



Innovating & Scaling Reproductive, Maternal, Newborn and Child Health Solutions in the Last-Mile

Terms of Reference (TOR) for Consultancy Services

Title	Onboarding of consultant/agency for Innovating & Scaling Reproductive, Maternal, Newborn and Child Health Solutions in the Last-Mile
Timeline	September 2026 to February 2027
Scope of Work	• Outreach and program visibility • Application design, launch, review, shortlisting, and due diligence • Stakeholder engagement and coordination • Knowledge materials and document learnings and insights
Application Link	https://forms.gle/jsngbARekYmgK7cB6
Last Date to Apply	5 th October, 5 PM

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. About the Program

The program aims to catalyse the development, adoption, and scale of innovative solutions that contribute to improved maternal and child health outcomes. It seeks to build an ecosystem where enterprises and innovators can develop and strengthen technology and technology-allied solutions that enable more accessible, quality, efficient, affordable, and continuous maternal and child health services, particularly across last-mile health facilities and underserved communities.

The program envisions a future where innovation, technology, and enterprise-led solutions are meaningfully integrated into maternal and child health delivery, enabling health systems, facilities, and frontline health workers to deliver better services to women and children.

The initiative will bring together enterprises, innovators, health facilities, frontline health workers, institutions, and other ecosystem stakeholders to co-create, test, deploy, and scale solutions with the potential to transform maternal and child health delivery. The focus will be on enabling promising solutions to move beyond individual deployments towards sustainable models of adoption, replication, and scale.

For the same, we are looking to partner with a like-minded organization that shares this vision and can play an integral role in designing and implementing the initiative. The partner will support enterprise

identification and engagement, solution assessment, co-creation, health-system linkages, implementation, stakeholder coordination, evidence generation, and pathways to scale, contributing to more resilient, responsive, and equitable maternal and child health services for women and children.

2. Objective

- Work with a minimum of **25 to 30 innovators to scale** climate-smart RMNCH technologies by February 2027
- Work with innovators/enterprises to deploy at **least 10 new technologies that are energy efficient, improve maternal, newborn and child health**
- Enable **climate-smart deployment** and adoption at health facilities and Anganwadi Centres
- Build at **least 20 successful and unique case studies for the technology**
- Partner with at least **4 institutions** to support innovators in capacity building through **mentorship, technical expertise, networks**

3. Scope of Work

The agency will design and execute a structured approach to implement the program, focusing on identifying suitable technologies for RMNCH, assessing ecosystem gaps, and ensuring efficient and smoother execution during the complete course of the initiative (Sep 2026 to Feb 2027). The work will involve deep research, co-creation with stakeholders, and enabling collaboration across partners to translate ideas into scalable solutions. The initiative is designed to:

Stage 1: Outreach of Application Forms

- Outreach and visibility

Stage 2: Onboarding [Application & Selection Management]

- Application collection and management
- Screening and due diligence
- Shortlisting and selection support
- Applicant coordination
- Training the Applicant on SELCO's ERP for raising the invoices and other ERP requirements

Stage 3: Operations [Program Delivery & Engagement]

- End-to-end operational support
- Program communication and visibility
- Stakeholder meetings and events
- Progress tracking and coordination

Stage 4: Closure [Documentation & Knowledge Dissemination]

- Document sectoral level learnings documentation (case studies, video documentation learnings)
- Reporting and program closure documentation

Duration of the Program

This contract shall be commenced on the date it is signed by all parties and shall continue until 28th February 2027.

Geography

Primary Focus: Maharashtra, Karnataka, Odisha, Meghalaya, Mizoram, Nagaland

Secondary Focus: Other states

4. Roles and Responsibilities

(A) Agency

- Design and execute outreach and visibility for the program for application
- Coordinate among applications, screening, due diligence, and shortlisting templates and formats
- Coordinate among applicants, mentors, institutions, and stakeholders for support mentorship
- Conduct end-to-end tracking at project and program level along post onboarding for operations and capturing learnings
- Training the Applicant on SELCO's ERP for raising the invoices and other ERP requirements
- Conduct stakeholder workshop, event with stakeholders
- Track progress (at the project and at the program level) and submit regular reports
- Develop case studies, reports, documentation, videos capturing learnings from sectoral level and showcasing impact for the rural communities
- Ensure data quality, compliance, and confidentiality
- Verify End User Data and verifying the correctness of information on the implementation as per deliverables
- Monitor applicants by following up on deliverables and time tracking

(B) SELCO Foundation

- Define program strategy, objectives, and selection criteria
- Approve shortlisted applicants and final selections
- Provide technical guidance and ecosystem connections
- Monitor program progress and review deliverables
- Approve reports, case studies, and knowledge products
- Manage contracts and milestone-based payments

5. Deliverables to be Provided (Detailed Deliverables, Week Wise/Quarter Wise/Month Wise)

Deliverables will be tracked against the four programme stages, mapped across the Sep 2026 – Feb 2027 engagement period. Detailed week/month-wise timelines to be finalised jointly with the selected agency.

