

Terms of Reference

Selection of team of freelance consultants

Summary

Programme	Inclusive Eye Health
Consultancy Purpose	Provide CBM Country Office with a Feasibility Study and Business Plan on the establishment and operation of an Eye Health Center in Addis Ababa
Commissioning organisation/contact person	CBM Ethiopia Country Office (CO ETH) Francesco Giulietti, Country Director
Evaluation Team members	External consultant (International and National)
Primary Methodology	Mixed Methods
Proposed Evaluation Start and End Dates	16 th August 2021
Anticipated Evaluation Report Release Date	30 th September 2021

Background and rationale

Across Ethiopia, there are only 47 public secondary eye care units and four tertiary centers (FMoH, 2016b). As per FMoH data, Ethiopia has one of the highest prevalence rates of blindness in sub-Saharan Africa and in the world. According to the 2006 National Survey on Blindness & Low Vision in Ethiopia, the prevalence of blindness was at 1.6% and low vision 3.7%. Preventable causes of blindness such as Cataract, Trachoma, and Uncorrected Refractive Errors (URE) are the leading causes of blindness and visual impairment. The Cataract Surgical Rate (CSR) for the country is below 600 while WHO recommends a CSR of 2000 for Sub-Saharan African countries. The number of ophthalmologists in the country is about 160 and this number is 3-4 times lower than the average recommended number per million populations for sub-Saharan countries.

Although the magnitude of the problem is huge, interventions up to now have not met the need. The number of cataract surgeries done in Ethiopia in 2012 alone did not exceed 50,000 in the whole country from the existing backlog of about 700,000 blinding cataracts. This shows that there is an urgent need to provide high-volume cataract surgical and comprehensive eye care services by diversifying the modality of CBM’s approach in working with existing institutions. By establishing a CBM-run center that focuses on the provision of high-quality and high-volume cataract surgical services and eventually comprehensive eye care in an efficient and effective manner, the high need

could be addressed adequately. Such a center could also serve to reduce the huge burden of cataract blindness backlog in the country, as well as a model for comprehensive and inclusive eye health services that will play an important role in strengthening the national eye health systems and thus contribute to a more sustainable approach in the Ethiopian eye health sector.

To get a better understanding of the potential development of such an eye health center and to get a better understanding of the benefits, the possible competition with existing centers, the demand for the service & the paying capacity of the community, the chance for sustainability and potential risks for failure, the mitigations.

Purpose of the Consultancy

The Consultant will provide CBM Ethiopia with a feasibility study on the establishment and operations of an Eye Health Center in Addis Ababa, Ethiopia. The feasibility study is the basis for deciding whether and how the Eye Health Center can be established and operated. It will provide a basis for decision-making, identifying potential benefits and strengths, as well as possible failures and risks.

The second part of the assignment will be to supplement the study with a business plan and a financial plan, including procurement, personnel and governance plans and an estimate of the necessary financial and human resources (planned costs) and the expected sales revenues, so that the profitability of the investment expenditure can be assessed.

The detailed analysis should project the financial performance of the proposed project from the time of opening until 12 consecutive months of stabilized operations and income/loss at the net operating line in the coming 3 to 5 years.

Expected results and specific objectives

- a. Conduct a feasibility for the proposed eye center including (but not limited to) the following components:
 - Existing market, market description, size with treatment types, treatment demand, treatment numbers
 - Competitors
 - Possible location including building
 - Possibility of attracting and retaining the right HR
 - Project financials and procurement
 - Legal framework and requirements
 - Potential risks
 - Schedule and timeline
 - Recommendations for project management including Human Resources for project management

- b. Prepare a business and financial plan for the eye center (but not limited to) the following components:
- Required staffing, including an organizational chart
 - Required management systems, IT systems, HMIS or ERP
 - Governance structure
 - i. Governance requirements
 - ii. Oversight responsibilities
 - iii. Policies and procedures
 - iv. Risk management framework
 - Fixed costs for managing the center
 - Annual expenses
 - i. Personnel
 - ii. Consumables
 - iii. Equipment
 - iv. Administration
 - v. Infrastructure, maintenance and property
 - vi. Other expenses
 - Sustainability plan and way forward on system strengthening
 - Advocacy plan
 - Recommendations for project management

Deliverables

- a. Inception report including the consultants' understanding of the issue to be addressed in the feasibility study and the business plan as well as the methodology. This will be presented to CBM Ethiopia and the IEHI during an online meeting and in the form of an inception report and agreed upon jointly. Due on August 30th 2021:
- b. Draft Feasibility study and business plan. Due on September 15th, 2021:
- c. Final Feasibility study and business plan for the eye center including comments and feedback from CBM Ethiopia and IEHI. The final reports will be presented in a summarized way during a webinar/online meeting to CBM Ethiopia and the IEHI. Due on September 30th 2021:

Methodology

- Desk review of relevant laws and regulations related to similar non for profit centers based on generating income for the purpose of future sustainability. Regulations around Tax issues, use of profit or surplus money, etc.
- Observations and stakeholder interviews with Ministry of Health, and other key stakeholders

Required Experts Profile:

The team shall consist of one international lead consultant and one national consultant. The international consultant will have the overall responsibility for the quality and timely submission of all deliverables.

International consultant:

- University degree in a public health or social sciences related to the topic.
- At least 10 years' experience in financial and strategic planning, preferably for larger eye health facilities
- At least 10 years' experience in public health, local health systems and hospital management preferable in eye health
- At least 5 years' experience in market research and business plan development
- Excellent written and oral communication skills in English
- Strong ability to analyse and translate results into practical guidance and present them in an appropriate format.
- Experience with remote working methods is an advantage.

National consultant:

- Legal background, e.g. lawyer, legal specialist
- Proven experience in conducting market research and feasibility studies with providing strong legal analysis
- Knowledge on local sales structures and processes in the health sector is an advantage
- Excellent written and oral communication skills in Amharic and English

Agreed fee and payment schedule:

Contract and payment will be managed by CBM Ethiopia Country Office. Payment will be made in 2 instalments: 30% upon delivery of an accepted Inception Report and 70% upon full and satisfactory delivery of all the deliverables outlined above. The following costs will be covered:

- Consultant costs: professional fees
- Logistic costs: airfares, accommodation, visa fee, local transport, communication cost (costs will be reimbursed upon receipt of proper invoices)

Applications

Expressions of Interest shall be submitted by the 10th of August to francesco.giulietti@cbm.org or info.ethiopia@cbm.org and shall include:

- Brief description of the firm and previous experiences in the same domain
- Licenses and TIN numbers
- Technical Proposal
- Financial Proposal

Only complete applications will be considered. CBM may ask for references and/or examples of previous work and reports during the recruitment process. CBM reserves the right to terminate the contract in case the suggested and agreed upon team members are unavailable at the start of the evaluation and no adequate replacement can be provided. Each team member need to fully comply with and sign CBM's or the partner organization's Code of Conduct and Child Safeguarding Policy as well as commitment to data security and privacy