



Terms of Reference for Case Study

Country: Bangladesh

Location: Dhaka

Desired start date: 07 February, 2021

Duration of the mission: 07 February to 24 March, 2021

Deadline for report finalization: 24 March, 2021

Source of funding: EuropeAid

1. Presentation of SI
2. Presentation of the context
3. Objectives of the assessment
4. Methodology
5. Deliverables
6. Duration and dates
7. Budget
8. Procedures & logistics
9. Annex
10. Contacts

Date: Janaury,2021

1 Presentation of Solidarités International

WITHIN THE COUNTRY

SOLIDARITÉS INTERNATIONALE opened its mission in Bangladesh at the end of 2007, following cyclone SIDR. Over the past eight and a half years, SI has implemented activities in emergency response followed by early recovery and reconstruction.

SI's intervention and strategy in Bangladesh is to target primary needs of crisis affected persons in terms of food security and livelihood, disaster risk reduction (DRR), water, hygiene and sanitation (WASH), climate change and shelter, whilst working in parallel on mid-long term resilience strategies.

The frequency and impact of natural disasters, as well as the exposure of the country to climate change justifies the involvement of SOLIDARITÉS INTERNATIONALE in Bangladesh, from the humanitarian point of view. The organization provides help in the wake of natural disasters (cyclones, storms, floods, landslides) and slow onset disaster (waterlogging) in the southwest (Satkhira District) and humanitarian assistance to the communities in the South-East (Cox's Bazar District) where Rohingya refugees influx exacerbated the pressure on natural resources and livelihoods opportunities due to the increase of the demographic burden. SI also intervenes in Dhaka slums since 2017, supporting the local CSOs in advocating for their right to access the basic WASH services, as well as promoting adequate hygiene practices and providing WASH facilities

2 Presentation of the Project

Project Name: Slum-based Citizen Action Network (SCAN) Project

Project Location: 10 slums in Dhaka North City Corporation (DNCC) and Dhaka South City Corporation (DSCC)

Project duration: 42 months from 1st January 2018

Funded by: European Union

Implementing agency: The project is led by Resource Integration Centre (RIC) and co-implemented by Solidarités International.

The project aims at strengthening local authority and the CSOs (Civil Society Organization) to establish an efficient and effective governance in a sustainable condition to remove policy barriers, enhance policy enforcement and activate the mechanism to engage LA (local authorities) to own and be accountable to ensure the services. The grassroots level CSOs will be capacitated to uphold the local issues to the service providing authority systematic step up process through LA (Ward Councillor) to the Dhaka North City Corporation (DNCC), Dhaka South City Corporation (DSCC) and Water Supply and Sewerage Authority (DWASA) will be aligning their services to address the problem of the slum people. This process will enable both the youth and woman CSOs into the community to uphold their problems through capacity building and to raise their consciousness. In total, 29 CSOs (10 for youth and 10 for Women, 8 ward, 1 central) will be capacitated for organization development, leadership promotion, linkage development with the LA, establish push and pull interaction with the service providing authorities i.e. DWASA and DNCC & DSCC to prevail a sustainable mechanism for the 60,000 slum dwellers of 10 slum in 8 wards of Dhaka city.

Overall objective: *To enhance CSOs contributions to realizing the rights to effective Water Sanitation Hygiene (WASH) and Waste Management (WM) services of slum dwellers and marginalized groups in Dhaka City.*

Specific Objective : *To build the capacity of CSOs in slum areas of Dhaka City to advocate and act for access to the basic rights of WASH and Waste Management and participate in local governance through collaboration with Local Authorities and the establishment of strong formal linkage systems between them.*

The following results:

ER 1: CSOs are active in assessing their community's needs and advocating with LAs for the provision of services improving access to the basic WASH and environmental rights.

ER 2: Local Authorities (LAs) are more willing and proactive in engaging with slum communities and marginalised groups to increase access to basic rights to WASH services and a clean environment.

ER 3: Formal linkage mechanisms allowing communication and negotiation between communities, CSOs and LAs are firmly established.

ER 4: Through the activities, access to effective WASH and Waste Management systems is increased in targeted communities.

3 Scope of the case study report

3.1 Objectives

The objective of the Case study exercise is to document the SCAN project, its rationale, methodology and the changes it has brought about for project stakeholders. The exercise seeks to capture and better understand how the intervention contributes to the outputs (results) and specific objective by interviewing project stakeholders.

