

Greater Accra Resilient and Integrated Development (GARID) Project

Terms of Reference

Consultancy Services for Development and Implementation of a Social Behaviour Change Communication (SBCC) Strategy and Action Plan for the Improvement of Solid Waste and Flood Risk Management in the Greater Accra Metropolitan Area (GAMA)

1. BACKGROUND

The Greater Accra Resilient and Integrated Development (GARID) Project is a five-year (2020-2025) World Bank-funded project that aims at improving flood risk and solid waste management in the Odaw River basin and improve access to basic infrastructure and services in the targeted flood-prone low-income communities in the Greater Accra region.

The GARID Project has five strategic components: Climate Resilient Drainage and Flood Mitigation Measures; Solid Waste Management Capacity Improvements; Participatory Upgrading of Targeted Flood Prone Low-Income Communities and Local Government Support; Project Management; and Contingent Emergency Response.

Component 1: Climate-resilient drainage and flood mitigation measures

This component is being implemented by the Ministry of Work and Housing (MWH) and aims at developing sustainable capacity for flood risk management and mitigating the flood risk within the Odaw River basin. This will be achieved through deferred and routine maintenance and dredging of the Odaw channel, development of floodwater retention areas and improvement of the drainage system along the Odaw River Basin. The component will also improve Flood Early Warning Systems (FEWS) capacity which will give early warning to residents in flood-prone areas about an impending flood so they can relocate to safer ground ahead of the flood.

Component 2: Solid Waste Management (SWM) capacity improvements

The Component Two of the Project is being led by the Ministry of Sanitation and Water Resources (MSWR) and aims at reducing the amount of solid waste flowing into the primary Odaw channel and into the ocean. The component also includes community-based Solid Waste Management (SWM) interventions in targeted low-income communities including a major outreach program to sensitise and improve public behaviour on SWM, improved litter management, construction of a Waste Transfer Stations (WTSS), capping of old dumpsites, and final solid waste disposal capacity improvements.

Component 3: Participatory upgrading of targeted flood-prone low-income communities and local government support

This component is jointly being implemented by the Ministry of Works and Housing, Ministry of Local Government and Rural Development, and Metropolitan and Municipal Assemblies. The component focuses on upgrading local infrastructure (drains, access roads, alleyways bailey,

bridges, waste treatment facilities, etc.) in priority low-income communities to reduce vulnerability, strengthen climate resilience to flooding and enhance public service provision in these targeted communities. The component will also help improve metropolitan planning and coordination.

Component 4: Project management

This component will support project management activities of implementing entities, planning and preparatory studies for the next project phase through technical assistance, feasibility studies, preparations of detailed designs for implementation and other studies as may be identified and agreed on during the project implementation.

Component 5: Contingent Emergency Response Component (CERC)

The CERC component of GARID makes provision for Government of Ghana to respond to immediate and emerging risks, such as disasters, conflicts, epidemics, and economic shocks and generally, for situations requiring urgent assistance. This is to ensure that the level of Government disaster preparedness is strengthened, and time-consuming restructuring in the immediate aftermath of a crisis is eliminated. CERC is being implemented by Ministry of Health and was triggered by the outbreak of COVID-19

1.1 RATIONALE FOR THE SBCC STRATEGY AND ACTION PLAN

Accra, Ghana's capital and economic hub is particularly vulnerable to the consequences of climate-related risks. The city's sensitivity is exacerbated by a lack of climate-sensitive urban planning and weak enforcement, poor drainage network, and a growing solid waste management crisis leading to siltation and improper disposal of refuse, environmental pollution, clogging of the drainage network, and encroachment on waterways (Low-lying and flatlands). Rural to urban migration, which is increasingly fueled by poverty and climate risks in other parts of Ghana, has contributed to the growth of informal settlements in Accra, mostly located in flood-prone areas.

The situation is worsened by adverse behavioural practices by communities in Accra and its environs which have, over the years, contributed to the reduction in the discharge capacity of drains, and increase flood risks in many parts of the Greater Accra Region (GAR), particularly, in communities along the Odaw River Basin.

