



INDONESIA-MALAYSIA-THAILAND GROWTH TRIANGLE (IMT-GT)

REQUEST FOR PROPOSAL (RFP)

“STUDY TO ENHANCE SUBREGIONAL CONNECTIVITY AND PROMOTE IMT-GT TOURISM AS A SINGLE DESTINATION”

Interested service providers shall submit their proposal following the guidance specified below.

A. GENERAL INFORMATION FOR SUBMISSION

1. The proposal must be submitted in **English**;
2. Please submit your proposal to: cimt@imtgt.org cc: cimt.project@imtgt.org. It should be addressed to the Director of CIMT, and must include in the email subject line **“RFP ENHANCING CONNECTIVITY STUDY 2025 – [Company/Consultant Name]”**.
3. Proposals must be submitted by **11.59pm on 25 JUNE 2025**.
4. Proposals shall be quoted in **United States Dollar (USD) or Malaysian Ringgit (MYR)** inclusive of SST and all applicable taxes and shall be valid for 120 days from the last day of submission.
5. Expected duration of work: **JULY 2025 – DECEMBER 2025**
6. Target start date: **7 JULY 2025**
7. Latest completion date: **6 months after signing contract**

B. QUALIFICATION OF THE SERVICE PROVIDER

To be eligible for consideration, the prospective service provider—whether applying as a consulting firm or a team of individual consultants must meet the following minimum qualification requirements:

If applying as a consulting firm/company:

1. Legal Registration

The firm must be legally registered and operating in one of the IMT-GT member countries: Indonesia, Malaysia, or Thailand.

2. Company Track Record

The firm must have been established for a minimum of five (5) years and demonstrate a stable operational history in delivering consultancy or related professional services.

3. Relevant Experience

The firm must have experience in designing, assessing, or implementing development and integration projects within the transport and/or tourism sector, preferably at both national and regional levels.

- A detailed company profile must be submitted, including:
 - Description of the nature of business and areas of expertise;
 - Relevant licenses, certifications, and accreditations;
 - A track record of similar assignments, including a list of clients, project titles, scope of services, contract value, duration, and references (including contact details where available).

4. Key Personnel and Expertise

The firm must nominate a qualified project team, clearly identifying:

- The Team Leader, responsible for overall coordination and delivery;
 - Supporting team members and their specific roles.
- The proposal must include detailed Curriculum Vitae (CVs) for all proposed personnel

If applying as a team of consultants

1. Team Composition and experience

The team comprises individuals with relevant and complementary expertise, with clearly defined roles and responsibilities. Each team member should have demonstrable experience in tourism planning, transport integration, or related field. Each consultant must submit a CV detailing relevant sectoral and regional experience, project roles and contribution

2. Cover letter

The team of consultants must provide cover letter explaining interest to assignment and how the team collectively meet the service requirement

3. Written confirmation from each personnel that they are available for the entire duration of the contract.

4. References and portfolio

The team must provide a consolidated list of references and portfolio of past work including description of similar assignments, role undertaken, duration and outcome, client references

C. PROPOSED METHODOLOGY FOR THE COMPLETION OF SERVICES

The service provider will address the needs of the study based on the Terms of Reference (Annex 1) through a structured methodology comprising desk research, stakeholder interviews, analysis, and reporting. Desk research will include a comprehensive review of key strategic documents such as the IMT-GT Implementation Blueprint 2022–2026, IMT-GT Tourism Strategic Framework, ASEAN Tourism Strategic Plans, and relevant national policies. Key data sources will be drawn from government reports, industry publications, and existing transport and tourism studies. This will be complemented by targeted interviews—both online and offline—with stakeholders from government agencies, tourism boards, transport operators, and private sector players.

The study findings will undergo thorough analysis to identify connectivity gaps, propose feasible transport routes and assess tourism demand patterns. Reporting will be structured across inception, interim, and final phases, aligning with deliverables outlined in the ToR (Annex 1). A quality assurance mechanism will be implemented throughout the process, including internal peer reviews, validation workshops, and continuous engagement with the Working Groups on Tourism and Transport Connectivity to ensure relevance, accuracy, and alignment with subregional priorities.

