

Terms of Reference (ToR) for Development of BCC and Demand Creation Strategy for urban sanitation and hygiene in Gazipur City Corporation

1. Introduction

In 2013, the two distinct municipalities of Tongi and Gazipur were merged, along with large extents of semi-urban and rural areas, into Gazipur City Corporation (GCC). Extending over 329 sq. kms, with a population of 2,153,534, GCC is the largest city corporation in Bangladesh. It is divided for administrative purposes into eight zones. Of these, Zone 1 (Tongi) and Zone 4 (Gazipur Sadar) include urban centres, with the remaining six zones comprise less urban areas and far lower concentrations of population. The lack of appropriate infrastructure to manage requirements of urbanisation, including sanitation, has led to a rapid deterioration of the environment in and around GCC. The city authority has been receiving advisory technical assistance from SNV Netherlands Development Organisation (under the umbrella of the Greater Dhaka Watershed Restoration work stream – refer later) since 2019 with the objective of improving household sanitation and hygiene practices.

SNV had started its journey in 1965 from Netherlands as not for profit volunteer organisation. We have built a long-term, local presence in countries in Asia, Africa and Latin America working in the sectors of WASH, Agriculture and Renewable Energy through providing advisory services, facilitating knowledge development, networking, and carrying out advocacy at national and international level. SNV is implementing different Urban Sanitation initiatives in southern Bangladesh, Gazipur and at national level under the leadership of Local Government Authorities (City Corporation and Municipalities) with support from National Government. One of these initiatives is the **WASH SDG programme**, a multi-country intervention being implemented in 20 cities in Nepal, Zambia, Tanzania, Indonesia and Bangladesh, funded by the Netherlands' Government (DGIS). The programme provides technical support focusing on Sanitation and Hygiene services to city corporation/municipalities, and is implemented at GCC, Jashore and Benapole Municipalities. The WASH SDG programme is built on three core strategic objectives: 1) increasing demand for improved WASH facilities and practices; 2) improving the quality of service provision; and 3) improving governance of the sector. Gender and social inclusion is an area of specific attention in each of the 3 strategic objectives as well as climate vulnerability and resilience.

1.1 Gazipur City Corporation Wastewater Management Initiative

In 2017, an initiative titled "**Development of Integrated Wastewater Management System for Gazipur City Corporation (GCC)**" was started under the guidance of **Greater Dhaka Watershed Restoration (GDWR)** Work-Stream, of the Bangladesh Water Multi-Stakeholder Partnership (MSP), supported by 2030 Water Resources Group (2030WRG) and World Bank Group. The National Steering Board (NSB) of the MSP is chaired by cabinet secretary and high-level representatives from the Government, private sector and civil society act as executive organ of the MSP. Bangladesh Water MSP has established three work streams, which one of which is the GDWR. SNV is a member of the GDWR work stream committee.

Gazipur City Corporation currently does not provide any services for wastewater management – either for pit/septic tank emptying, transportation of faecal sludge or treatment and disposal of the same. After completing a rapid assessment of the existing situation, and in a pragmatic approach to provision of wastewater management services, the wastewater management initiative for GCC proposed to focus on the more urbanised zones (zones 1 and 4) in a first phase; and recommended a combination of sewerage systems and Faecal Sludge Management (FSM, non-sewer) solutions, determined primarily on the basis of density of demand. It thus suggested areas having predominantly urban character (i.e., high density), with a minimum road width of 4 m, to be serviced by sewerage systems. In accordance with this, a combination of sewerage systems and non-network (FSM) systems is proposed in zone 1 (Tongi); and only FSM in zone 4 (Gazipur). The recommendations are currently being detailed further for implementation. Ensuring household support and buy-in for improved sanitation services proposed by the initiative is considered essential to the success of the project; and is the main driver for this assignment.

1.2 Sanitation Behaviour in GCC

GCC conducted a baseline study on household sanitation facilities and hygiene in zones 1 and 4 in 2019 with support from SNV. The study findings highlighted that although a significant proportion of the population have access to toilets, the toilets are mostly unimproved, many are unhygienic and, for most, sludge ends up untreated in the environment, drains, waterways and marginal lands. In fact, only 32.2% of households have access to an environmentally safe toilets which prevent access to faeces by any animals or insects; and in which human faeces are contained for storage/collection in such a way that it cannot contaminate surface or groundwater (effluent also does not contaminate surface or ground water). The majority of households (45.8%) have access to an improved toilet with fly management (prevents access of flies to faeces), but no running water and lack of privacy (e.g. no light inside, door lock not functional).

