



RAISE FAQs PHASE 3

The Arts Council is launching Phase 3 of its RAISE capacity building programme. After a very successful Phase 1 & 2 programme delivered by our partners O’Kennedy Consulting, arts organisations will be invited now to participate in RAISE Academy, RAISE Advance and RAISE Accelerate programmes.

The following are key questions and answers in relation to the launch of Phase 3 of the programme with answers provided.

1. Q: Which arts organisations are eligible to apply for participation in RAISE Phase 3?
 - A: Eligible arts organisations include strategic funded and arts centre funded organisations.

2. Q: As we participated in Phase 1 & 2 of RAISE, are we eligible to apply for this current programme?
 - A: All 10 former Tier 1 organisations will be invited to continue as part of the newly formed RAISE Advance level participant organisations.
 - All former Tier 2 participant organisations in RAISE Phase 1 & 2 are eligible to apply for RAISE Accelerate.
 - Strategic funded and arts centre funded organisations, who have not engaged with RAISE Phase 1 & 2 as a Tier 1 or Tier 2 organisation can apply for Raise Academy.

3. Q: As we participated in the original RAISE programme between 2012 and 2016, are we eligible to apply for RAISE Phase 3?
 - A: Yes, you are eligible to apply for RAISE Academy in Phase 3. If you believe your organisation is in a position to apply for RAISE Accelerate, this will be considered, in consultation with the Arts Council on a case-by-case basis. Before starting your application, first contact Mary at mary@okennedyconsulting.ie, to have a conversation. Your organisation is not eligible to apply for RAISE Advance.

4. If you are a former Tier 2 organisation, and apply for the RAISE Accelerate programme and are not successful, can you still be eligible to apply for the RAISE Academy programme?
 - A: No, you will not be able to join the RAISE Academy level as this is similar to the Tier 2 programme you already participated in. However, if you are unsuccessful in your application to RAISE Accelerate, you will still be entitled to apply for one-to-one



consultancy hours as part of the RAISE UP Fund, and will continue to be engaged as a RAISE Alumnus, through RAISE Huddles, online sessions etc.

5. Q: Will the Arts Council penalise an organisation for successfully raising money from private sources by reducing its grant, either in volume or relative to other organisations.

A: The Arts Council has a very clear view about the role of private giving for organisations being funded by the Arts Council. Any money raised will be regarded as additional, or 'extra', and will not affect in any way the organisation's Arts Council grant, now or in the future. In addition, organisations with robust funding models are those most likely to have the more significant impact on Irish culture and society and therefore be strong ongoing strategic partners for the Arts Council. Private Investment including philanthropy is always attracted to organisations that have existing state/grant support and state funding is also normally encouraged by the existence of philanthropic support – partnership for success is mutually beneficial to all parties.

6. Q: Will the extra burden of work associated with fundraising (staff, time, resources) represent more trouble than it is worth?

A: Developing a sustainable fundraising programme should be viewed as an opportunity, but like anything that's worth doing it will take time and commitment so unless an organisation is willing to do this then they are not a right fit for the programme. And yes, donor engagement will always need to keep moving. The experience of a previous RAISE participant probably says it best: "The RAISE initiative has been a very positive experience, the initial fears and reservations quickly disappeared when we started to ask our followers to support us, their goodwill towards the organisation translated into funds in support of our education programmes. The concept of asking for support is now ingrained in the organisation and is shared by the board, executive, members, friends and supporters of the organisation."

7. Q: Will the artistic vision and career of the director in time be diluted or diverted by having to pander to corporate sponsors who do not really understand the work or just want popular work to which to attach their logo?



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- A: There are great examples of successful corporate & arts partnerships both in Ireland and internationally and this fear can be mitigated once there is open dialogue when agreeing on the sponsorship parameters and a strategic approach to partnering with the right companies who do understand and appreciate the artistic vision. Corporates are looking to create long term, impactful and mutual beneficial partnerships – that align with the ethos and mission of the arts organisation. No organisation should take money from a company or grant source that they don't trust or feel aligned to in terms of values – this will negate any pandering. RAISE will be focused on this approach to donor engagement. The private investment and philanthropy motto 'people invest in people' means 'donors invest in the artistic vision and ambition of the director' – so there should never arise a need to compromise artistic integrity or vision.
- A key focus of Phase 3 of RAISE will be embedding Environmental Social, Governance (ESG) practices across all aspects of the programme. Corporate, Individual and Foundation funders are increasingly applying these non-financial factors as part of their analysis process to identify material risks and growth and impact opportunities. ESG criteria is becoming the norm for socially conscious investors in the commercial world and this in turn is directly impacting on their rationale for philanthropic investments, corporate sponsorships, and strategic partnerships.

8. Q: Will support be available to help fund a part-time resource for a period to support the capacity building efforts of organisations?