The service provider is encouraged to maximizing open access data such as available reports, maps, transport and tourism statistics, and satellite imagery, the lightweight analysis tools and virtual collaboration – interview, workshop and research to support the study process.

D. COST BREAKDOWN

The service provider must attach a cost breakdown to conduct this exercise in the following format:

No	Items	Unit Cost	Amount	Total Amount
A	Personnel			
1	Personnel 1			
2	Personnel 2			
3	Etc.			
	Total Personnel Costs			
B	Other Related Costs			

1	Travel expenses			
2	Other Costs: (please specify)			
3				
4				
5				
	Total Other Related Costs			
	Grand Total			

Note: All cost must be in **United States Dollars (USD)** or **Malaysian Ringgit (MYR)**

E. EVALUATION CRITERIA

No	Component	Percentage Score
1	Professional qualifications with specialised experience and technical competence	20
2	Previous experience in providing similar services to international organisations, national and subnational government agencies	20
3	Proposed methodology and workplan for the completion of services	30
4	Financial proposal	30
5	Total	100

TERMS OF REFERENCE

“STUDY TO ENHANCE SUBREGIONAL CONNECTIVITY AND PROMOTE IMT-GT TOURISM AS A SINGLE DESTINATION”

A. BACKGROUND

The Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) is a key subregional cooperation platform to accelerate economic development through cross-border collaboration. Tourism plays a significant role in the subregional economy, attracting over 43 million international visitors annually before the COVID-19 pandemic. However, fragmented transport networks, lack of direct connectivity between key destinations, and weak and inconsistent inter-destination branding have posed challenges to realizing IMT-GT’s potential as a seamless tourism destination. Considering this, the IMT-GT Tourism and Transport Dialogue was organized as a subregional initiative to support the Visit IMT-GT Year 2023-2025 and serve as a crucial stepping stone to the successful implementation of the IMT-GT Implementation Blueprint (IB) 2022-2026, especially strategies under the IMT-GT Working Group on Tourism (WGT) and the IMT-GT Working Group on Transport Connectivity (WGTC).

The Dialogue brought together key stakeholders from the government and private sector involved in tourism and transport within the IMT-GT subregion to discuss strategies and opportunities for enhancing subregional connectivity and sustainable tourism practices. The Dialogue focused on improving transport networks and fostering collaboration between the three countries to boost tourism in the subregion. Participants explored opportunities to integrate transport and tourism services, address infrastructure challenges, and promote environmentally responsible tourism to support economic growth and cultural exchange within the subregion.

The Dialogue, held on 13 August 2024 in Samosir Island, North Sumatra, Indonesia, on the sidelines of the 17th IMT-GT Working Group on Tourism Meeting, had highlighted critical issues and opportunities¹. This study aims to address key tourism-transport challenges identified in the Dialogue, focusing on:

- Exploring feasible multimodal transport routes between IMT-GT destinations.
- Identifying opportunities in sustainable tourism and niche travel segments.
- Aligning transport and tourism strategies to support IMT-GT IB implementation.

This study will develop actionable strategies to enhance subregional connectivity and tourism integration, supporting the successful implementation of the IMT-GT Implementation Blueprint 2022-2026.

B. SCOPE OF SERVICES AND TASKS

Scope of services shall be:

1. Identify and map feasible multimodal transport links (air, land, sea) to improve connectivity between priority IMT-GT tourism destinations.
2. Assess sustainable and niche tourism development opportunities, such as eco-

¹ <https://imtgt.org/imt-gt-tourism-and-transport-dialogue-enhancing-subregional-transport-and-tourism-connectivity-2/>

tourism, Muslim-friendly tourism, wellness tourism, adventure tourism, sports tourism, cultural heritage circuits and etc.

3. Align recommendations with IMT-GT Implementation Blueprint 2022-2026, particularly the Strategic Frameworks and Action Plans of the Focus Area on Tourism and Focus Area on Transport Connectivity.
4. Become the guiding document for establishing IMT-GT as a single tourism destination, promoting cross-sectoral collaboration and ensuring sustainability in the subregional tourism initiatives.

