



Terms of Reference

Title:	Tourism Services – Inclusive Destination Planning
Location:	Hanoi, Lao Cai and Son La, Vietnam
Timing:	November 2021-March 2022

1. About Us

With more than 35 years of experience, Cowater International is Canada's global leader in management consulting services specialising in international development. We have managed the implementation of over 2500 projects in more than 95 countries around the globe for clients such as DFID, DFAT Australia, the European Union, the World Bank and Global Affairs Canada. We work with governments, partner organisations, communities and civil society to design and implement sustainable solutions that generate lasting social, economic and environmental impacts. Our adaptive approach to management has led to our award-winning work and recognition as one of Canada's Best Managed Companies from 2017 to 2021.

2. Background

The GREAT Program is a flagship initiative of the Australian aid program in Vietnam – it commenced in November 2017 and the current phase will run for five years to June 2022. The Program is promoting women's economic empowerment (WEE) in the ethnically diverse north-west region of Vietnam. The primary beneficiaries are women living in the provinces of Son La and Lao Cai with an overarching emphasis placed on the inclusion of women from ethnic minority communities.

The objectives of the Aus4Equality|GREAT Program are:

- **Objective 1** – Empowering local women: Women living in local communities have increased capacity, space and choices to beneficially engage with agriculture and tourism businesses.
- **Objective 2** – Inclusive businesses partnerships: Selected private sector actors within the agriculture and tourism sectors innovate to profitably and sustainably trade with more women entrepreneurs and operate in gender sensitive ways.
- **Objective 3** – Improving sector governance and policy: Government agencies reinforce policies, and enact plans, regulations and services that enable more inclusive socio-economic development.

The Program is partnering with approximately 50 organisations to deliver results, including private sector actors, governmental and non-governmental organisations, and research institutions. GREAT currently has a portfolio of seven tourism investments spanning community-based tourism, policy, training and destination development. Additionally, there are three other investments in handicrafts and medicinal herbs which have a strong crossover with the tourism industry.

Tourism has an important role to play in North-West Vietnam as it generates income generating opportunities and jobs, particularly for women and youth. Being labour intensive, it has relatively low barriers of entry for service-level jobs as well as micro and small businesses that service the sector.

Tourism development, done responsibly, can help maintain areas of high environmental value and protect local culture by helping local governments and communities understand the economic benefits tourism can bring if natural attractions and local culture are preserved.

Before the onset of the COVID-19 pandemic, the growth of the middle class in Vietnam and neighbouring China underpinned the tourism industry in Lao Cai and Son La. Western tourists were also an important part of the market as they are more likely to visit remote areas. In addition, improved road access and local services were also major contributors to growth in the sector. These factors are signs that there is a real opportunity to develop tourism in Lao Cai and Son La that brings benefits to women, particularly from ethnic minorities and those living in more remote areas of these provinces.

During Program implementation, specific gender issues and constraints have been identified that limit ethnic minority women's aspirations and ability to engage and benefit from the tourism sector. For example, in some communities, tourism is not seen as a suitable career path for ethnic minority women due to negative perceptions of the hospitality sector. There is also a reluctance of some ethnic minority women, potentially based on their husband's wishes, to interact with tourists.¹

GREAT's Longitudinal Study Midline Report identified ethnic minority women's levels of Kinh literacy limited their roles and participation in tourism.² Improved financial and digital literacy are also needed to enhance women's ability to engage in these sectors.

3. About the Opportunity

Cowater International is seeking proposals from qualified tourism service organisations to support GREAT's inclusive and gender-responsive tourism activities for the November 2021-March 2022 period that will also help build the foundation for a potential second phase of the Program.

A key focus is addressing the specific constraints of ethnic minority women by building a sustainable, inclusive and gender-responsive tourism sector in Son La and Lao Cai. Please see Annex 2: Constraints of Ethnic Minority Women and Service Weakness and Annex 3 for GREAT's Tourism Sector Theory of Change.

The assignment has four components:

Component 1: Inclusive and Gender Responsive Tourism Planning and Policy Son La Province

Component 2: Smart Destination Management Improvement of Moc Chau District, Son La Province

Component 3: Bat Xat Inclusive and Gender Responsive Tourism Planning

Component 4: Inclusive and Gender Responsive Tourism Planning - Lao Cai Province

¹ Reported at GREAT Reflect and Refocus Workshop, January 2021.

