



Request for Proposals

Potential Study Agreement

Massing and Master Planning for Song Saa Banteay Srei Reserve

This document serves to provide an overview of the underlying project relevant to the Subnational Climate Fund (SCF), context on data availability and goals of the mandate, as well as an estimated scope of work requested from the consultant. Final details of the mandate should be covered by the subsequent proposal submitted by the consultant.

1. The Subnational Climate Fund

The SCF is a blended finance impact fund formed to pursue attractive risk-adjusted returns for private investors while generating measurable and certified environmental and social impacts. The Fund is focused exclusively on pursuing investments in mid-size climate infrastructure with nature-based solutions in various developing countries across Latin America and the Caribbean, Africa, the Mediterranean, and Asia. The Fund is managed by Pegasus Capital Advisors, a commercial Private Equity impact fund manager and further benefits from a separate, grant-funded Technical Assistance facility managed by The International Union for the Conservation of Nature (IUCN) and implemented by Catalytic, IUCN, and Gold Standard.

2. Context of the Potential Study Agreement

The SCF is considering a potential investment opportunity relating to an ecotourism and landscape restoration initiative called “Song Saa Banteay Srei Reserve”, located in the Banteay Srei district of Siem Reap province, Cambodia. The project aims to demonstrate how nature-based tourism can restore degraded ecosystems while fostering inclusive, sustainable development in one of Cambodia’s most culturally and ecologically significant regions. The proposed site, spanning 200 hectares surrounding Boeung Chhouk Lake and adjacent to the iconic Banteay Srei temple and the Phnom Kulen National Park, has experienced severe land and biodiversity degradation due to decades of logging, agricultural expansion, and unsustainable land use practices. Soil erosion, deforestation, and overfishing have resulted in declining productivity and ecosystem services, affecting the livelihoods of surrounding communities.

A pre-feasibility study, commissioned by the Catalytic Finance Foundation, was completed in December 2025 which aimed to assess the viability of SCF’s potential engagement in the project by validating market demand for the planned resort and the wider region, including visitor numbers, pricing, positioning, and attractiveness of the area as a destination and the economic viability of the project. The study found that the Song Saa Banteay Srei Reserve has the potential to become a flagship regenerative eco-luxury tourism destination in Cambodia, demonstrating strong commercial viability alongside its environmental and social outcomes. Suggested next steps were identified as progressing to a full feasibility assessment, which would encompass detailed master planning, environmental and technical studies, infrastructure design and financial structuring. This RFP seeks proposals for the detailed master planning component of the feasibility assessment.

Duration

The assignment is funded through Technical Assistance support under the SCF. The total duration of the assignment will be agreed during contract negotiation based on the consultant's proposed approach and methodology.

3. Scope of Work for a Feasibility Study

The consultant is expected to provide the following assessment:

Massing and Master Planning

Aim: To develop a complete project Master Plan for the site at Song Saa Banteay Srei Reserve. This should include:

- Site and context review (boundaries, topography, vegetation, access, surrounding land uses, regulatory context)
- Identification of environmental and spatial constraints (buildable zones, conservation areas, landscape buffers)
- Assessment of preliminary development programme (guest accommodation, shared facilities, amenities, staff and service areas)
- Concept massing study and spatial layout options
- Circulation and access strategy (guest arrival, internal circulation, service access)
- Landscape integration and preservation of key views and natural features
- High level infrastructure considerations (access roads, water supply, wastewater, energy, waste management)
- Sustainable development principles appropriate for SongSaa
- Indicative development phasing options
- Preparation of concept master plan drawings and massing diagrams

4. Out of Scope

The following elements are explicitly out of scope, except where required as fixed assumptions:

- Full market study (findings from the pre-feasibility study should support this study where needed)
- Detailed financial feasibility modelling
- Environmental and Social Impact Assessment (ESIA) (being conducted separately)
- Detailed architectural and engineering design
- Construction documentation and tendering
- Legal due diligence on land ownership
- Branding, marketing strategy, or operator selection
- Detailed operational business planning (beyond concept-level)

5. Deliverables

1. **Inception Note** — A brief document (max 5 pages) submitted following the kick-off meeting, confirming the consultant's understanding of the scope, proposed methodology, data gaps identified, and agreed workplan with milestones.
2. **Interim Progress Update** — A presentation of preliminary findings and draft spatial concepts for client review and alignment, submitted at Week 6 prior to full report preparation.
3. **Draft Master Plan Report** — A full draft report covering all elements outlined in Section 3, submitted at Week 8 for client review. The draft should reflect the same structure as the final report but may be incomplete pending client feedback.
4. **Final Master Plan Report** — The revised and finalised report incorporating client feedback, delivered at Week 12. The report should comprise two integrated components:
 - a **Written report** covering site context and analysis; constraints and opportunities; development programme; design concept and principles; infrastructure narrative; phasing strategy; and key risks and considerations.
 - b **Drawing package** including at minimum: a site analysis plan; a constraints and opportunities plan; a concept master plan; massing diagrams or illustrative sketches; a circulation and access plan; and a phasing plan. Drawings are expected to be at concept level (sketch or equivalent) rather than detailed CAD drafting.

6. Management and Coordination

The consultant will work under the direction of the Subnational Climate Fund and the project sponsor. Regular progress updates and interim validation of assumptions will be required. Reporting cadence will be defined and agreed with the consultant during contract finalisation.

