

TERMS OF REFERENCE

Digital and Social Media Support for Behaviour Change and Service Marketing in Urban Sanitation and Solid Waste Management

Sustainable Urban Water Cycles (SUWC) Project | SNV Bangladesh

PR No.	SNV/WATER/PR-127-2026
Issuing Office	SNV Bangladesh
Type of Contract	Consultancy Agreement / Service Contract
Issue Date	12 September 2026
Pre- Bid meeting (Online)	17 September 2026 at 2:30pm, please join the meeting 15 minutes earlier via Teams Click this link to join the pre-bid meeting
Proposal Submission Deadline	26 September 2026 by 5pm
Questions and Submission Email	bangladesh@snv.org
Expected Assignment Duration	14 weeks from contract commencement
Contracting approach	One agency selected through Quality- and Cost-Based Selection (QCBS)

Part 1 – Background, Rationale and Assignment Objectives

1.1 About SNV and the SUWC Project

SNV is a global development partner with longstanding experience across Africa and Asia. It works to strengthen capacities and partnerships that support sustainable and inclusive agri-food, energy and water systems, with cross-cutting attention to gender equality and social inclusion, climate action, and strong institutions and governance.

In Bangladesh, SNV has worked since 2006, including substantial engagement in urban sanitation, hygiene, municipal services, private-sector participation and institutional development. Its urban programming has progressively expanded to a broader urban water-cycle approach encompassing sanitation, solid waste, greywater, water supply, drainage, flood and drought management.

With support from the Embassy of the Kingdom of the Netherlands, SNV is implementing the Sustainable Urban Water Cycles (SUWC) Project in four City Corporations and eight Municipalities. The programme supports local governments to improve urban sanitation, solid waste and related water-cycle services through interconnected work on governance, finance and investment, Behaviour Change Intervention (BCI), service professionalisation, treatment and circularity, and flood and drought resilience.

BCI is a core SUWC component. The programme is progressively moving beyond stand-alone awareness raising towards evidence-informed, behaviour-focused and service-linked interventions. City-specific BCI plans and intervention designs identify priority behaviours and audiences, behavioural barriers and motives, enabling service conditions, institutional responsibilities, implementation approaches and monitoring requirements.

1.2 Background and Rationale

Current SUWC BCI priorities include safe storage of solid waste, safe and regular handover to authorised collection services, source segregation and appropriate handover where a credible segregated collection chain exists, approved service-fee/payment practices where applicable, and uptake of safe mechanical emptying services. These behaviours are shaped not only by awareness but also by convenience, household roles, service reliability, perceived value, trust, social norms, practical opportunity, service experience and the visibility of benefits.

Digital and social-media channels provide an opportunity to reinforce these behaviours and connect them more directly with service systems. In urban settings, social media can support targeted and repeated communication, demonstrations, reminders, calls to action, social and service proof, two-way question/response, timely service information, customer enquiries, complaint/referral pathways, geo- and audience-targeted paid promotion, local influence and real-time campaign learning.

The assignment is therefore not intended as a generic social-media visibility campaign. Digital activities should respond to specific behavioural barriers, motives, triggers, benefits and service conditions and should complement interpersonal, frontline and community-level BCI activities.

The digital intervention should support movement along a practical behaviour/customer journey:

Exposure and attention → understanding and motivation → action / service uptake → reinforcement → repeated practice

Different campaign streams will require different digital functions. A safe-storage campaign may rely heavily on demonstration, cues and local norm-building; source-segregation communication must also build trust that separation is preserved by the service; FSM requires a stronger customer-conversion pathway from need recognition to enquiry, booking and completed service.

1.3 Existing BCI and Digital Foundation

The selected agency will not develop the BCI approach from scratch. SNV has existing city-specific BCI plans, intervention designs, behavioural evidence and operational implementation tools identifying priority behaviours, audiences, barriers, motives and service conditions.

At the beginning of the assignment, the agency will undertake a rapid digital ecosystem and capability assessment covering relevant municipal/operator accounts, audience characteristics, historical content and engagement, account ownership/access, enquiry channels, existing digital assets and staff capability. This assessment should complement—not duplicate—the existing behavioural evidence.

1.4 Priority Intervention Streams

Stream	Indicative locations / actors	Primary focus
A. Safe storage and safe/authorised handover of solid waste	Khulna, Bagerhat, Kushtia, Cumilla, Chhatak, Sylhet	Safe storage of solid waste; regular authorised handover where service is available; prevention of unauthorised dumping into drains, canals and waterbodies where relevant; service trust; reminders; citizen/customer engagement.
B. Source segregation, handover and service uptake	Chapainawabganj, Shibganj, Sylhet	Two-stream segregation; appropriate holding; preservation of separation; regular handover; service trust; approved payment/value communication where applicable
C. FSM service marketing and demand conversion	Joypurhat, Chapainawabganj, Shibganj, Lalmonirhat	Need recognition; service trust; enquiry; serviceability; booking; completed service;

Stream	Indicative locations / actors	Primary focus
		feedback; social/service proof; referral/repeat use
D. Digital capability and institutionalisation	Six selected private service providers/operators: one in Joypurhat; one serving Chapainawabganj and Shibganj; two operators in Kushtia, one in Khulna and one in Cumilla together with relevant municipal counterparts.	Intensive operator mentoring for planning, segmentation, content, community/customer management, lead/referral management, paid media, influencers, analytics, adaptive management, account governance and 12-month continuation planning; municipal capacity to plan, oversee, support and use relevant digital channels

Streams A–C provide the principal behaviour and service-marketing applications through which the digital approach will be demonstrated. Stream D builds the capability required to manage and sustain these approaches beyond the agency-supported period. Campaign implementation and capability development should therefore be integrated rather than treated as separate or sequential activities.

For Streams A–C, the assignment should use a modular content architecture comprising reusable master content, city/service adaptations and locally generated content rather than treating each city as a completely separate campaign.

1.5 Linkage with Other SUWC Communication and BCI Investments

SNV plans to develop and/or provide a small number of professionally produced SWM/FSM audiovisual products through a separate assignment. Where relevant and subject to available source files and usage rights, the selected agency should integrate, adapt and amplify these products through short cuts, Reels, teasers, subtitles, thumbnails/stills, supporting social content and city/service-specific calls to action.

