

Terms of Reference

for

Consultancy Services for Construction Supervision, Social Intermediation, Community Mobilization, and Awareness Raising for Improved Water Supply and Sanitation Services in Low-Income Communities (LICs) in Chattogram City (Package: CWSIP/S8)

1. Background

Chattogram, formerly Chittagong, is Bangladesh's second-largest city, its largest seaport, and a major commercial and industrial centre. Located in south-eastern Bangladesh on the banks of the Karnaphuli River, the city is surrounded by the sea, rivers, and hill tracts. Chattogram's population is projected to grow from 3.23 million in 2021 to about 6.39 million by 2030. The city is a major centre of trade, commerce, and industry and is considered a lifeline of Bangladesh's economy. It produces about 40 percent of the country's industrial output, handles more than 75 percent of exports, contributes 40 percent of government revenues, and generates employment for 16 percent of the national industrial labor force. Bangladesh's first Export Processing Zone was established in Chattogram, and the city has experienced rapid industrial and urban growth over the last three decades, including significant growth in the garment industry.

The Chattogram Water Supply and Sewerage Authority (CWASA) is responsible for providing water supply, sewerage, and drainage services within the Chattogram Development Authority boundary, covering 155 km². CWASA has made incremental progress in expanding piped water supply services but has not yet achieved full coverage across its service area and continues to face operational inefficiencies. CWASA currently provides piped water to about 2.2 million people, or approximately 68 percent of the city population, through around 85,000 household connections. CWASA is also developing sanitation infrastructure using a mix of sewerage systems, including sewers and wastewater treatment, and fecal sludge management (FSM) systems.

Chattogram Water Supply Improvement Project (CWSIP)

CWASA is implementing the International Development Association (IDA)-supported Chattogram Water Supply Improvement Project (CWSIP). CWSIP (P176429) forms Phase I of the Bangladesh Water Security and Water Supply and Sanitation (WSS) Program Multi-Phase Programmatic Approach (MPA).

The **Project Development Objectives** (PDOs) are to: (i) increase access to safe and reliable water supply in Chattogram; and (ii) improve operational performance and financial sustainability of CWASA.

The Project comprises five components:

Component 1: Improving Efficiency, Quality and Coverage of Water Supply Services

Component 2: Improving Water Supply and Non-network Sanitation Management Services for LICs

Component 3: Developing Utility Systems and Capacities

Component 4: Project Implementation and Management Support

Component 5: Contingent Emergency Response

2. Water Supply and Sanitation in LICs in Chattogram

About 18 percent of Chattogram's population, or approximately 0.57 million people, resides in 2,106 LIC settlements. Many LICs do not have adequate access to water supply and sanitation (WSS) services because of legal status, tenure constraints, and temporary housing structures.

More than two-thirds of households in LICs either lack access to sanitary toilets or rely on insanitary toilets that discharge directly into drains. Such discharge of untreated fecal matter contaminates water sources and creates significant public health and environmental risks.

Only about 46 LIC settlements have access to basic water supply through communal standpipes supplied by the CWASA distribution network; the remaining settlements depend primarily on shared water points.

Under the Bank supported CWSISP (implemented earlier), the CWASA successfully piloted water supply to selected LICs through localized small networks connected to the CWASA distribution network or through deep tube wells in or near the LICs. The CWASA partnered with Non-Governmental Organizations (NGOs) and Community-based Organizations (CBOs)¹ for local level service delivery including water distribution within the LIC and tariff collection.

Component 2 of CWSIP focuses on providing both water supply and non-network sanitation options for selected LICs. Sub-component 2.1 will support sustainable management models for water services in LICs, building on models piloted and tested under CWSISP. Sub-component 2.2 will support CWASA in financing strategic and innovative investments for sanitation service improvements in LICs, including non-network sanitation where sewerage systems are infeasible. Both water supply and non-network sanitation options for LICs are expected to rely on private operators deployed by CWASA under service contract arrangements.

Sub-component 2.1: Water Supply for LICs - will finance expanding the coverage of water supply services to selected urban LICs in Chattogram through extension of the water distribution system. Women will be trained and employed to operate water pumps and collect bills as part of these efforts. Formalizing piped water supply system in these LICs will give their residents access to a safe and reliable water supply. This will be modelled on the experience gained under the previous CWSISP.