These adverse practices include springing up of unauthorised physical developments by residents in the waterways causing obstructions to the run-off during rains leading to flooding incidents. Some communities have also deliberately re-channelled / redirect significant sections of streams/tributaries to make room for developments. In some other instances, temporary measures such as grills and sieves that are put in place to restrain solid waste from entering the channel are not cleaned and maintained regularly. This contributes to flooding as the build-up of the waste behind the grills and sieves create permanent barriers to the flow of the run off.

Poor Solid Waste Management (SWM) also contributes to health and flood risk in the Greater Accra Region. This problem arises from a limited collection, segregation, and recycling

infrastructure; limited disposal capacity; and inadequate enforcement of relevant bylaws. Areas along the Odaw channel lack waste collection and transfer stations. All these factors coupled with a low level of community awareness on proper disposal of solid waste has resulted into a situation where inhabitants of Accra and some commercial facilities within the city indiscriminately dump their wastes on illegal dumpsites, alleys, and on the street either in plastic bags or without any container. Quite a number of the populace, particularly, those living in communities along the Odaw Channel, also dispose of their garbage in open drains, watercourses, and streams.

The situations described above call for actions to deal with the resultant perennial flooding incidents and its devastating economic and social impacts on the residents of the region. Government has, therefore, put in place several measures under the GARID project, as listed in the introduction part above, that aims at tackling the climate-related risks and SWM challenges in order to improve flood risk management and sanitation situations in the GAR.

However, the implementation of these measures will not be sustainable over the long term if the adverse behaviours and consequent actions of the communities are not also addressed. To ensure successful implementation of all the strategic components of the project, there is the need to sensitise the population, especially, communities along the Odaw River Channel to change their behaviors and adopt sound waste disposal and climate-resilient flood mitigation measures that will make it possible for them to live in harmony with the environment.

The GARID Project, in this assignment, therefore, seeks to engage the consultancy services of a Communication Firm to develop, and subsequently operationalise upon approval, a Social Behaviour Change Communication (SBCC) Strategy and Action Plan that will support the implementation of all the project's strategic components. This outreach strategy will, among others;

- a) help sensitise and improve public behaviour on Solid Waste Management (SWM) in communities along the Odaw River Basin,
- b) educate the residents of GAR to refrain from behaviours and practices that increase flood risk, and
- c) instil in community members the culture of maintenance of drainage and other infrastructure that will be upgraded under the GARID Project in flood-prone low-income communities across the region.

It is also expected that the campaign will create awareness among the project target audience on other major GARID interventions including the Flood Early Warning System (FEWS); and solicit their supports and buy-in for these interventions.

2. OBJECTIVES OF THE ASSIGNMENT

The Consultant is expected to:

- Undertake a study of the behavioural patterns including the knowledge, attitudes and practices, of residents and business in communities within the Odaw River Basin towards SWM, land use management, flood risk management measures and the culture of maintenance of drainage and other infrastructure in their communities.
- Develop an appropriate SBCC Strategy and Action Plan aiming to mitigate adverse environmental behaviour patterns such as improper disposal of refuse and general solid waste management crisis leading to siltation, flood and other climate-related risks, clogging of drainage networks, encroachment on waterways and other environmental pollution challenges. The strategy should target the project beneficiaries, including residents of communities within the Odaw River Basin, policymakers, selected flood-prone low-income communities as well as the general public.
- Subject to approval by the Client, Implement the SBCC Strategy and Action Plan by developing and disseminating effective SBCC tools to target audience for a measurable positive behaviour change in the project communities. This will include engaging the communities, designing, selecting and disseminating the SBCC materials that address the identified negative behaviours, and implementing related approaches and strategies for successful project interventions in target communities.
- Monitor, evaluate and document lessons learnt during the campaign to guide the future implementation of SBCC campaigns by the local team.