Major professional audiovisual production is not expected under this assignment. The agency may, however, produce lightweight digital-native/local content such as practical demonstrations, service proof, customer stories, interviews, photographs and rapid social-media content.

1.6 Purpose of the RFP

The purpose of this ToR is to solicit technical and financial proposals from qualified digital, social media, creative and communication agencies to support the design, implementation, monitoring and progressive transfer of digital behaviour-change and service-marketing interventions related to SWM and FSM in selected SUWC cities.

The selected agency will work with SNV, participating municipalities and private service providers/operators to translate approved BCI priorities into practical digital interventions and strengthen local capacity to manage digital behaviour-change, customer-engagement and service-marketing functions.

1.7 Objectives

- Translate existing BCI evidence and city-specific intervention designs into actionable digital approaches for the three priority SWM/FSM behaviour and service streams.
- Develop a modular, reusable and adaptable digital content system that responds to behavioural barriers and motives, demonstrates desired behaviours, makes benefits visible, provides credible social/service proof and supports clear actions.
- Implement targeted digital/social-media activities using an appropriate combination of organic communication, paid media, local micro-influencers/digital communities and other relevant digital channels.



- Strengthen two-way citizen/service-provider engagement, including questions, digital enquiries, complaint/service referral, verified service information and feedback loops.
- For FSM, support demand generation, service trust and conversion from need recognition through enquiry, serviceability, booking, completed service, feedback and referral/repeat use.
- Strengthen the capability of selected private service providers/operators to independently plan, implement, monitor and sustain digital BCI and service-marketing activities through intensive hands-on mentoring, while strengthening relevant municipal counterparts' capacity to plan, oversee, support and use digital channels for behaviour change, citizen engagement and service communication.
- Establish transferable systems and assets, including reusable content libraries, templates, response/referral protocols, account-governance arrangements, analytics approaches and three 12-month continuation plans.
- Use campaign, audience, enquiry and service feedback to support adaptive implementation and resource optimisation.
- Generate practical SUWC learning on effectiveness, feasibility, value for money and sustainability of digital BCI and service marketing for urban services.

Part 2 – Statement of Work

2.1 Guiding Principles and Non-Negotiables

2.1.1 Behaviour before awareness

Digital communication shall be designed around a specific priority behaviour, service action or stage of the customer journey rather than around general awareness, visibility or reach objectives. Major content should identify the behaviour/action, audience, barrier/motive/trigger/service condition and expected next action.

2.1.2 Build on existing evidence

The agency shall use existing SUWC BCI evidence, city-specific intervention designs and implementation plans as the primary foundation. A new research exercise is not required; additional inquiry should be rapid and decision-oriented.

2.1.3 Audience and service-market segmentation

The agency shall avoid undifferentiated “general public” campaigns and distinguish relevant behavioural segments, household/institutional audiences, current/prospective users, decision-makers/doers and stages of the behaviour/customer journey.

2.1.4 Two-way engagement

Social media shall be used as an interactive behaviour-support and customer-engagement channel: information/content → question/enquiry → response/referral → service action/problem resolution → feedback/learning.

2.1.5 Credible social and service proof

Testimonials, Doer stories, customer experiences, influencer content and service demonstrations must be authentic and verifiable. Staged or misleading endorsement shall not be presented as genuine evidence.

2.1.6 Adaptive implementation

Campaign data, audience reactions, service enquiries, complaints and implementation learning shall be used to refine content, targeting, calls to action, media allocation and influencer engagement.

2.1.7 Outcomes beyond vanity metrics

Reach, impressions, views, reactions and follower growth may inform campaign management but are not substitutes for meaningful engagement, behaviour adoption, enquiry, service uptake or conversion. Reach should be interpreted against the intended ward/service catchment and audience segment. Paid activity should be tested in manageable waves and scaled only where results indicate relevant engagement, enquiries, service interest or other intended behavioural/service action.

2.1.8 Capability transfer from the outset

Campaign implementation and capability development shall be integrated. The intended transition is: Agency-led → jointly implemented → locally led with agency coaching and quality assurance.

2.1.9 Responsible digital practice

The agency shall apply appropriate consent, privacy, data-protection, influencer-disclosure, safeguarding, account-security and responsible-moderation practices and comply with applicable SNV requirements. Customer/enquiry data collection should be limited to information necessary for the defined campaign or service purpose, accessible only to authorised personnel, and checked for reasonable accuracy before being used for reporting or decisions. Appropriate consent shall be obtained where identifiable customer stories, testimonials, photographs or videos are used.

2.1.10 Simple and transferable technology and data systems

Any tracking log, dashboard, CRM or related tool proposed under this assignment should be practical, low-cost, easy for nominated municipal/operator staff to maintain, and should not depend on continued paid agency access after the assignment. The agency should prefer existing or widely available platforms and lightweight solutions—such as shared spreadsheets, platform-native analytics, WhatsApp Business logs or a basic enquiry register—where these adequately meet the functional need.

2.2 Detailed Scope of Work

2.2.1 Campaign Parameters: Operational Behaviours, Objectives and Geographic Scope

A. Campaign on Safe Storage and Safe/Authorised Handover of Solid Waste

Operational behaviour – Safe storage

Household waste managers/home managers keep solid waste in a defined, contained and covered/secure storage arrangement within the premises, or an agreed common storage point for a building, until collection. The arrangement should prevent windblown litter, animal access, spillage/leakage and overflow. The standard is performance-based rather than product-based: ownership of a bin alone does not constitute safe storage.

Operational behaviour – Safe and regular handover

Where a designated collection route/service is operating, the household waste manager or representative gives stored waste to the designated collector according to the communicated routine/cue rather than disposing of waste in drains, waterways, roadsides, open plots or other unauthorised locations. Strong handover promotion should occur only where dependable collection is available.

Sylhet-specific application: In selected canal-adjacent/service-covered catchments, the desired behaviour is to use the authorised collection/handover pathway rather than dispose of waste into canals or other waterbodies. The agency should assess and address relevant barriers and motives, including convenience, social norms, service trust and, where applicable, perceived service value or possible fee avoidance, before finalising campaign messages.