With regard to hygienic use and maintenance, 92.4% of the households have a functional toilet but not clean (e.g. faecal smears are visible on pan/ floor), no water inside toilet, doors/ walls are not in place.

In addition, 54.7% of the households have a toilet with a handwashing station with access to water but have no access to soap. Majority of those who have a handwashing station with soap do not have a water source. Moreover, 47.9% households exhibit safe menstrual hygiene management (MHM) with safe products and disposal. With regard to containment, only 49% of households contain faecal sludge in a holding tank; but 26.8% discharge it to a closed drain. However, 86.4% of the respondents claimed that the effluent goes to a covered drain.

Practices related to emptying and disposing faecal sludge from household toilets are also far from hygienic, partly due to the lack of public facilities and services to support these activities. Most of the faecal sludge generated is being disposed into the local environment and there is no practice of ensuring occupational safety and protection – emptiers are even entering into containment pits during emptying without proper personal protective equipment. Irrespective of wealth, gender of the household head, or type of settlement, households practice unsafe removal methods. Most of the faecal sludge is dumped in the immediate living environment, and thus is not in any way safely removed.

This scenario, as revealed by the baseline study, may create several environmental and health risks for the people. The proposed GCC wastewater management initiative proposes to provide the infrastructure and services to ensure improved and safe collection, treatment and disposal of faecal sludge and wastewater. However, the effectiveness of the initiative depends on improved sanitation and hygiene practices at the household level. In order to address this, the city authority has agreed to implement a Behaviour Change Communication (BCC) campaign to influence household demand for and adoption of improved sanitation and hygiene services. Prior to this, development of a BCC Strategy is crucial to guide the campaign; and enhancing the capacity of city officials and council members to implement the BCC Strategy is also important. Accordingly, SNV is providing necessary support to GCC¹ in undertaking and institutionalising BCC, including undertaking formative research, strategy development, intervention design and implementation, and post-implementation effectiveness study.

Given this context, GCC and SNV are seeking a team of consultants/consulting firm to (i): develop a BCC Strategy, (ii): undertake a capacity/need assessment of city authority on BCC and (iii): provide training on BCC and strategy implementation. The strategy will focus on (a): demand creation for sanitation and hygiene services to support the GCC wastewater management initiative; and (b): enhance the capacity of city authority in institutionalizing BCC.

2. Rationale

2.1 Identification of Focus Behaviours

Based on the findings of the baseline study and consultation with different stakeholders, focus behaviours were identified for further study. Six identified priority behaviours are:

- Behaviour 1:** Building and maintenance of improved containment (pit/septic tank)
- Behaviour 2:** Hygienic use and maintenance of clean toilet
- Behaviour 3:** Handwashing with soap after defecation
- Behaviour 4:** Safe menstrual hygiene management (MHM)
- Behaviour 5:** Safe and timely removal of faecal sludge from septic tank/pit
- Behaviour 6:** Connection with network sewerage system at household level at zone 1

2.2 Formative Research on Focus Behaviours

A formative research was conducted in zones 1 and 4 considering the above mentioned focus behaviours and following two different approaches, which are SaniFOAM and Barrier Analysis. For the behaviours relating to handwashing after defecation and MHM, this study followed Barrier Analysis; while SaniFOAM approach was used for remaining behaviours. In addition to this, a qualitative study related to knowledge and attitude on sewerage systems was also conducted at the same time. The aim of this research was to better understand the sanitation and hygiene related behaviours of urban households including low income community (Slums) and non-households (Schools, Hospital/clinics).

The study has identified and prioritized significant determinants for each of the behaviours, and provides valuable information for evidence-based behaviour change communication. The research findings describe motivating factors and barriers for achieving desirable and sustainable sanitation and hygiene behaviour in different segment of people. Knowledge of improved sanitation; access to options for improvement; values and willingness to pay are the significant determinants of sanitation behaviour. Availability of soap, water and handwashing facility, lower price of soap and affordability were found to be the motivators for hand washing after defecation. The study illustrated that ensuring awareness and access to the related facilities may help to change the behaviour in both slum and non-slum households. Availability of private toilet facility along with soap and water and having enough time were found to be facilitators for safe MHM practice, and can be adopted to challenge the barriers of behaviour. In building and maintaining improved containment, social support, knowledge, access to options /skills, and

¹ under SNV's 'Urban Sanitation and Hygiene for Health and Development (USHHD)' component

willingness to pay are the significant determinants. Household members are found to be a strong influential group with regard to these behaviours.

