Institutional Innovation to Strengthen Urban Local Governments in India

Case of the Centre for Heritage, Environment and Development (C-HED), Kochi Municipal Corporation, Kerala
Imprint

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<td>ACCRN</td>
<td>Asian Cities Climate Change Resilience Network</td>
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<td>AFD</td>
<td>Agence Francaise de Development – French Development Agency</td>
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<td>AIILSG</td>
<td>All India Institute of Local Self Government</td>
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<td>AMRUT</td>
<td>Atal Mission for Rejuvenation and Urban Transformation</td>
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<td>ANERT</td>
<td>Agency for New and Renewable Energy Research and Technology</td>
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<td>BMZ</td>
<td>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung - Ministry of Economic Cooperation</td>
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<tr>
<td>CDIA</td>
<td>Cities Development Initiative for Asia</td>
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<td>CEPT</td>
<td>Centre for Environmental Planning and Technology,</td>
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<tr>
<td>C-HED</td>
<td>Centre for Heritage, Environment and Development</td>
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<td>CHS</td>
<td>Centre for Heritage Studies</td>
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<td>CIFT</td>
<td>Central Institute of Fisheries Technology</td>
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<td>CII</td>
<td>Confederation of Indian Industries</td>
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<td>CLGF</td>
<td>Commonwealth Local Government Forum</td>
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<td>CLGGPS</td>
<td>Commonwealth Local Government Good Practice Scheme</td>
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<td>CMFRI</td>
<td>Central Marine Fisheries Research Institute</td>
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<tr>
<td>Cochin</td>
<td>Colonial name for Kochi</td>
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<td>CPPR</td>
<td>Centre for Public Policy Research</td>
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<td>CREDAI</td>
<td>Real Estate Developers Associations of India</td>
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<td>CSML</td>
<td>Cochin Smart Mission Limited</td>
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<tr>
<td>DFID</td>
<td>Department for International Development, United Kingdom</td>
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<tr>
<td>DPR</td>
<td>Detailed Project Report – final, detailed appraisal report on a project and a blueprint for its execution and eventual operation</td>
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<td>EDRAAC</td>
<td>Ernakulam District Residents’ Association Apex Council</td>
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<td>EU</td>
<td>European Union</td>
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<td>FICCI</td>
<td>Federation of Indian Chambers of Commerce and Industry</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit- German Development Agency for International Cooperation</td>
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<td>HUDCO</td>
<td>Housing and Urban Development Corporation Ltd</td>
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<td>ICLD</td>
<td>International Centre for Local Democrat</td>
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<td>ICLEI</td>
<td>International Council for Local Government Initiatives</td>
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<td>ICLEI-SA</td>
<td>International Council for Local Government Initiatives - South Asia</td>
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<td>IHCNF</td>
<td>Indian Heritage Cities Network Foundation</td>
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<td>IMG</td>
<td>Institute of Management in Government</td>
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<td>InterAct Bio</td>
<td>International Action on Biodiversity</td>
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<td>ISED</td>
<td>Institute of Small Enterprises and Development</td>
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<td>IUC</td>
<td>International Urban Cooperation</td>
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<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>IUCN</td>
<td>International Union for Conservation of Nature</td>
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<td>IUT</td>
<td>Institute of Urban Transport</td>
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<tr>
<td>JNURM</td>
<td>Jawaharlal Nehru National Urban Renewal Mission</td>
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<td>KiW</td>
<td>Kreditanstalt für Wiederaufbau – German Development Bank+E4</td>
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<td>KILA</td>
<td>Kerala Institute of Local Administration</td>
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<td>KITCO</td>
<td>Kerala Industrial and Technical Consultancy Organisation</td>
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<td>KMB</td>
<td>Kochi-Muziris Biennale</td>
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<td>KMC</td>
<td>Kochi Municipal Corporation</td>
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<td>KMRL</td>
<td>Kochi Metro Rail Limited</td>
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<td>MNRE</td>
<td>Ministry of New and Renewable Energy</td>
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<td>MoEFCC</td>
<td>Ministry of Environment, Forests and Climate Change</td>
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<td>MOHUA</td>
<td>Ministry of Housing and Urban Affairs</td>
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<td>NATPAC</td>
<td>National Transportation Planning and Research Centre</td>
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<td>NHAI</td>
<td>National Highway Authority of India</td>
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<td>NITI AAYOG</td>
<td>National Institute for Transforming India</td>
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<td>NIUA</td>
<td>National Institute of Urban Affairs</td>
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<td>PIU</td>
<td>Project Implementation Unit</td>
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<td>RqD</td>
<td>Research and Development</td>
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<td>RACE</td>
<td>Residents Apex Council of Ernakulam</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SUD-SC</td>
<td>Sustainable Urban Development – Smart City</td>
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<td>SUT</td>
<td>Sustainable Urban Transport</td>
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<td>SPV</td>
<td>Special Purpose Vehicle</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<td>TC</td>
<td>Technical Consortium</td>
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<td>TERI</td>
<td>The Energy Research Institute</td>
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<td>ToR</td>
<td>Terms of Reference</td>
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<td>TUMI</td>
<td>Transformative Urban Mobility Initiative</td>
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<td>UCLG</td>
<td>United Cities and Local Governments</td>
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<td>ULB</td>
<td>Urban Local Body</td>
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<td>UMTA</td>
<td>Urban Metropolitan Transport Authority</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<tr>
<td>WARD COMMITTEE</td>
<td>Wards are sub- units of municipalities. Committees are representative bodies</td>
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<tr>
<td>WRI</td>
<td>World Resources Institute</td>
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<td>WUF</td>
<td>World Urban Forum</td>
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I am very pleased to note that a comprehensive report titled ‘Institutional Innovations to Strengthen Urban Local Bodies in India: The Centre for Heritage, Environment and Development in Kochi, Kerala’ has been prepared on the evolution and growth of C-HED, an organization set up by Kochi Municipal Corporation almost two decades ago.

Since its inception in 2002, C-HED has played a vital role in the development efforts of KMC. The Centre carries out studies and consultations and supports KMC with policy inputs on the development of the city. The focus of the Centre has been on environmentally friendly and heritage-sensitive urban development in a holistic and climate-resilient manner.

C-HED acts as our window to the world pooling local, national, and global expertise along with collaborations and exchanges that open up more avenues for the development of Kochi and improving quality of life for its citizens. The report chronicles the inception and growth of C-HED and provides a comprehensive and analytical view of the scope and range of its activities. I am pleased that the ‘C-HED model’ was also identified as a good practice of KMC on the global stage of the World Urban Forum 2020 in Abu Dhabi, and that experience is also documented in this report.

This report will be of interest to a lay person as well as city administrators, specialists in governance and urban development, policy makers, academicians etc.

I appreciate GIZ for this initiative and their guiding insights under the Sustainable Urban Development- Smart Cities (SUD-SC) Project to support the preparation of this report along with the committed and dynamic C-HED team whom I must specially commend for their sustained hard work and continued technical support.

I am pleased to learn that the report has also prepared an action plan for strengthening C-HED and replicating this model in other Urban Local Bodies (ULBs) in Kerala as well as other cities in India. We shall endeavour to undertake follow-up actions on these plans at the city, state, and national levels.

This report shall go a long way in creating awareness about the innovative institutional arrangement of C-HED that has strengthened KMC and enabled Kochi to pursue sustainable development. I am sure that it will generate more regional, national, and global interest in the unique model as well as the city of Kochi.

Mrs Soumini Jain
Mayor of Kochi
September 2020
A. Introduction

Urban Local Bodies (ULBs) in India are faced with numerous gaps in both their technical capacities and the resources available with them. Despite their constraints, they continue to grapple with the complex challenge of balancing rapid and unplanned urbanisation with the preservation of their natural, cultural, and built environment. This institutional challenge at the local scale towards the achievement of global sustainable urban development goals prevails across most cities of the global South. It seems the solutions also lie in local initiatives and innovation.

In Kochi, a bustling coastal city that is also perceived as the commercial capital of the south Indian state of Kerala, the city government innovated to address this challenge by establishing a dedicated technical support unit called the Centre for Heritage, Environment and Development (C-HED). With the support of the State Government of Kerala, C-HED was established by the Kochi Municipal Corporation (KMC) in 2002 with the mandate to serve as its dedicated research and development wing in the areas of heritage and environmental conservation and integrated development.

C-HED has been extending technical and operational support to city government of Kochi for nearly two decades

In contrast, a typical ULB in India such as a Municipal Corporation lacks the specialised professional support required to both value their urban heritage and engage environmental and spatial planners / scientists who can enable the pursuit of sustainable development while also technically addressing complex urban challenges on a daily basis given their limited capacities to engage in required studies, research and networking activities. In this regard, an institutional innovation like C-HED in Kochi is remarkably able to support KMC to mobilise and activate technical, financial and human resources by networking with state, national and international actors and organisations to form alliances between the government, civil society and the private sector that enable sustainable urban development.
This documentation report undertaken as part of Indo-German bilateral technical cooperation under GIZ’s Sustainable Urban Development – Smart Cities (SUD-SC) project details out this experience of having C-HED as an institutional innovation for strengthening the ULB in Kochi, Kerala.

B. Mission and Governance

C-HED is established as an independent legal entity headed by a Director who also serves as the Secretary of the organization. The governance of C-HED is vested in its General Council headed by the Mayor of the city, who also serves as the Chairperson of C-HED and its Executive Committee. The mandate of this semi-autonomous Centre is to promote heritage and environmental conservation and sustainable urban development in coordination with KMC.

C. Core Support Areas

C-HED provides both on-demand and proactive technical and administrative support to KMC. The framework for technical support developed by C-HED have been depicted Figure 1

D. Sectoral Support Areas

The Centre undertakes various sectorally-focused programmes and projects to further its mandate on the promotion of the culture, heritage, environment and development of Kochi city and surrounding areas. These activities provide support across three sectoral themes, namely: Cultural Heritage, Art and Literature; Environment, Biodiversity, Climate Change and Sustainable Development; and Urban Development.

E. Funding

KMC covers a major part of the establishment and maintenance cost of the Centre and makes budgetary allocations for specific activities. The Centre is also compensated for professional and technical services provided under national and externally aided technical assistance programmes. Moreover, it raises funds and sponsorships for various events and projects from corporate, private, national, and international agencies on a regular basis.

F. Key Impact and Learning

C-HED has contributed significantly to strengthen the operations of KMC, equipping it to enhance its strengths and resources to address complex
development challenges through contemporary approaches towards sustainable urban development. Its role as the ‘organizational change champion’ with the support of formidable partnerships and networks that it forms locally, nationally and globally, along with its sectoral interventions have become critical factors in strengthening KMC’s approach to improving governance and the delivery of its services.

G. Challenges and Opportunities

While C-HED has emerged as a unique and successful urban governance model from India, it also faces key challenges such as (i) Lack of enabling institutional provisions at the State level for sustainability; (ii) Limited in-house technical capacity; (iii) Low visibility within the urban development sector; and (iv) Inadequate, irregular and often unpredictable flow of finances.

It is presumed that augmented technical and financial capacities along with infrastructure improvements in its office premises would allow C-HED to take on longer-term local assignments at a programmatic level and not be limited to ad-hoc projects and engagements as is the case at present. These might in turn lead to long-term institutional and financial sustainability that can be complemented in the interim by medium-term collaboration agreements with national and international partners based on the merits of this model.

H. Strengthening C-HED

As outlined before, C-HED faces several challenges but there are also many opportunities for this innovative approach in the urban development sector. It is proposed that C-HED needs to launch a multi-level action plan at the city, state, and national level to meet the challenges and utilise the emerging opportunities in this space. These are outlined below:

1. **Key actions that can be undertaken by C-HED at the city level include:**
   - Convening of a consultative workshop with the major stakeholders of the city to brainstorm on its present and future role.
   - Promoting the regular publication of articles and news on its activities and achievements in local newspapers, television media, and also social media.
   - Requesting KMC to provide it higher and predictable annual income; and,
   - Setting up an urban data and knowledge management observatory for Kochi within C-HED.
   - Direct its technical attention beyond the KMC boundary to the Greater Kochi region.

2. **At the state level, KMC should:**
   - Request the State Government to approve support to C-HED from KMC on an annual basis without its prior approval. The State Government could do this either through the issue of an order or amendment to the Municipal Act.
   - Aim to provide training and capacity building support to ULBs in the State in association with KILA and IMG.
   - Upscale this model and provide technical support to other ULBs in the State;

3. **At the National level, the Centre should:**
   - Participate in best practice competitions/awards to raise its profile and attract funding. Seek support from different organisations in obtaining enhancement of human resources in the form of advisory support, enhanced core technical team and potential one-time grants for upgradation of infrastructure facilities.

I. Replicating and Upscaling the Model

The C-HED experience in Kochi is also a successful model of institutional innovation in strengthening ULBs and enhancing technical support at the local-level for the purpose of pursuing sustainable urban development. A step-by-step guide for replicating the Model has been identified. A C-HED model that has the potential for replication by other cities in Kerala and even across India would need to comprise of five defining elements: (a) institutionalisation; (b) resource mobilisation; (c) knowledge management; (d) outreach and communication; and (e) strategic leadership; Steps involved in process of establishing similar Centre in other ULBs are identified in this regard.