Campaign Location

City	Campaign geography
Cumilla City Corporation	Wards 1, 2, 8, 9, 10, and 11; intensity aligned to confirmed service coverage/catchments. Ward 10 and selected clusters may receive more intensive reinforcement.
Khulna City Corporation	Selected service catchments within Wards 16, 17 and 23, rather than blanket coverage of the entire wards.
Kushtia Municipality	Wards 1, 4, 8 and 18, with campaign intensity and handover/service-use calls to action aligned to verified service availability within the selected wards.
Bagerhat Municipality	Wards 4, 5, 6 and 7, with service-use/handover communication following actual service readiness.
Chhatak Municipality	Three selected wards.
Sylhet City Corporation	Selected 12-15 wards, with intensified focus in canal-adjacent/service-covered catchments where dumping into canals or other waterbodies is reported.

B. Campaign on Source Segregation, Safe Handover and Service Uptake

Operational behaviour

Home managers separate waste according to the approved simple two-stream arrangement, keep the separated fractions distinguishable and appropriately contained, do not remix them before handover, and hand them to the designated collection service in the prescribed manner.

Campaign Location

City	Campaign geography
Chapainawabganj Municipality	Current Ward 02 service area, particularly Professor Para and Shantibag; expansion to remaining Ward 02 and Ward 15 only as service readiness is confirmed.
Shibganj Municipality	Wards 4 and 5, aligned to confirmed service arrangements and preservation of the separated collection chain.

C. Campaign on FSM Service Marketing (Safe emptying), Trust and Demand Conversion

Operational behaviour

When an emptying need of a septic tank/pit arises or is recognised, a property owner, household/building decision-maker or responsible institutional representative contacts the municipality-authorised mechanical emptying provider, uses the approved enquiry/booking process, provides the required service/access information, receives the service where technically feasible, and avoids unsafe/manual alternatives where a safe mechanical option is available. Satisfied customers may subsequently recommend the service or use it again when required.

Campaign Location

FSM digital service marketing may have citywide visibility in Joypurhat, Chapainawabganj, Shibganj and Lalmonirhat where the relevant service is operational and capable of responding to demand. Targeting should be driven primarily by customer/service-market segments and serviceability rather than administrative ward boundaries.

2.2.2 Indicative Priority Audience and Service-Market Segments

The following segments provide the starting point for campaign planning. They reflect the intended behavioural and service roles and should be refined during the rapid assessment using city/service evidence, digital behaviour, service-market potential and implementation readiness. The agency is not expected to conduct a new large-scale segmentation study.

Focus behaviour / service action	Primary target segment(s)	Secondary / influencing audience	Service-side / digital consideration
Safe storage of solid waste	Household members who actually manage/store waste; household decision-maker where a storage arrangement or purchase decision is required.	Adolescents/youth; domestic workers; landlords/building owners; caretakers/building managers; social/religious/community leaders.	Collectors/supervisors can reinforce cues and service proof. Content should demonstrate feasible storage practice and relevant motives such as cleanliness, convenience and pride.
Safe and regular handover	Household waste manager or household/building representative in a verified service catchment.	Adolescents/youth; social/religious/community leaders; landlords/caretakers; household payer or decision-maker where relevant.	Collector/supervisor/operator behaviour and service reliability are part of the intervention. Use verified collection cues, authorised-service identity and complaint/referral information.
Authorised handover instead of dumping in canals/waterbodies (Sylhet-specific)	Households, tenants, shops/commercial premises and other waste generators in canal-adjacent catchments who currently or occasionally dispose waste into canals/waterbodies, or are at risk of doing so, where an authorised collection service is available.	Adolescents/youth; landlords/building owners; social/religious/community leaders; locally credible digital pages/influencers.	Collectors/operators and municipal ward/service actors should reinforce collection cues, service legitimacy and problem reporting. Content should pair a clear anti-dumping norm with convenient authorised handover, service proof and approved fee/value information where applicable.
Source segregation and appropriate handover	Household waste manager/Doer responsible for sorting and temporary holding; building representative where shared systems apply.	Adolescents/youth; domestic workers; household decision-makers; landlords/caretakers.	Collectors and supervisors must preserve the approved separation after handover. Digital content should make sorting simple, show “what goes where” and provide credible service-chain proof.
SWM service uptake/payment, where applicable	Household head, landlord or other person responsible for service-use/payment decisions.	Household waste manager; adolescents/youth as family influencers; caretakers/building representatives.	Municipality/operator must provide clear, approved information on service legitimacy, fee/receipt arrangements, reliability and problem resolution.
FSM – residential/property decision	Property/building owners, landlords and household decision-makers with	Caretakers/intermediaries; family members including adolescents/youth who can prompt discussion, share	Operator staff responsible for enquiry, serviceability, booking and follow-up. Digital activity should support need

Focus behaviour / service action	Primary target segment(s)	Secondary / influencing audience	Service-side / digital consideration
	current or emerging emptying need.	service information or influence adult decision-makers; social/religious/community leaders.	recognition, trust, enquiry and conversion.
FSM – institutional/commercial market	Responsible decision-makers in institutions, hotels, health/education facilities and larger/commercial premises.	Facility managers/caretakers; technical or administrative staff; relevant professional/community networks and other internal influencers.	Use targeted service information, direct-response/lead-generation approaches, credible service proof and structured follow-up by the authorised operator.

Adolescents and youth are considered a secondary influencing audience, not the primary service decision-maker or payer by default. They may be engaged selectively where they can influence family discussion, reinforce positive norms, share digital content/service information and encourage adult decision-makers to act.

The person performing a household behaviour may differ from the person making a financial, property or service decision. Campaign planning should therefore distinguish the Doer, decision-maker/payer, influencer and service-side actor where relevant.

Task 1. Rapid Digital Ecosystem, Audience and Capability Assessment

The agency shall conduct a rapid, implementation-focused assessment during mobilisation. The assessment should be primarily desk-based and remotely coordinated across campaign locations, supplemented by deeper capability assessment of the three selected private service providers/operators and targeted field verification where necessary. The assignment does not require ten separate city diagnostic studies.