² "Aus4Equality/GREAT Longitudinal Study Midline Report, December 2020, p.13.

4. Key Principles

The following key principles will apply to the implementation of all project components:

- Foster strong local ownership by local organisations (government agencies and tourism associations);
- Align with local government planning frameworks and timelines;
- Understand the needs and aspirations of ethnic minority women;
- Propose practical, implementable approaches and solutions given available financial and human resources;
- Base recommendations on available evidence; and
- Build on GREAT and partner successes to date.

5. Project Management

The selected contractor will work closely with GREAT local partners who are the ultimate projects “owners”. These are:

- The Son La Department of Culture, Sport and Tourism (Son La DCST);
- Moc Chau Department of Culture and Information (DCI Moc Chau);
- Bat Xat Department of Culture and Information (DCI Bat Xat); and
- The Lao Cai Department of Culture, Sport and Tourism (Lao Cai DCST).

The role of GREAT, the selected contractor and the local partner is detailed in Annex 1.

6. Project Components

Component 1: Inclusive and Gender Responsive Tourism Planning and Policy, Son La Province

This initiative will support Son La Province to revise its Tourism Development Plan and update its provincial tourism policy, as well as improve the governance of the Management Board of Moc Chau National Tourism Area.

The main interventions, outputs and total budget (consulting and management fees, activity costs, travel and logistics) are detailed below:

Main interventions	Outputs	Targeted impact	Timing
1. Improve tourism policy development to be inclusive and gender-responsive (budget AUD 57,436)			
1.1 Policy review, research and analysis	<ul style="list-style-type: none"> • Policy and gender gaps and best practice policies are identified for further improvement and inclusion • Policy inputs/ recommendations identified for improvement • Outline of Community based Tourism Development Fund model 	<p>Inclusive and gender - responsive aspects are integrated into the policy</p> <p>Review impact of target groups</p>	Nov, 2021
1.2 Policy dialogue/ consultation workshops (3 themes: Tourism policy; CBT development fund; and management and operation of Moc Chau National Tourism Area)	<ul style="list-style-type: none"> • Inputs, feedbacks, recommendations provided by businesses, communities and relevant government departments. • Policy drafts are improved and are more gender inclusive • Final policy submitted to the Provincial government for approval 	40-45% of women participate in the policy dialogue/ consultation and women voices are listened to and taken up by local government	Nov, 2021

Main interventions	Outputs	Targeted impact	Timing
	<ul style="list-style-type: none"> Appropriate management board structure and operational guidelines of Moc Chau National Tourism Area are recommended to PPC for approval The proposal of Community Based Tourism Development Fund (CBT-DF) that allows ethnic minorities and women to access finance for tourism development is drafted 	There are clear instructions/guidance and an application process to access the policy and CBT-DF	Mar 2022
1.3 Policy communication (promote policy through workshops, local radio, television, social networks)	<ul style="list-style-type: none"> Communication material developed and posted to target audiences through media and social network 	Ethnic minority and women benefit from the supported policies	Mar 2022
2. Improved Tourism Development Plans to be inclusive and gender-responsive (budget AUD 81,454)			
2.1 Review and improve Provincial Tourism Master plan 2030, Orientation to 2050; and Tourism Development Program 2021-2025	<ul style="list-style-type: none"> Gender inclusive tourism assessment conducted 	Gender inclusive gaps and opportunities, and inclusive tourism mainstreaming are identified for integration in the tourism development program and priorities identified for the second phase of GREAT Practical inputs and recommendations identified for improvement	Dec 2021
	<ul style="list-style-type: none"> Provincial Tourism Master Plan 2030 Orientation to 2050 Sustainable development and women inclusion gaps are identified for improvement of Tourism Development Plan 2021-2025 		Mar 2022
2.2 Stakeholders' consultation workshops for Provincial Tourism Master Plan 2030 Orientation to 2050 and the improvement of tourism development program 2021-2025	<ul style="list-style-type: none"> Inputs, feedback, recommendations provided by businesses, communities and relevant government departments are adopted in the development program. Provincial Tourism Master Plan 2030 Orientation to 2050 finalised and submitted to PPC The Tourism Development Program 2021-2025 is finalised and is more inclusive and gender-responsive and approved by DCST for implementation 	40-45% of women participate in the consultations and Women's voices are listened to and taken up by local government	Mar 2022
			Dec 2021
2.3 Inclusive and gender-responsive opportunity assessment.	<ul style="list-style-type: none"> Summary report for GREAT to guide second phase activities across Son La Province that details constraints of women and men and opportunities to grow an inclusive and gender-responsive tourism sector. 	NA	Dec 2021

