



Department  
for Culture  
Media & Sport

## **Department for Culture, Media & Sport (DCMS) Subsidised fundraising training for small, local charities & community groups 2017 - 2019**

### **GUIDANCE NOTES**

#### **About DCMS**

DCMS is here to help make Britain the world's most creative and exciting place to live, visit and do business. We protect and promote our cultural and artistic heritage and help businesses and communities to grow by investing in innovation and highlighting Britain as a fantastic place to visit. We help to give the UK a unique advantage in the global race for economic success. DCMS' work includes promoting social action.

#### **About these Notes**

Read these notes carefully before you fill in your application form. But make sure that you keep them - if we like your proposed project we may invite you to an interview.

This information was published in January 2017.



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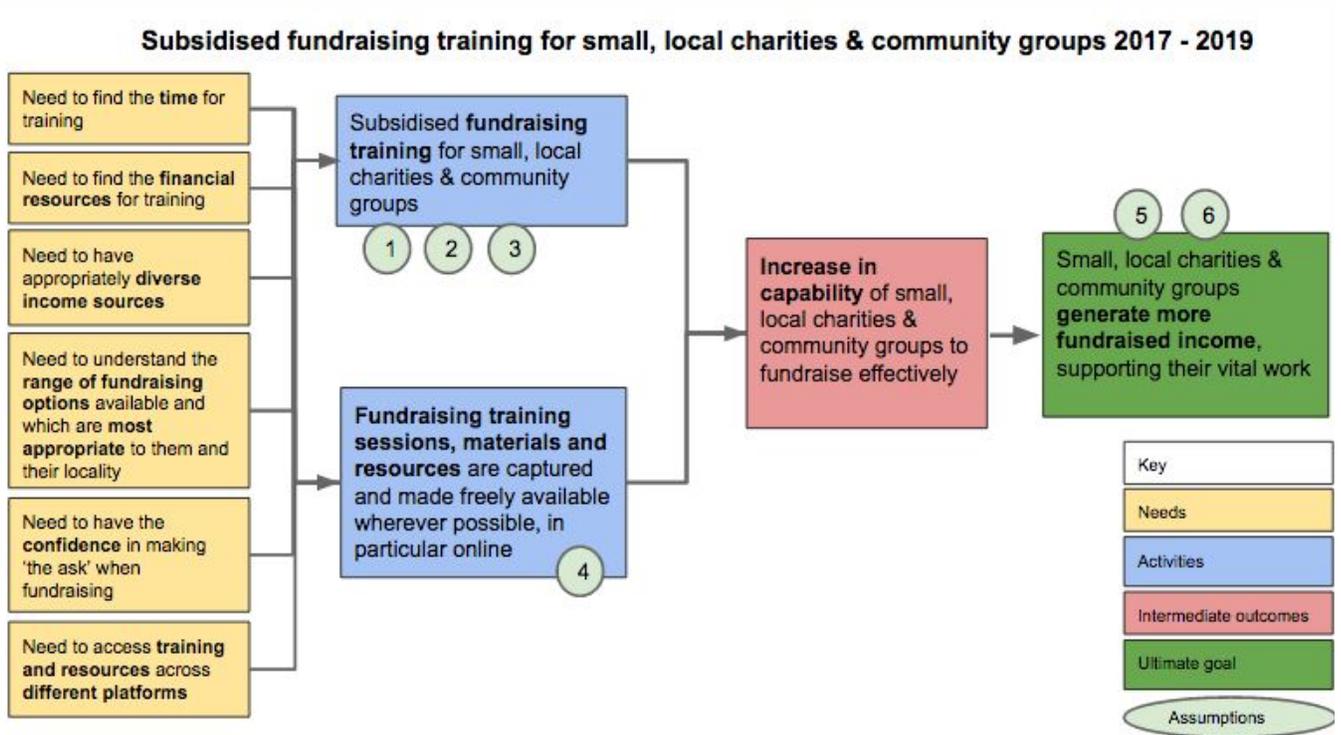
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## PART ONE Overview of the programme

### Summary

Figure 1: Programme Theory of Change



1  
The training meets the needs of small, local charities & community groups

2  
Beneficiaries are appropriately selected

3  
Beneficiaries attend/use the training

4  
Training sessions, materials and resources are disseminated widely and appropriately, and are accessible

5  
Beneficiaries apply their learnings

6  
Beneficiaries understand the diverse and durable fundraising streams available to them. They also have a sound understanding of financial management and strategic planning.



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### What are we looking for?