More specifically, the case study exercise will be two-fold.

Firstly, the consultant will describe the context prior to the intervention (water and sanitation governance and stakeholders, needs and gaps in water and sanitation services, etc) and the rationale behind the intervention as designed and implemented by RIC and Solidarités International. The implementation methodology and activities will also be described and illustrated.

Secondly, the consultant will capture the essence of the project and the action by illustrating its effects through portraits of beneficiaries and key stakeholders. Challenges and good practices will be drawn from the interviews. The factors that led to success will be documented and lessons learned provided after analysis to improve intervention design for future projects.

3.2. Stakeholders to be portrayed

The consultant will collect case studies from people that represent the different groups directly or indirectly affected and/or implicated in the project:

- **Direct beneficiaries of the project:** members of the CSOs, O&M committee members, caretakers.
- **Indirect beneficiaries of the project:** slum dwellers and inhabitants, including various groups such as children/youth, women, elderly, people with disabilities, people from minorities, etc.. A gender balance will be sought.
- **Local authorities** involved in project activities: Ward Councillor, DNCC, DSCC, DWASA interlocutors.

3.3. Utilisation of the exercise

The case study exercise will be used for three purposes:

- **Learning purposes:** Solidarités International expects the exercise to provide findings and lessons learned that will be useful for its programming in Dhaka, and more generally for programming in urban areas. Moreover, we hope that the lessons will be useful and transferable to other organisations working in similar contexts.
- **Accountability purposes:** the report and its findings will be shared with project stakeholders (local authorities, CSOs, donor EuropeAid, RIC, and interested inhabitants).

- **Communication/visibility purposes:** the narrative and video deliverables should be disseminated widely to highlight SI's work in Dhaka slums, and to show off the expertise the organisation has acquired from this project.

4 Methodology

The exercise will rely solely on **qualitative data collection**, mainly **interviews and observation**.

The consultant will discuss with project implementing partners, Resource Integration Centre and Solidarités International, and carry out a literature review of project documents, in order to gain an understanding of the context, justification and methodology of the project.

The consultant may also gain a better understanding of project methodology and effects through observation of the activities i.e meeting with CSOs, training for CSOs, help desk, social audit and interface meeting with LAs etc.

Regarding the effects of the intervention more specifically, the model that has been chosen as the most suitable to best serve the purpose of the exercise is the **case study approach**. This approach is particularly relevant for work in less tangible spheres such as advocacy and governance.

The set of cases will be **purposefully chosen**, meaning including cases that can provide the most information-rich answers to specific questions. The consultant may see fit to use a snowballing method to select the cases. In any case, the study does not claim to reach any kind of representativeness as the exercise will focus on qualitative and contextualized information in link with personal trajectories.

The consultant will conduct semi-structured interviews with the selected persons, in order to allow for spontaneity and to create a free-flowing conversation in which the interviewees feel at ease enough to express themselves freely. The interviewer will transcript as faithfully as possible what is said, with a specific emphasis on direct quotes from the person interviewed.

The process and the purpose of the interview will be carefully explained to the persons selected before the interview begins. Before the meeting, information will be provided to them to highlight that the idea will be to publish their portraits and testimony, meaning that the information shared will not be confidential. Opportunity will be given to change the names to ensure anonymity if preferred by the person. Teams will be carefully briefed on the importance to provide comprehensive explanation to interviewees ahead of time so that consent that will be given on paper will be informed and aware of the final end of the report.

More specifically, for each group of "portraits":

- Direct beneficiaries selected for interview will not only describe their personal trajectory but also the story of their involvement as a member of a CSO and in the project implemented by SI and RIC. They will thus be invited to explain the reasons behind their engagement, the impact of this engagement on their personal life and on the way they interact with their community and with local authorities. The interviews will also try to capture their opinion on the progresses made thanks to the project, and the sustainability of the changes observed, if they have observed any. The consultant will provide a more detailed proposition for selection (sampling method) of these cases, knowing that these stakeholders are the best suited to provide an in-depth analysis of the intervention's impact on their living conditions at large and on project processes and methodology.
- Indirect beneficiaries (inhabitants) will be selected based on their willingness to participate and their ability to do so. They will be invited to tell their personal stories and to provide their personal point of view regarding the living conditions in the slum, the changes seen in the framework of the SCAN project, their relations with the slums CSOs, etc. Through this sample of personal trajectories

and opinions regarding the project, we expect the final report to be enriched with human-centered stories enabling a better understanding of the constraints, realities, needs, hopes and opinions. Similarly to direct beneficiaries, it is left to the consultant to judge the number of indirect beneficiaries to be interviewed, with the only condition to keep representativeness at heart in terms of groups of people in the community (women, elderly, youth, men, etc. – see above).

