

IN-COUNTRY CONSULTANT – SOCIALIZATION OF INTEGRATED CARE FOR OLDER PEOPLE

TERMS OF REFERENCE

Country: China

Date: 29/10/2025

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 China in 1998. Today, it is one of the leading Eye care International non-governmental organisations (INGO) in China. The Foundation works in partnership with Huangshan Weigongyi Volunteer Association. In recognition of an increasing older population and the burden of eye conditions in this population group, The Foundation has been working since year 2023 to improve the health and wellbeing of older persons in China, including through a project that was conducted in 2023 to improve access to eye health services for older people in Anhui province. In continuation of this work, The Foundation has initiated a project to pilot the inclusion of primary eye care into the existing basic public health services and initiatives funded by government with an emphasis on improving access for older people. The project also aims to create an environment that is conducive to the future provision of integrated care for older people by socialising WHO's model of Integrated Care for Older People (ICOPE). ICOPE can support the delivery of Integrated People-Centred Eye Care (IPEC) for older adults while also facilitating timely management of other key health domains. Evidence shows that person-centred, integrated care is the most effective way to implement the broad range of interventions needed in later life. This approach promotes both eye and overall health, helping to prevent or delay care dependence and supporting healthy ageing. The insights gained through this project will contribute to advocacy efforts at national level for increased government funding to support primary eye care inclusion into basic public health services initiative across the country as well as the need to deliver integrated care for older people.

PROJECT BACKGROUND

Globally, an estimated 73% of avoidable vision impairment occurs in people who are 50 years and over, and with a rapidly ageing population in China (projected to reach 402 million by 2040, and a percentage of the total population that will grow from 32% in 2020 to 47% by 2050), this means that a growing number of older people will be affected by vision loss if concerted action is not taken. Special attention is required in rural areas of the country where the prevalence of vision impairment is higher and availability and access to healthcare services more limited. To date, older people only receive 39% of the screenings conducted by the Fred Hollows Foundation in the country, despite experiencing 61% of the burden of vision impairment and blindness. 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.

This means that opportunities are currently being missed for early detection, prevention, and management of vision loss. The past decades have seen an unprecedented rise in the number of local civil society organizations, which reached more than 900,000 by the end of 2021. Their penetration in rural areas and past engagement with government in the provision of social services makes them an idea candidate to help integrate eye healthcare into the existing community-based care model, reaching older people where they live.

Project goal: The project aims to pilot the inclusion of primary eye care into the existing basic public health services and initiatives funded by government with an emphasis on improving access for older people. The project also aims to explore and create an environment that is conducive to the future provision of integrated care for older people, including socialising the WHO model of Integrated Care for Older People (ICOPE) amongst government and healthcare providers across levels, supporting capacity building for primary health care providers and others on eye health and ICOPE, strengthening information management, exploring partnership and networks for service provision and referrals in non-eye health areas that will be required to effectively implement ICOPE in Suixi.

Project outcomes:

Outcome 1: Primary health workers have enhanced their capacity to provide primary eye care services to the community, particularly to older people, in local villages and townships

Outcome 2: Local people, particularly older people, have improved access to primary eye care

Outcome 3: Stakeholders identified for the delivery of ICOPE.

Outcome 4: Enhanced local awareness and understanding of ICOPE across various stakeholders, levels of care and healthcare providers

Outcome 5: Evidence is disseminated on the cost-effectiveness of including eye care within primary care and on the county's readiness to deliver ICOPE

PURPOSE OF THIS CONSULTANCY

The purpose of this consultancy is to support the socialization of WHO's model of Integrated Care for Older People (ICOPE) and to help contextualize this model to the Chinese context. 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 in China 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 the specific region and province where the project is taking place (i.e. Suixi County, Huaibei City). However, other leading stakeholders working in the field of ageing at national level are expected to also be included in the mapping exercise.
- **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 in the region. An assessment of the readiness of stakeholders and systems to deliver integrated care in China will also be conducted using the WHO ICOPE scorecard and drawing from the insights gleaned through stakeholder consultations and a desk review.

- **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 China office, developing a list of participants, and preparing draft invitations. The aim of this workshop is to build capacity on WHO's ICOPE model, explore implementation options based on the findings of Step 1 and the contributions of participants, and identify necessary adaptations of this model for the local context.

