

REGIONAL TRADE FOR DEVELOPMENT (RT4D)

TERMS OF REFERENCE FOR THE PROJECT

Advancing Digital and Green Transition for Agriculture, Manufacturing and Processing MSMEs

1. Summary

Title	Consultant to implement the project “Advancing Digital and Green Transition for Agriculture, Manufacturing and Processing MSMEs”
Start Date	November 2026
Completion Date	July 2027
Reports to:	RT4D Manager: <i>Mai Nguyen, RT4D Regional Manager</i>
Interacts With	RT4D: Mai Nguyen, RT4D Regional Manager, Trang Duong, RT4D Program Officer Project Proponent: <i>Agency for Private Enterprise and Cooperative Development (APED), Ministry of Finance Viet Nam (MOF)</i>
Requires Approval from:	The RT4D Facility Project Proponent: <i>Agency for Private Enterprise and Cooperative Development (APED), Ministry of Finance Viet Nam (MOF)</i>
Timetable for Tender Process	Request for Proposals: 08/10/2026 Closing Date for Queries: 23/10/2026 Clasing Date for Proposals: 01/11/2026
Submission Instructions	The provider should submit Technical and Financial submissions in alignment with requirements outlines in the Request for Proposal (RFP). The Submissions or any questions should be sent to the RT4D Manager at procurement@regionaltrade4dev.org by 01 November 2026 . Please also copy: trang.duong@regionaltrade4dev.org
Scope of Work Summary: The Regional Trade for Development Facility (RT4D) is seeking a consultancy firm/ consortium partner (hereafter “the Consultant”) to manage and deliver both technical and event organisation services for a project approved under the Regional Comprehensive Economic Partnership (RCEP) Implementation Support Program (RISP). Under the scope of services set in this ToR, the Consultant will manage the delivery of the following project: Advancing Digital and Green Transition for Agriculture, Manufacturing and Processing MSMEs The Project Design will inform the implementation of this project. The delivery will be guided by standard RT4D processes and template and be subject to comments, amendments, and approval from RT4D Team, the Project Proponent and Australia’s Department of Foreign Affairs and Trade (DFAT).	

2. Background

Micro, small and medium-sized enterprises (MSMEs) play a vital role in Viet Nam's economic development but continue to face challenges in improving productivity, competitiveness and resilience amid accelerating digital transformation, increasing environmental requirements and deeper regional economic integration. While digital technologies and green business practices present significant opportunities to enhance resource efficiency, reduce environmental impacts and strengthen market competitiveness, many MSMEs lack the knowledge, technical capacity and practical support needed to undertake this dual transition¹. This project responds to these challenges by supporting MSMEs to adopt practical digital and green solutions that strengthen enterprise competitiveness and enable them to better benefit from opportunities under the Regional Comprehensive Economic Partnership (RCEP).

2.1 Project Objectives

The overall project objective is to strengthen the competitiveness of Vietnamese MSMEs in the agriculture, food processing and manufacturing sectors by strengthening their capacity to implement digital technologies and green business practices.

It contributes to the implementation of RCEP Chapter 14 (Small and Medium Enterprises), particularly Article 14.3 (Cooperation) by enhancing MSMEs' capacity to improve productivity, resource efficiency and environmental sustainability while better utilising opportunities arising from RCEP and regional economic integration.

The project will achieve this through the following objectives:

- **Objective 1:** Strengthen enterprise capacity by improving MSMEs' management capabilities to assess, plan and implement practical digital transformation and green business practices.
- **Objective 2:** Support selected MSMEs to develop or refine enterprise-level dual transition strategies that identify practical digital and green solutions to improve productivity, resource efficiency and environmental sustainability.
- **Objective 3:** Strengthen business linkages and knowledge sharing by facilitating collaboration between MSMEs, technology and solution providers, business support organisations and relevant government agencies, while documenting practical models and lessons that can be replicated and integrated into future MSME support programmes.

The objectives will be achieved through an integrated package of capacity building, enterprise assessment, tailored coaching, practical advisory support, demonstration of digital solutions, and development of practical models and implementation approach that can inform wider replication.

2.2 Intended Beneficiaries

The primary beneficiaries of the project are Vietnamese MSMEs operating in the agriculture, food processing and manufacturing sectors, including women-led MSMEs and MSMEs led by or serving

¹ In this project, "dual transition" refers to the integrated adoption of digital technologies and practical solutions to support greener and more sustainable economic and business activities. For MSMEs, this means using appropriate digital tools, technologies and business solutions to improve productivity and resource efficiency, reduce environmental impacts, and strengthen the sustainability and competitiveness of their operations. The project therefore focuses on the practical application of digital and green solutions at the enterprise level, rather than treating digital transformation and green growth as separate processes.

groups that may face additional barriers to accessing technology, finance and business support. Through training, enterprise assessment and tailored coaching, participating MSMEs will strengthen their capacity to plan and implement digital transformation and green business practices, improve resource efficiency, and enhance their competitiveness and readiness to participate in sustainable domestic and regional value chains.

Secondary beneficiaries include business associations, business support organisations and technology and solution providers. By participating in the project, these organisations will strengthen their understanding of MSMEs' digital and green transformation needs, establish stronger linkages with enterprises, and enhance their capacity to provide practical advisory, technical and business support beyond the project period.

The project will also benefit the Agency for Private Enterprise and Cooperative Development (APED) and other relevant government agencies responsible for MSME development. The project will generate practical evidence on MSMEs' needs, barriers experiences in developing and refining dual transition strategies, enabling government agencies to strengthen the design and delivery of future MSME support programmes and promote wider replication of digital and green business practices.

