Tending to the city

From the roots to the fruits

20 Years of Janaagraha

JANAAGRAHA
Transforming City-Systems
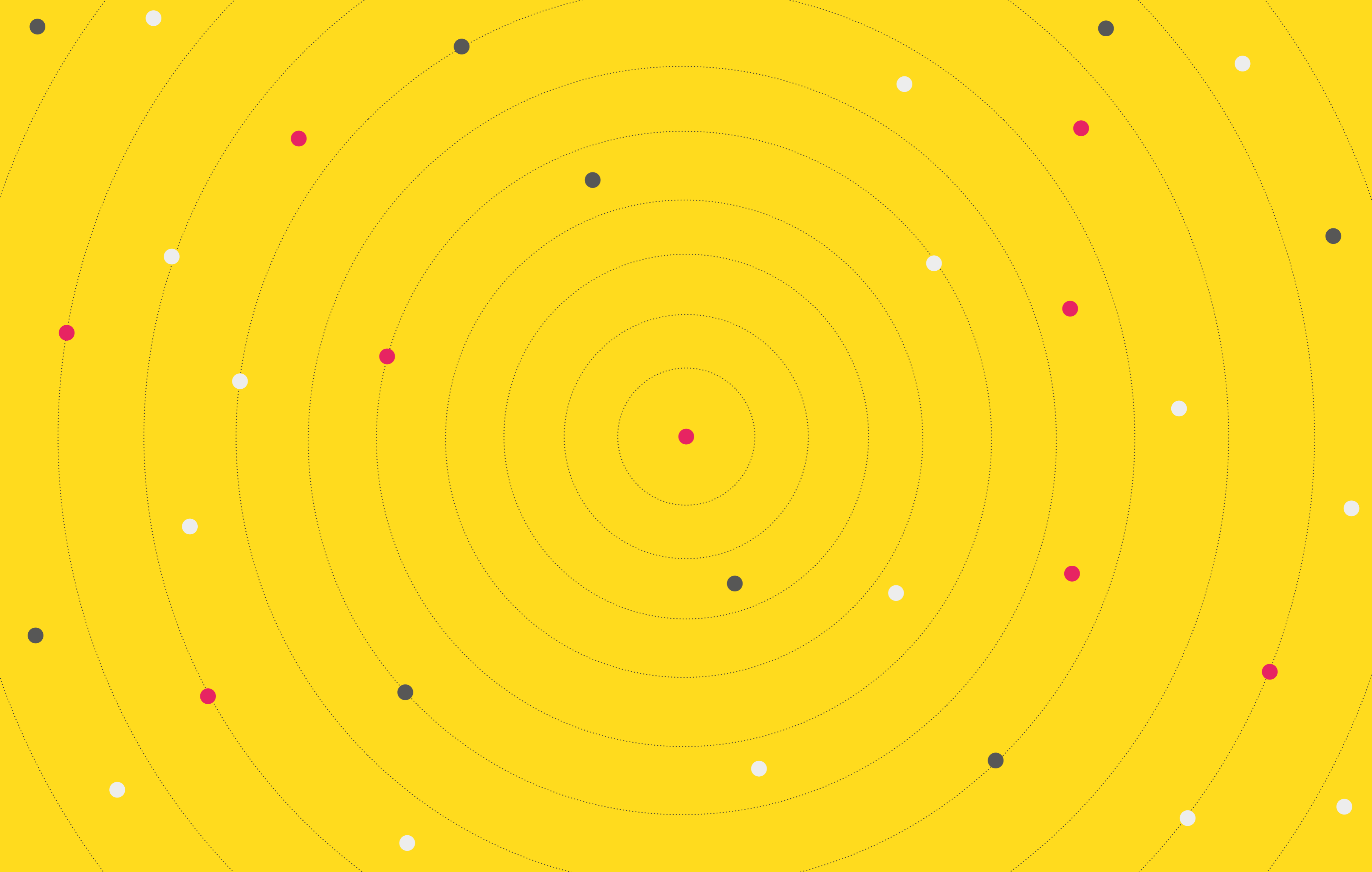
Cities

the new natural habitat of humans

Until mankind discovered farming and agronomy, we lived as hunter-gatherers, moving and foraging in small bands of people, ranging from a few dozen to a couple of hundred humans living together.

So why then did we, around ten or twelve thousand years ago, start cohabiting in the thousands and tens of thousands? Why is a majority of the world today living in urban habitats? Was it the easier access to sustenance back then, with pooled manpower enabling food grains to be grown for all? Is it the easier access to money today, with average urban incomes noticeably higher than in our farming villages?

Was it the safety in numbers back in those days when predatory animals posed real dangers? Is it the safety of access to resources today when we still cannot reach a medical facility in rural areas as quickly as in a city?

We may never have all the answers. But we do know that people around the world choose to live in cities today. It is the norm. After all, cities are where the jobs are, the ones our education prepares us for.

In India too, the pace of migration to urban areas is increasing, faster than in other countries. How have we fared so far? How have we been preparing for it? What must we do for the future?
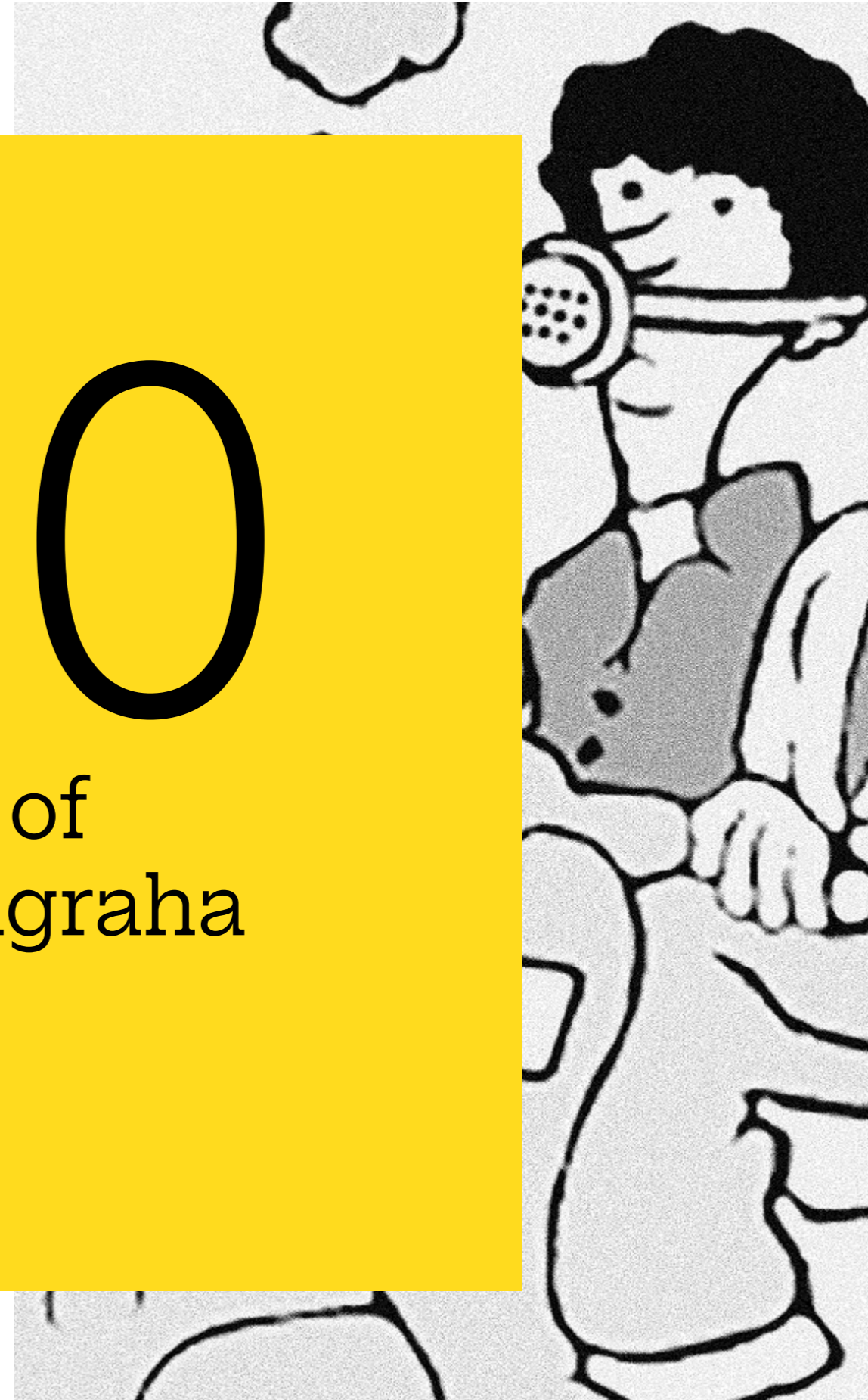
These are the questions that Janaagraha has been dwelling on, and working towards answering, for the past twenty years.
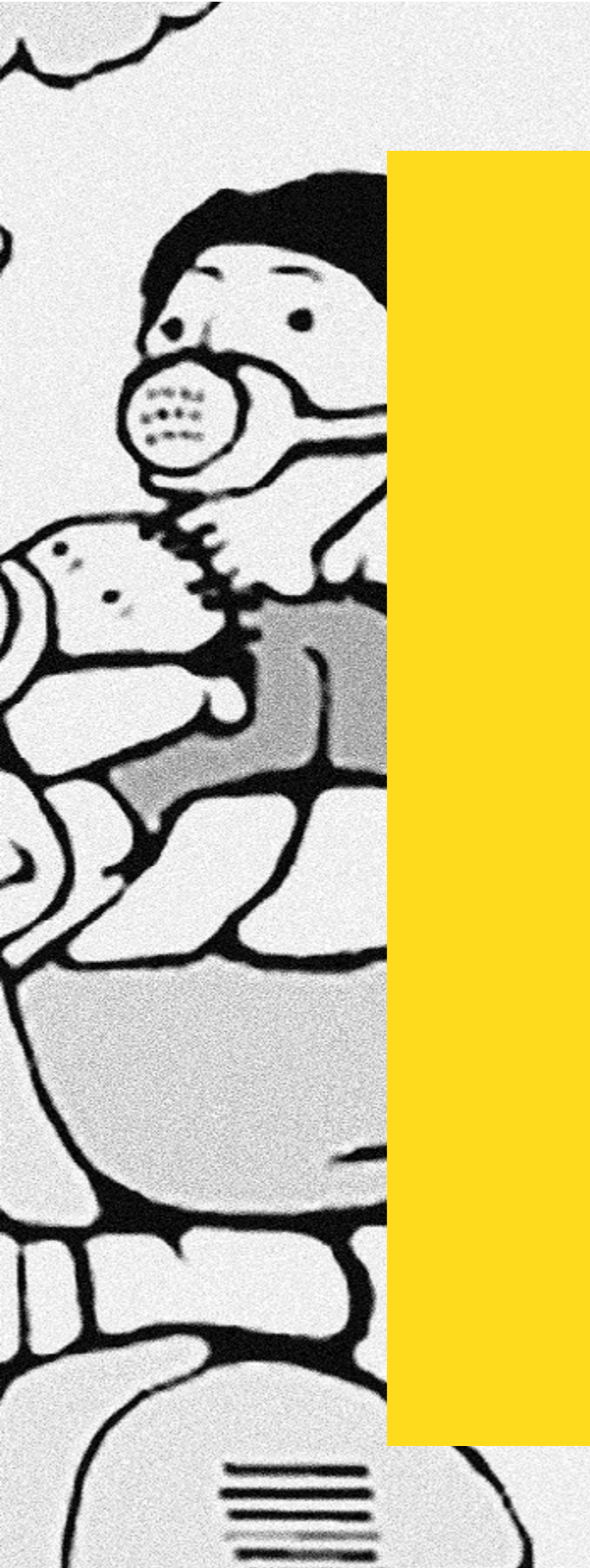
20
Years of
Janaagraha

✻ Foreword

Swati & Ramesh Ramanathan
Co-FOUNDERS

The journey of Janaagraha began with an innocuous event over 25 years ago. We had just moved to a new town in Connecticut, America. A flyer in the mailbox read: 'Cleaning the park this Saturday. Beer after.' The mailbox would invariably be stuffed with messages like these which we would promptly trash. Who had the time? And weren't these the responsibility of the government anyway? But we wanted to meet the neighbours. A group leader gave out instructions and pitchforks. We worked cheerfully till noon and had the promised beer after. It felt good but not an 'aha' moment. Not until Monday morning. Waiting for the 6:35 am commuter train to Manhattan, I saw — in a suit, reading *The Wall Street Journal* — the group leader of our park clean-up operation. We soon discovered others like him — on the school board, on the city budget committee, and so on. **Their civic identity was not only important to them but also seemed to be an essential aspect of American democracy. Seeing participatory democracy in action inspired and consumed us — until finally, we quit everything to return to India.**

Janaagraha was launched with the conviction that participation would solve all our urban problems. But it was only one side of the coin. Despite the runaway participation in the Ward Works Campaign in 2001–02, the enthusiasm of citizens and local communities started to flag. 'I got inspired by Janaagraha's message to become an active citizen, but I didn't sign up to be an activist!' said one, summing up the problem. Participatory democracy works best when it's like Velcro — both sides need to engage. Besides, we were convinced that any large-scale transformation was possible only in partnership with the government. But India's city governments were not yet ready for participation. Partly because even the best corporators and officers get overwhelmed by the day-to-day challenges of city management.