Sub-component 2.2: Non-network Sanitation options for LICs will finance:

- (i) new and improved toilets, where needed, including shared toilets that are common in LICs²;
- (ii) containment improvement in the form of community septic tanks (connect to a group of households) or Decentralized Wastewater Treatment Plant (DEWATS)³;
- (iii) design of a Management Information System (MIS) for the city's FSM, integrated with the CWASA's organization-wide MIS and Geographic Information System (GIS); and
- (iv) communications: this will target behavioral change in households to stopping direct discharge of wastewater from toilets and improving tank-management practices to achieve effective FSM for the city.

Project Preparatory Activities for Water Supply and Sanitation for LICs

During project preparation, the World Bank provided technical assistance to CWASA through consultancies to carry out surveys and feasibility and design studies for water supply services in selected LICs and for demonstration of sanitation pilots and innovations in selected LICs.

a) Water Supply in LICs: Using technical surveys and community mapping, the study provided critical information on the demographic profile, current WSS service, social and political situation in Chattogram's low-income communities, and the various models followed by NGOs/organizations in the provision of water and sanitation services in these communities. The study identified LIC locations for provision of water supply services: Water supply schemes will be implemented in 12 city wards (Nos: 2, 9, 11, 12, 13, 19, 22, 30, 35, 40, 41 and one more).

b) Non-network Sanitation demonstrations in LICs: a techno-economic feasibility and design study was carried out to locate sites in selected LICs where improvements in sanitation could be feasible. These would include new and improved toilets, where needed, including shared toilets and basic containment cum treatment systems like DEWATS (that need collective use and operations arrangements). These non-network sanitation options will be constructed in seven city wards (Nos. 1, 10, 14, 19, 20, 29 and 26).

To support implementation of Component 2 and achieve the expected results, CWASA intends to engage a non-governmental organization (NGO) or consulting firm ("Consultant") with demonstrated experience and

¹ NGOs receive treated water from the CWASA at wholesale supply points, and in turn provide water to households in the LICs through communal standpipes managed by community groups.

² Depending on space availability, single or multiple toilet units will be provided.

³ Access to septic emptying trucks and space availability will guide the selection of sites for DEWATS installations.

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capacity in construction supervision, social intermediation, community mobilization, and awareness raising for improved water supply and sanitation services in LICs in Chattogram City.

3. Objective

The objective of this assignment is to support CWASA in implementing water supply and non-network sanitation investments in selected Low Income Communities (LICs) in Chattogram through a consultancy that combines construction supervision, social intermediation, community mobilization, awareness generation, stakeholder coordination, and establishment of practical operations and maintenance (O&M) arrangements. The assignment shall ensure that sites are implementation-ready; community, landowner, and institutional agreements are secured; works are supervised and documented; community structures are established; O&M arrangements are agreed before handover; and CWASA receives timely updates needed to manage the works, services, risks, and post-commissioning support.

4. Specific Objectives

The specific objectives are to ensure that the Consultant will:

- i) Mobilize communities and generate awareness to create informed demand for improved water supply and sanitation services and support behavior change;
- ii) Implement the project's Stakeholder Engagement Plan (SEP) in the selected LIC areas. This will include, inter alia, facilitation and documentation of community, landowner, and institutional consultations required to confirm siting, access, technical requirements, agreements or MoUs needed before construction or installation, facilitating receipt and recording of LIC grievances in CWASA's existing grievance mechanism and tracking grievance redressal;
- iii) Establish or strengthen community-level structures and community-level focal points, including women representatives, with clear roles for operations and management of facilities, including, access and use, user contributions, record keeping, grievance reporting, routine maintenance and repairs, and coordination with CWASA;
- iv) Supervise construction and installation of water supply and sanitation facilities and support the handover of completed systems to identified community structures and representatives;
- v) Capacity building of community groups and focal persons to operate, maintain facilities and document, and report on water and sanitation services;
- vi) Facilitate coordination among CWASA, CCC, District Administration, construction contractors, CBOs, NGOs, landowners, and other stakeholders working in LICs in Chattogram.

5. Scope of Work

The Consultant shall carry out the following activities:

5.1 Inception Phase

- i) Review the general project documentation and specifically, the Feasibility Study and Design studies, siting and technical specifications, social and environmental safeguards, and proposals for water supply and sanitation provision and operations management, in the select LICs under the project;
- ii) Carry out field visits to the LIC locations and communities approved by CWASA for water and sanitation projects;
- iii) Learn and document lessons from rapid assessments of water and sanitation systems provided by CWASA in earlier WB-supported projects, and in projects supported/ implemented by NGOs/donors in LICs in Chattogram in water and sanitation, and related urban services in LICs;
- iv) Meet with key institutional and community stakeholders and establish a working relationship with key focal points; and

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v) Develop a practical implementation plan for achieving the assignment results, including the approach and methodology for awareness generation, community mobilization, establishment of community structures and focal points, site-readiness checks, construction supervision, O&M arrangements, staffing and deployment, sequencing, coordination, monitoring, and reporting. The plan shall be submitted as part of the Inception Report.

