

TERMS OF REFERENCE (TOR)

Consultancy for project feasibility study

Project: Nature-Based Tourism Transitions in Da Nang City, Vietnam

Commissioning organizations: Plan International Vietnam (PIV); MSD Vietnam (Management and Sustainable Development Institute)

Project duration

Mid-2027 to Mid-2030 (3 years)

Location

Da Nang City, Vietnam (including former Da Nang City and Quang Nam province areas following administrative merger)

1. Background

Plan International and MSD Vietnam have jointly developed a project concept entitled *Nature-Based Tourism Transitions in Da Nang*, which aims to strengthen sustainable and climate-resilient livelihoods for youth and women through nature-based solutions in tourism, green MSME development, innovation ecosystems, and policy engagement.

The project seeks to:

- Support youth and women-led green tourism MSMEs;
- Promote Nature-based Solutions (NbS) in tourism value chains;
- Establish a Green Tourism Innovation Platform and Living Lab;
- Strengthen enabling policies, standards and market systems for green tourism;
- Contribute to biodiversity conservation, ecosystem restoration and climate resilience.

BMZ requires an independent feasibility study to validate the project design, assess feasibility risks and opportunities, and serve as basis for full proposal development.

2. Purpose of the Feasibility study

The overall purpose of the study is to assess the feasibility, relevance, effectiveness, efficiency, impact potential, sustainability, and institutional readiness of the proposed project.

The study should provide evidence-based recommendations for refining the project design, implementation arrangements, impact framework and risk mitigation measures before submitting the full proposal to the donor.

3. Objectives of the Assignment

The consultancy team shall:

Objective 1: Validate and strengthen the development problem and context analysis including the needs, constraints and opportunities concerning:

- Youth employment and entrepreneurship in tourism;
- Women-led MSMEs in tourism;
- Sustainable tourism development including nature-based tourism opportunities;
- Provincial priorities in green transition and circular economy, including tourism contribution;
- Provincial priorities in biodiversity conservation and climate resilience, including tourism contribution.

Objective 2: Assess the feasibility of the proposed project interventions and theory of change (*To be shared once consultant team on board*). The assessment should explicitly identify which interventions should be retained, modified, strengthened, added or discontinued, and whether the proposed scale and targets are realistic within the available timeframe and resources.

Objective 3: Assess the market and economic feasibility of the proposed green and nature-based tourism interventions, including demand, tourism value chains, viable business models, MSME development needs, market access, access to finance and prospects for sustained enterprise revenue.

Objective 4: Verify and evaluate the stakeholder analysis to assess the institutional capacities, roles, and partnership arrangements of Plan International, MSD Vietnam, local authorities, private sector actors, and other key stakeholders.

Objective 5: Assess the enabling environment for nature-based tourism and green entrepreneurship in the newly expanded Da Nang City.

Objective 6: Identify risks, assumptions and sustainability factors affecting project success.

Objective 7: Translate feasibility findings into a strengthened project design, including recommendations to strengthen:

- Logframe and indicators;
- Target group strategy;
- Innovation platform design;
- MSME incubation approach;
- Policy influence strategy;
- Sustainability and scaling pathways;
- Monitoring, Evaluation, Accountability and Learning (MEAL) system.

4. Scope of work

The feasibility study shall cover:

Geographic scope: Selected communities and tourism destinations within the newly merged Da Nang City, including relevant coastal, marine, forest, river, agricultural and community-based tourism ecosystems.

The study should provide a clear recommendation on the proposed geographic focus of the project and the rationale for prioritization.

Selection criteria should consider:

- Livelihood needs and participation opportunities for youth and women;
- Tourism and market potential;
- Relevance and feasibility of Nature-based Solutions;
- Biodiversity ecosystem significance and climate vulnerability;
- Existing local initiatives and institutional capacity;
- Private-sector and market linkages;
- Accessibility and implementation feasibility; and
- potential for sustainability, replication and scaling.

Target Groups

Primary Beneficiaries

- Youth and women (18-35), especially vulnerable groups
- Youth- and women-led entrepreneurs and MSMEs

Secondary Stakeholders

- Tourism enterprises
- Education and training institutions (universities, vocational schools)
- Investment and innovation partners (investors, financial institutions, green technology providers)
- Conservation stakeholders and
- Government authorities

5. Key Evaluation questions

The consultancy team should address feasibility requirements and OECD-DAC criteria.

A. Context and Problem analysis

1. To what extent do the identified development challenges reflect realities in Da Nang city?
2. What are the key barriers facing youth and women in green tourism entrepreneurship?
3. What opportunities exist within nature-based tourism and circular economy sectors?
4. What climate, environmental and biodiversity challenges affect tourism development?

B. Relevance

1. Are the project objectives aligned with:
 - Local development priorities?
 - Green growth strategies?
 - Tourism development strategies?
 - Youth and women's needs?
2. Do proposed interventions address the most critical development constraints?
3. How does the project complement existing government, private-sector, civil-society and development-partner initiatives?

C. Effectiveness

1. Is the project's Theory of Change plausible?
2. Are the proposed three SOAR components sufficient to achieve intended outcomes?
3. Are there gaps or missing interventions?

D. Efficiency

1. Is the proposed budget allocation realistic?
2. Are implementation arrangements feasible?
3. Is the timeline realistic?

E. Impact

1. What contribution could the project make toward:
 - Sustainable livelihoods?
 - Women's economic empowerment?
 - Youth employment?
 - Biodiversity conservation?
 - Climate resilience?
 - Gender equality and inclusion?
2. What system-level changes are likely to emerge?

