



Transforming Arts Organizations Worldwide

## Capacity Building Programs

*April 2023*

# Report on Capacity Building Programs

To support a member looking to assess the effectiveness of their own capacity building program for arts fundraisers, Advisory Board for the Arts identified and profiled 11 organizations that provide **capacity building programs** either by awarding grants or through training.



# Participants List: Programs and Organizations

Name	Program Name	Country / Region	Profile Source
Arts Council Singapore	Capability Development Grant	Singapore	Interviewed
Arts Fundraising & Philanthropy	Networks Funding	United Kingdom	Interviewed
British Council Mexico	Creative Leadership Programme	United Kingdom - Mexico	Interviewed
City of Ottawa	Capacity Building Programme	Canada	Interviewed
South East Museum Development	Fundraising Skills Builder Grant	United Kingdom	Interviewed
Dwight Stuart Youth Fund	Capacity Building Initiative	United States	Interviewed
Gratitude Network	Gratitude Network Fellowship	Global	Interviewed
The New School of Fundraising	Fundraising Capacity Accelerator	Canada	Interviewed
The Resource Alliance	Emerge Programme	United Kingdom - Global	Profiled from public information
European Patients Forum	Capacity Building Module on Fundraising and Engagement 2021	Europe	Profiled from public information
The Washington Trust for Historic Preservation	Washington Main Street Affiliate Capacity Building Grant	United States	Profiled from public information

# Report Overview

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## 1. Key Insights

Lessons learned and general reflections from the conducted interviews.

## 2. Capacity Building Programs: A Global Overview

Overview of the selected capacity building programs subdivided into:

- 2.1 Capacity Building Programs in the Arts
- 2.2 Capacity Building Programs including the Arts
- 2.3 Capacity Building Programs outside the Arts

## 3. Comparing Capacity Building Programs

Two comparison tables, one containing programs that award grants and the other, programs that provide training.

# 1. Key Insights

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# Key Insights and Lessons Learned

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## Relationship Building

- Organizations have found that participants feel more comfortable expressing themselves when an intermediary organization delivers the capacity building program, rather than the direct funder itself. This builds trust, hence stronger relationships within the program.
- It is important to build strategic partnerships with funders, program deliverers, foundations, universities, etc. to successfully fund, build, advertise, and conduct the program.

## Outreach and Dissemination

Organizations have found the following communication strategies to get to their target participants:

- Establishing a range of sector partners who are advocacy bodies within the cultural sector, with whom they share information about their programs, e.g., UNESCO, ICOM, and other organizations.
- Making use of digital platforms and channels, as well as creating memberships or subscriber communities.
- Using social media, e.g., LinkedIn, TikTok, Facebook, Twitter, etc.

## Measuring Success

Organizations measure the success of their programs through one or a combination of the following:

- Sharing an evaluation survey with participants: 1) before the program, 2) during the program, and 3) after the program is completed.
- Tracking specific metrics of success from participants over the long-term after completion of the program.
- Asking feedback from strategic partners, particularly when the partner is the program deliverer.
- Holding a community consultation after the program: creating focus groups, committees and other community engagement initiatives.
- Making sure the acquired knowledge goes on to the organization as a whole and not only to the individuals who took the capacity building program — one program achieves this by ensuring that applicants have plans to remain at their organization for at least several more years.

# What Metrics Do Programs Collect?

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- **Basic program metrics:** number of applicants; number of participants (with particular focus on balancing reaching as many participants as possible while also keeping numbers low enough to create a close-knit, manageable cohort).
- **Qualitative measures of program success:** regular check-ins during and after the program to evaluate participant engagement (i.e., session attendance) and any small logistical changes that could be made for the program remainder.
- **Quantitative measures of participant success:** organizational revenue gains of participants' non-profit organizations up to 3 years after participation; increases in participants' organizations' impact in their own missions post-participation.
- **Qualitative measures of participant success:** do participants identify ways in which they have grown and improved as leaders as a direct result of their participation in the program?
- **Evaluation for future changes to the program:** surveying participants to understand which topics were most/least helpful, which topics could be added to future program editions, and any other potential structural changes.

## 2. Capacity Building Programs: A Global Overview

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## 2.1 Capacity Building Programs in the Arts

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# Arts Council Singapore - Capability Development Grant

**Objective:** Supporting the development of arts professionals, to equip them with a diverse range of skills and advance their artistic practice through training.

