

IN-COUNTRY CONSULTANT FOR PROJECT DESIGN PHASE – INTEGRATED CARE FOR OLDER PEOPLE

TERMS OF REFERENCE

Country: Viet Nam

Date: 03/02/2025

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 over 20 countries across Australia, The Pacific, South and Southeast Asia, and Africa. The Foundation was named The Australian Charity of the Year 2013 in the inaugural Australian Charity Awards.

The Foundation began working in Vietnam in 1992. Today it is one of the leading Eye care International non-governmental organisations (INGO) in Vietnam. The Foundation works in partnership with the Government; Ministry of Health, Ministry of Education & Training, Vietnam National Eye Hospital (VNEH); medical universities; Departments of Health, Departments of Education and Training; and more than 20 provincial eye care service providers and other INGOs who are working in Vietnam both in eye health and other fields such as The International Agency of the Prevention of Blindness (IAPB); The World Health Organisation (WHO) in Vietnam. In recognition of an increasing older population and the burden of eye conditions in this population group, The Foundation has been working since the year 2023 to improve the health and wellbeing of older persons in Vietnam.

PROJECT BACKGROUND

The global population of older persons has surpassed 1 billion, accounting for approximately 13.5% of the total population as of 2021. By 2030, one in six individuals will be aged 60 or older. Currently, most older people reside in low- and middle-income countries, a trend expected to intensify. By 2050, it is projected that 80% of the global older population will live in these settings, where policies and programs addressing their needs remain insufficient. Population aging is occurring at an accelerated pace in many countries. In Vietnam, for instance, the population aged 60 and over is projected to more than double by 2050, reaching 29 million and comprising nearly one-third of the country's total population.

Vision impairment is a significant challenge among older adults, with 73% of avoidable vision loss occurring in individuals aged 50 and above. Age-related eye conditions such as cataracts, glaucoma, age-related macular degeneration, and diabetic retinopathy are currently among the primary global causes of vision impairment and blindness. Importantly, cataracts are behind 94 million cases of blindness and vision impairment in people aged 50 and over. This is a condition that can be effectively treated with a straightforward and cost-effective intervention.

Addressing these unmet needs requires new approaches to deliver high-quality healthcare services, including the delivery of integrated care, inclusive of eye care. This approach is essential to address the longstanding limitations of vertical eye care programs, which are often narrow in scope and fail to meet

lifelong eye care needs. These programs also typically overlook age-related and chronic conditions and do not effectively reduce health inequalities among older populations.

To achieve eye care integration in the older population, the Foundation will use WHO's Integrated Care for Older People (ICOPE) model. ICOPE addresses six key health domains: vision, mobility, hearing, nutrition, psychological capacity, and cognition, recognizing their interconnectedness in supporting overall health and well-being in older age.

By implementing ICOPE through strategic partnerships, the Foundation will not only deliver Integrated People-Centred Eye Care (IPEC) in the older population but also convene and collaborate with partners to address other critical health domains. Evidence suggests that person-centred and integrated care is the best approach for implementing the spectrum of interventions needed in older age. Ultimately, this approach can help enhance both the eye health and overall health of older populations, helping to prevent or delay care dependence, and fostering healthy ageing. The potential impact of this approach is significant: it can lead to improved health outcomes, increased access, reduced healthcare costs, and enhanced quality of life for older people. By fostering early detection and intervention, the strategy aims to maintain functional ability and independence, contributing to healthier older populations.

Viet Nam is already at the forefront of the Foundation's work on ageing. In 2023, a project was implemented in Quang Nam province to increase access to eye healthcare for older people. Building on the successes of this project and key lessons gleaned from this effort, together with those derived from other country projects that took place that same year and which specifically focused on older populations, a new project is being conceived in Viet Nam to deliver integrated services for older populations.

PURPOSE OF THIS CONSULTANCY

The purpose of this consultancy is to support the design of a new project in Viet Nam aimed at delivering integrated care for older populations. The consultancy will be divided into two key steps, as outlined below:

1. Initial mapping, needs identification and stakeholder engagement

As part of this step, the consultant will:

- **Conduct a comprehensive mapping** of organizations, facilities, and services within Viet Nam that can support the delivery of integrated care for older people. This will include also describing existing capabilities and exploring potential synergies to enhance service provision. The mapping will focus on Viet Nam as a country but also provide more detailed information for the one/two regions where the project is likely to be implemented.
- **Analyse referral pathways** across all domains of intrinsic capacity to identify gaps in service provision that could hinder the implementation of integrated care for older people. An assessment of the readiness of stakeholders and systems to deliver integrated care in Viet Nam will also be conducted using the WHO ICOPE scorecard.
- **Plan and prepare for an in-country workshop**, including securing a suitable venue in collaboration with the Foundation's Healthy Ageing Senior Advisor and the Viet Nam office, developing a list of participants, and preparing draft invitations. The aim of this workshop is to build capacity on integrated care for older people, explore implementation options based on the findings of Step 1 and the contributions of participants, and identify necessary adaptations for the local context.