Another study titled "Knowledge and attitude towards sewerage system" revealed that most households do not understand the difference between a drainage system and a sewerage system. The study also identified some important and inter-linked factors that would motivate people to connect to the sewerage network. These factors include cost of connection and monthly charge, cultural norms, and influential people like ward councillors, teachers, religious and community leaders.

Although the BCC and demand creation strategy are to be designed to support also the GCC wastewater management initiative, a challenge is that mechanical emptying services and network sewerage system are not currently available in GCC (the initiative is as yet under design). Also, options for safe containment, and services to implement the options, are also in process of development. Further, the situation regarding safe menstrual hygiene management is comparatively better than the situation with handwashing with soap after defecation.

For this purpose and to adapt the BCC Strategy to this changing and uncertain context, it is proposed to develop a **Long-term BCC Strategy** which contains 3 Phases:

- **Phase 1:** The sewerage network and non-sewer services (FSM, mechanical emptying) are not yet in place. This Phase will be developed targeting three focus behaviours:
 - ✓ **Behaviour 1:** Build and maintenance improved containment (pit/septic tank)
 - ✓ **Behaviour 2:** Hygienic use and maintenance of clean toilet
 - ✓ **Behaviour 3:** Handwashing with soap after defecation
- **Phase 2:** The non-sewer services (FSM, mechanical emptying) is in operation, but sewerage network is not yet in place. This phase will introduce the behaviour:
 - ✓ **Behaviour 5:** Safe and timely removal of faecal sludge from septic tank/pit
- **Phase 3:** The sewerage network is in operation. This phase will introduce the behaviour:
 - ✓ **Behaviour 6:** Connection with network sewerage system at household level at zone 1

The purpose of this ToR would be to focus on developing the BCC Strategy for Phase 1 (it can also be named BCC Action Plan for Phase 1). However, the overall Long-term BCC Strategy is a living document that will be evolving according to the real situation. For common understanding, the following BCC Phases will later be developed some time before the services are in place.

2.3 BCC Working Group of GCC

As a technical expert, SNV has advised that a working group will be helpful to design and implement BCC interventions effectively. This will also be a sustainable approach to BCC and demand creation. Considering this, GCC is proposing to form a BCC Working Group with support from SNV. This group will consist of relevant officials and council members of GCC. The working group will lead discussions on BCC to create demand for sanitation services. To make this group effective and more functional, increasing the capacity of members of this group is crucial.

It is evident that without increased demand for sanitation services, the market for faecal sludge management and other sanitation services, and the willingness-to-pay for the same, is limited. The BCC strategy will guide GCC council and officials to design and implement BCC interventions and to monitor the campaigns. It is with this objective that the BCC strategy must be developed.

3. Objective of the assignment

The broad objective of the consultancy service is to develop a BCC and demand creation strategy for Gazipur City Corporation to meet the requirements of the Gazipur wastewater management initiative. The BCC strategy is to be based on findings of the two studies on focus hygiene and sanitation behaviours; and knowledge: "formative research" and "knowledge and attitude towards sewerage system" The specific objectives are:

- To develop a realistic, innovative and implementable **BCC and demand creation Strategy** (can also be named BCC Action Plan for Phase 1) for the Phase 1 of this broader Long-term BCC Strategy, considering both non-slum and slum households,;
- To **enhance capacity** of relevant staff and council members of GCC on BCC and demand creation Strategy implementation on urban sanitation and hygiene.

4. Methodology

This strategy will be developed using a participatory approach. Participation of relevant officials, council members of GCC and relevant stakeholders needs to be ensured at each step in designing the strategy. We will appreciate proposals for other participatory methodologies and approaches beyond those mentioned below:

A. BCC Strategy Development

i. Desk Review

- Study Report (Baseline Study, Formative research, Study on knowledge and attitude on sewerage system, Background Note on GCC wastewater management initiative).
- Relevant policies, laws, actions, plans and strategies (The Local Government (City Corporation) Act, 2009, Pro poor strategy for Water and Sanitation Sector in Bangladesh, Bangladesh WASH country strategy and action plan (2019-2023), National Hygiene promotion strategy for water supply and sanitation sector in Bangladesh 2012, National Action Plan For Implementation Of Institutional And Regulatory Framework (IRF) for Faecal Sludge Management (FSM), web-based familiarisation with components of sewerage systems, etc.
- Review available BCC and demand creation strategies in relation to WASH both at national level and local level; in Bangladesh and in other similar contexts.

