

TERM OF REFERENCE (TOR) – FINAL PROJECT EVALUATION

Project title: WORKING TOWARDS A LEARNING EYE HOSPITAL IN PHU YEN (LEH)

Country: Viet Nam

Date: 2nd Jul 2026 – Final

Introduction

The Fred Hollows Foundation (The Foundation) is a 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; treatment and prevention of avoidable blindness and visual impairment caused by Cataracts, Trachoma, Diabetic Retinopathy, and Refractive Error (RE). The Foundation operates in more than 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 IAPB; WHO in Vietnam.

Project background

The Foundation started working in Phu Yen in 1999 with a small fund and IOLs for cataract surgical camps. After a few years, Phu Yen proved they could implement larger projects and expressed their desire to make a dramatic change to the prevention of blindness in the province. In 2003, FHF funded Phu Yen to pilot a Comprehensive Eye Care project. Since then, its eye care has been remarkably developed. Specifically, its former eye station was transformed successfully into an eye centre, then an eye hospital in 2012. Importantly, apart from prioritising control of cataracts, the leading cause of avoidable blindness, the hospital has provided various eye care services to help the local people access the services locally in the province instead of travelling to metropolitan settings in Ho Chi Minh or Ha Noi. Thus, out-of-pocket expenses are minimised. In addition, compared with other provinces with similar economic and population conditions, Phu Yen Eye Hospital is among the few who can operate independently and no longer need much financial support from the government as they have started to pursue financial autonomy since 2019.

From 2013 onwards, Phu Yen has achieved annual incomes at 1 million USD thanks to their emphasis on quality service improvement and management innovations, such as all cataract patients receive the surgeries and go home in the day that save time and expenses for patients' families, or each eye doctor is a multi-tasker, for instance an ophthalmologist can provide examination, perform cataract surgeries and treat diabetic retinopathy, or they assign specific staff to look after operation of equipment to extend equipment lifespan as long as possible to increase the efficiency. They have become a destination for Vietnam's eye care partners and programmers and FHF international teams to visit and exchange experiences, such as Laos and Indonesia for global country offices' staff and partners, and in-country eye doctors from Quang Nam, Ha Giang, Dak Nong, Ca Mau, Vinh Long and so on. However, what the hospital has tried to perform has not met their expectations and wants to more standardise the service quality. That is why they submitted FHF a proposal to seek additional support to help improve their model of care, especially improve equity and inclusion and perspective of vulnerable groups in accessing eye care services. FHF Vietnam considered this an excellent opportunity to promote learning across FHF's country offices and project partners to leverage sustainability in eye care projects. This learning hospital model can motivate other FHF country offices to document and develop a similar model for cross-learning, replicating and boosting eye care programs in their countries. The doctors and hospitals from surrounding countries are welcomed to visit Phu Yen Eye Hospital for experience exchange like Lao and Indonesia partners once visited Phu Yen before.

Working toward in a Learning Eye Hospital in Phu Yen project (LEH) was designed with the overall goal to reinforce Phu Yen Eye Hospital's model of care to serve all patients, including vulnerable groups better and to promote this model of establishment across Vietnam. Where appropriate we will also share lessons across FHF's country offices and partners. This goal will be achieved through the following outcomes:

Outcome 1: Standard operating procedures are applied across the hospital.

Outcome 2: Hospital workforces are able to provide diverse quality eye care services.

Outcome 3: Equitable and quality eye care services are accessible to all patients, including vulnerable groups.

Outcome 4: Good models and practice are documented, promoted, and shared.

Purpose of the Final project evaluation

The final evaluation aims to systematically identify, and document key learnings accumulated throughout the project implementation. By assessing the project's achievements, challenges, and overall impact, the evaluation seeks to provide valuable insights that inform future decision-making, enhance organizational practices, scaling up across other provinces and contribute to the broader understanding of effective strategies for the LEH project.

The purposes of this final evaluation (FE) are:

- 1) To consider what factors have most contributed to the effectiveness, equity, and impact of the project, and what areas of weakness have impeded progress.
- 2) To assess the sustainability and key lessons learned of the work that has been done so far and provide recommendations to local stakeholders about what needs to be done to consolidate/continue any gains made through upcoming school eye health projects and new country strategy.
- 3) To document patient centered model that is currently implemented by Phu Yen Eye Hospital for cross learning and replication to other project areas.

The final project evaluation findings, recommendations and documentation of patient centred will be used by the project donor, FHF, Phu Yen Project Management Board, and Phu Yen Eye Hospital, along with other stakeholders in addressing identified challenges and informing ongoing project plans and practices. This may include recommendations on variations to project design to improve delivery for the remainder of the project.