2. In-country workshop and project design

As part of this step, the consultant will:

- **Prepare workshop materials** as required, including the development of a presentation summarizing key findings from the previous step.

- **Support the in-country workshop.** This will include, for example, documenting and consolidating participant input during the workshop to inform the design of a project to deliver integrated care for older people in the country.
- **Prepare a complete project design draft and M&E framework** drawing from the input provided during the workshop and further input and guidance from the Healthy Ageing Senior Advisor. The project design is expected to include the care pathways tailored to local needs and include all elements of the pathway, such as screening, diagnosis, treatment, and referral processes for each domain of intrinsic capacity.
- **Prepare the final project design and M&E framework** addressing the feedback received from implementing partners and others.

APPROACH

The work to be undertaken by the consultant will involve a desk review of existing documentation (e.g. evaluation of the ageing related projects that were carried out in 2023 in 5 countries, ICOPE implementation framework, ICOPE care pathways, etc.); the identification of key stakeholders who can support this work which is likely to require phone calls, the organization of introductory meetings, etc.; consultations to complete the mapping; analysis of the referral pathways; analysis of the readiness to deliver ICOPE; and drafting of presentations and documents.

The consultant will work under the supervision of the Healthy Ageing Senior Advisor at The Fred Hollows Foundation who will oversee the project. Regular reporting/check in meetings will be scheduled with the selected consultant and take via Teams. Written feedback will also be sent (as required) to the selected consultant on the deliverables so that it can be duly incorporated.

Specifically, the consultant will undertake the following tasks for achieving the consultancy:

- Draw up a plan of action and timetable for accomplishing various components of the assignment in coordination with the Healthy Ageing Senior Advisor of Fred Hollows Foundation;
- Undertake a desk review based on available reports and information (e.g. national policies related to ageing) as well as documentation provided by the Fred Hollows Foundation, and seek additional information to prepare a preliminary mapping of key organizations, facilities, and services related to each domain of intrinsic capacity as per [the WHO ICOPE guidelines](#);
- Prepare a list of organizations / stakeholders to consult and visit to gather additional information to inform the mapping of stakeholders and analysis of context, the review of referral pathways in the selected geographical areas and the assessment of readiness to deliver ICOPE using the [ICOPE Implementation Framework](#). This will involve stakeholder consultations (virtual and / or face-to-face), site visits, etc.;
- Prepare a PowerPoint presentation including the findings from Step 1;
- Support the organization of the in-country workshop, including through the identification of possible venues, preparing a list of possible workshop participants, and by preparing draft invitations;
- Support the facilitation of the in-country workshop as required, with a specific focus on documenting and consolidating the input provided by workshop participants into the preliminary design of the project.
- Prepare a meeting report as well as the detailed design of the project and M&E framework, drawing from the input provided during the in-country workshop, and following any additional guidance provided by the Healthy Ageing Senior Advisor;
- Prepare the final meeting report and project design with the M&E framework incorporating the feedback received from implementing partners and others, as well as an associated PowerPoint presentation;

- Participate in a final technical meeting with The Fred Hollows Foundation staff and other stakeholders as required.

DELIVERABLES

The following deliverables are expected from the consultant in completing the assignment:

- Action Plan, including timelines for the completion of the various tasks and deliverables and in alignment with the anticipated schedule included in this TOR.
- List of organizations and stakeholders to visit / interview / consult.
- PowerPoint with the findings of Step 1, including, among other aspects, the context, stakeholder and service analysis, the ICOPE readiness scores and explanatory notes, the assessment of the referral pathways for each domain of capacity. The consultant will be expected to prepare an outline of the PowerPoint for review and approval by The Fred Hollows Foundation, ahead of preparing it.
- Meeting report.
- Detailed design of the project and related monitoring and evaluation (M&E) framework.
- Summary PowerPoint presentation including the complete and final design of the project and the M&E framework, stakeholders involved, etc.

NOTE: All raw data collected/generated during the project will also need to be provided and a backup of raw data submitted in a format accessible to The Foundation.

The Foundation will provide the following:

- Focal person to oversee the assignment and provide technical guidance.
- Provide background documents to support desk review.
- Give feedback on the different deliverables.
- Coordinate the organization of the in-country workshop through the Foundation's country office, including sending out invitations, booking the venue, etc.
- Coordinate the collection of feedback from implementing partners and others.

