

Terms of Reference

IND: Scaling Up Demand Side Energy Efficiency Sector Project (TA -9874-IND)

Support to Energy Efficiency Services Limited (EESL) for Preparation of Business Plan, Strategy and Implementation Plan (Firm, intermittent)

I. Context & Background

1. Asian Development Bank (ADB) has approved a technical assistance to Energy Efficiency Services Limited (EESL) in India to support in the implementation of the Scaling Up Demand Side Energy Efficiency Sector Project and assist in undertaking capacity building in new technologies and business models. Details of ADB loan project are available at: <https://www.adb.org/projects/52196-001/main>.

2. Energy Efficiency Services Limited (EESL) is a Joint Venture of 4 central Public Sector Utilities under Ministry of Power, Government of India. As an Energy Service Company, EESL is implementing various programs such as Municipal Energy Program, Energy Efficient agriculture pump sets with Electric Smart Control Panels, LED street lights, LED household bulbs, Energy Efficient Fans, LED Tube-lights, Buildings, Super-efficient Air Conditioning, EV, and Electrical Vehicle Charging Infrastructure etc. More information is available at: www.eeslindia.org.

3. ADB is inviting expressions of interest from eligible firms to assist EESL in development of business strategy and business plan, and building necessary capacity in various existing and new demand-side energy efficiency investment areas such as renewable energy, green generation, Industrial sector energy efficiency, carbon financing, electric vehicles or other such emerging energy efficiency initiatives/ technologies across India.

II. Scope of Work

4. A consulting firm with experience in providing technical and advisory inputs related with Demand Side Energy Efficiency (DSEE) projects will be engaged in assisting the Business Strategy Team in EESL with diversifying its portfolio over the span of next 5 years through means of strategy, design, development, implementation, monitoring and evaluation plan of various demand side energy efficiency projects in the existing and new areas such as improving efficiency of Micro, Small & Medium Enterprises (MSME) sector, Perform, Achieve and Trade (PAT) units, Building efficiency, equipment replacements, street light deployment, renewable integration, demand side management, green power generation, electric vehicles, ICT interventions or other such emerging energy efficiency initiatives/ technologies on a pan India basis. A total of 19 person-months of inputs (5 international and 14 national) will be required with an overall duration of project to be around 8 months.

5. **Main output.** Develop a strategic business plan to support EESL to diversify its portfolio for existing and venturing new products/ projects through strategic planning, business modelling, financial modelling, and implementation roadmaps.

6. Deliverables. The following are the deliverables to be carried out by the firm:

1. **Work stream 1.** An inception report covering work plan and detailed activities, overall approach and methodology, team members, communication plan, COVID-19 protocols, and others.

2. Work stream 2.

2.1 A report on market assessment covering as-is markets with respect to size, demand, and requirements, along with findings and gaps for all the line of existing businesses operated by EESL.

2.2 A report on potential business and financial models, business proposal, change management plans for the proposed changes and related projections for 5-year period, for all proposed enhancements/ augmentation in existing lines of business of EESL

2.3 A report on business expansion strategy and multimedia knowledge products for expansion and marketing for all proposed enhancements/ augmentation in existing lines of business of EESL

3. Work stream 3.

3.1 A report on Market assessment on the demands, sizing, and opportunities of new areas on energy efficiency domain including industries, buildings, municipalities, agriculture, appliances, renewables, or any other domains as envisaged by EESL

3.2 A report on strategic plans, business and financial models, business proposal, partnerships, risk and mitigation plan and related projections for 5-year period for new business areas along with clearly carved roadmaps for investments and implementation strategy.

