

Request for Expression of Interest (EOI)

Solicitation Title:	Terms of Reference (ToR) for an Agency to undertake landscaping of Social Enterprise (SE) Models in Health in India and propose ideas / solutions in HIV / AIDS
Solicitation Number:	FY-20-EpiC-03
Submit Proposal to:	hrindia@fhi360.org
Date of Issue of RFP:	31 May 2021
Date Proposal Due:	15 June 2021

Method of Submittal:
Respond via e-mail with attached document in MS Word / pdf format on or before due date.

I. INTRODUCTION & BACKGROUND

FHI 360 has been implementing the Meeting Targets and Maintaining Epidemic Control - EpiC project funded by the United States Agency for International Development (USAID) through the President’s Emergency Fund for AIDS Relief (PEPFAR) from October 2020.

Under the Epic project, FHI 360 is supporting capacity development of Civil Society Organizations (CSOs) in Organizational Development (OD) and enabling the organizations to access increased domestic financing through various mechanisms including traditional resource mobilization; and Innovative Financing (IF) models for medium to long term financial sustainability.

EpiC project is operational in the seven PEPFAR priority districts and complements the other ongoing work being supported to achieve epidemic control by other USAID partners. These districts include Hyderabad, Rangareddy, Nalgonda, Mahbubnagar, and Karimnagar in Telangana, and Thane and Pune in Maharashtra.

Diversifying the resource base (including increasing domestic financing) and KP led CSO access to these resources for is crucial for fast tracking the HIV response enabling them to service the health and non-health needs of their communities beyond the limitations for government or donor funded programs. This is in line with PEPFAR’s Country Operational Planning Guidance for COP 21.

Various models of domestic financing that CSOs access routinely with varying degree of success include government funding for targeted interventions (TI); funding from Global Fund in specific areas e.g. treatment adherence tracking; and local philanthropy. In the recent years, corporate social responsibility (CSR) and crowd funding is also being

explored by local CSOs and met some degree of success. Innovative financing models such as pay-for-performance are currently also being tested with USAID funding.

Another form of innovative financing being explored is social enterprises. In this case, we are referring to social enterprises defined as for-profit private sector small businesses that engage with the low-income population to address challenges of access and affordability in critical needs sectors such as health. Social enterprises could offer a unique opportunity for CSOs to ensure sustainability by tapping the funds available within the community.

II. Request for Proposals (RfP)

Under EpiC, FHI 360 solicits services an agency to undertake a landscaping of social enterprise models in the health space in India that have been promising or successful in providing services to bottom of the pyramid (BoP) and vulnerable populations, and to recommend and support implementation of viable social enterprise models for CSOs in the HIV/AIDS sector.

III. Scope of Work

The agency is expected to conduct the below in a phased manner over the course of one year

PHASE 1: Landscaping and Model Development - June '21 to Sept '21

Determine applicable SE models: To determine viable SE models that can be adapted to or expanded within the HIV sector, the agency will undertake an exhaustive desk review to study existing SE models covering the health sector in India. Through this exercise, enough examples will be collected to serve as an advisory to define the different models that are currently operational. This will include: a listing of organizations / CSOs currently engaging in SE service delivery; description of how these models operate; any key underlying characteristics of the organization that contribute to the success of the model; if available, the funding levels raised by the model; and contextual factors that support success.

Subsequent to the desk review, the agency will undertake a deeper dive with a sample of 5-7 highly regarded SEs in the health/HIV space. This will involve stakeholder engagement through key informant interviews (KII). The KII combined will further help to define the unique characteristics of the different SE models. Findings from the desk review and documentation of the promising models will help to inform EpiC's thinking on what can be replicated or adapted in the HIV sector.

Assess readiness and feasibility of CSOs to adopt SE: Not every CSO in the HIV sector will be ready to implement a revenue-generating model. Ideally, CSOs that already have an entrepreneurial idea that they're working on will need to be identified. The agency will develop a social enterprise readiness assessment checklist which will be administered with these CSOs to assess the potential and readiness to implement SE in the HIV/AIDS sector.

PHASE 2: CSO Selection and Model Refinement - Oct '21- Dec '21

CSO selection and model refinement: The selection of these CSOs may require some careful thinking and perhaps a highly participatory approach, which can be proposed by the agency. Based on this exercise, the agency will recommend up to two CSOs (preferably one each in Maharashtra and Telangana) that could potentially be supported to implement SE model/s to improve access to affordable HIV services for key, vulnerable or at-risk populations. The model of SE that could be supported with the two selected CSOs will need to be defined by the agency through an intensive engagement and consultation with the selected CSOs.