2.3 Project Outcomes

- **Outcome 1:** By the end of the project, participating MSMEs will have strengthened their knowledge and understanding to assess, plan and implement digital transformation and green business practices through enterprise-level dual transition strategies. These strategies help MSMEs develop practical, enterprise-specific plans that identify priority digital and green transition needs, set out concrete and feasible actions, and identify relevant technologies, solutions and implementation steps. They are not intended to be full business plans or long-term corporate strategies, and the completion of a strategy does not constitute adoption of the identified technologies or solutions.
- **Outcome 2:** By the end of the project, selected MSMEs will have strengthened their capacity through training and coaching to develop or refine practical enterprise-level dual transition strategies and, where feasible, initiated selected priority digital or green actions.
- **Outcome 3:** By the end of the project, APED and relevant MSME support organisations will have improved knowledge of effective approaches for supporting MSMEs' dual transition, supported by practical implementation models, lessons learned and strengthened linkages with technology and solution providers.

The project primarily contributes to RT4D IO4² through APED's application of project-supported knowledge, tools and approaches to strengthen MSME support for RCEP implementation. The project also contributes to RT4D IO5³ by strengthening APED's institutional capacity and partnerships with MSME support organisations, technology and solution providers and other relevant stakeholders, supporting wider adoption of digital and green transformation practices

² IO4: FTA Parties and their institutions, particularly LDCs, have improved knowledge and skills to increasingly implement priority areas within FTAs.

³ IO5. LDCs are increasingly integrated with networks of support for FTA implementation, and LDC proposals for economic cooperation are well-targeted and successful.

beyond the project. The project may also contribute to GEDSI and IO6⁴ through evidence and communication products that demonstrate benefits for women-led and other underrepresented MSMEs and are subsequently used or shared.

2.4 Complementarity with Other Efforts

The project complements Viet Nam's ongoing efforts to strengthen MSME competitiveness, digital transformation and green growth. It supports the implementation of the Government's National Green Growth Strategy (2021–2030, Vision to 2050), which promotes resource efficiency, circular economy practices and the application of digital technologies, as well as the Digital Transformation Programme for SMEs (2026–2030), which aims to enhance SMEs' digital readiness, productivity and participation in regional and global value chains. Rather than duplicating these initiatives, the project focuses on enterprise-level implementation by providing practical training, tailored coaching and demonstration models that enable MSMEs to translate national policies into business practices.

The project also complements other development partner initiatives that support MSME productivity, sustainable enterprise development and business advisory services, including programmes implemented by the International Labour Organization (ILO) and other partners. While these initiatives strengthen the broader MSME support ecosystem, this project contributes a specific focus on integrating digital transformation and green growth through enterprise-level dual transition strategies and practical demonstration models that can be adopted and scaled by APED and other MSME support organisations.

Within the RT4D portfolio, the project is closely aligned with the companion APED project on Promoting Resilient Agriculture MSMEs through Green, Bio-based and Inclusive Business Models. The two projects are mutually reinforcing: this project strengthens MSMEs' digital and green transformation capabilities across agriculture, manufacturing and processing sectors, while the companion project promotes inclusive and bio-based business models within selected agricultural value chains. Together, they support more competitive, resilient and sustainable MSMEs while enhancing the implementation of RCEP commitments in Viet Nam.

3. Scope of Services

The RT4D Facility is seeking a **consultancy firm/ consortium partner** (the Consultant) **to support the delivery of project activities between November 2026 and July 2027**. The selected Consultant will be responsible for the scope of services outlined in the sections below.

3.1 Project Activities

A.1 Activity 1 – Training workshops

Activity description

The project will commence with a series of training workshops to build the capacity of MSMEs in digital transformation and green growth. The workshops will provide practical knowledge and tools to help enterprises understand and apply resource-efficient, low-carbon and sustainable business practices while leveraging digital technologies to improve productivity and competitiveness. They

⁴ IO6: Australia and New Zealand have increased capability, networks and relationships to demonstrate and communicate the benefits of FTAs within the AANZFTA and RCEP region

will also facilitate knowledge exchange between participating enterprises, government agencies and technology and solution providers.

The project adopts a phased implementation approach. It will begin with broad-based capacity building through subnational training workshops, followed by more intensive coaching for selected high-potential MSMEs, and conclude by documenting successful experiences as practical case studies and scalable models. In this regard, the training workshops will also serve as the primary platform for identifying approximately 15 high-potential enterprises from each region to participate in the subsequent coaching programme. Enterprises demonstrating strong commitment, transformation potential and willingness to implement digital and green solutions will be shortlisted for the next phase of the project.

The workshops will follow the following approach:

- **Location** – Two two-day training workshops will be organised in Northern and Southern Viet Nam to maximise participation across the target sectors. Indicative locations include Ha Noi and Ho Chi Minh City.
- **Participants** – Selection criteria will be developed in consultation with the Project Proponent to identify approximately 50-60 MSMEs for each workshop. Participants will primarily come from the agriculture, food processing and manufacturing sectors, with consideration given to sectoral representation, enterprise readiness and GEDSI mainstreaming approach and targets set out in Section 5.3. The workshops will target enterprise owners, senior managers and technical personnel responsible for business operations and sustainability. The selection process will balance enterprise readiness and transformation potential with GEDSI considerations to avoid inadvertently disadvantaging smaller, women-led or other underrepresented MSMEs.
- **Content** – The workshop agenda and training materials will be developed in close consultation with the Project Proponent. The workshops will combine introductory training on digital transformation and green growth, sector-specific technical sessions on resource efficiency, greenhouse gas inventories, low-carbon production and circular economy practices, practical guidance on enterprise-level implementation, and networking sessions to strengthen linkages between MSMEs and technology and solution providers. The workshops will also introduce the enterprise selection process for the project's intensive coaching programme.

Activity outputs:

- Output 1.1: A two-day training workshop in Hanoi.
- Output 1.2: A two-day training workshop in Ho Chi Minh City.
- Output 1.3: A consolidated workshop report

Consultant responsibilities

In close consultation with APED and RT4D, the Consultant shall be responsible for the full implementation of Activity 1 and delivery of the required outputs.

Technical responsibilities

- Develop the workshop delivery approach, two-day agenda and training materials on digital transformation and green growth, tailored to the agriculture, food processing and manufacturing sectors, and submit them to APED and RT4D for review and approval.

