

TERMS OF REFERENCE

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE ASSESSMENT

Country: Vietnam

Date: October 2024

1. INTRODUCTION

The Fred Hollows Foundation (The Foundation) is a secular non-profit public health organisation based in Australia, which was founded in 1992 by eminent eye surgeon Professor Fred Hollows. The Foundation focuses on strengthening eye health systems and the treatment and prevention of avoidable blindness caused by Cataract, Trachoma, Diabetic Retinopathy, and Refractive Error. The Foundation operates in more than 20 countries across Australia, The Pacific, South and Southeast Asia, and Africa.

The Foundation's *Environmental Sustainability Policy* (endorsed in 2022) articulates commitments to enhance environmental sustainability and climate change (ESCC) action efforts across the organization's business operations, advocacy efforts, and the eye health programming it supports around the world.

In line with this commitment to integrating ESCC within eye health programming, The Foundation will undertake a series of pilots to build the capacity of selected eye care partners (including in Vietnam) to identify, implement and monitor context appropriate, targeted environmental sustainability interventions in line with the IAPB [Guide for Environmentally Sustainable Practices in the Eye Health Sector](#).

These assessments are supported by funding from The Foundation and the Australian Government's Department of Foreign Affairs and Trade (DFAT). The Foundation gratefully acknowledges the support from the Australian Government through the Australian NGO Cooperation Program (ANCP).

This terms of reference outlines a proposed ESCC assessment of one of The Foundation's Vietnamese partners, **Alina Vision**. The assessment will review the partner's current ESCC capacities, initiatives and areas for improvement, and provide recommendations and high-level costings for priority investment areas to help them define, plan and advance measurable environmental sustainability goals.

Alina Vision is a social enterprise which aims to provide high-quality, accessible, and sustainable eye care for people of all income levels. It was founded in 2019 with the support of The Foundation and Japanese pharmaceutical company ROHTO. A pilot surgery centre was established in Hung Yen Province (around 60 kilometres outside the Vietnamese Capital of Hanoi).

Alina Vision uses a cross-subsidisation financing model. Premium eye care services and products are provided for full-paying customers, with income from these customers subsidising the costs of additional

eye surgeries for lower income patients who do not have the ability to pay. Outreach to lower income patients is mainly done through eye camps, screening patients in the community, and working with partners to support patient's travel to our hospital for treatment.

Alina Vision's hospitals and eye care centres focus on the provision of secondary eye care services, including both major and minor ocular surgeries, such as cataract, pterygium, and eyelid surgery, as well as optical services such as screening and dispensing glasses.

Alina Vision provides products and services to patients within 2 hours travel time of the Hospital, reaching many provinces in the Red River Delta.

2. RELEVANT BACKGROUND INFORMATION

The Foundation is undertaking several pilot initiatives to support selected eye health partner organisations to assess their current ESCC capacities, strengths and areas for improvement, in order to guide development of context-appropriate environmental sustainability goals, plans and initiatives.

Alina Vision has been identified as a key partner for The Foundation to support strengthening ESCC capacity, noting that the former has already implemented several surgical protocols to reduce medical waste, including:

- Sterilising and reusing select medical equipment
- Using reusable sterile surgical gowns
- Transferring surplus medication between departments

3. PURPOSE

The overarching purpose of this evaluation to undertake an assessment of ESCC within Alina Vision's policies, procedures, operational initiatives and infrastructure, which includes:

- An audit of their existing environmental sustainability initiatives, gaps and areas for improvement.
- A series of evidence informed recommendations on priority intervention areas to strengthen ESCC across within Alina Vision's policies, procedures, systems, operations and infrastructure.

This assessment is intended to help Alina Vision to define, budget for, implement and effectively monitor clear and strategic environmental sustainability goals, initiatives and activities that align with global and national ESCC agendas and good practices.

The assessment is additionally intended to help the Foundation consider strengthening ESCC across its programming. This assessment will contribute to a meta-analysis review process.