This marked the next phase of Janaagraha's work: the other side of the coin. The focus expanded from 'demand' to 'supply,' to now engaging with the government to help solve the complex challenges of urban governance. It became clear that this work was going to take years, even decades. What began as a citizens' movement of finite duration now had to continue as a long-term effort. And movements don't last, institutions do. The transition also changed how we were organised. After days of soul-searching with community members and volunteers, the choice was clear:

> Janaagraha had to become an institution while striving to retain the soul of a movement.

The years since then have not been a bed of roses, but we have not lost sight of our original vision. Building a robust institution is hard, multi-generational work requiring continued passion and leadership. And Srikanth (CEO, Janaagraha) has exemplified how the transition of leadership from founders is achieved.

A word on 'citizenship,' which is where we began. Janaagraha is rooted in the view that citizenship is not only a means to an end but an end in itself. Citizenship is not just a 'check' on the system to make it transparent and accountable. It isn't an abstract concept, but something deeply personal. Each of us has an identity made up of multiple facets — as a child, a parent, a professional, a friend, and so on.

> Citizenship adds the all-important civic dimension to it. This identity cannot be developed in isolation. It must be developed as a part of a local community in the neighbourhoods we live in.

We have been rigorous in developing our Theory of Change and have codified this into a 'City-Systems' approach that we believe is the right strategic framework to fix urban problems. As Sun Tzu said, 'Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.'

There are many well-intentioned institutions seeking to solve sectoral urban challenges such as health, environment, infrastructure, and so on. Janaagraha's City-Systems approach offers a strategic framework for such work.

Over the years, Janaagraha's efforts have resulted in many seminal urban reforms. As just one example, the list of successes in municipal finance that have been catalysed by Janaagraha is remarkable: increasing the pool of funds to cities from the Central Finance Commissions; requiring mandatory audited financial statements from ULBs; defining service-level benchmarks; securing participatory budgeting at the ward level; and, most recently, conceptualising and building www.cityfinance.in, the go-to national portal for all municipal finance data.

It isn't always easy to do both, the supply-side work and citizen engagement. It continues to require not only prioritisation and partnerships but also intelligent harnessing of civic technology — something that Janaagraha has done commendably over the years with www.ichangemycity.com and www.cityfinance.in.

The demands on cities will keep growing — to deliver better infrastructure and services for urban residents, to be environmentally responsible, and to do this with social justice so that no one is left behind. Janaagraha's work will continue to be challenging and energising. We will need to continue to press hard for a City-Systems oriented strategic approach, even as we help cities secure quick wins. We will need to engage with like-minded partners inside and outside the government. And we can only do all this by being a beehive for the most talented and passionate team players, who want to be a part of bringing about transformative change to India's cities.

Srikanth Viswanathan

CHIEF EXECUTIVE OFFICER

The Case for City-Systems

Our cities continue to hold out hope for hundreds of millions of citizens to pursue and fulfil their dreams and aspirations. Despite challenges in housing, power, water, sanitation, healthcare, transport, and the environment, the Indian city continues to be an aspirational destination for a variety of reasons including jobs and livelihoods, access to modern amenities and entertainment, and freedom of choice.

There are 400 million of us in India's cities today and we are expected to grow to 800 million by 2050, a population greater than that of all of Europe or of Indonesia, Pakistan and Brazil combined. For the first time in the country's modern history, more Indians will be living in cities than in villages. Our cities are simply not prepared for this scale of growth.

What then needs to be done for our cities to urgently adopt a new and improved path of development? We need to move away from merely solving for toilets, potholes and garbage, and solve for the city as a place and people. The city is a place where people live, work, and recreate. It is fundamentally a natural environment, a democracy, and an economy, just like a country or a state. We need to protect and nurture the city's natural environment, ensure citizens have voice and agency in its development, and create enabling conditions for trade and business, all at once.

We can no longer solve for the city and its challenges only as an infrastructure and services problem. Toilets, potholes and garbage are symptoms, and solving for them alone is like applying band-aid. That is why the same problems recur a hundred times in our cities, and over decades.

We need to instead solve for the city as a holistic system by diagnosing and addressing the root causes of its challenges. Our work led us to discover that the city-systems underlying our cities' challenges comprise urban planning, design and land management, financial sustainability and accountability, human resource capacities, information systems, institutional design of city governance, transparency, accountability and citizen participation, and first-mile service delivery. We cannot solve housing, power, water, sanitation, healthcare, transport, and the environment (or even education and jobs) without solving the above city-systems. Yet, in the real world, we need to adopt a pragmatic two-track approach of fixing civic problems through infrastructure projects and fixing city-systems through reforms.

Janaagraha partners with governments, donors, communities, and civil society partners to transform city-systems. Twenty-first century challenges around equity, environment, public health, water and sanitation, and jobs are global in nature, but require systems change in local contexts. City-systems is the pathway to the systemic change we need in our cities.

We need to instead solve for the city as a holistic system by diagnosing and addressing the root causes of its challenges.
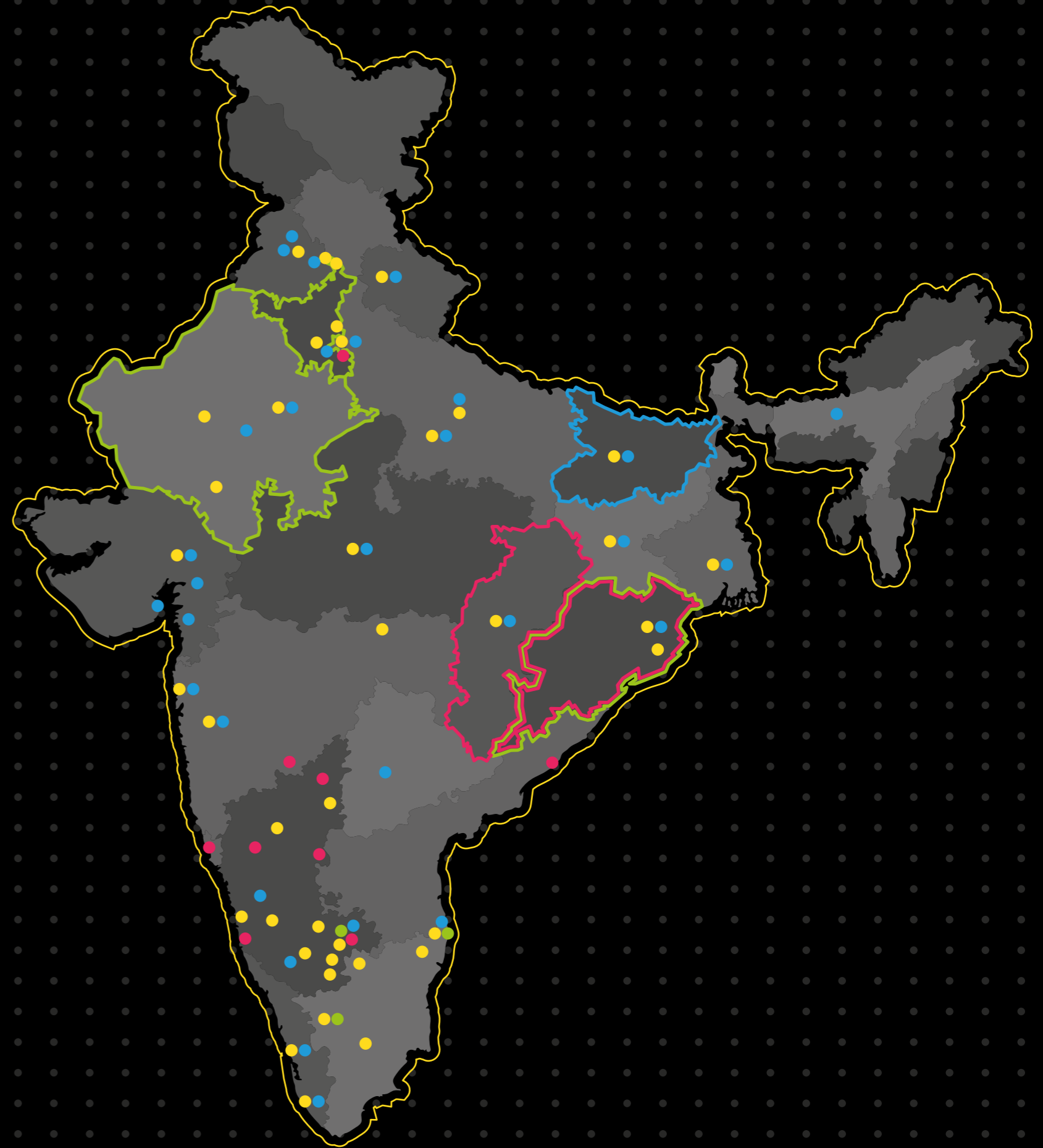
Janaagraha in India

NATIONAL

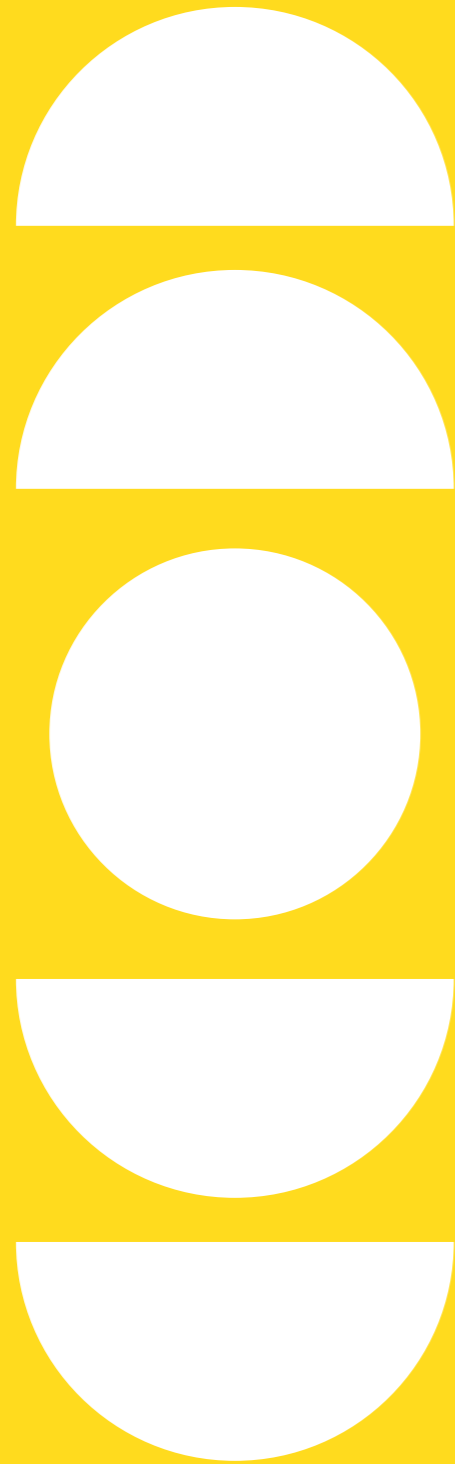Pan-India Programmes: Civic Participation and City Finance

STATES

- City Finance
- Civic Participation
- Advocacy and Research

CITIES

- Civic Learning
- Civic Participation
- City Finance
- Advocacy and Research

Contents

1

POSTAGE REVENUE

HALF PENNY

A plantation from the past
India's cities

Separate 'military cantonments' and 'civil lines,' 'hill stations' and summer capitals, and even a brand-new capital city came to be.

India has been the home of some of the most well-developed ancient cities, like those of the Harappan civilisation from five thousand years ago, which had home toilets, drainage systems, public baths, and much more.

However, since that era ended, the subcontinent's people have lived mostly in rural settlements, apart from specialised urban centres that catered to the religious, trade or administrative needs of the land's various rulers and their subjects.

Things changed with the arrival of our colonisers from Europe. Trade increased in leaps and bounds and led to the growth of port cities like Calcutta, Bombay and Madras. And once the British Raj took firm control of India in the mid-nineteenth century, the number and nature of towns and cities started to change dramatically.

Separate 'military cantonments' and 'civil lines,' 'hill stations' and summer capitals, and even a brand-new capital city came to be. Needless to say, these were all designed and planted for the use of an imperial power, the comfort of its officials, and for them to control and administer their colony effectively. Who knew then that a democratic nation of 330 million people would be using those cities from 1947 onwards?