- Develop the MSME selection criteria in consultation with APED and RT4D, taking into consideration sectoral representation, enterprise readiness, transformation potential and GEDSI considerations, and support the selection of approximately 50–60 MSMEs for each workshop.
- Identify and propose appropriate participants, speakers, trainers and facilitators, including relevant government agencies, business associations, technology and solution providers, and MSMEs, in consultation with APED and RT4D.
- Secure and coordinate the participation of approved speakers, trainers and facilitators, including necessary briefing and preparation.
- Manage the end-to-end delivery of the workshops, ensuring effective coordination and smooth, professional implementation of all sessions.
- Support the assessment and shortlisting of approximately 15 high-potential MSMEs from each region for the subsequent coaching programme, based on the agreed selection criteria.
- Prepare Output 1.3: Consolidated Workshop Report using the RT4D template; submit to APED and RT4D for review; revise based on feedback; finalise and submit for approval.

Event organising responsibilities

- Workshop organisation and logistics
 - In consultation with RT4D and APED, identify and secure suitable venues in Hanoi and Ho Chi Minh City and manage all venue-related arrangements, including, but not limited to, room setup and seating arrangements, accessibility requirements, catering, and the design, production and installation of event branding and visibility materials, such as backdrops, e-standees and branded stationery.
 - Provide and manage all technical infrastructure required for the workshops, including LED screen(s), high-quality audio-visual and sound systems, interpretation equipment, reliable high-speed internet connectivity, and hybrid meeting facilities, including Zoom connectivity and livestreaming, where required. Ensure all equipment is tested and fully operational prior to the events and provide qualified technical personnel throughout the workshops.
 - Manage participant and event support services, including registration and check-in in accordance with RT4D requirements, reception/event support staff, and professional interpretation and MC services where required.
 - Prepare and provide all required workshop materials and manage their distribution, while coordinating the workshop schedules and providing on-site operational support to ensure smooth delivery of the events.
 - After the workshops, compile participant feedback and check-in lists in accordance with RT4D standards/templates to support preparation of the consolidated workshop report, and finalise all expense reports with required supporting documentation for the RT4D payment process.
- Participant accommodation and travel reimbursement
 - Coordinate with RT4D and APED to follow up on participant registrations for the workshops.
 - Facilitate travel arrangements.

- Coordinate and facilitate suitable lodging arrangements at a four-star hotel.
- Facilitate the payment of per diems and travel expenses.
- Prepare, collect and compile all required data, records and documentation throughout the workshop preparation, delivery and completion process, and submit them in accordance with RT4D requirements and templates.
- Media-related support
 - Draft and submit press releases in Vietnamese and English to APED and RT4D for review, feedback and approval.
 - Prepare and conduct 2–3 interviews with selected participants and/or stakeholders per workshop, as required, to support the production of workshop recap videos featuring key proceedings, workshop highlights and participant reflections.
 - Deliver high-quality photographs and all video footage from the workshops, including complete, unedited footage of opening remarks delivered by VIP guests.

A.2 Activity 2 –Advisory service through group coaching

Activity description

Building on the training workshops, selected high-potential MSMEs will participate in a structured group coaching programme to provide more intensive and tailored technical support. Approximately 15 enterprises, selected based on sectoral relevance and regional value chains, will be selected based on criteria agreed with the Project Proponent, including enterprise transformation potential and commitment to implement digital and green solutions.

The group coaching programme will support participating MSMEs to develop practical approaches for applying digital technologies to improve resource efficiency, optimise energy, water and material use, reduce greenhouse gas emissions, and strengthen environmentally sustainable business practices. The coaching sessions will enable participating enterprises to discuss implementation challenges, receive tailored technical guidance, exchange experiences with peers, and identify appropriate technologies and solutions that are relevant to their business operations.

The group coaching will follow the following approach:

- **Approach** – The coaching programme will be organised into three sectoral groups covering agriculture, food processing and manufacturing, with enterprises from relevant regions grouped according to their sector and value-chain relevance. Two one-day coaching sessions will be delivered for each sector, resulting in a total of six one-day group coaching sessions. The coaching will support participating MSMEs to refine their enterprise-level dual transition strategies and identify practical actions for implementation.
- **Format** – Each coaching session will combine facilitated technical discussions, practical problem-solving exercises, experience sharing from successful enterprise cases, engagement with technology and solution providers, and a site visit to a business demonstrating relevant digital and green practices where feasible.
- **Location** – Coaching sessions will be organised across Northern, Central and Southern Viet Nam to facilitate participation by the selected enterprises. Geographic distribution will be considered during the enterprise selection process to minimise travel requirements and maximise participation.
- **A pre- and post-assessment** will be conducted to capture changes in the understanding, capabilities and readiness of the 15 participating enterprises. It will also assess changes in their business plan and strategies if appropriate. A short coaching report will be developed

summarising coaching sessions, participants, topics covered and pre- and post-assessment results.

Activity outputs

- Output 2.1: Two one-day coaching sessions for the agriculture sector
- Output 2.2: Two one-day coaching sessions for the food processing sector
- Output 2.3: Two one-day coaching sessions for the manufacturing sector
- Output 2.4: Pre- and post-assessment, preferably with session photos and participant testimonials

Consultant responsibilities

In close consultation with APED and RT4D, the Consultant shall be responsible for the full implementation of Activity 2 and delivery of the required outputs.