For Key Deliverables and Milestones, please see Annex 1: Roles, Key Experts, Deliverables and Milestones

Component 2: Smart Destination Management Improvement of Moc Chau District, Son La Province

This initiative will undertake scoping for Smart Destination Management that will support Moc Chau to connect homestays and other businesses to online booking platforms, facilitate remote monitoring of

tourism attractions, support investment attraction, and enable overnight visitor registration and visitor and local community feedback.

Main interventions	After GREAT Intervention March 2021	Milestone
1. Smart tourism destination management (Budget AUD 15,000)		
1.1 Scoping smart destination management	<ul style="list-style-type: none"> The technical and management requirements and required conditions for the application of smart destination management are evaluated Management models are identified for pilot application Happiness index approach/tool is assessed/trialed for integration into smart destination management A preferred technology service provider is recommended Budget for the application of smart destination management is estimated 	Jan 2022

For Key Deliverables and Milestones, please see Annex 1: Roles, Key Experts, Deliverables and Milestones

Component 3: Bat Xat Inclusive and Gender Responsive Tourism Planning

This component will support the review and revision of Bat Xat District's Tourism Development Plan to support the gender-responsive and inclusive growth of the sector.

Main interventions	Outputs in the extension period	Targeted impact	Milestone
1. Inclusive and Gender Responsive Tourism Planning (Budget AUD 62,765)			
1.1 Review and improve the District Tourism Development Plan 2021-2030, Orientation to 2050 and review Tourism Development Plan 2021-2025	<ul style="list-style-type: none"> Gender inclusive tourism assessment conducted 	Gender inclusive gaps and opportunities are identified for integration in the tourism development program	Nov 2021
	<ul style="list-style-type: none"> District Tourism Development Plan 2021-2030 Orientation to 2050 developed. Sustainable development and women inclusion gaps are identified for improvement of tourism development plan 2021-2025. 		Dec 2022
1.2 Stakeholders' consultation workshops for District Tourism Development Plan 2021-2030 Orientation to 2050 and the improvement of Tourism Development Plan 2021-2025	<ul style="list-style-type: none"> Input, feedback and recommendations provided by businesses, communities and relevant government departments and adopted in the development program. District Tourism Development plan 2021-2030 orientation to 2050 finalised and submitted to DPC The Tourism Development Program 2021-2025 is finalised and approved by DCI for implementation 	40-45% of women participation in the policy dialogue/ consultation and women voices are listened to and taken up by local government	Dec 2022

For Key Deliverables and Milestones, please see Annex 1: Roles, Key Experts, Deliverables and Milestones

Component 4: Inclusive and Gender Responsive Tourism Planning - Lao Cai Province

This initiative will support Lao Cai Province to develop its Tourism Development Strategy Framework and update its provincial tourism development plan. It will also complement preparation for a proposed partnership with the World Bank (Lao Cai Province Sustainable Urban and Infrastructure Development Project) and build a foundation for the next phase of GREAT.

The main interventions, outputs and total budget (consulting and management fees, activity costs, travel and logistics) are detailed below:

Main interventions	Outputs in the extension period	Targeted impact	Milestone
1. Inclusive and Gender-Responsive Tourism Planning Lao Cai (Budget AUD 80,765)			
1.1 Review and develop Provincial Tourism Development Strategy Framework 2021-2030 Orientation to 2050 and review Tourism Development Plan 2021-2025	<ul style="list-style-type: none"> Gender inclusive tourism (province-wide gender-sensitive) assessment conducted Provincial Tourism Development Strategy Framework 2021-2030 Orientation to 2050 developed. Sustainable development and women inclusion gaps are identified for improvement of the Tourism Development Plan 2021-2025 Improved Tourism Development Plan 2021-2025 developed. 	<p>Gender inclusive gaps and opportunities, and inclusive tourism mainstreaming are identified for integration in the tourism development program and priorities identified for the second phase of GREAT.</p> <p>Practical inputs and recommendations identified for improvement.</p>	<p>December 2021</p> <p>December 2021</p>
1.2 Stakeholders' consultation workshops for the improvement of Tourism Development Strategy Framework 2021-2030 Orientation to 2050 and review Tourism Development Plan 2021-2025	<ul style="list-style-type: none"> Inputs, feedback, recommendations provided by businesses, communities and relevant government departments and adopted in the development program. The tourism development program is finalised and approved by PPC/DCST for implementation 	40-45% of women participation in the consultations and Women voice are listened and taken by local government	December 2021
1.3 Inclusive and gender-responsive opportunity assessment.	Summary report for GREAT to guide second phase activities across Lao Cai Province that details constraints of women and men and opportunities to grow an inclusive and gender-responsive tourism sector.		December 2021

For Key Deliverables and Milestones, please see Annex 1: Roles, Key Experts, Deliverables and Milestones.

7. Eligibility

This opportunity is open to local or international businesses or organisations. If international organisations wish to apply, it is mandatory that it is in partnership with a local organisation. Local organisations will need to include an international tourism expert (remote or Vietnam-based), preferably with experience working in the target provinces. Please note that it will not be possible for international experts to enter Vietnam to conduct the assignment due to COVID-19 travel restrictions.

Organisations need to have:

- Appropriate registration;
- A minimum of ten years relevant professional experience in tourism. or related fields; and
- Evidence of three tourism contracts of a similar scale undertaken over the past five years.

8. Team Composition

A project manager needs to be nominated that oversees both the technical and financial management of the assignment and is the key focal point to liaise with both GREAT and partners. This person should ideally be the Senior National Tourism expert.

List of key technical experts:

- Senior national tourism expert (12+ years experience)
- Senior national tourism policy/planning expert (12+ years experience)
- Senior national gender expert (12+ years experience)
- International tourism expert (12+ years experience)
- National Tourism and IT Expert (7+ years experience)

The mandatory key expert positions are detailed in Annex 1: Roles, Key Experts, Deliverables and Milestones. Experts can work across multiple components, however they will need to have sufficient time to undertake the proposed tasks to meet key milestones as scheduled.

All experts must have:

- High level English language communication and report writing skills;
- Relevant tertiary qualifications;
- Excellent coordination and facilitation skills; and
- And preferably an understanding of women's economic empowerment and experience working with ethnic minority communities in Vietnam (preferred).

9. How to Apply

Proposals need to be sent to aus4equalityrecruitment@gmail.com before 5pm Hanoi time on 4 November 2021 with the subject line "Tourism Services – Inclusive Destination Planning". Late applications will be not considered.

The proposal needs to include:

- (i) **A commitment letter** signed by the authorised representative of the Applicant organisation/business, confirming the Applicant's intention to provide the services in accordance with the provisions of this TOR;
- (ii) **A copy of business/organisation registration** of the Applicant;
- (iii) The business or organisation's experience relevant to the assignment (maximum four pages), substantiated with **copies of similar contract references** undertaken in the past 5 years;
- (iv) **Proposed methodology** including at least by not limited to the following information:
 - Implementation approach;
 - A skills matrix that identifies the skills required and the personnel that are being proposed;
 - Tentative timetable of activities: and
 - The institutional arrangements.
- (v) The proposed team member/s per component **including CVs and statement of availability by each team member** and **daily rate (AUD)**; and

- (vi) Proposed **management fee**.

A one-hour information session will be organised at **9am Hanoi time Tuesday 26 October 2021**. To register for this session, please contact aus4equalityrecruitment@gmail.com, with the subject line "Tourism Services – Briefing Session", in the subject line.

10. Evaluation process

10.1 Administrative and Technical Evaluation:

First, the Evaluation Committee will carry out an examination of the administrative compliance of the "technical proposal". Technical proposals which are incomplete with regard to major items or which contain reservations considered by the evaluation committee to be substantial will be rejected.

Thereafter, the Committee will proceed with the Technical Evaluation of the proposals in accordance with requirements under point 9.

