

Terms of Reference (ToR)

Hiring an Agency for Demand Creation, Customer Acquisition and Accelerated Market Development of Water Kiosks under the Shompritee Project

1. Background

Access to safe and affordable drinking water remains a persistent challenge in many secondary towns and peri-urban settlements in Bangladesh (WHO/UNICEF Joint Monitoring Programme, 2023). At the same time, climate-related displacement continues to reshape settlement patterns and increase pressure on municipal service systems (Internal Displacement Monitoring Centre, 2023). In this broader context, Jashore Municipality also faces similar pressures, particularly in its expanding peri-urban areas where growing service demand calls for practical and sustainable safe water solutions.

Swisscontact Bangladesh is implementing SHOMPRITEE– Towards Locally Led Cooperation for Climate Migrants project, which strengthens inclusive and climate-resilient urban governance in partnership with municipalities. Within this framework, the Water Kiosks – Social Enterprise for Safe and Affordable Drinking Water initiative promotes decentralised, entrepreneur-operated water kiosks as a practical service model to improve access to safe drinking water in both commercially viable and socially vulnerable locations, including areas with high concentrations of climate migrants.

The initiative seeks to demonstrate a locally embedded model where appropriate water-treatment technology, local entrepreneurship and stakeholder collaboration contribute to reliable and commercially sustainable safe-water services. Two water kiosks will be supported under this assignment. Plant 1 has already been established and is ready for market launch; however, commercial operation and structured customer acquisition have not yet formally commenced, as the inauguration and market-launch activities are pending. Plant 2 is expected to be ready for operation by October 10, 2026. The next critical stage is therefore to create measurable demand, acquire customers and support sustained purchase of safe drinking water from the two kiosks. Swisscontact intends to engage a qualified agency to lead this process through targeted promotion, customer acquisition, field implementation, entrepreneur support, stakeholder engagement and communication activities.

2. Water Entrepreneurship

Water entrepreneurship is a market-based approach through which local entrepreneurs and institutions establish and operate water kiosks to provide safe and affordable drinking water. The project facilitates collaboration between water entrepreneurs, host institutions and Water Technology Providers for plant establishment, operation, maintenance and water-quality assurance. The kiosks will offer on-site water sales through Water ATM systems as well as jar-based delivery services to household, institutional and commercial customers. The sustainability of the enterprises will therefore depend not only on community awareness, but also on their ability to acquire paying customers, encourage repeat purchase, retain customers and build sustainable sales channels.

3. Objective of the Assignment

The primary objective of the assignment is to create measurable demand and build a sustainable customer base for the two water kiosk enterprises.

The assignment will:

- Reach approximately **50,000 community members** through targeted awareness and promotional activities on safe drinking water;
- Contribute towards enabling **approximately 5,000 people to access safe drinking water** through the two kiosks;
- **Acquire and convert household, institutional and commercial customers** from initial engagement to trial, first purchase, repeat purchase and regular use;
- **Strengthen the entrepreneurs' customer acquisition, sales, follow-up and retention systems** for continued enterprise growth;
- **Establish plant-wise customer, sales, reach and access tracking systems** for monitoring demand creation and enterprise performance; and
- Document the water kiosks, implementation activities and early results through high-quality professional photography, one audiovisual (3-4 minutes) production and 2 short digital reels.

Awareness campaigns, health camps, community mobilisation, miking, inauguration events, IEC materials, branding, promotional support, stakeholder engagement and other field activities shall be used as mechanisms to achieve these demand-creation and customer-acquisition results.

Indicative Demand Creation and Customer Acquisition Targets: The assignment shall adopt a results-based customer-acquisition approach. Performance will therefore be assessed not only by the number of promotional activities implemented, but also by the agency's ability to move potential customers from awareness to purchase and continued use.