ii. Consultation and information gathering

- In-depth consultation with relevant officials, relevant elected council members, members of wastewater management committee, 2030WRG team involved with GCC wastewater management initiative, BCC working group, representative of NGOs working in WASH issues through stakeholder consultation workshop (5.1).
- Thematic discussion on each element of strategy with BCC Working Group through several consultation meetings (5.2).
- FGD, In-depth interview, Key Informant Interview (if required for further information). The questionnaires, checklists and other relevant material for the above interactions should be shared for approval before the interaction

iii. Determine strategic approach

- Deep dive analysis based on findings of desk review to
 - Identify appropriate behavioural model and approaches.
 - Identify communication objective.
 - Identify core strategic points and elements of strategy.
- Analysis of market segment and audience segmentation.
- Identify role and responsibilities of relevant departments in GCC and /or Govt. of Bangladesh; and coordination mechanism.

iv. Validation of BCC and demand creation strategy

- Validate draft BCC and demand creation strategy through validation workshop (5.3) with participation of councillors, officials, members of wastewater management committee, representatives of WASH projects in GCC and representative of NGOs working on WASH

B. Institutional Capacity Assessment of GCC for BCC and Demand Creation; and Training on BCC and Strategy Implementation

i. Review of HR Structure, annual budget, review of different projects of GCC and other relevant documents

ii. In-depth interview, key informant interview, group discussion with officials, council members and BCC Working Group (questions to be shared for approval beforehand)

iii. Development of training module considering findings of assessment and BCC strategy

iv. Training design following participatory approach.

v. Conduct the Training on BCC and Strategy implementation (5.4)

5. Modality of workshop, meeting and training

5.1 Stakeholder Consultation Workshop

Members of the BCC Working Group, relevant officials and councillors from GCC, representative from NGOs working in WASH, 2030WRG will participate this workshop. The expected number of participants for this workshop is 25. This workshop will be residential and two days long in a resort in Gazipur. Participants will stay two nights as they will arrive at the venue in the evening before the event day. SNV will provide them Daily Subsistence Allowance (DSA) as per UN rate and will arrange venue, accommodation, transportation and food. The Consultant will arrange all the logistics and materials for

this workshop as per guidance of GCC & SNV. On the first day participants will get a basic introduction to BCC, steps involved in BCC, importance and processes of strategy development etc so that they can contribute effectively during consultation sessions. On the same day significant determinants, barriers and enablers for each behaviour will be shared with them. On the second day, an in-depth discussion will be held on key findings and consultation on different elements of strategy.

5.2 Consultation Meeting

The BCC working group of GCC will lead the BCC design and implementation. The team of consultants will share the different steps of strategy development like strategic approach, channel selection, proposed material, campaign design and activities, implementation and monitoring plan etc. We assess that 3-4 meetings will need to be conducted during development of the strategy. Meetings may be three to four hours long and will be held in the office of GCC. The number of participants in each meeting may be 10-12.

5.3 Validation Workshop

This is a daylong workshop with the participation of stakeholders who participated in the stakeholder workshop. This workshop will be held after developing the draft strategy. The expected number of participants for this event is 25. The Consultant will arrange the venue, food and necessary materials and logistics.

5.4 Training on BCC and Strategy implementation

A two day residential training with participation of members of BCC Working Group, relevant officials, president and one member from health, environment and waste management standing committee of GCC. The expected number of participants for this training is 20. Prior to this training, a module will be developed based on the findings of the needs' assessment. As for the stakeholder workshop, SNV will arrange the venue, accommodation, food and DSA. The Consultant will arrange necessary logistics and materials for training.

6. Deliverables

The Consultant (s) is expected to deliver:

- Inception report of the assignment, presenting key understanding / points of the desk review;
- Report of stakeholder consultation workshop;
- BCC and demand creation strategy for GCC tailored to address households (Slum and non-slum);
 - Long-term BCC Strategy approach: Definition of the Phases.
 - Strategic approaches for Phase 1.
 - Positioning of BCC intervention.
 - Key messages for different target audience.
 - Communication channels, tools, format, materials with a good mix of diverse channels.
 - Implementation plan for two years.
 - Determine coordination mechanism among different departments of GCC.
 - Determine role and responsibilities of different stakeholders for implementation.
 - Simple and effective M&E system, process in accordance with framework with indicators.
- BCC and demand creation strategy in Bangla;
- Report on assessment of GCC institutional capacity with regard to BCC and demand creation;
- Training module on BCC and strategy implementation and IPC (Both in Bangla and English);
- Training completion report;
- ToR for BCC Working Group;
- Report on process documentation of this assignment.

