## 

# **Terms of Reference (ToR)**

# **for**

# **Block Desludging’s Marketing Campaign for FSM Services in Khulna**

1. **Introduction**

SNV Netherlands Development Organisation is a non-profit international development organisation working in the sectors of WASH, Agriculture and Renewable Energy through providing advisory services, facilitating knowledge development, networking, strengthening local capacity builders, and carrying out advocacy at national and international levels. For more information, please refer to our website: [www.snv.org](http://www.snv.org)/project/FSM

SNV is implementing an Urban Sanitation Programme in 5 Southern cities (Khulna, Jhenaidah, Kushtia, Jashore and Benapole) and Gazipur over the past 6 years, through a multi-stakeholder’s coordination mechanism under the leadership of Local Government Institutions (City Corporations and Municipalities) to address service delivery challenges in Faecal Sludge Management (FSM). The project aims to facilitate a decisive shift in sector thinking, culture and practice through close alignment with respected sector agencies and working collectively with government and local partners to address underlying systemic sector issues that limit sector development. Under the Urban Sanitation and Hygiene for Health and Development (USHHD) approach, we work in 5 major components: 1) Sanitation demand creation and behavioural change communication; 2) Strengthening sanitation supply chain development; 3) Improving WASH Governance and multi-stakeholder sector development; 4) Sustainable finance and investment; and 5) Introducing environmentally safe treatment and re-use technologies.

1. **Background and Rationale of the Assignment**

In the absence of any sewerage network or proper drainage system and with significant urban population growing rates, Khulna, the third largest cities in Bangladesh, has a relatively large market for Faecal Sludge Management (FSM) service provision. Although demand for mechanized and safe emptying and treatment service has been growing for the last three years as a result of several awareness campaigns by Khulna City Corporation (KCC) and SNV’s Urban Sanitation Project, its proportion compared to the potential sludge generation is significantly low (around 1 or 2%). Still the majority of emptying services of pit latrines and septic tanks are provided by manual emptiers who generally dispose the sludge into unsafe locations. Since 2017 a fully fledged FSTP by KCC is operating that tripled its reception of faecal sludge for its safe treatment. Nowadays, KCC and three Community Development Committees (CDC) provide emptying services using Vacutugs and safely dispose the collected sludge at the FSTP. KCC offers the major service with their fleet of 2 large Vacutugs (5,000 L and 7,000 L) and 2 medium size Vacutugs (2,000 L each). But according to the Vacutug capacity, KCC can cover 6 times more service demand. Besides that, CDC operates three 1,000 L Vacutug vehicles of which two are currently out of order. The CDC service is mainly focused on low income communities and at the outskirts of the city. Both service providers operate on demand or on call basis.

From the business and efficiency perspective, scheduled desludging would be the best way to ensure safe, sustainable and affordable services. This scheme consists of providing a planned service to all containments in the city on regular basis (for example every 3 years). However, it requires higher levels of management and administration, established resources, enforcement mechanisms and emptying regulations. This preferred scheme is still unviable for KCC because of limited capacity and resources. As long as the LGIs are not equipped with the adequate resources and management capability to implement schedule desludging, the services need to sustain in an alternative way. Awareness raising as well as marketing and promotion campaigns have to be carried out.

Block desludging is the interim step between on-demand and scheduled desludging. In the past SNV already promoted block desludging initiatives in Khulna. In 2016, the project supported CDCs in implementing block desludging in 4 wards of KCC. In 2018, SEIAM (a local NGO in Khulna) was engaged to implement block desludging in ward 25. However, both initiatives showed some gaps and limitations to fulfil the initial expectations of significantly raising the emptying and treatment of faecal sludge. The main reasons were challenges regarding the coordination of service provision, the payment mechanisms, but also the tracking, order management and customer service. This is the reflection of the lack of business capacity by KCC or CDC to provide FSM services and their limited management capacity. Still, block desludging is currently the most feasible option for service providers to increase the demand for emptying services and create awareness of de-sludging services. A block desludging campaign also enhances service provider skills to implement such demand creation events and service coordination.

In conclusion, whereas on demand service is a passive initiative from the service provider and Local Government Institution (LGI) by providing general awareness campaigns and awaiting for customer’s call; and scheduled desludging is mainly an enforcement strategy from LGIs to ensure all containments are fully emptied regularly; the block desludging initiative is a business-based strategy to increase demand by providing incentives to customers and increase efficiency of the service (and reduce costs) from the service provider side.

This years block desludging initiative has been taken into consideration to develop the capacity and professionalism of the service providers to implement marketing campaigns, to provide efficient services to the customers and to increase the FS collection rate and also aware the people regarding safe and regular emptying. The block desludging will be implemented in two wards in Khulna and it is assumed that at least 400 septic tanks will be emptied from this event. To demonstrate the block desludging efficiently, professionally and customer oriented, the conservancy department of KCC requires support to design the block desludging campaign.