**Target:** Staff and individuals

**Country:** Singapore

**Category:** Grant

**Funding:** \$20,000 - \$75,000 per grant

**Organizational structure:** Statutory Board\*

**Eligibility:** individuals (Singapore citizens or permanent residents), organizations or collectives that contribute to the art scene

**Scale:** *unclear from public information*

**Structure:** The Arts Council will support organizations for training activities and programs

**Duration:** Up to 12 consecutive months

**Partners:** None

**Launch date:** *unclear from public information*



PROFESSIONAL TRAINING  
AND SKILLS DEVELOPMENT  
PROGRAMMES



ON THE JOB  
TRAINING ACTIVITIES



MENTORSHIPS AND  
APPRENTICESHIPS

\* The statutory boards of the Government of Singapore are autonomous organizations that perform a specific operational function by legal statutes passed as Acts in the Parliament of Singapore.

# Arts Fundraising & Philanthropy - Networks Funding

**Objective:** Strengthening arts fundraising skills and building robust partnerships across the sector through offering financial support to fundraising groups and networks across England to support them to grow and succeed.

**Target:** CEOs, staff and individuals.

**Country:** United Kingdom

**Category:** Grant

**Funding:** up to £15,000

**Organizational structure:** Non-Profit organization

**Eligibility:** Arts organizations, emphasizing in non constituted groups

**Scale:** 8-12 organizations per year

**Structure:** Offers core financial support to organizations that can be used to fund training events, conferences, seminars and meetings, etc.

**Duration:** Varies according to each project

**Partners:** University of Leeds (training) , Arts Council England (funds)

**Launch date:** 2018



*Other programs and fellowships are offered by Arts Fundraising & Philanthropy, such as Senior Fellowship, Fundraising Culture Change, Brave Futures and Enquiries Cohort, as well as free and paid courses and training.*

# British Council Mexico - Creative Leadership program

**Objective:** Cultural leadership program whose main objective is to develop and enrich the skills of creative and cultural leaders for better governance of their organizations and projects.

**Target:** CEOs

**Country:** United Kingdom (held in Mexico)

**Category:** Training

**Funding:** Travel and workshop expenses

**Organizational structure:** Public organization

**Eligibility:** Mexican citizens between 25 and 59 years with at least five years of professional experience and must have led an organization or a project for at least 3 years and have great impact for the creative or cultural sector to which it belongs

**Scale:** 10 participants

**Structure:** Residency program in the UK (2023 edition held in Edimburgh) that provides participants with an immersive experience in the cultural sector.

**Duration:** One week

**Partners:** A UK university each year –in 2023 Edinburgh Napier University, for example

**Launch date:** 2019



This is a project that responds to an international movement.

# City of Ottawa - Capacity Building Programme

**Objective:** Help Ottawa's local arts, heritage, festival and fair organizations build organizational capacity and sustainability and to support all cultural communities in Ottawa build organizational skills.

**Target:** CEOs, staff and individuals

**Country:** Canada

**Category:** Grant

**Funding:** up to \$15,000

**Organizational structure:** Government

**Eligibility:** Local non-profit organizations, including professional collectives, with an arts, heritage, festival, or fair mandate, including organizations representing and/or celebrating First Nations, Inuit and Métis communities and equity-seeking communities

**Scale:** Varies from year to year, but oscillates between 12-20 on normal years

**Structure:** A grant for each project selected by a peer assessment process

**Duration:** Varies, but the terms and conditions for each grant are valid for three years

**Partners:** Not for this program

**Launch date:** 2007

*Other programs are offered by the City of Ottawa, such as the Youth in Culture Pilot program that supports young artists and cultural workers in their professional development and the Equity and Inclusion in the Arts Fund that supports inclusive knowledge-sharing between communities and builds resources and services for Indigenous and equity-seeking communities and artists.*



# South East Museum Development - Fundraising Skills Builder Grant

**Objective:** To help museums develop fundraising and grant writing skills.

**Target:** Staff, volunteers or trustees

**Country:** United Kingdom

**Category:** Grant

**Funding:** up to £750 per grant

**Organizational structure:** Non-Profit organization

**Eligibility:** Individuals or teams who work directly with an eligible museum (the museum must apply for the grant). Eligible museums: accredited, or formally working towards Accreditation located in the South East of England (Surrey, East & West Sussex, Oxfordshire, Buckinghamshire, Berkshire, Hampshire, Isle of Wight, and Kent).