Moreover, an action plan for replicating the model has also been developed. It includes at the state level: action by the State Government to provide documentation of C-HED as an innovative institutional model to organisations such as KILA and IMG to be utilised as training and dissemination material; KMC to seek guidance from LSGD to either make an amendment in municipal act or issue an order to establish similar independent organisations to act as R&D centres of local governments with a legal basis; and organise a round table with LSGD with urban stakeholders to offer C-HED model for dedicated technical support to be emulated.

At the National scale, C-HED should request NIUA to upload documentation of the Centre as a best practice on Smartnet, organise a seminar for urban stakeholders on sharing C-HED’s approach as a best
practice in urban governance. NIUA should also be requested to prepare a tool kit to replicate the model and NIUA with association with state-level training institutions and project management units could provide hand-holding support to interested ULBs and state governments across India in setting up such dedicated R&D centres at the municipal level.

K. Conclusions

Overstretched city governments, especially in the global South, can equip themselves better to deal with the complex and multifarious challenges of increasing urbanization, global climate change and environmental degradation using the support of an independent technical agency that is dedicated to complementing and enhancing the functioning of their municipal governance. C-HED is able to transitionally support KMC with complementary technical and decision-making skills along with its flexibility, adaptability, and resourcefulness to mobilise much needed technical and human resources through local and global networks. While C-HED has emerged as a unique and successful model, it also faces several challenges as an institution. Augmented technical and financial capacities as well as infrastructure improvement would enable the Centre to take on opportunities such as long-term assignments at programme level complemented by long-term collaboration agreements entered into with national and international partners.

This report identifies several actions to further strengthen this Centre and to consider replicating this institutional model at the state and national level. It is surmised that the road to sustainable urban development in these resource-constrained contexts begins with individual and institutional capacity development efforts at the local scale, and this Indian experience of C-HED in Kochi, Kerala exemplifies such a process in practice.

C-HED experience is a successful model of institutional innovation in strengthening ULBs
The Centre for Heritage, Environment and Development (C-HED) is an innovative and one-of-its-kind semi-autonomous organization established in 2002 by the Kochi Municipal Corporation (KMC) in Kerala, India, to serve as KMC’s dedicated technical support agency in the areas of urban heritage, environment and integrated development. The Centre has been extending support to the city of Kochi for nearly two decades in line with this mandate. The Centre has been extending technical support to the KMC in its regular operational and project planning tasks, and this work showcases a unique and unprecedented institutional arrangement at the local scale that is presumed to be potentially worthy of emulation by other ULBs in Kerala as well as across India.

It is in this context that a detailed documentation of the functioning of this institutional innovation has been undertaken under the "Sustainable Urban Development - Smart Cities" (SUD-SC) project supported by GIZ as part of Indo-German Bilateral Technical Cooperation. The Ministry of Housing and Urban Affairs (MoHUA), Government of India and GIZ India are jointly implementing the project, and it supports the National Ministry and the State Governments of Odisha, Tamil Nadu, and Kerala in implementing integrated spatial urban development planning in three selected Smart Cities (Bhubaneswar, Coimbatore, and Kochi). GIZ has contracted a technical consortium of consultancy firms (TC-SUD-SC) to assist in carrying out key activities under this project.

C-HED is a semi-autonomous organization established in 2002 by Kochi Municipal Corporation

The documentation made use of both secondary material and interviews with the C-HED team, the Mayor of Kochi, former KMC Mayors, officials, and key partners of C-HED. The report looks at the evolution of C-HED covering its mission and governance, nature and scope of technical support extended to the KMC, key interventions and timeline, funding, key impact, and learnings, along with its challenges and opportunities.
Urban Local Bodies (ULBs) in India are faced with numerous gaps in both their technical capacities and the resources available with them. Despite their constraints, they continue to grapple with the complex challenge of balancing rapid and Unplanned urbanisation with the preservation of their natural, cultural and built environment. This institutional challenge at the local scale to the achievement of global sustainable urban development goals prevails across most cities of the global South.

ULBs in India, including the Kochi Municipal Corporation (KMC) were vested with the responsibility of discharging 18 key functions via the 74th Constitutional Amendment Act of 1992 by the Indian Parliament. This necessitated the expansion of their role from tax collection and conservancy to addressing development issues in an integrated manner which could not be fulfilled by the support received from the state governments alone. The city of Kochi innovated to address this challenge in the early 2000s by establishing a dedicated technical support unit called the Centre for Heritage, Environment and Development (C-HED) that operates as a Research and Development (R&D) wing of KMC.

Figure 06 Focus Areas of C-HED
The Centre was conceived in 2002 during the tenure of former Mayor Mr. Dinesh Mani, who was keen on the local body taking on an ambitious initiative to build a vibrant identity and development trajectory for Kochi, drawing on the city’s rich cultural and pluralistic heritage. At the same time, he also envisaged Kochi as a competitive urban centre with the best of infrastructure and amenities in Kerala. To achieve this, the Corporation Council envisaged the support of a dedicated city-level technical support agency that would work closely with KMC along the lines of similar State-level institutions like the Institute of Management in Government (IMG) in Trivandrum, the Kerala Institute of Local Administration (KILA) in Thrissur, and the Centre for Heritage Studies (CHS) in Trivandrum. While IMG was established for developing managerial skills, organisational abilities, leadership qualities and decision-making skills among different categories of employees within the government sector across the state, KILA was set up to provide training and capacity building support mainly to elected members of local bodies in the state. CHS on the other hand was inspirational as a dedicated research-cum-study centre under the department of Culture of the Kerala state government which carried out research and imparted post-graduate and diploma courses in archaeology, museology, and conservation.

Institutional Set-Up

The Centre for Studies in Culture and Heritage in Cochin (CSCHC) was established under the Municipal Council in order to realize these lofty goals. An amount of 20 lakhs is hereby allocated in budget for this purpose.

The budget speech of 2002-2003 puts forth KMC’s rationale and vision in the formation of C-HED. Originally, C-HED was established under the name of the Centre for Studies in Culture and Heritage in Cochin (CSCCH).

The Mayor took these ideas to the State Government and succeeded in obtaining administrative approval for the establishment of C-HED which in his words would help the KMC in upfitment of its “citizens’ as well as the city’s development”

MG, KILA and CHS as institutional models inspired and formed the basis of the initiative to set up a local institution dedicated to the protection and promotion of heritage, environment and development of Kochi, as well as to serve as the research and development wing of KMC.

The following paragraph is an excerpt from budget speech:

A New Initiative for the Protection of Cultural Heritage of Kochi, which boasts of centuries of rich heritage, monuments, buildings, artefacts and streets which unfortunately are in a state of neglect. We the people of Kochi are proud of our pluralistic and diverse culture and cosmopolitanism and the city corporation feels it is its historical duty to undertake to conserve and promote the rich cultural heritage and diversity of Kochi. We envisage a large-scale initiative to preserve and promote the cultural heritage of Kochi. The scheme will involve the conservation and management of heritage sites and centres, appropriate laws and policies that allow us to manage our heritage and development in line with our unique identity and our vision for development. The Centre for Studies in Culture and Heritage of Kochi is being established under the Municipal Council in order to realize these lofty goals. An amount of 20 lakhs is hereby allocated in budget for this purpose.
In 2007, it was renamed the Centre for Heritage and Environment Development (C-HED). As stated in the Budget Speech of 2007: “the Kochi Municipal Council having decided to expand the mandate of the Centre for Studies in the Culture and Heritage of Kochi to include environment, tourism and development and has decided to rename it as Centre for Heritage and Environment Development” (Cited from ‘Budget Speech –2007 page 23).

In contrast to the institutional structure of a typical Urban Local Body (ULB) in India, the unique and innovative structure of the city government in Kochi is responsible for C-HED’s ability to support KMC. Figure 2 presents the structure of a typical Urban Local Body in India and contrasts it with the structure in Kochi where C-HED can support the Municipal Corporation with its flexibility, adaptability and ability to mobilise technical and human resources through networking with national and international organisations.
4.1 Mission

Its stated objectives as per its by-laws incorporated under the Societies Act are to:

1. Function as an academic and research organization and support the development and planning process in KMC.
2. Foster collaboration and partnerships of Kochi city and cities abroad as well as with national and international institutes and organizations concerned with urban development.
3. Undertake surveys, studies and prepare development projects for Kochi.
4. Lead coordination efforts to mitigate adverse environmental impacts due to development projects and undertake activities related to environmental protection and conservation.
5. Consolidate and promote the distinct cultural heritage of Kochi, and all other linguistic/cultural groups settled in the city.
6. Function as an apex body to preserve and protect the memorial of cultural leaders.
7. Protect and manage heritage sites and promote heritage-based tourism.
8. Uphold the values and disseminate work of distinguished cultural, literary figures and leaders from KMC.
9. Sponsor cultural events, archives, libraries to be established, research centres, conduct symposiums and seminars and maintain a database and information system on various fields related to culture, heritage, environment and development.
10. Protect the interests of the communities in heritage zones and provide leadership in engaging a wider constituency like policy makers, business leaders, educators and committed citizens in the preservation of the city’s heritage; and
11. Design and deliver academic courses in town planning, design and development.
4.2 Governance

C-HED was incorporated and established as an independent legal entity steered by a Director who also serves as the Secretary of the organisation. The governance of C-HED is vested in a General Council that is headed by the Mayor of the city of Kochi, who is also designated as the Chairperson of C-HED and is in charge of its Executive Committee. The core mandate of the Centre is to promote heritage and environmental conservation within a framework of sustainable urban development.

C-HED follows all statutory provisions applicable to organizations registered under the Societies Act and is a fully-fledged legal entity enjoying perpetual succession that can sue and be sued.

C-HED has a Director and various staff as decided by the General Council. Currently there are seven approved positions (refer to Figure 8 and Section 4.3). The Director also serves as the Secretary of the Society. The by-laws of the Centre provide for a General Council and an Executive Committee (EC). The Mayor is the Chairperson of the General Council.

4.2.1 The General Council

The members of the General Council (GC) comprise:

A. Chairperson - Mayor of Kochi
B. Vice Chairperson - Deputy Mayor of KMC or the Chairman of the Town Planning Standing Committee who is competent to handle this matter.
C. Councillors- representing the Divisions where monuments and heritages exist.
D. Members not exceeding twenty nominated by KMC from the areas where the monuments and heritage sites exist.
E. Members not exceeding twenty nominated by KMC from those within the Corporation Area and those who have testified their excellence in social life, culture, science and literature.
F. The Secretary of KMC shall be one of the members of the General Council.

The role of the GC is to provide the necessary guidelines for the proper functioning of the Executive Committee, examine annual budgets, review and approve schemes and action plans, recommend remuneration and other benefits of C-HED employees to KMC, and frame rules and procedures for EC. The GC can form ad hoc committees for specific matters as necessary. The GC meets at least once in a year and not more than three times in a year.

4.2.2 The Executive Committee

Members of the EC comprise:

A. Chairperson - Mayor of Kochi.
B. Deputy Mayor of Kochi Municipal Corporation and Chairman of the Town Planning Standing Committee.
C. Members not more than 10 nominated by the Kochi Municipal Corporation from the Divisions where the monuments and the heritage sites exist.
D. Members not more than 10 nominated by the Kochi Municipal Corporation from other members of the General Council; and
E. The Secretary of KMC.

The powers and duties/functions of Executive Committee is to supervise operations and prepare budgets and annual report and ensure the implementation of the bye-laws of C-HED. The Executive Committee meets every quarter and as and when necessary.
4.2.3 Personnel Structure

The Centre operates with a lean staff. Empanelled consultants and seconded experts carry out technical work in their domains of expertise (Figure 8 Institutional Set up) Student interns and volunteers contribute to ongoing activities. The staff consists of a Director, Project Coordinator, Programme Assistant, Librarian, Publications Officer, System Administrator and Office Assistant. Of these seven positions, only two are technical and the remaining five are administrative.

Figure 10 C-HED Governance Structure

Figure 11 In conversation with Mr Dinesh Mani, Former Mayor of Kochi
Figure 12 Mayor of Kochi and Director C-HED on a panel at World Urban Forum 2020
The C-HED provides both demand-based and proactive support to the KMC. The framework for technical support developed by the C-HED is captured in figure below.

1. Transformative Support
2. Resource Mobilisation Support
3. Knowledge Generation and Dissemination Support
4. Communication and Outreach Support

Figure 13 Mangalavanam Forest Conservation Project
5.1 Transformative Support

City Visioning

In the fulfilment of its mandate to support the KMC in the integrated development of the city, the Centre acts as a think tank. In a departure from conventional project driven approaches, the C-HED set about redefining urban planning and governance by carrying out participatory and consultative processes simultaneously with baseline studies to establish a vision and strategy to inform the nature and scope of all project interventions across sectors. As a case in point from its inception the C-HED helped prepare a vision and strategy document for overall development of the city.

Recommendations for Policy Change

From its inception, the Centre has been providing support in the development of policy, guidelines, regulations and rules on pertaining to a range of city planning and development activities. These span heritage management guidelines, water policy, by-laws for solid waste management, a city resilience strategy, and an action plan for green buildings. The Centre undertakes the assessment of progress of infrastructure and service delivery interventions of KMC and helps prioritize actions for city budgeting.

Public Space and Cultural Institution Management

The Centre has contributed to enhancing the vibrant cultural life in the city and improved public/recreational spaces keeping in focus the city’s rich heritage, unique identity and syncretic culture. C-HED is managing and maintaining a major park with help from a public sector company under Corporate Social responsibility. The Centre is mandated to manage cultural institutions and help promote their activities. It also undertakes restoration and beautification projects and is the apex body and coordinating institution that undertakes direct facilities management of the various institutions, memorials and parks that fall under its purview. Thus, it plays a vital role in ensuring the upkeep of vibrant cultural and recreational spaces for the citizens and visitors to Kochi.