In 1947, less than 15% of India lived in urban centres. By 2050, half of our population is expected to be living in these cities.

2

The under growth has over grown

The problems of growth

India became independent in 1947 along with its cities. The imperial powers left the land which they had tightly controlled and officially ruled for nearly two centuries. Were all the cities' plans, infrastructural maps, construction specifications, and other key details properly documented and handed over before they left? How many people were these cities built for? How much could they expand safely? We'll never know.

Before a newly-formed nation could even begin to understand these issues, the sudden partition of India led to a deluge of refugees; over 7 million of them came to the country by some estimates. And more than half of those people chose cities as their new home.

From then onwards, our cities have been facing a steady flow of migrants. As our nation continued to prioritise industrialisation and improve education, more and more people moved to cities for better standards of living and economic opportunities. Urbanisation is an inevitable part of the development process and no country has progressed without it. People's movement to cities far exceeded the capacities of the nation's funds to upgrade and improve. In housing areas, even basic infrastructure like water supply, electricity, and sewage systems left a lot to be desired.

With more pressing national issues taking centre stage, the development of city infrastructure was not a task that most governments could prioritise for the next 50 years.

Urbanisation is an inevitable part of the development process and no country has progressed without it. People's movement to cities far exceeded the capacities of the nation's funds to upgrade and improve.

3

Minding the orchard with a method

Does city governance need a framework?

Just as one knows when it is time to water a plant, a tree, or an entire orchard, could there also be indicators that let us gauge the quality of a city and its 'health'?

What does it take for a city to give a good quality of life to its citizens? What are the root causes that come in the way of good infrastructure and services?

A city's roots must have the ability to develop spatial development plans and design standards for public utilities, source and channel adequate finances, build capacities through skilled workforce and technology, incorporate democracy through empowered elected leaders, and hold high standards of accountability, transparency, and citizen participation.

The quality of life in a city is determined by both quality of infrastructure and services and quality of citizenship.

Identifying these root causes can help improve the services offered by the city. In the early years, Janaagraha experimented with citizen participation by giving people voice and agency to fix infrastructure and services in their city. Soon, many other factors that affect quality infrastructure and city services became evident. We began to see a framework that brought these factors together. Only then could we begin to address the root causes.

One of the essential elements of a city's roots is its ability to source and channel adequate finances.

We identified four distinct but interrelated components that comprise what we call

The City-Systems Framework:

Urban Planning and Design

Urban Capacities and Resources

QUALITY OF LIFE

Transparency, Accountability, and Participation.

Empowered and Legitimate Political Representation
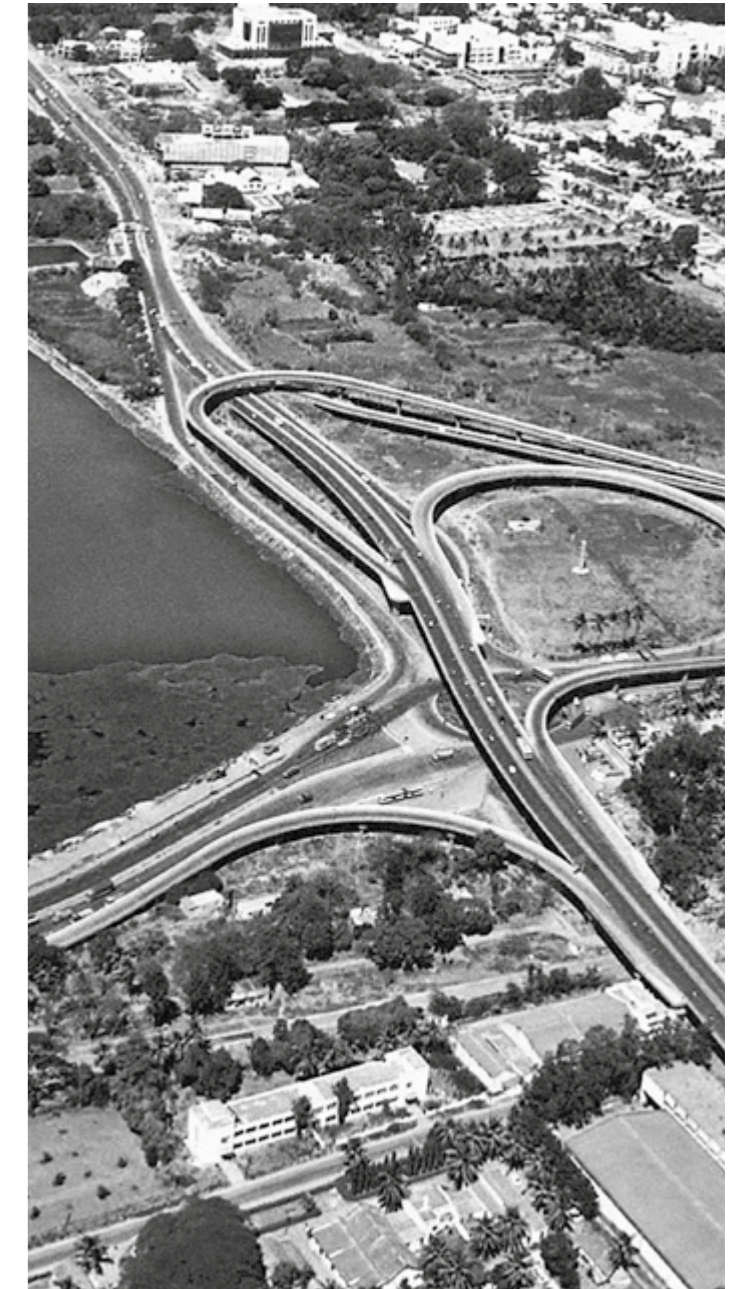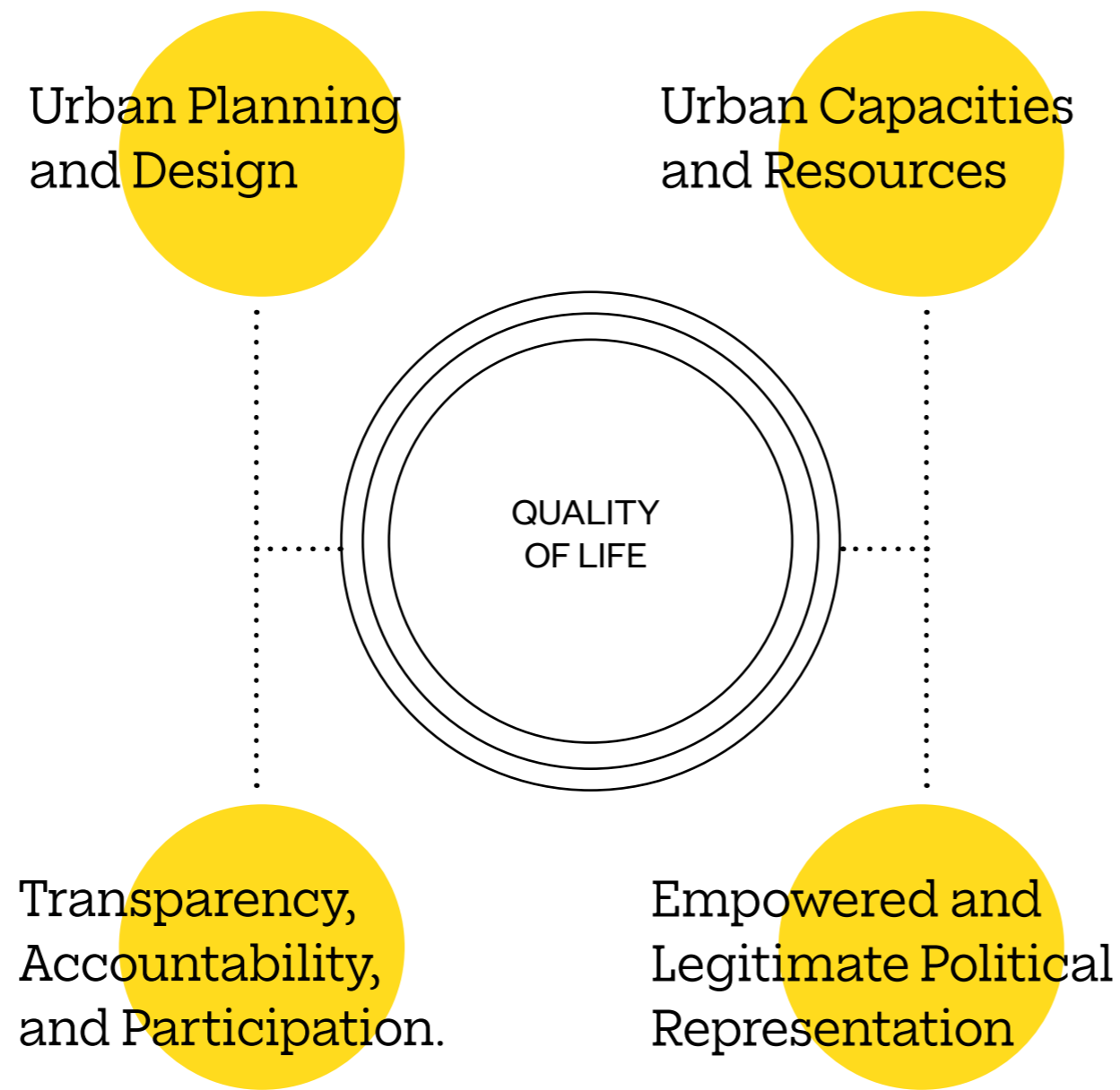
These components give us a clear picture of the health of a city and show us the way to transform urban governance.

The framework helps assess the preparedness of cities to govern. We call it the Annual Survey of India's City-Systems (ASICS).

ASICS considers various complex parameters to evaluate cities on multiple factors that are not easily gauged: laws, policies, institutions, and institutional processes, to name a few. Cities are scored on a scale of 0-10 on these parameters.

The Indian government's Economic Survey of 2017 quoted ASICS, a true testament to its robustness. It is a common

frame of reference for political leaders, bureaucrats, citizens, civil society, and industry.

To encourage cities to use ASICS metrics, Janaagraha has also instituted the City Governance Awards. The Awards highlight and recognise the outstanding work done by many of India's cities. They identify past achievements on reforms and policy impact. They also recognise the steps taken to create far-reaching future impact; steps that can be truly fruitful in times to come. Quite like a well-tended orchard.

The City-Systems Framework and Our Theory of Change

Pathways to Change

City-Systems

Community Leadership & Participation

Urban Planning & Design

Urban Capacities & Resources

Urban Policy & Research

Trust between citizens and government

Quality of Citizenship

Quality of Life

Quality of Infrastructure & Services

Robust City-Systems

Empowered & Legitimate Political Representation

Municipal Reforms

Transparency, Accountability & Participation

4 — Root health is fundamental

Fixing municipal finance

MUNICIPAL FINANCE CAN BE 'BRANCHED' INTO TWO

1

Improving the financial sustainability of the city through revenues or income. Revenues include property taxes, professional taxes, cesses, state government and central government grants, and income from other sources like municipal bonds.

2

Providing financial accountability through audited accounts, performance management, and financial reporting systems.

A city needs both these branches. Without either, the city will find it difficult to meet the aspirations of its citizens for a great quality of life.

Right from its early days, Janaagraha understood that just as sturdy trees grow from strong root systems, access to a robust, transparent, regularly updated financial system is a prerequisite for a city and its citizens to implement any form of reforms.

That's how PROOF (Public Record of Operations and Finance) came into being in 2002. It was the first of many steps that helped us lift municipal finance to a much higher level of efficiency.

PROOF enabled citizens and ward councillors to understand how their city performed on the budget. It gave them access to updated, actionable, and comparable financial data at a quarterly frequency. This empowered councillors and citizens to raise questions, seek clarifications, and provide suggestions. It surfaced the fact that cities need to draw up realistic budgets, find ways to improve their revenues, and set high standards of accountability to citizens, their primary stakeholders.
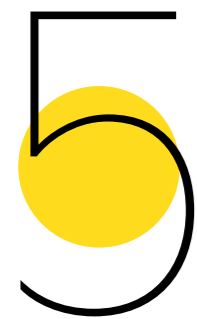
The groundwork for PROOF became the basis of 'CityFinance.in', a financial portal that serves as a national framework for standardised, timely, and credible financial information on all Indian cities. The portal is bringing more accountability and efficiency to managing the finances of a city.

That's why Janaagraha recommended that the 15th Finance Commission increase the quantum of grants allocated to cities, including adding performance criteria for large cities. This grant disbursal and utilisation is tracked on CityFinance.in.

Another key step taken by Janaagraha in this area was to build the Toolkit for Property Tax Reforms. A large portion of a city's finance comes from property taxes. By recognising that cities were under-utilising this income source because of outdated data and methods of calculation, we were able to use actionable, on-ground realities to serve as a framework for introducing much-needed reforms.