The final project evaluation scope and key questions

The final project evaluation will seek to answer the following key questions:

1. Effectiveness of the Learning Eye Hospital (LEH) Model

- To what extent has the LEH model improved the quality, efficiency, and accessibility of eye care services for all patients, including vulnerable groups?
- To what extent has the model strengthened the capacity of hospital staff to deliver high-quality, equitable and patient-centred eye care?
- What evidence demonstrates that the LEH model has improved patient experience, service quality and hospital performance?

2. Sustainability of the LEH Model

- To what extent has the LEH model been institutionalised within Phu Yen Eye Hospital, and what factors support or hinder its long-term sustainability?
- How sustainable are the hospital's governance, workforce, financing and management systems to maintain the LEH model without continued project support?
- To what extent will vulnerable groups continue to benefit from equitable, quality eye care services after project completion?

3. Scalability and Replication of the LEH Model

- To what extent has the LEH model been documented, standardised and packaged for learning, adaptation and replication?
- To what extent has the project facilitated cross-learning among hospitals, provinces, FHF country offices and partners, and how has this influenced the adoption of LEH practices?
- What enabling factors, barriers and investments should be considered when scaling the LEH model nationally and across FHF country offices?

Methodology and approach

The approach to this evaluation will be a mixed-method approach. The evaluation will take the form of a Utilisation-Focused evaluation, ensuring that the evaluation is planned and conducted in a way that enhances the likely utilisation of both the findings and the process itself to inform decision and improve performance. More information about this type of evaluation can be found here:

https://www.betterevaluation.org/plan/approach/utilization_focused_evaluation

The evaluation will be conducted by a qualified external consultant with technical support from FHF country and global teams. The team chosen to conduct this evaluation will be expected to provide a detailed methodology for data collection and analysis based on the Key Evaluation Questions above. It is suggested that this evaluation adopts a participatory approach to involve key stakeholders in the process. This will foster a culture of learning through seeking to provide an analysis of the project's achievements and lessons learnt to relevant stakeholders.

The evaluation methodology should build on the findings of the Mid-Term Review (MTR) and avoid unnecessary duplication of data collection. Consultants are expected to review and use existing evidence generated through the MTR and other project monitoring activities, and to collect only additional data required to validate progress since the MTR, address remaining evidence gaps, and explore issues requiring deeper analysis. Data collection should focus on assessing sustainability, the effectiveness of the LEH model, cross-learning, scalability, and lessons for future implementation, rather than repeating assessments already completed unless further validation is justified.

The project team, Phu Yen PMB and Phu Yen Eye Hospital will provide the necessary support and documentation, and will coordinate the field visit schedule, including requesting and scheduling interviews with key stakeholders as required.

Deliverables of the final project evaluation including patient centered documentation should include the following:

Desk review of all relevant project documentation and other materials such as the Project Document Design, annual work plans, monitoring and evaluation framework and data, project reports as well as other documentations, any commissioned research findings, policy documents and national and provincial level strategy documents (to be compiled and provided by FHFVN), Obtaining the relevant ethics clearance certificate

All potential consultants are requested to send their detailed final project evaluation plan and methods. The plan is subject to be reviewed by FHF's team. After signing the contract with FHFVN, the selected consultant will be requested to send the revised plan including methods and tools (after discussion with FHF) which will be endorsed before data collection.

The following documents are expected to be sent to FHFVN:

Deliverables of the final project evaluation including patient centred documentation:

- The final project evaluation plan, and schedules to conduct data collection to target project location (district and commune level).
- Tools for data collection to assess and answer the final project evaluation purposes, key evaluation questions mentioned above and including patient satisfaction.
- Ethical approval certificate issued by relevant agencies

- Presentation and discussion of findings, key lessons learned and recommendations for action with FHFVN Country Manager, Program Manager, project team and project partners if requested.
- Submission of the report including a documentation of patient centred, reflecting comments and feedback received from selected staff from FHFVN and FHF M&E Team.
- Presentation of key findings at dissemination or sharing workshop held by FHFVN or project stakeholders. Others related documents: photos, stories (if any)

For the final report, it is recommended that evaluators follow a 1-3-25 reporting format using an evaluation template provided by FHF. This will enable a more reader-friendly evaluation report and should include: 1-page summary of main messages, 3-page executive summary, and a 25-page main report, plus any annexes. More information on this format is available through [Better Evaluation](#) and the [Fraser Health Authority, Canada](#).

A Learning Note should also be included as an annex to the evaluation report, documenting both the evaluator(s) and The Foundation's reflections on the evaluation process. You can also include the reflections from partners and other key stakeholders if they have been part of the **Evaluation Reference Group**.]