4. Work stream 4.

4.1 A report on ICT products and features and related artifacts including software requirement specification, UI/ UX specifications, wireframes, data collection and mapping roadmaps, probable infrastructure readiness plans and implementation plans for the proposed areas of business as proposed in the earlier studies

III. Detailed Tasks

The Consulting firm would support with the following (but not limited to) key list of activities to be undertaken under the business and strategic planning:

A. Work stream 1: inception report. The consulting firm is required to submit an inception report covering following:

- (i) Clarity and understanding of critical aspects of these terms of reference by consultants' team—project background, objectives and expected outcomes.
- (ii) Overall approach and methodology for complete execution of this study.
- (iii) Detailed work plan, activities and sub-activities and their timelines across key milestones and deliverables.
- (iv) Communication plan providing clear and agreed lines of communication with the ADB task team.
- (v) Expected study constraints and risks, and the proposed mitigation procedure and process to be adopted by the consultant.
- (vi) Specify team members and their assigned tasks, as well as the expected quality control mechanism for all deliverables of this study.
- (vii) COVID-19 protocols for conduct of its activities.
- (viii) **Deliverable.** An inception report covering work plan and detailed activities, overall approach and methodology, team members, communication plan, COVID-19 protocols, and others.

B. Work stream 2: Expansion of Existing Business. EESL has been actively contributing to various energy efficiency projects including Smart Metering,

traditional motor replacement, replacement with Solar appliances, agricultural demand side management, energy efficient Street lighting, building energy efficiency, EV demand aggregation and charging infrastructure deployment and disbursement of energy efficient LED, ACs and other electronic equipment in various areas like agriculture, commercial spaces, municipality, since 2010. Some key areas of operation that EESL has been actively promoting energy efficiency in various sectors are as follows:

- a. Adoption of smart metering
 - i. Replacement of conventional meters with smart meters enhance billing and collection efficiencies
- b. Replacement with energy efficient appliances
 - i. Providing domestic consumers with LED Bulbs, tube lights and energy efficient fans for replacement of conventional and inefficient variants.
 - ii. Providing efficient ACs with reduction of 50% in energy consumption
 - iii. Distribution of solar study lamps to school-going children in various States.
 - iv. Retrofitting commercial buildings with energy efficient appliances.
- c. Street Lighting
 - i. Replacement of ICLs with LEDs in villages incorporating carbon financing mechanisms.
 - ii. Installation of solar LED Lights in rural, semi-urban and urban areas with low coverage of power.
- d. Equipment replacement
 - i. Demand side management through means of replacing agricultural pumps with 5-star efficient pumps, reducing energy consumption by 30%.
 - ii. Replacement of municipal conventional pumps with energy efficient pumps.
- e. Business and financial enablement
 - i. Enhance adoption of higher Efficient Motors Specifically IE3 efficiency class through innovative financing business model and awareness creation
 - ii. Provisioning a revolving fund mechanism to ensure replication of energy efficient measures in the MSME sector
- f. Catalysing adoption of Electric Vehicles
 - i. Commissioning of Charging Infrastructure in various areas in the country
 - ii. Demand aggregation with various state and central government agencies along with transport units to provide low-cost vehicle procurement.

The firm is expected to propose updates and expansion of business opportunities for the ongoing business areas operated by EESL as enumerated above and proposes strategic modifications to adapt to the current environment.

They key activities to be undertaken by the consulting firm as part of this workstream would be as follows:

7. **Activity 2.1: As-is Market Assessment of existing businesses.** The consulting firm is required to provide a detailed analysis of as-is assessment of the markets related to the various verticals of businesses run by EESL including players, projects, market size, demand assessments and related topics.

- (i) Assessment of the present and upcoming developments and events those are likely to impact the energy efficiency market in relevance of all the area of businesses operated by EESL.
- (ii) Conduct market research on market size, demand requirements, conduct stakeholder consultations and other areas about projects, policies, players etc. in the energy efficiency domain and assessment of various business models followed in the market.
- (iii) Prepare comparison matrix for outcomes of existing business to requirements of proposed business, as per the assessment conducted on various areas of operation of EESL.
- (iv) **Deliverable:** A report on market assessment covering as-is markets with respect to size, demand, and requirements, along with findings and gaps for all the line of existing businesses operated by EESL.

8. Activity 2.2: Develop alternative models to execute the existing business domains. The consulting firm is expected to develop alternative/ enhanced business and financial models that would help EESL to renovate existing businesses as per current market conditions.

