

## Making the Case

### Welcome to 'ACVO Funding Briefings'.

This is the third of a series of approximately monthly briefing notes. They are aimed at the volunteers, committee members or staff of voluntary or community groups—including social enterprises – in Aberdeen. These notes are intended to complement our other funding advice services. Previous briefings have looked at tips from the Institute of Fundraising conference and the range of income streams within 'The World of Fundraising'. These remain available. Future briefings will look at fundraising strategies; other advice and help; media relations, and fundraising standards.

Different people use different words to describe different income generation activities and sources. For the purposes of this briefing "Fundraising" covers all forms of income generation including grants, donations, sponsorship, trading, procurement etc. Fundraising or Income Generation for charities is not an exact science.

-----

## Contact Details:

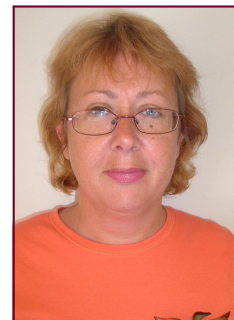
**Alison Chandler**  
Funding Officer  
Aberdeen Council of  
Voluntary Organisations  
Whitemyres Business Centre  
Whitemyres Avenue  
Aberdeen  
AB16 6HQ

**Tel: (01224) 686054**

**Fax: (01224) 684378**

**E-mail: [funding@acvo.org.uk](mailto:funding@acvo.org.uk)**

**Web: [www.acvo.org.uk](http://www.acvo.org.uk)**





## Why spend time making the case? We Need Money!

If you have a good case, you'll find support. Fundraising has 3 stages:

- Making the Case – Why should someone be confident in giving to you or buying from you?
- Research – Who is likely to be agreeable with the argument you are making? (If you help migrants, some will not approve; equally there are people who are anti-wind farms; or will only help the UK. Find others who share your view)
- Asking – If you are confident your argument is sound and you are making it to someone likely to agree, then making the ask is not nearly so scary.

Making the Case will give your supporters confidence; will save time and make you braver about asking. It will enable your

Committee and all involved to make appropriate claims for your organisation; identify opportunities for you and manage expectations of you – singing from the same hymn book. Making the Case as a first stage ensures your work is not led by distant outsiders but by real need. It means no-one promises funders what you cannot deliver. After “Asking” comes “Getting ” and “Keeping”. You don't want to have to give grants back because you broke an un-fillable promise. You do want to keep this year's donors next year. Not just supporters but clients need confidence in what you offer. Trustees need confidence in managing funds in accordance with your constitution or charitable purposes. Personnel need confidence in management. Making the Case must be a meaningful process owned by and of real value to your organisation. As such it will serve you well.

### The Fundraising Cycle



## IT'S LOGICAL TO SUPPORT US

Making the Case involves a logical argument: **WHY, WHO, WHAT, HOW MUCH, WHEN & HOW**. “We need a building”, “We need a worker”, “We need to pay the rent” – these answer “HOW” – how will you provide a service. But remember your organisation needs nothing if there is no need for you to exist. The rest of your case will follow logically.

**WHY?** Why do you need to exist? What needs do you meet? Why is your work worthwhile? What needs to change in your community? What would happen if the need was left unmet? Organisations with social aims must respond to an identified need. (Social enterprises will also have to identify a market). How do you know the need/market? Who agrees with you? You should include:

**Background:** This is the very big stuff – the effects (eg of a disability, aging, community degeneration) on people or communities; basic human rights or recognised child development needs; the essentials for vibrant, healthy, safe communities. This is the stuff that you are passionate about, that motivates you, that lies behind what you are doing – eg “people deserve ...”; a clean environment means ,,,”

**History:** \*Step 1 some motivated, passionate aware people (you) got together. What were the next significant steps you took? e.g.” Held a public meeting” or “started a lunch club” (e.g. we learnt that older people need help to be independent), or “drew up a constitution” . What was happening in the wide world at the same time that is relevant – Disability Act? Closure of a service? Council’s strategy published?