- Review existing municipal/operator digital presence, including account/page status, ownership/admin access, follower/audience characteristics where available, historical content, engagement, posting practice, customer questions/complaints, paid promotion, contact mechanisms and existing digital assets.
- Assess practical capability of nominated personnel to plan digital communication, develop basic content, manage pages/accounts, respond to audiences, manage enquiries, use analytics, use basic paid promotion, work with influencers and organise digital assets.
- Refine audience and service-market segmentation using existing BCI evidence, service data and digital information.
- The ToR does not prescribe a Facebook-only approach. The agency may propose an appropriate mix of Facebook/Meta, YouTube, TikTok, WhatsApp Business or other digital channels where justified by audience behaviour, campaign function and value for money.
- Recommend the most appropriate platform/channel mix based on audience and campaign functions and propose a practical, affordable and transferable tool stack.
- Identify what can be communicated immediately and which calls to action should remain conditional on service confirmation.
- Before any major paid campaign, direct-response or lead-generation activity, establish a brief service-readiness checkpoint confirming: the service area and available capacity; approved contact, tariff/fee, booking and complaint information; a named person responsible for responding to enquiries; an agreed customer follow-up/response-time expectation; and availability of basic weekly service-response data. Campaign intensity should be adjusted where these conditions are not sufficiently met.

- Where a selected private service provider/operator does not have an appropriate institutional social-media presence, or an existing account requires substantial improvement, support creation or optimisation of the relevant Facebook Page and associated Meta account arrangements. New Page creation should occur only where justified by the assessment and approved by SNV.
- Prepare an implementation framework covering campaign objectives, segments, journeys, platforms, content architecture, paid media, influencer opportunities, community management, monitoring and a 14-week schedule.

Task 2. Campaign on Safe Storage and Safe/Authorised Handover

The agency shall design and implement a common digital campaign system for the selected wards/service catchments identified above. The campaign shall move beyond generic cleanliness messaging and should address the actual behaviour chain and known motives/barriers.

- practical demonstration of safe storage and feasible household/storage arrangements;
- prevention of windblown waste, spillage, animal access and overflow;
- in Sylhet, prevention of waste disposal into canals and other waterbodies by reinforcing authorised collection/handover and addressing relevant motives/barriers, including convenience, social norms, service trust and possible fee avoidance where applicable;
- cleanliness, convenience and protection of household/neighbourhood surroundings;
- motive-led/motivational communication and common barrier responses;
- collection cues and authorised service identity where confirmed;
- apartment/shared-storage issues and landlord/caretaker roles where applicable;
- authentic Doer stories, social proof and service proof; and
- service-problem and referral pathways.

Where collection is not sufficiently reliable, safe-storage/readiness communication may continue while strong service-use/handover calls to action are withheld.

Task 3. Campaign on Source Segregation, Safe Handover and Service Uptake

The agency shall design and implement a practical digital campaign supporting the complete household-to-service behaviour chain. Content may include simple two-stream demonstrations, “what goes where?” examples using locally familiar items, temporary holding/storage guidance, correct handover, reminders, common mistakes and myths, visible proof that the collection system preserves separation, service cues, authorised service identity, service value, approved fee/payment/receipt communication where applicable, problem-reporting mechanisms and genuine local Doer/service proof.

The agency shall not intensively promote segregation where separate collection and credible downstream handling cannot be demonstrated.

Task 4. Campaign on FSM Service Marketing, Trust and Demand Conversion

FSM shall be implemented as a service-marketing and customer-conversion campaign rather than as generic sanitation awareness. The campaign should support:

Need recognition → value/trust → enquiry → qualification/serviceability → booking → service preparation → service delivery → feedback → service/social proof → referral/repeat use

- common signs/triggers indicating possible emptying need;
- value of authorised mechanical emptying and realistic comparison with unsafe alternatives;
- operator legitimacy and service process;
- enquiry/contact mechanism, approved tariff information and booking process;
- customer preparation, access/serviceability requirements and realistic technical limitations;
- common objections and questions;

- actual completed-service examples and genuine customer/institution testimonials; and
- referral and repeat-use communication.

The agency shall design and support the digital enquiry/conversion pathway but shall not replace the service provider's operational responsibility for qualification, booking, service delivery, payment handling, complaint resolution or customer follow-up. Intensive lead generation should begin only when the provider is sufficiently ready to respond.

Task 5. Development, Adaptation and Management of Digital Content

The agency shall establish a modular digital content system across the three campaigns:

Master campaign content → city/service adaptation → locally generated digital-native content

Content functions should include:

- How-to/demonstration content – showing how the desired behaviour is performed.
- Motive-led/motivational content – connecting behaviour with relevant benefits and aspirations.
- Barrier/objection content – addressing practical difficulty, mistrust, remixing, payment or booking concerns.
- Social-proof content – showing genuine local Doers/customers and emerging norms.
- Service-proof content – demonstrating credible collection or mechanical emptying service.
- Cue/reminder content – prompting behaviour/service action at appropriate moments.
- Call-to-action content – directing audiences to hand over, enquire, contact, book or take another defined action.
- FAQ/service-recovery content – answering questions and directing service problems to the appropriate response mechanism.

Formats may include static posts, infographics, short Reels/videos, simple motion content, photo stories, testimonial/service-proof pieces, Q&A content, Stories, service updates, live-session support and editable templates. Final sequencing should be reflected in a rolling content calendar and should remain responsive to performance and service conditions.

SNV may provide approximately three to four professionally produced SWM/FSM audiovisual products developed through a separate assignment. Where relevant and permitted by available source files/rights, the agency should prepare appropriate digital adaptations such as short cuts, teaser clips, subtitles, Reels, thumbnails/stills, excerpts and supporting city/service-specific calls to action. Major new professional film production is outside scope.

The agency may produce lightweight digital-native/local content using efficient production methods, especially for real service proof, demonstrations, customer/Doer stories, frontline/service staff, short interviews, FAQs and timely service updates.

Priority creative directions, calls to action and selected content should undergo proportionate rapid testing before wider rollout where misunderstanding could undermine behaviour or trust.