Customer Acquisition Stage	Indicative Target
Community members reached through targeted awareness and promotional activities	50,000
Households directly contacted/engaged	10,000
Qualified prospective customers	5,000
Trial users	3,000
First-time paying customers	2,000
Repeat customers (at least one subsequent purchase)	1,250
Active recurring customers (customer demonstrating continued purchase behaviour)	875
People gaining access to safe drinking water through the two kiosks	5,000

The above figures are minimum required targets for the assignment. During the inception stage, the selected agency shall propose the plant-wise distribution of these targets based on catchment population, market potential, customer segments, operational capacity and commencement date. The agency shall also provide a clear methodology, assumptions and data sources for calculating, tracking and verifying awareness reach, direct engagement, customer-conversion stages and people gaining access to safe drinking water, including measures to prevent double counting. The proposed methodology and plant-wise allocation shall be reviewed and approved by Swisscontact before implementation.

4. Geographic Coverage & Duration of Assignment

Two water kiosk catchment areas in Jashore Municipality and/or its peri-urban areas, as confirmed by Swisscontact.

Duration: 10 September 2026 –20 January 2027

- **Plant 1:** Demand-creation preparation, inauguration and market-launch activities will commence from the beginning of the assignment. Existing IEC materials already produced for Plant 1 shall be utilised. New IEC production for Plant 1 will only be undertaken where specifically required and approved by Swisscontact.
- **Plant 2:** Catchment assessment, stakeholder engagement and pre-launch preparation may begin before commissioning. Full launch and customer-acquisition activities will commence following operational readiness, expected by September 2026. Swisscontact may establish an ATM-based safe-water access point at a nearby school. The selected agency shall incorporate the school and surrounding catchment into the Plant 2 awareness and customer-acquisition plan, where applicable.

Awareness and demand-creation support shall continue for approximately three months around each kiosk, subject to operational readiness and the agreed implementation schedule.

5. Scope of Work

Swisscontact will define the expected results, key targets and mandatory requirements of the assignment. The selected agency will be responsible for assessing the market and catchment conditions and for **proposing, developing and implementing the detailed plant-wise demand-creation, customer-acquisition and promotional plans required to achieve these results**. Swisscontact will review and approve the proposed plans but will not prescribe the detailed activity mix. The selected agency will be accountable for the implementation of the approved plant-wise strategies and for proactively adapting the approach where required to achieve the agreed demand-creation and customer-acquisition results.

SL.	Activities
5.1	Catchment Assessment and Customer-Acquisition Planning: Assess the catchment of each kiosk, including customer segments, existing water sources, competition, purchasing behaviour, affordability, accessibility, delivery requirements and institutional/commercial opportunities. Based on the findings, develop plant-wise demand-creation, promotional and customer-acquisition plans, including proposed conversion targets and approaches for moving customers from awareness to trial, purchase, repeat purchase and regular use.
5.2	Dedicated Personnel Deployment and Field Coordination: Deploy three dedicated personnel for the assignment: one full-time person (selected through an interview conducted by agency and swisscontact) stationed with the Swisscontact Water Kiosks team to support day-to-day documentation, stakeholder communication, coordination, data consolidation and follow-up; and two field focal persons, one assigned to each kiosk, to coordinate field implementation, customer mobilisation, entrepreneur support, customer follow-up, local stakeholder engagement and field-level data collection.
5.3	Inauguration, Awareness and Demand-Creation Activities: Plan and implement the inauguration/market launch of the two kiosks and an appropriate mix of customer-facing and community awareness activities, including health camps, courtyard/community sessions, miking,

