Ministry of Foreign Affairs

Activity: Improving Municipal Waste Management (25-0002046)

Id	25-0002046
Date	25-10-2026
SAP application number	

Contents

Key data **4**

Activity basics 4

Activity details 4

Accounting data 4

Policy data **5**

Beneficiary location **6**

Policy Appraisal **7**

Policy relevance 7

Rationale 7

Contextual analysis 7

Added value 8

Lessons learned 8

Durability 9

Gender 9

Climate change 9

Cooperation, harmonisation and alignment 9

Digitalisation 9

Additional remarks (if applicable) 9

Results **10**

Water 10

Private Sector Development 10

Monitoring and evaluation **11**

Monitoring 11

Evaluation 11

Finance **12**

Budget breakdown 12

Earmarking 13

Prepayments 13

Available resources 13

Grant with a repayment obligation, loans, equity investment or guarantee 13

Audit opinions 14

Key data

Activity basics

Type	Standard
Short name	Improving Municipal Waste Management
Contract party	SWEEPSMART B.V. (30047287)
ODA	Yes
Amount EUR	299750
Start date	15-10-2025
End date	29-02-2028
Full name	Pre-Feasibility Study for Improving Municipal Waste Management in Two Cities of Bangladesh Project
Summary	Bangladesh's waste management systems are severely hampered by inadequate collection, uncontrolled dumping and, critically, absence of proper processing infrastructure. This reduces the overall effectiveness of even existing collection efforts and creates environmental and public health hazards and economic losses through obstruction of drainage systems adding to waterlogging, catastrophic flooding. The pre-feasibility study will evaluate municipal solid waste management in two cities. The project aims to conduct a comprehensive assessment of existing waste management and develop integrated, financially sustainable and circular solid waste systems. While the study covers the entire waste value chain, its ultimate goal is to generate bankable proposals for large-scale waste processing facilities under PPP modality. This would help to maximise waste collection efforts, recovery of recyclables, organics and other waste streams and minimise landfill disposal and environmental impacts.

Activity details

Date of receipt of proposal	12-09-2025
Proposal’s reference number	
Budget holder	Ambassade Dhaka (8241DHA)
Limit access	No
Related activity	

Accounting data

SAP application number	
Main funds center	Water deleg: integrated water management (1702U0203)

Policy data

Cooperation modality	Project support
Technical assistance	Less than 10 % of the activity budget
CRS code	14040 River basins' developme
Policy Keywords	
Refugees & host communities	No
Team Europe Initiative	No
Policy Markers	
__Trade & The Economy	Principal
_Security & Stability	Not targeted
Biodiversity	Not targeted
Climate change: adaptation	Significant
Climate change: mitigation	Significant
Desertification	Not targeted
Equality between men & women	Significant
Migration	Not targeted
Integrated water management	Significant
Private sector development	Principal
Explain your choices	The principle indicator is private sector development. The project aims to develop context-specific, economically viable large-scale waste management processing systems to be implemented under a public-private partnership arrangement. It will significantly improve urban drainage and flood management through proper waste handling. It contributes significantly to climate change adaptation and mitigation through infrastructure strengthening which reduces cities vulnerability to waterlogging and flooding and reduces and greenhouse gas emission reductions via resource recovery and reuse. Women workers as part of the formal and informal waste workers are significantly targeted as specific needs and protection will be integrated to ensure gender-responsive design, promoting equitable participation and women-friendly workplace environments in the waste sector. By targeting waste management processing systems in a PPP modality Dutch technology is targeted promoting trade.

Beneficiary location

Beneficiary location	Country
Country	Bangladesh
Location type	Town
Specific location	

Policy Appraisal

Policy relevance

- The proposal aligns with EKN's focus on integrated water-climate approach and the strategic shift from aid to trade, positioning Dutch expertise to deliver sustainable urban solutions. Solid Waste Management is directly linked to urban flood risk and climate resilience, making the project a strong fit and creates a path to bankable solid waste investments.
- The project supports the Government of Bangladesh's (GoB) agenda of promoting sustainable growth through advancing environmental and climate change management. It directly contributes to the key national policies and plans in Bangladesh, including GoB's 2021-2041 Perspective Plan, Eighth Five-Year Plan 2021-2025, and National 3R Strategy.