The agency shall establish a structured digital content library/archive organised at minimum by campaign/behaviour, audience, content function, city/service, approved version, source/editable file and final published format.

Task 6. Micro-Influencer and Local Digital Actor Engagement

Micro-influencers and local digital actors may be used selectively where they offer strategic value. The agency shall map relevant local actors and assess geographic audience concentration, relevance, engagement quality, credibility, audience fit, controversy/misinformation history, content style, two-way interaction ability and value for money.

Possible functions include behaviour demonstration, service visit, problem–solution story, myth/objection response, live Q&A, customer/service story, FSM service explanation, neighbourhood norm reinforcement or another approved call to action.

Selected influencers/pages should receive appropriate orientation on the behaviour, service facts, allowed/not-allowed claims, terminology, responsible disclosure and escalation of questions.

Influencer/content reuse rights shall be agreed before engagement.

Task 7. Paid Media, Community Management and Service Referral

Paid promotion shall be used selectively according to campaign objective, geography/service catchment, audience segment, behavioural/customer stage and desired action. The agency should not automatically boost every post.

For each paid wave, the agency should propose the objective, audience, geography, platform, duration, indicative expenditure, expected performance indicator and optimisation approach. Where feasible, testing may compare creative format, message framing, motive/benefit, audience segment, call to action or placement.

Paid media should not constitute the dominant cost component of the assignment. The agency is expected to prioritise focused targeting, testing and optimisation over blanket boosting or high-volume paid reach. The combined direct expenditure proposed for paid media and paid micro-influencer/local-page engagements should normally remain a minority share of the total financial proposal; materially higher allocations should be justified on technical and value-for-money grounds.

A simple Community Management and Service Referral Protocol shall classify and route issues such as behaviour questions, service-information requests, service-availability questions, fee/payment queries, complaints, missed collection, FSM enquiries, booking/lead requests, technical/serviceability issues, misinformation and abusive/inappropriate content. The protocol should identify who responds, what information can be provided, when referral is required, who owns the referred issue, expected response time and how closure is recorded.

For service-linked campaigns, the agency shall maintain a simple digital-to-service tracking log/shared register that links, where feasible, the campaign or enquiry source (using tagged links/UTM parameters or an equivalent method where appropriate) with enquiry type, requested service, qualified lead/booking status, completed service, complaint/referral, closure status and customer feedback. The system should be simple enough for relevant operators or municipal staff to continue using after the assignment.

The agency shall not promise services beyond approved service facts. Relevant service-provider/municipal personnel should progressively participate in community management and customer response.

Task 8. Embedded and Dedicated Capacity Development of Private Service Providers/Operators

Capability development shall be integrated with implementation rather than treated as a one-off training event. The agency shall support six selected private service providers/operators using two complementary modalities: one operator in Joypurhat, one operator serving both Chapainawabganj and Shibganj, and two operators in Kushtia, one in Khulna; and one in Cumilla.

8.1 Modality A – Embedded hands-on mentoring through live campaign implementation

For the private service providers/operators participating directly in live SWM/FSM campaigns—in Joypurhat, Khulna, Cumilla, one serving both Chapainawabganj and Shibganj and one in Kushtia—staff should progressively participate in campaign planning, segmentation, content-calendar development, basic content creation, local content capture, posting/scheduling, community management, enquiry/lead handling, service referral, paid-media planning, influencer engagement, analytics, campaign review and adaptation.

Agency demonstrates → staff practise jointly → staff lead with agency support → staff implement independently with agency QA

8.2 Modality B – Dedicated capability-building support for one Kushtia operator

For one selected private service provider/operator in Kushtia, the agency shall provide a separate hands-on mentoring package covering rapid digital/capability assessment, page/account review and optimisation where required, audience/service-market segmentation, digital service-marketing planning, content pillars/calendar, smartphone-based content production, community/customer management, relevant enquiry/lead management, paid-media fundamentals, local influencer/page engagement, analytics, content-library management, account governance and coached practice.

8.3 Capability outcome

Plan → segment → develop/adapt content → publish → engage/respond → manage enquiries/leads → review performance → adjust activities

Task 9. Monitoring, Performance Optimisation and Learning

Monitoring level	Indicative measures
Level 1 – Exposure	Targeted reach, frequency, video views/completion, geographic delivery, audience delivery
Level 2 – Meaningful engagement	Shares, saves, relevant comments, direct messages, questions, live engagement, relevant audience feedback
Level 3 – Action and service response	Service-information enquiries, complaints/referrals, SWM queries, FSM enquiries, qualified leads, booking requests, completed bookings/services where available, payment/service questions, referrals
Level 4 – Behaviour/service learning	Reported/observed safe storage, regular handover, source segregation, payment/service uptake, service-side barriers, customer experience, service confidence and operator capability where data are available

Monitoring and service-response reporting shall use a common minimum data structure and agreed definitions across locations for terms such as enquiry, qualified lead, booking/service request, completed service, complaint/referral, response/closure time and customer feedback. The agency shall prepare a concise data dictionary and common reporting template so that SNV, municipalities and operators can compare performance consistently.

The agency should maintain a practical dashboard and use performance reviews to answer what is working, which segments are responding, what questions/barriers are emerging, whether enquiries are being converted or lost, whether service failures are undermining communication, which influencers/channels provide meaningful value and what should be adjusted.

During active campaign periods, the agency shall provide a short weekly dashboard/update summarising what was tested, what performed well or poorly, what was changed, key service-response issues, and any action or support required from municipalities/operators. Dashboard/log ownership should be assigned to a named municipal or operator focal person, with hands-on coaching on data entry, dashboard reading, basic analysis and periodic performance review.

The agency should document practical learning across the three campaign families and its implications for future municipal/operator digital BCI.

Task 10. Twelve-Month Digital BCI and Service-Marketing Continuation Planning for Three Private Service Providers/Operators

The agency shall support six selected private service providers/operators to develop practical 12-month Digital BCI and Service Marketing Continuation Plans through co-creation and coached planning. For the Joypurhat, Khulna, Cumilla, Kushtia and Chapainawabganj/Shibganj operators, plans should draw on live campaign experience; for the one selected Kushtia operator, the plan should emerge from dedicated mentoring and coached practice.