Tentative Schedule

FHFVN will enter a contract for services with the evaluation Team Leader or his/her company. The Team Leader will be required to undertake the following tasks within 30 working days between September and to Mid November 2026 as per the following tentative schedule:

Activities	Duration	Person in charge
Desk Review of Project Documentation	3 days, in the week from 7-11 Sept 2026	Evaluation Team Leader and team members
Evaluation Plan phone consultation with FHF VN on design of evaluation plan	2 days, in the week from 7-11 Sept 2026	Evaluation Team Leader and core MTR team members
Site visit to Phu Yen, interview project stakeholders.	5 days, in the week from 21-25 Sept 2026	All Evaluation Team (FHFVN, Consultant, Phu Yen PMB/EH)
Analysis of data collected from interviews and consultations, including documenting key findings and recommendations	7 days, Oct 2026	Consultant team
Draft (V1,V2,V3) and Final Report Production and dissemination of key findings (time to be confirmed)	10 days, Oct-Nov 2026	Consultant team
Sign-off, including the incorporation of feedback from key stakeholders	3 days, Mid-Nov 2026	Consultant team, FHF VN, FHF Asia MnE Advisor. Medical advisor
Total	30 days	

Evaluation Team & Qualifications

Given the scale of this evaluation, the consultant team will comprise one consultant as the team leader and his/her team member, with support from Phu Yen Project Management Board (PMB), Phu Yen Eye Hospital, Phu Yen project team. The Team Leader is responsible for proposing a financial package to plan and delivery of the evaluation, coordinate the report completion and providing recommendations. The project team will provide the necessary support to provide context, documentation and will coordinate the field visit schedule.

Team Leader And Their Team Members

The Team Leader will be responsible for:

- Development of the evaluation plan, methodology and data collection tools
- Obtaining ethic approval as required
- Leading on delivery of the evaluation, including managing the literature review and data collection
- Analysis of data, documentation of key findings and recommendations
- Writing of the final project evaluation report
- Sharing key findings with project stakeholders

The Team Leader and their team members should have the following skills:

- At least 10 years of team leader experience in project management.
- Knowledge and experience of programs focused on blindness prevention and the health system in Viet Nam.
- Knowledge and experience in health policy influencing and advocacy.
- Demonstrable experience in monitoring and evaluating public health programs/eye health programs, including the development and use of quantitative and qualitative data collection tools and participatory evaluation methods.
- Strong analytical skills
- Excellent English report writing skills.

FHFVN project team

FHFVN project team members will be responsible for:

- Compiling relevant documentation and information for background context, and to inform the literature review (to be provided to the team leader)
- Coordinating the field visit schedule, including requesting and scheduling stakeholder interviews and organising travel logistics for the team lead and team members
- Arranging interpretation/translation services for interviews, if required
- Monitoring data collection process, participating in a reflection workshop to provide feedback on initial review findings.
- Provide feedback on the draft report and recommendations.
- Support dissemination of the final report and recommendations to relevant national stakeholders and subsequent actions.
- Logistic support for the consultant such as : schedule and coordinate field trip plan, travel and accomodation support for consultant.

FHF M&E Team & Medical Advisors

They will provide limited support to the project through:

- Technical review on developing Methodology, key evaluation questions, data collection tools.
- Providing feedback on draft report and recommendations

Other Expected Participants

- Provincial Level: Project management boards, representatives from Phu Yen Provincial Department of Health, Phu Yen provincial Departments of Education and Training, Quang Nam Eye hospital, Ninh Thuan Eye Hospital, Lam Dong DoH and FHF's medical advisors

- District/Community Level: District Hospitals (eye departments), and schoolteachers participating in the project.
- Service users:
 - The consultant will conduct a qualitative survey to assess the patient satisfaction of service users, including patients and their caregivers. The survey will involve a sample of 200 randomly selected service users—100 patients and 100 caregivers—who have utilized the hospital's services in 2025-2026. The findings will be shared and included in the final report.

Management and Logistics

The two FHFVN staff who are managing the Phu Yen LEH project will be the focal point for the evaluation throughout the evaluation process, coordinating communications between the evaluator/s and The Foundation's commissioning team, ensuring milestones are met, and coordinating review and providing feedback for FHFVN country manager for approval of deliverables.

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.

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 evaluation will be required to have in place insurance arrangements appropriate to the provision of the requirements in this ToR, including travel insurance.

Ethical And Other Considerations

The evaluation plan will be carried out in line with The Foundation's Research, Ethics and Data Management Policy. This will inform seeking informed consent, as well as quality control of data collection, use and storage. While acknowledging that this assignment holds negligible/low risk as it will not collect sensitive personal information, the consultant/s is expected to adhere to and uphold the principles of ethical research conduct at all stages of this assignment.

In case the selected consultant faces challenges in getting ethical approval from the ethics-related approvers, possible solutions will be discussed and agreed upon by FHF before the data collection takes place.