Technical responsibilities

- Develop the group coaching approach, sector-specific coaching plans and materials for agriculture, food processing and manufacturing, and submit them to APED and RT4D for review and approval.
- Support the selection and grouping of approximately 15 participating MSMEs, selected based on sectoral relevance and regional value chains and the agreed selection criteria, including enterprise transformation potential and commitment to implement digital and green solutions.
- Identify and propose appropriate coaches, technical experts, technology and solution providers, enterprise case speakers and site-visit hosts, in consultation with APED and RT4D.
- Secure and coordinate the participation of approved coaches, technical experts, technology and solution providers, case speakers and site-visit hosts, including necessary briefing and preparation.
- Manage the end-to-end technical delivery of six one-day group coaching sessions.
- Support participating MSMEs to refine their enterprise-level dual transition strategies and identify practical actions for implementation, including measures to improve resource efficiency; optimise energy, water and material use; reduce greenhouse gas emissions; and strengthen environmentally sustainable business practices.
- Develop and conduct the pre- and post-assessments for the 15 participating MSMEs to assess changes in their understanding, capabilities and readiness and, where appropriate, changes in their business plans and strategies. Analyse and report the assessment results to APED and RT4D.
- Prepare a consolidated coaching report summarising the six coaching sessions, participants, topics covered, key findings, and pre- and post-assessment results, preferably including session photos and participant testimonials; submit the report to APED and RT4D for review, revise based on feedback, and finalise for approval.

Event organising responsibilities

- Coaching session organisation and logistics
 - In consultation with APED and RT4D, identify and secure suitable venues and manage all venue-related arrangements, including, but not limited to, room setup, accessibility requirements, catering and required event materials.
 - Provide and manage all technical equipment and logistical support required for the coaching sessions and ensure qualified on-site support throughout each session.
 - Manage participant registration and attendance, coaching materials distribution, session schedules and on-site operational support to ensure smooth delivery of all six sessions.
 - Manage end-to-end delivery of site visits, including identification and liaison with host enterprises, participant arrangements, transportation, scheduling, accessibility and other logistical requirements.
- Participant accommodation and travel reimbursement
 - Coordinate with RT4D and APED to follow up on registrations and participation of selected MSMEs, coaches, technical experts and other relevant participants.
 - Facilitate travel arrangements.
 - Coordinate and facilitate suitable lodging arrangements if required.
 - Facilitate the payment of per diems and travel expenses if required.
 - Prepare, collect and compile all required data, records and documentation throughout the workshop preparation, delivery and completion process, and submit them in accordance with RT4D requirements and templates.

A.3 Activity 3 – Development of two successful models

Activity description

Building on the intensive coaching programme, the project will identify participating MSMEs and document their experiences as practical models, best practices and learning cases. Based on agreed selection criteria, at least two enterprises - each representing one sector - will be selected to demonstrate how digital transformation can support green growth, improve resource efficiency and strengthen enterprise competitiveness.

The selected models will be documented to capture each enterprise's experience in developing or refining its dual transition strategy, including the challenges identified, priority improvement measures, lessons learned from the coaching and strategy development process, and practical recommendations for other MSMEs. The project will validate these experiences with participating enterprises and the Project Proponent to ensure that the documented models are practical, credible and suitable for wider adoption.

To support wider dissemination, each successful model will be developed into a package comprising:

- A short video highlighting the key features of the business model, key interventions, how that business model works and approaches in adopting or implementing a transformation journey, and practical lessons.
- A practical leaflet summarising the enterprise profile, digital and green improvement measures identified, lessons learned and recommendations for other MSMEs.

The two models will be disseminated through APED, RT4D and relevant MSME support networks to encourage wider learning and adoption of practical dual transition approaches among Vietnamese MSMEs

Activity outputs

- Output 3: Two business model packages, each developed for a different sector (food processing, manufacturing or agriculture), and comprising a video and a practical leaflet

Consultant responsibilities

In close consultation with APED and RT4D, the Consultant shall be responsible for the full implementation of Activity 3 and delivery of the required outputs.

Technical responsibilities

- Develop the selection criteria and approach for identifying successful enterprise models from participating MSMEs, and submit them to APED and RT4D for review and approval.
- Support the selection of at least two enterprises representing different target sectors, based on the agreed criteria and their potential to demonstrate practical and replicable dual transition approaches.
- Conduct necessary consultations and collect relevant information from the selected enterprises to document their dual transition experiences, key interventions, challenges, lessons learned and practical recommendations for other MSMEs.
- Develop and validate the content and key messages of each business model with the selected enterprises, APED and RT4D to ensure accuracy, relevance and suitability for wider dissemination.
- Develop Output 3: Two business model packages, each comprising a short video and practical leaflet; submit the draft products to APED and RT4D for review, revise based on feedback, and finalise for approval.

Communications and production responsibilities

- Develop the concept, content and production approach for the videos and practical leaflets and submit them to APED and RT4D for review and approval.
- Utilise relevant photographs, video footage, interviews and other materials from the preceding project activities where appropriate, and undertake additional content collection, interviews and filming as required.
- Manage the production and finalisation of the videos and practical leaflets in accordance with RT4D communications and branding requirements.
- Obtain necessary consents and permissions for the use of enterprise information, interviews, images and video footage.
- Submit the final products and relevant source materials/files to APED and RT4D in the required formats.

Project Completion Report

- Prepare and finalise the Project Completion Report (PCR) in accordance with the RT4D template, incorporating feedback from RT4D/ DFAT, and submit for approval.

4. Project Work Plan

Working closely with the RT4D team and the Project Proponent team, the Consultant is expected to deliver the outlined deliverables in line with the work plan and timeline below.

The support from the selected Consultant, will be undertaken over a continuous effective period of **09 calendar months**. Work will commence immediately after contract signing.