- priority service/business, behaviour/service-use and customer-engagement objectives;
- audience and service-market segmentation;
- customer/behaviour journeys;
- content strategy and content pillars;
- a practical month-by-month implementation framework/content rhythm;
- channel and platform approach, distinguishing organic communication, paid media, direct-response channels, local influencers/pages and relevant offline/service touchpoints;
- customer response, lead management, service referral, complaint escalation and closure;
- paid-media and influencer approach with realistic annual expenditure assumptions;
- roles, account governance and management oversight;
- an indicative annual budget distinguishing routine organic activity, paid media, occasional professional production, influencer costs and other necessary digital expenditure;
- a small set of practical KPIs and monthly/quarterly review mechanism;
- content library/archive management; and
- remaining capability-development priorities.

Part 3 – Deliverables, Indicative Quantities, Timeline and Payment Arrangements

3.1 Delivery Approach

The assignment is expected to be completed over approximately 14 weeks from contract commencement. Assessment, campaign preparation, implementation, optimisation, mentoring and continuation planning will overlap. Capacity development should occur through actual implementation wherever possible.

The quantities in this section establish a minimum comparable basis for proposal preparation and contract management. Following inception, the agency may recommend adjustments to the mix of content formats, media allocation, influencer engagement or campaign intensity where evidence suggests improved effectiveness or value for money. Material changes require SNV approval.

The assignment should prioritise quality, behavioural relevance, reusability and measurable campaign performance over excessive content volume.

3.2 Deliverables and Indicative Timeline

Deliverable	Key contents	Indicative timing	Payment
D1. Inception, Rapid Assessment and Campaign Implementation Framework	Rapid digital ecosystem and capability assessment; review of existing evidence; segmentation; campaign geography/service-readiness confirmation; journeys; platform/tool recommendations; campaign architecture; initial media/influencer approach; mentoring approach; monitoring framework; detailed workplan	End of Week 2	20%

Deliverable	Key contents	Indicative timing	Payment
D2. Creative and Digital Campaign Toolkit and Launch Readiness Package	Three approved campaign creative systems, initial launch-ready content batch, approved templates/copy framework, rolling content-production calendar, community-management protocol, initial media plan, influencer shortlist and launch-readiness package	End of Week 4	25%
D3. Report of mid course Campaign Implementation, Optimisation and Capability Development Package	Live implementation; organic and paid dissemination; approved local influencer/page engagement; community management; digital enquiry/referral; performance dashboard; optimisation decisions; embedded and dedicated operator mentoring; mid-course review	End of Week 10	25%
D4. Report on Completion, Institutional Handover and 12-Month Continuation Package	Completion of campaign cycle; final performance/learning analysis; operator capability review; three 12-month continuation plans; reusable content library; editable/source files; account/access/governance handover as applicable; final analytics and expenditure records; concise completion report	End of Week 14	30%

3.3 Deliverable 1 – Inception, Rapid Assessment and Campaign Implementation Framework

- understanding of the assignment and critical assumptions;
- rapid digital ecosystem assessment;
- baseline capability assessment of the three selected private service providers/operators;
- refined audience and service-market segmentation;
- digital/customer journeys for the three campaign streams;
- confirmation of priority geographic/service catchments and service-readiness conditions;
- proposed campaign architecture and creative direction;
- content functions and formats;
- platform and tool recommendations;
- preliminary paid-media allocation and micro-influencer/local-page assessment and approach;
- community-management and service-referral arrangements;
- capacity-development and mentoring plan;
- monitoring/dashboard approach;
- service-readiness checkpoint, digital-to-service tracking approach, common data definitions and proposed dashboard ownership/maintenance arrangements;
- detailed 14-week implementation calendar.

3.4 Deliverable 2 – Creative and Digital Campaign Toolkit and Launch Readiness Package

3.4.1 Three master campaign systems

The agency shall develop three master campaign systems covering: (1) Safe Storage and Safe/Authorised Handover; (2) Source Segregation, Safe Handover and Service Uptake; and (3) FSM Service Marketing, Trust and Demand Conversion. Each system should include core creative direction/key visual system, behavioural proposition, message hierarchy, motive/benefit framing, barrier/objection responses, tone/language guidance, calls to action, social/service-proof approach and reusable design/content templates.

3.4.2 Indicative minimum content package

Output	Indicative minimum / basis
Master campaign creative systems	3
Reusable master static/carousel/infographic content pieces	18 total
Short-form digital-native videos/Reels	10 for each campaign theme
City/service-specific adapted content pieces	Minimum 25 adaptations
Reusable service-update/FAQ/CTA templates	At least 8 templates
Facebook/social-media account setup and optimisation	Package for up to 3 selected private service providers/operators, plus targeted municipal account support where required; new Page creation only where justified and approved
Community-management/service-response protocol	1 common protocol with service-specific adaptations where required
Digital content library/archive system	One consolidated structured repository with clear folders/tags by campaign, city/operator, audience, content function and approved/source version.

The complete minimum content quantities are not expected to be produced by Week 4. D2 should establish the approved creative systems and sufficient launch-ready content to commence implementation. Remaining content and adaptations shall be developed progressively during implementation in response to the rolling content calendar, campaign performance, emerging questions and service conditions.

An “adaptation” should involve meaningful local/service contextualisation—such as service identity, validated information, contact/booking details, local proof, audience context or call to action—not merely a logo change.

3.5 Deliverable 3 – Mid-Course Campaign Implementation, Optimisation and Capability Development Package

3.5.1 Organic campaign implementation

The agency shall maintain an approved rolling content calendar during the live campaign period. Content may be revised, repeated, adapted or discontinued based on campaign objectives, service readiness, audience response and implementation learning. The agency is not required to publish every asset solely to satisfy a numerical target.

3.5.2 Paid-media implementation

The agency shall implement at least ten targeted paid-media waves across the three campaign streams. A paid-media wave should have a defined objective, target audience/geography, creative, duration, budget and performance review and should not be treated as simple post boosting.

The ten waves need not be distributed equally across cities. Resources may be concentrated where service readiness, audience opportunity, FSM conversion readiness, campaign performance or a service-launch moment justifies stronger investment.