	household outreach, market activation, water tasting, Water ATM demonstrations, referral campaigns, promotional offers and other locally appropriate mechanisms. For Plant 2, the campaign shall also include school-based safe-water awareness and engagement activities, particularly where a satellite Water ATM/access point is established. Activities may include student sensitisation sessions, Water ATM demonstrations, safe-water and hygiene campaigns, quizzes, art/drawing competitions, school-wall mural or painting activities, student engagement initiatives and outreach to the surrounding school catchment. The agency shall facilitate municipality-led cleanliness and waste-management awareness activities by supporting mobilisation, communication, event coordination, IEC/visibility requirements, documentation and community engagement as agreed with Swisscontact. Activities shall contribute to safe-water awareness, customer trial, purchase and repeat use, while also strengthening broader awareness of hygiene, cleanliness and responsible waste management.
5.4	IEC, Branding and Kiosk Visibility: Ensure appropriate branding, information and promotional visibility for both kiosks. Existing IEC materials shall primarily be used for Plant 1, while necessary IEC and promotional materials for Plant 2 shall be proposed, designed and produced by the agency following Swisscontact approval. Materials may include leaflets, brochures, posters, banners, signboards, visiting cards, entrepreneur booklets, digital content, price/service information and other relevant visibility materials. Environmentally responsible materials shall be prioritised. Materials may also include school-based safe-water, hygiene, cleanliness and waste-management communication materials developed in coordination with Swisscontact and, where applicable, Jashore Municipality. The specific mix, frequency and sequencing of promotional activities shall be proposed by the agency based on its assessment and customer-conversion strategy, subject to Swisscontact's approval.
5.5	Household, Institutional and Commercial Customer Acquisition: Generate, maintain and convert customer leads among households as well as offices, schools, health facilities, restaurants, hotels, tea stalls, shops, businesses and other potential bulk users. Activities may include direct sales outreach, trials, demonstrations, delivery promotion, customer follow-up, institutional sales propositions, subscription/loyalty approaches and inactive-customer reactivation. A plant-wise institutional and commercial customer pipeline shall be maintained.
5.6	Promotional Support and Stakeholder Engagement: Use approved promotional support strategically to facilitate customer acquisition and stakeholder engagement. This shall include promotional jars and dispensers for selected registered customers, entrepreneur/plant promotional items such as branded wall clocks and reusable bottles, and approved stakeholder information/gift packages. The agency shall maintain appropriate selection, distribution and handover records.
5.7	Entrepreneur Training, Sales Mentoring and Enterprise Growth: Organise one combined training for the two entrepreneurs and relevant plant staff, followed by periodic mentoring. Support shall cover customer acquisition, customer service, sales follow-up, retention, institutional sales, delivery planning, complaint handling, customer databases and promotional planning. The agency shall also support tracking of paying customers, repeat customers, litres/jars sold, sales revenue, institutional sales and other relevant enterprise-performance indicators.
5.8	Customer, Reach and Performance Data, Reporting and Handover: Establish and maintain plant-wise systems for tracking unique reach, directly engaged households, qualified prospects,

	trial users, first-time paying customers, repeat customers, active recurring customers, institutional customers and people gaining access to safe drinking water. Apply an approved deduplication methodology. Submit an inception report, one mid-term report and one final outcome report, and hand over the customer database, institutional pipeline, tested promotional approaches, monitoring tools and a Customer Acquisition and Sales Growth Plan for each kiosk.
5.9	Photography and Audiovisual Documentation: Provide professional photography throughout implementation, covering kiosks, inauguration, health camps, campaigns, entrepreneurs, customers, training, stakeholder engagement and early results. Produce one 3–4-minute audiovisual product and 2–3 short digital reels, including concept/script development, filming, editing, subtitles and agreed revisions. Final photographs, AV products, raw footage and editable files shall be submitted through a physical portable hard drive.

Bidders are expected to propose the specific activity mix, frequency, sequencing and additional demand-creation approaches they consider appropriate for achieving the agreed results. During implementation, the selected agency shall assess the effectiveness of different approaches and adapt or scale activities based on customer response and conversion performance, subject to Swisscontact's approval.

6. Role of Swisscontact

- Provide strategic oversight and technical guidance for implementation of the assignment;
- Confirm water kiosk locations, catchment areas and implementation priorities;
- Provide relevant project information and existing Plant 1 IEC materials;
- Provide branding, communication and technical guidance;
- Review and approve the inception report and plant-wise customer-acquisition strategies;
- Review and approve IEC content, designs, production samples and major communication materials;
- Facilitate coordination with entrepreneurs, Jashore Municipality, schools and other relevant stakeholders where required;
- Approve criteria for promotional jars, dispensers and stakeholder-package recipients;
- Review customer-acquisition and enterprise-performance progress;
- Review deliverables and provide feedback; and
- Process agreed payments following satisfactory acceptance of deliverables and required supporting documentation.

