

TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES

Title:	Knowledge Deep Dives on Last-Mile Health Delivery Models for Women and Child Health
Duration	4 months
Expected Area of Expertise	• Applicants must meet the following minimum eligibility requirements: • Minimum 5–7 years of experience in qualitative research, documentation, or knowledge management assignments in the development sector, preferably within health, nutrition, or child development domains. • Demonstrated experience conducting field-based documentation studies (case studies, programme evaluations, or ecosystem mapping exercises) across diverse geographies in India, including rural and semi-urban contexts. • Working understanding of the Anganwadi/ICDS system, public health infrastructure (PHC/Sub-Centre level), and child development ecosystems in India. • Familiarity with last-mile health delivery challenges and innovation models (community health worker networks, mobile health units, telemedicine, etc.) is an advantage. • Experience developing knowledge products for varied audiences - policy briefs, case studies, decks, and multimedia/video content, with a portfolio of previous outputs to demonstrate range and quality.
Application Link	https://forms.gle/ygcv6E2ntWawpVo37
Last date to apply:	8 th August 2026

About SELCO Foundation:

SELCO Foundation's mission is to create a platform of solutions that uses sustainable energy as a catalyst to bridge environmental sustainability and poverty alleviation. With holistic development as the primary focus, the organization strives to create equitable societies, where services are accessed by all communities. The interventions of SELCO lead to a sustainable delivery model of essential services like livelihoods, education, and health till the last mile. (Read more about SELCO here: <https://selcofoundation.org/>)

1. BACKGROUND OF THE PROGRAMME:

Across India, governments, civil society organizations and community institutions have developed innovative approaches to improve maternal and child health, nutrition, primary healthcare delivery and last-mile service access. While many of these approaches have demonstrated promising outcomes, their operational models, implementation pathways and contextual learnings often remain fragmented and undocumented, limiting their potential to inform wider programme design, policy dialogue and replication.

SELCO Foundation works across health systems, decentralised renewable energy and community institutions, with a focused emphasis on maternal and child health.

Women and child health outcomes in India remain closely tied to the strength of last-mile service delivery infrastructure, particularly in underserved and rural geographies. Within this landscape lie Anganwadis, Health and Wellness Centres, Primary Health Centres, community health workers, mobile health services, telemedicine platforms, nutrition rehabilitation centres, referral systems, and other community-based initiatives that bridge the gap between households and the formal health system.

While each of these components plays a distinct role, their effectiveness ultimately depends on how well they work together to deliver preventive, promotive, curative, and referral services that are accessible, responsive, and contextually relevant. Yet, significant disparities persist across geographies due to challenges such as inadequate infrastructure, workforce shortages, fragmented service delivery, limited coordination between departments, and difficult socio-economic and geographic conditions. These challenges are particularly pronounced in rural, tribal, and other underserved areas, where women and children often face the greatest barriers to accessing timely care.

Widening the Lens: Why Documentation of Best Practices Is Needed

Despite these systemic challenges, there are numerous examples across India where governments, civil society organisations, social enterprises, and community institutions have developed innovative and effective approaches to strengthening last-mile health delivery. These "bright spots" demonstrate how different models centred on community health workers, digital health, integrated service delivery, strengthened Anganwadis, mobile outreach, or innovative referral systems, have successfully addressed local challenges while improving access, quality, and continuity of care.

Many of these approaches, however, remain documented only as individual projects or success stories, with limited analysis of the operational models, institutional arrangements, implementation processes, and enabling conditions that underpin their success. There is an opportunity to move beyond documenting what worked to understanding how, why, and under what conditions these models can be adapted or replicated elsewhere, which can create a coordinated, continuum of care pathway.

2. OBJECTIVES

This assignment seeks to identify, analyse and document selected solution models to distil actionable implementation insights that can inform programme design, policy dialogue, ecosystem learning and replication. In doing so, it will build a structured repository of best practices in last-mile women and child health delivery, drawn from real, field-tested programmes across India.

- Identify and document selected models that demonstrate effective solutions to last mile health delivery, with focus on women and child health.
- Analyse implementation models, institutional arrangements and enabling ecosystems.
- Distil implementation lessons, success factors and barriers.
- Develop bite-sized knowledge products suitable for different audiences.
- Create an accessible repository of best practices that supports programme design, policy dialogue and replication.