3.5.3 Micro-influencer/local digital actor engagement

Minimum base requirement: ten-twelve approved micro-influencer/local digital-page engagements across the assignment. The agency shall propose a city-appropriate mix and indicative volume of micro-influencer

and/or local digital-page engagement based on local audience reach, relevance, behaviour/service objective, format and value for money. Engagement may vary by city—for example, one or more posts/stories through a high-reach local community page in one location, and a live or field-based creator/influencer activity linked to service delivery in another. The technical and financial proposals should state the proposed approach, indicative mix/volume and cost assumptions.

3.5.4 Community management and service referral

During the principal live campaign period, the agency shall support active community management on relevant agreed channels, classify enquiries/issues, answer approved routine questions, support live sessions where appropriate, refer operational matters, identify emerging misconceptions, track significant recurring issues, support closure where feasible and progressively transfer these functions to nominated local staff. A simple digital enquiry/referral log should support campaign learning.

3.5.5 Operator mentoring

For each of the two operators participating directly in live campaign implementation, the agency shall provide at least four structured coaching/review sessions in addition to routine hands-on coaching. For the selected Kushtia operator, the agency shall provide at least four dedicated hands-on mentoring/coaching sessions plus practical assignments and follow-up. This is additional to routine on-the-job communication, feedback and campaign coordination. Sessions may be in-person or remote depending on purpose and agreed arrangements.

3.6 Deliverable 4 – Completion, Institutional Handover and 12-Month Continuation Package

The final deliverable should demonstrate that the assignment has left functioning systems and capability, not only completed social-media activity.

3.6.1 Three 12-month continuation plans

One practical 12-month Digital BCI and Service Marketing Continuation Plan shall be completed for each of the six selected private service providers/operators. A plan will be accepted when operator staff participated substantively, priorities and responsibilities are clear, content/channel strategy is feasible, customer response and lead management are addressed, paid-media/influencer use is realistic, an indicative budget is included, monitoring/review arrangements are specified and the operator can explain how it will use the plan.

3.6.2 Final capability assessment and handover

The agency shall reassess the six operators against the baseline capability assessment and document demonstrated ability to plan activities, identify audience segments, prepare/adapt content, manage publishing, respond to customers, manage/referral enquiries, use basic paid promotion, interpret analytics, organise digital assets and conduct simple performance reviews.

The final handover package shall include approved content, reusable templates, editable/source files, approved photographs/videos, digital-native assets, adapted AV products, copy/message bank, content calendars, FAQs, service-response templates, influencer content covered by agreed reuse rights, monitoring/dashboard templates and an organised content library/archive. The handover shall also include the final tracking/dashboard template(s), data dictionary, dashboard/user guide, source-data template, relevant login/access handover note, named local ownership arrangements and a simple low-cost maintenance approach so continued use does not depend on agency-controlled access.

3.7 Indicative 14-Week Implementation Timeline

Activity	Indicative timing
Evidence review / inception	W1–W2
Digital ecosystem & capability assessment	W1–W2
Segmentation / campaign planning	W1–W3
Creative development / rapid testing	W2–W4
Page/account optimisation	W2–W4
Content production/adaptation	W3–W12
Campaign launch	W4–W5
Organic campaign implementation	W4–W14
Paid-media waves	W4–W13
Influencer/local-page engagement	W5–W12
Community management/service referral	W4–W14
Embedded operator mentoring	W1–W13
Dedicated Kushtia mentoring	W2–W13
Mid-course review	Around W9
12-month continuation planning	W7–W14
Final capability assessment	W11–W14
Content/account handover	W11–W14
Final learning/reporting	W11–W14

Part 4 – Agency Qualifications, Key Personnel, Proposal Requirements and Evaluation Criteria

4.1 Eligible Applicants and Minimum Agency Qualifications

The assignment is open to qualified communication, digital marketing, social-media, creative, behaviour-change or related agencies legally authorised to operate in Bangladesh.

- legal registration and authorisation to provide relevant communication, creative, digital marketing and/or consultancy services in Bangladesh;
- valid Trade Licence, TIN and VAT registration and other documentation required under SNV procurement procedures;
- normally at least five years of relevant organisational experience in digital communication, social-media marketing, behaviour change/SBCC, service marketing, creative communication or closely related work; applicants with a shorter organisational history may also be considered where they demonstrate a strong relevant portfolio, experienced proposed personnel and credible delivery capacity;
- demonstrated experience designing and implementing digital/social-media campaigns seeking an audience action or service response rather than only reach or visibility;
- experience in social-media strategy, content planning and management, paid media, analytics and performance optimisation;

- digital-native content capability, including static/carousel formats and short-form video;
- experience working with local influencers, digital communities or local social-media pages;
- practical experience in community management, customer/audience response or digital lead/referral mechanisms;
- experience in capability development, mentoring or transfer of digital/communication functions to client or partner teams; and
- ability to manage a multi-location assignment within a short implementation period.

Experience in WASH, sanitation, solid waste management, municipal services, private service-provider marketing, local government or development-sector behaviour change will be considered an advantage rather than an absolute requirement.

4.2 Consortiums and specialist partners

A lead agency may propose specialist partners or subcontractors where this strengthens delivery. The lead agency shall remain fully accountable for overall performance, quality assurance, financial management and delivery. The proposal must clearly identify functions of the lead agency and each partner/subcontractor and the management/quality-assurance arrangements between them.

4.3 Required Team Composition

Key position/function	Indicative experience	Principal responsibilities	CV required
Team Leader / Digital BCI and Campaign Strategist	Preferably 8+ years	Overall technical leadership; translate BCI evidence into digital strategy; segmentation; campaign architecture; coordination; QA	Yes
Creative and Content Lead	Preferably 6+ years	Creative direction; insight-to-idea translation; message hierarchy; motive/barrier framing; Bangla content quality; supervision of design/video	Yes
Digital Media and Performance Lead	Preferably 5+ years	Platform strategy; targeting; media planning/buying; optimisation; testing; analytics and performance reporting	Yes
Community Engagement / Service-Marketing Specialist	Preferably 4+ years	Community-management protocol; enquiries/referrals; customer journey; FSM conversion pathway; response systems	Yes
Capacity Development and Mentoring Specialist	Preferably 6+ years	Capability assessment; embedded coaching; dedicated Kushtia mentoring; competency review; three 12-month continuation plans	Yes

The agency should additionally make available suitable graphic design, short-form video/content production, Bangla copywriting, analytics, account-management and field/coordination resources as required. These may be supporting team members and do not all require separate CVs.

