

Terms of Reference for Business Consultant (Individual) for Development of Scenario-Based Financial & Business Models for Urban SWM Value Chains (Cumilla & Sylhet)

Introduction

SNV is a mission-driven global development partner working in more than 20 countries across Africa and Asia. Building on 60 years of experience and grounded in the 2030 Agenda for Sustainable Development, we work on the core themes of gender equality and social inclusion, climate adaptation and mitigation, and strong institutions and effective governance. Our mission is to strengthen capacities and catalyse partnerships that transform the agri-food, energy, and water systems, which enable sustainable and more equitable lives for all. For more information, please refer to our website: www.snv.org

Programme Background

Since 2014, SNV has been implementing its urban water programme in Bangladesh—primarily focused on sanitation—starting in southern cities. Over the years, SNV has actively engaged at the national level to support urban sanitation initiatives. Under the Urban Sanitation Programme, with support from the Bill & Melinda Gates Foundation (BMGF) and the Directorate-General for International Cooperation (DGIS), SNV worked with local authorities in Khulna and Gazipur City Corporations, and in Kushtia, Jhenaidah, Jessore, and Benapole Paurashavas. The programme aimed to address key service delivery challenges in sanitation and strengthen the overall sector through strategic engagement with government agencies and collaboration with civil society and private sector partners.

SNV believes in rethinking and reforming institutional structures to reduce the adverse impacts of rapid urbanisation and climate change. This involves strengthening governance and improving operational practices in waste management, drainage, and water supply systems. In Bangladesh, local governments are responsible for water, sanitation, drainage, and solid waste services, though they often lack sufficient capacity. While private sector engagement is vital for sustainable urban development, accountability and performance mechanisms remain weak. To address this, SNV has been working to establish public-private partnerships (PPPs) with clear rules of engagement and oversight, adopting a holistic approach to promoting a Sustainable Urban Water Cycle (SUWC).

In continuation of this work, and in close collaboration with the Department of Public Health Engineering (DPHE) and the Local Government Engineering Department (LGED), SNV is implementing a project titled "*Transitioning to Sustainable Urban Water Cycles in Bangladesh*", funded by the Embassy of the Kingdom of the Netherlands in Bangladesh.

The project's objective is to improve sanitation, solid waste, and stormwater management systems to safeguard the health and well-being of approximately 1.4 million people in 12 cities and towns. This will be achieved by increasing access to safe and essential urban services and by initiating improvements in water resource management indicators at the city level over a five-year period

<https://www.snv.org/project/transitioning-sustainable-urban-water-cycles-bangladesh>

The project is being implemented across geographically and ecologically diverse urban areas in Bangladesh. These include four city corporations—Gazipur, Sylhet, Cumilla, and Khulna—and eight paurashavas—Chapainawabganj, Shibganj, Kushtia, Joypurhat, Lalmonirhat, Moulvibazar, Chatak, and Bagerhat—organized into six clusters.

This initiative aligns with the long-term vision of the Bangladesh Delta Plan 2100, as well as national commitments to the Sustainable Development Goals (SDGs)—notably SDG 6 on safe and inclusive

sanitation, SDG 11 on urban resilience and waste management, and SDG 13 on climate adaptation and mitigation.

Objectives of the assignment

Overall Objective

To develop commercially viable, context-specific business models for Solid Waste Management (SWM) in Cumilla and Sylhet City Corporations that enable sustainable private sector engagement across the full value chain, improve service delivery, and strengthen the financial and institutional capacity of Local Government Institutions (LGIs).

Specific Objectives:

- Assess the current SWM business environment in Cumilla and Sylhet, including operational practices, financial flows, institutional arrangements, and private sector participation (formal and informal).
- Design 3–4 distinct business model scenarios for each city, ranging from LGI-led efficiency improvements to full private-led concessions and circular economy models.
- Develop corresponding financial models for the preferred scenarios per city, projecting costs, revenues, investment requirements, and financial viability.
- Facilitate stakeholder validation and capacity building to ensure LGI ownership, private sector interest, and alignment with national policies.
- Deliver a final business case and phased implementation roadmap with clear recommendations for the recommended model, including risk mitigation, financing mechanisms, and next steps for implementation.

Scope of work and deliverables

The project aims to achieve systems change towards a sustainable urban water cycle at the city level and contribute to the national level. We follow a systematic process through all interventions to ensure the approach is institutionalised within the LGIs (City Corporations/ Paurashavas). Service component of this project focus on professionalising and developing the capacity of service providers. The individual consultant will, with guidance from the Business Advisor, specifically work for two Cities i.e., Cumilla and Sylhet City Corporation to develop a business model on Solid waste management. The consultant is also expected to propose different scenarios of SWM model for the cities including financial model.

Tasks	Detailed Tasks	Timeline	Output / Deliverable
1. Situation Analysis & Data Collection	1.1 Review existing SWM reports, secondary data, and LGI budgets. 1.2 Conduct key informant interviews with city corporation officials, existing waste workers, and informal recyclers. 1.3 Map the current waste value chain (generation to disposal) for each city, including cost centers and revenue points . 1.4 Estimate total waste volume, composition (organic, plastic, recyclable, hazardous), and seasonal variations.	Month 1	Inception Report (20-30 pages) containing: <ul style="list-style-type: none"> - Baseline of SWM in Cumilla and Sylhet - Existing financial flows (cost/revenue) - Stakeholder mapping - Data gaps and collection methodology
2. Financial Modeling &	2.1 Develop a dynamic MS Excel financial model (user-friendly, with input controls) for each city.	Months 2–3	Financial Model (Excel) with: <ul style="list-style-type: none"> - Separate tabs for