2.1 CONSULTANCY SERVICE DESCRIPTION

The overall objective of the consultancy services is to develop and implement an SBCC Strategy and Action Plan that addresses climate-related risks including poor land use planning and development, inadequate waste disposal and identified norms that are disincentives to the practice of proper sanitation, barriers to the adoption of climate-resilient flood mitigation measures, and ineffective maintenance of drainage and other community infrastructure in the Greater Accra Metropolitan Area, particularly, in communities along the Odaw River Basin. The SBCC will provide a comprehensive approach that responds to community needs in the context of the challenge(s) to be addressed. The SBCC Strategy will also guide the development of a strong identity and theme for all messages and activities of the project, while outlining plans for implementation, monitoring and evaluation.

Specifically, the SBCC will aim at:

- Changing or positively influencing social norms in support of long-term, sustainable management of climate-related risks including flood risk and solid waste management by residents of GAR at the household, community and national levels
- Inculcating in the residents of selected flood-prone low-income communities, the culture of ownership and maintenance of the community infrastructure to be upgraded under the GARID project
- Creating the necessary awareness on the GARID project's Flood Early Warning System (FEWS) and address the behavioural and cultural barriers to the adoption of this

intervention by residents of the project communities, particularly, those living in flood risk areas.

- Fostering long-term normative shifts in behaviour in support of improving and increasing the practice of proper solid waste disposal, behaviours that enhance flood risk management at community and household levels, as well as the adoption of good hygienic behaviours
- Creating and enhancing awareness among the project's target groups (men and women, boys and girls) at the household and the community levels regarding harmful practices that result into flooding (including clogging of the drainage network, encroachment on waterways), waste disposal norms and hygienic behaviours and practices inhibiting a cleaner environment.
- Challenging and promoting positive change towards the identified waste disposal and flood risk management norms, values and practices among target groups (men and women, boys and girls at households and community, traditional leaders and other local leaders), leading to informed decision-making, modified behaviour, and acceptance of proper waste disposal and flood mitigation norms as well as a good culture of maintenance of drainage and other community infrastructure.
- Stimulating community dialogue and action towards waste disposal and flood risk management behaviour shift and sustained acceptance and practice of solid waste and flood management behaviours at the community level.
- Designing appropriate flood and solid waste management related materials including Information, Education and Communication (IEC) materials, training package/module for Master Trainer (Supervisor), and leadership training to chiefs, Assembly Members and other local opinion leaders and influencers.

3. SCOPE OF SERVICES

The scope of services to be provided under this assignment includes but not limited to the following:

Phase 1: Assessment of the Knowledge, Attitudes and Practices (KAP) of the beneficiary communities, residents and stakeholders. The SBCC campaign will focus on assessing the knowledge, attitude and perception of the target audience (residents, social and private enterprises, Local Authorities, NGOs, religious groups and any other stakeholders) on climate-related risks including flood risk, sanitation, Solid Waste Management (SWM) and culture of maintenance of drainage and other community infrastructure. In particular, the Consultant will be required to identify the specific triggers within the physical, institutional and social context, driving the adverse behavioural patterns that are observed to be contributing to the flooding incidents.

An Audience Channel Analysis (ACA) will also be carried out at this phase to identify the target audiences' preferred channel of accessing sanitation and other important social information. In all, the Consultant is expected to collect, analyse and present findings from a representative

sample of project target beneficiaries and submit a comprehensive KAP survey report to the GARID project. Besides the KAP and the ACA, the Firm / Consultant will be expected to review and use an existing study on SWM in low-income communities and other literature on flooding in Ghana to gain a deeper understanding of the SBCC challenges to be addressed and other social and behavioural drivers that act as barriers to the adoption of the desired behaviour(s).

Phase 2: Development of SBCC Strategy and Action Plan

Based on the project objectives, the findings of the KAP survey and the study on SWM in low-income communities, the Firm will develop a very clear, and concise SBCC Strategy and Action Plan that seeks to deal with the expectations, gaps and the negative behaviours of the target audiences. The Strategy and accompanying Action Plan, among other things, is expected to identify the target audiences, the appropriate channels/media which will convey and mutually reinforce campaign messages, and effective SBCC tools. The strategy and action plan will be presented to selected GARID project's key stakeholders for validation and adoption.