QUALIFICATIONS

The consultant will have the following background and experience:

- At least a master's degree in medicine, Public Health, Ophthalmology, Ageing, or related health sciences.
- Demonstrable knowledge and hands-on experience in designing public health projects, including a proven track record developing projects that involve comprehensive stakeholder mappings and consultations.
- Expertise in creating effective and practical Monitoring and Evaluation (M&E) frameworks aligned with project objectives.
- Experience preparing meeting reports and consolidating stakeholder feedback.
- Strong familiarity with the Vietnamese healthcare system, including a solid understanding of national policies in these areas.
- Strong analytical, oral and written communication skills.
- Proficiency in spoken and written Vietnamese and English, with the ability to convey complex ideas clearly and effectively.
- Advanced computer literacy, including expert-level skills in Microsoft Office Suite.
- M&E experience will be an advantage.
- Experience in eye health and / or healthy ageing will be an advantage.

ANTICIPATED SCHEDULE

The project is expected to start early-March 2025 and be completed by mid-July 2025.

DESCRIPTION	DUE DATE	FORMAT
Eol due	25 February	
Confirmation of consultant	10 March	Contract with consultant
Review of background documentation and provision of a detailed action plan by Consultant	13 March	Document sent by email
Check in / report back	18 March	Virtual meeting / document edits
List of possible organizations and stakeholders to visit / interview	24 March	Document sent by email
Check in / report back	26 March	Email update and / or virtual meeting and document edits
Consultations with local stakeholders	w/c 31 March and 7 April	
Draft outline for PowerPoint, venue options, list of participants for the workshop and draft invitations	21 April	Documents sent by email
Check in / report back	23 April	Virtual meeting and document edits
Revised list of participants and invitations	24 April	Document sent by email
Draft PowerPoint	28 April	Document sent by email
Check in / report back	30 April	Email update and / or virtual meeting and document edits
Final PowerPoint	8 May	Document sent by email
Support workshop	w/c 2 June	
Draft meeting report and draft design of the project and M&E framework	16 June	Document sent by email
Check in / report back for internal feedback	18 June	Email update and / or virtual meeting and document edits
Revised documents following internal feedback and draft outline for PowerPoint Presentation	24 June	Document sent by email
Check in / report back	10 July	Virtual meeting
Revised documents following external feedback and associated PowerPoint Presentation	18 July	Document sent by email
Final documents and PowerPoint Presentation based on final feedback	23 July	Document sent by email

PAYMENT TERMS & SCHEDULE

The maximum budget allocated for this work is 8000 USD (including all taxes) and the work is estimated to take around 50 days over the 6-month period between March and July 2025. Any local travel needed to perform this work will need to be approved in writing by The Foundation and will be covered separately in accordance with The Foundation's Travel Policy.

Phase of work	Deliverables	Payment terms	Estimated schedule
Step 1. Initial mapping, needs identification and stakeholder engagement	<ul style="list-style-type: none"> - Detailed action plan for the completion of the consultancy - List of organizations and stakeholders - PowerPoint with results from Step 1 	40%	May 2025

	- Draft meeting invitations and list of participants		
Step 2. In-country workshop and draft project design	- Workshop support - Draft meeting report - Draft detailed design of the project and the M&E framework	30%	June 2025
Step 2. Project design	- Final meeting report - Final detailed design of the project including the M&E framework - Associated PowerPoint Presentation	30%	July 2025

APPLICATION REQUIREMENTS

Individuals interested should **submit a cover letter, resume, technical and financial proposals all in one single pdf file**. Applications should **be sent by 25 February at 17.00h Viet Nam time**. Please include the following as email subject "Viet Nam Design ICOPE" and send to the following email address: cobuya@hollows.org.

Only submissions that provide a single pdf with all requested information as stated in the TOR and those meeting minimum requirements will be considered. Qualified consultants may be subjected to a background check on child protection as a condition for engagement, and interviews are likely to be held with the top candidates as part of the recruitment process.

CONFIDENTIALITY

The consultant (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 consultant (s) undertake to return to The Foundation any materials, files or property in their possession that relate to the work of The Foundation. The consultant will be responsible for safety, security and administration of primary and secondary data collected from FHF or otherwise.

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.

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.

INSURANCE

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

ETHICAL AND OTHER CONSIDERATIONS

The evaluator and evaluation team are expected to maintain high professional and ethical standards. The Foundation is committed to ensuring a safe environment and culture for all people, including children, with whom we come in contact during 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.