Tasks	Detailed Tasks	Timeline	Output / Deliverable
Scenario Development	<p>2.2 Model includes: Capex, Opex, revenue, and subsidy requirements.</p> <p>2.3 Create three scenarios per city:</p> <ul style="list-style-type: none"> - <i>Scenario A</i>: Status quo with minor efficiency gains. - <i>Scenario B</i>: Hybrid PPP (LGI retains policy/oversight; private handles operations). - <i>Scenario C</i>: Full private-led concession with performance-based payments. <p>2.4 Conduct sensitivity analysis on key variables from the findings.</p>		<p>Cumilla & Sylhet</p> <ul style="list-style-type: none"> - Summary dashboard (NPV, IRR, payback period, annual subsidy gap) - User manual (1 page)
3. Business Model Design & Private Sector Engagement	<p>3.1 Propose a viable business model for each city covering the full value chain.</p> <p>3.2 Identify specific private sector roles.</p> <p>3.3 Estimate required private investment and propose risk-sharing mechanisms (e.g., viability gap funding, performance guarantees).</p> <p>3.4 Conduct a simple market assessment of existing recyclers, compost buyers, and waste-to-energy potential in Cumilla & Sylhet.</p>	Month 4	<p>Business Model Report (15-20 pages) including:</p> <ul style="list-style-type: none"> - Business model canvas for both cities - Private sector entry strategy - Indicative PPP contract structure (roles, risks, revenues)
4. Stakeholder Validation & Financial Literacy Support	<p>4.1 Present draft models to City Corporation officials, and relevant stakeholder including private operators.</p> <p>4.2 Incorporate feedback into revised models.</p> <p>4.3 Develop a simple financial training module (in Bangla) for LGI staff: basic cost tracking, tariff setting, budget monitoring.</p> <p>4.4 Conduct two half-day workshops (Cumilla & Sylhet) to walk through the financial model and business case.</p>	Month 5	<p>Validation Workshop Report + Training Materials (Bangla & English) + Revised financial models based on stakeholder input.</p>
5. Finalization & Handover	<p>5.1 Consolidate findings into a final, actionable report with clear recommendations for implementation.</p> <p>5.2 Prepare an executive summary (4 pages) for senior LGI and SNV.</p> <p>5.3 Hand over all Excel models, data files, and all materials developed under this assignment to SNV.</p> <p>5.4 Provide a brief exit presentation highlighting next steps for</p>	Month 6	<p>Final Report (30-40 pages) including:</p> <ul style="list-style-type: none"> - Executive summary - Financial analysis - Recommended scenario with phased roadmap - Annexes (data sheets, model screenshots, workshop minutes)

Tasks	Detailed Tasks	Timeline	Output / Deliverable
	implementation the recommended model.		

Requirements

- Bachelor’s degree in finance, Economics, Business Administration, or a related field from a recognized university. A master’s degree or professional certification (e.g., CFA part-qualified) is an advantage.
- Proven experience (minimum 3–5 years) in developing business models in similar context, infrastructure PPPs, or similar public service financial modeling. Experience with two or more Bangladeshi city corporations/municipalities is highly desirable.
- Strong quantitative, analytical, and financial modeling skills – advanced proficiency in MS Excel (index/match, nested IFs, data tables, scenario manager, basic VBA/macros is a plus).
- Excellent proficiency in reading, writing, and speaking both English and Bangla (ability to explain financial concepts to non-finance LGI officials in Bangla is essential).
- Ability to communicate effectively with a wide range of stakeholders (city officials, waste workers, private companies/ recyclers, development partners etc.).
- Flexible to travel frequently to project cities.

Terms of Payment

- First Payment (20%): Upon submission and approval of the Inception report.
- Second Payment (40%): Upon submission of the Draft Financial Model (Excel) including one pager user manual, Business Model Report
- Final Payment (40%): Upon submission and acceptance of the Final Business Model Report including validation workshop, training manual and all other deliverables.

Reporting and Supervision

- The individual business consultant will report to the Business Advisor, SUWC project of SNV Bangladesh and work closely with other team members especially Cumilla and Sylhet Cluster Coordinator of SNV.

Duration of the Assignment

- **The total duration of the assignment will be 6 calendar months (180 days).**

Deliverables Ownership and Confidentiality

- **All data and reports remain the property of SNV Bangladesh. Consultant must maintain confidentiality.**

Ethical Standards

- **Adhere to SNV’s Code of Conduct and safeguarding principles.**
- **Ensure informed consent, data privacy, and do-no-harm principles.**
- **Declare and avoid conflicts of interest.**

Application Procedure

Applications must be submitted form individual consultant in English and in PDF format. Applicants are requested to compile all required documents and submit them through the SmartRecruiters no later than 25 June 2026.

Interested individual Consultants are required to attach/upload the following documents:

- Curriculum Vitae (CV)
- Motivational letter mentioning background and experience
- Total expected Consultancy fee for the assignment inclusive of income tax travel allowances.
- Action Plan of the assignment.
- Business Identification Number (BIN)
- TIN Certificate (individuals)

- Interested candidates are requested to apply through the SmartRecruiters link below by 25 June 2026.
- Please apply through this link: <https://smrtr.io/zcbP2>

Please ensure that all documents are complete, accurate, and clearly labelled. Incomplete applications or applications received after the deadline may not be considered.

Only shortlisted candidates will be contacted for further assessment and/or interview. SNV reserves the right to accept or reject any application without assigning any reason thereof.

We do not appreciate third-party mediation based on this advertisement. Only short-listed candidates will be contacted. Any form of solicitation by phone or other means will be treated as disqualification of the candidate.