

Terms of Reference

Review of 'Bangladesh Eye Health Ecosystem' and mapping of patient journey & referral pathway.

April 2025



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Consortium Members At a Glance:

The Royal Commonwealth Society for the Blind (RCSB)—presently known as Sightsavers, is an international development organisation based in the UK. Sightsavers commenced its programme in Bangladesh since 1973 in partnership with both government and non-government organisations. Sightsavers' work is concentrated in three thematic areas: Eye Health, Education and Social Inclusion.

The Fred Hollows Foundation is an international development organisation, registration number 2389 having its HQ at Level 8, 320 Pitt Street, Sydney NSW 2000 and represented by Cluster Manager of Bangladesh, House # 60, Road # 8, Block # C, Gulshan 1, Dhaka-1212, Bangladesh, (hereinafter mentioned as “FHF”). The Fred Hollows Foundation has been working in Bangladesh since 2008 to eliminate avoidable blindness. The Foundation works closely with government agencies and partners to restore the sight of Bangladeshis.

Background of the Assignment

The concept of system leadership in eye health in Bangladesh began with the development of a system map for the eye health sector in 2021-22. This process involved envisioning eye health beyond its traditional boundaries, integrating it into broader health and non-health sectors, and avoiding siloed thinking. To create the system map, key stakeholders from diverse sectors were interviewed, and a draft map was developed. The correlations between various sectors were explored through a consultative workshop held in early 2022 where the major stakeholders from both government and non-government sector participated. The resulting map highlighted how different sectors—both within and beyond health—contribute to the eye health ecosystem. The idea emerged that system leaders or champions could be identified within existing systems across different sectors. These leaders would activate the interconnections and interlinkages within the eye health ecosystem, giving rise to the system leadership approach. Systems Leadership is an approach where broad network of diverse stakeholders at the national and divisional level in Bangladesh have been engaged to apply innovative and adaptive collaboration methods that progress towards a shared vision for systemic change. The proposed change will be to elevate eye health as a social, economic and development issue in Bangladesh contributing to sustainable eye care for all. The project seeks to transcend traditional siloed approaches by promoting innovative, cross-sectoral thinking. It integrates eye health into existing systems across relevant sectors, identifies and empowers system leaders, and supports the government's efforts to achieve the Sustainable Development Goals (SDGs) by 2030.

Sightsavers and Fred Hollows Foundation jointly started for piloting a Systems Leadership approach named “Bangladesh in sight - Systems Leadership Approach to Eye Health” for a period of 2 years and 6 months by engaging a broad network of diverse stakeholders at national and divisional level in Bangladesh. This project has three separate outcomes, which interlink and influence each other.

1. At the national level, stakeholder engagement will contribute to eye health being integrated into non-eye health and non-health public and private sectors (e.g., education, transport, women,). This is a network weaving intervention, to be led by UNDP.
2. Also, at the national level the project will work with the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) to include eye health as a key service provision to garment workers.
3. In addition, the project will pilot a systems leadership approach in Sylhet to ensure eye health is integrated into the broader health and non-health sector at the divisional and district level in Sylhet Division.

The purpose of this consultancy is two folds i.e. (a) reviewing and analysing the existing system map (b) Map the current patient journey and the referral pathways within the Sylhet division. This will underscore the challenges, gaps and enablers that can highlight what is required to increase coordination of services and organizational policies that influence the eye health system. The consultant is expected to undertake a systemic identification, establishment of co-relations between and among individuals and sectoral institutions in eye health sector, non-health actors and re-draw revise the system map prepared earlier as well as prepare the map of patients journey and referral pathways.

Scope of work

- a) Review and analysis of previous mapping, facilitate workshops, and conduct in-depth interviews with key stakeholders: (i) to review and analyse revise the earlier system leadership eco system map and revise it to the local context of Sylhet ; (ii) to conduct 03 stakeholders' workshop (pre, mid and post consultation); (iii) to conduct 10 key informant interviews with relevant stakeholders; (iv) to elaborate map with necessary changes focusing on Sylhet ecosystem including proposal of 04 sub-districts of 04 districts of this division where the piloting can be implemented with necessary justifications.
- b) Mapping of the patient journey, referral pathways and available services in Sylhet (mapping and analysis of existing health services, NGOs, government, etc.): (i) to identify the different points of patients journey from the community to completion of the services in 04 sub-districts; (ii) to identify availability of eye health services of 04 sub-districts; (iii) to assess the health seeking behaviour of communities highlighting women, vulnerable communities such as ethnic minorities, Horizon/Dalit and persons with disabilities; (iv) to elaborate the referral pathways of eye patients including non-eye health and non-health sectors for establishing correlation and process of follow-up; (v) to assess the existing service delivery mechanism and propose the best way out to maximize the existing service delivery mechanism; (vi) to conduct 01 validation and 01 dissemination workshop with key stakeholders; (vii) to conduct 10 key informant interviews with relevant stakeholders. (viii) to submit a report in detail on the patient journey, referral pathways and available services.