- (i) Develop alternative business models (e.g., converting CAPEX to OPEX or TOTEX¹ based model), based on the learning from assessment conducted in 'As Is' analysis (as referred in sub section 1.1 above).
- (ii) Prepare financial feasibility of the project including (but not limited to) estimation of revenue, expenditure, investment phasing and other related financial indicators for the proposed business areas and models.
- (iii) Prepare revenue models along with identification and possible mitigation of the market environment variables. The model is to be developed for a projected period of 5 years.
- (iv) Assessment of existing operational processes taking up a comprehensive assessment of the existing processes through assessment of documentation, in person interviews, internal surveys, group meetings, process modelling workshops with the relevant teams.
- (v) Propose change management strategy and plans required with respect to policy adherence, associated stakeholders, risk analysis and counter measures.
- (vi) **Deliverable:** A report on potential business and financial models, business proposal, change management plans for the proposed changes and related projections for 5-year period, for all proposed enhancements/ augmentation in existing lines of business of EESL

9. Activity 2.3: Propose Expansion Strategy and plan: The consulting firm is expected to develop a comprehensive business expansion strategy, plan and roadmap for the proposed enhancements in the existing businesses through operations or marketing.

- (i) Develop business expansion plan and growth strategy on existing line of businesses of EESL in relevance to product ranges and scale of operations.
- (ii) Conduct assessment of expanding the existing areas of business in new geography both nationally and internationally.
- (iii) Prepare marketing and communication strategies along with brand building materials to expand reach of the various initiatives taken under EESL business operations and thus expanding reach of the brand to the end consumer and other relevant stakeholders.

¹ CAPEX: Capital Expenditure, OPEX: Operational Expenditure, TOTEX: Capital Expenditure + Operational Expenditure

- (iv) **Deliverable:** A report on business expansion strategy and multimedia knowledge products for expansion and marketing for all proposed enhancements/ augmentation in existing lines of business of EESL.

C. Work stream 3: Plan for New Business Areas. Based on the government's high-level assessment carried out by Bureau of Energy Efficiency (BEE) that lays the foundation and path forward for energy efficiency in India, five broad areas for energy efficiency have been identified ranging across Industries, Buildings, Municipalities, agriculture, and appliances. In accordance to these, EESL has planned to restructure its priority and plans to venture into new areas of business. Some of the key areas that have been identified for probable interventions have been mentioned below:

- a. Deployment of various technologies in selective MSME clusters, PAT/Non-PAT Industries in the country.
- b. Retrofitting energy efficient appliances in building complexes including offices, hotels, hospitals etc.
- c. Scale-up Street lighting national program with municipalities.
- d. Decentralized solar energy generation plants connected directly to existing segregated agriculture feeder of Distribution Company
- e. Demand Aggregation Module for EESL Programs to tap the potential market of various EESL energy efficient appliances through intervention with various electrical utilities on Demand side management

The firm shall propose new business areas to be initiated by EESL and propose strategy, business plans and models to adapt to the above sectors.

They key activities to be taken by the consulting firm as part of this module would be as follows:

10. **Activity 3.1: Market Assessment and Strategy for intervention in new Business areas.** The consulting firm is expected to support EESL with various activities pertaining to identified potential gaps in the energy efficiency domain and prepare a strategic assessment and plan for various sectors like deploying Energy Efficiency technologies in MSME units, PAT industries, energy efficiency in Buildings, equipment replacement in state level and city municipalities, renewable integration agriculture, demand side management with DISCOMs, renewables, green power generation, electric vehicles, ICT interventions and other emerging sectors.

- (i) Perform gap analysis in the energy efficiency domain of MSME/ PAT units, building efficiency, equipment replacements, street light deployment, renewable integration, demand side management renewables integration, green power generation, carbon financing, ICT intervention with references from initiatives undertaken on local, national, or international ecosystem.
- (ii) Recommend action plans based on best practices from initiatives and pilots executed in the country and other global or regional references
- (iii) Assessment of state and central policies and regulations pertaining to various energy efficiency domains in the above-mentioned sectors and provide synopsis and opportunities available for possible intervention into the market.
- (iv) Support in identifying potential stakeholders including (but not limited to) various state and national government agencies, local urban bodies, DISCOMs, private manufacturers, service providers and other national and international sector stakeholders and propose possible partnerships/ joint ventures.