7. Deliverables, Deadlines, and Payment Schedule

Payment will be made upon submission and satisfactory acceptance of the respective deliverables. Each payment request shall include the relevant outputs, supporting evidence, invoice and required financial documentation.

SL.	Payment Milestone	Required Documents/Deliverables	Deadline	Payment
7.1	Contract Signing, Personnel Deployment and Inception Report	• Signed contract • invoice and required financial documents. • Deployment documents and CVs of the three dedicated personnel • Inception report containing (catchment assessment, customer	06 October 2026	30%

		segmentation, stakeholder mapping, plant-wise demand-creation and customer-acquisition strategy, conversion targets, implementation schedule, reach and deduplication methodology, data-collection tools and team deployment plan).		
7.2	Campaign Setup and Mid-Term Implementation	• Mid-term implementation report • Evidence of inauguration/market launch, promotional, branding and applicable IEC activities • Awareness, health-camp, community and other campaign activity records • Evidence of school-based safe-water awareness activities • Records of municipality-led cleanliness/waste-management awareness activities • Evidence of stakeholder, entrepreneur and promotional items • Mid-term customer, conversion, reach, access and sales data • Photographs in digital drive	20 November 2026	40%
7.3	Final Documentation Package	• Final Outcome Report; • Final customer, reach, access and conversion data; • Promotional jar and dispenser distribution records; • Final customer database and institutional pipeline; • Plant-wise Customer Acquisition and Sales Growth Plans; • Final photography archive, main edited approved AV, short reels (2), raw footage and editable files submitted through a physical portable hard drive.	15 January 2027	30%

** Timelines are indicative and may be adjusted based on plant readiness and prevailing field conditions, subject to written agreement between both parties.*

8. Minimum Eligibility and Qualification Requirements

- Legal registration in Bangladesh (trade license/incorporation; Joint Stock registration where applicable).
- Valid TIN and VAT registration.

- Minimum 3 years of experience in relevant assignments specially in demand creation, marketing or customer acquisition and community mobilisation, awareness campaigns or behaviour-change communication
- Experience in IEC development, branding and communication;
- Capacity to undertake professional photography and audiovisual production directly or through qualified personnel/service providers; and
- A qualified implementation team capable of delivering the assignment.
- Experience in safe water, WASH, social enterprise or development communication will be an advantage.

9. Technical and Financial Proposal Parameters

The total evaluation score will be divided as follows:

Evaluation component	Marks
Written Technical proposal	50
a. Relevant experience and track record	10
b. Understanding of the Assignment	15
c. Campaign design	25
Presentation – In person	30
Financial proposal	20
Total	100

Proposals missing any mandatory requirement outlined in the Scope of Work may be treated as non-responsive and excluded from further evaluation.

N.B.: Bidders who obtain at least 70% marks in the technical evaluation will be invited to deliver a short presentation. Financial proposals will be opened only for those who achieve a minimum of 70% marks based on the combined score of the technical evaluation and the presentation.

The following method will be applicable for the evaluation of the potential service provider:

- A Quality and Cost (Q&C)-based evaluation will be conducted by an evaluation team.
- The bidder achieving the highest score out of 100 will be awarded the contract, provided both parties reach an agreement on the final budget. If there is no agreement on the final budget, then the bidder with the second highest score will be considered.