All these initiatives help our cities by enabling their financial root systems to be healthy and capable of funding the city's growth and improvement for its citizens. Everything flows from here.

Janaagraha understood that just as sturdy trees grow from strong root systems, access to a robust, transparent, regularly updated financial system is a prerequisite for a city and its citizens to implement any form of reforms.

5 Is there enough shade? Do the fruits taste good?

Measuring the quality of infrastructure, laws, and policies

When there are multiple problems that need solving, how do you decide where to begin? Which ones are urgent? Which ones are important? How would the decision makers know they are being objective in their assessments?

Janaagraha believes that access to good data plays a pivotal role in helping decide a course of action; one that can achieve the most impact for those who depend on the city for a better life.

It was in 2008 that we partnered with *The Times of India* on the **Ward Infrastructure Index (WISA)** to measure the quality of public infrastructure in cities. How do their individual parks score? How do streets fare on lighting? Does the water being supplied meet the recommended standards of quality? Answers to questions like these, and many more that affect the day-to-day life of citizens, were rated and given a score. Multiple versions of this WISA report have been published over the years — all with a focus on different types of public infrastructure. Namely:

- Street Quality Score
- Park & Playgrounds Quality Score
- Public Toilet Quality Score
- (and, most recently in 2022) Ward Walkability Score for footpaths.

In 2018, we partnered with the Gurugram Metropolitan Development Authority to go one step further and design Liveability Metrics as a policy reform to benchmark infrastructure provisions.

Our ongoing partnership with the Swachh Bharat Mission (Urban) since 2016 includes a focus on scoring Public Toilets with citizens. The Swachhata App also enables citizens to identify locations where toilets are needed. Both these inputs help the city arrive at the budgets required to improve toilets and build new ones. This increases the overall availability and quality of public toilets across the city.

Like a tree delivers nutrition from the roots to various branches equitably,

the objective of measuring street- and ward-level quality of life is to drive budgetary allocations through data.

Multiple versions of the WISA report have been published over the years — all with a focus on different types of public infrastructure.

This helps achieve an equitable level of infrastructural quality across a city's many municipal wards.

6

A forest that citizens love, flourishes more

Activating citizenship

How do you inspire, engage, and get citizens to care about issues in a place like a city that is home to many but that few consider their 'hometown'?
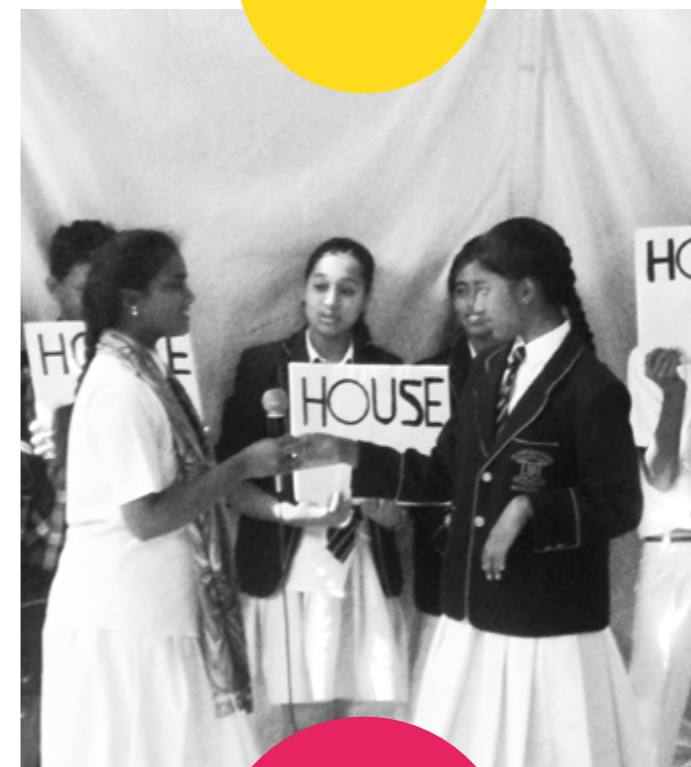
The founding of Janaagraha was with the participatory budgeting campaign — Ward Works. The campaign sought to align the priorities of citizens for the city budget. Citizens surveyed their neighbourhoods on public infrastructures like roads, drains, and footpaths. Based on costing and criticality, they prioritised infrastructure projects. They worked in close collaboration with their ward councillors. Ward Works evolved into Ward Vision, a campaign to develop a three-year vision for 10 wards in Bengaluru, concurrent with the remaining term of the ward councillors at the time. It covered all major infrastructure themes.

These campaigns highlighted the need for continued engagement between citizens, councillors, and civic officials. This led to us catalysing monthly Ward Sabhas or ward-level reviews with data and information on civic projects. We recommended them in the model Nagara Raj Bill or Community Participation Law to ensure they translate into structured, formalised participatory platforms. This model law endorses the creation of Ward Committees at the ward level and an Area Sabha at the polling booth level with clear roles and responsibilities. Members of the Area Sabha would be registered voters of the polling booth. The model law was recommended to all states under the Jawaharlal Nehru National Urban Renewal Mission (JnNURM) in 2005.

During the course of our work on drafting the Ward Committees and Area Sabha recommendation, we discovered the challenges in maintenance of voter lists in cities. The Citizens' Initiative for Voters' ID (CIVIL) was launched in 2005 to help correct the voter list for the Bengaluru Mahanagara Palike (BMP) council elections of November 2005. We then embarked on a national voter list campaign. Jaago Re was launched in 2008 to get the youth to register to vote. It ran across 37 cities and was supported by a strong local presence of over 10 partners. The key campaign partner was Tata Tea. Over 6 lakh youth registered their names for inclusion in the voter list. In 2010, we signed an MoU with the Chief Electoral Officer, Karnataka, to conduct a pilot project, Jaagte Raho. The aim was to improve the hygiene of the electoral rolls in the Shanti Nagar constituency of Bengaluru through citizen engagement. This MoU was later extended in 2011 to establish a model framework for managing the urban voter list in Bengaluru. In 2012, the observations from Jaagte Raho led to P.U.R.E – Proper Urban Electoral Lists, a policy manual for updating the voter list.

These campaigns galvanised large numbers of citizens in intense bursts. However, it soon became evident to us that there was a need for sustained participation of greater numbers of citizens on local civic matters. We began our experiments with Ward Online with the objective of having all requisite ward information on a web portal. The initial years of testing and validating led to the launch of IChangeMyCity, with the core idea of creating a civic technology platform for a real-time, multi-way communication system on civic matters between key stakeholders in the city — citizens, civic officials, and councillors. IChangeMyCity now powers the Swachhata Technology platform of the Swachh Bharat Mission (Urban), run by the central Ministry of Housing and Urban Affairs. IPaidABribe (IPAB) was launched in 2010 to uncover the market price of corruption. It encouraged citizens to share their encounters with corruption by department, type of service, and city. It was a phenomenal success in its reach and bribe reports began pouring in. IPAB used the bribe data to analyse government service workflows and published reports that government departments could use to undertake corrective policy and process measures. IPAB expanded to 30 countries under a partnership model at the time.

Students and youth have been core stakeholders from our early days. Our longest-running programme is Bala Janaagraha. Launched in 5 schools in 2002 to get young citizens exposed to citizenship and civic action, it has now reached over 4 lakh students across 700+ schools in 29 cities. Strands of activity include lesson plans aligned to syllabi, thematic modules, local

I was not asked for a bribe

I was asked for a bribe

campaigns and competitions driven through 'Our City, Our Challenge' (https://challenge.balajanaagraha.org).

To strengthen our understanding of citizenship in India, the Jana-Brown Citizenship Index or JB-CI was launched in 2012 in partnership with professors Ashutosh Varshney and Patrick Heller of Brown University, America. The JB-CI is a measure of the nature and extent of citizenship in India's cities and its relationship to service delivery. By the end of 2022, JB-CI would have covered 38,000 households across 17 cities.

All of the above efforts were milestones in our journey of strengthening participatory democracy in India's cities. We firmly believe in both, the instrumental value of participatory democracy as a means to better service delivery as well as in its intrinsic value as an end in itself.

7

The teamwork that helps seeds become trees

Volunteerism, partnerships and collaborations

Just as a tree depends on insects, birds, animals, and even the wind to spread its seeds, an organisation too must depend on others to spread its work and help grow its field of impact.

Janaagraha was founded on the spirit of civic volunteering. The early years were infused with citizen volunteers of all ages and from all across the world.

They joined as individuals supporting campaigns and projects, and as community groups demonstrating citizenship in their local neighbourhoods and galvanising greater civic action. As we evolved into Janaagraha the institution, volunteering too evolved into a formal and structured programme. At our peak we have hosted close to 400 individual volunteers annually. They contributed to all aspects of building the institution we are today. We have been fortunate to have had support across finance, accounting, research, communications and branding, people management, technology, policy writing, legal support, community mobilisation, technology, logistics, and more.

In addition to individual and community volunteers, our work has been, and continues to be, bolstered by the numerous partnerships and collaborations with non-government organisations, corporates, and academia. Be it our work on participatory budgeting, programmes with the urban poor, learning programmes on city budgets, curriculum development for councillor leadership programmes or research on citizenship, partnerships and collaborations have created the space for shared endeavours towards the common goal of fixing our cities, and enabling voice and agency for the citizen.
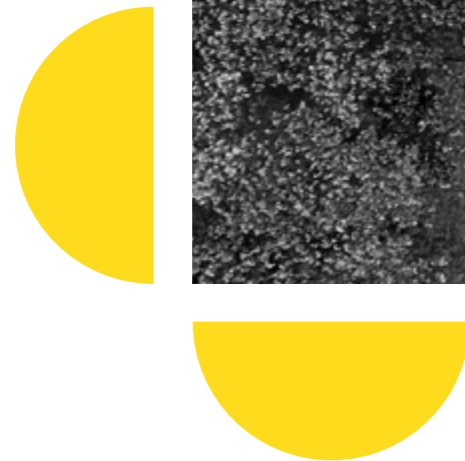
In recent times, we have embarked on building community coalitions and networks across cities – both online and offline – to catalyse conversations on decentralisation and Ward Committees.
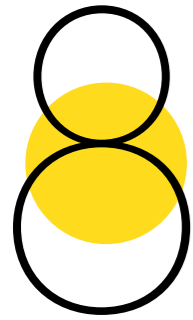
Urban Transformation- it is time!

Strengthening the ecosystem to face uncertainty

Written by Srikanth Viswanathan

Cities are finally emerging as a salient political agenda in India. Governments are now eager to collaborate more openly to alter the status quo and non-government partners too have woken up to the inevitability of collaborative action. Cities are among the most exciting fields of development action in the country. At Janaagraha, we are looking forward to the prospect of both learning and contributing to city-systems work over the next decade while building on the past two decades of experience.

Over the next ten years, we see partnerships and alliances being core to achieving greater impact and scale for both the sector and for Janaagraha. Our development challenges cannot be solved by governments alone. They call for a broader coalition across governments, business, civil society, philanthropy, and academia to work towards local action in the medium to long term. This will require us to learn to work at the intersections of cities and environment, of cities and water and sanitation, of cities and gender and equity, and so on.

This will also require us to learn to work with new stakeholders in new geographies. Our experience in Odisha and our emerging work in urban sanitation and environment positions us well to explore these new frontiers of work. We are also committed to further strengthening Janaagraha as an institution across strategy, leadership and governance, and operational excellence.

In India, philanthropy and civil society have grown tremendously over the past decade. Yet, focus on systems practice (i.e. the actual implementation of systems change) in cities has been scarce. This will be a crucial differentiator of impact going forward. State capacities in the country's cities are weak and participatory democracy is still a work in progress. Philanthropy and civil society need to step up and assume a greater role in intermediating city-systems change with depth and scale. We are lesser constrained by time horizons than leaders in government and therefore have a responsibility to sharply focus on foundational systems work. Janaagraha is looking forward to travelling with more and more fellow travellers in this most fulfilling journey of city-systems transformation of India's cities!