Stage	Deliverables	Timeline
Stage 1: Outreach	Outreach and visibility plan for application launch	September 2026
	Outreach and communication materials (brochures, social media creatives, application guidelines, etc.)	September 2026
	Application launch and dissemination activities completed	September 2026
Stage 2: Onboarding	Application collection and database consolidation	September 2026
	Screening and due diligence reports for applicants	September 2026
	Shortlisting recommendations for 25-30 innovators	October 2026
	Selection committee review and finalization support	October 2026
	ERP training sessions conducted for onboarded applicants	October 2026
	ERP training records and attendance documentation	October 2026
Stage 3: Operations	Deployment tracking framework established	November 2026
	Tracking and monitoring of at least 10 new energy-efficient RMNCH technology deployments	November – Jan 2027
	Stakeholder meetings/events conducted and documented	November – Jan 2027
	Stakeholder meeting and event reports submitted	November – Jan 2027
	Monthly progress reports	November – Jan 2027
	Monthly coordination and implementation reports	November – Jan 2027
Stage 4: Closure	Development of at least 20 case studies capturing program learnings and outcomes	Feb 2027
	Video documentation of sectoral learnings and success stories	Feb 2027
	Documentation of partnerships established with at least 4 institutions	Feb 2027
	Final program closure report including achievements, challenges, learnings, and recommendation	Feb 2027

6. Selection Criteria

Applicants should meet the following criteria for being a part of the evaluation:

- Demonstrated experience working with vendors, enterprises, innovators, or solution providers, along with an understanding of grassroots and last-mile contexts and user needs
- Ability to assess enterprise and solution needs and curate tailored mentorship, technical assistance, health-system linkages, and implementation support
- Demonstrated experience in program design, planning, implementation, and management of multi-stakeholder initiatives, preferably in health, maternal and child health, technology, or last-mile service delivery
- Proven ability to manage end-to-end application, assessment, screening, shortlisting, and due diligence processes for a portfolio of enterprises or innovators
- Experience in communication, outreach, stakeholder engagement, and facilitating collaboration between solution providers and health-system stakeholders
- Capability to develop documentation and knowledge products that capture program processes, solution performance, outcomes, implementation models, and learnings for scale and replication
- Prior experience working with development sector organisations, NGOs, health systems, technology providers, enterprises, or think tanks will be considered an added advantage

The agency will be selected on a combined technical and financial evaluation. Proposals must score a minimum of 70% on the technical components (1–5 below) to be considered for financial evaluation.

The proposal submitted will be reviewed based on:

Evaluation Component	Criteria Focus	Weighting (%)	Required Evidence in Proposal
1. Experience in End-to-End Program Operations	Demonstrated experience in program design, planning, implementation, and management of multi-stakeholder initiatives, preferably in health, maternal and child health, technology, or last-mile service delivery.	25%	Portfolio of similar projects, client references, and case studies.
2. Program Design, Outreach, and Stakeholder Engagement Capability	Ability to assess enterprise and solution needs and curate tailored mentorship, technical assistance, health-system linkages, and implementation support; experience in outreach and facilitating collaboration between	20%	Proposed approach, outreach strategy, and examples of stakeholder engagement.

	solution providers and health-system stakeholders.		
3. Application Management, Screening, and Due Diligence Experience	Proven ability to manage end-to-end application, assessment, screening, shortlisting, and due diligence processes for a portfolio of enterprises or innovators.	20%	Experience managing application processes, assessments, and shortlisting mechanisms.
4. Operational Capacity and Team Expertise	Demonstrated experience working with vendors, enterprises, innovators, or solution providers, with an understanding of grassroots and last-mile contexts; team structure and capacity to deliver at scale.	20%	Team structure, roles and responsibilities of the project team.
5. Documentation, Knowledge Management, and Cost Effectiveness	Capability to develop documentation and knowledge products that capture program processes, solution performance, outcomes, implementation models, and learnings for scale and replication.	15%	Sample reports/case studies, communication materials, and detailed financial proposal.
TOTAL		100%	

Minimum eligibility (screening — pass/fail):

Entity legally registered and operating in India for a minimum of three years (company, LLP, partnership, registered society, trust or Section 8 company), or a consortium with a clearly designated lead entity holding full accountability.

Valid PAN, GST registration and statutory compliance; audited financial statements for the last two financial years.

Prior experience working with development sector organisations, NGOs, health systems, technology providers, enterprises, or think tanks will be considered an added advantage.

Submission Requirements:

Interested collaborators (individuals, teams, or agencies) are requested to submit the following by the deadline, via a PDF/PPT with the table of contents below:

Organizational Profile: Overview of organisation

Proposed Approach: A brief document outlining your understanding of the program and your proposed strategy to execute the same.

Relevant Portfolio: Examples of previous work similar to the program

Financial Proposal: Detailed cost break-up for the execution of the entire scope of work.

7. 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.

8. Payment Terms

It will be deliverable based, with payments made in accordance with the terms agreed upon between the agency and SELCO Foundation.

9. Application Process

If your organisation meets the eligibility criteria and is interested in collaborating with SELCO Foundation, please complete the application form linked below with the required information. Agency/Consultant are requested to upload their technical proposal and financial proposal/quotation directly into the application form.

10. To Apply

Interested consultants/organisations, with relevant experience (please include samples and/or references of previous similar work as proof of experience) are requested to submit a detailed proposal outlining the methodology and process for this project, including budgets (with break-ups and explanation), timelines and milestones, via the application link <https://forms.gle/jsngbAREkYmgK7cB6> provided in the table above, on or before the Last Date to Apply mentioned above.

Any further queries please write to procurement@selcofoundation.org with a subject line: "**Consultancy for Innovating & Scaling Maternal and Child Health Solutions in the Last-Mile**"

Refer Terms and Condition:

11. 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.

12. 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.

13. 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.

14. 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.

15. Patent, Copyright and other Proprietary Rights

- 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.
- 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.
- 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.
- 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.

16. 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.

17. 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 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 is it 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 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 a violation of the provisions of the Indian Prevention of Corruption Act, 1988 and other applicable laws and legislations ("Anti-bribery Laws").

In addition, the Consultant agrees to promptly report to SELCO Foundation 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.

18. 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 all reasonable assistance for concluding pending matters at the date of such termination without making any charge thereof.

19. Force Majeure

- 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.
- 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.
- 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.

- 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.
- 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.

20. **Settlement of Disputes**

- 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.