Rationale

- Bangladesh's rapidly growing cities face a critical municipal solid waste management crisis that demands immediate and comprehensive intervention. The country's waste management systems are severely hampered by inadequate collection coverage, widespread uncontrolled dumping, and critically, the absence of proper processing infrastructure. This fundamental gap significantly reduces the overall effectiveness of even existing collection efforts and creates profound environmental and public health hazards, from the destruction of water resources to catastrophic flooding during monsoons, which further exacerbates climate impacts and diminishes urban resilience. These cities also have to deal with persistent financial constraints, limiting budget allocations for waste services and opportunities for revenue from resource recovery. This financial reality creates a pervasive dilemma: high-capex, highly-advanced facilities are often economically unfeasible, while low-capex, local solutions frequently fail due to their low quality, inefficiency, and lack of sustained experience. Consequently, there is an urgent and specific need to develop appropriate, integrated large-scale waste processing facilities that are both technically sound and financially 'bankable' within the Bangladeshi context.
- The high-level vision is to implement a tailored municipal solid waste management system in Bangladesh that integrates technical, social, and economic aspects to break this destructive cycle. By designing financially viable and robust waste processing infrastructure that also supports increasing the collection coverage, the aim is to deliver 'futureproof' and sustainable solutions. Ultimately, this initiative will not only create replicable models for urban development across Bangladesh but will also simultaneously protect vital ecosystems and support national urbanization goals through systematic investment in waste infrastructure.
- The project aims to conduct a comprehensive assessment of existing waste management in selected cities and develop integrated, financially sustainable and circular solid waste systems. While the pre-feasibility study covers the entire waste value chain, its goal is to generate bankable proposals for large-scale waste processing facilities, specifically through a G2G PPP framework. This would help to maximise waste collection, recovery of recyclables, organics and other waste streams and minimise landfill disposal and environmental impacts.

Contextual analysis

- Key target groups and stakeholders for this study include:
    - City residents: As the ultimate beneficiaries of improved waste services, cleaner surroundings, and enhanced environmental and public health outcomes.
    - Formal and informal waste workers: Recognizing their vital role in extending waste services, the study will address their integration, financial inclusion, and safe working conditions, with a focus on formalization.
    - Women workers: Whose specific needs and protection will be integrated to ensure gender-responsive design, promoting equitable participation and women-friendly workplace environments in the waste sector.
    - Private sector (operators): As potential partners for future implementation of waste management solutions.
    - Government officials: From Rajshahi City Corporation (RCC), Gazipur City Corporation (GCC), Dhaka South City Corporation (DSCC), and the Local Government Division, whose institutional alignment is essential for project continuity and sustainability.
- Initial discussions were held with the City Corporations to gather crucial insights and formulate this proposal, ensuring early stakeholder input. Their continued active participation in the study is vital for developing practical and financially viable solutions. During the pre-feasibility study stakeholders roles are further defined.
- Three cities have been preselected based on their shown interest and basic scan of preconditions. During the first few weeks of the project the final cities are selected based on a detailed screening. The ultimate aim however is to create replicable models for urban development across Bangladesh.