- (v) Identification and detailed assessment of various service providers in the domain of the projects identified in the earlier mentioned gap analysis, with focus on scale of operation, production and scaling capacity, eligibility etc.
- (vi) Develop strategic plan based on the outputs of the above studies with clearly carved business objectives, budget & operating plans, monitoring and evaluation criteria.
- (vii) Deliverable:** A report on Market assessment on the demands, sizing, and opportunities of new areas on energy efficiency domain including industries, buildings, municipalities, agriculture, appliances, renewables, or any other domains as envisaged by EESL.

11. **Activity 3.2: Development of Business Plan:** The consulting firm is expected to develop business plans to develop a sustainable business and financial model along with the required procedures, insurances, risks, and mitigations in place.

- (i) Develop array of actionable and strategic 5-year business plan which will guide future decisions and activities in alignment with the Strategic Plan for the new areas of business as suggested as output of the earlier study. The plan must prioritize activities effectively and mapped to result in strategic goal achievement and delivery on mandate.
- (ii) Assess high priority risks associated with the suggested business plans along with proposed mitigation mechanism.
- (iii) Develop financial model for EESL considering revenue sources & trends, operating expenses, and other financial variables, anticipated costs for delivery of services in possible ways that leverage technology.
- (iv) Identification of high priority risks and their impacts will be identified along with proposed mitigation mechanism. The study should be able to clearly show the future sustainability of the proposed enterprise and necessary financial parameters to scale.
- (v) Create a business development strategy and implementation plan to scale revenue over the next 5 years in concurrence or references incorporating inputs from strategy and implementation plan.
- (vi) Feasibility of service-level integration/partnerships with identified ecosystem partners like various state and national government agencies, local urban bodies, DISCOMs, private manufacturers, service/ technology providers from the energy efficiency sector as a strategic option.
- (vii) Propose models for implementation (like ESCO, RESCO, PMC etc.) for each area of new business areas.
- (viii) Develop business and implementation plan based on the outputs of the above studies with clearly carved phases for all activities of the business including clearly defined partnership timelines, delivery schedules, milestones and results.
- (ix) Deliverable:** A report on strategic plans, business and financial models, business proposal, partnerships, risk and mitigation plan and related projections for 5-year period for new business areas along with clearly carved roadmaps for investments and implementation strategy.

12. **Activity 3.3: Capacity Building:** The consulting firm is expected to work closely with various teams in EESL and provide a detailed information, education, and communication strategy and roadmap to help EESL to build capacity required for new areas of businesses proposed.

- (i) Provide detailed communication & information dissemination strategies for various sections of consumers and partners.

- (ii) Prepare training materials, handouts to the various teams at EESL for effective knowledge transfer.
- (iii) Review the existing structure of the various concerned departments and recommend most optimal structure based on the present and potential roles and responsibilities
- (iv) The firm, in consultation with EESL team, will suggest the detailed manpower and skills requirement for execution of the earlier suggested activities.
- (v) The firm would suggest a capacity building roadmap for the above suggested manpower and skill requirements and develop related material and training structure for the related suggested area of business.

D. Work stream 4: Information and Communication technology Interventions. All the activities entailed in the earlier sections should be done in consideration of various interventions of information and communication technology that can be done in various phases of the business plan execution. Information technology can play a very crucial role in the improvement of the overall ecosystem to optimize manual processes and leveraging data which must be included in strategic and business planning.