5.2 Awareness Generation, Community Mobilization, and establishment of de jure and de facto Arrangements for Water and Sanitation Systems

i) Develop and implement an awareness and behaviour-change package for households, user groups, and other local stakeholders. The package shall include key messages, materials, delivery channels, activity calendar, target groups, and monitoring indicators, and shall be implemented before, during, and after infrastructure provision and commencement of operations;

ii) Mobilize communities to establish or strengthen community-level structures and focal points, especially women, who will support construction, service commencement, operations management, user contribution collection, record keeping, grievance reporting, and coordination with CWASA. The Consultant shall document community recognition of their roles and responsibilities;

iii) Facilitate consultations with communities, landowners, CWASA, and other relevant stakeholders on proposed siting, technical designs, user access, and construction requirements. This shall include confirming adequate space for tube wells, pumping stations, reservoirs, networks, toilets, containment, and treatment systems, and facilitating written agreements, MoUs, undertakings, or other documentation required to ensure that assets are available for use by intended beneficiaries and are protected from demolition, obstruction, or restrictions on use;

iv) Co-develop and finalize, with user communities and focal persons, practical O&M rules for each site, including service access, water supply timing, shared toilet use, user contribution arrangements, maintenance responsibilities, repair escalation, record keeping, grievance reporting, and communication with CWASA; and

v) Identify weaknesses and risks to sustained O&M of assets and services, agree mitigation measures with CWASA and relevant stakeholders, and track implementation of agreed actions.

5.3 Construction Supervision, Capacity Building and Handover of Systems

i) Supervise construction and installation of water supply and sanitation facilities by the respective contractors, in coordination with CWASA and community representatives/focal persons. Supervision shall include site-readiness verification, progress tracking, documentation of any issues, and close coordination with CWASA for required decision making;

ii) Develop and operationalize a handover protocol for each completed water supply and sanitation system, including confirmation of completed works, user access arrangements, O&M responsibilities, technical support, and acceptance by CWASA and community representatives or focal points;

iii) Build the capacity of community groups and focal points on technical understanding of the systems, safe use of facilities, preventive and breakdown maintenance, management and documentation of users and finances, grievance reporting, and procedures for obtaining backstopping support from CWASA, CCC, or other agencies after commissioning.

5.4 Monitoring, Reporting and Stakeholder Co-ordination

i) Develop and implement simple, site-wise monitoring formats and reporting procedures for construction progress, agreement/MoU status, community mobilization, awareness activities, training delivered, handover readiness, O&M arrangements, user contributions, functionality of systems, issues raised, and actions taken. Where feasible, mobile-phone-based data and photo reporting should be used to support timely verification and reporting to CWASA;

ii) Coordinate regularly with CWASA, CCC, CDA, District Administration, contractors, community structures, NGOs/CBOs, landowners, and other relevant city stakeholders to support planning, construction, field-level issue resolution, commissioning, and continuity of services;

iii) Facilitate stakeholder consultations, as agreed with CWASA, to review implementation progress, address site-specific issues, confirm responsibilities for follow-up actions, and document decisions during planning and construction; and

iv) Conduct a final stakeholder workshop with CWASA and city stakeholders at the commencement of operations in LICs to present implementation status, community arrangements established, early operational performance, risks identified, backstopping arrangements, lessons learned, and recommendations for scale-up.

6. Duration and Schedule of Deliverables

The contract activities are expected to extend over a 36-month period.

The Consultant shall be responsible for the following deliverables:

No	Deliverable	Timeline (At the end of x months from Contract Signing)	Remarks
1	Inception Report	1	Detailed site-wise implementation plan, including confirmed sites, ownership and access status, community contact points, methodology, staffing and deployment plan, risk register, coordination arrangements, and reporting formats agreed with CWASA PMU.
2	Awareness and Demand Generation Package	2	Communication strategy, activity calendar, target groups, feedback mechanism, and relevant indicators
3	Report Documenting Agreement / MoU of Landowner/Stakeholder with CWASA in at least 6 locations	4	Written agreements/MoUs completed, with evidence of consultations, site readiness, access arrangements, implementation risks, and pending actions requiring CWASA or stakeholder follow-up.
5	Report Documenting Agreement / MoU of Landowner/Stakeholder with CWASA in at least 18 locations	12	Written agreements/MoUs completed for cumulative locations, with updated site status, unresolved issues, mitigation actions, and confirmation of readiness for construction or installation.
6	Monthly Progress Reports	Within 1 week after the end of each month	Report to cover, site-wise and separately for water and sanitation: agreement/MoU status; construction progress and quality issues; community mobilization and structures established; awareness activities; training delivered; O&M, user contribution; stakeholder coordination; risks, and recommendations for CWASA.