The positions above define required functions rather than an unnecessarily large staffing structure. A bidder may propose one qualified individual to cover two compatible functions where the person meets both requirements, the level of effort is credible and delivery quality will not be compromised. The agency may also propose an alternative team structure demonstrating equal or greater capability.

Personnel named in the technical proposal are expected to undertake the assignment. Substitution of key personnel after award requires prior SNV approval, except for unavoidable circumstances and with an appropriately qualified replacement.

4.4 Technical Proposal Requirements

The technical proposal should be concise, evidence-based and directly responsive to this ToR. Applicants should avoid generic corporate descriptions or textbook explanations of social-media marketing. The main technical proposal should normally not exceed approximately 25 pages, excluding annexes and CVs.

Section	Required content	Indicative limit
A. Transmittal Letter	Authorised signatory, proposal validity, availability and commitment	1 page
B. Company Profile and Relevant Experience	Organisation profile; up to five comparable assignments; client references; portfolio links; applicant's actual role	3 pages
C. Understanding of the Assignment	Understanding of three streams; behaviour vs awareness; service-readiness; segmentation; digital inclusion; capability transfer	2 pages
D. Technical Approach and Methodology	Rapid assessment; campaign architecture; content system; platforms; paid media; influencers; community management; service referral; adaptive implementation; monitoring	7 pages
E. Technical Case Response – Sample Campaign Scenario	Response to the scenario in Section 4.5	4 pages
F. Capacity Development and Sustainability Approach	Embedded mentoring; dedicated operator coaching; transition; capability assessment; 12-month plans	3 pages
G. Management, Staffing and Coordination	Team structure; roles; level of effort; reporting; multi-location coordination	2 pages
H. Workplan, Risk Management and Quality Assurance	14-week plan; dependencies; workflow; service-readiness risk; privacy/consent/account governance; QA	3 pages

4.5 Technical Case Response – Sample Campaign Scenario

As part of the technical proposal, applicants shall respond briefly to the following practical campaign scenario. The Technical Case Response is intended to assess the bidder's strategic, behavioural, creative and digital problem-solving approach in a realistic implementation context.

Scenario: In a selected urban service area, many households have heard that waste should be stored safely before collection. However, safe storage is perceived by some households as inconvenient; practice remains inconsistent; households are uncertain whether collection will occur regularly; some residents question why they should change their behaviour when service reliability is imperfect; and digital content needs to support—not replace—the service and other BCI activities.

The bidder should briefly demonstrate:

- the specific behavioural objective it would set;
- the priority audience segment(s) it would distinguish;
- one or two important barriers/motives it would address;
- the proposed digital/customer journey;
- a sample content concept or creative idea—a rough storyboard, copy concept or indicative visual treatment is sufficient;
- how organic content, paid media and/or a local influencer could play different roles;
- how digital enquiries/service problems would be handled; and
- how the first 30 days of performance information would be used to improve the campaign.

SNV is not requesting completed production-ready creative work free of charge as part of the competition. The purpose of this exercise is to assess strategic and creative thinking.

4.6 Annexes to the Technical Proposal

- signed CVs of proposed key personnel;
- team organogram;
- indicative level-of-effort matrix;
- company registration documents;
- valid Trade Licence;
- TIN certificate;
- VAT registration;
- up to five relevant portfolio examples/links;
- at least two relevant client references with contact information;
- evidence supporting key performance claims where reasonably available; and
- details of any proposed partner/subcontractor and its role.

4.7 Technical Evaluation Criteria

Proposals will be evaluated using a Quality- and Cost-Based Selection (QCBS) approach: Technical Proposal – 80 points; Financial Proposal – 20 points; Total – 100 points. Applicants scoring at least 60 out of 80 technical points will be considered technically qualified for financial evaluation.

SNV may invite one or more bidders for clarification or presentation where necessary.

Criterion	What SNV will assess	Score
1. Relevant experience and portfolio	Quality/relevance of digital/social, BCI/SBCC, service-marketing or action-oriented campaigns; implementation evidence; local/multi-location experience; relevant sector experience where available	10
2. Understanding of the assignment	Understanding of behaviour vs awareness, service readiness, segmentation, service-side behaviour, audience/customer journeys and capability-transfer requirements	10
3. Technical Case Response – Sample Campaign Scenario	Quality of behavioural diagnosis, audience segmentation, creative/digital thinking, service linkage, channel roles, response pathway and use of performance data	20
4. Technical approach and methodology	Quality/feasibility of rapid assessment, three campaign systems, modular content, paid media, local influence, two-way engagement, service referral, optimisation and measurement	15
5. Team composition and staffing	Quality/relevance of key personnel; balance of behavioural, creative, performance, community/service-marketing and mentoring skills; credible level of effort	15
6. Implementation management, workplan, risk and QA	Realism of 14-week delivery; multi-location coordination; workflow; service-readiness safeguards;	10

4.8 Financial Evaluation

Financial criterion	Score
Budget completeness, internal consistency and realism	3
Compliance with statutory/financial instructions	2
Competitiveness of evaluated price	15
Total Financial Score	20

Part-5 Submission Requirements

- The technical proposal and financial proposal shall be submitted as separate files. Financial information must not appear in the technical proposal.
- The technical proposal should be submitted in PDF format. The financial proposal should be submitted in the unlocked/editable Excel version including signed PDF format.
- The email subject line should clearly reference the assignment title.
- All annexes and compliance documents should be included at submission.

Electronic copy of the proposal and SNV Due Diligence Supplier Registration and Vetting Form , duly signed, should be submitted to bangladesh@snv.org with the subject line “Digital and Social Media Support for Behaviour Change and Service Marketing” no later than 5:00 p.m. (local time) on *26 September 2026*.

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

[Click here-SNV Due Diligence Supplier Registration and Vetting Form](#)