Some of the activities to be carried out by the consulting firm on this front are mentioned below:

- (i) Identify potential areas of intervention through web portal/ mobile app-based solutions to improve business process efficiency or the implementation process of the overall strategic and business plans.
- (ii) Provide strategy and inclusion of data-oriented processes for a long-term leverage of big data analysis and inclusion of models for effective projection and forecasting future business proposition.
- (iii) Propose strategies and designs for improvement of efficiency through development of system-based processes, automated monitoring and effective execution.
- (iv) These interventions are not specific design requirements but have to be optimally included in the above-mentioned sections of augmentation of the existing business models as well as in the proposal of new business plans.
- (v) **Deliverable:** A report on ICT products and features and related artifacts including software requirement specification, UI/ UX specifications, wireframes, data collection and mapping roadmaps, probable infrastructure readiness plans and implementation plans for the proposed areas of business as proposed in the earlier studies.

E. Carry out any other related tasks from ADB and EESL as requested.

IV. Key Experts

1. Technical Advisor (Team leader), national, 4 person-months

13. **Qualification:** The Team lead shall have an advanced degree with preferably a graduate degree in engineering. The Team lead should have at least 5 years of experience in team leadership and general experience of 10 years in energy efficiency and power sector. The expert should have previous experience in project management and business administration. The expert will manage the Consultant's team as team leader. Previous experience in developing countries in the region is preferable.

14. **Responsibilities:** The Team lead shall be overseeing all activities and deliverables and will be responsible for ensuring timely delivery of all requirements with desired quality and as per defined schedule. The lead shall coordinate with other team members to develop a detailed work plan and implementation, conduct joint workshops with stakeholders for

supervision of project planning, Training Programs and Strategy development. The team lead shall be primarily responsible for consultation with MoP, PGCIL, NTPC, EESL board and other relevant government and private stakeholders. The lead shall also undertake responsibility of any approval processes required from the above-mentioned stakeholders and members of the EESL board, as required in various phases of the project. The Team lead shall also plan and supervise the execution of the capacity building measures along with other experts. The expert shall be responsible for submission of weekly, monthly, and quarterly status reports for the project. The team lead shall also support delivery of any other task requested by ADB and EESL.

2. Energy Efficiency Technical Specialist, international, 3 person months

15. **Qualification:** The expert should have a graduation in engineering and an advanced degree in energy, renewable energy or environmental management, climate change economics or any related field of expertise, with at least 12 years of working experience in DSEE projects including energy efficiency programs, quality control and providing technical support to DSEE projects in the energy sector. Working experience in India and other developing countries is preferred.

16. **Responsibilities:** The technical specialist will be mainly responsible for guiding the other experts engaged in preparing the detailed project report, review outputs and prepare the findings and summary for the next steps. The specialist shall conduct a detailed due diligence on the proposed projects on energy efficiency, collect information, for the gathering of baseline market information and confirm/update previously collected information. The specialist shall work with other experts supporting the process re-engineering exercise and migration strategies. The specialist shall also support in reviewing policies, as is market assessment and identify potential opportunities for intervention. The specialist shall identify the best technique for technology selection for MSME/ PAT units, building efficiency, equipment replacements, street light deployment, renewable integration, demand side management or other emerging technologies and support in deciding specification of various energy efficiency products and other technologies. The specialist shall also support in preparing training module and training EESL employees on various technical aspect of DSEE.

3. Renewable energy specialists, National, 3 person-months

17. **Qualification:** The expert shall have graduation in engineering with a preferable advanced degree in energy or renewables field, and at least 10 years of experience in renewable energy technologies and applications. The expert should have prior experience in designing of solar or other renewable energy projects, developing technical specifications and experience in integration of renewables across various energy sectors.

18. **Responsibilities:** The expert shall review existing renewable energy policy, regulations, strategy, and institutional arrangements, consolidate information on promoting renewable energy development, review existing studies and reports on the development of renewable resources undertaken by development partners and prepare a priority list of projects for implementation. The specialist shall work with other experts supporting the process re-engineering exercise and migration strategies. The expert shall prepare renewable energy development strategy including targets, implementation strategy, necessary investment, institutional arrangements, performance assessment, and development planning and action plan preparation. The expert shall also advise on development of various business models for renewable energy development, including public-private partnerships, and funding vehicles. Based on assessments, the expert shall suggest appropriate long-term capacity development plan in renewable energy and emerging technologies.