PHASE 3: Implementation and Mentoring - Jan '22 – Aug'22

Capacity Building: The agency will support the selected organization/s on the steps required for undertaking the defined SE model. This will include sessions legal/regulatory compliances, business planning and operational planning that will be undertaken through workshops and immersion visits.

Go to Market strategy: The capacitated CSO/s will be supported by developing a detailed go-to market plan and the agency will be expected to provide sustained mentoring to the CSO through the process. This will include a costed implementation plan with costing of service/product, marketing and setting up sales channels etc.

Process documentation of SE models supported through EpiC: The agency will put together a process documentation that will include lessons learnt, successes, challenges and way forward on SE in the HIV space. This documentation will help to disseminate experiences on SE with the key stakeholders including government, donors, investors and others.

IV. Results / Deliverables

- a. Report on SE models in the health sector in India with clear recommendations on what can be adapted / implemented with CSOs in the HIV/AIDS sector – June – September 2021
- b. At least one CSO each selected in Maharashtra and Telangana with a clearly defined plan for implementing SE model – October 2021 – December 2021
- c. Detailed operational plan, Go-to Market Strategy and ongoing mentoring for the CSO for SE – January 2022 – June 2022
- d. Final documentation of learnings, successes, challenges and way forward on the two SE models supported through EpiC – July-August 2022

A. Eligibility Criteria for Application (agencies must have valid FCRA registration as per norms)

The agencies responding to this request for proposals (RFP) should *preferably meet* the below **criteria** to qualify as an applicant:

- 1) **Understanding of Social Enterprise(s):** The agency should have sound understanding of SE and preferably experience of supporting SE in the health space in India.
- 2) **Experience of working with CSOs:** The agency should have experience of working with CSOs; preferably nurturing CSOs to scale and sustained SEs. Knowledge of the regulatory compliances of the CSOs to manage a SE will be essential.
- 3) **Understanding of the Public Health sector and specifically the HIV domain:** The organization should have knowledge of the Indian public health sector as well as a nuanced understanding of the HIV sector and its associated complexities. Working experience with HIV focused CSO especially in the PEPFAR states will be an added advantage

B. Application Process

- a. **Past Experience:** Applicants are required to share their organizational profile including but not limited to the below:
 - Experience - in working with SEs and CSOs with examples of similar work undertaken in the past 3-5 years
 - Current staffing - key personnel and their related experience to the scope of work.
 - Three client references i.e. name of donors, level of funding including duration and brief scope of work
- b. **Proposal:** Submit a brief proposal explaining how you will approach the above scope of work, key personnel with brief bio summaries, and detailed timeline for execution.
- c. **Budget:** A detailed budget with clear input costs to be shared. Costing for the phase-wise activities will be helpful for contracting purposes. All estimated costs should be in Indian rupees. Taxes as applicable must be indicated.

C. Selection Criteria

Applications that meet the eligibility criteria will be evaluated by an internal selection committee of FHI 360 India country office.

Both the technical and financial proposals will form the basis for selection of the agency.

III. Timelines and Address for Submission

Response to the RFP are due no later than **5:00 PM** on **15 June 2021** must be e-mailed to hrindia@fhi360.org with a cc to Dr. Taniya Dhar Kaul at TKaul@fhi360.org.

Agencies can submit their queries if any on the RfP to the same email ids as above at any time while the announcement for the RfP is open. In case any agency would like to have a discussion on the scope of work, please drop-in a line to Dr. Taniya Kaul for fixing a virtual meeting.

IV. FHI 360 Disclaimers

- FHI 360 will perform a background check of all selected agencies
- FHI 360 may cancel the solicitation
- FHI 360 may reject any or all responses received
- Issuance of the solicitation does not constitute a collaboration commitment by FHI 360
- FHI 360 reserves the right to disqualify any offer based on failure of the offeror to follow solicitation instructions
- FHI 360 will not compensate any offeror for responding to solicitation
- FHI 360 reserves the right to select an agency based on initial evaluation of offers without further discussion
- FHI 360 reserves the right to waive minor proposal deficiencies that can be corrected prior to selection of agency