Phase 3: Development of SBCC messages and activities

Subject to the approval of the SBCC Strategy, the Consultancy Firm is expected to develop relevant content in the form of key messages and other IEC materials for the campaign. All SBCC messages, tools and materials to be produced under this assignment are expected to cover all the strategic components of the project and be pretested among the target audiences by the Consultancy Firm according to an agreed protocol. The report of the pretesting exercise will be submitted to the client for verification purposes.

The messages, tools and materials may need to be modified/ improved periodically based on review/ monitoring reports and feedback from the GARID Project. This phase of the assignment must include the following:

- Undertaking a desk review of available materials on project major interventions including Solid Waste Management, flood risk management, Flood Early Warning System (FEWS), community upgrading activities and sanitation behavioural change.
- Developing communication materials including campaign messages and IEC materials as per the KAP assessments, the findings of the study on SWM in low-income communities, and the project requirement.
- Translating the key messages into the relevant local languages and producing them to suit the selected channel for dissemination
- Pretesting of messages, tools and materials for different media/ target audience, with a selected audience.
- Finalising the materials by incorporating the suggestions and feedback from the selected audience and GARID project team members.

Phase 4: Dissemination of messages and implementation of SBCC Activities

At this phase of the assignment, the Consultancy Firm will disseminate the campaign messages using the appropriate channel identified during the audience channel analysis. Other development communication tools such as staged plays, community animations, drama skits, community durbars, outdoor games, planning charrettes, and edutainment activities will also be used to reinforce the SBCC messages. All campaign activities captured in this strategy and action plan will be rolled out at this stage.

Phase 5: Monitoring, evaluation, and sustainability of the SBCC

As the campaign and strategy roll-out, the Firm / Consultant will monitor the impact of the campaign and the changes in behaviour observed among the beneficiary communities and local stakeholders. The Consultant will, therefore, develop templates and document lessons learned to help local stakeholders in the development of future SBCC campaigns and strategies.

4. METHODOLOGY

The methodology for all tasks mentioned above is to be developed and specified by the Consultant and will cover the following areas:

- Inception meeting and report: Select and detail the approach and tools for collecting and analysing the information on land use and waste management behaviour patterns, translating the results, and designing messages and tools while indicating the rationale and expected results of the assignment
- Desk/literature review: A review of project-related documents including:
 - ✓ National Environmental Sanitation Strategy and Action Plan (NESSAP) 2010-2015
 - ✓ Community-Led Total Sanitation Hand Book and Implementation Guideline,
 - ✓ Government's BCC strategy on WASH,
 - ✓ Total Sanitation Guideline and WASH in School Operational Procedure, and other relevant documents available internally and externally.
- Fieldwork: Go to the field to gather information and pretest messages
- Development of SBCC Strategy and Action Plan.
- Customisation and finalisation of SBCC implementation guideline.
- Implementation of appropriate behaviour change communication tools