Departing from conventional project driven approach, C-HED focuses on redefining urban planning and governance by carrying out participatory and consultative processes simultaneously.

Figure 14 National Highway Road Improvement Project (2015)
5.2 Resource Mobilisation Support

Human Resources

In addition to its core team, the Centre has a roster of experts in various thematic areas whose services and technical advice can be obtained as and when required. These include both experts residing within Kochi and outside. It also solicits the services of several volunteers and interns from various walks of life to contribute to ongoing activities. The Centre facilitates access to local, national and global technical expertise on various aspects of urban heritage, environment and development.

Financial Resources

The Centre provides support to KMC to leverage grants and performance-linked funds made available under various state, central government and externally funded programmes and from private donors as well as international development agencies. It also provides the KMC with insights into current priorities, methods to improve resource mobilization and supports financing for development schemes and projects. It also has responsibility for sourcing financial resources to fund infrastructure improvements and maintenance directly and/or facilitates the creation of appropriate trusts and societies to receive and administer the use of funds for maintenance of these facilities. Resource mobilization is undertaken via multiple channels and sources such as public sector units, corporate sponsorships, Corporate Social Responsibility (CSR) funds and crowdsourcing.

C-HED acts as a think tank for KMC by providing proactive research support by bringing in new ideas, triggering and facilitating development.

Figure 15 C-HED Library

Figure 16 C-HED Library Inauguration
5.3 Knowledge Generation and Dissemination Support

Think Tank/R&D Support

The Centre functions as a think tank for the KMC and associated line departments and mission offices. It also provides proactive research support to the Corporation by bringing in new ideas, triggering and facilitating the development of innovative schemes and programmes, and supporting their implementation processes. C-HED undertakes and commissions studies to inform policy and interventions to foster an evidence-based planning system in KMC. As a resource centre of the KMC, it develops and maintains archival material, a database and information system on the culture, heritage, environment and development of Kochi. It also stocks a modern library with a vast and varied collection of books on various subjects and periodically updates its collection of study reports and other resource material including books and periodicals estimated to be around two thousand in number.

Capacity Building

C-HED conducts orientation sessions on significant topics like climate-sensitive planning, gender equality, heritage conservation and urban biodiversity through which it plays a key role in the capacity development of the elected leadership, officials and citizenry of Kochi. It is noteworthy that such support is extended in equal measure both to Council members who represent the ruling and opposition political parties, in addition to officials, engineers, town planners and other executives in the local government. It also provides implementation support in certain cases e.g. improving service delivery and civic amenities programmes and operating as nodal agency for solar city programme. The Centre also facilitates process improvements in governance through technical assistance programmes and learning visits, providing valuable exposure to good practices and innovative approaches to sustainable urban development.

Figure 17 Training Workshop on Sustainable and Low Carbon Urban Mobility (2019)
5.4 Communication and Outreach Support

Platform for Communication

The Centre is the nodal point for communication and coordination between the KMC and state government departments like Town Planning, Public Works Dept and the Kerala Water Authority among others, as well external partners and visitors. The Centre provides liaison support to the KMC. It manages a myriad of events – seminars, symposia, exhibitions, culture festivals for the KMC from the concept and design to the logistics, content development, delivery, documentation and follow up for stakeholder outreach, awareness and feedback on local government schemes and programmes. The Centre also engages with the media providing press releases and briefings and is active in the use of social media as well. The Centre is also a focal point in providing urban development information and helps KMC in outreach and communication with citizens.

Kerala’s globally renowned participatory governance model, the Kerala Development Plan evolved from the earlier People’s Plan Campaign, is manifested at the local level in urban areas through Ward Committees for local level consultations. C-HED has supported elected leaders in the city in conducting these consultations at various levels. C-HED acts as a platform for enhancing citizen engagement and the establishment of a two-way communication in the city, ensuring ‘buy in’ as well as informing the city government of the articulated needs and priorities of the citizens.

International, National and Local Partnerships and Networking

The Centre helps nurture and facilitate a range of partnerships and collaborative ventures with institutions specialized in urban development and city governments for KMC. These collaborations and partnerships are meant to further the exchange of good practices and learnings and pave the way for sustainable and holistic urban development and connect KMC to best international, transferable approaches and strategies.

At the national, state and local levels, C-HED has been establishing and nurturing partnerships with government agencies and others like universities, technical institutes, industry organizations, residents’ associations, professional bodies, civil society organisations and international non-governmental organisations (INGOs) for technical cooperation and collaboration.

Figure 18 MoU signing with International Urban Corporation (IUC)
The Centre undertakes various programmes and projects to further its mandate on the promotion of the culture, heritage, environment and development of Kochi city and surrounding areas. It currently maintains and manages various cultural centres and parks and public spaces. The nature and scope of activities comprise events for the dissemination and promotion of literature, art and culture, drafting policies and regulation, conservation of heritage and activities to further heritage tourism, research studies, action research and surveys, preparation of Detailed Project Report (DPRs), resource mobilization and implementation of collaborative projects on various aspects of urban development. These include infrastructure development, service delivery improvement development of public spaces, environmental conservation, restoration of canals, revenue improvement activities, urban mobility, water, sanitation, solid waste management and urban renewal. The sectoral focus of its activities includes: (i) cultural heritage, art and literature; (ii) environment, biodiversity and climate change and sustainable development; and (iii) integrated urban development. The following sections comprise a theme-wise overview of the projects and programmes that C-HED has been engaged in since its inception.

6.1 Cultural Heritage, Art and Literature

The Centre has organized a wide range of events and activities to promote art, literature and the cultural heritage of Kochi. It has also undertaken various interventions to further the preservation of various forms of cultural heritage and helped develop a regulatory framework for heritage and a cultural policy for the city of Kochi.

Cultural Events: The Centre has organized a spectrum of artistic, literary and cultural events to promote Kochi’s cultural heritage and promote various art forms, literature and theatre in order to create a space showcase local, national and global performing arts to citizens and tourists alike. These included a Festival of Visual and Performing Arts (2004), workshop on Dakshayagam Kathakali (2005), a Baul Music performance (2005), Cultural Festival at Pallath Raman Cultural centre, Sufi music evening by Mangniars of Rajasthan and a classical dance and music festival as part of the Kalagramam Anniversary. The events and programmes are well attended and popular and are estimated to have reached out to a population of around 500,000 including both residents and visitors to date.

Figure 19 Sufi Music Evening – Performance by Mangniars Organized by C-HED (2004)

Projects: The Centre currently manages the functions of six cultural institutions and is supported financially by KMC in this regard. It provides advisory services in the maintenance and management of public libraries in Kochi city. Heritage Forum in educational institutions to promote and disseminate awareness on Kochi’s heritage.
Publications: C-HED brought out an illustrated book on Kochi city covering its history, art, culture and development in the year 2005. A coffee table book Vernacular Mosques of Kochi City was published in 2007 with the support of the Ford Foundation.

Regulatory Framework for Heritage: The Centre developed a heritage bylaw which was adopted and formalized by KMC with a Council Resolution. The by-laws cover all forms of heritage including natural, built, cultural, artefacts, tangible and intangible. The bylaw provides a regulatory framework applicable to heritage sites. It makes provision for a Commission for the protection of heritage.

Policy: C-HED was also responsible for framing the first ever Cultural Policy for KMC in 2003.

6.2 Environment, Biodiversity, Climate Change and Sustainability

The protection of environment and natural heritage and biodiversity are an important part of the mandate of C-HED. It has also been organizing awareness programmes and workshops on the environment including one on environmental impact assessment protocols. It has studied and documented the impact of development activities on the backwaters and the issue of soil erosion and deposition. Camps and training programmes for students from schools and colleges are a regular feature of its activity. A programme for mangrove conservation at Mangalavanam was successfully implemented. It is implementing a project to implement local biodiversity action plans with the support of International Council for Local Environment Initiatives (ICLEI) and the German Government.

6.3 Integrated Urban Development

C-HED has been an integral part of the urban development, planning, governance, infrastructure and service delivery of KMC and has been proactively responding to development challenges and opportunities. Its approach has been multipronged and holistic involving interventions in policy, planning, regulation and strategy as well as implementation of urban development initiatives. The Centre has invested in efforts to develop appropriate frameworks, systems and processes and helped leverage financial and human resources, partnerships and knowledge networks to support the city government in the areas of urban governance, urban planning, redevelopment and built heritage conservation, development of public spaces and urban mobility. It has also nurtured the development of networks and alliances with a range of expert agencies and individuals at local, national, and global levels including representatives from governments and otherwise.
Urban Planning and Governance: C-HED initiated and supported the development of a vision document and strategic plan for the city of Kochi in 2002 as referred to in the earlier sections which led to formulation of a comprehensive City Development Plan and a Master Plan for the city of Kochi subsequently. In addition, sector level DPRs for infrastructure improvement and service delivery (under the Government of India performance linked grants programmes, the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) and the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) were developed. It has also consistently supported the city to leverage state and central government funding opportunities and technical assistance. C-HED helped KMC to avail this programme and established city to city knowledge exchange initiatives with many cities from UK, France, Sweden and other countries from the European Union.

Built Heritage and Redevelopment of Public Spaces: C-HED has made committed efforts to conserve built heritage and implement adaptive reuse strategies for urban renewal and for the redevelopment of public spaces for recreation and cultural promotion. It has supported KMC to develop integrated conservation and heritage development plans for heritage zones, and in the preparation of city heritage maps. Successful projects include the Broadway Urban Renewal Programme, built heritage conservation projects for Fort Kochi and Mattancherry, the development of the Padmasarovaram and establishment of the Pallath Raman Memorial Cultural Centre as a public space. C-HED is also working on redevelopment and maintenance of parks.

Figure 23 Redevelopment and Management of the Pallath Raman Memorial Cultural Centre, 2005

Urban Civic Amenities and Services: C-HED has been working towards universal provision of basic amenities, water supply, sanitation and solid waste management; housing for the poor and poverty alleviation; and overall development and delivery of urban services. The Centre has helped the city of Kochi to formulate a water policy, develop regulations for decentralized treatment of wastewater, solid waste management by-law. It has conducted water audits and developed recommendations for equitable distribution of water supply and to ensure its quality standards. Treatment facilities to scientifically process human waste as well as solid waste have been established by the KMC with support from the Centre. A unique model of decentralized wastewater treatment is being piloted in three wards with plans to scale up city-wide.

Under the Centre’s initiative, a major canal restoration project was also undertaken to tackle the issue of urban flooding. Moreover, delivery of service projects was improved under the KMC’s Mission Kochi 2015 programme due to the Implementation support extended by C-HED. It supported the Information, Education and Communication (IEC) component of the Cochin Urban Poverty Reduction programme. The Centre assisted KMC in e-Governance initiative to provide various services online through ward-wise training and outreach programmes.
Urban Mobility: C-HED has made substantive progress in efforts to develop sustainable urban mobility solutions starting with initial discussions for a unified metropolitan transport authority which has now been approved at the State level. The Centre participated in Mobilize Your City programme that aims to reduce GHG emissions from vehicle pollution. It initiated preparatory activities like stakeholder consultations, baseline assessments and convening seminars and workshops with national and international institutes of repute towards the development of sustainable urban mobility solutions.

C-HED has facilitated measures to bring about coordination between the city administration and the State Government Departments/Agencies on the traffic and transportation issues of the city. It organised a Road Conclave in 2010, on behalf of the KMC, to discuss key issues in the improvement of road transport/traffic infrastructure, that can withstand heavy rain, high traffic flows, etc., an inter-agency committee was constituted to meet regularly to review progress and take up necessary follow-up actions.

C-HED has facilitated measures to bring about coordination between the city administration and the State Government Departments/Agencies on the traffic and transportation issues of the city. It organised a Road Conclave in 2010, on behalf of the KMC, to discuss key issues in the improvement of road transport/traffic infrastructure. Moreover, C-HED initiated a draft document to define the approach and strategy to address the parking woes of the city. KMC, based on the draft document made provisions to levy user fees for parking spaces in 2008. Another key reform initiated by C-HED is the legislation to form a Unified Metropolitan Transport Authority (UMTA) as envisaged under the National Urban Transport Policy. The Centre is now working towards environmentally friendly mobility and urban freight solutions.

Local government needs to go beyond statutory mandate and create new ways of working in digital age, learn and adopt best practices to improve quality of life, living standards in the city and reach out to all stakeholders. C-HED is able to help the KMC to adapt ourselves to new development challenges

- Mr. Tony Chammany, former Mayor, KMC during an interview in August 2019
7.1 Key Interventions

A range of urban development interventions comprising research and studies, implementation of infrastructure projects, arrangements for civic amenities and service delivery, development of capacities in governance, creating on partnerships and collaboration and creation of an enabling policy and legal framework are in place to address sustainable and environmentally friendly urban development (Annexure 1). The following sections highlight select interventions and defining milestones in the evolution of C-HED.

Integrated Conservation and Development of Ernakulam Heritage Zone, 2004

A DPR to conserve and develop the Ernakulam Heritage Zone the veritable nerve centre of the city was prepared by C-HED in 2004. This zone encompasses markets, institutions, parks and public spaces including the Marine Drive, cultural and religious centre, courts. The area is also home to diverse cultural, linguistic and ethnic groups. The role of C-HED was to coordinate the preparation of the DPR with the financial support of the Department of Tourism, Government of Kerala.