7. Core Team for this assignment

We are looking for a multidisciplinary team combining professional specializations from different arenas related to this assignment. The core team may consist of the following profiles:

- **Lead Consultant and Strategy Developer:** Having sound understanding of BCC approaches and models, BCC design, strategy development, capacity building, and good facilitation skills. Should have 12-15 years of proven experience in the area of BCC/SBCC. Experience of working in sanitation, hygiene and urban sanitation issues will add value.

- **Training specialist and module developer:** Having 10-12 years' experience in developing training/capacity building modules. Should have good facilitation skills to conduct capacity building workshop/training; and sound knowledge and experience in BCC/SBCC.
- **Researcher:** Having 5-8 years of experience in research especially in qualitative research. Should have experience of work in the area of capacity assessment. Good report writing skill required.

We will only evaluate CVs of the above-mentioned proposed team members. If the firm/consultants feel the necessity for additional team members, or support staff, these may be proposed. There is no need to submit their CVs.

8. Responsibilities

BCC Working Group of GCC

- Provide support for introduction to GCC's officials and council members;
- Provide access to programme and other relevant documents;
- Provide necessary inputs and feedback in designing the strategy;
- Support for organizing meetings with working group;
- Provide other inputs and assistance as appropriate.

SNV Urban Sanitation Programme Team

- Provide support for introduction to BCC Working Group of GCC;
- Facilitate access to relevant documents and information;
- Provide assistance on the methodology design, and provide feedback when needed;
- Pay the consultancy fee and costs related to the assignment (within the budget to be agreed upon by SNV and consultant/s);
- Arrange venue, accommodation, DSA for the participants of the stakeholder workshop, consultation meetings and training;
- Provide other input and assistance as appropriate.

Consultant/s

- Lead the assignment, including design, implementation, stakeholder consultation, strategy development, validation workshop and finalisation within the agreed time-frame;
- Responsibility for the arranging materials for stakeholder consultation workshop and training;
- Consultant/s will bear any/all expenditure related to the assignment, except for the ones clearly excluded(mentioned above);
- Inform and update SNV and / or other stakeholders on a regular basis;
- Arrange for taking quality photographs at all events of the assignment, including consent forms if required;
- Arrange final validation workshop.

9. Timeframe

The total duration of the assignment will be for 20 weeks after signing of the contract. Commencement of the services is expected by July 2020.

10. Implementation arrangements

The consultant will report to the WASH Sector Leader (SNV UrbanSan Programme) for each of the deliverables, and will work closely with the BCC Working Group and SNVs BCC Advisor for day to day reporting; and also with other team members and city authority's respective personnel.

Payment will be made to the agreed account in 3 steps upon receiving of invoice, 1) 30% after signing the contract; 2) 40% after receiving draft strategy; and 3) 30% on approval of the final strategy, assessment report and training report. SNV will make payments in compliance with the rules of Bangladesh Government. As per income tax law, Tax will be deducted from the main budget amount by

SNV (in general for national consultants 10%). VAT will be added to the main budget and kept at source (15%). Only VAT is required to be included in the total budget (consultant's financial proposal).

11. Evaluation Criteria

The following criteria will be followed to evaluate technical proposals received:

- Technical Score (80%):
 - Company Profile (related experience): 10%
 - Understanding of the ToR: 15%
 - Methodology: 15%
 - Team Composition: 40%
 - Gender Equity: 5 additional points if there is gender equity in team composition.
- Financial Proposal (20%).

12. Application

Interested team of consultants or consulting firms are requested to develop and submit their technical and financial proposals, with detailed methodology including activities and milestones, budget details, workplan and CV of team members.

Electronic copy of the proposal duly signed should be submitted to bangladesh@snv.org with the subject line: **Development of BCC Strategy for urban sanitation and hygiene in GCC** latest by **12 July 2020**.

For any query related to the ToR, please email to **Md. Ariful Islam, BCC Advisor** Email: mislam@snv.org to keep CC bangladesh@snv.org.