Timeline

The consultant's work is envisaged to start in April 2025 and may continue until August 2025, although this is subject to negotiation.

Location: Bangladesh.

Deliverables

- 1) An inception report through desk research/literature review, review the project concept/proposal, meeting with project team of Sightsavers and FHF for clarifications about the project. The inception report will also cover a detailed plan/road map for revising re-drawing of the earlier system leadership map.
- 2) An updated stakeholders' map in light to the system leadership approach including the containing of proposal of 04 sub-districts where the project can be implemented through organizing 03 stakeholders' workshops and conduct 10 KIIs.
- 3) A detail report containing patients' journey, referral mechanism, eye health seeking behaviour, existing service delivery mechanisms and way forward to maximize.
- 4) Organize 02 workshops (validation and dissemination) on output (3).

Schedule of payment

The payment will be made in instalments –

- 1st instalment (30% of the total agreed value) will be paid to the consultant as progress payment upon submission of the inception report (mentioned in deliverable 1).
- 2nd instalment (40% of the total agreed value) will be paid upon completion of deliverable of deliverable 2.
- Final instalment (rest 30% of total agreed value) will be paid upon completion of deliverables 3 & 4.
- VAT and taxes shall be deducted at source as per the rules of the government of Bangladesh.

The mode and timing of the payment will be as agreed by Sightsavers and the consulting firm/individual consultant.

Sightsavers will bear any costs other than the agreed value of the consultancy.

Eligibility of the Consulting Firm/Individual Consultant

1. Having minimum 10 (ten) years of experience to conduct qualitative research including situational studies and involvement in system strengthening initiatives.
2. The consulting firm/individual consultant will be familiar with concepts related to research ethics, such as informed consent and confidentiality, and local laws and guidelines pertaining to research involving human subjects.
3. Experiences to work with government health system of Bangladesh including other development sector.

4. Working experience to strengthen health system of non-health sector will be added values for the consulting firms/individual consultants.
5. The consultant will be a fluent speaker of Bengali and English.

Evaluation criteria

Quality and Cost Based Selection (QCBS)

Technical experience weightage: 80%

Financial offer weightage: 20%

Technical experience	a) Profile of the consulting firm/individual consultant ----- ----- 10	80
	b) Relevant experience in health and non-health system -- ----- 20	
	c) Relevant experience and understanding of the system development/leadership ----- 30	
	d) Details work plan & timeline ----- 05	
	e) Sample of relevant work experience -----15	
Financial offer	Price offered by the consulting firm/individual consultant	20
Total score		100

Required Documents

The consulting firm/individual consultant needs to submit a technical and financial proposal separately in a single email.

Each submission must include the following

Technical Proposal must contain:

- Profile of the consulting firm/individual consultant: A summary of the consultant (in case of individual consultant) or team leader (for consulting firm) and the CVs of the experts, including their records of experience.
- Detailed work plan and timeline.
- Examples of relevant peer-reviewed, primary authored publications and/or study reports are required.
- Other documents if related to evaluations, including eligibility.

Financial proposal must contain

- Listing all costs associated with the assignment. In particular, the financial proposal should itemise the following:
 - Associated human resource costs
 - Variable costs inclusive of transportation costs and other associated costs.

Terms and Conditions:

- Sightsavers shall reserve the right to accept and reject any proposal without giving any verbal and or written reason.

- Sightsavers shall reserve the right to select the consulting firm/individual consultant and/or nullify all the offers at its discretion.
- Sightsavers reserves every right to monitor the quality and progress of the work during the assignment period.
- All materials (soft and hard) used during the assignment will be treated as Sightsavers' property. The materials or any part, therefore, cannot be sold, used or reproduced in any manner without the prior written approval of Sightsavers.
- Payments shall be made in account payee cheques or bank transfers. VAT and Tax shall be deducted from the invoice amount as per the rules of the government of Bangladesh.

Submission Guidelines:

- The interested consulting firms/individual consultants are requested to submit their proposals to **mimran@sightsavers.org** and copying to **bislam@sightsavers.org** on **or before 10 May 2025** with the subject line **“Review of ‘Bangladesh Eye Health Ecosystem’ and mapping of patient journey & referral pathway”**.
- The Proposal should be addressed to **Country Director, Sightsavers Bangladesh Country Office**.
- The Technical Proposal and the Financial Proposal must be submitted separately, and the financial proposal must be submitted duly signed.
- The consultant must submit their legal documents (updated Trade License, BIN Certificate/PSR, Tax certificates and Bank account details, etc.) along with the quotations.
- The quotations must specifically mention VAT and Tax provisions.

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