

## Call for Proposals from Fundraising Consultants:

Cambodian Living Arts is seeking one or more fundraising consultants to help us develop strategy and implementation plans for fundraising over the next five years. Our requirements are divided into 3 Lots:

- Lot 1: Growing our existing annual giving campaign from individual donors
- Lot 2: Launching fundraising activities in Greater Asia
- Lot 3: Preparing for a \$5 million capital campaign

We are open to receiving proposals from consultant(s) for any combination of the three lots (i.e. one, two or all three elements). More detail about CLA, our fundraising history and future directions, and how to apply, follows below.

### Introduction to Cambodian Living Arts

Cambodian Living Arts (CLA) was founded in 1998 by genocide survivor and musician Arn CHORN-POND. For a decade, we focused on reviving and developing endangered performing art forms and rituals. As 90% of Cambodia's artists did not survive the Khmer Rouge regime, Cambodia's artistic heritage was in danger of being lost forever.

Over the last 20 years, both Cambodia and the arts scene have developed rapidly and we have evolved our work to match. We have focused on helping talented people to build and develop careers in the arts, through scholarships, fellowships, and support to troupes and individuals.

Looking forwards, we aim to promote creativity and innovation in the Cambodian arts sector, and to build links with our neighbors in the Greater Mekong region and further afield in Asia. We are also working to bring more arts and culture education into Cambodian public schools, and to increase performance opportunities for Cambodian artists.

Our mission is to be a catalyst in a vibrant arts sector, inspiring new generations. We are incorporated as a US non-profit, with 501(c)3 status. We operate in Cambodia as an international NGO, under a memorandum of understanding with the Ministry of International & Foreign Affairs.

Our operating culture and strategic perspective is international, making the most of our hybrid identities as a Cambodian, Asian and American organization. Our head office, including our Development (fundraising) team, is based in Phnom Penh, Cambodia. And we have additional program offices in Phnom Penh and Siem Reap. We do regular work in and with other Asian countries, and through special projects, we run major arts programs periodically in the USA, and more recently Australia, as well as hosting international programs, e.g. conferences and festivals in Cambodia. We intend that our development strategy reflects this dynamic and international way of working.

### Funding profile

#### History of fundraising staff and operations:

During the first decade of CLA's work, the organization's fundraising was predominantly led by the Board of Directors on a voluntary basis, with some administrative support from a US-based staff. 90% of the annual budget (at that time approximately \$350k-\$400k) was secured via an annual major donor<sup>1</sup> campaign. The majority of those donors are from the USA, with many of them based on the East Coast and many of them still supporting CLA today.

In 2009, CLA recruited its first Executive Director (based in Phnom Penh), and in 2013 moved its fundraising staff from the USA to Cambodia.

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<sup>1</sup> Major donor is \$1,000 and above

### Funding sources:

Today, the income generation efforts are led by staff (although still with strong and active engagement from the Board, particularly in relation to the annual major donor campaign), and our annual budget of \$1.5 million is raised through:

- Annual major donor campaign (including family foundations) 40% (95% of which is from the USA)
- Locally-earned income (from performance revenue, cultural tourism and other service fees) 40%
- Grants for cultural development work from international institutions 20%

We periodically raise funds for major international commissions and projects in addition to our annual budget e.g. Where Elephants Weep in 2007 (\$1 million), Season of Cambodia Festival in 2013 (\$2.6 million) and currently for Bangsokol: A Requiem for Cambodia (\$600,000). In these cases, we have often subcontracted US-based fundraising consultants on a project basis.

### **Our need**

In March 2017, CLA publicly launched our latest [5-year strategic plan](#) for 2017-2022. We are also in the process of completing a 5-year business plan for [CLA Enterprise](#). We are now seeking fundraising consultant(s) to support us with:

1. Designing a 5-year strategy for growing our existing annual giving campaign
2. Designing a strategy for fundraising in Greater Asia
3. Conducting a Capital Campaign Planning study and draft plan

More detail on each Lot follows below.

### **LOT 1: Growing the annual giving campaign**

The main focus of this strategy is to maintain and grow our existing annual giving campaign model (which currently raises approximately \$350,000 per annum). As a base for this work, CLA has provisionally determined 3 strategic directions for the annual campaign over the next 5-years:

1. Maintaining revenue from our core annual campaign (US major donors)
2. Growing our major donor base, within the USA but also expanding to Australia, France and Canada
3. Developing a global base of small donors, making regular donations (fed via our international programming, cultural tourism activities, and community building within the Cambodian / Southeast Asian Diaspora)

We are seeking a consultant to:

- Validate these directions
- Propose additional strategic directions
- Support us to set realistic financial targets
- Determine the appropriate staffing and support structures, in order to maximize efficiency and return on investment
- Facilitate the development of a 5-year plan (including budget) for rolling out this strategy