*The consultancy only includes undertaking the ESCC assessment and providing recommendations on priority intervention areas, **and not the implementation of these recommendations.***

The primary audiences for this evaluation report will be:

- Alina Vision management team
- The Fred Hollows Foundation Program Leadership Group
- ROHTO (major funding partner to AV)

Secondary audiences will be:

- Other donors (government, domestic or international) who may be interested in supporting future ESCC programming and capacity building in healthcare settings

- The Fred Hollows Foundation Vietnam Office

4. SCOPE OF WORK

The assessment will include the following components:

Brief context Analysis:

- Provide an overview of:
 - National ESCC regulatory and compliance frameworks and requirements relevant to the delivery of health services (for example, *the Ministry of Natural Resources and Environment's Joint Circular 'Regulations on Medical Waste Management', 58/2015/TTLT-BYT-BTNMT*).
 - Key strengths and challenges in their implementation.

Assessment of Alina Vision's current ESCC capacities and initiatives including:

- Governance:** audit of existing accreditations, policies, and procedures as they relate to environmental, social and climate change risk.
- Operational:** assess Alina Vision's current environmental and sustainability initiatives to identify strengths, weaknesses, and gaps. This should include consideration of how current initiatives align with, and where there are opportunities to strengthen current practices in line with the 10 focus areas under [The Global Green and Healthy Hospitals Initiative's Sustainability Agenda](#), as well as priority investment areas identified by the partner.

This assessment should also highlight key opportunities to strengthen and expand Alina Vision's ESCC impact, that could be incorporated into their business model, future strategic goal setting, and investment proposals.

Baseline and monitoring:

- Provide guidance on the systematic monitoring of ESCC impact across existing and future initiatives. This should include:
 - Articulating a high-level **baseline** of Alina Vision's current ES footprint, drawn from the assessment of current ESCC capacities
 - Guidance on appropriate, standardised and measurable M & E indicators, that could be used to monitor and report on ESCC impact (including financial data)

Recommendations:

- Key areas to strengthen ESCC within Alina Vision's practices and strategic goal setting, in the areas of:
 - ESCC governance from a policy and procedures perspective.
 - Operations, procurement, clinical services and infrastructure.
Priority recommended areas for ESCC investment should be based in consideration of cost, ease of implementation across Alina Vision's work, and potential impact.
- Provide **high level costings** for recommended priority investment areas, that can guide budgeting, planning and exploration of business development opportunities.

5. INFORMATION NEEDS AND KEY QUESTIONS

The assessment will address the following key questions:

- Context Analysis:*
 - What are the relevant national ESCC regulatory and compliance frameworks (national and sub-national in Vietnam) that impact on how Alina Vision should address ESCC in its work?
 - Who are the key local stakeholders that Alina Vision would need to engage with the design, implementation and monitoring of ESCC initiatives?
- Assessment of Alina Vision's current ESCC capacities and initiatives:*

- c. **Governance:** how are environmental, social and climate change commitments and risks covered within Alina Vision's existing accreditations, policies and procedures?
 - d. **Operational:**
 - What are Alina Vision's current environmental and sustainability initiatives?
 - What are the strengths, weaknesses, gaps and areas for improvement within current ESCC initiatives?
 - What are key areas that Alina Vision should expand ESCC in policies, procedures, operations and infrastructure (with consideration of cost, relevance, ease of implementation in current operating context, and potential impact?)
3. *Monitoring:*
- e. What practical, standardised M & E indicators should Alina Vision use to systematically monitor ESCC impact across its existing and future initiatives?

6. APPROACH

Proposed data collection to involve:

- Desk based review for:
 - Relevant national legal, policy and guidance frameworks relevant to the delivery of health services (in order to understand ESCC compliance and best practice requirements relevant to Alina Vision's operations)
 - Brief mapping of relevant key stakeholders operating in the ESCC space in Vietnam with relevance to healthcare and eye care work
 - Review of relevant Alina Vision policies, procedural guidelines and accreditation documentation (to be provided by the partner)
- At least 2 site visits to conduct facility-based audits of:
 - Alina Vision's two facilities:
 - Alina Eye Hospital, Mimosa 10-11-12, Ecopark Urban Area, Xuan Quan, Van Giang, Hung Yen
 - Vinmec-Alina Eye Center, 4th Floor Vinmec Times City Hospital, 458 Minh Khai, Hanoi
 - Community outreach:
 - Cataract screening camps in the community

These visits will review current environmental and sustainability initiatives and potential areas for expansion, informed by the 10 key goals under [The Global Green and Healthy Hospitals Initiative's Sustainability Agenda](#).