Redevelopment of a Public Space in Kochi, 2005

The Padmasarovaram landscaping project was envisaged both as a recreational public space, environmental reserve and as a tourist spot. A scenic marsh land located at the heart of the city’s residential areas, C-HED envisaged the transformation of Padmasarovaram into an urban environmental reserve and recreation centre. C-HED also prepared a DPR for a walkway and a cycle path along a lake and the construction of a park cum playground. It has been recently taken up by the KMC for support under the Government of India’s AMRUT programme. KMRL is providing support to KMC to implement the project.

Preparation of DPR for Broadway Redevelopment Area, 2009

The Broadway Urban Renewal and Market Renewal projects were envisaged for support under the Heritage component of the JNNURM. The DPR included physical design interventions and a heritage conservation strategy, solid waste management strategy, traffic and circulation management strategy and vendors and street hawkers’ management strategy in line with the policy on street vendors as well as plans for the renovation and modernization of markets including Ernakulam market. On the advice of the Government of India, separate DPRs were prepared for the Broadway and Market respectively. The project did not take off during the JNNURM phase and currently CSML has taken steps to implement the project under the Smart City Mission.

Urban Climate Change Resilience, 2011

The Asian Cities Climate Change Resilience Network (ACCRN) network supported by the Rockefeller Foundation that evolved from the earlier Asian Cities Adapt Project that KMC/C-HED undertook with the help of ICLEI-South Asia. The network aids member cities to plan, implement and finance urban climate change resilience. Kochi is one of forty cities from four countries which are part of this network. A detailed vulnerability assessment was undertaken and subsequently a city resilience strategy was developed and a pilot programme to implement the strategy and action plan was also carried out. A vulnerability assessment report, communication strategy and a draft city resilience strategy has been developed and the work continues.
Mission Clean Kochi, 2012

This programme was conceptualized by C-HED to make Kochi a cleaner and greener place. This was achieved by encouraging reduction, recycling and reuse through various activities with the motto of ‘My City, My Pride’. Student volunteers were identified to be potential environmental master trainers and received training on various aspects of environmental health and waste management. The group of master trainers in turn provided awareness and education on waste management to school students who will potentially act as change champions for a green Kochi. Some Corporates as well as the KMC support the Mission.

Strengthening Local Democracy, 2012

The International Centre for Local Democracy (ICLD), Sweden –based organisation, aims to strengthen democracy in local governments. The Centre nurtured and facilitated dialogues of KMC with municipalities in Sweden on strengthening democratic processes, service delivery and basic amenities to citizens through a series of workshops and study visits. This was followed up with collaborative activities of KMC and Kumla, Harryda, Varmland and Malmo municipalities that included effective use of information technology in education through exchange visits, learning work and procedures, health care, solid waste management, sustainable urban development, renewable energy, water and wastewater management. The collaborative arrangement with the Swedish municipalities helped to strengthen technical capacities and governance of KMC.
Development of Solar Cities Plan, 2013

The project aims to assist KMC to adopt renewable energy and put in place measures for energy efficiency, renewable energy supply in the city, institutional arrangements for the implementation of the master plan and awareness generation and capacity building activities. C-HED with the support of ICLEI-SA developed a Solar City Master Plan. The Centre functions as a Solar City Cell for the KMC and carries out IEC activities, public awareness, and outreach programmes. A pilot programmes for implementation of solar panels was completed. C-HED prepared a ward-level energy survey in Kochi city.

Preparation of Smart City Development Plan, 2014

The City of Kochi was selected by the Ministry of Urban Development, Government of India to take part in the ‘Smart City Challenge’ competition. It provided preparatory technical assistance to the city of Kochi to participate in the Challenge and successfully facilitated the submission of a winning proposal, putting the city of Kochi well on its way to becoming a smart city. A Special Purpose Vehicle, CSML, was formed to implement the smart city programme.

Mission Kochi, 2015

C-HED provided support to KMC to implement infrastructure and service delivery projects under the Mission Kochi 2015 programme as a Project Implementation Unit. It assisted the Municipal Corporation to implement 30 service delivery projects under this initiative.
C-HED supported entire process of smart city program right from preparatory process to the successful completion of the proposal and continues to play a role in its implementation on behalf of KMC

- Ms Raji R., General Manager, CSML, September 2019
Figure 29 Urban Water Transportation System, Kochi (2015)

Figure 30 Restoration work in Subhash Bose Park as part of InterAct Bio Project (2016)
International Urban Co-operation Project, 2017

C-HED acts as nodal agency in the International Urban Cooperation Project (IUC) supported by the European Union. IUC aims to link potential funders with city governments that are part of its network. Member cities are twinned with cities in target countries including India. Under this arrangement the city of Vilnius, Lithuania provided technical assistance to the city of Kochi in the area of climate change and urban development including water, waste management and sanitation. The city of Kochi has worked on a solid waste management base map and is currently working on replicating the SPV model of waste management adopted by Vilnius. MoHUA and GIZ India are jointly implementing the SUD-SC project as part of Indo-German Bilateral Technical Cooperation. The project is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) to support the National Ministry and State Governments (Odisha, Tamil Nadu and Kerala) in the formulation of policy on housing for all, basic services, planning frameworks and the monitoring of SDG 11. It also supports selected smart cities, including KMC, in implementing integrated spatial urban development planning approaches. Under this project, C-HED has supported an activity known as ‘Ente Kochi’ (Malayalam for “My Kochi”), a multi-stakeholder participatory planning and visioning process that fostered creativity, innovation, and public awareness on issues of sustainable urban development in 2019. It is also the nodal agency driving an integrated urban development pilot as part of a national-level urban design competition in the Mullassery canal precinct in 2020; and has provided regular inputs to the proposed leachate management scheme for the municipal solid waste treatment plant at Brahmapuram, Kochi. The Centre is also involved in an initiative to pilot non-conventional decentralized wastewater treatment (DEWATS) in three wards in the KMC and the experience from the pilot will be used to put in place a regulatory framework for decentralized wastewater treatment and formalize the roles of key stakeholders. Moreover, under this project C-HED is also involved in a series of progressive efforts in improving housing for the urban poor of Kochi. It provides key inputs and guidance to a series of project activities and studies including one on understanding the existing land tenure and housing finance arrangements in Kochi that impact access to housing for the city's urban poor; a documentation of the city's implementation experience of LIFE mission – a flagship housing scheme by the State government of Kerala; and a proposed survey of rental housing practices of the urban poor and low-income migrants in the city to understand the city's informal rental housing market.

Smart - Sustainable Urban Transport Project, 2018

The German Ministry for Economic Cooperation and Development (BMZ), through GIZ, is implementing the project “Integrated Sustainable Urban Transport Systems for Smart Cities (Smart-SUT)” jointly with MoHUA. The objective of the project is to improve the planning and implementation of sustainable urban transport in selected Indian cities. The project supports selected Smart Cities...
including KMC to promote low-carbon comprehensive mobility planning and to plan and implement sustainable urban transport projects in the fields of public transport, non-motorised transport and modal integration. The C-HED works with the project to improve the design and placement of signages, to develop a model road and to facilitate the introduction of E-Autorickshaws for improved last mile connectivity.

An institutional innovation such as C-HED in Urban Local Government helps to deliver the new urban agenda for integrated urban development

- Mr. Octavi de la Varga, Secretary General, Metropolis at World Urban Forum, Abu Dhabi, 11 February 2020

Re-Imagining Fort Kochi 2019

The project is being undertaken with the support of the Transformative Urban Mobility Initiative (TUMI) led by a global consortium comprising multilateral development and financial institutions and technical agencies, which aims to identify and promote sustainable city development. C-HED in partnership with the World Resources Institute (WRI) has developed a proposal to improve the liveability of the area in around the Ro-Ro terminal in Fort Kochi through enhanced walkable conditions and active public spaces. This will be achieved by developing a web of non-motorized transport network (for locals and tourists) linking the water and bus terminal to the public spaces and heritage elements of Fort Kochi.

Setting up of a city think-tank as done by the Kochi Municipal Corporation is a replicable initiative to empower ULGs for sustainable cities across global south

- Mr. Hitesh Vaidya, Director, National Institute of Urban Affairs (NIUA) at World Urban Forum, Abu Dhabi, 11 February 2020

Figure 32 Mayor of Kochi, Director of C-HED, Co-panelists and GIZ support team at the World Urban Forum 2020 ‘Voices from Cities’ event organised by C-HED with GIZ support in Abu Dhabi on 11 February 2020
7.2 Time-Line of Key Milestones in C-HED’s Development

C-HED was established in 2002 and in the same year it supported KMC to carry out visioning and strategy for Kochi city development (Table 1). In 2005, C-HED supported KMC in preparation of the Master Plan by organising and promoting participation of various stakeholders and commissioning studies that provided inputs to the Plan. Moreover, in 2009, it had provided support to KMC to prepare Detailed Project Report for Broadway Redevelopment scheme. From 2011 to 2013, it helped the City to form partnerships for technical assistance, training and knowledge exchange with the Asian Cities Climate Resilience Network, International Centre for Local Democracy, Sweden, Solar City Mission, and several other national and international organisations. In 2014, it actively participated in the preparation of a Smart City Plan for Kochi. Since 2018, it has worked in partnership with the Sustainable Urban Development—Smart City Project supported by GIZ. In February 2020, C-HED was invited by the UN-Habitat to make a presentation on its activities during the World Urban Forum (WUF) 10 in Abu Dhabi. Table 1 and Figure 35 present the key milestones in the evolution and development of C-HED.
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Duration (in years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002 Establishment of C-HED</td>
<td></td>
</tr>
<tr>
<td>2002-03 Visioning and Strategy for Kochi</td>
<td></td>
</tr>
<tr>
<td>2005-08 Support to Master Plan</td>
<td></td>
</tr>
<tr>
<td>2006 Preparation of City Development Plan</td>
<td></td>
</tr>
<tr>
<td>2009-13 Preparation of DPR for Broadway</td>
<td></td>
</tr>
<tr>
<td>2011-13 Urban Climate Change Resilience</td>
<td></td>
</tr>
<tr>
<td>2012-Ongoing Strengthening Local Democracy</td>
<td></td>
</tr>
<tr>
<td>2013-Ongoing Development of Solar Cities Plan</td>
<td></td>
</tr>
<tr>
<td>2014 Preparation of Smart City Development Plan</td>
<td></td>
</tr>
<tr>
<td>2015-Ongoing Water-Based Transport System</td>
<td></td>
</tr>
<tr>
<td>2017-Ongoing International Urban Co-operation Project</td>
<td></td>
</tr>
<tr>
<td>2018-Ongoing Sustainable Urban Development- Smart City</td>
<td></td>
</tr>
<tr>
<td>2019-Ongoing Reimagining Fort Kochi</td>
<td></td>
</tr>
<tr>
<td>2020 World Urban Forum 10, Abu Dhabi</td>
<td></td>
</tr>
</tbody>
</table>
2002
C-HED Establishment, Visioning and Strategy of Kochi City Development

2005
Master Plan Support

2007
City Development Plan JNNURM

2009
DPR Broadway Redevelopment Area

2011
Partnership with Asian Climate Change Resilience Network

2012
Partnership with International Centre for Local Democracy (Sweden)

2013
Solar Cities Master Plan
2014
Smart City Development Plan

2015
Development of Urban Water Transport System

2017
Partnership with EU Funded Urban Cooperation Project

2018
Partnership with Sustainable Urban Development Smart Cities Project (GIZ)

2019
Climate Smart Cities Assessment Framework with CSC Project (GIZ)

2019
Reimagining Fort Kochi

2020
World Urban Forum at Abu Dhabi and MoU signed with NIUA
KMC funded a major portion of the establishment costs of the C-HED. Its maintenance costs are also partly covered by KMC through budgetary allocations for specific activities. The Centre also generates additional resources for its functioning through externally supported projects and programmes. It also raises funds and sponsorships for various events and projects from corporate, private and Government agencies from time to time.

For professional and technical services, C-HED is compensated through national and externally aided technical assistance programmes. Moreover, the Centre also raises funds and sponsorship for various events and project activities from corporate, private, national and international sources occasionally. Sources-wise funding of the Centre is given in Figure 21 and financial overview is presented in the Tables 2 to 4.