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No	Deliverable	Timeline (At the end of x months from Contract Signing)	Remarks
7	Draft Completion Report	34	Comprehensive draft report documenting outputs achieved against objectives, site-wise implementation status, systems handed over, community and O&M arrangements, training and awareness results, operational risks, lessons learned, and recommendations.
8	Project Stakeholder Workshop	35	Workshop materials, minutes/report, stakeholder feedback, agreed follow-up actions, and documentation of backstopping and sustainability arrangements.
9	Completion Report	36	Final report incorporating CWASA comments and presenting verified outputs, outcomes, sustainability arrangements, recommendations for continued operations, and potential scale-up.

All deliverables shall be submitted in editable format and shall be considered accepted only after written confirmation by CWASA. CWASA may request revisions where deliverables are incomplete, not site-specific, unsupported by evidence, or not consistent with the approved methodology. The Consultant shall address CWASA comments within the period agreed at inception.

7. Reporting and Coordination Arrangements

The Consultant shall report to the Project Director, PMU, CWSIP, with day-to-day coordination through designated PMU focal points. At inception, the Consultant shall agree with CWASA on reporting formats, decision points, and review timelines for deliverables. Monthly reports shall clearly identify progress against planned activities, outputs achieved, constraints, risks, decisions required from CWASA or other stakeholders, and follow-up status from previous reporting periods.

The Consultant shall work in close coordination with as directed by the PMU, the frontline divisions of the CWASA. In addition, the Consultant shall coordinate with other City agencies including CCC, CDA, and other govt. and non-govt. agencies as advised by the PMU.

8. CWASA Support

The CWASA shall make available, as appropriate:

- Project documentation, including survey, feasibility, design, social, environmental, and safeguards data and reports;
 - Introductions to relevant city and local institutions, as required for implementation; and
 - Reasonable facilitation for access to approved sites and relevant CWASA focal points.
- The Consultant shall operate from its own premises in Chattogram.

9. Consultant Qualifications and Experience

The Consultant shall meet the following minimum qualifications and demonstrate the following experience in its proposal, supported by evidence of completed or ongoing assignments:

- Legal registration and permission/license to work in Bangladesh; and organizational systems with accounting and financial management, documentation and reporting systems
- At least 10 years of demonstrated organizational experience in participatory planning, awareness generation, behavior change communication, and community mobilization with poor communities in Bangladesh, preferably in WASH, public health, environmental health, or urban resilience;

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- iii) At least five years of demonstrated experience working with urban poor communities or LICs on water supply, sanitation, FSM, shared sanitation, or related service delivery arrangements in Bangladesh;
- iv) Demonstrated experience coordinating with city agencies, utilities, municipalities/pourashavas, WASAs, district administrations, contractors, CBOs, NGOs, or landowners for implementation of community-level infrastructure or service-delivery assignments; and
- v) Demonstrated capacity to manage multidisciplinary field teams for construction supervision support, community facilitation, reporting, and coordination across multiple sites.

10. Key Personnel and deployment

10.1 The Consultant will propose the following key personnel for the assignment:

i) Team Leader – one position

The Team Leader shall have at least a postgraduate degree in water or sanitary engineering, management, social sciences, or another relevant discipline. The Team Leader shall have at least 10 years of relevant professional experience and at least five years of demonstrated team leadership experience in water and sanitation, health, or climate resilience projects with poor communities, preferably in urban Bangladesh. The Team Leader shall have excellent verbal, analytical, and documentation skills in English and Bangla. Experience working with government agencies is required, and experience in donor-supported projects will be an advantage.

ii) Social/Community Development Specialists – two positions

Each Social/Community Development Specialist shall have at least a postgraduate degree in management, social sciences, or another relevant discipline. Each specialist shall have at least eight years of social development experience in water and sanitation, health, or climate resilience projects with poor communities, preferably in urban Bangladesh. The specialists shall have strong community facilitation skills and strong verbal, analytical, and documentation skills in English and Bangla. Familiarity with social and environmental safeguards in multilateral or bilateral projects is required, and experience conducting training programs will be an advantage.