- Key stakeholder interviews including but not limited to:
 - Key building management, operations and procurement staff within Alina Vision (for assessment)
 - Relevant Government contacts, for example the Ministry of Natural Resources and Environment (for context analysis and stakeholder mapping)

Note: dependent on agreed final methodology presented by the selected consultant, the assessment may require approval by the relevant Ethics Committee prior to commencement of data collection (for example, if data collection involves interviews with or observation of patients and clinical services). This will be assessed based on presented methodology, with approval to be managed by the consultant with support from The Foundation.

DELIVERABLES

- a. A detailed **evaluation plan**, that includes detailed methodology and data collection approaches, a clear workplan and schedule of activities.
- b. Presentation of **initial findings for validation** to Alina Vision management team (workshop to present via PowerPoint presentation and/or short summary of findings document), including a high-level baseline of their current environmental impact.
- c. A **final assessment report** that responds to the scope and key evaluation questions outlined in this terms of reference, as well as recommendations on priority areas for future ESCC investments and high-level costings. This report should be delivered in the form of both:
 - i. An executive summary
 - ii. Full report
- d. Presentation of final report to Alina Vision management team and The Fred Hollows Foundation (workshop and supporting documentation including PowerPoint presentation outlining **key findings, lessons learned and recommendations**).

7. SCHEDULE

Activity	When	By whom	Deliverables
Open tender	October 2024	The Fred Hollows Foundation (FHF)	<ol style="list-style-type: none"> 1) Advertising of tender documentation 2) Open the bids for 4 weeks and share with evaluation panel coordinator (Amelia Pace) for review and shortlisting
Consultant selected	November 2024	<ul style="list-style-type: none"> • Evaluation panel led by FHF with input from Alina Vision • Onboarding interview led by FHF technical team and Alina Vision 	<ol style="list-style-type: none"> 1) Successfully candidate selected and notified 2) Joint FHF- Alina Vision onboarding interview with the consultant to ensure shared understanding of the scope of work and expected deliverables.
Assessment – submission of methodology and workplan	November 2024	Consultant	<ol style="list-style-type: none"> 1) Preparation of an evaluation plan to Alina Vision and FHF, including detailed data methodology, workplan and schedule.
<i>Ethics approval (TBC – as required dependent on proposed data)</i>	<i>4 weeks (November-December 2024)</i>	<i>Consultant with support from FHF</i>	<ol style="list-style-type: none"> 1. <i>Alina Vision and FHF to assess whether assessment methodology triggers</i>

<i>collection methodology)</i>			<i>ethics and provide guidance to consultant</i> 2. <i>Consultant to lead on application to relevant ethics committee, with technical support from FHF.</i>
Assessment – data collection	January 2025	Led by consultant with logistical support from Alina Vision and FHF evaluation Management team	1) Desk review of Alina Vision Hospital policies and procedural guidelines 2) Site visits to audit current ESCC initiatives in partner facilities 3) Key stakeholder interviews
Validation of initial findings	March 2025	Consultant – presentation to Alina Vision and FHF evaluation management team	1) Presentation of initial findings from data collection and any outstanding questions from consultation for validation 2) Short validation workshop (2 hours) to discuss and receive feedback from findings
Submission of final report	May 2025	Consultant	Final assessment report submitted to Alina Vision and FHF in line with scope of work set out in ToR and evaluation plan, as well as recommendations
Presentation of the findings to Alina Vision senior management team	By 30 th of June 2025 (Note: This is a strict deadline due to the funding requirements)	Consultant & team members	In person presentation to the Alina Vision management team (FHF to attend online) PPT and hard copies of the final report provided (full and exec summary)

8. EVALUATION TEAM & QUALIFICATIONS

The Foundation seeks to engage the services of an independent consultant, who have the following experience and expertise:

- Significant experience and high levels of technical expertise in the design and monitoring of environmental sustainability initiatives *specifically within the healthcare sector*
- Expertise with development of ESCC monitoring, evaluation and reporting frameworks
- *Preferred* - experience working with global and national coalitions and networks focussed on ESCC in the healthcare sector, such as Healthcare without Harm, The Global Green and Healthy Hospitals Initiative, or similar.