Added value

- Added value of involvement of the Dutch government
  - The Netherlands offers proven circular-economy and waste valorization experience that can adapt to Bangladesh's urban context, including composting & resource recovery. Having successfully transitioned from a landfill-dependent system to one focused on circularity, the country provides holistic knowledge, covering household waste separation to advanced sorting technologies and processing technologies.
    The Water-Waste Nexus: Dutch expertise uniquely addresses the water-waste nexus critical to deltaic countries. The country possesses expertise in managing urban waste impacts on deltaic water systems—a specialization few nations can match.
  - A key outcome of the pre-feasibility study would be the development of a financially sustainable and "bankable" project model. Dutch expertise can help structure business cases attractive to international financial institutions, including FMO and multilateral banks. This initial support acts as a catalyst, de-risking the project and unlocking larger-scale future investments.
  - The Netherlands co-developed the Bangladesh Delta Plan 2100 under a bilateral MoU, establishing long-standing G2G trust, coordination channels, and policy dialogue mechanisms that can be mobilized for SWM. The MoU between the two governments for the G2G PPP Framework provides a unique opportunity for the next stages of the project and provides a path from study to implementation.
- Contribution or co-participating from recipients
  - Technical knowledge: Local understanding of urban waste generation patterns and existing infrastructure. Global knowledge of waste management solutions and technical know-how of waste management solutions applicable in emerging economies like Bangladesh.
  - Political commitment: National and municipal government support (City Council- RCC, DSCC, GCC) for the project.
  - Networks: Established relationships with multilateral development partners from the Netherlands & Bangladesh already active in the sector.
  - Implementation capacity: Existing institutional frameworks at both national and city levels to support project development and eventual implementation.

Lessons learned

This project builds on valuable experiences from comparable initiatives in Bangladesh and internationally:

1. Service Integration: Cities with established waste collection systems can achieve rapid improvements through comprehensive service delivery that connects collection, transport, processing, recycling, and safe disposal operations.
2. Mixed Waste Processing: Large-scale mixed waste processing of collected waste remains essential to minimise landfill dependency and maximise resource recovery. It also encourages municipalities to start collection of previously uncollected waste since the waste can be processed instead of dumping in an open dumpsite or landfill.
3. Infrastructure Prerequisites: Waste processing facilities and Sanitary landfills require secured land ownership and proper permits before construction can commence. Without these foundations, facilities cannot be developed effectively.
4. Behavioural Change: Waste management fundamentally involves shifting public attitudes and habits. Due to the complexity of changing established behaviours, achieving effective source segregation remains particularly challenging. Building social acceptance for treatment systems requires sustained effort and community engagement.
5. Financial Sustainability: Economic viability of waste management in developing countries is challenging. High operational costs demand clear revenue mechanisms from the outset. This includes dedicated waste fees, municipal taxes, product sales revenue,additional financing mechanisms (like carbon credits, EPR, etc), or structured budget support to ensure long-term viability.
6. Regional Coordination: While integrated/large-scale facilities offer technical and economic benefits, they present considerable political and coordination challenges. Strong institutional frameworks and political commitment are crucial for implementation.
7. Gender Mainstreaming: Waste management is often viewed as a highly technical sector, reinforcing stereotypes that exclude women in the formal roles, despite the informal sector relying heavily on women waste pickers. Integrating equal gender perspectives and participation across planning, design, implementation, monitoring, and evaluation is essential not only to ensure women's inclusion in the workforce, but also their representation in decision-making, so that gender is embedded throughout the project rather than treated as a stand-alone issue.
8. Fair Economic Empowerment and Jobs: An Integrated waste processing facility will enforce formalization of the informal roles, such as waste pickers and recyclers. However, women are often excluded from the formalization process. Equal access to decent, safe, and fairly paid employment will be ensured for all genders, along with the establishment of a proper grievance mechanism and safeguards.

Durability

- The study aims to generate bankable proposals for large-scale waste processing facilities through the Government-to-Government PPP framework. If a positive business case has been identified the City Cooperation can forward the project to the Public Partner Partnership Authority to be listed as a PPP projects. In the BD-NL PPP Platform meeting the project can be identified as a project of interest to both countries, after which consortia will be invited to further the project.