The consultant should be aware that a parallel study will examine the design of a knowledge and training eco-campus linked to the broader ecotourism project. The two studies are mutually informing: spatial outputs from this master planning assignment - in particular the identification of buildable zones, land use allocation, and indicative phasing - will inform the eco-campus study, while the eco-campus study's conceptual and programmatic findings will in turn feed into the massing and development programme of the master plan. Given that both assignments are expected to run on a similar 12-week timeline, the consultant will be expected to coordinate proactively with the eco-campus study team to ensure alignment, flag interdependencies early, and agree key exchange points between the two workstreams.

7. Requirements

The assignment should be undertaken by a consultant or consortium with demonstrated experience in the following areas:

- Eco-tourism or hospitality master planning and feasibility studies, particularly for resorts, lodges, or nature-based developments.
- Work in environmentally sensitive or remote locations, including integration of low-impact design, biodiversity considerations, and sustainable infrastructure solutions.
- Relevant regional experience in Southeast Asia, preferably in Cambodia or comparable markets, with an understanding of local regulatory, environmental, and tourism contexts.

- Experience translating market and financial assumptions into spatial and operational design, including aligning target market positioning with master planning decisions, phasing strategies, and buildable, cost-aware concepts

Evaluation Criteria	Weight
Technical Qualifications and Experience - Demonstrated track record in eco-tourism, resort, or hospitality master planning and feasibility studies; experience delivering projects in environmentally sensitive or remote locations; relevant regional experience in Southeast Asia (preferably Cambodia); evidence of projects progressing from concept to implementation.	35%
Technical Approach and Methodology - Clarity and rigour of the proposed approach; ability to translate pre-feasibility findings into spatial and operational design; methodology for site analysis, master planning, infrastructure feasibility, and phasing; integration of sustainability and low-impact development principles; identification of risks and mitigation strategies.	30%
Key Staff and Qualifications - Strength and relevance of proposed team; qualifications and experience of key personnel (e.g. master planner, hospitality specialist, infrastructure expert); demonstrated experience working together on similar assignments; clarity of roles and level of effort.	20%
Budget and Value for Money - Professional fees only; transparency of cost structure; alignment of budget with proposed methodology and scope; overall value for money relative to quality and experience.	10%

8. Indicative Timeline

Work is expected to commence immediately after the consultant is appointed. The work is expected to be completed within 3 months after signing the service contract. The delivery of services and reporting timeframes are anticipated to be as follows:

Activity / Deliverable	Indicative timeline
Kick-off meeting Establish communication channels for initial information exchanges, confirm the project schedule, confirm the reference framework, and review document availability.	Week 1
Site visit and data collection - On-site assessment of existing site conditions, topography, vegetation, access, and surrounding land uses; collection of relevant technical inputs, maps, and background documentation from the client and other designated stakeholders.	Weeks 2-4
Interim progress update — Presentation of preliminary technical findings for client alignment prior to full report preparation.	Week 6
Draft Feasibility Study report provided to Catalytic	Week 8
Review Period	Weeks 8-10
Final Feasibility Study provided to Catalytic	Week 12

9. Form of Proposal & Requirements

Please prepare a brief proposal for the performance of this work, including the scope of work, project team and qualifications, and estimated costs.

1) Scope of Work: The scope of work should include a description of the specific activities that will be performed in order to accomplish the required tasks identified in Section 3. This should include any proposed site visits/reconnaissance, documents to be reviewed, interviews, etc. If the Consultant feels that additional tasks or components within a required task are suggested or warranted, these should be stated and delineated as “Optional Tasks”.

2) Project team and qualifications:

This should include the name of the principal staff members and any sub-contractors, and a brief description of their role within the project team. Qualifications of staff should include relevant technical capabilities, full CVs, specific previous experience similar to this assignment, specific in-country experience and knowledge.

3) Estimated costs:

An indicative budget of USD 50,000 is available for this assignment, covering **consultancy fees only**. Consultants are invited to flag, with clear justification, if they believe the scope of work warrants a different level of resourcing. A total time and expenses cost estimate (not to be exceeded), in US Dollars, must be provided for the required scope of work. A breakdown of the estimated costs by task must also be presented in tabular format and should include Direct Labour Costs (number of hours or days per staff and their associated unit costs). Travel costs associated with the site visit (limited to transportation and accommodation) will be covered separately by the SCF and reimbursed at cost upon submission of receipts; these should therefore not be included in the financial proposal. Please note that per diems are not an eligible expense under our travel expense policy. Please also note that Catalytic is exempt from VAT. Your financial proposal should therefore not include VAT.

4) Contract & payments:

The contract will be based on Catalytic’s standard terms of engagement, fixing a total consultancy fee on lump-sum basis in US Dollars. Catalytic will pay the consultant in 2-3 instalments: E.g. one advance payment of 20% upon signature of the contract, one payment of 40% after delivery of the draft report, final payment of 40% after delivery of the final report.

5) Conflicts of interest & KYC documentation:

As part of the proposal, the Consultant shall also confirm that they do not have a conflict of interest and that they can provide an adequate, accurate and objective review. In addition, we will request an extract from the commercial registry and passport copy for a KYC / DD check for shortlisted candidates.

6) Q&A Session

Interested bidders will have the opportunity to ask questions in relation to this RFP during a 30-minute Q&A session to refine their proposals. Date and timing of the session remain to be determined and will be communicated to bidders by E-Mail. Questions should be sent 2 hours in advance to project@catalyticfinance.org.

10. Submission

Please submit your proposal before April 30, 2026 by sending it to project@catalyticfinance.org