Table 02 Yearwise Inflows and Outflows, 2002-2018

<table>
<thead>
<tr>
<th>No.</th>
<th>Year</th>
<th>Inflows (INR)</th>
<th>Outflows (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2002-03</td>
<td>3,10,975</td>
<td>2,86,009</td>
</tr>
<tr>
<td>2</td>
<td>2003-04</td>
<td>2,58,524</td>
<td>2,54,190</td>
</tr>
<tr>
<td>3</td>
<td>2004-05</td>
<td>1,25,000</td>
<td>2,79,582</td>
</tr>
<tr>
<td>4</td>
<td>2005-06</td>
<td>7,00,000</td>
<td>3,33,283</td>
</tr>
<tr>
<td>5</td>
<td>2006-07</td>
<td>3,01,246</td>
<td>4,73,227</td>
</tr>
<tr>
<td>6</td>
<td>2007-08</td>
<td>5,57,384</td>
<td>3,51,712</td>
</tr>
<tr>
<td>7</td>
<td>2008-09</td>
<td>9,01,742</td>
<td>12,32,158</td>
</tr>
<tr>
<td>8</td>
<td>2009-10</td>
<td>13,60,490</td>
<td>12,17,136</td>
</tr>
<tr>
<td>9</td>
<td>2010-11</td>
<td>10,94,400</td>
<td>4,68,682</td>
</tr>
<tr>
<td>10</td>
<td>2011-12</td>
<td>15,07,031</td>
<td>5,93,771</td>
</tr>
<tr>
<td>11</td>
<td>2012-13</td>
<td>18,50,000</td>
<td>16,78,624</td>
</tr>
<tr>
<td>12</td>
<td>2013-14</td>
<td>26,30,017</td>
<td>38,31,870</td>
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<tr>
<td>13</td>
<td>2014-15</td>
<td>25,50,183</td>
<td>20,70,452</td>
</tr>
<tr>
<td>14</td>
<td>2015-16</td>
<td>15,50,000</td>
<td>16,41,942</td>
</tr>
<tr>
<td>15</td>
<td>2016-17</td>
<td>2,32,000</td>
<td>13,46,839</td>
</tr>
<tr>
<td>16</td>
<td>2017-18</td>
<td>1,05,62,579</td>
<td>86,56,516</td>
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<tr>
<td>17</td>
<td>2018-19</td>
<td>1,23,98,049</td>
<td>1,27,87,850</td>
</tr>
</tbody>
</table>

Table 03 Turnover and Expenditure between 2013-14 and 2017-18, C-HED

<table>
<thead>
<tr>
<th>No.</th>
<th>Year</th>
<th>Turnover (INR)</th>
<th>Expenditure (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2013-14</td>
<td>19,30,017</td>
<td>39,11,364</td>
</tr>
<tr>
<td>2</td>
<td>2014-15</td>
<td>15,50,183</td>
<td>22,06,642</td>
</tr>
<tr>
<td>3</td>
<td>2015-16</td>
<td>15,50,000</td>
<td>16,81,266</td>
</tr>
<tr>
<td>4</td>
<td>2016-17</td>
<td>2,32,000</td>
<td>13,69,339</td>
</tr>
<tr>
<td>5</td>
<td>2017-18</td>
<td>1,16, 82,532</td>
<td>1,11,99,064</td>
</tr>
<tr>
<td>6</td>
<td>2018-19</td>
<td>1,08,76,542</td>
<td>1,02,42,891</td>
</tr>
</tbody>
</table>
### Source Wise Budget Break up

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget Allocation By KMC</th>
<th>Project Support Funds, KMC</th>
<th>CSR Funds</th>
<th>Project support from other sources</th>
<th>Donations</th>
<th>TOTAL (in INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>5,00,000</td>
<td>2,00,000</td>
<td>0.0</td>
<td>11,00,000</td>
<td>8,30,017</td>
<td>26,30,017</td>
</tr>
<tr>
<td>2014-15</td>
<td>10,00,000</td>
<td>91,923</td>
<td>0.0</td>
<td>5,83,260</td>
<td>8,75,000</td>
<td>25,50,183</td>
</tr>
<tr>
<td>2015-16</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1,00,000</td>
<td>14,50,000</td>
<td>15,50,000</td>
</tr>
<tr>
<td>2016-17</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>2,32,000</td>
<td>2,32,000</td>
</tr>
<tr>
<td>2017-18</td>
<td>0.0</td>
<td>7,51,322</td>
<td>88,26,257</td>
<td>5,00,000</td>
<td>4,85,000</td>
<td>1,05,62,579</td>
</tr>
</tbody>
</table>

**Table 04** Source Wise Funds of C-HED

**Figure 34** Director of C-HED Dr Rajan Chedambath participating at GIZ Climate Smart Cities workshop
Key Learning and Impact

9.1 Key Impact: Role of the ‘Organizational Change Champion’

The Director of C-HED, the face of the organization, has played a pivotal role in its growth story. Dr. Rajan Chedambath, an environmental scientist, was selected for the role of Director and Secretary of the organization. He resigned from a secure job as Programme Officer at the Centre for Heritage Studies of the Department of Culture to help ideate, conceptualize and pave the way for the establishment of the organization. Since its inception Dr. Chedambath has provided leadership and vision and dedicated himself to the cause of sustainable urban development and the institutional strengthening of C-HED. In the face of enormous odds, including no past experience of this specific order and a constantly evolving environment with inadequate resources and phases of uncertainty, he set about building up this organization and furthering its cause, setting its agenda, nurturing a dedicated and lean team of professionals, building local and global connections and partnerships as well as securing resources to bring about transformative change. This required not only domain knowledge and experience but also people skills, communication and outreach abilities, and a focus on building confidence and trust among all the stakeholders, often with competing interests. All of these traits were exemplified by the leadership of this Centre over the last two decades, according to former and current Mayors as well as representatives of government agencies and International Non-Governmental Organizations (INGOs) working in partnership with the city. Stable and dynamic leadership provided by the Director continuously for last 18 years is one the of key reasons for the success and growing list of achievements of this Centre.

The concept of city governance and role of councillors was confined to waste collection, conservancy and sanitation. C-HED helps KMC to make the transition towards addressing development challenges in an integrated manner with contemporary approaches.

- Mr. Dinesh Mani, former Mayor KMC during a personal interview in September 2019 at KochiUrban Forum, Abu Dhabi, 11 February 2020

9.2 Key Impact - Sectoral Interventions

9.2.1 Art, Literature and Cultural Heritage

C-HED has helped turn around the art and cultural scene in Kochi by helping local government promote performing arts, literature, theatre and films and thus nurture artistes, writers, thinkers, poets and playwrights and in turn nurture Kochi’s pluralistic and syncretic culture, honouring cultural stalwarts of the past through memorials and commemoration events. Kochi has also been propelled to the global arena through flagship programmes like the Kochi-Muziris Biennale the biggest contemporary art festival in Asia, that attracts visitors from India and abroad. It has also helped the local government to institutionalize its commitment through the articulation of a cultural policy and promulgation of by-laws on natural, built and cultural heritage.
9.2.2 Environment, Biodiversity and Sustainable Development

C-HED has steered the development efforts of KMC to include environmental and biodiversity protection and issues and relating to climate change. Baseline and needs assessment studies on biodiversity and environmental impact studies as well preparation of DPRs for specific interventions have been facilitated by the Centre. Workshops, seminars and other events for better outreach and knowledge dissemination are organized on an ongoing basis. The Centre is making forays into the use of non-conventional energy such as solar city, zero carbon buildings, e-mobility solutions through interventions, studies, mobilization of resources and outreach.

9.2.3 Integrated Urban Development

C-HED is helping the city to become an early mover with respect to the participatory development of a vision document, a city development plan and a draft master plan which now form the basis of all sectoral project reports and infrastructure and service delivery programmes. The Centre has also helped leverage national and international funding opportunities, grants and investments for city development. This includes Kochi's selection under the Smart City challenge of the Government of India in first round in 2015. The Centre has been making noteworthy contributions in the areas of urban heritage and public spaces both through facilitating legislation and policy as well as undertaking studies and pilot implementation. Through its initiatives, the city of Kochi can now boast renovated and revitalized public spaces, parks, gardens, memorials, historical monuments, highways and heritage zones. The Centre is also exploring avenues to improve not just infrastructure but also public transportation and sustainable e-mobility solutions. KMC has been ably supported by the Centre to address chronic issues in waste management, sanitation, and drainage. It has also supported the city as a project implementation unit to improve over 30 service delivery related programmes to address provision of amenities and services as well as affordable housing, restoration of canals and social infrastructure under a special programme of the KMC between 2014 and 2015.

Figure 35 Master Plan of Kochi (2005)
9.3 Key Impact - Partnerships and Networks

C-HED has a formidable and dynamic set of partnerships and networks across the array of local, national and global organizations and individual experts. The partnerships include local authorities/ city governments, state and national government and non-government agencies from academia to corporates and research and development institutions, global and national networks and alliances (Figure 37). List of key partners of C-HED is presented in Table 5.

The City of Kochi is a part of the Mayors for Peace and the Silk Route Mayors Forum. It is also part of the Indian Heritage Cities Network. The KMC with the support of C-HED partnered with Lorient city in France for technical assistance to Kochi in heritage conservation in urban planning in 2013 under the Government programme Emerging Kerala.

The city of Kochi has also forged a partnership agreement with Menlo Park City, USA a technology hub. The KMC and Menlo Park city government helped facilitate US companies to establish operations in the Kochi Start up Village and Info Park. An association of Indian-American IT professionals helped support Kochi based start-ups providing business connect and guidance as part of this agreement. Yet another formal sister-city association with the city of Norfolk in the USA from 2017, promoted business to business relations between the two cities, while collaborating on environmental and urban issues and an annual educational exchange programmes for students in the two cities. Twinning programmes and exposure visits to cities abroad and within India facilitated by C-HED have inspired various interventions. The Kochi city is also a part of the Global Covenant of Mayors for Climate and Energy. Member cities share a long-term vision of supporting voluntary action to combat climate change and are working towards a resilient and low-emission society. The Centre coordinates and manages KMC’s role and action in the network including environmental risk mitigation measures for the city.

These partnerships and collaborative projects have helped position Kochi as a progressive city receptive to good practices abroad and equipped in good measure to address complex development challenges. C-HED has strengthened KMC to utilise these partnerships and alliances to good effect to enhance the profile of Kochi city in the national and global arena as well to boost investments in its infrastructure, business enterprises and technical capacities.
City twinning initiatives have helped us learn much about international practices. Other cities are also able to learn from us.

- Ms. Soumini Jain, Mayor of Kochi during a personal interview in September 2019

### Table 05 Partnerships of C-HED and KMC

<table>
<thead>
<tr>
<th><strong>Local Level (within state and city) Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>State Departments – Local Self Government, Tourism, Public Works, Forests, Information and Public Relations and Horticulture, Regional Town Planning Office</td>
</tr>
<tr>
<td>Agencies – Kerala Water Authority, Greater Cochin Development Authority, Kerala Film Society, Sangeet Natak Academy, Kerala Institute of Local Administration, District Administration, ANERT, Start-up Village, Techno Park</td>
</tr>
<tr>
<td>Academic Institutions – 7 Colleges, 5 Universities and 50 Schools</td>
</tr>
<tr>
<td>SPVs – Kochi Metro Rail Ltd, Cochin Smart Mission Limited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Local Level Non-Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>SCMS Water Institute, St. Theresa's College, Over 100 NGOs/ CBOs, Plan@Earth ISED, KITCO, CPPR, Geojit, Mini Muthoot, Cochin Chamber of Commerce, Kerala Chamber of Commerce, CREDAI, CII, FICCI, Reliance Group, Better Kochi Response Group, RACE, ERAC, World Trade Centre, Indian Institute of Architects, Institute of Engineers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>National Level- Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministries – MoHUA, MNRE, MoEFCC</td>
</tr>
<tr>
<td>Technical Agencies – NIUA, NUTP, NATPAC, NHAI, CMFRI, CIFT</td>
</tr>
<tr>
<td>Embassies – Embassy of the Netherlands, France, Germany, Singapore and Israel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>National Level-Non-Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ICLEI – SA, AIILSG, WRI, India, IUT, UMTC, ICRA Consultants, IPE Global</td>
</tr>
<tr>
<td>CEPT University, IHCNF and TERI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>International Level -Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor/Multilateral/Bilateral Agencies – DFID India, GIZ India, UN Habitat, EU, AFD, KfW, UNESCO, UN Women</td>
</tr>
<tr>
<td>City Partners – Norfolk (USA), Cardiff City (UK), Lorient and Bordeaux (France), Vilnius (Lithuania), Menlo Park (USA), Pyatigorsk (Russia), Munich (Germany), Brighton/Hove (UK), Malmo, Varmland, Harryda (Sweden)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>International – Non-Government Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ICLD, CLGF, CDIA, ICLEI-Bonn, WRI, DC, Wuppertal Institute, Georgia University, Oakridge National Lab, UCLG and Centre for Liveable Cities</td>
</tr>
</tbody>
</table>
9.4 Contribution towards the Sustainable Development Goals

The Centre’s multifarious engagements in sustainable urban development interventions through the programmes and schemes of KMC, centrally and externally funded projects are noteworthy. The interventions contribute to moving towards targets established under the respective project frameworks as well as helping the city’s progress towards achieving the Sustainable Development Goals 6, 7, 11 and 13.

Goal 6 aims to ensure availability and sustainable management of water and sanitation for all. Various activities of C-HED that are helping to achieve this goal are: working with city authorities on improving quality of water supply; increasing access to decentralised sewerage system; improved solid waste management; and enhanced access of urban services to the poor.

Goal 7 aims to ensure access to affordable, reliable, sustainable and modern energy for all. As far as this goal is concerned, C-HED supported preparation of a Solar City Master Plan, carried out public awareness, and outreach programmes, and assisted in implementation of pilot solar panels scheme in the city.

Goal 11 aims to make Cities and Human settlements inclusive, safe, resilient and sustainable. C-HED has assisted KMC to prepare and implement city vision document, supported Master Plan preparation, prepared City Development Plan, and both guided and participated in a multi-stakeholder participatory planning and visioning process that fosters sustainable urban development in Kochi. These activities are helping the city to achieve targets under this goal.