Swisscontact may organise a pre-bid briefing/orintation seession with interested agencies to clarify the contracting modality, anticipated scope of activities, operational expectations, and assignment structure. Interested organisations should send an email (including queries) to the following email address by **24 August 2026**. The pre-bid meeting will take place online, on **26 August 2026**: bd.procurement@swisscontact.org

Email Guideline	
Subject	BGD_Shompritee & Water Kiosks_PreBid Agency
Required Information	1. Short introduction to the organisation 2. Details of contact person 3. Email for meeting inclusion

The technical proposal shall include:

- Understanding of the assignment and its demand-creation objective;
- Proposed customer-acquisition and conversion strategy;
- Proposed plant-wise approach;
- Proposed methodology for achieving the indicative targets;
- Proposed combination of promotional, awareness, sales and field activities;
- Institutional and commercial customer-acquisition approach;
- Approach to customer retention and enterprise growth;
- Adaptive marketing and learning approach;
- Approach to health camps, miking, community activities, inauguration and other mandatory implementation components;
- Proposed approach for school-based safe-water awareness and facilitation of municipality-led cleanliness and waste-management activities;
- Approach to IEC, branding and promotional support;
- Customer, reach, sales and data-management approach;
- Implementation plan and timeline;
- Proposed personnel structure, including the one Water Kiosks Team Support Person and two kiosk-level field focal persons;
- CVs and availability confirmation of key personnel;
- Organisational capabilities and relevant experience; and
- Relevant organisational references and comparable work samples.

Bidders will have flexibility to propose the appropriate mix and intensity of demand-creation activities required to achieve the expected results. However, all mandatory components described in the Scope of Work must be addressed.

Physical Presentation:

Organisations shortlisted through the written technical evaluation will be invited to a in-person presentation which shall cover understanding of the assignment, Practical field implementation approach, Demand-creation and customer-conversion strategy, Pathway from awareness to paying and recurring customers; Reach and data-management approach, Proposed team and coordination arrangements, Adaptability of the approach to field conditions. The presentation date, time and venue will be communicated to shortlisted Agencies.

The Financial Proposal shall:

- Provide a detailed activity-wise budget aligned with the bidder's proposed technical approach;
- Clearly identify the cost of the three dedicated personnel;
- Separate professional fees from activity, production and field-implementation costs;
- Provide relevant units, quantities, unit rates and total costs;
- Include costs related to school-based awareness and engagement activities and facilitation of municipality-led cleanliness and waste-management awareness activities.
- Include costs related to inauguration, health camps, community activities, miking, customer-acquisition activities, IEC requirements, branding, stakeholder packages, promotional materials, jars/dispensers, training, photography, AV production, field staffing, transport and logistics;
- Include applicable VAT and taxes;
- Clearly state all financial assumptions;
- Remain valid for at least 90 days; and

- Be presented in Bangladeshi Taka (BDT).

Bidders may propose additional innovative approaches where these contribute clearly to demand creation, customer conversion or enterprise growth.

10. Working Conditions, Environment and Compliance

The assignment shall be implemented in accordance with the Swisscontact Operations Manual and applicable safeguarding, communication and data-protection requirements. The agency shall obtain appropriate consent for photography, filming and interviews; protect personal and customer data. All communication materials, photographs, videos, raw footage, databases and editable files produced under the assignment shall remain the property of Swisscontact and may not be published or reused without written approval. All activities involving children shall be conducted with prior approval of the relevant school authority and in accordance with applicable safeguarding and consent requirements.

11. Reporting and Coordination

The selected agency will report to the designated Swisscontact focal person and coordinate with the water entrepreneurs and relevant stakeholders. Plant-wise strategies, IEC and branding materials, major budget commitments and any significant deviation from the approved approach shall require prior approval from Swisscontact. Routine implementation decisions within the approved strategy shall remain the responsibility of the selected agency.

12. Submission Details

Interested bidders should submit both technical and financial proposals in two separate envelopes (and via email for the technical part) no later than **30 August 2026**, before **05:00 PM**.

- Technical Proposal:** Email to bd.procurement@swisscontact.org subject line: “Hiring an Agency for Demand Creation, Customer Acquisition and Accelerated Market Development of Water Kiosks under the Shompritee Project”.
- Financial Proposal:** The financial proposal shall be submitted as a sealed hard copy. **No soft copy of the financial proposal will be accepted through email or any other digital means.**

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Swisscontact reserves the right to accept or reject any proposal without assigning any reason.