North zone.

Wards 70 and 76 have not got the tender documents. Mr. Shiraze got the performance budget of last year from the engineering department. He found that ward 76 has got a budget of one crore and 18 lakhs. He will send the letter to the engineering department on 11.

Citizens of ward 49 have to go the EE and get the tender documents.

In ward 64 the tenders are floated and approved by the EE. The tender estimation copy is expected by Sep. 11.

Ward 95 has a new association. They have not seen their POW.

Some of the citizens were here for the first time for the second phase i.e. contracting and Swati explained the steps that have to be taken to fill the WAND (Work Analysis Document) form to them.

Manjunath showed the citizens the method of reading a tender document.

Swati also told the citizens that all the citizens should be committed and take ownership. The citizens should have monthly review meetings with their corporator and engineers regarding the status of the works going on in their wards.

## DECISIONS ARE MADE BY THOSE WHO TURN UP

**“But will the system react positively? What about all those corrupt officials and elected representatives, how will you tackle them. Will our demands actually be met?”**

I have spent many hours responding to such questions, talking about how there are good people within the system, giving examples of celebrating the positive etc. Frankly, I am now tired of treating the citizens as though they are lily white.

This week, I wish to talk to the citizens about your own failings. About your selfishness, lack of discipline, laziness, unwillingness to see the larger good even in your own pocket of the city, let alone the larger picture for the country.

No doubt there are hundreds of committed citizens. This is not meant for them. No doubt there are those who do not care, and are honest enough to admit it. This is not meant for them either. This is meant for those thousands of citizens who genuinely believe that they are concerned citizens, who constantly carp about every little incident of government inefficiency, who would have read the Lok Ayukta stories aloud to their family or discussed it at the barber shop or the office or the vegetable market. This is meant for the so-called do-gooders who are actually doing very little good.

Time and again, I have had such citizens grilling me on whether the “corrupt system” can be changed. Two days later, when we call them for a meeting, their response is a quiet, “Oh, but we get whatever we want because so-and-so in the Mahanagara Palike is my neighbour. So you see, we really have no complaints.” Or, “Our corporator has promised to take care of us, so we should be ok.” Or, “The local MLA lives on the same street, and whenever we have a problem, just one phone call and everything is sorted out.”

This attitude is not always so evident. Sometimes, it reveals itself after many rounds of discussions. Some examples of these: “We did not get much for our area in the negotiations last year, so there is no interest for us to take part.” Or, “The Mayor has given a special grant for our area, so we have met our goal.” Or “There are so many other issues that we are dealing with in our area, you are not aware.” Or, “Nobody informs us about any meetings, so we are kept in the dark.”

Life is too short not to deal with the truth. The truth is that such citizens are carrying a false image of themselves. The truth is that we are like drug addicts caught in the spell of patronage and selfishness. The truth is that we are often too lazy to spend even two hours a month on public issues.

And the resulting truth is that we cannot make our governments more efficient or equitable with such a citizen attitude.

This may sound harsh. It is. The only way to change is to recognise the problem, admit it, and then take corrective action. I believe that many if not all of such citizens can be turned around. I believe that this is in fact the only path to progress. I am committing my time, energy and resources for this.

For those of you reading this and recognising the symptoms either in yourselves or others, please pick up a mirror. Face the truth. And if you want to make a difference, make a beginning today. Commit to spending two hours a month to make our country a great one. By making your ward the best in Bangalore. I promise you that together we can do it.



**Ramesh Ramanathan**  
Campaign Co-ordinator

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### FOR YOUR INFORMATION

Articles appeared in Magazines and Newspapers on PROOF

- PROOF OF GOOD GOVERNANCE by Y G Muralidhara. The Hindu - September 2
- CODE FOR CLARITY by Aravinda Gowda. Deccan Herald, Spectrum - Sep. 6
- ADALITADALLI PAARADARSHAKATHE - PROOF by Lokesh Kayarga. Vijay Karnataka - Sep. 3
- SAKSHYADHARA YAAKE BEKU by Ishwar Daitota. Karmaveera Weekly - Sep. 1
- JANARIGAAGI JANAAGRAHADA PROOF by Prashanth Rai. Udayavani Daily - Aug. 16

# WORKSHOP ON PERFORMANCE INDICATORS

**PROOF** conducted a workshop on Sep. 7, for some officials of the corporation, the **PROOF** partners, NGOs and some communities. The **Jt. Commissioner Finance, P.K. Srihari, Mala Ramachandran, The Chairman of the Standing Committee on Taxation and Finance, N.L. Narendrababu, Chairperson of AKSHARA foundation Rohini Nilekani, Deputy Director of Education S.M. Shantaraju, Ramesh Ramanathan and many others attended the workshop.**

The objective was to identify the top three areas for performance measurement.