Goal 13 aims to take urgent action to combat climate change and its impacts. C-HED has steered the development efforts of KMC to include environmental and biodiversity protection and address issues relating to climate change. It undertook a programme for mangrove conservation in ecologically rich wetland areas in the city and implemented local biodiversity action plans. These work packages are helping the city in the achievement of this goal. The dual role of C-HED as a city-level thinktank for the ULB and as an implementation support agency for projects and programmes in the city enables Kochi to advance in its local endeavour to achieve the global SDGs by 2030.

Figure 37 Subhash Park at Marine Drive, Kochi
Challenges and Opportunities

10.1 Challenges

Lack of Enabling Institutional Provisions at the State Level: The Centre was formed by an independent initiative and formal resolution of the KMC. There remains a lack of clarity on whether the ULB can act on its own accord to cover the professional costs of C-HED personnel or has to approach the State Government each time to permit it to do so. This situation has been adversely impacting steady and predictable financing of C-HED by KMC. Currently there is no enabling legal provision in the state’s legal framework to financially support or permit a ULB to provide staffing support to an external organization.

Limited Technical Capacity: The Centre can operate at the scale it does due to its empanelled group of experts, the deployment and secondment of technical experts by INGOs and the active role of interns and volunteers. C-HED on its own staff rolls has only two technical / domain experts and this proves to be a limitation when it comes to following through on various initiatives which burdens the team and affects plans and outputs.

Low Visibility: Various tasks carried out by C-HED are subsumed as activities of the KMC rather than that of the Centre. This has led to low visibility of the Centre at the city, state, and national level which in turn has led to limited publicity of the innovative institutional model of urban governance at play in Kochi.

Inadequate Finances: Financial stability of the Centre is constantly insecure. As there is no clear-cut and formal agreement with respect to the sharing of expenditure and allocation of funds between the KMC and C-HED, financial flows are resulting from ad hoc arrangements. Funds from KMC to the Centre are also not regular and predictable due to myriad constraints. Without dedicated programmatic support, project based in-flow of funds from external agencies adds to uncertainties.

Lack of predictable finances are the main threat to the sustainability of C-HED

- Ms. Soumini Jain, Mayor of Kochi during a personal interview in September 2019

10.2 Opportunities

Should the C-HED be successful in confronting the challenges described above, significant new opportunities will present themselves for this institutional model. Success in persuading the State government to include enabling provisions in the Municipal Act or a Government Order empowering ULBs to establish an organization such as C-HED would enable replication of this model while also ensuring provision for a stable stream of income for the Centre from KMC. This would allow the Centre to take on long-term assignments at programme level and not be limited to ad hoc projects. These might then be complemented by long-term collaboration agreements entered into with national and international partners.

A stable revenue stream will also make it possible to augment its permanent core team with required technical staff such as an Environment Expert/Planner, Urban Planning and Design Expert, Knowledge Management and MIS Expert, Media/Communications Expert and Fund Raising/Business Development
Coordinator. These are all positions proposed based on the analysis for this documentation exercise and other similar efforts undertaken as part of the GIZ SUD-SC project. The creation of a team of specialists will enable the Centre to shift from project to programme mode. Similarly, C-HED will also be able to provide regular and predictable – rather than ad hoc – services to the KMC such as training and capacity building. To enhance its technical expertise, expand its portfolio and move towards institutional sustainability, the Centre requires strategic and handholding support. Towards this strategic end, GIZ has assisted C-HED to prepare a Terms of Reference (ToR) of an advisor as presented in the Annexure 2 who can be appointed at C-HED under the institutional capacity development support of the SUD-SC project.

Additionally, a secure and regular source of funds will allow the C-HED to upgrade its infrastructure. State-of-the-art classrooms, laptops, digital library and archives would enable it to function as a fully-fledged and reliable resource centre and the city administration as well as citizens will be able to rely for up-to-date and reliable technical information on the services which make their city liveable, resilient and productive, and thus sustainable. The Centre may also make optimum use of both social media platforms and online channels of communication like website, newsletters, etc. as well as the mainstream print and broadcast media and professional journals to share its learnings, experiences, and perspectives on sustainable urban development. This will help increase C-HED’s profile and visibility that will further it aims of institutional sustainability and long-term change in the Kochi city-region.

In summary, enabling institutional provisions, a stable and predictable revenue stream, augmentation of the core team with technically specialised professionals and installation of state-of-the-art infrastructure would help C-HED increase its networking potential and technical expertise as a city-level thinktank, while acting as an Urban data and Knowledge Centre for the city-region.
Section 11.1 has identified four challenges faced by the Centre namely (a) low visibility; (a) the lack of enabling institutional provisions; (b) limited technical capacity; and (d) inadequate and unpredictable flow of finances. However, several opportunities have also been identified in section 10.2. C-HED is advised to launch a multi-level action plan at the city, state, and national level to meet the challenges and utilise the emerging opportunities. A roadmap with specific actions in this regard are recommended in the following sections.

11.1 At the City Level

Enhancing Visibility

A. In order to share the findings of this report, C-HED is advised to convene a consultative workshop with key stakeholders in the city. The stakeholder representatives ranging from elected municipal leaders, government officials, urban experts, media representatives and opinion makers could be invited to a workshop (i) to discuss and disseminate information on C-HED activities and (ii) to seek their feedback on its future strategy and potential scope of activities. This will help to increase ownership, role, and involvement of various stakeholders in C-HED’s future strategy and contribute to its action plan and strengthen it as a local governance organisation. Support from partner agencies could be explored in the organising of such an endeavour including that from the GIZ-supported strategic advisory role proposed for C-HED.

B. C-HED can endeavour to promote the publication of articles and news on its innovative institutional model, experience, activities and achievements in Malayalam and English languages in local/state news publications and television media. The Centre can also enhance its online presence via its website, and that of the KMC by maintaining an active presence on social media platforms. These actions will help to promote the profile and visibility of the Centre.

C. Based on this report, C-HED should prepare a short report on its innovative institutional model, activities, and achievements preferably in English and Malayalam. Said document will be useful for wider circulation and dissemination on the role and activities of the Centre within and outside the state and on global platforms as well.

Improving Technical Capacity

C-HED should set up an urban data repository and knowledge management system with the rationale of enabling access to data (e.g. spatial, quantitative and qualitative data) and information about Kochi city in an easily retrievable and user-friendly manner conforming to data security and privacy standards. This will serve as a basis for future planning and inform research and policy. This will also strengthen C-HED’s knowledge management and think-tank role. As a preparatory step, C-HED could draw up a project report that provides details of activities to be carried out, capital and maintenance costs, sources of revenue, and human resources needed in this regard. This report could become the basis for discussions with potential national and international agencies for support in the setting up of such a digital system for enabling sustainable urban development at the local level.
11.2 At State Level

Increasing Scope and Scale of Activities

C-HED has developed a unique experience in leadership, communication, co-operation, and convergence of various urban programmes. Other ULBs could benefit from this experience. C-HED should aim to provide training and capacity building support to ULBs in the State in association with KILA and IMG, especially for the surrounding ULBs in the Greater Kochi region.

Developing Enabling Institutional Provisions

KMC is advised to request the Local Self Government Department (LSGD) under the State Government to approve support to C-HED from KMC on an annual basis up to a specified amount without being required to obtain prior approval. The State Government could do this either through the issue of an order or amendment to the Municipal Act. A Predictable revenue stream will help the Centre to take up long-term project commitments and build up its technical core team as elaborated earlier.

KMC should explore options with LSGD to provide accreditation for C-HED and/or enable single sourcing of C-HED for the execution of projects related to environment, heritage, and urban development. This will allow the KMC and other government agencies ULBs to avail the services of C-HED without having to go through a tender process for each assignment.

11.3 At National Level

Enhancing Visibility

The Centre could participate in national and international best practice competitions/awards on urban governance organised by institutions like HUDCO, MoHUA, UN-Habitat, Dubai Municipality etc. to gain recognition for their work and efforts in the urban development space. This can help raise C-HED’s profile, further motivate staff, and attract funding.
Improving Technical Capacity

C-HED should request MoHUA, NIUA, corporate CSRs and international development agencies to support in obtaining the services of a dedicated Strategic Urban Advisor to support the Director C-HED in preparing project proposals, disseminating information, mobilising resources, and to implement projects. In addition, it should plan for requesting support in setting up a core team over the longer term consisting of dedicated experts such as Environment Expert/Planner, Urban Planning and Design Expert, Knowledge Management and MIS Expert, Media/Communications Expert and Fund Raising/Business Development Coordinator.

C-HED could request CSR entities, national and international agencies or Non-profits to provide one-time grants for upgrading infrastructure facilities at the office of C-HED which will help them to expand their work in training, online networking and setting up of an urban database repository.

Figure 39 Envisioning a Unified Urban Metropolitan Transport Authority: KMC, State and Central Government (2012)
ULBs are able to hire contractual staff and/or project-specific technical assistance and collaborate under centrally sponsored and externally aided projects. However, at the moment, there is no institutional mechanism available for comprehensive, dedicated and sustained organizational support in terms of human resources such as is available to Kochi under the C-HED model. Therefore, this model might be of considerable interest for Municipal Corporations and metropolitan city governments. Some city administrators have already shown interest in the functioning of C-HED and its dedicated services for the city government. As a case in point, a delegation of senior functionaries from Pimpri-Chinchwad, Pune, Mumbai in Maharashtra visited the city in 2015 to understand and study the C-HED model and expressed interest in setting up an organization similar to the C-HED. The C-HED approach was also shared on an international platform at the World Urban Forum 2020 in Abu Dhabi with the support of GIZ SUD-SC and led to an increased global and national interest in this model. C-HED can play a proactive role in disseminating information about its model to multiple stakeholders in the urban sector. The following sections outlines the potential steps that can be taken by C-HED, state and national level agencies to disseminate, replicate and adapt this model.

12.1 Step-by-Step Guide for Replicating the Model

C-HED model comprises of five defining elements: (a) institutionalisation (Section 4.2) (b) resource mobilisation (Section 5.2), (c) knowledge management (Section 5.3) (d) outreach and communication (Section 5.4), and (e) strategic leadership (Section 9.1). It is important for any ULB which wishes to replicate the model to consider the development of all these factors.

1. **Institutionalisation:** will require formalising the mandate and role of the organization within the city and state government systems, incorporating it as an independent or semi-autonomous legal entity, formalising its role in city governance and providing for a regular revenue stream to sustain these efforts.

2. **Resource Mobilisation:** will involve undertaking proactive mobilisation of technical assistance, human resources and financial investments, drawing up a revenue improvement action plan and providing regular support for facilities management.

3. **Knowledge Management:** is a key role that ranges from the preparation of baseline studies, technical reports, maintaining an urban data repository and archives, enabling evidence-based policy making along with plan preparation and a process of continuous monitoring, learning and evaluation.

4. **Outreach and Communication:** activities shall include providing a platform for communication between the citizens and the city government, organizing consultations, events and workshops with citizens and civil society groups, steering of media engagements including social media, and the forming of partnerships and alliances as well as coordination with all stakeholders, including government.

5. **Strategic Leadership:** is crucial for setting up and managing such R&D centres in ULBs. The Mayor/Chairperson and Municipal Secretary/Municipal Commissioner have to provide the vision, mission and resources for such centres. The Director as a technical head has to understand the vision and mission, set up the centre, find appropriate human and financial resources and plan and implement projects in a sustainable manner.
Specific steps for establishing similar R&D centres will include:

1. Mayor/Chairperson and Secretary/Commissioner of a ULB decides to explore setting up similar centre in their own ULB.

2. The ULB sets up a committee of experts from various sectors to deliberate various options of governance and financing for the proposed centre.

3. The committee consults stakeholders to establish scope and priorities of the proposed centre.

4. The Committee prepares vision, mission, personnel structure, financial resources and core areas of work.

5. Recommendations of the Committee are reviewed by the legal and financial sections and submitted to Mayor/Commissioner for review.

6. Mayor/Commissioner submits the recommendation to the Municipal Council for approval.

7. The decision regarding provision of financial support to the proposed centre is submitted to State Government for review and approval.

8. After obtaining necessary approval from state government, Mayor/Commissioner sets up a Committee for selection of a Director of the Centre. The Committee should be chaired by a senior urban administrator and three other members representing legal, finance and urban development fields. The Committee will recommend short-listing of candidates for Director's position to helm the Centre. Mayor/Commissioner will appoint the Director on contract basis for 3 years with one year of probation.

9. Given the vision and mission approved by the Municipal Council of the ULB, the Director will prepare plan of action, undertake staffing, and identify resources available to carry out proposed activities.

10. The Centre will support the ULB in city development strategy, planning and implementing research studies, technical and implementation support to state and national schemes at the city level, prepare communication material, conduct training and capacity building programmes, organise workshops and undertake participatory development approaches, develop partnerships with local, state, national and international agencies, set up knowledge management systems etc.

12.2 Action Plan

While ULBs in the state and across India will see the value in this form of dedicated access to technical support, it may not be feasible for all ULBs to replicate the C-HED model in its current form. Following is the action plan at the state and national level:

At the State Level

This section comprises suggestions for actions at the State level to disseminate information on the C-HED model and possible interventions to replicate and adapt the C-HED model at the State level.

Dissemination

A. The State Government to provide documentation of C-HED as an innovative institutional model in Malayalam and English to organisations such as KILA and IMG to be utilised as training and dissemination material. It could also be published in ‘Kerala Calling ‘ a periodical on governance by the Information and Public Relations Department, Government of Kerala. KMC may also request its inclusion as a box item in the Annual Economic Review by the State Planning Board.