C. EXPECTED OUTCOMES OF THE STUDY

The expected outcomes of the Study are as follows:

1. Enhanced transport connectivity through proposed priority routes, including direct flights, cruise and ferry services, and rail and road linkages.
2. Greater adoption of sustainable tourism models, including eco-friendly infrastructure, carbon-neutral travel initiatives, and local community engagement.
3. Strengthened public-private cooperation to support infrastructure investment, route expansion, and joint marketing efforts.

D. METHODOLOGY AND PROCESS

The study will be conducted in the following phases:

Phase	Activities	Timeline
Desk Research and Stakeholder Consultation	<ul style="list-style-type: none"> Review IMT-GT's Implementation Blueprint (IB 2022-2026), IMT-GT Tourism Strategic Framework (2017-2036), ASEAN Tourism Strategic Plan (ATSP) 2016-2025, ATSP Post-2025 and all other relevant IMT-GT and ASEAN strategic plans. Map key stakeholders' spectrum (e.g., government agencies, airlines, ferry operators, tourism boards, travel associations, tour operators, private sector players) that can contribute to the study, including relevant stakeholders related to WGTC and WGT Facilitate dialogue sessions with WGTC and WGT members to identify priority needs that will drive project goal. Identify transport gaps and tourism demand patterns. <p>Note: the stakeholder consultation will be held on tentative dates – WGT in Langkawi, Malaysia 21-25 July 2025 and WGTC in Jakarta, Indonesia 6-7 August 2025 and service provider is encourage to take part of the meetings</p>	Month 1 – 2

Feasibility Analysis and Route Assessment	<ul style="list-style-type: none"> Analyse existing transport linkages and infrastructure capabilities. Propose potential new routes for aviation, maritime, and overland connectivity. Evaluate demand potential for sustainable tourism and niche travel segments 	Month 3 – 5
Stakeholder Validation and Final Recommendations	<ul style="list-style-type: none"> Organize an online validation workshop with IMT-GT member countries including relevant state and provincial government and industry stakeholders. Finalize recommendations and action plans for implementation Draft monitoring and evaluation system/mechanism to ensure the essential elements of the action plan are implemented. The system should rely on existing data sources and be as practical as possible while contributing to IMT-GT Tourism Strategic Framework 2017 – 2036. 	Month 5 - 6

E. THE STUDY PROCESS

The service provider is expected to be a highly participatory process amongst various relevant stakeholders. There will be several stages involved in the process, including:

1. Desk research and stakeholder consultation

As a foundational step in the study, the service provider will conduct a comprehensive desk review of relevant strategic documents, reports, and frameworks to establish a solid analytical base. Key references will include, but are not limited to:

- The IMT-GT Implementation Blueprint (IB) 2022–2026, with emphasis on enhancing subregional connectivity, strengthening economic corridors and sustainable tourism development;
- The IMT-GT Tourism Strategic Framework 2017–2036;
- The ASEAN Tourism Strategic Plan 2016–2025; and
- National and regional tourism, transport, and infrastructure development plans from Indonesia, Malaysia, and Thailand.

This desk review is intended to ensure the study aligns with, complements, and builds upon existing subregional strategies. It will not duplicate or compete with existing plans, but instead, provide added value by identifying current gaps, emerging opportunities, and strategic priorities that require actionable responses.

In parallel, the service provider will carry out a situational analysis to assess the current landscape of tourism and transport connectivity within the IMT-GT subregion. This will include:

- Examining patterns of tourism demand, including key attractions, visitor motivations, and cross-border movement;
- Identifying barriers to subregional tourism integration, such as infrastructure constraints or regulatory challenges;
- Mapping travel behaviours and demand drivers, including affordability, accessibility, and thematic interests (e.g., sport, food, nature);
- Identifying promising tourism segments—such as eco-tourism, Muslim-friendly tourism, wellness, cultural heritage, and adventure travel—that could benefit most from a unified IMT-GT destination approach.