Shirol suggested that we should split quarterly targets to monthly targets, should have monthly financial status and compare with previous years' status. There should be fund based budgeting and, the expense and budget should match.

P.K.Srihari said the government does not work with a profit motive but to serve the people. We can see all the details of expenditure now because of the

accounting system. We still have to put little things in place and then even a lay person can understand the financial document. Regarding the budget he said that the BMP should change growth related budgeting to realistic budgeting.

Ramesh Ramanathan of Janaagraha said that we should find out if there is a method of measuring performance which others are already using and see if that can be used. We have to make a plan for five years and prioritise for this year.

There may be different sets of performance indicators for different people. Citizens may have a different one from the government but efficiency and performance have to be questioned. The citizens also have a role to play in the performance of the government, as this cannot be done at the institutional level but by collaboration. We have to find out which is important by prioritizing. The types of performance depend on the input, output, the outcome, the efficiency and effectiveness of the outcome and the

productivity, he said.

Dr. Mala Ramachandran from the corporation who was part of the India Population Project (IPP) shared her experiences.

Sreekanth of Voices said that the performance should be split into smaller sections with specific goals.

Ramesh Ramanathan said that policy decisions should be made on hard data. Policy continuity is necessary. We have to create a policy and get information for performance measurement. CIVIC representative, Vishwanath said that the citizens have not been empowered to participate.

Based on voice vote, the performance indicators for BMP was decided. The top five areas are revenue, primary and secondary education, solid waste management under health, slum development and ward works under engineering.

Narendra Babu said that the corporation schools are in such a state because people do not send their children to these schools and they do not have confidence in them. He added that the BMP has to take part in commercial activities like the Public Utility building to create assets. He also added that the elected representatives also needed performance indicators. "We need the instilling and the instigation. Eternal vigilance is the only answer to democracy" he said.

Narendra Babu stated that the BMP is making a Budget Information Data Sheet (BIDS). which would give all the details.

Ramesh Ramanathan explained that the BMP has three types of activities and the funds they receive depend on the activity. They are the governmental, fiduciary and entrepreneurial. The governmental activities include maintenance of parks crematoria etc. The fiduciary activity has collection of cesses and the entrepreneurial activities includes the maintenance of BMP Shopping Complexes

He gave the example of the training centre built by the IPP. It comes under fiduciary, but if the management gave it to BMP for training and collected rental it would come under the entrepreneurial activity. Ramesh said that **PROOF** is not just right to information, but a whole new language. We should help the BMP in solving the problems. We should become partners. We have come here with the intent of engaging not confronting, he said.

## Poura Spandana by Abhyudaya

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a tax awareness programme for the citizens and the corporators.

The citizens felt that the BMP should provide basic amenities before spending funds on parks.

The Commissioner said that the BMP has already prepared a plan for the development of 27 wards. Basic facilities like water, drains & bus-stands, post-office and schools would be provided. The Commissioner stated that the garbage contractors would be paid only after the citizens were satisfied with the garbage collection and its disposal.

Addressing the issue of encroachments, Srinivasa Murthy said that the citizens should survey all the roads and try to persuade the people to stop menace. If the citizens are not successful then the BMP will step in. He also agreed that it is necessary to institutionalise the process of monthly meetings.

Ramesh Ramanathan said that the citizens should conduct a Poura Spandana every month and it should be done in an organised manner. He said the BMP should accept the citizens as partners and not as

customers, to improve the city. He stressed that Abhyudaya should become the beacon of hope for Bangalore.

Abhyudaya suggested that BWSSB and BESCOM should provide a booklet with guidelines to help citizens who contract building a house. The officials of BWSSB said that they had a charter and BESCOM said that they would consider it.

The officials of Horticulture and health departments also answered questions posed to them.

At the end of the session the Ramesh Ramanathan said the citizens should remember four things

- There are several issues.
- Change the promise to performance.
- Power of the citizens and
- Attendance should be more.

A structure for meeting and voluntary work should be developed and Abhyudaya can give them tools to make this useful. When he asked how many would participate in this, all replied in positive. And with this optimistic note the meeting ended.