2. In-country workshop

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 as well as support the development, adaptation and translation of ICOPE training materials.
- **Support the in-country workshop**. This will include, among other things, documenting and consolidating participant input during the workshop to inform the contextualization of ICOPE in the country.
- **Prepare draft workshop report and a document presenting the proposed design for the delivery of ICOPE in the selected region**. These deliverables will draw from the input provided during the workshop and further input and guidance from the Healthy Ageing Senior Advisor. The design is expected to include the ICOPE care pathway 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 workshop report and project design** 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:

- 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 development, adaptation and translation of ICOPE training materials;
- 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. The consultant will also help facilitate the capacity building component of the workshop, under the guidance of the Healthy Ageing Senior Advisor;
- Prepare a meeting report as well as the detailed design for the delivery of ICOPE in the region, 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 ICOPE country design 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:

- List of organizations and stakeholders to visit / interview / consult and proposed schedule for consultations.
- 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.
- Workshop materials as required, including adapted and translated ICOPE training materials.
- Meeting report.
- Detailed design for ICOPE delivery in the region.
- Summary PowerPoint presentation including the complete and final design of the project.

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 and provision of templates where available.
- 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, 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 training materials and experience in capacity building.
- Experience preparing meeting reports and consolidating stakeholder feedback.
- Strong familiarity with the Chinese healthcare system, including a solid understanding of national policies in the areas of ageing and eye health.
- Strong analytical, oral and written communication skills.

- Proficiency in spoken and written Chinese and English, with the ability to convey complex ideas clearly and effectively.
- Advanced computer literacy, including expert-level skills in Microsoft Office Suite.
- Experience in healthy ageing will be an advantage, particularly any experience with WHO's model of Integrated Care for Older People (ICOPE).

ANTICIPATED SCHEDULE

The project is expected to start mid-November 2025 and be completed by June 2026.

DESCRIPTION	DUE DATE	FORMAT
EoI due	16 November	
Confirmation of consultant	25 November	Contract with consultant
Review of background documentation and provision of the final action plan by consultant	1 December	Document sent by email
Check in / report back	3 December	Virtual meeting / document edits
List of possible organizations and stakeholders to visit / interview	9 December	Document sent by email
Check in / report back	11 December	Email update and / or virtual meeting and document edits
Final list of organizations and stakeholders to visit / interview with detailed schedule	16 December	Documents sent by email
Consultations with local stakeholders	W/k 22, 29 Dec and 5 Jan	
Draft PowerPoint	21 January	Documents sent by email
Check in / report back	26 January	Virtual meeting and document edits
Revised PowerPoint	30 January	Document sent by email
Venue options, proposed list of participants for the workshop, draft invitation letter	6 February	Documents sent by email
Check in / report back	10 February	Virtual meeting and document edits
Revised list of participants and invitation letter, incorporating feedback	13 February	Documents sent by email
Attend internal capacity building sessions on ICOPE (3-4 individual sessions of 2-3 hours each) and support workshop planning	February / March	
Support workshop days	w/c 20 April	
Draft meeting report and draft design for ICOPE delivery	8 May	Document sent by email
Check in / report back for internal feedback	14 May	Email update and / or virtual meeting and document edits
Revised documents following internal feedback	22 May	Document sent by email
Check in / report back to go over external feedback	11 June	Virtual meeting
Revised documents following external feedback and associated PowerPoint Presentation	19 June	Document sent by email
Check in / report back	24 June	Virtual meeting
Final documents and PowerPoint Presentation based on final feedback	29 June	Document sent by email

PAYMENT TERMS & SCHEDULE

The maximum budget allocated for this work is 9520 USD (including all taxes) and the work is estimated to take around 45 days over the 9-month period between October 2025 and June 2026. The financial proposal will be evaluated alongside the technical proposal in selecting the consultant. 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	- Detailed action plan for the completion of the consultancy - List of organizations and stakeholders - PowerPoint with results from Step 1	40%	January 2025
Step 2. In-country workshop and draft project design	- Draft meeting invitation letter and prepare proposed list of participants - Workshop support - Draft meeting report - Draft detailed design of the project and the M&E framework	30%	May 2026
Step 2. Project design	- Final meeting report - Final detailed design of the project including the M&E framework - Associated PowerPoint Presentation	30%	June 2026

APPLICATION REQUIREMENTS

Individuals interested should **submit a cover letter, resume, technical proposal, and financial proposal all in one single pdf file and in English**. Applications should **be sent by 16 November at 17.00h Beijing time**. Please include the following as email subject "China ICOPE Socialization" and send to the following email addresses: vfuentenunez@hollows.org and duan@hollows.org.

The technical proposal should include the proposed approach, an action plan and timetable in line with this TOR, and a description of how the consultant meets the required qualifications. The financial proposal must not exceed the maximum budget allocated for this work, and will be evaluated alongside the technical proposal in selecting the consultant.

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 consultant/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 consultant/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 consultant and / or consultant 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 consultant team will be required to comply with The Foundation's Safeguarding People Policy and sign the Safeguarding Code of Conduct.