Gender

- Gender consideration will be integrated throughout the study. This will include a preliminary review on how women and men are involved in the waste value chain, both formally and informally, and how roles differ in facility operations. The study will also review institutional practices that influence women's access to opportunities and expose them to the risks.
- The analysis will feed into recommendations on the design of solutions and operational protocols of the solid waste management facility, with attention to women's protection, participation, and representation. The aim is to embed gender mainstreaming into technical and institutional aspects of solid waste management in a practical manner, aligned with national gender equality commitments.
- A gender sensitive stakeholder analysis will be conducted to identify all parties with an interest in or influence over the waste sector in the selected cities. This includes government bodies, private sector entities, community representatives, businesses, and potential funding agencies. In addition, identifying and analyzing actors in the waste value chain, including formal collection services, informal waste pickers, recyclers, processors, and disposal facility operators, will also be a key focus. The analysis will categorize stakeholders based on their interest and influence, understanding their specific needs, expectations, and potential concerns regarding improved waste management. By mapping these relationships and power dynamics, the study will identify key stakeholders whose support is crucial for the successful development and implementation of sustainable waste management solutions in the selected cities.

Climate change

- The study will employ a climate-informed approach throughout all technical assessments. This includes conducting climate risk assessments for each proposed intervention, developing climate-responsive design standards specific to Bangladesh's waste management needs.
- Climate considerations will be integrated into site selection criteria, technology assessments, financial modeling, and planning to ensure that proposed solutions contribute meaningfully to Bangladesh's climate resilience while delivering sustainable waste management outcomes.
- The pre-feasibility study will quantify potential GHG reductions from transitioning away from open dumping and landfilling toward resource recovery, recycling, and/or waste-to-energy solutions. Special attention will be given to methane emission reductions, which represent the largest mitigation opportunity in Bangladesh's waste sector.

Cooperation, harmonisation and alignment

The ultimate goal is to generate bankable proposals for large-scale waste processing facilities, specifically through the G2G PPP framework. This would help to maximise waste collection, recovery of recyclables, organics and other waste streams and minimise landfill disposal and environmental impacts. This is aligned with NL vision as lied down in the MACS (under preparartion) and the G2G PPP MOU that will be signed shortly between GoB and GoN. By concentrating on cities with a specific demand for arge-scale waste processing facilities, whilst conducting a comprehensive assessment of existing waste management in selected cities it harmonises and aligns with ongoing initiatives from the city cooperations, GoB and other Development Partners and NGO's

Digitalisation

- While solid waste management in developing countries like Bangladesh is not digital-centric, digitalization is crucial for improving efficiency, transparency, and accountability in Bangladesh's solid waste management. Our study will leverage tools like GIS, Excel, and eSankey to precisely model waste flows and provide clear visualisations, enhancing stakeholder's understanding of system dynamics and intervention options. During implementation, digitalization can optimize operations and reduce costs through real-time data capture (e.g., waste intake, sorting, recycling, sales), enabling evidence-based decision-making and performance monitoring.
- Digital communication tools also play a role in improving coordination, enabling parallel workstreams, and establishing streamlined digital reporting systems. This is particularly important for this project's consortium, where the team members are spread across multiple countries. At the same time, digitalisation requires robust safeguarding for data management and confidentiality. We ensure robust data management and confidentiality through controlled database access and anonymization of participatory data, protecting individual privacy and preventing misuse.

Additional remarks (if applicable)

Results

Water

3.6. Market development and mobilizing additional financial means

Learning questions
What have we learned from this activity for market development and/or mobilizing financial means?
Measurements:

Indicators
3.6. What has been achieved by this activity on market development and/or mobilizing financial means?
Measurements:

2. Water Management

Water is an important factor for development, but too much, too little or too dirty water can be very harmful to development. It is important that everyone has access to sufficient water of good quality and is protected against water related disasters. Additionally, it essential to safeguard biodiversity and to protect and restore water-related ecosystems. NL MFA promotes sustainable withdrawals and supply of freshwater to address water scarcity (6.4), implementation of IWRM at all levels, including through transboundary cooperation (6.5) and protection and restoration of water-related ecosystems (6.6). Target: providing 3 million people per year (on average) with improved river basin management and safe deltas, as a result of Dutch support.