**Research:** \*Facts and statistics from statutory bodies are helpful. Which Council Department relates to your work? Contact them, tell them about your ideas. Is there a relevant strategy or research document? Surf the net and read the papers. Get your committee active in gathering evidence.

**Competition:** \*Your organisation does not need to exist if the need is being met by someone else or if another organisation would be better placed to provide that service. Make sure that your potential supporters know the difference between you and others in the field. Do not exaggerate. Be fair. Be assertive. Your Council contact should be able to help identify other organisations in the field, as can ACVO. Again ask your Committee. Continued...

## IT'S LOGICAL TO SUPPORT US (Continued)

**Partnership:** \*Are you the only ones who see this need and this way of meeting it? Being small, new, local, voluntary you may not yet have much clout. Working with e.g. the Council or NHS, (e.g. to identify the need, to outreach, to manage the service or to promote volunteering may help.) Tell potential partners about what you are doing and ask them for a statement you can use to describe what you will do together. Your Committee may include partner representatives.

**Consultation:** Perhaps most importantly of all, every supporter wants to know that your work is wanted, accepted, valued by the people it is intended for. If these people do not feel it is worthwhile in their lives they will not take part and you will not achieve your aims. If these people do not understand the limitations of what you can do then you will have difficulty managing their expectations. If your community takes pride in what is happening within your project then that pride will become a great engine for your work, but community that does not value you can destroy you. (Council and ACVO can help you to ensure good consultation). Being clear about the need and your role in responding to it allows you to capture your basic mission.

**Mission Statement:** Limit yourselves to 20 words which encapsulate HOW, HOW MUCH, WHAT, WHO, WHY: eg "To engage the community in quality information and advice services for disabled people experiencing isolation and exclusion".

**WHO?** Who are you providing services for? Who are the people who need you to provide this service? Whose needs aren't met in other ways? Define your **beneficiaries**. This is NOT about excluding anyone or changing what you are doing. It is about achieving your aims, managing stakeholder expectations – and being able to fulfil your responsibilities. People experience needs differently. A mother may wonder if you really will draw in girls as well as boys. A Muslim may seek girls only services. If disabled I'll want you to cater for my needs. Funders of children in need, will want to know which agencies refer children to you. If I'm to volunteer with victims I will want training. It is about: targeting the kinds of volunteers, clients, partners, funders you want and meeting real need that real people do not all experience the same. It is about being able to plan to have the resources in place that different people need. Identifying and prioritising **WHO** requires the involvement of many stakeholders. (refer to Cutting The Cake Chart)

Continued...

## IT'S LOGICAL TO SUPPORT US (Continued)

Knowing WHY and WHO you can now be more specific. List up to 6 **outcomes** (not outputs – things you are going to do) things you want to change, needs you want to meet, effects you want to have e.g.: 1. Disabled school-leavers are aware of and able to take up their legal rights. 2. Immigrant carers have access to culturally sensitive support. 3. People with HIV have opportunities to escape rural isolation.

**WHAT** is the **service\*** you are going to provide to meet the need? The NEEDS you are aiming to meet and the SERVICES you are planning to provide must match. You cannot meet a need without doing something about it. To meet the needs of specific beneficiaries you will need specific services (eg English language teaching for some clients to benefit from work skills training). Describe what it is that you will **“output”** to achieve your “outcomes”.. What will you do about those people’s needs? What **products or services** will you provide? What **activities** will you engage in? What will take up your time? Look at the services you are providing now and see how they relate to your WHY and WHO. Is there at least one service contributing towards each outcome? Is there a service for each kind of person you aim to help? Are there services (existing or suggested) which do not serve a need? There is no point provid-

ing services which do not coincide with your mission. With WHY, WHO and WHAT decided you can set down your **aims** e.g.