A maximum of 100 points will be rated, composed of:

- Methodology: 30 points
- Qualifications and experiences of team members: 40 points
- Track record of Applicant in implementing similar assignments: 30 points

The technical acceptability threshold for the proposals is set to minimum 70 out of 100 points. Only proposals that have reached this technical acceptability threshold will be contacted to submit a detailed budget proposal for financial evaluation.

10.2 Financial Evaluation

The best technical proposal under 11.1 receives a technical score of 100. Other proposals are allotted technical scores calculated as follows:

$$\text{Technical score} = (\text{technical points of the evaluated proposal} / \text{technical points of the best proposal}) \times 100$$

Financial proposals will be evaluated on a maximum financial score of 100, based on a formula using proposed daily rates and management fee. The lowest financial proposal receives a financial score of 100. Other proposals are allotted financial scores as follows:

$$\text{Financial score} = (\text{lowest Financial Proposal} / \text{Financial Proposal being evaluated}) \times 100$$

The Aus4Equaity|GREAT Program may interview the representative of the applicant and key experts proposed in the proposal, after having drafted its provisional conclusions but before concluding the contract offer.

The date and time of any such interview will be notified to the Applicant in advance.

A final score will be given to each technically compliant proposal by using the following weighting:

$$\text{Final score} = (70\% \times \text{Technical score}) + (30\% \times \text{Financial score})$$

The Contract will be awarded to the Applicant whose proposal has obtained the highest final score.

Note

No costs incurred by the Applicant in preparing, submitting the proposal and attending the interview (if requested) shall be reimbursable. All such costs shall be borne by the Applicant.

The Aus4Equality|GREAT program retains ownership of all proposals received under this call for proposal procedures. Consequently, Applicants have no right to have their tenders returned to them.

A final budget will be negotiated with the successful applicants that is inclusive of daily rate, management fees, travel and DSA and all activity costs.

The successful Applicant will need to sign a contract that is compliant with Cowater International's Head Contract with the Australian Government including the full copywrite ownership of all deliverables from this assignment.

Annex 1: Roles, Key Experts, Deliverables and Milestones

	Role of consulting Firm	Role of Local Partner (Project Owner)	Role of GREAT	Key Experts (minimum requirements)	Key Deliverables and Milestones
Component 1: Inclusive and Gender Responsive Tourism Planning and Policy Son La Province Work with Son La DCST	<ul style="list-style-type: none"> Support local partner to deliver objectives Develop detailed work plan and budget estimation Provide technical advice and steering Conduct studies, consultation and research Coordinate with local partner to undertake activities including payments that meet GREAT cost norms and approved budget Recruit additional expertise as needed GREAT technical and financial reporting 	<ul style="list-style-type: none"> Clearly communicate government objectives, expectation, processes and required formats to consulting firm Coordinate inputs from relevant departments and local stakeholders including the private sector, ethnic minority communities and women Arrange logistics and local payments Use best endeavours to achieve milestones within agreed deadlines Provide timely feedback and approvals on deliverables Arrange/facilitate necessary approvals for consulting team. 	<ul style="list-style-type: none"> Quality oversight Contract Management including final clearance of deliverables Ensure GREAT Program objectives are being addressed 	<ul style="list-style-type: none"> Senior national tourism expert (12+ years experience) Senior national tourism policy/planning expert (12+ years experience) Senior national gender expert (12+ years experience) International tourism expert (12+ years experience) 	1.1 Inception Report and Methodology: 2 weeks after signing the contract
					1.2 Policy sub-component
					1.2.1 Policy gap assessment report: November 2021
					1.2.2 Inclusive and gender-responsive opportunity assessment report completed (format to be approved by GREAT: December 2021)
1.2.3 Updated draft tourism policy: December 2021					
1.2.4 Documented policy feedback from consultation workshops: February 2022					
1.2.5 Final tourism policies proposal approved by DCST Son La (to be submitted to Provincial People's Council): March 2022					
1.3 Community based Tourism Development Fund (CBTDF) sub-component					
1.3.1 Draft of Community based Tourism Development Fund (CBTDF) proposal: December 2022					
1.3.2 Documented feedback on CBTDF from consultation workshops: February 2022					
1.3.3 Final CBTDF proposal approved by DCST Son La: March 2022					
1.4 Management board structure of Moc Chau National Tourism Area and its operation guideline sub-component					
1.4.1 Identification report of Management gap of current Management of Moc Chau National Tourism Area: January 2022					
1.4.2 Draft of appropriate management board structure and operational guidelines of Moc Chau National Tourism Area: February 2022					
1.4.3 Documented feedback on management board structure of Moc Chau National Tourism Area and its operation guideline from consultation workshops: February 2022					
1.4.4 Final proposal of appropriate management board structure and operational guidelines of Moc Chau National Tourism Area: March 2022					