3. SCOPE OF WORK:

The consultant/agency will undertake a detailed qualitative documentation exercise covering approximately 10 programmes/solutions across India, structured across three components:

A. Documentation

Document the overall journey and model of the selected programme/solution, including:

- Origin and evolution
- Vision and philosophy
- Understanding of last-mile health delivery
- Innovation and solution approach
- Ecosystem partnerships
- Challenges and learnings
- Sustainability and scaling pathways

Deliverables:

- *Overview Deck - 1*
- *For each model -*
 - *Narrative on the model – Model deep-dive*
 - *1-pager snapshot*
 - *Visual systems map – Operational design and process map*

- *Playbook on learnings and replication*
- *Video – 3-5 mins*

B. Ecosystem Insights

Analyse, synthesize and parallelly integrate learnings from field visit reports from Deep dive programme, covering:

- Patterns emerging across programmes/solutions
- Different models of last-mile health delivery for women and child health
- Key enablers and barriers
- Role of local ecosystems

Deliverables:

- *Playbook on trends, gaps, enablers, barriers, pathways, etc. – 1*

C. Knowledge Product Development

Develop high-quality storytelling and documentation outputs suitable for:

- Dissemination across the sector
- Ecosystem learning
- Policy dialogue
- Ecosystem replication

Deliverables:

- *Byte sized videos on the solutions/programmes and the overview report – 15 (covering individual solutions/programmes and the overview report)*
- *Navigable web portal capturing insights from the deep-dive – 1*

4. ROLES & RESPONSIBILITIES

The consultant is expected to adopt an immersive and qualitative methodology, combining analytical rigour with compelling storytelling. This includes:

- Conduct secondary research and review of institutional materials
- Carry out field visits to selected geographies / solutions / programmes
- Carry out semi-structured interviews with service delivery partners
- Engage in community interactions, where relevant, to understand the impact of the selected programme/solution

- Lead observation, photo/video documentation, narrative and systems-based storytelling approaches
- Synthesize cross-hub ecosystem insights, patterns, enablers and barriers into a consolidated report and deck
- Develop knowledge products (policy briefs, inspirational decks/videos, op-eds) in coordination with SELCO Foundation
- Ensure data accuracy, completeness, and reliability, including establishing internal data-cleaning processes
- Submit recordings, field notes and interim outputs as per agreed payment milestones
- Obtain prior written approval from SELCO Foundation before engaging any subcontractors (such as Translators), and remain fully responsible for subcontractor deliverables

Role of SELCO Foundation

- Provide access to relevant institutional materials, past program documentation, and ecosystem contacts
- Provide guidance and inputs on the selection of models and solutions
- Review and provide feedback on draft deliverables (case studies, decks, reports) at each stage
- Release payments as per agreed milestones, subject to satisfactory completion of deliverables
- Provide timely written approval/feedback to avoid delays in the consultant's timeline

5. KEY DELIVERABLES

Component	Deliverable(s)
Overview Deck – of the solutions/programmes	1
For each model (total of 10 models/solutions)	
<i>Narrative on the model</i>	10
<i>1-pager snapshot</i>	10
<i>Visual systems map – Operational design and process map</i>	10
<i>Playbook on learnings and replication</i>	10
<i>Video – 3-5 mins</i>	10
Playbook on trends, gaps, enablers, barriers, pathways, etc.	1
Web Portal - navigable web portal capturing insights from the study and documenting the programmes/solutions	1
Byte-sized Videos on the solutions/programmes and comparative learning	15

6. ELIGIBILITY CRITERIA

Applicants must meet the following minimum eligibility requirements:

- Minimum 5–7 years of experience in qualitative research, documentation, or knowledge management assignments in the development sector, preferably within health, nutrition, or child development domains.
- Demonstrated experience conducting field-based documentation studies (case studies, programme evaluations, or ecosystem mapping exercises) across diverse geographies in India, including rural and semi-urban contexts.
- Working understanding of the Anganwadi/ICDS system, public health infrastructure (PHC/Sub-Centre level), and child development ecosystems in India.
- Familiarity with last-mile health delivery challenges and innovation models (community health worker networks, mobile health units, telemedicine, etc.) is an advantage.
- Experience developing knowledge products for varied audiences - policy briefs, case studies, decks, and multimedia/video content, with a portfolio of previous outputs to demonstrate range and quality.