Activity/Task	Responsible Party	Deadline
Activity 1: Training workshops		
• Task 1.1: Coordinate with APED, RT4D and local partners to confirm dates, venues and participant outreach strategy	Implementing partner; APED; RT4D	Nov 2026
• Task 1.2: Coordinate with APED, RT4D to confirm participant outreach strategy including MSME selection criteria and identify participating enterprises	Implementing partner; APED; RT4D	Nov 2026
• Task 1.3: Prepare logistics, develop training agenda and materials. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Nov 2026
• Task 1.4: Deliver two two-day training workshops	Implementing partner; APED; RT4D	Nov 2026
• Task 1.5: Collect participant feedback and prepare workshop reports - including identifying high potential MSMEs for coaching programme	Implementing partner; APED; RT4D	Nov-Dec 2026
Activity 2: Advisory services through group coaching		
• Task 2.1: Select participating MSMEs for intensive coaching. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Dec 2026
• Task 2.2: Conduct pre-coaching enterprise assessments. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Dec 2026-Jan 2027
• Task 2.3: Prepare coaching plans and technical guidance materials. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Jan 2027
• Task 2.4: Deliver six sector-based group coaching sessions. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Feb-Apr 2027

Activity/Task	Responsible Party	Deadline
Task 2.5: Conduct post-coaching enterprise assessments - including identifying high-potential MSMEs for the development of business models. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Apr 2027
Activity 3: Development of models, best practices and successful stories		
Task 3.1 Select participating MSMEs for model documentation. Obtain required feedback and approval.	Implementing partner; APED; RT4D	May 2027
Task 3.1 Document enterprise experiences, lessons learned and best practices. Produce initial outlines of the communication package. Obtain required feedback and approval.	Implementing partner; APED; RT4D	May 2027
Task 3.1 Produce communication packages, including videos and leaflets. Obtain required feedback and approval.	Implementing partner; APED; RT4D	Jun 2027
Task 3.1 Conduct revisions and validation in accordance with the guidance and feedback of relevant stakeholders.	Implementing partner; APED; RT4D	Jun 2027
Task 3.1 Disseminate models through APED, RT4D and relevant MSME support networks. Obtain required feedback and approval	Implementing partner; APED; RT4D	Jun 2027
Prepare and submit the Project Completion Report. Obtain required feedback and approval.	Implementing partner; RT4D	Jun-Jul 2027

5. Gender Equality Disability and Social Inclusion

All RT4D projects mainstream Gender Equality Disability and Social Inclusion (GEDSI) throughout the project cycle. The Consultant will be responsible for ensuring that project implementation embeds GEDSI in line with the requirements set in this ToR. The Consultant should consult and work closely with the RT4D Manager, RT4D GEDSI & Trade Manager, Project Proponent and other stakeholders in ensuring that the project implementation addresses these requirements.

The consultant is expected to adhere to the following RT4D Guidelines as required:

- Embedding GEDSI considerations into the methodology, work plan, stakeholder engagement and activity delivery.
- Identifying and addressing barriers to the participation, access, influence and benefit of women, people with disability and other relevant or underrepresented groups.
- Applying inclusive and accessible approaches to consultations, workshops, training, communications and other activities.
- Ensuring that relevant GEDSI perspectives are reflected in project outputs, recommendations, tools and other deliverables.
- Collecting disaggregated participation data.
- Reporting on GEDSI actions, participation, results, risks and lessons through the agreed project reporting and MEL processes.

The Consultant must ensure that appropriate technical expertise and resources are available throughout implementation to support the effective integration of GEDSI requirements into project activities, outputs, communications, monitoring and reporting.

5.1 GEDSI Dimensions of the Project

Gender Equality, Disability and Social Inclusion (GEDSI) is integrated into the project to ensure that the benefits of digital transformation and green growth are accessible to a diverse range of MSMEs. Consistent with the endorsed Project Concept, the project will promote the participation of women-led MSMEs and, where relevant and feasible, MSMEs led by or involving people with disability, ethnic minority communities, youth and enterprises operating in remote or rural areas.

The project adopts a practical approach to GEDSI by incorporating inclusive participant selection criteria, encouraging balanced representation across training workshops and coaching activities, and tailoring capacity-building interventions to meet the needs of participating enterprises. During enterprise selection, consideration will be given to promoting participation by women-led enterprises and enterprises owned or managed by persons from vulnerable groups.

By strengthening the capacity of MSMEs to adopt digital technologies and green business practices, the project aims to improve access to knowledge, technical support and business opportunities for enterprises that may otherwise face barriers to participating in the dual transition.

5.2 GEDSI Dimensions of the Sector

The agriculture, food processing and manufacturing sectors are important contributors to Viet Nam's economy and employ a large number of women, particularly in labour-intensive production, processing and manufacturing activities. Women also have a significant role in enterprise ownership in Viet Nam: the World Bank Enterprise Survey 2023 reports that 24.8% of firms have female participation in ownership. However, women-led MSMEs and enterprises owned or

managed by persons from vulnerable groups often face greater barriers in accessing finance, technology, technical advisory services and business development opportunities, limiting their ability to benefit from digital transformation and green growth.

As these sectors increasingly adopt digital technologies and greener production practices, there is a risk that MSMEs with more limited technical, financial or managerial capacity may be left behind. Without targeted support, women-led enterprises, ethnic minority-led enterprises and other vulnerable MSMEs may face additional challenges in adopting new technologies, improving resource efficiency and participating in emerging green value chains.

The project addresses these challenges by providing inclusive capacity building and tailored technical support to MSMEs across the agriculture, food processing and manufacturing sectors. Through training workshops, group coaching and the dissemination of practical models and best practices, the project will promote equitable access to knowledge, technology and business support, while encouraging the participation of women-led MSMEs and enterprises led by vulnerable populations throughout project implementation.

5.3 Approach to GEDSI Mainstreaming

A. How will this project mainstream gender considerations? Describe how the project's content, practitioners, and delivery will reflect RT4D's GEDSI requirements?

- The project will integrate GEDSI considerations throughout its design and implementation to promote equitable access to project benefits. Particular attention will be given to encouraging the participation of women-led MSMEs and MSMEs led by vulnerable populations operating in the agriculture, food processing and manufacturing sectors, where women represent a significant proportion of the workforce.
- The project will seek to achieve at least 30% female participation across the training workshops and group coaching activities. It will also aim for at least 30% female representation among presenters, trainers, and panelists, where feasible, to promote diverse perspectives and strengthen the visibility of women leaders and technical experts.
- GEDSI considerations will be incorporated throughout project delivery: Participant selection criteria for the training workshops, group coaching programme and identification of successful models will encourage participation by women-led MSMEs and enterprises owned or managed by vulnerable groups. GEDSI sessions exploring GEDSI considerations of the sector where suitable, training materials, facilitation approaches and logistics will also be designed to support inclusive participation throughout project workshops and coaching sessions.