iii) Community Water Supply Engineer – at least one position (additional part-time position may be proposed by proposer with justification)

The Community Water Supply Engineer shall have at least a diploma degree in environmental or civil engineering and at least eight years of experience in community-level water supply engineering projects, preferably in urban Bangladesh. The engineer shall demonstrate sound analytical and supervision skills for basic water supply systems and shall have good written and spoken communication skills in English and Bangla. Experience working in multilateral, bilateral, or INGO-supported projects will be preferred, and experience conducting training programs will be an advantage.

iv) Community Sanitation Engineer – at least one position (additional part-time position may be proposed by bidder with justification)

The Community Sanitation Engineer shall have at least a diploma degree in environmental or civil engineering and at least five years of experience in sanitation, Fecal sludge management, or non-network sanitation projects at community level, preferably in urban Bangladesh. The engineer shall demonstrate sound analytical and supervision skills for basic sanitation systems and shall have good written and spoken communication skills in English and Bangla. Experience working in multilateral, bilateral, or INGO-supported projects will be preferred, and experience conducting training programs will be an advantage.

v) Community Organizers and Support Personnel – to be proposed

In addition to the key personnel listed above, bidders shall propose community organizers and other support personnel, with clear justification of roles, numbers, deployment, and expected contribution to the assignment outputs.

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10.2 Personnel Deployment and Scheduling

The following table provides the suggested deployment of personnel over a 36-month contract period. Bidders may propose a different staffing mix or deployment schedule, provided that the adequacy of the proposed arrangement to achieve the assignment results is clearly justified in the technical proposal.

Key Personnel and Deployment

No	Position	Deployment (Person Months)
1	Team Leader – one position (Intermittent, over 36 months)	24
2	Social/Community Development Specialists – two positions (full-time) 36x2	72
3	Community Water Supply Engineer – (full-time for initial 18 months, intermittent thereafter up to 6 person-months spread over rest of contract period)	24
4	Community Sanitation Engineer – (full-time for initial 18 months, intermittent thereafter up to 6 person-month spread over rest of contract period)	24
5	Community Organizers and Support Personnel (to be proposed)	

The Proposer shall propose a tentative personnel deployment schedule in the technical proposal, showing person-months by position, phase, and location. The proposed deployment shall be adequate to deliver the assignment outputs across all selected LIC sites and shall be finalized during the Inception Phase with CWASA approval.

11. Minimum Contents of Technical Proposal

The technical proposal shall be concise, specific to the assignment, and supported by evidence. At a minimum, the proposal shall include the following:

- i) Understanding of the assignment, including the implementation context in LICs, expected outputs, key risks, dependencies on CWASA and other stakeholders, and the Consultant's proposed approach to achieving the assignment objective;
- ii) Relevant organizational experience, with summaries of comparable assignments covering urban LICs or low-income settlements, WASH/FSM, social intermediation, community mobilization, construction supervision support, stakeholder coordination, and O&M or handover arrangements;
- iii) Proposed methodology and work plan, including site-readiness approach, community entry and mobilization strategy, awareness and behaviour-change approach, agreement/MoU facilitation process, construction supervision arrangements, O&M and handover approach, quality assurance arrangements, and reporting procedures;
- iv) Staffing and deployment plan, including proposed key personnel, field team structure, roles and responsibilities, person-months by position, deployment by phase and location, and justification for any proposed variation from the indicative deployment table in this ToR;
- v) CVs of proposed key personnel and evidence of their availability, relevant qualifications, language skills, field experience, and experience in similar assignments;
- vi) Proposed implementation schedule, showing major activities, deliverables, review points, coordination meetings, site-readiness milestones, agreement/MoU milestones, construction supervision periods, training activities, handover milestones, and reporting timelines over the full contract period;
- vii) Risk management approach, including an initial risk matrix identifying technical, social, land/access, institutional, contractor-interface, safeguards, financial, and O&M risks, with proposed mitigation measures and decision points for CWASA;

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viii) Monitoring, reporting, and quality assurance arrangements, including proposed formats for monthly progress reporting, site-wise tracking, evidence documentation, issue escalation, meeting records, and deliverable quality control;

ix) Assumptions and support required from CWASA, including data, introductions, site access, stakeholder coordination, review timelines, approvals, and decisions required for timely implementation; and

x) Any proposed innovations or value additions that are practical, cost-effective, and directly relevant to improving implementation readiness, community ownership, reporting quality, O&M sustainability, or scalability.

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