	Role of consulting Firm	Role of Local Partner (Project Owner)	Role of GREAT	Key Experts (minimum requirements)	Key Deliverables and Milestones
					<p>1.5 Provincial Tourism Master Plan 2030 Orientation to 2050</p> <p>1.5.1 Updated draft Provincial Tourism Master Plan 2030 Orientation to 2050 approved by DCST Son La: January 2022</p> <p>1.5.2 Documented feedback from consultation workshops: February 2022</p> <p>1.5.3 Final Tourism Master Plan 2030-2050 approved by DCST Son La (to be sent to Provincial People’s Council): March 2022</p> <hr/> <p>1.6 Provincial Tourism development plan 2021-2025 sub-component</p> <p>1.6.1 Updated draft Provincial Tourism development plan 2021-2025 approved by DCST Son La: November 2021</p> <p>1.6.2 Documented feedback from consultation workshops: February 2022</p> <p>1.6.3 Final Tourism Development Plan 2021-2025 approved by DCST Son La (to be sent to Provincial People’s Council): March 2022</p>
<p>Component 2: Smart Destination Management Improvement of Moc Chau District, Son La Province</p> <p>Work with DCI Moc Chau</p>	<ul style="list-style-type: none"> Develop detailed work plan and budget estimation Provide technical advice and steering Recruit additional expertise as needed Coordinate with local partner to undertake activities including payments that meet GREAT cost norms and approved budget 	<ul style="list-style-type: none"> Clearly communicate government objectives, expectation, processes and required formats to consulting firm Coordinate inputs from relevant departments and local stakeholders Arrange logistics Provide timely feedback and approvals on deliverables Arrange/facilitate necessary approvals for consulting team. 	<ul style="list-style-type: none"> Quality oversight Contract Management including final clearance of deliverables 	<p>National Tourism and IT Expert (7+ years’ experience)</p>	<p>2. Smart destination scoping</p> <p>2.1 Plan and Methodology: 2 weeks after signing the contract</p> <p>2.2 Scoping smart destination report approved by DCI Moc Chau: January 2022</p> <p>2.3 Happiness index customised to Son La context and inclusive of gender: December 2021</p> <p>2.4 Report of Happiness index pilot results approved by DCI Moc Chau: December 2021</p>

	Role of consulting Firm	Role of Local Partner (Project Owner)	Role of GREAT	Key Experts (minimum requirements)	Key Deliverables and Milestones
	<ul style="list-style-type: none"> GREAT technical and financial reporting 				
Component 3: Bat Xat Inclusive and Gender Responsive Tourism Planning Work with DCI Bat Xat	<ul style="list-style-type: none"> Support local partner to deliver objectives Develop detailed work plan and budget estimation Provide technical advice and steering Conduct studies, consultation and research Coordinate with local partner to undertake activities including payments that meet GREAT cost norms and approved budget Recruit additional expertise as needed GREAT technical and financial reporting 	<ul style="list-style-type: none"> Clearly communicate government objectives, expectation, processes and required formats to consulting firm Coordinate inputs from relevant departments and local stakeholders including the private sector, ethnic minority communities and women Arrange logistics and local payments Use best endeavors to achieve milestones within agreed deadlines Provide timely feedback and approvals on deliverables Arrange/facilitate necessary approvals for consulting team 	<ul style="list-style-type: none"> Quality oversight Contract Management including final clearance of deliverables. Ensure GREAT Program objectives are being addressed 	<ul style="list-style-type: none"> Senior national tourism expert (12+ years experience) Senior national tourism policy/planning expert (12+ years experience) Senior national gender expert (12+ years experience) International tourism expert (12+ years experience) 	3.1 Inception Report and Methodology: 2 weeks after signing the contract
					3.2 Inclusive and gender-responsive opportunity assessment report competed (format to be approved by GREAT) approved by GREAT: December 2021
					3.3 District Tourism development plan 2030, orientation to 2050 sub-component
					3.3.1 Updated draft District Tourism development plan 2030 orientation to 2050 approved by DCI Bat Xat: January 2022
					3.3.2 Documented feedback from consultation workshops: February 2022
					3.3.3 Final District Tourism Development Program 2030 orientation to 2050 approved by DCI Bat Xat (to be sent to District People's Council): March 2022
					3.4 District Tourism development plan 2021-2025 sub-component
					3.4.1 Updated draft District Tourism development plan 2021-2025 approved by DCI Bat Xat: December 2022
					3.4.2 Documented feedback from consultation workshops: February 2022
					3.4.3 Final District Tourism Development Plan 2021-2025 approved by DCI Bat Xat: March 2022