B. Who are the targeted participants of the project's activities? What will be the planned proportion of male and female participants? Will there be participants with disabilities and/or other participants representing under-represented and/or under-privileged groups?

- The project targets MSMEs operating in the agriculture, food processing and manufacturing sectors, with particular encouragement for women-led MSMEs and MSMEs led by vulnerable populations to participate.
- The project will seek to achieve at least 30% female participation across training workshops and group coaching activities.

- Participants will be drawn from different regions of Viet Nam, including both urban and rural areas, to promote broad representation and inclusive participation.

C. How does this project benefit disadvantaged groups (e.g. people with disability, ethnic minorities, MSMEs)? What will the project do to apply the “Do No Harm” principle?

The project supports MSMEs, particularly those operating in agriculture, food processing and manufacturing, by providing practical training, tailored coaching and improved access to technology and business support. Activities will be delivered in an inclusive manner, with participant selection and implementation designed to avoid discrimination, remove unnecessary barriers to participation, and ensure that no participant or group is disadvantaged through project delivery.

D. How will the proposed project activities ensure the voices and aspirations of all participants, including those representing women and other marginalised groups, be heard and incorporated? What measures will the project take to incorporate the views and input of women, people with disability and other marginalise groups in the various stages of project implementation?

Training workshops and group coaching sessions will be designed to encourage active participation by all participants through interactive discussions, group exercises, feedback sessions, and where suitable, sessions exploring GEDSI considerations of the sector. The project will seek balanced representation among trainers and speakers, with a target of 30% female presenters, trainers and panellists, where feasible, while encouraging women-led MSMEs and other under-represented groups to share their experiences and inform project implementation.

E. How will you ensure the organisation and/or implementation of project activities is inclusive (please refer to the RT4D Guidelines for Inclusive Events and Communications)?

The project will adhere to the RT4D Guidelines for Inclusive Events and Communications by:

- Selecting accessible venues that are safe and suitable for all participants, including people with disability where feasible.
- Providing clear and accessible communication materials using plain language and appropriate formats before and during events.
- Scheduling activities and providing logistical arrangements that encourage participation by women and other under-represented groups.

Creating an inclusive and respectful learning environment where all participants have equal opportunities to contribute, ask questions and provide feedback.

6. Communications and Media

The Consultant will support the RT4D Facility in meeting any Communications and Media objectives through the course of the Project.

All reports, presentations, invitations, event materials and other communications products must be accurate, evidence-based, fit for purpose, accessible and of a high professional standard. Materials must comply with RT4D branding, acknowledgement and approval requirements, as advised by the RT4D Communications Team.

The Consultant is expected to adhere to following RT4D guidelines as required:

- Use approved RT4D branding, templates, logos and acknowledgement wording in project documentation and materials (e.g. reports, PPTs, invitations).
- Provide timely project information, verified evidence, photographs, participant inputs, quotations, testimonials and other materials required for RT4D communications and reporting.
- Collect photographs, video or other visual materials during project activities, where appropriate and with the required consent and permissions.
- Ensure that communications use inclusive and respectful language, representative imagery and accessible formats, including alt text, captions, transcripts or plain-language summaries where relevant.
- Obtain the required consent and permissions for the use of personal information, images, video, quotations, testimonials and case studies, including any additional safeguards required for children, people with disability or other vulnerable groups.
- Submit public-facing communications products to the RT4D Manager and Communications Team for review and approval before publication or distribution.

RT4D will retain oversight of communications quality, branding, messaging, approvals and release. The Consultant must not publish or distribute public-facing communications products relating to the Project without the required RT4D and, where relevant, Project Proponent, partner or donor clearance.

In addition, the Consultant is expected to manage the implementation of the project so that it adheres to communications objectives and planned outputs outlined in the sections below.

6.1 Communications Focus, Key Messages and Audiences

A. Communication focus and key messages

The project will communicate how digital transformation and green growth can strengthen the competitiveness of MSMEs, enabling them to participate more effectively in domestic and regional value chains and benefit from opportunities under the RCEP Agreement. Through practical training, coaching and successful business models, the project will demonstrate how adopting digital and green practices can improve productivity, sustainability and market readiness for MSMEs, particularly those operating in the agriculture, food processing and manufacturing sectors.

B. Main audiences

The main audiences include:

- MSMEs operating in the agriculture, food processing and manufacturing sectors;
- APED and other relevant government agencies;
- Business associations and MSME support organisations;
- Technology and service providers supporting MSME development.

6.2 Communications Outputs

The project will produce a range of communication outputs to disseminate its results and practical lessons. These will include training materials, workshop presentations, practical models and successful stories, as well as communication products such as videos and leaflets developed from the participating MSMEs. A project completion report with key findings and recommendations will also be prepared. Public-facing materials will be disseminated through APED, RT4D, and relevant MSME support networks, subject to APED and RT4D review and approval prior to publication.

Output	Audience	Dissemination
Training materials and workshop presentations	Project participants	Internal
Two communication packages, each comprises a video and a leaflet, outlining successful models and best practices	MSMEs, government agencies and business support organisations	Public
Project completion report	RT4D	Internal

7. Business Engagement

A. Business relevance

The project directly responds to the needs of MSMEs in the agriculture, food processing and manufacturing sectors by strengthening their capacity to adopt digital technologies and green practices. By improving productivity, sustainability and competitiveness, the project will help MSMEs better participate in domestic and regional value chains and take advantage of opportunities under the RCEP Agreement.

B. Reflection of business needs in project delivery

The project design is informed by consultations with APED and reflects the practical challenges faced by MSMEs in adopting digital and green solutions. Training content, coaching activities and practical models will be tailored to enterprise needs and focus on practical, scalable and cost-effective approaches that can be readily applied by participating businesses.