# COMMUNITY POLICING

A great deal of ill-judged criticism has recently been leveled at the police as they strive to meet the extraordinary demands on their time. A primary objective of the police has always been the prevention of crime. However, since some of the factors affecting crime lie outside the control or direct influence of the police, crime prevention cannot be left to them alone. Every Individual Citizen and all those agencies whose policies and practices can influence the extent of crime should make their contribution. But, it has been observed that most Citizens who are aware of community involvement in Crime-prevention do not participate. "Territorial attitude" and greater community involvement of active participants outweighed fear of Crime and perceived risk of victimization in motivating participation. Thus, research also supports the notion that only a small number of residents actually become integrated in community action. We are becoming "Maximum Security" "Fish-bowl" or 'Surveillance Society' where our actions are increasingly visible to outsiders whether we Will this or not or even know about it or not. This has profound implications for Crime Control and of course, privacy, liberty, and community at large.

The "Charter" of the police Organisation emphasizes both the duty to uphold the law, to control Crime, and to ensure the maintenance of civil order. Community Policing is not a single concept. It may mean a contrast to a rapid-response and enforcement-oriented policing, so that Beat Officers closer to the community and represent its norms, a process by which crime control is shared with the public, as in 'Neighborhood Watch Scheme, or a means of developing communication with the public and the interest groups. If community policing is characterized by 'partnership' with the community and the more liberal exercise of discretion, a clearer idea of the challenge it poses to established practice should become apparent. Through continuity of policing by same Beat Officers, a thorough knowledge of local

**YASHWANT TRASI**  
*UN Special Human Rights Rapporteur*

matters is obtained, enabling Beat Officers to identify local concerns more quickly and gain Crime Intelligence. In turn the public get to know and identify with their Beat Officers and, gradually, better trust and understanding develops. Problems can be identified at an early stage before they escalate and require major Police resources. Rather than just responding to recurring symptoms Police are able to get ahead of the problems by identifying the underlying causes. Community Policing consistently seeks a more 'proactive' and preventive mode of operations. It hardly seems necessary to indulge in such measures when many mooted benefits of community policing arise from simple term presence of Beat Officers on foot. "Community Beat Officers could exert considerable leverage, provided Senior Officers adopted 'Community Reputation' as a 'Performance Measure' instead of crime figures." One of the community policing's key advantage is that Beat Patrol is still seen as the generic basis of Law enforcement. In operational strategies and tactics, conventional – policing is crime – oriented and incident specific, while community – policing pursues 'Problem – Solving' on a 'community defined' mix of reactive and proactive modes. Community consultations could be developed at Beat level, with feedback on the Beat Officer's efforts and a requirement that Detectives attend so they can hear what enforcement the public wants rather than letting the social service dominate meetings, share and so detectives can share their problem solving perspective with Beat Officers. Crime patterns and tactics to deal with types of Offenders, too, could be discussed. Variations between communities require locally attuned measure. If Community Policing was to mean anything distinctive, it should rely on solutions and strategies put forward by the local residents can be supported by the investment in infrastructure by authorities concerned towards achieving the objectives of maintaining order and fostering control of Crime.

## Swabhimana's JT Quiz for Students

**Malleswaram Swabhimana Initiative has grown from strength to strength and with an increase in membership, people with varied interests but a common goal of enhancing civic awareness have got together. One member is Mr. Mulky, past president of Karnataka Quiz Association. He suggested that we could conduct quiz in Kannada for schools in Malleswaram to increase civic awareness. All of us felt that it would be an excellent idea/ oppourunity to get a feel of what the younger generation would do to solve civic problems.**

Heads of schools in Malleswaram were approached and dates finalised to conduct the quiz. Roughly 1,000 students from nine schools of higher primary and high schools

participated in the preliminary rounds. However six teams of three children were chosen from each section per school. The finalists were called to participate in the inter-school quiz.

The Initiative took the opportunity to interact with the students about how we can better civic amenities in Bangalore and ensure greater citizens participation.

While one student told about keeping the convencancies clean, how people would violate and break rules unscrupulously, unhesitatingly dirty a place, another student told how he had surfed the net to get information on garbage disposal and harm caused by plastics.

By and large, the younger genertion felt that they could bring about a change in attitudes, even that of their parents and peers. One student said that punitive measures should be severe and an offender who threw garbage on the roads had to be imprisoned for life. "Life?"

"Yes".

"Why?"

"He can dirty the jail, but not our country. Dirtying is a habit people have got into".

Suprising isn't it? They were very firm about their opinion. It was an eye-opener and simply beatiful. We distributed tthe Janaagraha Times and the children got an idea of the kind of work we are involved in.

# A MODEL CORPORATION SCHOOL

**A school is a place of learning. The elite send their children to the most expensive schools where the children are taught several skills apart from the conventional subjects. The middle class people send their children to schools, which are quite expensive but not as much as the elite schools. But learning is not just for the rich and middle class. Where will the children of the poor go to learn? They go to the corporation schools.**

The Bangalore Mahanagara Palike maintains these schools. The children are provided with free textbooks, uniforms and shoes and socks as incentives motivate the parents to send their children to schools.