Philanthropy and civil society need to step up and assume a greater role in intermediating city-systems change with depth and scale.
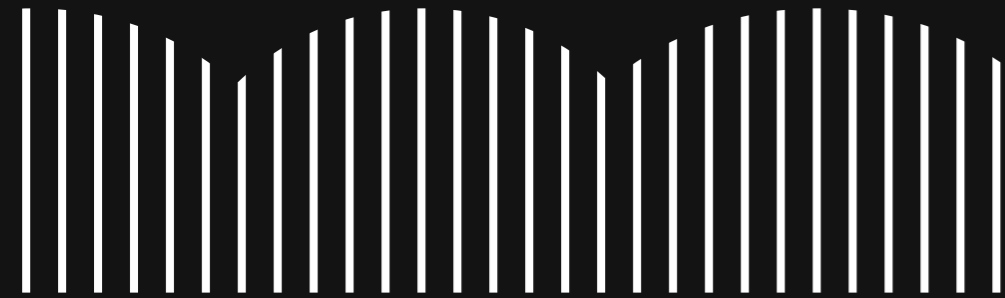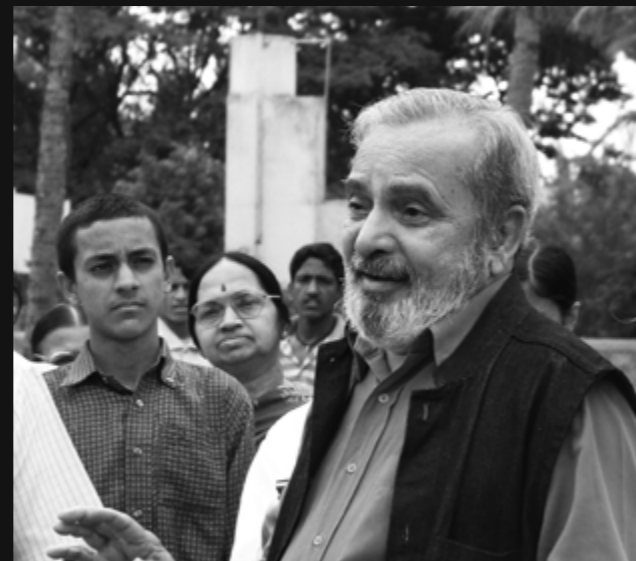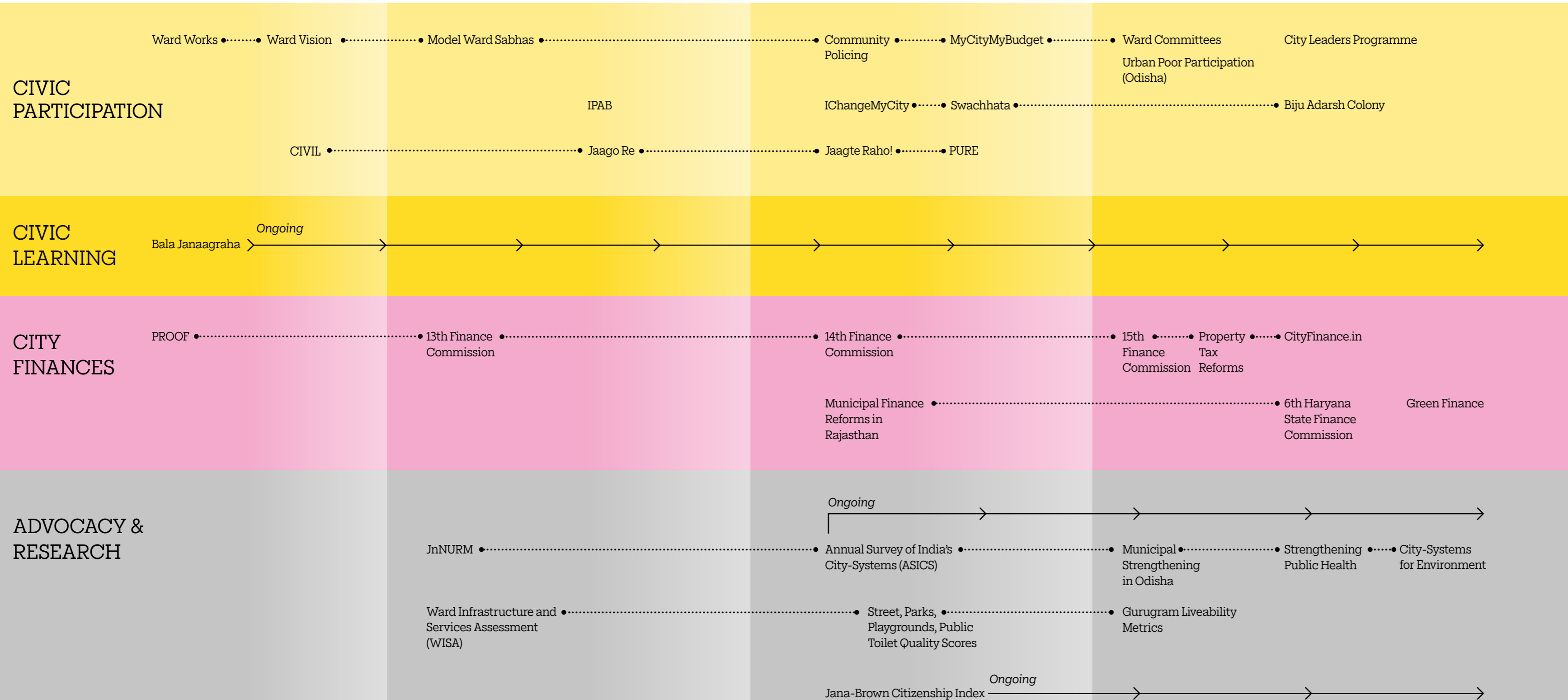
The Janaagraha Journey

PHASE **1** — Citizen Participation

2001 - 2004

PHASE **2** — Policy Reforms

2005 - 2009

PHASE **3** — Platforms for Citizenship

2010 - 2016

PHASE **4** — Scaling City-Systems

2017 onwards

CIVIC PARTICIPATION

Ward Works •••••• Ward Vision •••••• Model Ward Sabhas •••••• Community Policing •••••• MyCityMyBudget •••••• Ward Committees   City Leaders Programme

Urban Poor Participation (Odisha)

IPAB   IChangeMyCity •••• Swachhata ••••••••• Biju Adarsh Colony

CIVIL •••••••••••• Jaago Re •••••• Jaagte Raho! •••••• PURE

CIVIC LEARNING

Bala Janaagraha   *Ongoing* →→→→→→→→→→→

CITY FINANCES

PROOF •••••• 13th Finance Commission •••••• 14th Finance Commission •••••• 15th Finance Commission •••• Property Tax Reforms •••• CityFinance.in

Municipal Finance Reforms in Rajasthan •••••••••••••• 6th Haryana State Finance Commission   Green Finance

ADVOCACY & RESEARCH

Ongoing →→→→→→→→

JnNURM •••••• Annual Survey of India's City-Systems (ASICS) •••••• Municipal Strengthening in Odisha •••••• Strengthening Public Health •••• City-Systems for Environment

Ward Infrastructure and Services Assessment (WISA) •••••• Street, Parks, Playgrounds, Public Toilet Quality Scores •••••• Gurugram Liveability Metrics

Jana-Brown Citizenship Index   *Ongoing* →→→→→→→→

Phase 1

CITIZEN PARTICIPATION

Engaging citizens in participatory budgeting campaigns to deepen democracy and citizenship was the founding idea of Janaagraha. These campaigns set the tone for all subsequent work on active citizenship. It started with participatory budgeting in Bengaluru. This was followed by a campaign promoting transparency and accountability in the city's finances and was extended to instilling active citizenship values in school students. Citizen engagement and transparency was institutionalised with the drafting of the model Nagara Raj Bill (also known as the Community Participation Law or CPL) and the model Public Disclosure Law (PDL) for transparency in finances and operations. Both were mandatory reforms under the Jawaharlal Nehru National Urban Renewal Mission (JnNURM) launched in 2005.

1

Ward Works
& Ward Vision

Engaging Citizens in Participatory Budgeting

How can citizens decide how money gets spent in their neighbourhood?

In 2001, through Ward Works, citizens and community groups worked closely with ward councillors and submitted their recommendations for the city budget.

In 2003, Ward Works evolved into the Ward Vision campaign with the goal of building a three-year vision that covered all major infrastructure themes (such as water, roads, parks, etc). Community collectives from 10 wards collaborated with the city government and related agencies. After a rigorous three-month engagement, these collectives developed plans for their ward and submitted them to the mayor and commissioner of the city.

The need for regular ward level meetings became evident to track progress on plans and budgets. We facilitated model Ward Sabhas in 2003-05 and 2015-18 in 25 wards.

Our work on participatory budgeting and Ward Sabhas continues through the MyCityMyBudget partnerships in Bengaluru and other cities.

· 65 of 100 wards participated in 2001
· INR 120 crores of civic projects identified
· INR 10 crores of civic projects prioritised
· Citizens reported success in 22 wards
· 10 wards submitted Ward Visions to the city

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

2

PROOF

Tracking the Financial Performance of Municipal Bodies

Can our cities report financial performance like listed companies do?

PROOF (Public Record of Operations and Finance) was launched in July 2002 to analyse the city's finances, financial statements, and civic projects data to offer citizens quarterly insights on the city's financial performance. PROOF ran for three years till the end of the council term at the time.

In 2005, we drafted and endorsed a model Public Disclosure Law (PDL) under JnNURM, paving the way for greater financial reform in cities. Our work on municipal reforms continues with central and state government partnerships.

In 2020, after many years of focused advocacy, the national portal for city finances was launched by the Ministry of Housing and Urban Affairs. The portal — CityFinance.in — is developed, managed, and maintained by Janaagraha.

PATHWAYS TO CHANGE:
Municipal Reforms | Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

3
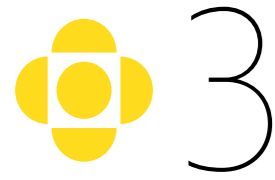
Bala Janaagraha

Building Active Citizenship in Children

How can we raise the quality of citizenship from one generation to the next?

Established in 2002 with the mission of making 'every child an active citizen,' the Bala Janaagraha programme has evolved to incorporate the World Economic Forum's vision on education. It now includes 21st-century skills like critical thinking, leadership, creative thinking, and logical reasoning.

The programme includes the implementation of lesson plans aligned to syllabi, Bala Janaagraha lite modules, and civic campaigns. It also involves competitions driven through the Our City Our Challenge initiative (https://challenge. balajanaagraha.org/), which offers mentorship, promotes design thinking, and culminates in an annual civic fest.

· 4,00,000+ students engaged
· 700+ schools
· 29 cities
· 50,000+ civic projects

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

Phase

2

POLICY REFORMS

From 2004 to 2009, Janaagraha focused on institutionalising citizen participation through policy reform. Our thinking evolved to the 'whole of systems' approach. With this came the realisation that we need to work with both citizens and governments to achieve citizen participation and policy reform. During this period, we contributed to the shaping of the Jawaharlal Nehru National Urban Renewal Mission (JnNURM), India's first large-scale urban renewal mission. This work has remained Janaagraha's lasting legacy. We also made significant contributions to the Second Administrative Reforms Commission and the 13th Finance Commission. The Jaago Re! campaign on voter enrolment, conducted in partnership with Tata Tea, achieved pan-India reach and brought together both citizen mobilisation and advocacy for systems reforms in voter list management in India's cities.

4
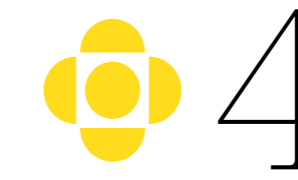
Jawaharlal Nehru National Urban Renewal Mission (JnNURM)

Catalysing Reforms at Scale

How can we get all states to take positive steps towards formalising citizen participation and financial accountability?

We contributed to the conceptualisation of the Jawaharlal Nehru National Urban Renewal Mission. Launched in 2005, the mission was the largest post-Independence and had Ramesh Ramanathan, our Co-Founder, as the Head of the National Technical Advisory Group.

The mission adopted a two-pronged approach of offering cities financial support while also recommending policy reforms.

We advocated for the institutionalisation of citizen participation through the model Nagara Raj Bill (or the Community Participation Law [CPL]) and the model Public Disclosure Law (PDL). The CPL recommends Area Sabhas at the polling booth level and Ward Committees at the ward level to function as platforms for citizen participation.

PATHWAYS TO CHANGE:
Municipal Reforms | Urban Policy and Research

THEORY OF CHANGE:
Transparency, Accountability, and Participation | Urban Capacities and Resources | Empowered and Legitimate Political Representation

5

Citizens' Initiative for Voters ID List (CIVIL)

Identifying Gaps in Voter List Management

Is there a way to constantly keep voter lists accurate?

The CIVIL programme was launched in 2005 in partnership with the Election Commission of India. It aimed to correct the voter list for the Bengaluru Mahanagara Palike's (BMP) local council elections of November 2005.

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Empowered and Legitimate Political Representation

6

Ward Infrastructure and Services Assessment

Rating Wards on Quality of Life Parameters

Can we develop a measurement system that rates the quality of life in each ward of a city?

Public infrastructure indices should drive budgetary allocations, with priority for wards with low scores. This would ensure equitable and inclusive levels of basic infrastructure and services across neighbourhoods and wards.

The Ward Infrastructure and Services Assessment is a measure of the quality of public infrastructure and services. It is included in the model Nagara Raj Bill (under Part 1, Section 2.f). It rates roads, footpaths, parks, playgrounds, public toilets, water and air quality.