C. Direct business engagement, if relevant

Businesses will be directly engaged throughout the project as participants in the regional training workshops, group coaching sessions and the development of practical models and successful stories. Business associations and technology providers will also be invited to contribute where appropriate.

D. Use of business input

- Feedback from participating businesses will be collected throughout project implementation and used to refine training content, coaching approaches and practical models. Lessons learned and business experiences will also inform the development of successful stories and recommendations to support wider adoption of digital and green practices by MSMEs.

8. Support to Lesser Developed Economies

A. How will this activity recognise and address knowledge, capacity, or institutional needs specific to ASEAN LDE governments?

Many ASEAN Lesser Developed Economies (LDEs) face common challenges in supporting MSMEs to improve competitiveness, adopt digital technologies and transition towards greener production. Limited institutional capacity, technical knowledge and practical implementation experience can constrain the effective delivery of policies and programmes that help MSMEs participate in regional value chains and benefit from the RCEP Agreement.

By developing practical approaches to digital transformation and green growth for MSMEs, this project will generate implementation experience, practical models and lessons that are relevant beyond Viet Nam. The project's outputs and recommendations will provide useful references for government agencies in ASEAN LDEs seeking practical approaches to strengthen MSME competitiveness, improve resource efficiency and support more effective implementation of RCEP commitments.

B. How will this activity ensure relevant ASEAN LDE government institutions and representatives can engage and make the most out of all activity outputs, at a pace that supports their capacity and institutional needs/constraints?

The project's outputs will be developed in practical and user-friendly formats to facilitate knowledge sharing with relevant government agencies and stakeholders. Practical models, successful stories and key lessons will be disseminated through APED and RT4D networks, enabling ASEAN LDE representatives to draw on the project's experience and adapt relevant approaches to their own national contexts and institutional priorities.

9. Monitoring, Evaluation & Learning

The project's performance will be monitored against the activities, outputs, outcomes, indicators and evidence sources specified in this ToR. The Consultant will support the RT4D Facility to collect, manage and report reliable evidence on project delivery, participation, output quality, GEDSI integration, stakeholder feedback, outcomes and learning.

The Consultant must ensure that sufficient appropriately skilled personnel, time and other resources are available throughout implementation to meet the MEL requirements set out in this ToR. This will include, but not be limited to:

- Standardised participant registration forms (online).
- Standardised participant sign-in sheet and attendee tracking (online or paper form) for virtual and in-person consultation and workshops.
- Standardised participant feedback forms (online).
- Consolidated participant, attendance and feedback data (MS Excel in standardised RT4D template)
- Workshop Report using standardised RT4D template (due within two weeks after a workshop or training) summarising workshop participant and feedback information, workshop proceedings, outputs and key achievements and lessons learned.
- Relevant GEDSI participation data, including sex and disability disaggregation.
- Progress and Project Completion Reports, using the standardised RT4D template, documenting delivery against the approved activities, outputs and work plan, and assessing whether the project met or contributed to its intended outcomes. In assessing project outcomes reports must describe observed changes, including who changed, what changed, when and where the change occurred, the supporting evidence and the significance of the change.

The Consultant should consult RT4D's MEL team to:

- Verify that participant registration, attendance tracking and feedback arrangements comply with RT4D requirements.
- Obtain guidance on using MEL templates.

- Seek support with data collection during implementation, where required;
- Obtain guidance on the tabulation and analysis of participant, attendance and feedback data required to complete the Workshop Report
- Seek guidance on assessing and documenting whether the project achieved or contributed to its intended outcomes, including identifying observed changes, supporting evidence, significance and contribution to the relevant project outcomes.

Table 9-1: Project Performance Indicators

Result level	Project result	Indicator	Target	Evidence/source	GEDSI consideration
Output	Subnational training workshops delivered	Number of workshops delivered and participants trained	2 workshops; 50-60 participants/ workshop	Workshop report, participant list	≥30% female participants
Output	Coaching sessions delivered	Number of coaching sessions delivered and MSMEs coached	6 sessions; 15 MSMEs	Coaching report, attendance list, Pre- and post-coaching assessments completed	≥30% female participants
Output	Practical models and enterprise learning cases developed	Number of models completed	2 models, each with a video and a leaflet produced	Final videos and leaflets approved	Representation of women-led/vulnerable MSMEs where feasible
Outcome	Improved capacity of MSMEs to adopt digital and green practices	Percentage of participants demonstrating improved knowledge and understanding	≥70% of workshop respondents ≥80% of group coach participants	Post-workshop evaluation Pre- and post-coaching assessments	Results disaggregated by sex and, where feasible, disability and ethnic minority status
Outcome	Number of MSMEs initiating at least one agreed digital or green action by project completion	Number of coached MSMEs that develop or refine dual transition strategies or identify priority improvement actions.	At least 1 coached MSMEs	Coaching report, assessments, brief follow-up, photographs, or other proportionate evidence	No

Result level	Project result	Indicator	Target	Evidence/source	GEDSI consideration
	APED and relevant government partners have improved knowledge, evidence and practical tools to support MSMEs in adopting dual transitions	APED and/or relevant government partners reference or intend to apply project-generated evidence and products	One evidence of the intended use	Meeting records/minutes, written feedback, correspondence, testimony, or documented follow-up.	No

10. Reporting and Program Management

Deliverables are subject to feedback and amendments from the RT4D Facility team, the Project Proponent, and DFAT. The Consultant will engage regularly with these stakeholders in the drafting process, including seeking comments and adjustments and revising deliverables as directed.