F. Sustainability

1. How sustainable is the proposed Green Tourism Innovation Platform after project completion?
2. What mechanisms can sustain MSMEs after project support ends?
3. How can policy influence and market linkages be institutionalized?

G. Gender Equality, Inclusion and Safeguarding

1. Are proposed interventions gender-transformative?
2. Are vulnerable groups adequately represented?
3. Are safeguarding and do-no-harm considerations adequately integrated?

6. Methodology

Where primary data collection is conducted, the feasibility study is required to employ a participatory approach, to the extent possible, that engages project participants beyond their role as information providers. Youth participation should be prioritized, particularly in consultation, validation, and feedback processes. Furthermore, where available, secondary data derived from participatory methodologies should be given preference and used to inform the study's findings and recommendations. In particular:

Desk Review

Review project documentation and relevant strategies.

Stakeholder Consultations

Conduct FGDs and KIs with:

- Youth groups
- Women entrepreneurs
- Tourism businesses
- Government representatives
- Universities
- Tourism associations
- Financial institutions
- Conservation organizations

Market and Ecosystem Analysis

Assess:

- Nature-based tourism potential
- Green tourism value chains
- MSME ecosystem
- Financing ecosystem
- Innovation ecosystem

Validation Workshop

Conduct one stakeholder validation workshop in Da Nang to discuss preliminary findings and recommendations.

7. Expected deliverables and timelines

No.	Deliverable	Timeline
1	Inception Report Including:	By 24 th Sep 2026

	• Methodology • Workplan • Data collection tools							
2	Field work	From 24/8/2026 – 08/9/2026						
3	Draft feasibility study report Maximum 30 pages excluding annexes. Suggested structure: 1. Executive Summary 2. Methodology 3. Context Analysis 4. Stakeholder Analysis 5. Assessment Against OECD-DAC Criteria 6. Feasibility Assessment 7. Risk Analysis 8. Sustainability Analysis 9. Recommendations for Project Refinement 10. Proposed Enhancements to Results Framework	By 15th Sep 2026						
4	Validation Workshop Presentation of preliminary findings	The week of 21-25 Sep 2026						
5	Final Feasibility Study Report Including: • Final recommendations • Revised project design options • Suggested indicators • Updated risk matrix • Sustainability framework	By 09th Oct 2026						
6	BMZ Proposal Improvement Matrix A concise table showing: <table border="1" data-bbox="325 1375 1142 1476"> <thead> <tr> <th>Feasibility Finding</th> <th>Recommendation</th> <th>Section of Concept Note Affected</th> </tr> </thead> <tbody> <tr> <td colspan="3">This deliverable is particularly useful for translating study findings directly into the BMZ full proposal.</td> </tr> </tbody> </table>	Feasibility Finding	Recommendation	Section of Concept Note Affected	This deliverable is particularly useful for translating study findings directly into the BMZ full proposal.			By 09th Oct 2026
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8. Duration

The assignment is expected to be completed within approximately **30 working days** from contract signature.

Indicative timeline:

Task	Days
Inception	3
Desk Review	5

Task	Days
Fieldwork	7
Analysis	7
Validation Workshop	3
Report Finalization	5
TOTAL	30 days

9. Management and Supervision

The consultancy team will report to a joint steering group composed of:

- Plan International Vietnam Project Team
- MSD Vietnam Project Team

One focal point person will be appointed to work day-to-day with the selected consulting team/firms. The consultancy team is expected to work closely with both Plan and MSD while maintaining full independence in analysis and reporting, consistent with BMZ requirements.

10. Required consultant qualifications and composition

The assignment may be undertaken by a qualified consulting firm, a consortium or a team of independent consultants.

(i) Team Leader

- Advanced degree in development studies, tourism, economics, environmental management or related field.
- Minimum 10 years of experience in feasibility studies, evaluations or research.
- Demonstrated experience with BMZ, GIZ, EU, DFAT, FCDO or similar donor-funded programmes.
- Strong understanding of OECD-DAC evaluation criteria.

(ii) Collective Team Competencies: Collectively, the consultant/team should demonstrate strong expertise in the following areas:

Tourism and Private Sector

- Expertise in tourism development and MSME promotion.
- Experience in green tourism and destination management.
- MSME incubation and business development;
- Private-sector engagement and, preferably, green finance/investment.

Environment and Climate

- Expertise in nature-based solutions, biodiversity conservation and climate resilience.

Gender and Youth Inclusion

- Expertise in gender-transformative programming and youth economic empowerment.

11. Application Procedure

Interested consultancy firms should submit:

- Cover letter.
- Technical proposal (max. 6 pages) detailing methodology, timeline, and relevant experience.
- Financial proposal (including fees, taxes, travel, workshops, materials).
- Team composition and CVs.
- References of at least 2 similar assignments.

Evaluation weighting:

- Technical proposal: 80%
- Financial proposal: 20%

12. Ethics and Child Protection

PIV is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, in accordance with Ethical MERL Framework and our Global Policy on Safeguarding Children and Program Participants. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the consultant(s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultant(s) shall also explain how confidentiality and anonymity of participants will be guaranteed.

A risk assessment will be conducted by the safeguarding focal points and the consultant team before implementing the baseline survey to mitigate foreseen risks for children, youths and participants in the survey.

The selected consultant(s) will be requested to sign in Plan International Global Safeguarding Children and Program Participants policy, Code of Conduct for Suppliers and Consultants and Anti-fraud, Anti-bribery and Corruption policy.

13. Deadline for submission: 11.00 a.m, 18th Aug 2026

Submission to: Van.PhamThiHong@plan-international.org

Only short-listed consultant groups will be contacted for interview.