7. SELECTION CRITERIA

The proposal will be evaluated based on the following general areas:

- Agency to understand the goal and objectives of the proposed project and have submitted a relevant proposal
- Agency to have submitted all required documents: Proposal, relevant sample work, organization profile, Project team, their qualification, skillset and experience, financial proposal
- Agency will be evaluated based on prior work experience/ portfolio in conducting similar studies
- Agency to have prior knowledge of working in the development sector, with NGOs

8. SUBMISSION REQUIREMENTS

Interested collaborators (individuals, teams, or agencies) are requested to submit the following by before deadline

1. **Organizational/Individual Profile:** Overview of your team/experience.
2. **Proposed Approach:** A brief document outlining your understanding of the project and your proposed strategy to execute the same.
3. **Relevant Portfolio:** Examples of previous work in the development sector, narrative design, etc.
4. **Financial Proposal:** Detailed quotation for the execution of the entire scope of work.

Please ensure your application directly addresses your capability to own the end-to-end execution of research, production, and dissemination. Agencies are asked to account for flexibility in terms of time allocation or the number of deliverables for the required scope of work which is possible in the given duration of the project.

Note: Applicants are required to submit **applications to apply in the link**. Each application should detail the plan, methodology, and deliverables specific as per the requirement mention in the scope of work.

9. PAYMENT TERMS:

Fixed as per the agreement between consultant and SELCO Foundation. Please provide your proposal and quotation for the above-mentioned programme requirements. Capture split cost wherever possible.

- Please provide a break-up of the costs as agreement quotation for the service provided on an official letterhead with signatures and stamps, wherever needed.
- Kindly mention your name, address, contact information along with correct bank details, and signature in the agreement quotation.
- Please note that the prices quoted by the consultant are firm, final, and binding, and not subject to variation on any account.
- The quotation is inclusive of all necessary taxes and applicable costs.
- Other than the proposed amount, no additional amounts will be paid as fuel, phone charges, etc.
- Deliverables need to be submitted as per the given timeline or before the expected date.

PAYMENT MILESTONES:

30% of the payment	Signing of the Contract
30% of the payment	Completion of Primary Research and submission of recordings of conversations and field notes
40% of the payment	Completion and submission of all final outputs

10. INTELLECTUAL PROPERTY:

All final outputs, templates, and visual assets created under this engagement will be the intellectual property of SELCO Foundation and will be freely available for public sharing under an open-source license.

11. APPLICATION PROCESS

If your enterprise meets the eligibility criteria and is interested in collaborating with the SELCO Foundation, please complete the application form linked below with the required information.

Agency / Consultant are requested to upload their technical proposals and financial quotations directly into the application form.

Provide split costs as per deliverables: Please provide your proposal and quotation as per deliverables based and mentioned program requirements. Capture Timelines and Split cost wherever possible.

To apply

Interested consultants / organizations, with relevant experience (please include samples and/or references of the previous similar work as proof of experience) and based out of India are requested to reach out with a detailed proposal giving a brief on the methodology and the process they will uptake for this project, including budgets (with break-ups and explanation), timelines and milestones and submit the same to Google form <https://forms.gle/ygcv6E2ntWawpVo37> on or before 8th August 2026 5 PM

Date

Any further queries please write to procurement@selcofoundation.org with a subject line: **“Knowledge Deep Dives on Last-Mile Health Delivery Models for Women and Child Health”**

Refer Terms and Condition:

1. Sub-contracting:

In the event that the Consultant requires the services of subcontractors to perform any obligations under the Contract, the Consultant shall obtain the prior written approval of the Foundation. Any rejection or non-performance of the subcontractor shall not, in and of itself, entitle the Consultant to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract, and the Consultant shall be solely responsible for all services, obligations and deliverables performed by its subcontractors

1. Quality Assurance

The data submitted to Selco Foundation should be accurate, complete, reliable and relevant. Consulting agency shall establish additional layers for data cleaning and submission.