To ensure the study is regionally relevant and stakeholder-informed, the service provider will engage in targeted consultations with key actors across tourism and transport sectors. Initial engagement will focus on the Working Group on Transport Connectivity (WGTC), the Working Group on Tourism (WGT), and other relevant public and private stakeholders.

Engagement methods will include:

- Email communications and online structure questionnaires/e-Survey
- Online interview and FGD
- In-person consultations tentatively can be scheduled during WGT and WGTC meeting on July and August subject to availability and coordination.

The purpose of these consultations is to:

- Understand stakeholder expectations, constraints, and strategic interests;
- Gather perspectives on tourism-transport integration and cross-border connectivity challenges;
- Align the study with current priorities and explore potential contributions from stakeholders such as policy guidance, data sharing, pilot initiatives, or technical input.

As part of this process, the service provider will develop a Stakeholder Spectrum Map—a strategic tool to identify, categorise, and assess the roles, relevance, and influence of key stakeholders. This will guide both the consultation process and the formulation of practical, collaborative strategies for implementation.

Expected outputs:

- A comprehensive Inception Report that includes:
 - Initial findings from desk research;
 - Stakeholder mapping and engagement summary;
 - Identification of key gaps and opportunities;
 - Alignment of the study's scope with IMT-GT and ASEAN strategic frameworks.
- Strengthened coordination mechanisms with relevant working groups;
- Clear articulation of regional expectations and contributions to inform strategy and action plan development

2. Feasibility analysis and route assessment

In this phase, the service provider will conduct a detailed feasibility analysis of existing and potential transport linkages across the IMT-GT subregion. The goal is to assess current connectivity infrastructure, identify opportunities for route expansion, and propose viable, market-responsive solutions that support the IMT-GT single destination initiative.

Key Activities:

- **Assessment of Existing Transport Linkages and Infrastructure**
The service provider will map and evaluate the current transport network across air, land, and maritime modes—focusing on priority tourism corridors. This will include:
 - Analysis of key transport nodes (airports, seaports, border crossings, road networks);
 - Assessment of operational capacities, frequency of services, and logistical bottlenecks;
 - Identification of underserved or disconnected tourism destinations within the IMT-GT subregion.

- Identification of Potential New and Enhanced Routes
Based on the gap analysis and demand patterns, the service provider will propose feasible new routes or service enhancements, including:
 - Short- and medium-haul aviation connections, including options for charter flights and secondary airport utilisation;
 - Expanded or new maritime routes, such as cruise or ferry links
 - Overland corridors, including integrated road or bus networks, supported by existing or planned infrastructure.
- Evaluation of Demand Potential for Niche and Thematic Tourism Segments
The service provider will evaluate travel demand for emerging tourism niches that align with IMT-GT's strengths and strategic focus areas. This will include but not limited to:
 - Eco-tourism and nature-based tourism circuits;
 - Cultural and heritage tourism routes that span multiple countries;
 - Muslim-friendly tourism, focusing on destinations and routes that cater to faith-based needs;
 - Wellness, adventure, and sports tourism that may benefit from improved multimodal accessibility.

This analysis will be informed by both quantitative data (e.g., tourism flows, infrastructure statistics, route profitability) and qualitative insights gathered from stakeholder consultations in Phase 1.

Expected Outputs:

- A comprehensive mapping of current transport connectivity gaps and bottlenecks;
- A set of proposed multimodal transport routes that are both technically feasible and commercially viable;
- A preliminary market demand analysis for selected tourism segments and routes;

Recommendations for pilot routes or demonstration corridors to support early implementation efforts. This phase will directly contribute to the identification of practical, high-impact transport-tourism strategies, serving as a foundation for route development planning. The assessment will consider:

- Infrastructure readiness (airports, seaports, ferry terminals, highways, cross-border facilities);
- Service coverage (availability and frequency of flights, ferries, buses, etc.);
- Existing bilateral/multilateral agreements, including ASEAN frameworks and CBTP (Cross-Border Transport Permit); IMT-GT agreements between member countries (e.g. MOU on IMT-GT Cooperation in the Field of Geopark Management);
- Logistical, regulatory, and political feasibility, including visa policies, safety standards, and customs requirements.