1. **Objective**

The main objective is to support the service provider (KCC) by developing a marketing plan and the promotional materials to implement the proposed block desludging campaign for FSM services in Khulna.

The specific objectives are:

* to develop a marketing plan to implement block desludging campaign;
* to design and develop marketing and promotional materials for block desludging;
* to monitor the effectiveness of the campaign.

1. **Scope of Work:**

Under the guidance of SNV and KCC, the assignment is expected to deliver a complete marketing, communication, branding and outreach plan for implementing block desludging for FSM service in Khulna.

The scope of work will be in two stages. During the first stage, the Consultant will design a holistic marketing plan to conduct block desludging in two wards in Khulna conforming to the objectives detailed above. Subsequently, in the second stage, once the plan is approved by SNV and KCC, the consultant will monitor the implementation of the marketing plan.

***Scope of the Stage I***

* Discussion with SNV Urban Sanitation Team and Khulna City Corporation (KCC) officials to understand the assignment, the background and expectations from this assignment;
* In consultation with SNV and KCC, develop a holistic marketing plan including implementation action plan for the block desludging, which includes, but is not limited to: revise demand vs service analysis and comparison, customer segmentation/mapping of customers, define incentive mechanism, channels, campaign objective and messages, FAQ for field promoters to respond customers, marketing and communication plan, etc.;
* Develop customized marketing and communication materials to implement the block desludging campaign;

***Scope of the Stage II***

* Devise innovative and effective ways to monitor and evaluate the impact of the block desludging efforts.
* Conduct field visits (at least two times during each of the campaign, so in total, four field visits will be required for two campaigns) to monitor the campaign;
* Develop monitoring report to measure the effectiveness of the campaign;
* Develop a two-pager factsheet (both English and Bangla) on the whole campaign, following SNV templates;
* Develop Final Report (including documentation of processes) and report on all events.

1. **Deliverables**
2. Inception report along with detailed work plan of the assignment;
3. Final marketing plan including Plan of Action to implement block desludging campaign;
4. Finalize messages and materials prototypes;
5. Monitoring Report
6. Two pager Fact Sheet (both English and Bangla)
7. Final Report (including documentation of processes) with results, lessons, challenges, etc.
8. **Human resource requirement**

The Marketing Company/ Consultants should have experience in designing and implementing similar marketing campaigns/ promotional activities in country or abroad preferably with a focus on sanitation, public health and hygiene. The required expertise should cover a range of related disciplines including marketing/business administration, finance, economics or related fields. Experience in working with LGIs in similar assignment will be considered as an asset. The Marketing Company/Consultant must attach the CVs of the key personnel to the proposal.

1. **Timeframe**

The total duration of the assignment will be 2.5 months (10 weeks) over a period of 5 months (twenty weeks) after signing of the contract. Commencement of the services is expected to be started by third week of August 2020.

1. **Implementation arrangements**

The Consultant will report to the Team Leader (SNV Urban Sanitation Programme) for each of the deliverables and will work closely with the Sanitation Business Advisor for day to day reporting and also with the Urban Sanitation Team.

SNV will make payments to the agency in BDT after deducting applicable TAX and VAT in compliance with the rules of Bangladesh. Payment will be made to the agreed account based on the receipt of invoice after the successful completion of each of the following phases of the assignment:

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| **Milestone** | **Payment schedule** | **Estimated date** |
| Upon submission of the inception report and approved by SNV | 30% of the total budget | Within Second week of the signing the contract |
| Upon submission of Final Marketing Plan including implementation action plan and Marketing and Communication materials of KCC for implementing block desludging and approved by SNV. | 30% of the total budget | Within Ten weeks of the signing of the contract |
| Upon submission of the final report including monitoring report, factsheet and all documents developed within the assignment period and approved by SNV. | 40% of the total budget | Within Twenty weeks of the signing of the contract |

1. **Application**

Interested Marketing Company/ Team of Consultants or Consulting firms are requested to submit their technical and financial proposals with details of organisational profiles, relevant experience, detail methodology including activities and milestones, budget details, time frame and CV of team members.

Electronic copy of the proposal duly signed should be submitted to [bangladesh@snv.org](mailto:bangladesh@snv.org) with the subject line: “**Block Desludging’s Marketing Campaign for FSM Services in Khulna”** latest by **30 July 2020**.

Or hard copy can be submitted to:

SNV Netherlands Development Organisation

House 11, Road 72, Gulshan 2, Dhaka 1212

For any query related to the ToR, please email to Md. Tanvir Ahamed Chowdhury, Sanitation Business Advisor, SNV, Email: [tchowdhury@snv.org](mailto:tchowdhury@snv.org) to keep CC [bangladesh@snv.org](mailto:bangladesh@snv.org).