1. To provide a one-stop shop information and advice service to physically disabled teenagers
2. To map and distribute information about legal advice services for disabled people
3. To establish multi-lingual and single sex mobile advice services for carers.
4. To provide a rural befriending service to people with PMLD and/or their families.

Be careful not to slip into “HOW” here – a counsellor, youthworker, pool-table is not a service” Personnel or equipment come under “HOW”, they are “inputs”.

**HOW MUCH? AND WHEN\*?** Look at the quantitative (how much? how many? how frequently) and **qualitative** (how well? to what standard?) **measures** of WHAT you do. These affect the resources required if your services are to meet your beneficiaries’ needs (e.g. to provide 2 teenage boys with the occasional chance for ½ hour playing pool needs less pool tables, youthwork, rent and heating, than providing this to 50 boys every week to get them up to competition standard).

Continued...

## IT'S LOGICAL TO SUPPORT US (Continued)

Considering “WHAT” and “HOW MUCH” together enables you to set your **objectives** (or targets). Without these your supporters cannot understand why you need the level of resources you are seeking. You need to think about the quality and quantity of those SERVICES – to set OBJECTIVES which are **SMART**: Specific, Measurable, Achievable, Realistic and Time-based.

What will workers **do**? What **tasks** will be performed? What **activities** engaged in? How many of these activities will you provide? What range? How frequently? How long will these activities last? Will the chillout zone be open 24/7 365 days? Will you always provide the zone or just for the first month? What range of people will you provide services to? What age ranges? Genders? How many ethnicities? Will you have different targets for some groups than others? What **standard** will the services each be? Basic? Or Effective and Comprehensive?

### **Objectives:**

e.g. to provide 6 different weekly sporting opportunities up to competitions standard

e.g. to provide services to 100 x11-13 year olds + 5 x16-18 year olds 50/50 male/female.

Make sure your objectives provide services capable of achieving your aims. You cannot produce achieve an aim without doing the appropriate thing to achieve it. Put another way you cannot produce an outcome without a related **output**. A good way of

setting objectives is to ask what failure would look like? 50 or 500 attendees? Girls attending only? No one stays more than a month? No one goes in for competitions?

**HOW\*** must come last. It is only by knowing the needs, the people, the service and the quality and quantity of that sense that you can justify your appeals for **resources** and give others confidence in how you manage your work. What **resources** do you need to **input** in order to provide that quality and quantity of service to meet those people's needs? Examine the resource implications of each section above. If under “WHY” you have identified that people need “real” jobs, then perhaps you need the business skills to develop a social firm selling products in the “open” market place. If you have identified under “WHO” that you want to include people who don't speak English then you may need translation work done. WHAT will clearly have lots of resource implications and these will be multiplied by your answers to HOW MUCH. WHEN may also add cash flow implications. It is very important to consider HOW you will ensure take-up by your targeted beneficiaries (if no one comes you need no building, pool-table, workers). Disenfranchised, under self confident, excluded people will need your outreach to make clear that you want and cater for them. Some statutory professional may need persuading to refer. Posters can have a short life. Who listens to NorthSound? Who reads the local papers? This is marketing and it is a failure in marketing that causes the majority of new enterprise failures.

Continued...

## IT'S LOGICAL TO SUPPORT US (Continued)

Do not just include resources you do not have and need to pay for but also resources you do have, some of them abstract (compassion, energy, knowledge, motivated volunteers, time to fundraise, strategies for growth, local knowledge), and need to hold onto. Look at each objective and list all the resources you would need to achieve it – not just resources needed for children to play pool but resources to ensure that providing a pool table meets your aims and objectives. E.g. perhaps you need a youthworker, a coach, a behaviour policy. When you look at the space 50 pool-tables would take up or how few Polish speaking volunteers you have, you may want to look again at WHO, WHAT and HOW MUCH.

On this list of resources you can identify what you already have (these are **assets** and **strengths**) and highlight what you need. Against what you need you can write a **cost**. **Money** is in itself a resource and there is some cost involved in any **strategy** to raise it.