### **LOT 2: Launching fundraising in Greater Asia**

Over the past 5 years, CLA has been growing its program networks, institutional partnerships and board membership within Asia. During the next 5-year period, we see strong strategic, vision / mission and business reasons to compel us to extend this growth to fundraising. We are looking for a Consultant to help us explore and quantify development opportunities in Greater Asia (including Cambodia), with particular focus on:

1. Major donor philanthropy (likely focusing on Singapore, Hong Kong and Cambodia)
2. Corporate sponsorship and investments

We expect the consultant to:

- Assess the income potential for CLA development within Greater Asia
- Facilitate the design of a 3-5 year plan for launching this new strategic direction, including budgets and expected return on investment
- Provide a detailed analysis of the giving culture in the various countries being considered, and what staffing and fundraising strategies CLA would need to invest in to succeed in these new markets

### **LOT 3: Capital Campaign**

CLA is preparing to launch a capital campaign, with a draft goal of \$5 million (subject to validation by the consultant). We believe we are ready to take on a capital campaign during the next 12-36 months because of the following programming and institutional milestones, which will provide a good context for donor engagement:

- *Bangsokol: A Requiem for Cambodia* global tour (2017-2019)
- CLA's 20<sup>th</sup> anniversary (2018-2019)
- 40<sup>th</sup> anniversary of the end of the Khmer Rouge regime (2019)

We will require the Consultant to help us determine the appropriate focus and target for the capital campaign. However, directions may include building an endowment, a fund, or a building project. Regarding an endowment, in the context of our five-year strategic plan, we have identified the need to prepare for long-term financial sustainability of CLA, and in particular to address succession planning for key solicitors and major donors (including looking at planned giving). Today CLA has an existing "Vision Fund"; we would like to grow this in order to provide for CLA's future and to generate income that can be used to support our strategic plan. There are also opportunities to link the capital campaign to other strategic intents of CLA e.g. development of a Living Arts Center in Phnom Penh.

We would like the Consultant to do the following:

#### Phase 1 - Conduct a Campaign Planning Study (Deadline: December 15<sup>th</sup> 2017)

- Assist in selecting the campaign focus and initial development of a case statement
- Work with Development Team and Committee to identify key prospects and communications groups
- Conduct interviews with key prospects
- Conduct interviews with key communications groups
- Determine realistic campaign goals

#### Phase 2 – Develop a Campaign Plan (deadline May 2018)

- Finalize the case statement
- Develop a capital campaign plan and calendar maximizing the Public Relations value of the opportunities outlined above
- Propose key staffing needs, budgets and collateral pieces that will be required to realize the campaign
- Brief/ train Board, staff and key volunteers on what will be expected of them during the campaign

Consultants applying for LOT 3: Capital Campaign must be able to deliver both Phase 1 & Phase 2; we will not consider applications for only one phase.

## **FURTHER INFORMATION AND HOW TO APPLY**

### **Timeline for LOT 1 and LOT 2:**

The timeline for Lots 1 and 2 is as follows:

Deadline for proposals:	October 1st, 2017
Selection:	During October
Work starts:	November 1, 2017
Final deliverable:	May 2018

Please note: the CLA Board of Directors will meet in NYC, on 15th December 2017. We expect the Consultant to use the opportunity of this meeting to share early drafts/ directions for the plan(s) and/or to consult with Board members and gather input into the strategy development. This can be done virtually or in person and the costs should be included in the proposal. Similarly, we expect the Consultant(s) to spend at least one week in our Phnom Penh office, working with our Management team. This should also be factored into the proposal.

### **Other**

- CLA is able to provide detailed historical development and budget data
- We will share information with the consultant about strategy and plans regarding institutional fundraising and earned revenue
- CLA will provide a travel budget of up to \$2,500 USD to enable the Consultant(s) to travel to the Phnom Penh office/ NYC meeting as needed. Therefore, those travel costs do not need to be included in the proposal.
- The Consultant will work with CLA's Senior Team, Development Manager and a specially-formed committee from the Board of Directors (representing leadership, development and finance). This will mean working with people based in Cambodia, Singapore and East Coast USA, and therefore require virtual meetings and out of hours working
- We are seeking best value proposals and are happy to engage in dialogue with applicants as they develop their proposals

### **Timeline for LOT 3:**

Deadline for proposals:	October 1 <sup>st</sup> , 2017
Selection:	During October
Work starts:	November 1, 2017
Phase 1 completion:	December 2017
Phase 2 completion:	May 2018

Please note: the CLA Board of Directors will meet in NYC, on 15th December 2017. We expect the results of Phase 1 to be presented at this meeting.

### **Other**

CLA is able to provide detailed historical development and budget data

The Consultant will work with CLA's Senior Team, Development Manager and a specially-formed committee from the Board of Directors (representing leadership, development and finance). This will mean working with people based in Cambodia, Singapore and East Coast USA, and therefore require virtual meetings and out of hours working

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 [frances@cambodianlivingarts.org](mailto:frances@cambodianlivingarts.org)

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

Before October 1<sup>st</sup> 2017 (midnight EST).

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.