

Terms of reference (ToRs) for the procurement of services

Appointment of Strategic Advisor as Individual Consultant / Expert in the field of sustainable urban development for Institutional Strengthening and Transformative Support to the Centre for Heritage, Environment and Development (C-HED), Kochi	Project number/ cost centre: 16.2077.2-001.00
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0. 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 & 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 as an Individual Consultant / Expert with extensive experience in sustainable urban development, resource mobilisation, stakeholder consultations and networking, and associated

administrative process transformations. This role of a Strategic Advisor is expected to dedicatedly support this endeavour of 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 an Individual Consultant / Expert 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. In the future, there can be an additional focus on ensuring medium-term institutional sustainability in both technical and financial terms to sustain the transformation and perpetuate this institutional model for enhanced and effective urban governance in Kochi.

2. Tasks to be performed by the consultant (Strategic 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 Kochi and 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.
- Develop an Institutional Model Scalability Strategy to upscale this institutional innovation to the state and national levels in consultation with GIZ SUD-SC team.
- 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 the Strategic Advisor by certain dates during the contract term, and at particular locations (mainly Kochi with occasional travel to Delhi and/or other project locations):

Milestone	Deadline/place/person responsible
Inception Report	3 weeks from start date
Institutional Transformation Strategy and Action Plan	8 weeks from start date
Position Paper	12 weeks from start date
Fundraising & Resource Mobilisation	Half-yearly reports from start date
Networking Events & Stakeholder engagement	Quarterly reports from start date
Project Proposals and Documentation support	As and when required
Technical Support and Advisory	As and when required
Training and Capacity Building Plan	Half-yearly reports from start date
Institutional Model Scalability Strategy	8 weeks before end date
Implementation Status & Progress Reporting	Half-yearly reporting from start date to SUD-SC team (at Delhi)

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 (Delhi) and Nodal Person at State Level:

GIZ SUD-SC Senior Advisor (Delhi)

GIZ SUD-SC Technical Expert (City Level - Kochi)

Period of assignment: From September 2020 until August 2021.

Location(s) of assignment: Kochi (Kerala)

Travel sectors: Delhi, other project locations of Bhubaneswar, Odisha, Coimbatore, Tamil Nadu (upon request)

3. Concept

In the bid, the bidder (consultant) is required to show how the objectives defined in Chapter 0 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 0).

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 0 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 0.

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 the 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 (including experience of direct engagement with urban local governments in India) 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 (up to 6 person days over 3 trips) to Delhi or other project locations upon request (See Travel Sectors in Chapter 2). Minimum of 12 expert days in each month has to be spent on on-site assignment.

Travel

The bidder (Strategic Advisor) is required to calculate their travel based on the places of performance stipulated in Chapter 0 & 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 (see Travel Sectors in Chapter 2) is envisaged as per the table below:

Expert	Sectors	No. of trips	No. of days
Strategic Advisor	Travel will be from Kochi to Delhi or other project locations within India	3 round trips	6

Workshops, training

The contractor implements or supports the following workshops/study trips/training courses:

- Up to 3 Stakeholder engagement workshops or Networking events
- Up to 4 Training and Capacity Building events

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 (only workspace)
- 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 6 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. Annexes

C-HED Brochure for World Urban Forum 2020