3. Stakeholder Validation and Final Recommendations

The final phase of the study focuses on validating the key findings and proposed strategies through stakeholder consultation and refining them into an actionable and measurable implementation plan. This phase ensures that the study outcomes are regionally owned, practically implementable, and aligned with long-term IMT-GT objectives. The key activities are included:

- Organize an online Stakeholder Validation Workshop
The service provider will facilitate a high-level validation workshop involving

representatives from IMT-GT member states, key tourism and transport agencies, private sector stakeholders, and regional institutions. The objective is to:

- Present key findings and proposed recommendations;
- Gather feedback on strategic directions, priorities, and feasibility;
- Foster alignment, ownership, and consensus among stakeholders.
- Finalize Strategic Recommendations and Implementation Plan
Based on stakeholder inputs, the service provider will consolidate and refine the study's recommendations into a comprehensive action plan.
- Design a Monitoring and Evaluation (M&E) System

The Consultant will develop a simple, practical, and outcome-oriented M&E mechanism to track the implementation of strategic recommendations. This system will help leverage existing data sources from IMT-GT member states, tourism boards, and regional partners and define clear indicators, responsibilities, and reporting cycles;

Expected Outputs:

- A Validation Workshop Report summarizing stakeholder feedback and agreed priorities;
- A Final Study Report, including:
 - Strategic recommendations;
 - A practical Monitoring and Evaluation framework, including baseline indicators and reporting templates

F. DELIVERABLES

The study will provide the following deliverables:

No.	Item	Description	Due
1	Inception Report	<ul style="list-style-type: none"> • Comprehensive Inception Report that includes: <ul style="list-style-type: none"> ○ Initial findings from desk research; ○ Stakeholder mapping and engagement summary; ○ Identification of key gaps and opportunities; ○ Alignment of the study's scope with IMT-GT and ASEAN strategic frameworks. • Strengthened coordination mechanisms with relevant Working Groups; • Clear articulation of regional expectations and contributions to inform strategy and action plan development <p>The inception report will be delivered as an e-copy.</p>	<ul style="list-style-type: none"> • End of Month 2
2	Interim Report	<ul style="list-style-type: none"> • Interim Report that includes feasibility analysis and route assessment: <ul style="list-style-type: none"> ○ A comprehensive mapping of current transport connectivity gaps and bottlenecks; 	<ul style="list-style-type: none"> • End of Month 5

		<ul style="list-style-type: none"> ○ A set of proposed multimodal transport routes that are both technically feasible and commercially viable; ○ A preliminary market demand analysis for selected tourism segments and routes; ○ Recommendation for pilot routes or demonstration corridors to support early implementation efforts 	
		The interim report will be delivered as an e-copy.	
3	Final Report	<ul style="list-style-type: none"> • The comprehensive final report include, a validation workshop report summarizing stakeholder feedback and agreed priorities and final study Report, including executive summary and strategic recommendations; a practical Monitoring and Evaluation framework, including baseline indicators and reporting templates 	<ul style="list-style-type: none"> • End of Month 6
		The final report will be delivered as an e-copy.	

F. TIMELINE

Stage	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025
1. RFP Issuance	■						
2. Proposal Submission & Evaluation	■	■					
3. Contract Negotiation & Signing		■					
4. Inception Phase (Desk Research & Stakeholder Dialogue)		■	■				
5. Feasibility & Route Assessment			■	■	■		
6. Stakeholder Validation, Final Report and executive summary					■	■	■

Legend:

- ■ = Full activity period
- ■ = Preparatory/partial activity

G. PAYMENT MODALITY

The service provider shall be paid the consultancy fee upon completion of the following milestones.

1. 30% after completion, submission, and acceptance of the result of inception report;
2. 30% after completion, submission, and acceptance of the interim report;
3. 20% after completion, submission, and acceptance of the final draft report;
4. 20% submission and acceptance of the final report and executive summary.

H. Budget

Estimated budget for this study will be approximately USD 34,000.

END