2. Financials & Reporting

TDS will be deducted on the fixed amount as per Income Tax Act and Rate of Percentage. In accordance with the Central Board of Direct Taxes circular No. 7 of 2022 dated 30th March, 2022 in relation to the clarifications with respect to Section 114AAA of the Income-tax Rules, 1962, failure to link Aadhar number to the PAN card and/or failure by any person, who falls within the income tax bracket or otherwise, to file tax returns in relation to payment of TDS for any service (in accordance with Section 206AB and 206AA) and/or an inoperative PAN card will result in a 20% tax deduction.

4. Indemnification

Both parties shall indemnify and hold its Trustees, Directors and representative officers, employees, agents harmless from and against any and all claims, demands, actions, losses, liabilities, charges, damages, costs and expenses (including but not limited to reasonable attorney's fees) arising out of or resulting from (1) any claims arising in connection with activities undertaken by both parties in connection with the project or (2) Consultant's gross negligence or willful misconduct or breach of any undertaking, covenant, representation or warranty contained in this agreement and/ or the actual infringement of any patent, trademark, copyrights, trade secret or any other intellectual property right of the third party.

5. Patent, Copyright and other Proprietary Rights

- i. Except as is otherwise expressly provided in writing in the Contract, the Foundation shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Consultant has developed for the Foundation under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the Foundation.

- ii. Subject to the foregoing provisions, all documents, reports, recommendations, documents, and all other data compiled by or received by the Consultant under the Contract shall be the property of the Foundation, shall be made available for use or inspection by the Foundation at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to the Foundation's authorized officials on completion of work under the Contract
- iii. The Consultant will treat all information given to him/her as information with proprietary value and will not disclose the same to competitors or any outsiders. The Consultant will not at any time, except under legal process, divulge any trade or business secret relating to the Foundation or any customer or agent of the Foundation, which may become known to him by virtue of his position as consultant, save in so far as such disclosure shall be necessary in the interest and for the benefit of the said Foundation and will be true and faithful to the Foundation in all dealings and transactions whatsoever relating to the said Foundation.
- iv. Reports or other data that are developed specifically for the performance of this Contract shall be the property of the Foundation and the Consultant shall deliver reports and data to the Foundation as per the milestones. Dissemination of the reports and any information from the said contracts shall be done with written approval from the Foundation.

6. Publicity, use of name & Logo of the Foundation:

The Consultant shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with the Foundation, nor shall the Consultant, in any manner whatsoever use the name, emblem, logo or official seal of the Foundation or that of SELCO in connection with its business or otherwise without the written permission of the Foundation.

7. Observance of Law

Compliance with Laws and Regulations: The Consultant will comply with all applicable laws, rules, regulations and statutory requirements and amendments thereof, in the manufacture and distribution of products and supplies and in providing services to the SELCO and during the term of this Agreement.

Child Labor: The Consultant will, its parent entities, partners or subcontractors nor any of its subsidiary or affiliated entities (if any) is engaged in any practice inconsistent with the rights set forth in the Child Labour (Prohibition and Regulation) Act of 1986, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

Forced Labor: The Consultant will not engage in any activity that will result in forced or compulsory labor under applicable laws including the Bonded Labour System (Abolition) Act, 1976,

Abuse of Labor: Consultant will act in accordance with applicable laws and regulations and will not violate the rights of labourers as stated in The Factories Act, 1948 and similar legislations.

Working Hours, Overtime, Wages and Other Benefits-Working hours, wages and benefits shall be provided by the Consultant to its staff and employees in accordance with applicable laws including the Minimum Wages Act, 1948.

Declaration of blacklisting: Consultant represents and warrants to SELCO that, as on the date of signing of this Purchase Order, it is neither blacklisted/ debarred nor it is under a declaration of ineligibility by Central / State or Semi-Government Organization/Department or Institutions and Public Sector Undertakings in India and abroad. The Consultant further undertakes to duly inform SELCO in the event it is blacklisted subsequent to execution of this Purchase Order.