Since 2008, we have periodically published different sets of these indices to help citizens and city governments allocate budgets driven by data.
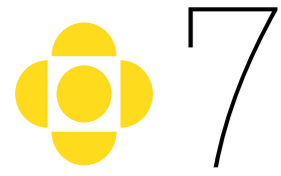
PATHWAYS TO CHANGE:
Urban Policy and Research

THEORY OF CHANGE:
Transparency, Accountability, and Participation

7

Jaagte Raho

Maintaining Clean Voter Lists

Can we improve the quality of voter lists through citizen participation?

PATHWAYS TO CHANGE:
Community Leadership and Participation | Urban Policy and Research

THEORY OF CHANGE:
Empowered and Legitimate Political Representation

Jaago Re! was conceived as a national campaign to get young citizens registered to vote. Implemented in partnership with Tata Tea, the campaign ran in 37 cities. It helped approximately 6 lakh youth register.

The second phase of the campaign — Jaagte Raho — was designed to overcome the inherent procedural hurdles in voter registration and to achieve 100% accuracy in the voter list in one pilot constituency: Shanti Nagar, Bengaluru. This was undertaken through a formal MoU with the Chief Electoral Officer, Karnataka.

Janaagraha worked closely with community champions called Area Voter Mitras. They undertook door-to-door surveys to register citizens on the voter roll, correct inaccurate information, and identify citizens on the list who were not currently residing in the constituency.

Phase

3

PLATFORMS FOR CITIZENSHIP (2010-2016)

This phase was primarily about the consolidation of our work on citizen participation and policy reforms. It was also a phase of innovating our citizenship work through civic technology. We built IChangeMyCity (ichangemycity.com) and IPaidABribe (ipaidabribe.com). ichangemycity.com powers the Swachhata Technology platform of the Swachh Bharat Mission (Urban). At the same time, our work on policy reforms crystallised into the 'City-Systems' framework. The Annual Survey of India's City-Systems (ASICS) measures cities through this framework.

The organisation moved beyond the co-founders to nurture a second line of leadership, creating a roadmap for institutional continuity.

8
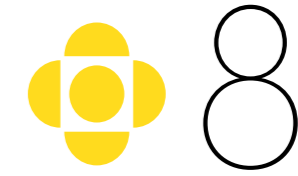
IPaidABribe

Converting Bribe Stories into Breakthrough Reforms

How do we drive process reforms to pragmatically address corruption by crowdsourcing day-to-day bribe stories from citizens?

IPaidABribe (IPAB) was conceived and launched in August 2010 to uncover the market price of corruption by crowdsourcing bribe reports. The aim was to arrive at institutional or process improvements in service delivery through a comprehensive analysis of the bribe reports submitted. These process reforms were compiled into Jana Mahiti Reports, relating to the departments that handled passports, stamps and registration, and transportation.

Over the years, IPAB had successfully expanded to 30 countries through a partnership model that allowed them to leverage the tech platform at the time.

Since its launch on 15 August 2010, IPAB has witnessed over 1,98,000 reports from over 1,000 cities, amounting to INR 2,900 crores in bribes.

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

9

IChangeMyCity

Civic Tech Platform for Citizens

How can citizens connect with their city at scale and in real time?

The IChangeMyCity civic tech platform was launched in 2012 and has grown to become one of the largest civic technology platforms today.

The platform leverages the power of technology through web and mobile apps to provide citizens with a way to post grievances and participate in online civic campaigns. It allows citizens to access civic information and to communicate with civic officials and ward councillors on civic issues and budget campaigns. It also enables citizens and city governments to collaborate and build trust, even as it contributes to deepening citizenship values.

Today, IChangeMyCity powers the largest civic technology platform in the country — the Swachhata Technology Platform.

Since its inception, IChangeMyCity has had:
· Citizens registered: 6,31,434
· Complaints posted: 31,50,095
· Total complaints resolved: 25,83,412

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

10

Community Policing

Enhancing Neighbourhood Safety

How can citizens and police build safe neighbourhoods?

The Community Policing initiative began in response to terror threats and attacks in Bengaluru. The idea was to mobilise citizen participation to foster neighbourhood safety.

The programme was launched in 2013 as a pilot for 7 police stations. By 2018, all 108 police stations had implemented the programme. Each also had one Community Liaison Officer trained in community policing. Over the years, hundreds of active citizens have signed up as Area Suraksha Mitras to work with the police and the public.

A Community Policing Advisory Group (CPAG) was also formed to guide and support the initiative. It includes eminent and retired senior officers from state police departments.

· 1,800 police personnel engaged
· 4 lakh citizens engaged
· 590+ citizens as Area Suraksha Mitras

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

11

Swachhata Technology Platform

Connecting Citizens and Civic Officials on Clean Cities

Can a multi-way communication system between citizens and cities build clean cities across the country?

The Swachh Bharat Mission's (Urban) Swachhata Technology platform is powered by IChangeMyCity under a partnership with the Ministry of Housing and Urban Affairs (MoHUA). It consists of three mobile apps and two portals: the Swachhata Citizen app, the Civic Engineer app, the soon-to-be-launched Swachhata Councillor app, the Swachh City portal, and the Swachh Manch platform.

These portals track city-wise performance on the mission and encourage civic volunteering. The mission is currently in its second phase (2021-2026) and holds exciting promise for increased decentralisation and sustained citizen engagement initiatives.

- 20 million+ citizens registered across 3,485 cities since launch in 2016.
- Cities have a grievance resolution rate of 93%.
- 26,000+ sanitary engineers onboarded and 6 million+ garbage dumps cleared across Indian cities.
- 4,000+ cities (that is 79%) actively use the Swachhata Technology platform.

PATHWAYS TO CHANGE:
Community Leadership and Participation | Municipal Reforms

THEORY OF CHANGE:
Transparency, Accountability, and Participation

12

ASICS - Annual Survey of India's City-Systems

Evaluating Quality of Governance in Cities

How do we systematically assess and guide cities on applying city-systems to deliver a high quality of life?

The City-Systems Framework evaluates a city's ability to provide a high quality of life to its citizens. It acts as a guide to improve urban governance and consists of four interrelated components:

1) Urban Planning and Design

2) Urban Capacities and Resources

3) Empowered and Legitimate Political Representation

4) Transparency, Accountability, and Participation

The framework was embedded into the Annual Survey of India's City-Systems (ASICS). ASICS assesses cities based on the quality of laws, policies, and institutions, as well as the institutional processes that help govern them. It is a health diagnostic of our cities and provides a common frame of reference for all stakeholders.

Scoring completed for 35 states and UTs in India, covering 82 municipal laws, 44 Town and Country Planning Acts, and allied Rules.

13

MyCityMyBudget

Continuing Participatory Budgeting

How do we systematically get citizens and cities to engage with city budgets?

In 2015, with improvements in policy reforms and innovations in our civic technology platforms, our participatory budgeting initiative was reinitiated as MyCityMyBudget. Since then, the campaign has been running successfully in collaboration with the Bengaluru city government. Civil society partners and community groups form the bedrock of this campaign's reach and engagement.

MyCityMyBudget has been instrumental in helping us partner with other cities (Visakhapatnam and Mangaluru) on participatory budgeting and the establishment of Ward Committees. As of 2022, we have set up city partnerships in 5 cities in Karnataka to run MyCityMyBudget and to establish Ward Committees as formal, sustainable platforms for citizen participation.

> Through MyCityMyBudget, the Bengaluru city government allocated a budget of INR 120 crores (INR 60 lakhs for each of the 198 wards) to be expended under the guidance of Ward Committees for the year 2021-22.

PATHWAYS TO CHANGE:
Community Leadership and Participation | Municipal Reforms

THEORY OF CHANGE:
Transparency, Accountability, and Participation

14

Jana-Brown Citizenship Index

Deepening our Understanding of Citizenship

Can we empirically establish a link between the quality of citizenship and the delivery of public services?

The Jana-Brown Citizenship Index (JB-CI) project is a unique and equal partnership both in concept and execution between Brown University and Janaagraha. Conceived in 2012, the project measures the quality of citizenship in urban India by measuring how effectively Indian citizens can use their civil, political, and social rights in cities.

The project aims to gather data on the relationship between citizenship, basic services, and infrastructure delivery in cities across India. The project will survey 38,000 households in 17 cities. So far, we have surveyed 24,000 households in 10 cities. The remaining are expected to be completed by the end of 2022.

PATHWAYS TO CHANGE:
Urban Policy and Research

THEORY OF CHANGE:
Transparency, Accountability, and Participation

15

PURE: Proper Urban Electoral List

Keeping Electoral Lists PURE

How do we ensure the continued integrity of electoral lists?

PURE is a reform recommendation that comprehensively maps out the procedures and resources necessary to maintain the integrity of electoral lists. It also defines the roles and responsibilities of stakeholders such as the Election Commission of India, the Chief Electoral Officer, the Electoral Registration Officers Office, and the Booth Level Officer (BLO).

Regular and sustained monitoring was deemed necessary for the long-term benefit of urban electoral lists.

PATHWAYS TO CHANGE:
Urban Policy and Research

THEORY OF CHANGE:
Empowered and Legitimate Political Representation

16

Municipal Finance Reforms in Rajasthan

First Foray into State-Wide Financial Reforms

How can cities maintain clean accounts and undertake timely audits?

Janaagraha, in collaboration with Rajasthan's Department of Local Self Government, implemented accounting and auditing reforms in all cities across the state. We established a Municipal Finance Reform Cell (MFRC) and put in place a process for the selection and appointment of chartered accountancy firms for accounting and audit of municipalities.

This MoU marks our first formal collaboration with a state on municipal reforms.

PATHWAYS TO CHANGE:
Municipal Reforms

THEORY OF CHANGE:
Urban Capacities and Resources

Phase

4

SCALING CITY-SYSTEMS (2016 onwards)

We are working to simultaneously scale components of the city-systems framework which have attained maturity, even as we learn and build new propositions for systemic change in select areas. We will strive to widen scale and deepen impact through partnerships with a wide array of governments, philanthropies, and non-profits. More importantly, we will strive to serve as a nursery for emerging systems practice leaders in urban India by fostering an engaged workplace.

17

Central Finance Commission

Increasing Grants to Cities

How can we strengthen the hands of cities to meet the aspirations of her citizens?

All cities in India receive large allocations from central and state governments for infrastructure and service delivery. These allocations are set to rise sharply, given the scale of urbanisation and the current deficit in infrastructure and basic services. Cities are also expected to augment their share of revenues.

Successive Finance Commissions have commented extensively on the poor state of audit and accountability in ULBs. A robust financial and performance accountability mechanism is necessary to achieve guaranteed outcomes and to plug potential leakage of funds.

Janaagraha's recommendations to the 15th Finance Commission on increasing the quantum of funds granted to ULBs, tracking grant utilisation through an online portal, publishing audited annual accounts, piloting municipal shared services, and recognising urban agglomerations were all well accepted. We are now working with the Ministry of Housing and Urban Affairs to implement these recommendations.

PATHWAYS TO CHANGE:
Municipal Reforms | Urban Policy and Research

THEORY OF CHANGE:
Urban Capacities and Resources

18

Municipal Finance and Citizen Participation Reforms in Odisha

Transforming Odisha's Municipalities

How can we introduce participatory democracy and strengthen finances in one state?

In 2019, we partnered with the Government of Odisha's Housing and Urban Development Department (H&UDD) to strengthen municipal finance, enhance staffing and performance management, and boost citizen participation.

Since then, we have been working with all 115 cities of Odisha on bolstering their revenue through the Municipal Premier League (MPL) — a competition for tax inspectors to improve tax collections through point-of-sale devices and a performance dashboard. The Coimbatore Municipal Corporation has now adopted this.

Our work in Odisha brings together our key focus areas in one geography: municipal finance, staffing and performance management, and citizen participation.

We have:

- Developed a state-wide system of monitoring solid waste management across the entire value chain on our Ama Sahara platform.

- Overhauled the municipal accounting manual.

- Developed SOPs (Standard Operating Procedures) and tools to strengthen the participation of Slum Development Associations (SDA) in Ward Committees. Also developed the Biju Adarsh Colony portal for SDAs and cities to track citizen participation and status of slum delisting.

- Both Ama Sahara and Biju Adarsh Colony are powered by IChangeMyCity.

- Facilitated the addition of approximately 12,000 toilets in slums.
- Improved the quality of basic services and infrastructure in a participatory manner in all 2,900+ slums of the state, constituting 25% of the urban population (1.7 million) of Odisha.
- MPL increased property tax collection by 37%.

PATHWAYS TO CHANGE:
Community Leadership and Participation | Municipal Reforms

THEORY OF CHANGE:
Transparency, Accountability, and Participation | Urban Capacities and Resources

19

Liveability Metrics for Gurugram

Setting Performance Targets for the City

How can the city enhance infrastructure delivery with a focus on quality outcomes?

The Liveability Metrics for Gurugram was notified by the Government of Haryana on 9 December 2021.