	Role of consulting Firm	Role of Local Partner (Project Owner)	Role of GREAT	Key Experts (minimum requirements)	Key Deliverables and Milestones
Component 4: Inclusive and Gender Responsive Tourism Planning - Lao Cai Province Work with DCST Lao Cai	<ul style="list-style-type: none"> Support local partner to deliver objectives Develop detailed work plan and budget estimation Provide technical advice and steering Conduct studies, consultation and research Coordinate with local partner to undertake activities including payments that meet GREAT cost norms and approved budget Recruit additional expertise as needed GREAT technical and financial reporting	<ul style="list-style-type: none"> Clearly communicate government objectives, expectation, processes and required formats to consulting firm Coordinate inputs from relevant departments and local stakeholders including the private sector, ethnic minority communities and women Arrange logistics and local payments Use best endeavours to achieve milestones within agreed deadlines Provide timely feedback and approvals on deliverables Arrange/facilitate necessary approvals for consulting team	<ul style="list-style-type: none"> Quality oversight Contract Management including final clearance of deliverables. Ensure GREAT Program objectives are being addressed 	<ul style="list-style-type: none"> Senior national tourism expert (12+ years experience) Senior national tourism policy/planning expert (12+ years experience) Senior national gender expert (12+ years experience) International tourism expert (12+ years experience) 	4.1 Inception Report and Methodology: 2 weeks after signing the contract
					4.2 Inclusive and gender-responsive opportunity assessment report completed (format to be approved by GREAT) approved by GREAT: December 2021
					4.3 Provincial Tourism Development Strategy Framework 2030, orientation to 2050
					4.3.1 Draft Provincial Tourism Development Strategy Framework 2030 orientation to 2050 approved by DCST Lao Cai: January 2022
					4.3.2 Documented feedback from consultation workshops: February 2022
4.3.3 Final Tourism Development Strategy Framework 2030 orientation to 2050 approved by DCST Lao Cai (to be sent to Provincial People's Council): March 2022					
4.4 Provincial Tourism development plan 2021-2025 sub-component					
4.4.1 Updated draft Provincial Tourism development plan 2021-2025 Final Provincial Tourism Development Plan 2021-2025 approved by DCST Lao Cai: December 2022					
4.4.2 Documented feedback from consultation workshops: February 2022					
4.4.3 Final Provincial Tourism Development Plan 2021-2025 approved by DCST Lao Cai: March 2022					

Annex 2: Constraints of Ethnic Minority Women and Service Weakness

The below table details the key constraints of ethnic minority women, the underlying cause and associated service weakness and potential intervention area.