- Regarding local authorities, a smaller number of key persons will be interviewed in order to collect their impressions, opinions and remarks on the project and its impact on their relations with slum CSOs. The collection of their point of view will enable to find a balance with the point of view of direct and indirect beneficiaries, and to confront diverse opinions to get a full picture of the essence of the project and its dynamics.

5 Deliverables

- ✓ **Inception report:** The consultant/agency is expected to submit a summary inception report which includes more detailed study methods, a schedule and tools, to be validated by SI.
- ✓ A **Case study report** containing the following:

In a **first descriptive part**, the consultant will focus and report on the following elements:

1. The context, prior to the intervention: water and sanitation governance and stakeholders, needs and gaps in water and sanitation services
2. The logic of intervention/rationale behind RIC and Solidarités International's intervention: what are they trying to achieve and what actions are they taking to do so?
3. A timeline with turning points/milestones that shaped the project and its evolution
4. The main steps of implementation and methodology

In a **second analytical part**, the consultant will demonstrate and provide an overview of:

5. The effects of the project or the changes that the project has generated: what tangible and demonstrable changes have taken place due to the project? What key factors made these changes happen? How sustainable are these changes likely to be?
6. Challenges and good practices that could be duplicated
7. Lessons learned on intervention design that could be made to improve future projects

The report will also include **photos** of project activities, of the environment in which the project is taking place, and of interviewees.

The length of the report will depend on the content collected. A shortened (summarised) version and a full version will need to be provided.

- ✓ Submit edited video of 3 minutes and 5 minutes of the scenarios captured, and the footage of the recorded stories with English subtitles.
- ✓ An oral presentation of the findings and lessons learned to SI team in Dhaka, with a PowerPoint medium.
- ✓

6 Duration and dates

Total duration of the assignment is 45 days, from 7 February to 24 March, 2021.

Phase I: Preparation and analysis of documentation and briefings: 7 days;

Phase II: Fieldwork: 23 days;

Phase III: Analysis and Reporting: 15 days

7 Application

Interested firms/agencies are requested to submit their Expression of Interest (EOI) only until 20th January 2021 with the following:

- Technical proposal (this should include methodology and work plan. In the methodology, please avoid copying these TORs to the extent possible, and describe your own ideas and approach)
- Financial proposal: the consulting fee, daily rate, travel and accommodation of the consultants only will have to be quoted.
- TIN certificate/VAT registration (if applicable)
- Bank account details
- Two references
- One sample of previous similar works done.
- The Expression of Interest should be sent to: dha.fco@solidarites-bangladesh.org with CC to dha.hr.coo@solidarites-bangladesh.org with the subject line “Consultant for Case Study.” Shortlisted applicants will be invited for an interview.

8 Selection Criteria

On receipt of the EOI designated project management team will study the proposals including an interview and take a decision about the consultant/s/ agency for the study. Selection of the consultant/s/ agency will be based on the selection criteria.

Selection Criteria	Scores
Quality of the proposed plan – well thought out, logical, strong methodology and approach, well-timed, level of details, would meet objectives	10
Knowledge and Experience of doing such assignments	10
Good understanding of the Urban WASH sector and Governance	10
Availability during the period of the project	10
Costs – value for money	10
TOTAL	50

9 Budget and Mode of payment

The applicant should develop a detail budget (different budget for different assignment/event) for completing the assignments as outlined in this TOR by clearly allocating expenses and daily rate.

- No advance payment will be allowed
- 50% of the total contract value (excluding AIT/VAT) will be paid after completion 25% of total work
- The remaining amount (50%) will be paid upon acceptance of the final report.
- The payment would be made in account payee cheque by the name of the consultant/firm.
- VAT and Tax will be deducted as per the government policy as well as SI policy.

10 General terms and conditions:

- Solidarites International reserves the right to accept or reject any proposal without giving any verbal and/or written rationale;
- All reports and documents prepared during the assignment will be treated as the property of Solidarites International.
- The reports/documents or any part, therefore, cannot be sold, used and reproduced in any manner without prior written approval of Solidarites International.
- Solidarites International reserves the right to monitor the quality and progress of the work during the assignment.