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 decentralisation in the ULG. Moreover, the organisation 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 an 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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Centre for Heritage, Environment and Development (C-HED)

INSTITUTIONAL INNOVATIONS
LINKING HERITAGE AND CULTURE

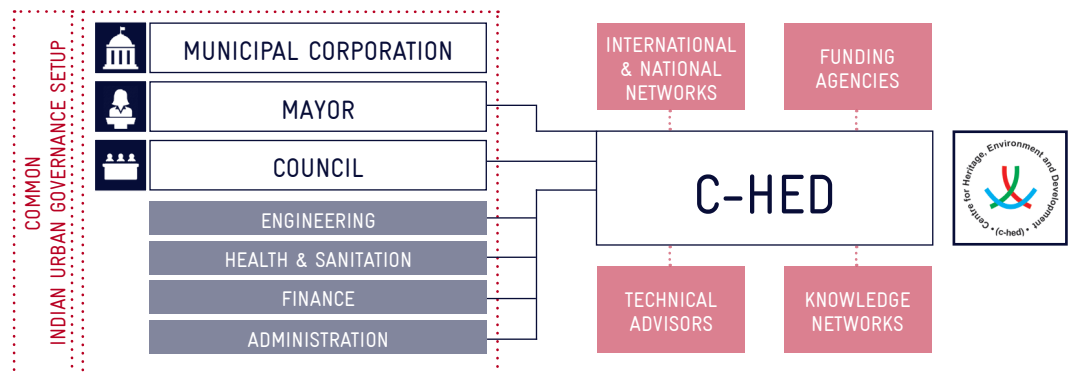# Empowering Urban Local Governments in the Global South

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 Indo-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.
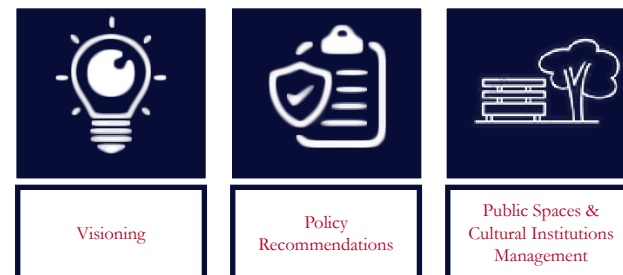
C-HED'S MISSION AND GOVERNANCE

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
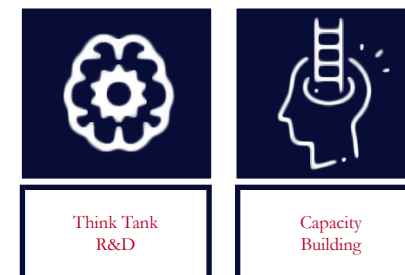
CORE SUPPORT AREAS OF C-HED

Transformative support:

Visioning	Policy Recommendations	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:

Platform for Participation	Focal Point for 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 resources 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 Subash Park 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

Year	Event
2002	C-HED Establishment Visioning and Strategy Kochi City Development
2005	Master Plan support
2007	City Development Plan JnNURM
2009	DPR Broadway Redevelopment Area
2011	Partnership | Asian Cities Climate Change Resilience network
2012	Partnership | 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 | EU funded Urban Cooperation project
2018	Partnership | Sustainable Urban Development - Smart Cities project (GIZ)
2019	Climate Smart Cities Assessment Framework with CSC 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 are 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.

INDIAN URBAN GOVERNANCE SETUP

COMMON
- MUNICIPAL CORPORATION
- MAYOR
- COUNCIL
- ENGINEERING
- HEALTH & SANITATION
- FINANCE
- ADMINISTRATION

- INTERNATIONAL & NATIONAL NETWORKS
- FUNDING AGENCIES
- C-HED
- TECHNICAL ADVISORS
- KNOWLEDGE NETWORKS