4. Power Sector specialists, National, 3 person-months

19. **Qualification:** The Power Sector Specialist should have at least a bachelor's degree in Electrical engineering or related field and should have 10 years of experience in the energy sector. The Specialist should also have minimum 5 years of experience in the field of energy efficiency, renewables and new emerging technologies.

20. **Responsibilities:** The specialist shall lead energy sector analysis, including on power sector regulation, energy master plans, deployment of sustainable energy efficiency technologies, development of electric vehicles infrastructure, environmental, social, and governance (ESG) metrics, inclusive energy transition and other areas to provide interventions into new business areas. The specialist shall assess existing energy products and propose alternatives, including RE options and efficient use of power including load management and other demand side management measures, and propose change in operating models according to the existing markets. The specialist shall support in identifying potential stakeholders including (but not limited to) various state and national government agencies, local urban bodies, DISCOMs, private manufacturers, service providers and other national and international sector stakeholders. The specialist shall also review and assess planned country and regional projects and propose new projects as appropriate. The specialist shall work with other experts supporting the process re-engineering exercise and migration strategies. The expert shall also support the design and delivery of capacity-building efforts through training and workshops.

5. Financial Expert, International, 2 person-months

21. **Qualification:** The expert should have at least a Post Graduate degree in Finance or equivalent qualification including CFA and at least 5 years of working experience in preparation of financial models of energy efficiency. The expert should have sound knowledge on energy domain with preferably prior experience in energy efficiency projects and carbon financing. Working experience in India and other developing countries is preferred.

22. **Responsibilities:** The expert shall conduct financial analyses for project components and prepare detailed cost estimates, a summary cost estimates table and a financing plan, a financial analysis of the program. The expert shall prepare financial feasibility of the project including (but not limited to) estimation of revenue, expenditure, investment phasing and other related financial indicators for the proposed business areas and models. The expert shall prepare of probable market sizing, revenue projections, financial models and related risk and liability analysis and cost-benefit analysis of the derived business models. The expert shall also assess the budgetary implications of the financing requirements of the projects and identify risk factors and test the sensitivity and propose mitigating measures. The expert shall work with other experts supporting the process re-engineering exercise and migration strategies. The expert shall recommend strategies to ensure the financial sustainability of the proposed projects and identifying any further capacity building that will be necessary.

6. Information & Communications Technology Specialist, National, 2 person-months

23. **Qualification:** The expert shall preferably have a graduate, minimum 4-year bachelor's degree, and at least 6 years of experience in web and mobile technologies and applications. The expert should have at least 8 years' work experience in requirement gathering, development, design, architecture and implementation of large scale, scalable solutions, preferably in the power domain.

24. **Responsibilities:** The Information & Communications Technology Specialist with expertise in software engineering in the domain of consumer facing application and specializes in web and mobile domain, will support the design and assessment of several web/ or app-based technology solutions to be integrated in the various business models to improve accessibility, management and monitoring of the various business initiatives. The expert will work with all the various teams in EESL and other experts engaged for the project to identify and propose models to develop software solution stacks for improving viability of the various businesses to be intervened.

7. Communications Expert, national, 1 person-month

25. **Qualification:** The expert will have a advanced degree in communications, marketing or related field with minimum of 7 years of work experience in developing innovative and participatory branding and marketing campaigns and public outreach programs.

26. **Responsibilities:** The expert will develop, test and implement at a number of sales pitches and marketing infographics, documentation, designs for mass endorsements aligned with EESL Branding related to the projects in hand as well as proposed projects. The expert shall be responsible for proposing, preparing and strategizing deployment of such marketing materials.