The RT4D Facility will support with standard procedures required to receive feedback and endorsement from key stakeholders. A full list of stakeholders the Consultant will engage with is outlined below:

Stakeholder and Contact Points	Responsibilities
Project Proponent (MOF/APED) <i>Ms. Nguyen Thi Bich Thuy, Deputy Head in Charge of the Enterprise & Business Household Support Division</i>	Provide strategic direction and technical guidance; facilitate coordination with relevant government agencies, business associations and other stakeholders; facilitate stakeholder consultations and workshops; review and endorse key project deliverables; support dissemination and ongoing utilisation of project outputs.
The RT4D Facility	Provide overall project management, technical oversight, and quality assurance; review and endorse key project deliverables; facilitate communication between Proponent and the Implementing Partner; monitor project progress and reporting.
Implementing Partner <i>(Contact point to be determined)</i>	Deliver project activities in accordance with the approved Project Design and work plan; coordinate stakeholder engagement; prepare project deliverables and progress reports; and integrate monitoring, evaluation, learning (MEL), GEDSI, and communications requirements throughout project implementation.

11. Child Protection, PSEAH (Protection from Sexual Exploitation, Abuse and Harassment) and other Policy Considerations

For this specific project, and all other activities undertaken through RT4D, it is expected that anyone involved in the delivery must operate in strict compliance with DFAT's [Child Protection](#) and [Protection from Sexual Exploitation, Abuse and Harassment \(PSEAH\)](#) Policies. In the design of stakeholder consultations and workshop or trainings the project should consider the importance of managing risks associated with the Australian Government Department of Foreign Affairs and Trade's (DFAT) Child Protection and PSEAH Policies.

The project should refer to Tetra Tech's policy on PSEAH for additional guidance on risk assessment and management. The project should also note that any activities that require personnel to be deployed outside their usual location or country of residence (e.g. consultations and regional workshops) may pose higher PSEAH risks.

The Consultant will work closely with the RT4D Facility to ensure that all project activities set in place adequate risk management measures including, but not limited to:

- **Safe activity delivery:** Training workshops, coaching sessions and field visits will be conducted in safe, professional and accessible environments that minimise PSEAH risks and promote respectful interactions among all participants.
- **Partner and personnel compliance:** All consultants, facilitators and partner organisations engaged under the project will comply with applicable contractual requirements, Codes of Conduct and relevant DFAT and Tetra Tech safeguarding policies.
- **Inclusive and respectful participation:** Project activities will be delivered in a safe, inclusive and gender-responsive manner. Reasonable arrangements will be made to support the safety and wellbeing of participants during travel and project activities where required.
- **Communications and reporting:** Project communications, photographs, videos and case studies will be respectful, culturally appropriate and undertaken with appropriate consent. Any safeguarding concerns or allegations arising during project implementation will be reported through the appropriate confidential reporting mechanisms in accordance with RT4D, Tetra Tech and DFAT requirements.
- **Child protection:** The project is not expected to directly engage with children. Should any interaction with children arise during project implementation, all applicable DFAT Child Protection requirements will be strictly observed.

12. Privacy and Confidentiality

Regional Trade for Development Facility (RT4D) is committed to ensuring and maintaining the security and confidentiality of all documents and information produced by its development programs and by its partners and clients. This includes ensuring the security and confidentiality of all information and documents produced by the ASEAN Secretariat and by RCEP FJC and its Subsidiary Bodies that are shared with RT4D's RCEP Implementation Support Program (RISP). RT4D security and confidentiality measures and protocols are underpinned by Tetra Tech (the managing contractor) systems.

All files/outputs associated with the delivery of outputs set in this ToR will be stored on a secure file-sharing platform (SharePoint). Access to SharePoint is controlled and will only be granted to non-RT4D users on a needs basis and as agreed with ASEC and or Subsidiary Bodies.

All RT4D sub-contractors and consultants will sign a Code of Conduct, a Deed of Confidentiality, and a Conflict-of-Interest Declaration before starting their tenure/assignment. These documents specify acceptable behaviours on confidentiality, handling of sensitive information, and information security. Training on these topics is also provided on regular basis to ensure compliance.

All personnel engaged by RT4D for the delivery of outputs set in this Scope of Services are expected to sign these documents before the implementation of this project.

13. Risk Management and Safeguards

The Consultant will support the RT4D Facility in the management and mitigation of project risks as outlined in the table below.

Risk	Likelihood	Impact	Mitigation Plan
Limited participation of target MSMEs in project activities	Medium	High	Work closely with APED, provincial authorities, business associations and relevant partners to identify suitable MSMEs, undertake early outreach, and maintain regular communication throughout implementation.
Limited adoption of digital and green practices by participating MSMEs	Medium	High	Select MSMEs based on readiness and commitment; provide practical, tailored coaching and demonstrate feasible, cost-effective solutions through practical models and successful stories.
Delays in project implementation due to coordination or scheduling constraints	Medium	Medium	Develop a detailed implementation schedule, maintain regular coordination with APED and RT4D, and adjust activity sequencing to minimise delays.
Limited sustainability and replication of project outcomes beyond completion	Low	Medium	Develop practical training materials, coaching approaches and successful models; strengthen linkages between APED, MSMEs, business associations and technology providers to support continued uptake and replication.
Competitive, readiness-based selection may favour better-resourced MSMEs and reduce underrepresented MSMEs.	Medium	Medium	Apply GEDSI considerations in participant selection and outreach; participant outreach includes outreach to business associations and at least one organisation representing people with disability; and consider geographic, gender and other relevant representation when selecting enterprises for coaching and case studies.

About RT4D

Regional Trade for Development (RT4D) is an AUD53.3 million, 6-year initiative funded by the governments of Australia and New Zealand to support the effective implementation of ASEAN-Australia-New Zealand Free Trade Area (AANZFTA) and the Regional Comprehensive Economic Partnership (RCEP) agreements.

RT4D is delivered through 3 programs: the AANZFTA Implementation Support Program, the RCEP Implementation Support Program and the Australia-funded Trade and Gender Equality Incubator. Through these programs, RT4D provides targeted technical expertise, supports planning and coordination with ASEAN partners, focuses on less developed ASEAN economies, and facilitates selected FTA implementation in ways that support inclusive development outcomes.

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