



TERMS OF REFERENCE FOR BUSINESS CONSULTANT FOR TESTING CENTERS

Background and Overview

The Global Alliance for Clean Cookstoves (Alliance) is a public-private partnership to save lives, improve livelihoods, empower women, and protect the environment by creating a thriving global market for clean and efficient household cooking solutions. The Alliance's 100 by 2020 goal calls for 100 million households to adopt clean and efficient cookstoves and fuels by 2020. We are working with a strong network of public, private and non-profit partners to help overcome the market barriers that currently impede the production, deployment, and use of clean cookstoves in developing countries.

Testing is essential for technology development and to communicate stove and fuel performance to implementers, donors, government programs, and users. Third-party testing is especially important for unbiased and credible results and reporting. The Alliance has focused over the last three years to strengthen a global network of Regional Testing and Knowledge Centers (RTKCs). These RTKCs provide third-party testing services to cookstoves and fuels organizations, to facilitate market clarity and growth. The Alliance has provided grants, trainings, and networking opportunities so that the RTKCs can work together to standardize results, establish best practices and common data formats, and to help these centers become reliable, sustainable resources for the sector.

The market for testing services is still growing, even while the RTKCs are getting established. Direct grant support for testing centers will be decreasing over time, with the expectation that more revenue will be from clients paying for testing services. Donors, investors, and governments are establishing policy requirements for testing. Enterprises involved in stove and fuel production will need third-party testing of their products to meet policy requirements as well as to conduct their own planning. Frequent testing is critical to ensure consistent stove and fuel quality over time. In order to achieve sustainability of the RTKCs, they will need to understand this landscape and their potential clients and to optimize their plans to achieve sustainability of their organization.

This Terms of Reference (TOR) is for a consultant to develop an in-depth long term business plan with 3 RTKCs. Based on the results of working with 3 RTKCs, the consultant will also prepare training materials and conduct a broader training for all RTKCs to help their planning to achieve sustainability.

Submit proposals to Ranyee Chiang, Director of Standards, Technology and Fuels (rchiang@cleancookstoves.org) by March 13, 2015. The contract start date is anticipated to be on or around April 15, 2015.

Scope of Work

The consultant(s) will be expected to plan, coordinate, and execute the following activities over a 6 month period:

- Develop criteria to select 3 RTKCs for the in-depth business plan work, with a goal of maximizing applicable learnings for all RTKCs. Alliance will use this criteria to solicit short applications from interested RTKCs. Review applications and select 3 RTKCs in partnership with the Alliance.
- Develop a basic RTKC business plan assessment tool to understand their current (1) marketing, sales and pricing strategies, (2) service offerings and related marketing material, (3) current client base (4) testing capacity in terms of volume and capabilities including laboratory certification, (5) competition, (6) human capital capabilities and needs, (7) operating cost structure, and (8) other elements required to develop a useful business plan.
- Work with the 3 selected RTKCs to complete the assessment of the RTKCs.
- Develop a business plan template with standard business plan components with a particular sensitivity to the goal of the ultimate commercialization of the RTKCs over time. This includes needing to (1) understand the target market (including experiences of previous clients, potential new clients in the region, and/or expanded services for current clients), and effectively respond to it with appropriate services and promotion strategies, (2) determine any human capital needs, (3) project the financial viability of the RTKC, including having a break-even analysis and understanding funding needs, and (4) have appropriate risk management strategies.
- Based on the above assessment, develop the business plans in collaboration with these 3 RTKCs.
- Recommend operational plans with concrete actions, milestones and dates the RTKCs can take (1) monthly over the first year, and (2) yearly over the next four years, in order to implement the business plan for sustainability and growth. While additional recommendations for investors, donors, policymakers, and clients are helpful, the focus should be on actions the RTKCs can take.
- Based on the results of working with 3 RTKCs, prepare easy-to-use training materials. Conduct a broader training for all RTKCs to mobilize and strengthen their business plan and to achieve long-term sustainability.
- Work in close collaboration with the Alliance staff to plan and implement the scope of work.

Applications will be evaluated based on the quality of the proposal as well as the appropriateness of the budget for the proposed work.

Proposal Instructions

Please submit a work plan describing the following (maximum of 5 pages, 12 point font, single-spaced)

- Proposed timeline and approach for completing the work. The timeline should include dates for the activities as outlined above and specific deliverables.
- Unique qualifications and relevant previous experience of the consultant team, such as working with technical service providers in developing countries, business plan development.
- Budget detailing (1) the expected level of effort, (2) daily rates, (3) anticipated direct expenses. As much as possible, the level of effort and daily rates should be indicated by required team members and activity.
- Biographical summaries of consultant team conducting the work