Learning questions
What have we learned from this activity for the result area Water Management?
Measurements:

Private Sector Development

2. Strengthening trade for development

SDG target(s): 8a, 8.1, 8.3, 8.4, 8.5, 8.8, 8.10, 10.2, 17.11. Short description: In the result area 'strengthening trade for development' the focus is on improving market and trading systems, where conditions for economic activity to cross borders more easily are created. We also encourage transitions to more sustainable production and trade practices through economic and social reforms (market transformation) in lower middle income countries. We contribute to increased and more sustainable trade between the EU and lower and middle income countries.

Learning questions
2.1 What type of collaboration modalities with private sector actors (Dutch/local) are most effective for achieving development impact at scale?
Measurements:

Monitoring and evaluation

Monitoring

The following project monitoring is to be applied:

- Inception report: including detailed work plan and timeline, submitted within 12 weeks of the contract start date.
- Bi-weekly coordination meetings: to monitor progress against work plan, bottlenecks, and resolution in a timely manner, done between project partners.
- Stakeholders meeting: Held based on project needs to align expectations and provide strategic inputs with City Council Stakeholders, Dutch Embassy/Invest International.
- Final report: including preliminary technical, economic, social, and environmental assessment, impact, and implementation plan, submitted at the end of month 9.

The implementing team and EKN will organize meetings around inception report, stakeholder meetings and final reporting. During country visits extra meetings will be organized.

Evaluation

Besides a normal assessments no evaluation will take place.

Finance

Budget breakdown

- Overview of the activity budget, including overhead costs.

	City 1									City 2								
	SweepSmart			Additional Experts		Waste Concern Consultants				SweepSmart			Additional Experts		Waste Concern Consultants			
	Niels v.d. Hoek	Siddharth Agarwal	Sandy Indriana	Technical Topic Expert	Syed S. Haq plus local team	Abu Hasnat Md. Maqsood Sinha	Mohammad Mostafezur Rahman	Md. Lazim Munim Esti	Activity total	Niels v.d. Hoek	Siddharth Agarwal	Sandy Indriana	Technical Topic Expert	Syed S. Haq plus local team	Abu Hasnat Md. Maqsood Sinha	Mohammad Mostafezur Rahman	Md. Lazim Munim Esti	Activity total
Commercial rates	€1,400	€1,000	€700	€1,400						€1,400	€1,000	€700	€1,400					
Non-commercial rates	€950	€750	€600	€1,000	€700	€1050	€200	€140		€950	€750	€600	€1,000	€700	€1050	€200	€140	
Project Context									**€ 29,225**									**€ 29,225**
Problem Analysis	2	4	3		2	1.5	3	3	€10,695	2	4	3		2	1.5	3	3	€10,695
Project Description	1.5	3	2		1	1.5	3	2	€8,030	1.5	3	2		1	1.5	3	2	€8,030
Institutional Context Assessment	0.5	1	1		5				€5,325	0.5	1	1		5				€5,325
Stakeholder Analysis	0.5		2		5				€5,175	0.5		2		5				€5,175
Pre-Feasibility Assessment									**€ 54,710**									**€ 54,710**
Preliminary technical assessment	3	5	3	3		4	1	2	€16,080	3	5	3	3		4	1	2	€16,080
Environmental & social screening	0.5	1	2			2	2	4	€5,485	0.5	1	2			2	2	4	€5,485
High-level Cost analysis	2	2	2	1			2	1	€6,140	2	2	2	1			2	1	€6,140
Financial Viability and Bankable Financing Strategy	2	2	2			1	1		€5,850	2	2	2			1	1		€5,850
G2G PPP framework	2	1	1	3	2	1	1		€8,900	2	1	1	3	2	1	1		€8,900
Implementation arranagement	1	2	4		1	2	2	2	€8,330	1	2	4		1	2	2	2	€8,330
MCA	0.5	3	2						€3,925	0.5	3	2						€3,925
Project Impact									**€ 6,825**									**€ 6,825**
Theory of change,	0.5	1	1						€1,825	0.5	1	1						€1,825
Scope of expected impact based on SDG framework,		1	1						€1,350		1	1						€1,350
Overview of dutch content	1	2	2						€3,650	1	2	2						€3,650
Conclustion & Recommendations									**€ 11,095**									**€ 11,095**
Conclustion & Recommendations	2	2	2				1	1	€4,940	2	2	2				1	1	€4,940
Risk Matrix	0.5	1	2				1	1	€2,765	0.5	1	2				1	1	€2,765
Roadmap for next steps	1	2	1				1	1	€3,390	1	2	1				1	1	€3,390
Management & Reporting									**€ 20,520**									**€ 20,520**
Combined cordination & report compliation	6	6	10		2	2	2	3	€20,520	6	6	10		2	2	2	3	€20,520
Total Days	**26.5**	**39**	**43**	**7**	**18**	**15**	**20**	**20**		**26.5**	**39**	**43**	**7**	**18**	**15**	**20**	**20**	
Total Renumeration (Non-commercial)									**€ 122,375**									**€ 122,375**
Travel expenses									**€ 7,500**									**€ 7,500**
LGD Official from 2 Cities									**€ 5,000**									**€ 5,000**
Partner for Financial Strategy									**€ 15,000**									**€ 15,000**
Grand total									**€ 149,875**									**€ 149,875**