We supported the research, design, and development of Liveability Metrics for Gurugram under an MoU with the Gurugram Metropolitan Development Authority (GMDA) signed in 2018.

Aspiring to improve the quality of life in the city, GMDA led the defining of performance indicators and metrics across all categories of infrastructure and public services. We arrived at these indices through consultations with citizens, community groups, and civil society, including civic agencies.

PATHWAYS TO CHANGE:
Urban Policy and Research | Municipal Reforms

THEORY OF CHANGE:
Transparency, Accountability, and Participation | Urban Capacities and Resources

20

CityFinance.in

Standardising Financial Information on Cities, Nationally

How can we compare and contrast the financial performance of different cities in India?

CityFinance.in works as a national framework of standardised, timely, and credible financial information on cities. It helps benchmark and compare cities, and also enables peer learning along various financial and economic indicators. CityFinance.in is a portal of the Ministry of Housing and Urban Affairs that is conceived, developed, and managed by Janaagraha.

Since its launch in 2020, publishing annual accounts on www.cityfinance.in has become a mandatory condition for cities to access Finance Commission grants.

· For the years 2015-16 to 2020-21, 8,400+ annual accounts of cities have been uploaded on www.cityfinance.in.
· 2,900+ cities have published their annual accounts for FY 2019-20 and 2020-21.

PATHWAYS TO CHANGE:
Municipal Reforms

THEORY OF CHANGE:
Urban Capacities and Resources | Transparancy, Accountability, and Participation

21

Property Tax

A Handbook for Cities to Accelerate Property Tax Reforms

How can we ensure that best practices from cities are emulated at scale?

The Property Tax Toolkit was designed to enable states and cities to leverage and maximise a key source of revenue: Property Tax.

The toolkit provides actionable recommendations to cities based on best practices that are already working on the ground. It also offers a step-by-step implementation plan for its adoption.

The toolkit addresses reform requirements under AMRUT and the 15th Finance Commission, and has already catalysed reforms across several states and cities.

> 11 states qualified under AatmaNirbharBharat Abhiyan reforms for undertaking property tax valuation reforms; unlocked INR 16,000 crores of additional borrowing.

PATHWAYS TO CHANGE:
Municipal Reforms | Urban Policy and Research

THEORY OF CHANGE:
Urban Capacities and Resources

22

6th Haryana State Finance Commission

Landscape Study of City-Systems in Haryana

How can we strengthen the future roadmap for Haryana's cities?

In 2021, Janaagraha worked with the 6th Haryana State Finance Commission (6th SFC) to conduct a comprehensive landscape analysis of the quality of urban governance ('city-systems'). We also assessed the fiscal sustainability of the state's Urban Local Bodies (ULBs) and took into consideration the voice of Haryana's city leaders and citizens.

Janaagraha's study, titled 'A New Urban Agenda for Haryana,' included an extensive diagnosis of the systemic challenges to quality of life, service delivery, and governance in Haryana's cities. It consisted of an assessment of the ground realities through field surveys and a blueprint/reforms roadmap for transformative change.

> Key recommendation of linking performance/matching grants to ULBs achieving year-on-year increase in Property Tax Collection (in-line with 15th Finance Commission grants) has been accepted.

PATHWAYS TO CHANGE:
Municipal Reforms | Urban Policy and Research

THEORY OF CHANGE:
Urban Capacities and Resources

23

City-Systems for Environment

Applying City-Systems to Climate

How can we catalyse systems change in governance of climate in cities?

Climate change will be the dominant human development agenda globally. Janaagraha is currently working to understand the gaps in climate governance at the city level. Through a holistic exercise, we want to help cities transition into sustainable and resilient habitats that can tackle climate change and ensure equitable development. At the national level, we wish to create synergy in existing schemes and missions (Conference of Parties 26/27/28, Swachh Bharat Mission 2.0, 15th Finance Commission grants, and National Clean Air Action plan) and advocate an amendment to the 74th CAA to empower cities for first-mile governance of environment sustainability

In Karnataka, Janaagraha will aim to mainstream sustainability in urban policy and public infrastructure. We hope to do this by diagnosing urban environmental policies with partners, designing guidelines for sustainable urban infrastructure, and mobilising ward councillors and citizens for local action on the environment.

PATHWAYS TO CHANGE:
Community Leadership and Participation | Urban Policy and Research

THEORY OF CHANGE:
Transparency, Accountability, and Participation | Urban Capacities and Resources

24

City Leaders Programme

Empowering the First Mile of Governance

How can we strengthen the hands of ward councillors to plan, implement, and meet citizen aspirations?

Ward councillors are a citizen's closest link to the government. They are expected to champion the needs of the people they represent. They are also critical in ensuring the successful implementation of programmes.

However, given the lack of training on institutional processes and policies, most councillors rely on informal knowledge and networks to fulfil their responsibilities. For women councillors, these challenges are further compounded.

Janaagraha believes that there is an urgent need to create a systematic leadership development programme for councillors, particularly women councillors. Such a programme would empower our elected representatives at the first mile and improve the quality of life in India's cities.

PATHWAYS TO CHANGE:
Community Leadership and Participation

THEORY OF CHANGE:
Transparency, Accountability, and Participation

25

Green Finance

Financing for Sustainable Public Transportation and Infrastructure

How can cities finance inclusive and just transitions?

In our Green Finance work, we are undertaking preliminary research on financing of bus transport, strengthening governance of metropolitan transport organisations, and landscape of projects in cities eligible for green finance. We hope to create an enabling environment for states and cities to raise resources to fund sustainable projects.

PATHWAYS TO CHANGE:
Urban Policy and Research

THEORY OF CHANGE:
Urban Capacities and Resources

26

Public Health

Helping City Governments Participate in Public Health Governance

Understanding how local governments can improve health care delivery at the first mile

We will be working with two partners on building the capacity of cities and the health department by training officials on the 15th Finance Commission's health grants. Our aim is to involve cities as much as possible within the primary healthcare space.

The Covid 19 pandemic has sharpened focus on first-mile healthcare delivery in India's cities. Our work in public health seeks to explore the intersection of primary healthcare systems and city-systems across the country. Through this work, we hope to evolve models where municipalities can play an effective role in the governance of primary healthcare at the neighbourhood level. We are currently piloting action research projects in Bihar as part of a larger partnership of organisations.

PATHWAYS TO CHANGE:
Urban Policy and Research | Municipal Reforms

THEORY OF CHANGE:
Urban Capacities and Resources

An Institution Grows into Self-Sufficiency

Organisational Transformation

Janaagraha began as a movement in 2001 and was financially supported by the co-founders in its initial years. In due course, our intent crystallised into building a strong institution.

We undertook several measures towards that end. As the first step toward succession planning, a strong second line of leadership was instituted in 2013 in the form of a management committee. A more formal Governing Board was constituted, building on the earlier experience of advisory boards. In 2016, the role of a Chief Executive Officer was created.

As of today, Janaagraha continues to reflect and act on measures to strengthen its organisational sustainability, particularly in the areas of strategy, culture, and leadership.

Donors

1	Acacia Conservation Fund - Ruane Cuniff
2	Accenture India
3	Action Aid Association
4	American India Foundation
5	Amit R Chandra and Archana Chandra (now A.T.E Chandra Foundation)
6	Anirudha Dutta
7	Arvind Mohan
8	Ashish Dhawan and Manisha Dhawan
9	Ashish Pant
10	Bharat Petroleum Corporation Ltd (BPCL)
11	Bill and Melinda Gates Foundation
12	Bombay Chamber of Commerce and Industry
13	British Columbia Conservation Foundation (BCCF)
14	British High Commission
15	Brown University
16	Capital First Ltd (now IDFC First Bank Ltd)
17	Caspian Impact Investment Adviser Pvt Ltd
18	CGI Information Systems and Management
19	Charities Aid Foundation
20	Cisco Systems (India) Pvt Ltd
21	Citibank N.A.
22	Credit Suisse Finance (India) Pvt Ltd
23	Credit Suisse Securities (India) Pvt Ltd
24	David Son
25	David Weekley Family Foundation (DWFF)
26	Dell International Services India Pvt Ltd
27	Dinesh Krishnaswamy and Asha Dinesh
28	Dr Meenakshi Bharat
29	DXC Technology
30	EdelGive Foundation
31	Enam Group
32	Encore
33	Ernst & Young
34	Federal Bank
35	Fidelity India Pvt. Ltd
36	Fidelity International Foundation
37	Ford Foundation
38	Friedrich Naumann Foundation for Freedom (FNST)
39	GE HealthCare
40	Girish Kulkarni
41	GMR Varalakshmi Foundation
42	Goldman Sachs Services Private Ltd
43	Google India
44	Gopal Krishna Sharma
45	Hanns-Seidel-Stiftung Foundation (HSS)
46	HDFC Standard Life Insurance
47	Hexaware Technologies
48	Hindustan Zinc Ltd
49	Hindustan Unilever
50	HT Media
51	IBM India
52	ICICI Foundation
53	Indian Council of Social Science Research
54	IDFC Bank (now IDFC First Bank)
55	Igarashi Motors India Ltd
56	Impact Foundation (Dasra)
57	India Development and Relief Fund (IDRF)
58	Infosys Technologies
59	Intel Technologies
60	Kiran A Datar
61	Kris Gopalakrishnan and S Gopalakrishnan
62	L&T Finance Ltd (Family Credit Ltd)
63	Lakshmanan Isola Pvt Ltd
64	Mahindra Holidays
65	Manipal Group
66	Marg Constructions
67	Mathworks
68	Mckinsey & Company
69	Metro Cash & Carry
70	Motor Industries Company Ltd (BOSCH)
71	Microsoft Corporation Pvt Ltd
72	Mindtree Foundation
73	Multiple Equity
74	Nandan Nilekani and Rohini Nilekani
75	Narayana Murthy and Sudha Murthy
76	Nasscom Foundation
77	Netmagic IT Services Pvt Ltd
78	New Venture Fund
79	Omidyar Network
80	Philips Electronics
81	Pirojsha Godrej Foundation
82	Prestige Estates Projects
83	Participatory Research in Asia
84	PVR Network for Enablement and Transformation
85	Rainmatter Foundation
86	Ramanand Raghavendran
87	Ramanathan Foundation
88	Ravi Reddy
89	Rotary Club
90	S D Shibulal and Kumari Shibulal
91	Sabre Travel Technologies Pvt Ltd
92	SanDisk India Device Design Centre Pvt Ltd
93	SanDisk Technologies India Pvt Ltd
94	Seetha S
95	Shakti Sustainable Energy Foundation
96	Sharekhan Ltd (now BNP Paribas)
97	Shree Cement Ltd
98	Silicon Valley Community Foundation
99	Sridar Arvamudhan Iyengar
100	Swiss Re Foundation
101	Tata Consultancy Services Ltd
102	Tata Sons Ltd
103	Tata Steel Ltd
104	The Asia Foundation
105	The Hongkong and Shanghai Banking Corporation Ltd
106	The Sunlight Foundation
107	Thomson Reuters
108	Times of India
109	TPG Capital India Private Ltd
110	Treeline Investment & Management Ltd
111	TVS Investment
112	United Nations Development Programme
113	VA Tech Wabag Ltd
114	Velankani Info Systems
115	VSO International
116	Webex Communications Pvt Ltd
117	WIPRO
118	Wonder Cement Ltd
119	Woori Bank
120	Yahoo Software Development

Awards & Recognition

AWARD	YEAR	DESCRIPTION
International Anti-Corruption Excellence (ACE) Award	2017	Our IPaidABribe programme was recognized as an innovative online platform for reporting corruption and was conferred the award in the 'Anti-Corruption Innovation' category. The ACE Award is established by the Doha-based Rule of Law and Anti-Corruption Centre (ROLACC) in support of the United Nations Office on Drugs and Crime (UNODC).
India Today Safaigiri Award	2017	Our Swachhata app, developed for the Ministry of Housing and Urban Affairs, was judged as the 'Best Sanitation App' at the India Today Safaigiri Awards 2017.
Citi Tech for Integrity (T4I) Challenge Audience Choice Award	2017	IPaidABribe (IPAB) won the Audience Choice Award for its citizen-driven reporting platform for keeping tabs on bribery. An initiative led by Citi, the Tech for Integrity Challenge (T4I) recognises technology innovators that develop solutions in the areas of financial transactions, cyber security, and red tape.
41 Gems of Digital India	2017	The Swachhata web and mobile apps developed were declared one of the 41 Gems of Digital India by the Ministry of Electronics and Information Technology, GoI, Digital India, Gems of India, Sify and Maximum Governance. These 41 initiatives are the creme de la creme of India's e-governance initiatives. Each one of these innovatively uses technology to solve problems of governance and bring the government closer to citizens.
Social Media for Empowerment Award	2017	MyCityMyBudget received the Social Media for Empowerment Award 2017, in the category 'Crowdsourcing' by the Digital Empowerment Foundation (DEF).
The Manthan Award for South Asia	2015	IChangeMyCity received the Manthan Award for South Asia 2015 in the category 'e-Governance - Online Platforms Empowering Citizens Through Technology'. The Manthan Award for South Asia is the first of its kind to discover, recognise, and honour the best use of ICT and digital tools for social change and development.
Information Society Innovation Fund (ISIF) Asia Award	2015	IChangeMyCity received the Information Society Innovation Fund (ISIF Asia) Award 2015 in the category 'Rights and Community Choice'. We also received a travel grant for a representative to join the Internet Governance Forum in João Pessoa, Brazil. The Information Society Innovation Fund Asia Fund recognises projects that optimise technical knowledge and innovation around internet technologies.