**Scale:** 18 grants

**Structure:** Small grant that will support the activity of their choice as long as it helps them develop fundraising and grant writing skills

**Duration:** Varies according to each project

**Partners:** Arts Council of England (funder)

**Launch:** 2018

museum  
development  
**md**  
south east



## 2.2 Capacity Building Programs including the Arts

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# Dwight Stuart Youth Fund (DSYF)- Capacity Building Initiative

**Objective:** To strengthen youth-serving non-profits in Los Angeles through grants that may be used for staff training, fundraising capabilities, creation of new staff positions, board training, facilities development, and technology purchases.

**Target:** Staff

**Country:** United States

**Category:** Grant

**Funding:** Up to \$25,000

**Organizational structure:** Private Foundation

**Eligibility:** Current or previous DSYF grantees

**Scale:** Around 135 per year

**Structure:** One-time capacity building grants that will support the activity of their choice.

**Duration:** Varies according to each project

**Partners:** No

**Launch date:** 2020

DWIGHT STUART  
YOUTH FUND





# Gratitude Network - Gratitude Network Fellowship

**Objective:** Build leaders' confidence and capabilities while providing them with tools and processes for expanding their organizations' impact.  
**Target:** CEOs

**Country:** Global

**Category:** Fellowship

**Funding:** Access to the virtual program

**Organizational Structure:** Non-Governmental organization

**Eligibility:** Social impact leaders (and their non-profit or growth stage organization) focusing on children/youths proposing change in education, healthcare, and safety around the world.

**Scale:** 30-35 fellows per year

**Structure:** 7-10 hours per week of virtual sessions.

**Duration:** 1 year

**Partners:** No

**Launch year:** 2015



# The Resource Alliance - Emerge Capacity Development Programme

**Objective:** To help organizations improve their fundraising skills and strategic thinking through delivering training, coaching, and mentoring.  
**Target:** Staff

**Country:** United Kingdom (Global)

**Category:** Training

**Funding:** Sustainer: 20k, Accelerator 15k, Collaboration 5K (funded by Oak Foundation)

**Type of organization:** Non-Profit organization

**Eligibility:** Small to medium-sized organizations that need help and support to diversify and grow their funding portfolio for growth and/or sustainability

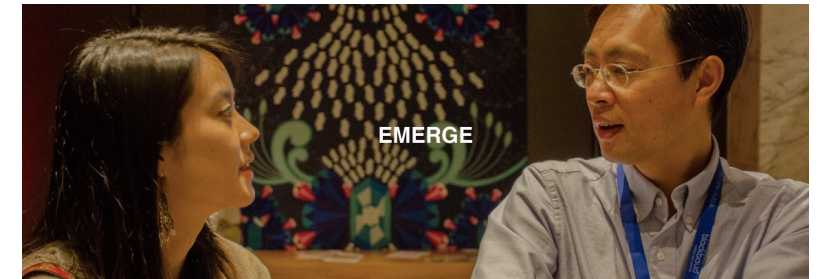
**Scale:** 42 organizations across 15 different countries in Asia, South East Asia, Africa, Europe, and the Americas

**Structure:** The program is funded by Oak Foundation and delivered by Resource Alliance associates (consultants), who are matched with the organization in terms of skills, experience, and location.

**Duration:** Offers three options: sustainer (10 months), accelerator (6 months), and collaborator (6 months)

**Partners:** Oak Foundation

**Launch year:** 2014



# The New School of Fundraising - Fundraising Capacity Accelerator Program

**Objective:** To build foundational knowledge as well as community, allowing time for participants to get to know each other and work through various funding scenarios in a collective manner.

**Target:** Individuals in charge of fundraising at early-stage non-profit organizations (EDs, heads of philanthropy, etc.)