27. A summary of key expert's and required person-months

Positions	Person-Months
1. Team Leader (National)	4
2. Energy Efficiency Technical Specialist (International)	3
3. Renewable energy specialist (National)	3
4. Power Sector specialists (National)	3
5. Financial Expert (International)	2
6. Information & Communications Technology Specialist (National)	3
7. Communications Expert (National)	1
TOTAL	19

V. Institutional Arrangement

28. The consulting firm should have demonstrated experience in engineering consulting services on DSEE in the past ten years, especially in management of large government energy efficiency programs, conducting energy audits, preparation of energy efficiency related trainings, development of communication strategies and coordination with local governments. The consulting firm should have working experience in India and preferably in other countries also. Previous experience in technical know-how of emerging and promising DSEE technologies in the Indian context, would be highly appreciable. Experts will report to EESL on a day to day basis on the technical matters and should report to ADB project officer for the contractual matters. All the deliverables should be submitted to EESL and ADB.

29. The EESL shall furnish the necessary office space, furniture and equipment, printers and peripherals, communication equipment, electricity, water, and stationery etc. throughout the period of the engagement for the consultant to effectively perform the services. The assignment is mostly based out of EESL Corporate Office located at New

Delhi, (India) except during the field visits and other arrangements that might be required to make during the implementation.

30. EESL would solely have the authority to implement and/or adopt the recommendations given by the experts. All experts are expected to undertake any other activities that might be required or suggested by EESL and ADB to complete the tasks and consult with EESL and ADB on a regular basis. EESL would support liaison with government stakeholders but primary responsibility lies with consulting firm to engage government stakeholders and take approval as and when required. The firm will provide services as stipulated in the scope of work over a period of 8 months from the date of award with possibility of extension.

VI. Reporting Requirements

31. The following outputs and reports are expected from the consulting firm:
- (i) **Inception report.** An inception report covering work plan and detailed activities, overall approach and methodology, team members, communication plan, COVID-19 protocols, and others within 4 weeks.
 - (ii) A report on Market assessment conducted for Existing Business within 15 weeks.
 - (iii) A report on Potential business and financial models and change management plans for the proposed changes for existing lines of business of EESL 18 weeks.
 - (iv) A report on expansion plan and multimedia knowledge products for expansion of existing line of businesses of EESL within 20 weeks.
 - (v) A Report on Market assessment of new areas on energy efficiency domain as envisaged by EESL within 23 weeks.
 - (vi) A Strategic planning report with business, financial models and implementation roadmap for new business areas for EESL within 26 weeks
 - (vii) A Report on ICT products and features and related artefacts for the proposed new and existing areas of businesses for EESL within 28 weeks
 - (viii) **Draft project completion report.** At least 5 weeks before the completion of assignment.
 - (ix) **Monthly Progress** report. Monthly updated report on the progress of the project (7th of every subsequent month).
 - (x) **Final report.** With incorporating EESL feedback, the Final Project report shall be submitted before the end of the assignment and accepted and approved by ADB.

VII. Payment Terms

32. The assignment is the output-based and all payments shall be made to the firm upon the submission of reports and deliverables as mentioned at the above paragraphs and achievement of milestones.

33. The remuneration of key experts proposed by the firm as a part of the financial quote shall include the total cost of implementing the project and as per the provisions specified in the terms of reference.

34. The milestones to be achieved by the firm and payment terms are as follows:

Milestone	Payment Percentage	Weeks from Commencement
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	(of Total Project Cost excluding provisional sum and contingency)	(estimated maximum time)
(i) Approval of Inception report	20%	4 weeks
(ii) Market assessment conducted and report is approved for Existing Business	10%	15 weeks
(iii) Potential business and financial models and change management plans for the proposed changes is developed and approved for existing lines of business of EESL	10%	18 weeks
(iv) Expansion strategy and multimedia products developed for expansion of existing areas of businesses developed and approved.	10%	20 Weeks
(v) Market assessment of new areas on energy efficiency domain as envisaged by EESL is conducted and approved	10%	23 weeks
(vi) Strategic plans, business, financial models and implementation roadmap is developed and approved for new business areas for EESL.	10%	26 weeks
(vii) Report on ICT products and features and related artifacts are developed and approved for the proposed new and existing areas of businesses for EESL	10%	28 weeks
(viii) Approval of Final Project Completion Report including knowledge products	20%	32 weeks