B. KMC should request LSGD to organise media, knowledge sharing sessions with other ULBs and exchange of ULB and institutional management experiences.
Training and Capacity Building

A. KILA and IMG to include presentations on the C-HED model in their training courses for ULB’s elected leaders, officials and educators with a view to spreading knowledge about and interest in the Centre.

B. A Round Table with the LSGD, Mayors and Secretaries of Municipal Corporations, President of the Municipal Chamber, IMG, KILA Directors and Officers and Development Agencies should be organised on capacity development for ULBs. C-HED model for dedicated technical support can offer a model to be emulated and/or adapted as possible depending on contextual factors.

Institutionalisation

KMC to seek guidance from the Local Self Government Department (LSGD) of Kerala Government to either make an amendment in municipal act or issue an order to establish similar independent organisations to act as R&D centres of local governments with a legal basis. LSGD may also approve financial support to such centres under the line item ‘Efficient Governance’ in the Planning Guidelines.

At the National Level

Dissemination

A. C-HED should request NIUA to upload documentation of the Centre as a best practice in NIUA’s Smartnet for wider dissemination including dissemination material from the World Urban Forum.

B. As noted earlier, C-HED should submit entries for international best practice awards/documentation which will inspire other cities both nationally and globally to replicate this model.

Capacity Building

It is important to obtain the commitment of state authorities where one hopes replication will take place. It should be done possibly through a conference or seminar for senior state officials and selected ULB officials in state-level training institutions. The focus could be on sharing best practices in Urban Governance and Management. For example, the Government of India did this in Jammu and Kashmir with its Regional Conference on “Replication of Good Governance Practices in J&K, Ladakh”.

Institutionalisation

A. KMC/State Government should request MoHUA and NIUA to promote C-HED as an innovative institutional model among state governments, ULBs and regional and state-level training institutions.

B. KMC/State Government should request MoHUA to encourage ULBs to set up organisations on the lines of the C-HED model as their R&D centres and provide seed funding under its capacity building programme to this end.

Support for Replication

A. A tool kit is required to provide step-by-step approach to establish such a centre in other ULBs. NIUA as an urban think tank of Government of India is well placed to prepare this tool kit. C-HED/KMC may request NIUA to develop a tool kit to replicate the C-HED model in ULBs of India.

B. NIUA in association with state-level training institutions and project management units could provide hand-holding support to interested ULBs and state governments in setting up such R&D centres using the tool kit for replication with necessary adaptations appropriate to the local context.
Conclusion

KMC established C-HED as a semi-autonomous legal entity to promote heritage and environmental conservation and sustainable urban development in the city. C-HED continues to support KMC to mobilise and activate technical and human resources and built partnerships with state, national and international level organisations and networks/alliances with the government, civil society, and private sectors. The Centre provides support to KMC across three key sectoral themes, namely: Cultural Heritage, Art and Literature; Environment, Biodiversity, Climate Change and Sustainable Development; and Urban Development. It supports KMC with its proactive leadership, flexibility, ability to mobilise technical and human resources, hire short-term technical experts, nurture technical collaborations and knowledge networking. These interventions have been critical factors in strengthening KMC to improve governance and the delivery of its services as well as streamline its urban development interventions over the past two decades under key plans while continuing to build on initiatives from the JNNURM in the past to the AMRUT and Smart Cities Mission.

While C-HED has emerged as a unique and successful model, it also faces several challenges. There are also emerging opportunities that C-HED can effectively utilize. Augmented technical and financial capacities and infrastructure improvement, would allow it to take on long-term assignments at programme level and complemented by long-term collaboration agreements entered into with partners.

C-HED is advised to launch a multi-level action plan at the city, state, and national level to meet the challenges and utilise the emerging opportunities. The report has identified several actions that will help to strengthen the Centre in this regard.

C-HED’s experience in Kochi is a successful model of institutional innovation in strengthening ULBs and has the potential for replication by other cities in Kerala and across India, and also beyond. A step-by-step guide has been identified to replicate this model. Further, an action plan has been prepared to support the replication of this institutional model in other ULBs. C-HED may launch this action plan at state and national level. It is envisaged that the report will provide a basis for exploring an innovative institutional model for technical support to ULBs in Kerala as well as across India.
Figure 41 Participants at EnteKochi symposium (2019)
Annexure 1

Sectoral Interventions by C-HED

List of Initiatives Undertaken by C-HED between 2002-2019

Art, Literature and Cultural Heritage

1. Management of Cultural Institutions 2002
2. National Seminar on Cultural Heritage Management 2002
3. Kochi Carnival 2002
4. Naataka Kaalam (Theatre) 2002
5. Pallath Raman Memorial Cultural Centre 2003
6. Bharath Fest 2003
7. Seminar on Legacy of Matriliny in Kerala 2003
8. Remembering Gandhiji—a tribute to the Father of the Nation 2003
10. Non-violent protest war by a group of artists 2003
11. Festival on Classical dance and instrument music in association with Bharat Bhavan 2003
12. International Festival Touring Talkies 2003
13. Kochi International Film Festival 2004
14. Heritage Forum 2004
15. Gandhi Statue Restoration, Pettah Gandhi Square 2004
16. Seminar Series on Renaissance Movement 2004
17. Festival of Visual and Performing Arts 2004
18. Book on Kochi 2005
19. Dakshayagam Kathakali—10 days Kathakali workshop 2005
20. Baul Music 2005
21. Kochi International Film Festival 2005
22. Heritage By Law 2005
23. Seminar and Exhibition of sketches by Bonny Thomas 2006
25. Conference on Local and traditional knowledge 2006
27. French Short Film Festival 2007
29. Mahakavi Vailopilli Sreedhara Menon—year long programme to commemorate birth anniversary 2010
30. Sanoo Mash commemoration 2008
31. International Film Festival 2008
32. Workshop on Hortus Malabaricus 2008
33. Kochi film Festival 2011
34. Kochi-Muziris Biennial Investors Meet 2012
35. Cultural Festival at Pallath Raman Samskaarika Kendram—recurring
36. Kalagramam Anniversary—recurring
37. Festival of World Cinema—recurring
Environment, Biodiversity and Sustainable Development

1. Study of Flora and Fauna 2002
2. South Indian Summer River Camp 2006
3. Tree Census 2006
4. Impact of Development on Backwaters 2010
5. Study on Soil Erosion and Deposition 2010
6. Asian Cities Climate Change Resilience Network (ACCRN) 2011
7. Mangroves conservation in Mangalavanam 2012
8. Solar City 2013
10. InterAct Bio 2016
11. Urban Pathways 2018
12. Zero Carbon Buildings 2018

Integrated Urban Development

Governance and Planning

1. Vision document and Strategic Plan 2002
2. Master Plan for Kochi 2004
3. City Development Plan 2005
4. World Mayors Conference 2005
5. Commonwealth Local Government Good Practice Scheme 2006
6. Kochi-Bavaria Cooperation 2005
7. Cooperation with ICLD, Swedish Centre for Local Democracy 2012
8. Association with Mayors for Peace 2012
9. Association with Silk Route Mayors’ Forum 2013
10. Smart City Challenge 2014
11. Association with City of Menlo Park USA 2014
12. Association with City of Norfolk 2017
13. International Urban Cooperation Project 2017-18
14. Climate Smart Cities Assessment Framework 2019

Urban Development: Built Heritage and Redevelopment of Public Spaces

1. Kochi City Heritage Base Map 2004
2. Integrated Conservation and Development of Ernakulam Heritage Zone, Central 2004
3. Padmasarovaram – Redevelopment of a Public Space in Kochi 2005
4. Interaction and Training Programme on Culture and Heritage for students from national and international Universities 2005
5. Pallath Raman Memorial Cultural Centre: Public Space Landscaping at Fort Kochi Heritage Zone 2005
6. Built Heritage Conservation Project 2005
7. Association with Indian Heritage Cities Network Foundation 2006
8. Broadway Urban Renewal / Market Renewal /Ponds and Waterway to Pond 2007
10. Indo French Local Cooperation 2012
11. Association with Lorient city 2012
12. National Highway Beautification Project (NH) 2015

**Urban Development: Urban Civic Amenities and Services**

1. Cochin Urban Poverty Reduction Programme 2002
2. Association with Pyatigorsk 2010
3. Animal Birth Control 2011
5. Mission Kochi 2014
6. Thuruthi Colony Housing Project 2015
7. Brahmapuram SWM and Septage Management Facilities 2002
8. Contribution to SWM Handling Rules 2009
9. Quality of Water and Ground Water level 2010
10. Water Policy 2014
11. Indo German Water Partnership Summit 2014
12. Decentralized Wastewater Treatment in Three Wards 2017
13. Brahmapuram Waste to Energy Facility 2018

**Urban Development: Urban Mobility**

1. Solutions Project 2013
3. Mobilize Your City 2019
4. Eco logistics 2018
5. Reimagining Fort Kochi 2019
Annexure 2 - Terms of Reference for a Strategic Urban Advisor

Appointment of Strategic Advisor as Consultant in the field of sustainable urban development for Institutional Strengthening and Transformative Support to the Centre for Heritage, Environment and Development (C-HED), Kochi

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List of Abbreviations

AVB General Terms and Conditions of Contract (AVB) for supplying services and work 2018
C-HED Centre for Heritage, Environment and Development
DC Development Cooperation
KMC Kochi Municipal Corporation
LSGD Local Self Government Department, Government of Kerala
MoHUA Ministry of Housing and Urban Affairs
SDGs Sustainable Development Goals
SUD-SC Sustainable Urban Development – Smart Cities
ToRs Terms of reference
1. Context

Brief information on the project

The Ministry of Housing and Urban Affairs (MoHUA) and Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH are jointly implementing the “Sustainable Urban Development – Smart Cities” (SUD-SC) project as part of Indo-German Bilateral Technical Cooperation. The project supports the National Ministry and the State Governments (Odisha, Tamil Nadu, and Kerala) in the policy formulation on housing for all, basic services, planning framework, and monitoring of the Sustainable Development Goals (SDGs). It also supports the three select Smart Cities (Bhubaneswar, Coimbatore, and Kochi) in implementing concepts of integrated spatial urban development planning.

Background

The Government of India has responded to the challenges of rapid urbanization by initiating and implementing various reforms, programs and missions to address the problems of urban housing and infrastructure. More recently, the government initiated the Smart City, PMAY, SBM and the AMRUT missions to address urban challenges. However, capacities for sustainable urban development and the application of integrated spatial planning approaches are generally very limited. The module objective of the SUD-SC Technical Cooperation (TC) Measure aims at: “Responsible national, state and local institutions have applied concepts for sustainable urban development for the provision of urban basic services and housing in selected smart cities”.

The TC-Measure supports approaches for sustainable urban development at multiple levels in the area of integrated spatial planning, provision of pro-poor housing and basic services (water, wastewater and solid waste management) with particular focus on multi-stakeholder coordination/collaboration approaches. As part of SUD-SC project activities, GIZ India in partnership with the Kochi Municipal Corporation (KMC) and the Local Self Government Department (LSGD), Govt. of Kerala is providing institutional strengthening support to the Centre for Heritage, Environment and Development (C-HED) to support the sustainable development of Kochi smart city.

The Centre for Heritage, Environment and Development (C-HED; website: http://www.c-hed.org/) was established as a technical support unit to the Kochi Municipal Corporation (KMC) in 2002 with the Mayor of KMC as its Chairperson. This semi-autonomous institution led by a Director operates as the Research and Development (R&D) wing of KMC and has been at the helm of various sustainable urban development efforts in Kochi for nearly 18 years. Some of C-HED’s recent projects include the provision of support to; Asian Cities Adapt, Interact-Bio, Solar Cities Master Plan, Sustainable Urban Development – Smart Cities Project etc. These and many other projects have been locally coordinated by C-HED with its small core team who are dedicated to organising and mobilising city-level stakeholders to work together and pool resources for the benefit of Kochi.

Considering the upcoming urban challenges of the future and the significance of city governments in addressing them, KMC with the support of GIZ SUD-SC project is looking to expand C-HED’s mandate and strengthen its capacities in sustainable urban development to independently function and operate more effectively as Kochi’s Research and Development (R&D) wing for its sustainable development (see Annexure). Accordingly, C-HED with the support of GIZ SUD-SC is seeking a highly motivated and technically adept professional with extensive experience in sustainable urban development, resource mobilisation, stakeholder consultations and networking, and associated administrative process transformations. This Strategic Advisor is expected to dedicate fully support this endeavour at holistic institutional strengthening and transformation as a consultant.

Acknowledging the pivotal role played by C-HED in supporting local governance in Kochi, GIZ SUD-SC is proposing to hire the services of a Strategic Advisor as a consultant to strengthen and transform the institutional capacities of C- HED. The Consultant is expected to create a road map for C-HED’s institutional transformation under the guidance of the Mayor, KMC and Director, C-HED. The road map focuses on taking forward the technical support agenda set under SUD-SC project by enhancing the capacities of C-HED and KMC.
2. Tasks To Be Performed By The Advisor

The consultant is responsible for providing the following services as a Strategic Advisor for institutional strengthening and transformative support to C-HED in the field of sustainable urban development:

The Strategic Advisor will focus on building C-HED’s institutional capacity for effectively supporting KMC. She/He will directly support the Director of C-HED to seek out opportunities for enhancing C-HED’s portfolio so as to further the technical support provided under GIZ SUD-SC to KMC. Additionally, support shall also be provided under the project to KMC and LSGD to scale up this urban governance model at the state level.