AWARD	YEAR	DESCRIPTION
I Am Change Award	2015	Our short film *The Common Man* received the I Am Change Award in 2015 by Yes Foundation. Launched in 2013, YES! I Am The Change is a nationwide mindset transformation programme to inculcate the value of responsible citizenship amongst youth through the impactful medium of films.
National Civil Society Organisation Award	2014	Our Pure Urban Electoral Programme (PURE) was awarded the National Civil Society Organisation Award 2014 by the Election Commission of India (ECI). This award is presented by the ECI every year to organisations working in the area of voting in India.
Skoch Challenger Award	2014	Swati Ramanathan and Ramesh Ramanathan, co-founders of Janaagraha, received the Skoch Challenger Awards 2014 for three milestones: involvement in JnNURM, ASICS, and voter registrations. The Skoch Challenger Awards acknowledge exceptional efforts made by and through individuals, projects, organisations, and institutions in improving governance in India.
National Democratic Institute (NDI) Award	2013	Swati Ramanathan received the NDI Award 2013 for Janaagraha's efforts to promote citizen participation through technology. In celebration of its 30 years of strengthening democracy around the world, NDI honoured a group of 21 civic innovators at an awards ceremony in Washington, D.C. The group consisted of individuals from across the world who are at the forefront of efforts to use technology to expand opportunities for citizen participation and to make governments more transparent and accountable.
Google Global Impact Award	2013	IChangeMyCity received the Google Global Impact Award 2013. The Award acknowledges initiatives that scale impact through technology and recognises entrepreneurial teams who 'think on a global scale and have a healthy disregard for the impossible.'
The Manthan Award	2011	IPaidABribe received the Manthan Award 2011 in the category 'e-News and Media' by the Digital Empowerment Foundation (DEF).
Pride of Karnataka Award	2010	Swati and Ramesh Ramanathan received the Pride of Karnataka Award 2010 for Societal Development by the Round Table India. The Award recognises and honours achievers whose contributions are of crucial significance to the State.
Giants Award	2004	Janaagraha received the Giants Award 2004 by Giants Group of Garden City to recognise achievements and contributions in building participatory democracy through initiatives.

About Jana Group

Jana Group is one of India's best-known groups of not-for-profit institutions working towards the mission of fixing India's cities.

Swati Ramanathan and Ramesh Ramanathan co-founded Jana Group in 2001 and it presently works across citizen participation and city governance reforms (through Janaagraha Centre for Citizenship and Democracy), city planning and design (through Jana Urban Space Foundation), banking and financial services for the urban poor (through Jana Small Finance Bank), and affordable housing for the urban poor (through Janaadhar).

We work through five different operating organisations, each with its own distinct institutional form.

3

Jana Small Finance Bank

Jana Small Finance Bank transitioned into a Small Finance Bank in 2018 from Janalakshmi Financial Services, one of India's largest microfinance institution. It has touched over 8 million customers across 24 states and UTs in India to access banking services and has a loan book of over INR 16,000 crores. Its current employee strength is 15,000. Jana Bank has over 726 branches across 24 states and union territories.

4

Janaadhar

Janaadhar, an Indian affordable housing pioneer since 2008, believes that quality housing is the right of all and not the privilege of the few. Since its inception, Janaadhar has built over 1,500 homes in Bengaluru and GIFT City, Gandhinagar. Janaadhar has now established a state-of-the-art precast construction factory in Bengaluru to usher the use of innovative construction technology to craft higher quality, affordable homes.

1

Janaagraha Centre for Citizenship and Democracy

Janaagraha is a non-profit trust founded in 2001 working towards the mission of transforming quality of life in India's cities and towns. It works with citizens to catalyse active citizenship in city neighbourhoods and with governments to institute reforms to city governance (what we call 'city-systems').

2

Jana Urban Space Foundation (Jana USP)

Jana USP is a professional services social enterprise delivering transformational work on the spatial dimension of cities. It works on urban planning, urban design, and public architecture.

5

Jana Urban Services for Transformation (JUST)

JUST is a wholly-owned subsidiary of Jana Urban Foundation (JUF), a Section 8 not-for-profit holding company, which focuses on interconnected systemic issues in urban India that require greater research and policy attention. JUST seeks to provide technical advisory and implementation support services to governments.

Janaagraha's Impact in Numbers

CIVIC PARTICIPATION

Platforms for participation catalysed for

1.6 million citizens in 2,900

urban poor settlements in Odisha.

Bengaluru allocated

INR 120 crores

(INR 60 lakh per ward committee) through MyCityMyBudget in FY 2020-21.

SWACHHATA TECHNOLOGY PLATFORM

active in
3,500+
cities

with
20+ mn
citizens

posting
24+ mn
complaints

with a resolution rate of

93%

CIVIC LEARNING

Civic learning initiatives covered
4,00,000
students

across
700+
schools

in
30
Cities

Over

50,000

civic learning projects undertaken.

CITY FINANCE

JnNURM conceived and implemented with a national footprint and an outlay of

INR 1,20,000 crores

15th Finance Commission allocated grants of

INR 1,20,000 crores

to cities.

For the years 2015-16 to 2020-21

8,400+

financial statements of cities have been uploaded on www.cityfinance.in.

Financial data for

2,900+ cities

have been uploaded for FY 2020-21 on www.cityfinance.in.

ADVOCACY AND RESEARCH

Public Disclosure Law enacted in

25 states

and Community Participation Law in

11 states

Key Publications

Publication	Year	QR code	Link
Participatory Planning: A Citizen's Handbook	2002		http://www.janaagraha.org/files/Participatory-planning.pdf
Shaping Vibrant Cities	2003		http://www.janaagraha.org/wp-content/uploads/2015/05/Shaping_Vibrant_Cities_vision.pdf
Urban Governance Report for Mumbai	2009		http://www.janaagraha.org/wp-content/uploads/2015/05/Bombay-First-Report.pdf
Participatory Governance in Urban India: Focus on the Urban Poor	2008		http://www.janaagraha.org/wp-content/uploads/2015/05/Participatory-Governance-in-India-fin.pdf
Crowdsourced Retail Bribery Index	2013		http://www.janaagraha.org/files/publications/CRBI.pdf
Jana-Brown Citizenship Index: Bengaluru	2014		http://www.janaagraha.org/files/publications/Citizen-Index-Book-Dec-2014.pdf
Street Quality Score	2015		http://www.janaagraha.org/files/publications/SQS-2015.pdf
Ward Performance Report	2016		http://www.janaagraha.org/files/publications/Ward-Performance-Report.pdf
Jana Mahiti Report	2016		http://janaagraha.org/files/Stamps_registration_report%202011.pdf
Proper Urban Electoral Lists	2017		http://www.janaagraha.org/files/History-of-ALL-PURE-WORK.pdf

Publication	Year	QR code	Link
Parks, Playgrounds and Public Toilets score	2017		http://janaagraha.org/files/publications/PARKS-PLAYGROUNDS-SCORE-OF-BENGALURU-2017.pdf http://janaagraha.org/files/publications/PUBLIC-TOILETS-QUALITY-SCORE-2017.pdf
ASICS - 2017	2017		http://www.janaagraha.org/asics/report/ASICS-report-2017-fin.pdf
Gurugram Liveability Metrics	2018		http://www.janaagraha.org/files/publications/GMDA.pdf
Handbook on Community Policing	2019		http://www.janaagraha.org/files/publications/Handbook-on-Community-Policing-2019.pdf
Roadmap for Municipal Bond Markets in India	2019		http://www.janaagraha.org/files/publications/Bridgespan-Janaagraha_Brief.pdf
MyCityMyBudget	2021		http://www.janaagraha.org/files/MyCityMyBudget-Bangalore.pdf
Property Tax Toolkit	2021		https://cityfinance.in/resource/Property_Tax_Reforms_Toolkit.pdf
A Municipal Finance Blueprint for India	2022		http://www.janaagraha.org/files/Minicipal-Finance-Blueprint-for-India-Janaagraha.pdf

To access all publications of Janaagraha, kindly go to
https://www.janaagraha.org/publications/

20 Years of
Janaagraha
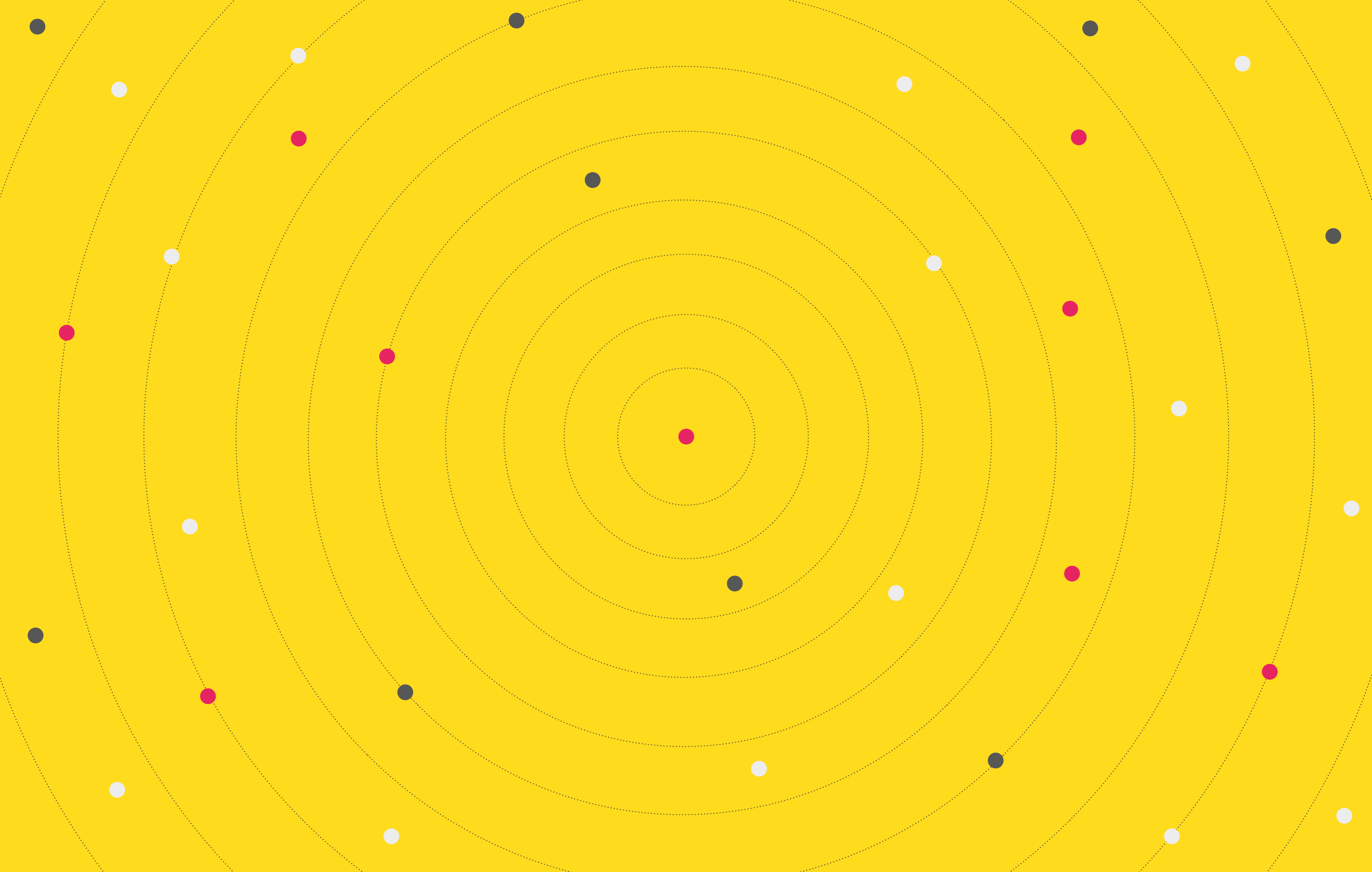
JANAAGRAHA

Transforming City-Systems

19/4, "Sair Bagh" Building,
3rd Floor, Cunningham Rd,
Bengaluru, Karnataka 560052

W www.janaagraha.org

T +91 80 41200844 | 41500844

Created by Cracker & Rush