In the PROOF debate held on the 17 August, 2002 the BMP released its first financial statement to the public. The four PROOF partners asked the BMP several questions regarding the receipts, expenditure, schools, health and horticulture. The budget was then analysed. The questions regarding the schools were about the best and worst corporation schools and performance indicators.

Replying to the questions, the representatives of the BMP said that its best school is the Kasturbanagar High School, which has a pass percentage of 60% in SSLC.

Janaagraha Times decided to visit the school to know why the school has excelled. On 6<sup>th</sup> September 2002 JT team visited the school to meet the Principal T.C. Kempgowda. He was not available and so we met interacted with the First Assistant Anjali Devi, teachers and students of the school. The staff of the school was very cooperative.

The school was established 11 years ago. The building is a stone structure and well maintained. The classrooms have been named after scientists and poets. On the walls there are stone slabs inscribed with quotes by famous people. The classrooms are well ventilated. There are basic amenities like water and electricity.

The founder of the school was Ratnaker Hebbar. He was the Principal for 10 years. He is responsible for the school having good discipline and good infrastructure.

There were separate staff rooms for ladies and gents. In addition separate toilets also provided for man and woman.

When we went to the school it was assembly time. The children were standing in rows and reciting prayers and the national anthem. The PT teacher and a student were in charge of this. Later the children went to their respective classes.

Anjali Devi gave us all the details and took us around the school. She is a teacher with 22 years experience and teaches Kannada. All the teachers in the school have more than 5 years of experience.

The school has a student strength of 575. 220 girls and 355 boys. Being a high school it has 8<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup> standards. Each class has 4 sections with about 60 students in the 8<sup>th</sup> standard and 40 students in the 9<sup>th</sup> and 10<sup>th</sup> standards. There are three sections for the Kannada

## KASTURBA NAGAR CORPORATION HIGH SCHOOL BEST IN SSLC RESULTS

medium and one section for the English medium. The English medium has fewer students than the Kannada medium. The attendance is almost 100%.

The school has 18 staff members 9 male and 9 are female teachers. They teach all the subjects like Science, Social Studies, and Maths, Kannada, English, Hindi and Sanskrit. In addition to this they have drawing, painting, craft and PT teachers. Each teacher takes 24 periods per week.

The children of this school participate in Kho Kho and Athletics. They participate at the state and national level. "Whenever our children enter a competition they never come back empty handed." said Venkatappa, PT teacher. He trains the children from 7 am to 11 am in the morning and from 5 pm to 6.30 pm in the evening. They have PT periods also. JT team was taken to the PT room and shown all the trophies the students had won.

We talked to the drawing and painting teacher Chandrashekar. He told us that recently the children had participated in a

drawing competition called 'Shanthi gagi saha balve' organised by the Canara bank and Manju Jinwal a student of 10<sup>th</sup> std had won a cash prize of Rs.600. In another competition organised by the Chitrakala Shikshakara Sangha, Revathi won the 3<sup>rd</sup> prize. The drawing teacher gives the students special training before participating in any competition.

There is a craft teacher also. Halase Gowda teaches gardening to the students. The result of his work is reflected in the well-maintained potted plants.

The students of 10<sup>th</sup> standard who have to face the board exams have special classes everyday. The children who are weak in some subjects are given extra coaching.

There is a library, which has books both in Kannada and English. There are books on Psychology, Philosophy, Encyclopedias, Thesaurus, Children's books and books on physics, chemistry, math and commerce. The school is equipped with a chemistry and electronics lab. There is a computer room too.

We met two teachers, Mallika Babi and Mohan Murthy. Mallika joined this school after working in a private school. She said that she liked the environment here. Murthy is a teacher with 17 years of experience. He teaches maths.

The school earned three distinctions in the year 2000 - 01 in the SSLC exams. In 2001 - 02 the school had secured 60% pass and a student scored 84.64%.

This year Madhumati is an athletics champion. She came first in 3 events at the taluk level. Sudharani has come first in two events. The boys won the kho kho championship. Vijay Kumar won in two events.

We talked to a student Shilpasri from 10<sup>th</sup> B. She said that she loved school and math is her favourite subject. She participates in essay and drawing competitions. This year she has won a first and second prize for essay.

The school got the best school award from Canara Bank. The Councilor and the officials of the Education department visit the school two or three times a year.

The BMP has 33 highschoools. We wish that all of them become excelent schools and stand above even best of private schools.