- For sub-consultants from Bangladesh i.e. Waste Concern Consultants and Syed S. Haq, the non-commercial rates include 10% overheads, local tax 10%, and 21% Dutch VAT (reverse charged and paid by SweepSmart in the Netherlands).

  Partner-wise budget breakdown:

Partner name	Budget allocation
SweepSmart	€ 160,450
Waste Concern Consultant	€45,100
Technical Experts	€14,000
Syed S. Haq & local team	€25,200
Partner for Financial Stratgey	€ 30,000
LGD officials	€ 10,000
Travel	€ 15,000
Total	**€ 299,750**

- Travel of 5 team members to the selected cities (from Europe) are included up to maximum of 6 days and estimated expenses are shown in breakdown below:

Expenses	Quantity	Unit cost	Total
Flight	5	€ 1,100	€ 5,500
Hotel	30	€ 120	€ 3,600
Daily Allowance	30	€ 50	€ 1,500
Local transport	30	€ 20	€ 600
Total			**€ 11,200**
Total (Rounded off)			**€ 11,000**

- Travel of local team members to the selected cities are included up to maximum of 4 days and estimated expenses are shown in breakdown below:

Expenses	Quantity	Unit cost	Total
Flight	4	€ 200	€ 800
Hotel	16	€ 120	€ 1,920
Daily Allowance	16	€ 50	€ 800
Local transport	16	€ 20	€ 320
Total			**€ 3,840**
Total (Rounded off)			**€ 4,000**

- The total requested grant amount is **€ 299,750** (including all taxes and VAT). The proposed budget is arithmetically correct. It concerns a requests for a grant (financial contribution). Therefore, the rates are non-commercial and only costs are budgeted for.
- The budget is for costs that are to be incurred over a 40 week period. The budget is broken down into staff time for the experts involved and travel expenses.
- Overheads are not being charged as the contribution is costs only.
- Is implementation conditional on the budget being amended in an inception phase? (Specify the requirements that the budget must satisfy and the date by which the budget must be amended). **n.a.**

Earmarking

- No earmarking

Prepayments

9. ayments are booked as prepayment as the performance/result needs to be established based on the final report.
10. The usual percentage (95%) will be paid in advance; the remaining 5% will be made available upon approval of the final report and the definitive grant amount.

Available resources

	Foreign currency	EUR
Implementing organisation's own contribution	0	
Firm commitments by other donors (for each donor)	0	
Dutch contribution	299750	
Total available resources	299750	
Budget needed	299750	
Still to be financed	0	
Soft commitments by other donors (for each donor)	0	
Uncovered balance	0	

- Are there any non-financial contributions relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.?
- If there is an uncovered balance, how will this affect implementation of the activity (e.g. proportional reduction in outputs, omission of regions) and how will this affect the decision whether to fund this activity?

Grant with a repayment obligation, loans, equity investment or guarantee

- n/a

Audit opinions

- not required