Problems of Ethnic Minority Women	Underlying Causes	Services / Enabling Environment	Actors	Service Weakness	Intervention Area
Many ethnic minority women and households are excluded from the benefits of tourism	Poor access to transportation	Improved destination planning and development	<ul style="list-style-type: none"> Government Destination management organisations 	Lack of advocacy on improved road connections.	Inclusive and Gender Responsive Destination Management
	Lack of product/ awareness of existing products and attractions to drive tourism dispersal.	Improved destination planning, development and promotion	<ul style="list-style-type: none"> Government Destination management organisations Tour operators 	Lack of capacity in destination management. Poor coordination between government, private sector and communities. Not capitalising on technology.	Inclusive and Gender Responsive Destination Management
	Lack of marketing strategy to promote and connect the households and micro-enterprises to tourism market	Promotion and marketing	<ul style="list-style-type: none"> Government Destination management organisation Business 	Promotion and Marketing	Inclusive and Gender Responsive Destination Management
	High potential tourism border areas are restricted to international visitors.	Improved tourism policy	<ul style="list-style-type: none"> Government 	Lack of public-private sector dialogue. Lack of tourism policy development capacity. Lack of multi-sector cooperation (tourism, security and military). Lack of government investment attraction facilitation	Inclusive and Gender Responsive Sector Governance
	Education barriers to enter the tourism industry such as being a tour guide.	Improved inclusive tourism policy and programs	<ul style="list-style-type: none"> Government 	Lack of capacity in tourism policy and planning that included consultation with ethnic minority women. Poor coordination with the private sector.	Inclusive and Gender Responsive Sector Governance

Problems of Ethnic Minority Women	Underlying Causes	Services / Enabling Environment	Actors	Service Weakness	Intervention Area
	Lack of investment, attractions and packaged experiences that engage ethnic minority women	Improved product development and program integration	<ul style="list-style-type: none"> • Government • Destination management organisations • Tourism enterprises 	Government tourism programs generally do not identify the opportunities for ethnic minority women.	Inclusive and Gender Responsive Product Development
	Communication barrier in Vietnamese for many Mong and Ha Nhi women as well as English more broadly.	Language training	<ul style="list-style-type: none"> • Government 	Lack of training courses and capacity to deliver training.	Inclusive and Gender Responsive Skills Development
Many Ethnic minority women and households are excluded from the benefits of tourism	Social and gender norms that restrict women's ability to enter the tourism industry	Gender equality training for women and men	<ul style="list-style-type: none"> • Government and mass organisations 	Lack of training, tools, and capacity	Inclusive and Gender Responsive Skills Development
	Lack of private sector and government funding tailored to the tourism sector.	Tourism finance and advisory services.	<ul style="list-style-type: none"> • Government • Financial institutions 	Tourism policy often does not promote community-based tourism, rural tourism or community-based tourism funds. Banks lack understanding of the opportunity/risk profile to invest in the sector.	Inclusive and Gender Responsive Sector Governance
	Lack of policy and support mechanisms to incentivize local employment (women and ethnic minorities)	Tourism policy	<ul style="list-style-type: none"> • Government • Tourism business • Tourism vocational training 	Existing tourism policy does not prioritise local employment (women and ethnic minorities) and is not a priority for new business entrants	Inclusive and Gender Responsive Sector Governance
	Lack of understanding of business planning, risk assessment and Return on Investment analysis.	Tourism finance and advisory services.	<ul style="list-style-type: none"> • Government • Destination management organisations • Financial institutions 	No training providers/program Lack of financial literacy training	Inclusive and Gender Responsive Skills Development
Tourism is not seen as a viable career for ethnic minority women	Negative perceptions of tourism and a lack of understanding of career paths.	Promote career paths in tourism.	<ul style="list-style-type: none"> • Government • Education institutions 	Lack of awareness on potential and tools and approaches.	Inclusive and Gender Responsive Skills development

Problems of Ethnic Minority Women	Underlying Causes	Services / Enabling Environment	Actors	Service Weakness	Intervention Area
in some ethnic communities.					
A lack of skills to enter the tourism industry	Ethnic minority women are often excluded from courses due to educational requirements	Market based short course training	<ul style="list-style-type: none"> • Government • Education institutions 	Training capacity and curricula. Funding and/or market-based mechanism.	Inclusive and Gender Responsive Skills development
Households and micro-enterprises have weak connections with the market	A lack of knowledge and expertise with online booking and marketing channels	Tourism e-commerce training	<ul style="list-style-type: none"> • Education • Destination management organisations 	Training capacity and curricula Funding and/or market-based mechanism	Inclusive and Gender Responsive Skills development

Annex 3: Tourism Sector Theory of Change

The below diagram outlines GREAT’s preliminary theory of change for the tourism sector. The four pillars intersect and together are designed to support inclusive growth in the tourism sector and improve ethnic minority women’s access to employment and income opportunities and agency in determining their future.