9. MANAGEMENT AND LOGISTICS

Stakeholder	Key Contacts	Responsibility
The Fred Hollows Foundation	Amelia Pace – Global Research Coordinator Ben Murphy – Advocacy Manager	Provide commissioning documents, coordinate the evaluation of bids. Contracting and payments to consultant Organise onboarding interviews Coordination with the consultant including scheduling validation workshops, final presentation of findings, and any required periodic check ins
Alina Vision	Dr Ha Tran – Group Medical Director Dung Phan – Operations Executive	Focal person to coordinate data collection processes with Alina Vision. Provide access to relevant documents. Introductions to partners and key participants Logistical support to conduct any field work across the hospital facilities. Ensure milestones are met. Coordinate review and approval of deliverables.
Consultant		Provide quality assessment reports and presentations. Deliver agreed deliverables on time. Coordinate with FHF, Alina Vision in the design and implementation of the assessment Advise FHF and Alina Vision on any issues arising that affect the assessment.

10. APPLICATION PROCEDURES

Interested applicants are requested to submit a technical and financial proposal for conducting the assessment, and supporting information as part of the initial screening.

The following documents should be submitted via email to following contact person, Amelia Pace apace@hollows.org:

1. A **Cover Letter**, signed by a duly authorized representative of the Applicant's organization, mentioning the total bid amount to conduct the assessment.
2. **Profile** (past experience)

3. **Technical Proposal** for conducting the assessment¹
4. **Financial Proposal / budget**
5. Registration Certificate, and any other relevant document
8. Profile of consultancy firm, CVs of lead and team member(s), and only CVs of persons in case of individuals to carry out assignment.
9. An example of a recent/relevant assignment report

11. CONFIDENTIALITY

The evaluator/s agree to not divulge confidential information to any person for any reason during or after completion of this contract with The Foundation. Upon completion or termination of this contract, the evaluator/s undertake to return to The Foundation any materials, files or property in their possession that relate to the business affairs of The Foundation. The consultant is responsible for safety, security and administration of primary and secondary data collected from FHF or otherwise.

12. INTELLECTUAL PROPERTY

All intellectual property and/or copyright material produced by the evaluator/s whilst under contract to The Foundation remain the property of The Foundation and will not be shared with third parties without the express permission of The Foundation. The evaluator/s are required to surrender any copyright material created during the term of the contract to The Foundation upon completion or termination of the contract.

13. SAFEGUARDING PEOPLE

The Fred Hollows Foundation is committed to ensuring that its activities are implemented in a safe and productive environment which prevents harm and avoids negative impacts on the health and safety of all people, particularly children, vulnerable people, and disadvantaged groups. The Foundation has a zero-tolerance approach to sexual exploitation, abuse, and harassment of any kind. All personnel including contractors/consultants are expected to uphold and promote high standards of professional conduct in line with The Foundation's Safeguarding People Policy including Code of Conduct. Contractors/consultants will be expected to sign and adhere to The Foundation's Safeguarding Code of Conduct and provide any background checks as required.

14. INSURANCE

Any consultants involved in this evaluation will be required to have in place insurance arrangements appropriate to provision of the requirements in this Terms of Reference including travel insurance.

15. ETHICAL AND OTHER CONSIDERATIONS

The evaluator and evaluation team are expected to maintain high professional and ethical standards and comply with The Foundation's **Research and Evaluation Policy**. The Foundation is committed to ensuring a safe environment and culture for all people, including children, with whom we come in

¹Note: this should include specifying whether data collection involves any methods that could trigger requirement for prior approval by a relevant Ethics Committee - for example, if data collection involves interviews with or observation of patients and clinical services. Any required Ethics approval to be managed by the consultant with support from the Fred Hollows Foundation.

contact during the course of our work. All members of the evaluation team will be required to comply with The Foundation's Safeguarding People Policy and sign the Safeguarding Code of Conduct.

Ethics approval: Depending on the agreed final methodology presented by the selected consultant, the assessment may require approval by the relevant Ethics Committee prior to commencement of data collection.

This would only be required if proposed data collection was assessed to present greater than "negligible risk (defined as research where *where there is no foreseeable risk of harm or discomfort; and any foreseeable risk is not more than inconvenience*); for example, if proposed data collection involves interviews with or observation of patients and clinical services.

This will be assessed by FHF and Alina Vision, based on presented methodology and evaluation plan, with Ethics approval to be managed by the consultant prior to commencing data collection.