5. KEY DELIVERABLES AND TIME TABLE

- Inception Report: The firm shall submit an inception report within two (2) weeks after commencement of work. The report should detail the firm’s approach and methodology and a detailed work plan for achieving the above objectives of the assignment. An electronic copy and three (3) hard copies of the report (in word and pdf) shall be submitted to the GARID project secretariat for review by the Project Coordinating Unit (PCU) and the World Bank’s Communications Specialists within one (1) week of submission.
- Desk review and KAP survey report: An electronic and three (3) hard copies of the Desk review / KAP Survey report shall be shared with the GARID Coordinating Unit within Eight (8) weeks from commencement of work.
- A comprehensive SBCC Strategy and Action Plan (in soft copy) addressing the priority climate-related risks in land use planning and management, and Solid Waste norms in this TOR and the scope of work above.
- All SBCC messages, tools and IEC materials: These are to be shared as draft (including infotainment scripts, visuals, radio scripts, training packages/modules, tool kits, etc.) before pre-test and subsequently as final prototypes along with pre-test reports.
- Pre-test report: An electronic version and five (5) hard copies of this report shall be submitted to the GARID Secretariat one (1) week after the completion of the pre-test
- Implementation of SBCC campaign and action plan
- Detailed schedule, and plans with required materials for the Training of Trainers (ToT).
- Training materials.
- Training proceeding/report for financial settlement and documentation.
- Photobank of all field activities
- Draft Final Report: Four weeks to the close of the contract, the Consultant will prepare and submit eight (8) hard copies and an electronic copy (in Word and pdf) of the draft final report to the Project Coordinating Unit (PCU) for review and feedback
- Final Report: The Consultant will prepare and submit Eight (8) hard copies and an electronic copy (in Word and pdf) of the Final report to the Project Coordinating Unit (PCU) within two (2) weeks of receipt of collated comments and feedback on the draft final report from the client.

The deliverables and time schedules are summarised in the table below

Timetable for the Deliverables

Deliverable/Output	Timing for Deliverables/Output	No. of copies
Inception Report	Within 2 weeks from commencement date of contract	Three (3) hard copies and a soft copy
Desk review and KAP survey report	Within 8 weeks from commencement date of contract	Five (5) hard copies and a soft copy
Draft SBCC Strategy and Action Plan	Within 4 weeks after Consultant is provided with comments on the	Soft Copy

	draft desk review and KAP survey report	
Final SBCC Strategy and Action Plan	Within 2 weeks after Consultant is provided with comments on draft SBCC Strategy and Action Plan	Eight (8) hard copies and soft copy
Draft SBCC messages, tools, training and IEC materials	Within 4 weeks after the approval of the final SBCC Strategy and Action Plan	Soft Copy
Final SBCC messages, tools training and IEC materials	Within 2 weeks after the Consultant is provided with comments on the draft messages, tools and IEC materials	Soft copies, and the quantity of hardcopies as may be required and approved by GARID for the campaign
Pre-test report	Within 2 weeks after the approval of SBCC messages, tools, training and IEC materials by stakeholders at the SBCC Campaign design workshop	Soft copy and five (5) hard copies
Implementation of SBCC Strategy and Action Plan	Within two weeks after the approval of the pre-test report	
Draft Final Report	Four weeks to the close of the contract	Eight (8) hard copies and a soft copy
Final Report	Within two weeks after receiving comments on draft final report	Ten (10) hard copies and a soft copy

6. MECHANISM FOR MEASURING PERFORMANCE

Besides the above deliverables, the consultant shall present the following reports /documents to the GARID PCU during the period of the implementation of the campaign:

- Monthly media (traditional and new media) monitoring reports indicating the count and reach of the SBCC campaign messages broadcast / published in the media
- Reports on specific SBCC events (local, district, and or regional) organized by the firm during the campaign. These reports must highlight the key campaign messages, the number of target audience exposed to the messages at the events, and feedback from the participants.
- Reports on specific community sensitization programmes carried out during the campaign and their corresponding pictures.
- A comprehensive SBCC IEC Materials Distribution Plan and a detailed breakdown of the IEC materials produced and distributed during campaign
- Impact Assessment report after the implementation of the campaign. The outcome of the assessment will guide future implementation of SBCC campaigns by the local team.

7. CLIENT'S INPUT / FACILITIES TO BE PROVIDED BY THE CLIENT.

The GARID PCU will provide the Firm / Consultant with the following:

- All relevant project documents and information that will aid the Consultants' work
- Inputs and feedback into the concept and campaign design; and in the development of messages
- Organise an SBCC Campaign design workshop where the Firm / Consultant will present the SBCC Strategy and Action Plan to key stakeholders for validation and adoption
- Support in the introduction of the Firm / Consultants to the MMAs, and any other key stakeholders and partners as may be required
- Other technical support as may be appropriate

8. DURATION OF THE ASSIGNMENT

The consultancy service covering all key deliverable listed above, including at least one year roll out of the SBCC Campaign, will be completed within eighteen (18) months after the signing of the contract. The man-month required for the assignment is thirty-six (36). The consultancy service is expected to commence in May, 2021.