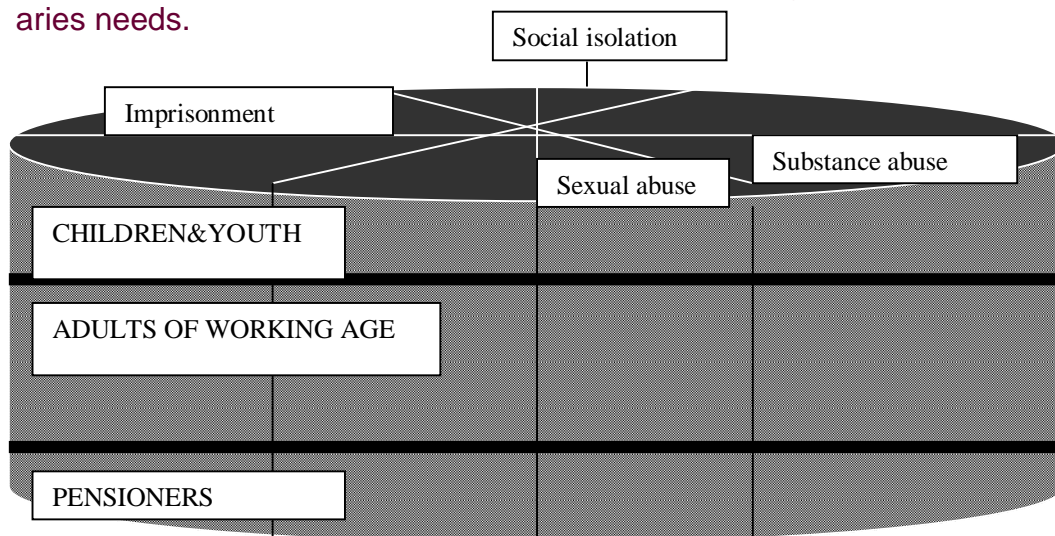
From this HOW section you should be able to draft a **budget** and from your objectives (e.g. to provide a service starting April) you can draft a **cash flow**. This will tell you when you need money by. Your timetable and manpower will tell you which kinds of **fund-raising** you need to try. Some are faster than others, some need contacts, some need more manpower. You may well need to revisit your objectives in the light of what is achievable in the way of fundraising. A **SWOT (Strengths, Weaknesses, Opportunities, Threats)** analysis involving your stakeholders can be a

very good way of identifying what resources you need and managing expectations e.g. **expanding to Aberdeenshire is an opportunity but you barely have the strength to provide a service in the City yet!**

While some tasks\* can be significantly progressed by an individual volunteer or committee member, the others really need to involve all your stakeholders. All aspects of this case making need all your Committee to take responsibility for them within their legal role. ACVO can advise and often help to facilitate such an exercise.

## Cutting the Cake

- Consider your potential beneficiaries as one big cake. A cake made up of e.g. 'Aberdeens Children' or 'disabled people in the North East Scotland'. As a whole it is too big to swallow i.e to manage or to fund. This exercise is to divide it into manageable, fundable layers and slices. Each piece identifies the different issues you need to be aware of when planning to meet our beneficiaries needs.



- Divide no more than 4 broad layers which might represent e.g. age ranges which make a difference or geographical areas if those make a difference. Divide each layer into male and female.
- Slice the rest into as many sections as possible each representing another categorisation of beneficiaries.
- Clearly 'Aberdeen child A may experience a need for youth work differently from B or C.



To subscribe/unsubscribe to the **Funding Briefings** or to send contributions or comments, please contact:

Alison Chandler,  
Funding Officer at ACVO  
Whitemyres Business Centre  
Whitemyres Avenue  
Aberdeen, AB16 6HQ

Phone: (01224) 686054

Fax: (01224) 684378

Email: [funding@acvo.org.uk](mailto:funding@acvo.org.uk)

Web: [www.acvo.org.uk](http://www.acvo.org.uk)