The responsibilities of the Strategic Advisor will include but are not limited to:

• Enhancing C-HED’s institutional profile to emerge as a non-partisan city level Think Tank that will go on to play an influential role in Kerala’s development.

• Steering technical support in the areas of housing, planning, basic services and SDGs as part of C-HED activities and engagements.

• Guiding C-HED to mobilise resources and leverage funding opportunities.

• Strengthen networking and stakeholder engagement strategies to form lasting relationships with partners and stakeholders that further C-HED’s institutional agenda.

• Evolve systems and processes with a focus on digitalisation to enhance C-HED’s professional and research capabilities in the urban development sector.

• Coordinate with the C-HED team, KMC representatives (including Mayor), partners (including GIZ representatives) and other stakeholders, in devising projects and proposals for the future.

The key tasks of the Strategic Advisor will be to:

• Prepare an institutional transformation strategy and an associated action plan that enhances CHED’s visibility and profile among the Think Tanks in Kerala as well as at the national level.

• Prepare a position paper with definite prioritization elaborating on C-HED’s approach to promote integrated planning, housing for the urban poor, basic services and infrastructure provision, and SDG localisation in Kochi. Strengthen CHED’s capacity in undertaking technical assistance assignments, research projects and resource mobilization efforts.

• Devise annual fundraising campaigns to source funding and mobilise resources that increase the autonomy and capacity of C-HED to function more independently.

• Develop a Training and Capacity Building Plan to train and capacitate C-HED and associated KMC’s technical staff to effectively support ongoing and proposed activities in line with SUD-SC focus areas.

• Demonstrate a strong consideration for values of sustainability by developing a feasible Institutional Sustainability plan that envisions continuing the institutional strengthening and transformation efforts of this Strategic Advisory role beyond the SUD-SC project.

• Develop digital Monitoring and Evaluation (M&E) capabilities and systematise regular operational processes and reporting structures with key stakeholders and C-HED Director.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations (mainly Kochi with occasional travel to Delhi):
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<td>Inception Report</td>
<td>3 weeks from start date by Strategic Advisor</td>
</tr>
<tr>
<td>Institutional Transformation Strategy and Action Plan</td>
<td>8 weeks from start date by Strategic Advisor</td>
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<tr>
<td>Position Paper</td>
<td>12 weeks from start date by Strategic Advisor</td>
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<td>Technical Support and Advisory</td>
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<tr>
<td>Training and Capacity Building Plan</td>
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<tr>
<td>Institutional Sustainability Action Plan</td>
<td>8 weeks before end date by Strategic Advisor</td>
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<tr>
<td>Implementation Status and Progress Reporting</td>
<td>Half-yearly reporting to SUD-SC team (at Delhi)</td>
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The consultant shall be responsible for the tasks as described above (Chapter 2)

Outcome: The conclusion of this assignment should see C-HED in a measurably advanced position in terms of resources and funding. This should include greater autonomy to function as an effective institution, reliable flows of financial funding, new and prospective projects underway and a detailed strategic vision for the institution’s long-term future.

Reporting: The Strategic Advisor shall report to the Director of C-HED, and is also expected to closely cooperate with the following GIZ SUD-SC resources, along with the Project Manager and Nodal Person at State Level:

GIZ SUD-SC Senior Advisor: Ms. Aparna Das (Delhi)

GIZ SUD-SC Technical Expert (City Level): Mr. Sahil Sasidharan (Kochi)


Location(s) of assignment: Kochi (Kerala) and Delhi / other project locations (upon request)

3. Concept

In the bid, the bidder (consultant) is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.
**Technical-methodological concept**

**Strategy:** The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the cooperation with them.

The bidder is required to present and explain its approach to steering the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key processes for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (learning and innovation).

**Other specific requirements**

The bidder is also encouraged to demonstrate propensity for digitalisation and adoption of geospatial technologies in the bid proposal.

**Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ SUD-SC project on the following matters:

- The contractor is also responsible for supporting the preparation, training and steering the experts (international and national, short and long term) assigned to C-HED to perform the advisory tasks under GIZ projects.

- The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018.

In addition to the reports required by GIZ in accordance with AVB, the contractor submits the following reports:

- Inception report (10-20 pages including work plan)

- Contributions to reports under ongoing and proposed GIZ SUD-SC activities

- Brief half-yearly reports on the implementation status and progress of the contract (5-7 pages)

The bidder is required to draw up a work plan with explanatory notes that lists all the tasks proposed in the bid, the plan includes information on assignment dates (duration and expert days) with the allocation of work steps as per a proposed schedule.

**4. Personnel concept**

The below specified qualifications represent the requirements of the bidder (Strategic Advisor) on the basis of their CV (see Chapter 7), the range of tasks involved and the required qualifications to reach the maximum number of points.

**Strategic Advisor**

Tasks of the Strategic Advisor
- Overall responsibility for the advisory packages and deliverables under the assignment detailed in Chapter 2 (quality and deadlines)

- Coordinating and ensuring communication with GIZ, partners and other stakeholders involved in assignment

- Regular reporting in accordance with deadlines

**Qualifications of the Strategic Advisor**

- Education/training (2.1.1): University qualification (Master's or Advanced degree) in urban / regional / housing / infrastructure / environmental planning or geography / economics / public policy / development studies / allied fields from a recognised Institution.

- Language (2.1.2): Excellent business language skills in English and Malayalam

- General professional experience (2.1.3): 15 years of professional experience in the urban development sector

- Specific professional experience (2.1.4): 10 years of cumulative experience across the areas of spatial planning, housing and urban governance (including policy/research work)

- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or equivalent managerial role in an organisation

- Regional experience (2.1.6): 10 years of experience in projects in India (country).

- Development Cooperation (DC) experience (2.1.7): 3 years of experience in DC projects

- Other (2.1.8): Deep knowledge of the urban development sector and associated networking abilities; experience in business development, resource mobilisation, fundraising or financial management; and evidence of participation, interest or implementation capacities in digitalisation.

## 5. Costing requirements

**Assignment of personnel**

Strategic Advisor: On-site assignment in Kochi for up to 150 expert-days spread over 12 months with occasional travel to Delhi (up to 6 person-days over 3 trips) or other project locations upon request. On-site assignments must include a minimum of 12 expert days spread over each month.

**Travel**

The bidder (Strategic Advisor) is required to calculate their travel based on the places of performance stipulated in Chapter 2 and 5 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Travel of the expert to Delhi or other project locations is envisaged as per the table below:

<table>
<thead>
<tr>
<th>Expert</th>
<th>Sectors</th>
<th>No. of trips</th>
<th>No. of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Advisor</td>
<td>Travel will be from Kochi to Delhi or other cities within India</td>
<td>3 round trips</td>
<td>6</td>
</tr>
</tbody>
</table>
6. Inputs of GIZ or other actors

GIZ and/or other actors like C-HED and KMC are expected to make the following available:

• Workstation in the C-HED office

• Workshops logistics in the C-HED premises (or in association with GIZ SUD-SC events)

7. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English (language).

The complete bid shall not exceed 12 pages (including CV).

The CV of the Strategic Advisor proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CV shall not exceed 5 pages. The CV must clearly convey the language skills (fluency across speaking, reading and writing) and show the position and job the proposed person held in the reference project (including the tasks performed) along with duration. The CV must be submitted in English (language). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/ workshops and the budget amount shall be agreed in the contract as ‘up to’ amounts. The specifications for pricing are defined in the price schedule.

8. Option

After the tasks put out to tender have been completed, important elements of these tasks can be continued or extended within the framework of a follow-on assignment of up to 30 expert-days spread over 3 months. The option is exercised in the form of an extension to the contract based on the already offered individual rates.

9. Annexure

C-HED Brochure for World Urban Forum 2020
Annexure 3 - C-HED Brochure At World Urban Forum 2020
INTRODUCTION
Urban Local Governments (ULGs) in the global South, faced with gaps in technical capacities and resources, continue to grapple with the complex challenge of balancing rapid and unplanned urbanisation with the preservation of their natural, cultural and built heritage. The city of Kochi in India innovated to address this challenge by establishing a technical support unit called the Centre for Heritage, Environment and Development (C-HED), a semi-autonomous institution that operates as the Research & Development (R&D) wing of the Kochi Municipal Corporation. As part of India-German Bilateral Technical Cooperation, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (i.e., German Agency for International Cooperation) is supporting the institutional strengthening of this Centre under its ‘Sustainable Urban Development – Smart Cities’ (SUD-SC) project to further enable integrated and sustainable urban development in Kerala and in the city of Kochi. This Voices from Cities event is supported by GIZ SUD-SC to share and discuss key learnings, impacts and potential for replicability based on the potential of this case of institutional innovation from urban India, representative of an innovative solution to similar challenges of ULGs in the global South.

INSTITUTIONAL SETUP OF THE CITY OF KOCHI
In contrast to the institutional structure of a typical Urban Local Government (ULG) in India, the unique and innovative structure of the city government in Kochi is responsible for C-HED’s ability to support the Kochi Municipal Corporation.

C-HED’S MISSION AND GOVERNANCE
Established as an independent legal entity steered by a Director who also serves as the Secretary of the organisation, the governance of C-HED is vested in a General Council that is headed by the Mayor of the city of Kochi, who is also designated as the Chairperson of C-HED and in charge of its Executive Committee. The core mandate of the Centre is to promote heritage and environmental conservation within a framework of sustainable urban development.

Sectoral Support Focus to Kochi:
- Cultural Heritage, Art and Literature
- Environment, Biodiversity, Climate Change and Sustainability
- Integrated Urban Development
CORE SUPPORT AREAS OF C-HED

Transformative support:
- Visioning
- Policy Formulation
- Public Spaces & Cultural Institutions Management

Knowledge Generation & Dissemination support:
- Think Tank R&D
- Capacity Building

Resource Mobilisation support:
- Human Resources
- Financial Resources

Communication and Outreach support:
- Platforms for Participation
- Front/Back-end Citizen Management
- International, National & Local Partnerships and Networking

Interventions
- Preparation of Master Plan in 2005
  C-HED played a key role in actively linking the different levels i.e. the executing Regional Planning department with the city officials & the citizens.
- Capacity Building of Politicians and Citizens
  C-HED conducts orientation sessions on significant topics like climate-sensitive planning, gender equality, heritage conservation & urban biodiversity through which it plays a key role in the capacity development of the elected leadership & citizenry of Kochi.

- Water-based Transportation
  C-HED helped the city in envisioning and examining the potential for a comprehensive water-based public transport system for the city-region. A pre-feasibility study was conducted in partnership with the Cities Development Initiative for Asia (CDIA) which was successfully submitted to KfW (German Development Bank) for funding and technical implementation support.

- Public Space Improvement
  C-HED has contributed to enhancing the vibrant cultural life in the city and improving public recreational spaces keeping in focus the city’s rich heritage and syncretic culture by facilitating human resource in the form of volunteers and internships, and financial resources through external sources (for example Corporate Social Responsibility Funds). C-HED has planned and implemented the redevelopment of the barrier-free Sabar Jhark as a thriving public green space in the heart of the city.

- Supporting the People’s Plan Campaign
  Kerala’s globally renowned participatory governance models are manifested at the local level in urban areas through “Ward Sabhas” (or Neighbourhood Consultations). C-HED has supported elected leaders in the city in conducting these consultations at various levels.
  C-HED acts as a platform for enhancing citizen engagement and the establishment of a two-way communication in the city, ensuring the “buy-in”

Timeline
- 1995 Master Plan support
- 2009 Brooksby Development Area
- 2012 Partnership/International Centre for Local Development, Sweden
- 2014 Smart City Development Plan
- 2017 Partnership / EU-funded Urban Coordinator project
- 2018 Green Motor Goal Assessment Framework with GIC project of GIZ

Funding
Kochi Municipal Corporation (KMC) funded a major portion of the establishment costs of C-HED. The maintenance cost of the organisation is also partly covered by KMC through budgetary allocations for specific activities. For professional and technical services, C-HED is compensated through national and externally aided technical assistance programmes. Moreover, the Centre also raises funds and sponsorships for various events and project activities from corporate, private, national and international sources occasionally.
CHALLENGES

- Lack of enabling institutional provisions
- Limited technical capacity
- Inadequate finances

OPPORTUNITIES

- Role model for ULGs
- Foster decentralization process
- Security of financial stability
- Increasing networking potential
- Enhancement of technical expertise
- Elevation to an urban knowledge and data centre

CONCLUSION

The Centre for Heritage, Environment and Development (C-HED) plays a unique role in supporting the Kochi Municipal Corporation on the one hand with a diverse set of technical support capacities, and on the other with its unique capacity to envision, promote and foster an integrated and sustainable urban development in Kochi. With its capacity to formulate policy recommendations and provide implementation support to projects, it can help to overcome existing institutional capacity gaps and foster decentralization in the ULG. Moreover, the organization is in a position to play the role of a critical observer towards the work of the elected and administrative officers and can also act as a nodal institution that connects citizens, city government and the city.

With the support of GIZ India, C-HED is sharing its model on a global platform to enable further study of this case, enable further cooperation and collaboration to understand its potentials and limitations through knowledge exchanges, and to explore the possibility of its replicability in similar urban contexts. It is believed that with such institutional innovation like C-HED, ULGs in the global South can potentially equip themselves to deal with the multifarious challenges and opportunities of rapid urbanisation in a more sustainable and integrated manner.

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