**Country:** Canada

**Category:** Training

**Funding:** The New School receives funds from sponsor institutions

**Organizational Structure:** Non-Profit organization

**Eligibility:** Small non-profits who have limited fundraising resources and knowledge

**Scale:** 12 per year

**Structure:** Four virtual sessions, plus one registration for a board member to attend their Fundraising for Board Members workshop, and two hours of private consultation/training following the program

**Duration:** 6 weeks per cohort, with opportunity for consultation hours after

**Partners:** First West Foundation and Teck

**Launch Year:** 2021



## 2.3 Capacity Building Programs Outside the Arts

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## European Patients Forum (EPF)- Capacity Building Module on Fundraising and Engagement 2021

**Objective:** To enhance the capacities of patient organizations' leaders in the fields of fundraising and engagement, and equip them to face the challenges of a constantly changing environment

**Target:** Staff and volunteers

**Region:** Europe

**Category:** Training

**Funding:** Access to the program

**Organizational structure:** Non-Governmental organization

**Eligibility:** Patient organizations' leaders from across Europe preferably, those who are involved directly in the fundraising and/or engagement duties in their organizations

**Scale:** 25-30 organizations

**Structure:** Divided into three phases that combine webinars, mentoring sessions and assignments.

**Duration:** 6 months

**Partners:** No

**Launched:** 2021



# The Washington Trust for Historic Preservation - Washington Main Street Affiliate Capacity Building Grant Program

**Objective:** The program is built to help rural affiliates to hire their first part-time or full-time executive director.  
**Target:** Executive Director

**Country:** United States

**Category:** Grant

**Funding:** \$130,000 for all awardees (individual amounts not available)

**Funds:** Public

**Eligibility:** Addressed to Washington Main Street Affiliates in good standing (priority given to Affiliates with a population under 20,000 and an already existing charitable organization solely dedicated to downtown revitalization)

**Scale:** Four awardees

**Structure:** Direct transfer of the resources aimed to fund the organizational capacity building program of the chosen project

**Duration:** Varies according to each project

**Partners:** No

**Launch year:** unclear based on publicly available information



**Strengthening rural Affiliates through sustainable staffing**



# Grant Structured Capacity Building Programs

Institution	Program	Target	Country/ Region	Organizational structure	Funding	Scale	Duration of support
Arts Council Singapore	Capability Development Grant	Staff and individuals	Singapore	Statutory Board	\$20,000 - \$75,000	Unclear	Up to 12 consecutive months
Arts Fundraising & Philanthropy	Networks Funding	CEOs, staff and individuals	United Kingdom	Non-profit organization	Up to £15,000	8-12 grants per year	Varies according to each project
City of Ottawa	Capacity Building Program	CEOs, staff and individuals	Canada	Government	Up to \$15,000	12-20 grants normal years	Varies according to each project, (T&C valid for three years)
Dwight Stuart Youth Fund	Capacity Building Initiative	Staff	United States	Private Foundation	Up to \$25,000	Around 135 grants per year	Varies according to each project
South East Museum Development	Fundraising Skills Builder Grant	Staff	United Kingdom	Non-Profit organization	Up to £750	18 grants	Varies according to each project
The Washington Trust for Historic Preservation	Washington Main Street Affiliate Capacity Building Grant Program	Executive Director	United States	Non-profit organization	\$130,000 for all awardees (individual amounts NA)	Four grants	Varies according to each project



# Training Structured Capacity Building Programs

Institution	Program	Target	Country/Region	Organizational structure	Funding	Scale	Duration of support
British Council Mexico	Creative Leadership program	CEOs	United Kingdom - Mexico	Public organization	Travel and workshop expenses	10 participants	One week (duration of workshop)
European Patients Forum	Capacity building Module on Fundraising and Engagement 2021	Staff and volunteers	Europe	Non-Governmental organization	Access to the program	25-30 organizations	6 months
Gratitude Network	Gratitude Network Fellowship	CEOs	Global	Non-Governmental organization	Access to the virtual program	30-35 fellows	1 year
The New School of Fundraising	Fundraising Capacity Accelerator Program	Fundraisers	Canada	Non-Profit organization	Funding from program sponsors	12 non-profits	6 week program; continued coaching afterwards
The Resource Alliance	Emerge program	Staff	United Kingdom - Global	Non-Profit organization	Access to the program (Funded by Oak Foundation)	42 organizations	Depends on modality: Sustainer (10 months) Accelerator (6 months) Collaborator (6 months)



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