Compliance with Anti-bribery Laws: Consultant and each of its directors, officers, employees, agents or other (collectively referred to as "Consultant") represent and warrant that it shall not either directly or on behalf of SELCO Foundation give, offer, promise to offer, or authorize the offer, directly or indirectly (proxy bribing), anything of value (such as money, shares, goods or service, gifts or entertainment) to government officials, government customers, potential government customers or foreign government officials including officials of any public international organizations or officials of any political party either in India or abroad ("Officials") with an Intent to influence any act or decision in his or her official capacity Induce the Official to do or omit to do any act in violation of his or her lawful duty to obtain any improper advantage, or Induce to use such Official 's influence improperly to affect or influence an act or decision.

The Consultant shall not provide any offering, promising, giving or receive, solicit or accept a financial or other advantage, or any other thing of value, with the intention of influencing or rewarding the behaviour of a person in a position of trust to perform a public, commercial or legal function to obtain or retain a commercial advantage.

The Consultant understands and acknowledges that any non- adherence to the warranty as stated herein above will be violation of the provisions of the Indian Prevention of Corruption Act,1988 and other applicable laws and legislations ("Anti-bribery Laws").

In addition, Consultant agrees to promptly report to SELCO Foundation of any incident of breach or potential breach of this section.

Compliance with Sexual Harassment of Women (Prevention, Prohibition & Redressal) Act, 2013 (PoSH): The Consultant shall agree to adhere to the mandates prescribed under the Sexual Harassment of Women (Prevention, Prohibition & Redressal) Act, 2013, which requires all workplaces to have a Policy and Internal Committee to address complaints of sexual harassment that women may face at the workplace.

8. Termination:

Either party may terminate this contract by giving a notice in writing to the other party stating their intention to terminate the same on the expiration of Seven (7) days from the date of such notice. In addition, the Foundation may also terminate this contract forthwith in the event of

any fraud, misconduct or neglect of duties on the part of the Consultant. Any notice to be given hereunder shall be sufficiently given to the Consultant if forwarded by registered post or by Courier Service to the last known postal address of the Consultant and shall be sufficiently given to the Foundation if similarly forwarded to the registered office. Upon the termination of this contract and payment of the said fees due up to such termination, and payment of all disbursements and out-of-pocket expenses incurred up to the date thereof (provided the same have been incurred after obtaining prior approval), the Consultant shall deliver all deeds, documents and paper in his possession relating to the business of the Foundation or as the Foundation shall direct, and shall continue to afford him all reasonable assistance for concluding pending matters at the date of such termination without making any charge thereof.

9. Force Majeure:

- i. *Force majeure* as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, *provided that* such acts arise from causes beyond the control and without the fault or negligence of the Consultant
- ii. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the affected Party shall give notice and full particulars in writing to the other Party, of such occurrence or cause if the affected Party is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The affected Party shall also notify the other Party of any other changes in condition or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in condition or occurrence, the affected Party shall also submit a statement to the other Party of estimated expenditures that will likely be incurred for the duration of the change in condition or the event of *force majeure*.
- iii. On receipt of the notice or notices required hereunder, the Party not affected by the occurrence of a cause constituting *force majeure* shall take such action as it reasonably considers to be appropriate or necessary in the circumstances, including the granting to the affected Party of a reasonable extension of time in which to perform any obligations under the Contract.
- iv. If the Consultant is rendered unable, wholly or in part, by reason of *force majeure* to perform its obligations and meet its responsibilities under the Contract, the Foundation shall have the right to suspend or terminate the Contract on the same terms and conditions as are provided for in this Contract.
- v. Both the Foundation and the Consultant fully and freely intend to create an independent Contractor relationship under this Contract. Nothing herein shall be deemed to establish a partnership, joint venture, association or employment relationship between the parties. Both parties agree that the consultant has the right to sole and exclusive control over the manner and means employed in performing their activities under this Contract.

10. Settlement of disputes:

- i. The Parties shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof.

Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, the matter shall be referred by either Party to arbitration in accordance with the Arbitration and Conciliation Act, 1996. The venue of the arbitration shall be at Bangalore. Likewise, the jurisdiction will vest with courts in Bangalore.