9. FIRM / CONSULTANTS' QUALIFICATIONS AND EXPERIENCES

The GARID Project intends to contract a legally registered Consulting Firm with:

- Relevant technical knowledge, skills and experience in designing SBCC strategy, messages, tools and materials, training modules, plans including media plans, media buying and community sensitisation.
- Extensive experience in conducting social behaviour and community research
- A team of very good expertise with 7- 10-year experience in SBCC and advocacy
- Experience in undertaking a regionwide SBCC campaign in one of the sixteen administrative regions of Ghana
- Proven experience in undertaking similar work, especially, at the local (community) level
- Extensive experience in developing training/SBCC packages and conduction of similar types of training in the past.
- Good facilitation skills and ability to accommodate different view of participants, understanding and experience.
- A team of expertise with good written and verbal communication skills in English and local languages, particularly, Twi, Ga, Hausa, Ewe and Dagbani.

8.1 TEAM COMPOSITION

The Firm / Consultants should have a multidisciplinary team with the required professional specializations related to this assignment. The core team members should have the following qualifications and experience:

- 8.1.1 **SBCC Specialist (Team Lead):** Should have a minimum of a Master's degree in Communications / Media Studies, Public Health, Social Sciences, Development Studies, Social Anthropology or any other related field with at least seven (7) years of proven and successful continuous experience in the design, implementation and monitoring of social behaviour change programmes both in the urban and rural settings. Must have good written and verbal communication skills in at least of the local languages, particularly, Twi, Ga, Hausa, Ewe and Dagbani.
- 8.1.2 **Creative Writer / Director:** Should have a minimum of a Master's degree in Social Sciences, Communication or Media Studies, Public Health, Development Studies or any related field with at least five (5) years' post qualification experience in copywriting and developing creative and captivating contents/messages (print, audio and audio-visual) for SBCC campaign or social communication programmes. The Creative Director should also have sound knowledge of each step of SBCC Campaign to give creative direction. Must have good written and verbal communication skills in at least of the local languages, particularly, Twi, Ga, Hausa, Ewe and Dagbani.
- 8.1.3 **Research Director:** Should have a minimum of a Masters or higher-level degree in a relevant field such as Public Health, Social Sciences, Anthropology or any other related field with at least five (5) years post qualification experience in survey design, execution, analysis and other standard research methodology for both qualitative and quantitative research. Must have good written and verbal communication skills in at least of the local languages, particularly, Twi, Ga, Hausa, Ewe and Dagbani.
- 8.1.4 **Graphic Designer:** Should have at least a Diploma in graphic design with a minimum of five (5) years of experience in designing SBCC material on sanitation and other social issues. Must have good written and verbal communication skills in at least of the local languages, particularly, Twi, Ga, Hausa, Ewe and Dagbani.

10. REQUEST FOR PROPOSALS

Upon evaluation of Expression of Interest, shortlisted Consultants will be issued with Request for Proposals. The Consultants will be encouraged to comment on the aforementioned Terms of Reference and Scope of Work, and include in their proposals suggestions that will help improve the design and implementation of the SBCC Communication Strategy and Action Plan.

11. REPORTING/SUPERVISION OF SBCC COMMUNICATION STRATEGY AND ACTION PLAN

All reports and documents shall be submitted under official cover letter by the Consultant to the Chief Director of the Ministry of Work and Housing, attention the Coordinator, GARID Project.

The Consultant shall liaise with the GARID Project Coordinator and the Communications Specialist at the Project Coordinating Unit during the development and implementation of the

SBC Communication Strategy and Action Plan, and is expected to collaborate with the leaders of the Project Implementing Units (PIUs) and Communications Focal Persons at the various PIUs.