

Business Proposals Developer Terms of Reference

- Task summary:** Create all the relevant documentation (business plans, proposals, investment memos, investment decks...) necessary for investors to invest in new tourism businesses at 10 sites/activities located within the wetlands of the provinces of Battambang and Siem Reap of the Tonle Sap Lake in Cambodia, based on the findings/reports (attached) of the Pavilion's consultant as potential tourism.
- Donor:** EuropeAid / Oxfam
- Project title:** Promoting landscape approach in the Tonle Sap biosphere reserve and supporting socio-economic development of Tonle Sap and coastal fishing communities, Lot1: North-West half of the Tonle Sap Lake
- Location:** Phnom Penh & North-West half of the Tonle Sap Lake, Cambodia
- Period:** 1 June 2023 – 31 December 2023
- Type of contract:** External consultant contract
- Reporting language:** English

Pavilion/MAADS is complying with Oxfam/EU faire recruitment and employment principals in terms of gender, nationality and culture.

Project Implementer

Pavilion/MAADS were created by the founders/operators of several well-known office park, boutique hotels, restaurants, shops, sport clubs and residences in Cambodia. Existing operations include Aquation, DIB Club, Treillion Park, Templantation, Pavilion, White Mansion, Floatation, Floatation. A few more businesses are presently under development and we foresee sustained further expansion.

All our projects have a consistent identity: strong character, great locations, interesting setups and lots of water and greenery. They respect architectural heritage and support whenever possible promote local culture and responsible tourism. We put a strong emphasis on using low energy consumption solutions. We strive to always positively maximize our guests and clients experience of our destinations.

Project Background

While the Tonle Sap Lake is one of the top four fishery production areas in the world and contributes the majority of Cambodia's freshwater fish production, the lake and its basin are under increasing pressure from multiple threats including climate change, illegal over-exploitation of fisheries and wildlife, forest encroachment and cutting, and upstream dam-building. As the communities living in floating villages in the flooded forest area of the Tonle Sap Basin Reserve (TSBR) are highly dependent on the lake's water and related resources, these threats are contributing to high levels of poverty, food insecurity and pending environmental collapse in the region.

The TSBR has enormous eco-tourism potential but the sector is underdeveloped, suffers a lack of tourist infrastructure and hospitality services, and has not featured highly in national public policies or financial priorities. It is the green economy component of the project.

Following the Covid 19 crisis, the travel patterns of both international travelers and people living in the country have changed drastically. Whilst it is difficult to predict if, how and in which proportion the tourism recovery will take place for the Siem Reap and Battambang provinces, we will arbitrarily place a particular emphasis on the local market (i.e. Cambodian and foreigners with middle and higher income living in Phnom Penh). As for the international visitors, we will include them with caution, February 2023 arrivals of the Siem Reap airport representing just 20% of those from February 2018.

Under the program funded by the European Union, OXFAM is aiming to strengthen health and the socio-economic development of the West Tonle Sap fishing communities in the provinces of Siem Reap, Banteay Meanchey and Battambang. OXFAM will collaborate with MAADS/PAVILION to undertake the following eco-tourism activities:

Activity 3.3.2 Develop an investment roadmap to leverage financial support for eco-hospitality development from potential investors: Based on the eco-tourism inventory (Activity 3.1.1), The Pavilion will develop an investment roadmap, including business investment cases in collaboration with communities and potential tourism operators, to leverage financial support for eco-hospitality infrastructure development and attract conservation/impact oriented private sector. Investors in Cambodia and the region will be mapped out. The Pavilion will convene annual TSBR investor meetings with potential investors to present the eco-tourism inventory and corresponding investment memos and business plans (A3.3.2.1). Publications/products: TSBR eco-tourism investment roadmap and meeting reports; investor meetings will directly target a total of 90 individuals (meeting participants).

General Objective

Contribute to turning the North-West half of the Lake into an attractive destination that will generate long-term benefit to the communities.

Specific Objective

Prepare for private investors/developers to invest in eco-tourism in the Tonle Sap area.

Beneficiaries

Community members who can potentially make a living from tourism, tourism investors/operators, authorities. Findings made public and link to marketing and promotion.

Outputs

Additional funding is leveraged to boost eco-tourism in the TSBR and create additional employment.

- Costs relating to the development of an investment roadmap, led by a consultant who will collaborate with local communities to produce deliverables including investment memos, business plans and process guidelines.
- Costs relating to the organization of 3 TSBR investor meetings (1 meeting per year) to present the roadmap and deliverables to 30 participants, including potential investors from the private sector.

Outcomes

Based on the findings of the initial study, develop an investment roadmap including investment memos, business plans and process guidelines in collaboration with communities, potential operators and to leverage financial support from various funds sources. Identify potential investors in Cambodia and in the region, within High Net Worth Individuals, Private Equity Firms, Banks, Family Offices, Institutions, Impact Funds, Hedge Funds, etc.