A: For the selected RAISE Accelerate organisations, an assessment will be made of their current private investment and fundraising capacity and where appropriate*, financial assistance will be provided over a 2-year period. There is no provision for additional financial assistance being provided to organisations participating in the RAISE Academy programme.

*Note: For RAISE Accelerate organisations, where it is deemed appropriate/beneficial to successful participation in RAISE, a fundraising position will be recruited by Charity Careers Ireland with support from Creative Careers. The precise role, skills required and salary will be assessed on a case-by-case basis depending on the specific requirements of each organisation and their capacity to co-fund the position.

9. Q. What is the difference between RAISE Academy and RAISE Accelerate of this programme?



A: RAISE Accelerate applies to Ready to Engage Organisations. These are organisations who can clearly demonstrate in their Expression of Interest that they have the vision, commitment and conviction to participate successfully in this programme and generate sustainable and tangible benefit from it.

There will be 5 RAISE Accelerate organisations.

- Criteria: Medium & Large organisations with annual turnover of over €500,000 and an ability to demonstrate a track record of fundraising support and donor engagement – fundraising/private income at a minimum of 5% of total turnover.
- The chosen organisations must demonstrate that they have robust organisational structures, strong fundraising propositions, clear marketing plans and the internal capacity, leadership and board buy-in to ensure the growth of impactful private investment/philanthropy strategies.

Note: Selected organisations will participate in **group workshops** and receive **60 hours** of bespoke organisational support will be given to each selected organisations. Financial support will also be provided towards the salary of an appropriate fundraising resource. O’Kennedy Consulting will work with each RAISE Accelerate organisation to develop tailored fundraising plans which are suitable to the organisation’s unique requirements.

RAISE Academy applies to Getting Ready to Engage Organisations. These are organisations who can demonstrate a commitment to fundraising but where it is recognised that they need more time and assistance to prepare themselves to engage with donors strategically and apply for a future phase of the Accelerate programme.

Up to a maximum of fifteen RAISE Academy organisations will be chosen for Phase 3 of this programme.

- Criteria: Small & Medium organisations that are deemed to be at the early stage of their fundraising journey **UPDATE: There is no longer any annual turnover cap to apply for RAISE Academy (previously €500,000 and lower)**. There is also no minimum fundraising income required but organisations must demonstrate some level of effort to secure donor income.
- Of the RAISE Academy organisations that will be chosen, preference will be given to those organisations who can demonstrate a commitment to developing private investment fundraising programmes in the medium to long-term, and those that have a clear, robust organisational structure and strategy.



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Note: RAISE Academy organisations will receive group training workshops, 25 hours of individual mentoring and support as well as full access to online fundraising support tools.

10. I was a former Tier 1 organisation as part of the RAISE programme 2012 – 2016, am I eligible to apply for RAISE Advance?

A: No, you must have been a Tier 1 organisation as part of the RAISE programme since 2018 to join the RAISE Advance level.

11. Q: When is the deadline for submitting Expressions of Interest:

Tuesday 26th of January at 5pm for RAISE Accelerate and Tuesday 2nd of February at 5pm for RAISE Academy

12. Q: Who is managing the RAISE programme for the Arts Council?

- A: [O’Kennedy Consulting](#), leading fundraising and philanthropy advisors manage RAISE on behalf of the Arts Council. Led by Mary O’Kennedy, the team can be contacted at raise@okennedyconsulting.ie. All expressions of interests should be submitted online via the supplied links.

13. Q: Who is the primary Arts Council contact on this programme?

- A: It is Kieran MacSweeney who can be contacted at kieranmacsweeney@gmail.com or on 087 2513986.

14. Q: What is the Arts Council RAISE Up Fund?

- A: **THE RAISE-UP FUND** In addition to the RAISE Programme, we are delighted to continue The RAISE UP Fund which will allow previous or non-successful RAISE applicants to apply for 1-to-1 consultancy services from the OKC team at **no cost** to your organisation. Note: The RAISE-UP Fund is **not** open to those participating Phase 3 Academy, Accelerate or Advance. Requests will be assessed on a case by case basis, with 4 days maximum attributed to each organisation. Eligible organisations would also include organisations from the 2012 – 2016 cohort of RAISE. To apply to the RAISE-UP Fund, please contact oonagh@okennedyconsulting.ie.

15. If I am successful in my application to the RAISE programme, what am I committing to?



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- A: Please note that all applicants that make successful submissions to participate in RAISE Academy, RAISE Accelerate or RAISE Advance, will be required to complete Service Level Agreements prior to commencement of the Programme and hereby agree to participate fully in all aspects of the programme and to complete quarterly OEDs (Ongoing Evaluation Documents) based on the key programme metrics. These must be returned to the RAISE team no later than 10 working days from the end of each quarter.