

CALL FOR PROPOSALS FROM STRATEGIC PLANNING CONSULTANTS

Cambodian Living Arts is seeking proposals from consultants to support the development of a five-year plan for 2026-2030, with work scheduled from January to May 2025. We are looking for a consultant experienced in strategic planning for NGOs embedded in the cultural context of Cambodia and/or Southeast Asia, ideally with experience of working with arts organizations, and with interest in the arts in Cambodia. Having operated in Cambodia for 26 years, with a present catalyst role in grantmaking, advocacy, and more, we aim to remain relevant by evolving with the changing context of Cambodia and the world, ensuring that the arts ecosystem is prepared to seize future opportunities and strengthen its impact.

Further details, including how to apply are provided below. Deadline for proposals submission is December 8, 2024.

INTRODUCTION TO CAMBODIAN LIVING ARTS (CLA)

Cambodian Living Arts (CLA) is a local non-profit, non-governmental organization based in Cambodia, operating as part of Living Arts International, alongside Mekong Cultural Hub and Connecting South. While CLA sets its own programs and development strategy, its administration and finances, managed from the head office in Phnom Penh, are overseen by Living Arts International (LAI). We currently employ 19 staff members across three main departments: Programs, Institutional Advancement (Marketing, Communication, and Fundraising), and Finance and Operations.

Founded in 1998 with a mission to catalyze a vibrant arts sector, CLA initially focused on reviving and preserving traditional performing arts on the verge of disappearing. During that period, CLA supported master artists in passing their knowledge to over 300 students in various art forms across Cambodia. By the 2010s, CLA shifted toward nurturing a new generation of young artists by offering scholarships, fellowships, fair-paying jobs through regular performance platform, professional development programs, and a five-year pilot arts education program in select public schools. Since 2017, in response to limited resources for artists and cultural workers, CLA has provided small grants, creative skills workshops, and support for new works. Today, CLA supports artists and organizations across all art forms, with an emphasis on strengthening and developing the entire arts sector.

CLA's THREE core programs are:

1. **Grants:** CLA currently offers a variety of grant programs that support the creation of new works, facilitate travel for regional workshops and exchanges, enhance artistic development and artistic practice reflection, and strengthen organizational capacity for sustainability.
2. **Learning and development:** This includes scholarships, training, and talks, as well as fellowships to strengthen the leadership capacity, knowledge, and skills of human resources in the arts sector.
3. **Community engagement and outreach:** The work is to bring arts and opportunities to remote areas, ensuring access for all, including underrepresented groups. This includes, but is not limited to, provincial tours of new artistic works, interactive workshops, talks, and exhibitions.

CLA also provides management and administration support for selected emerging arts organizations, in order to facilitate their program and organizational development during key phases of incubation. This is a more recent area of work, and is one where we are seeing growing need and opportunity and we would like to explore this further as part of the strategic planning process.

The primary beneficiaries of CLA programs are independent artists, informal groups, and grassroots organizations.

OUR NEED

CLA is seeking a consultant(s) to facilitate the development of a strategic plan for the organization. This strategic plan is expected to include:

1. Identifying the key needs and gaps in Cambodia's arts sector where CLA can actively address emerging challenges and opportunities in preparation for its evolution by 2040.
2. Specific objectives for program and organizational development, covering the period 2026-2030.
3. Strategies to build meaningful partnerships between the arts sector and civil society organizations for resource and expertise sharing, as well as professional development opportunities, enabling artists and the arts to make significant contributions to Cambodian society.

Some of the key questions we wish to address through the strategic planning process are:

- How can we best approach grantmaking to strengthen Cambodia's arts sector, supporting diversity and quality in artistic expression while building the capacity of key actors?
- What specific strategies can we implement to strengthen CLA's organizational capacity—including leadership development and succession planning—to ensure we have the skills and resources needed to advocate, manage finances, deliver programs, and effectively achieve our mission?
- How can CLA, as an arts organization, reflect its commitment to community development, human rights, and sustainable development within its mission of strengthening the arts sector by providing opportunities, resources, and networks to artists and grassroots arts organizations?
- Given CLA's current role as a catalyst operating behind the scenes, how can we enhance CLA's visibility and relevance?
- What factors including but not limited to technological advancements, policy changes, or market dynamics, are likely to shape the Cambodian arts sector by 2040? How can CLA strategically respond to these factors to ensure the sector's sustainability and needs?
- What future trends, challenges, and opportunities do you foresee in the funding landscape for Cambodian Living Arts by 2040, and how can CLA proactively diversify its funding sources to ensure long-term sustainability and impact?

We expect the consultant's services to include the following:

- Project management
- Design and execution of a comprehensive planning process

- Delivery of an actionable strategic plan, feasible within the projected financial capacity of the organization, including objectives, strategic priorities, and an implementation framework with timeline
- Develop recommendations regarding the plan's implementation and support structure

It is expected that these tasks will be accomplished through a combination of activities, including:

- Background research by the consultant on CLA's history and current leadership team, including an analysis of the organization's current context, assessing internal and external factors, and identifying potential growth opportunities for the future.
- Focus groups, interviews, surveys and/or any other method that will be useful in receiving stakeholder, partner and community input – particularly engaging with Grantees, Fellows and Scholarship Awardees and collaborators from CLA's network
- Facilitated group meetings with the Board and staff to create consensus regarding a strategic vision and plan

FURTHER INFORMATION AND HOW TO APPLY

Timeline:

The timeline for the consultant recruitment process is as follows:

Deadline for proposals:	December 8th 2024
Selection:	By December 15 th 2024
Work starts:	From January 2025
Key dates:	CLA Board Meeting - Late January 2025 CLA Board Meeting - Late April 2025 <i>(the target is to have a relatively full draft of the strategy for review at this meeting)</i>
Strategy approval:	CLA Board Meeting - August 2025
Strategy launch:	Early October 2025

At the Board level, CLA's planning process will be overseen by the CLA board members, who will be available for consultation and virtual meetings during the period between Board meetings.

The main working contact for the Consultant will be the Programs Director/CLA, YON Sokhorn who will facilitate interactions with other staff and Board as required.

Budget: Cambodian Living Arts has budgeted \$5,000 USD for this strategic planning exercise.

Other:

- CLA is able to provide detailed historical program information, development and budget data
- The Consultant will work with CLA's Team and a specially-formed committee from the Board of Directors. This will mean working with people based in Cambodia, Singapore, London, and Australia and therefore require virtual meetings and out of hours working
- A strategic planning exercise for Mekong Cultural Hub will be happening in parallel, so it may be beneficial to connect the CLA and MCH teams/ consultants at some point in the process
- We are seeking best value proposals and are happy to engage in dialogue with applicants as they develop their proposals

How to apply

Please submit the following items to admin@cambodianlivingarts.org

- Resume
- Proposal (maximum 3 pages), detailing:
 - Interest and qualifications for this assignment
 - Outline of proposed activities, timeline and quote
 - Two references

Before 6pm on December 8th (GMT).

As noted above, we are very happy to engage with applicants during the proposal development process, so please contact us via the above address for any queries or discussion.