



Clickable Impact

TERM OF REFERENCE

DEVELOPMENT OF TOURISM PRODUCT DEVELOPMENT PLAN

Prepared by: Clickable Impact Consulting Group
Version 2 Dated: 27/11/25

Background

Under the GREAT 2 Program, funded by the Government of Australia, the Tourism for Ethnic Minority Women (T4EMW) sub-project supports inclusive tourism growth in Son La Province. Ngọc Chiến Commune is emerging as a high-potential cultural–ecological destination with strong assets, including natural hot springs, terraced rice fields, indigenous cultural heritage, and agro-ecological products such as tea, herbs, honey, and rice.

Despite this potential, tourism development remains fragmented, with gaps in product quality, safeguarding, environmental protection, and market access. Commune authorities and cooperatives (HTX) are central to managing tourism but require a structured, practical, and safeguards-aligned plan.

This TOR commissions the development of a concise, action-driven Tourism Product Development Plan (TPDP) that is strongly aligned with national and provincial policy, strengthens community leadership—especially ethnic minority women (EMW)—and provides a clear roadmap for responsible and culturally appropriate product development.

Purpose of Assignment

To produce a practical, implementable, and safeguarded TPDP for Ngọc Chiến Commune that strengthens local ownership, enhances cultural and environmental protection, and provides a realistic action plan for the Commune People’s Committee (CPC), cooperatives (HTX), community groups, and market partners.

Objectives of Assignment

1. Overall Objective:

Develop a TPDP that guides responsible, market-aligned, community-led tourism development and can be adopted within existing government and cooperative management systems.

2. Specific Objectives:

- Analyse policy, institutional, and market conditions relevant to Ngọc Chiến tourism.
- Assess competitive advantages, gaps, risks, and enabling factors for product development.
- Expand cultural safeguarding analysis to address cultural distortion, inaccurate festival restoration, and misuse of costumes or narratives.
- Develop a responsible tourism development framework rooted in local ownership and safeguarding.
- Develop an actionable tourism product portfolio aligned with market demand and community capacity.
- Develop a clear Implementation Framework & Action Plan specifying roles, responsibilities, timelines, and integration pathways.
- Identify case studies, including relevant models from Lao Cai and/or Lai Chau for regional comparison.
- Deliver TPDP Version 1 and Version 2 after review and validation.

Scope of Work & Expected Outputs

Scope of Work	Expected Outcomes
Task 1. Context, Policy & Market Review - Review national laws and provincial strategies relevant to tourism product development (Tourism Law, Cultural Heritage Law, Land Law,	Consolidated background report summarising policy



EIA Law, EMDF, Son La tourism strategy). - Analyse global standards (ADB, UNWTO, IFC, ADB safeguarding). - Review market trends related to wellness, nature-based, cultural, indigenous agricultural, and responsible tourism.	alignment, market trends, and contextual drivers.
Task 2. Destination Analysis & Gap Assessment - Assess Ngọc Chiến’s competitive advantages across natural, cultural, agricultural, and wellness assets. - Identify constraints such as: • Service quality gaps; • Safeguarding and cultural risks • Environmental pressures; • Institutional and governance gaps; • Market access issues - Conduct preliminary consultations with commune authorities, cooperatives, community groups, and selected operators.	Gap Assessment Report detailing constraints, risks, and enabling conditions for product development.
Task 3. Design of the Tourism Product Development Framework - Develop a structured framework aligned with the annotated outline, including: • Vision, guiding principles, safeguarding foundations; • Responsible investment & market access rules; • Cultural protection & visitor conduct protocols; • Environmental carrying capacity principles; • Monitoring, grievance, and enforcement mechanisms	Draft Tourism Product Development Framework for review and validation.
Task 4. Case Studies & Applied Learning Integration - Prepare 4–5 case studies illustrating best practices in: • Safeguarding; • Community rules; • Cultural protection; • Market-access regulation; • EMW leadership - Case studies may include Lao Cai, Lai Chau, and international models.	Case Study Compendium integrated into the TPDP.
Task 5. Drafting of the Tourism Product Development Plan - Prepare Version 1 according to the approved outline: • Introduction; • Policy Alignment; • Drivers, Trends, Opportunities; • Barriers & Risks; • Responsible Development Framework & Action Plan; • Case Studies;	Tourism Product Development Plan – Version 1 (mid-January).



• Product Portfolio; • Conclusions	
Task 6. Finalisation of the TPDP - Incorporate feedback from: • GREAT; • Commune authorities; • Provincial DCST • Cooperative representatives; • Safeguarding and GEDSI teams	Final, publication-ready Tourism Product Development Plan – Version 2.

Expected Deliverables:

1. TPDP Version 1 (Draft)
2. TPDP Version 2 (Final)

Required Qualifications and Experience

The consultant/consulting firm should demonstrate:

- Minimum 8 years of experience in sustainable tourism development, cultural tourism, nature-based tourism, or product development.
- Proven track record in tourism planning, or destination development in Viet Nam or the Mekong region.
- Expertise in safeguarding for community-based tourism models, including EMW participation.
- Experience conducting consultations with government, private sector, cooperatives, and ethnic minority communities.
- Understanding of wellness, agro-ecological, and cultural tourism value chains is an advantage.

The selected consultant/firm will work closely with Clickable’s team to ensure that safeguarding and GEDSI (Gender Equality, Disability, and Social Inclusion) principles are integrated across all project activities and deliverables. The consultant/firm is also expected to participate in weekly progress check-ins to report on key findings, emerging issues, and deliverables.

Duration

1. **Duration:** Estimated **6 - 8 weeks**
2. **Tentative timeline:** December 2025 – January 2026

Deadline of Submission

Interested candidates are invited to submit a comprehensive proposal, including:

- Technical proposal (methodology, work plan, and team composition).
- Financial proposal (detailed budget),
- Company profile and relevant project references

Please submit proposals to thuong.pham@clickableasia.com by **10 Dec 2025**. Only short-listed candidates will be contacted./.