Specific Assignment

Review in details all the reports, attached documents and links put together by the Pavilion's exploration team. If necessary, ask the team for any clarification or additional information (within the exploration team's reasonable ability).

Draft a strategy and propose a work-plan/work-schedule to create the necessary documentation for at least 10 sites/activities, to the Pavilion Founders for approval before undertaking any detailed writing.

Create all the relevant documentation (business plans, proposals, investment memos, investment decks, roadmap...) necessary for investors to invest in new tourism businesses at 10 sites/activities located within the wetlands of the provinces of Battambang and Siem Reap of the Tonle Sap Lake, based on the findings/reports (attached) of the Pavilion's consultant as potential tourism.

Prepare and conduct two conferences/presentations for various potential stakeholders/investors introducing the business opportunities identified in the designated area, provide them with any additional information they might require, answer their questions.

Ensure the findings and all relevant documentation is made available online and offline, with sufficient exposure to the targeted audience/public.

Specifically, for each identified sites, create a complete investment documentation, including at minimum:

1. Background information (common to all sites/activities)

- a) Brief description of the tourism industry/trends in the country,
- b) Brief description of the destination,
- c) Basic data on pre/post covid international/domestic arrivals,
- d) Brief description of the overall rational of the project,
- e) Map of the region, with all selected locations and accesses.

2. Detailed site and business description

- a) Narrative description of the project,
- b) Benchmarking on comparable destinations/activities,
- c) Relevant illustrations.

3. Financial aspects

- a) Projected costing and execution timeline,
- b) Complete 10 years business plan (detailed projected P&L),
- c) Expected cash-flow and IRR, as well as other relevant key indicators,
- d) Projections with various levels of stressing the model,
- e) Consider various financing options (full equity funding, debt, convertible loans...),

4. Practical implementation suggestions

- a) List of architects,
- b) List of contractors,
- c) List of operators,

- d) Relevant authorities contact details.

5. Suggestions for funding

- a) Exploring equity funds present in the region,
- b) Exploring international financial institutions,
- c) Exploring local banks,
- d) Exploring local private equity.

Key Deliverables and Timeframe

The assignment is expected to begin early June 2023 and to be completed by the end of December 2023. The following key deliverables are expected from the consultant within the allocated timeframe:

- Kick-off meetings with relevant stakeholders, Pavilion founders and other tourism industry operators,
- Comprehensive documentation including at least all the points listed here-above,
- Suggestions for better-tuned documentation and strategy to fulfil investor's needs,
- Every two month, short narrative report on the progress on the works, that will be shared with Oxfam,
- Participate in restitution workshop and presentation when required by Oxfam or Pavilion,
- Initiate and facilitate the meetings with potential investors and relevant stakeholders.

Required Skills and Experience

I. Academic Qualifications

- A minimum of bachelor's degree (or equivalent sustained experience) in finance, investment banking, fund management, tourism economy, or related field.

II. Experience

- At least 5 years experience in investments, access to finance, capital raising, experience in investments in tourism / eco-tourism / hospitality sector in SE Asia Preferred.

III. Technical experience

- Expert knowledge on business-plan writing and financial forecasts in the hospitality and travel industry,
- Expert knowledge on pre-budgeting building and opening tourism facilities and resorts.
- Established exposure to South East Asian ecotourism related activities.
- Experience in forecasting for mid/higher-end tourism developments.
- Experience with EU or international donors/NGOs projects is an asset.
- Familiar with the adventure and eco tourism sectors in Cambodia is an asset.
- Advanced writing and reporting skills in English.
- Computer literacy, including GIS editing, geopositioning softwares and basic graphic tools.

How to Apply

The consultancy is open to all national and international consultants who meet the selection criteria here-above and propose a competitive fee. Interested consultants are requested to apply before 25 May 2023 only by emailing to info@maads.asia

Submissions through any other media will not be considered.

Locally present candidates will be preferred.

The application must include all of the following documents:

- Complete detailed CV,
- References to previous relevant studies or consultation reports,
- Technical Proposal,
- Offerors Letter,
- Financial proposal.

All files shall be submitted in one single email and sent as MS Word or PDF files to info@maads.asia

Before you submit your offer please revise that the application is complete and comprises all five (5) documents listed here-above.

Incomplete applications will not be considered.

Additional Notes

The consultant or consultancy team is required to prepare a detailed financial proposal for whole assignment covering consultancy fees, and other necessary expenses items related the actions of the assignment.

Consultancy fees and any per diem for field work should be covered within the proposed fees. Field work and workshop expenses will be not reimbursed.

Financial proposals will be evaluated based on their cost-effectiveness, competitiveness and clarity of execution.

The consultant is required to adhere to Oxfam Values and Principles

- Eager and required to adhere to Oxfam's principles and values ([click here](#)) as well as the promotion of gender justice and women's rights s ([click here](#)).
- Understanding of and commitment to adhere to equity, diversity, gender, child safety and staff health and wellbeing principles.