In 2016 the Office for Civil Society (OCS) coordinated a series of Giving Roundtables bringing together civil society organisations, businesses and academics to discuss key thematic areas related to the giving agenda. One theme that came out strongly from the discussions was the potential benefit of further support for small, local charities to help them to fundraise.

Following on from this, on Local Charities Day on 16 December 2016, Government announced it will provide funding for a further three years of subsidised fundraising training for small, local charities. Up to £100,000 per year will be made available to help small, local charities and community groups get the fundraising skills, knowledge and confidence they need to raise funds to support their work. This will help to ensure a more independent, more resilient and more sustainable civil society.

**This open competition process is to select a provider(s) to deliver the first two years of fundraising training.** For the purposes of this programme, year one is considered from March 2017 to March 2018 (with mobilisation period anticipated from March to June 2017) and year two is April 2018 to March 2019 (all funds must be spent by June 2019).

OCS is making up to £200,000 available to fund training over these two years, set at up to £100,000 per year. The minimum grant size is £50,000.

This programme will support a project(s) that will offer the following (see below.) These will be provided to charities and community groups with an annual income of up to £1 million. In addition, within this income threshold, a particular aim is to target organisations which have a local focus within England (we understand this to mean organisations which predominantly operate within one region):

- subsidised fundraising training. Training should be delivered across a range of platforms, including face-to-face and online provision.



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- Applicants are also asked to set out how the training sessions, materials and resources can be captured and made freely available, in particular online, wherever possible to maximise the sustainability and reach of this programme.

### Who can apply?

You can apply if you believe you have the fundraising expertise and capacity to deliver fundraising training between March 2017 and March 2019.

Applicants should note that the 2016 Small Charities Fundraising Training Programme, for which OCS provided c.£110k, delivered c.1500 training places over five months.

You can apply for funding to deliver subsidised fundraising training for small, local charities and community groups if you are:

- a legally constituted Civil Society Organisation (this could be a company limited by guarantee, or CIC for example) which may, or may not, also have charitable status.
- a business with a social mission or clear objectives in its corporate social responsibility policy toward increasing social action.

### How much is available?

This programme will have a total value worth up to £200,000, set at up to £100,000 per year. The money is being provided by the Department for Culture, Media & Sport's Office for Civil Society (OCS).

Below is a breakdown of how the Office for Civil Society anticipates allocating funding across this programme:

<b>Year of Programme</b>	<b>OCS Financial Year</b>	<b>Funding allocation across programme<sup>1</sup></b>
<b>Year One</b> (March 2017 to March 2018, with	2016/17	Up to £35,000 (these funds must be committed

<sup>1</sup> This is an indicative breakdown and may be subject to change



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anticipated mobilisation period from March to June 2017)		by 31 March 2017 and spent by 30 June 2017)
	2017/18	Up to £65,000 (these funds must be committed at very latest by 31 March 2018 and all funds must be spent by 30 June 2018)
<b>Year Two</b> (April 2018 to March 2019)	2018/19	Up to £100,000 (these funds must be committed at very latest by 31 March 2019 and all funds must be spent by 30 June 2019)
<b>Total funding for whole programme</b>		<b>Up to £200,000</b>

You can ask us for a grant between £50,000 and £200,000 for projects running between March 2017 and March 2019.

We will fund mainly revenue costs. Capital costs must not exceed £5,000. We can fund projects of a range of sizes.

### The application process

The application process has four stages:

1. You need to complete the application form where you tell us about the project you would like funding for, how you will run it and what difference it would make.
2. We will use the information that you give us in your application form to make a firm decision about whether your project is eligible or not. We will then evaluate projects that meet all the eligibility criteria.
3. We will invite shortlisted candidates to an interview.



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4. We will then make a firm decision on whether we will fund your proposed project.

Timescales

Applications must be received no later than Wednesday 15 February, noon, and you must be confident of your ability to set up and deliver your project so that you are in a position to accept a grant offer by March 2017, mobilise quickly February to June 2017 and spend all funding by the end of June 2019.

A small amount of funds (up to £35,000) will come from financial year 2016/17 and must be committed by 31 March 2017 and spent by 30 June 2017. A full timeline is set out below. Please note that the timescales could be subject to change.

<b>Timeline</b>	
18 January 2017	Applications for programme open
by 26 January 2017	Any questions by potential applicants submitted
by 2 February 2017	Answers to questions by potential applicants published by Office for Civil Society
15 February 2017, noon	Deadline for applications
24 February 2017	Interviews for shortlisted applicants
March 2017	Notification of successful applicant/applicants
February - March 2017	Due diligence and agreement of formal grant offer(s)
March 2017	Announcement of successful applicant/applicants
March 2017	First grant payment. Funding from this payment must be committed by 31 March 2017 and spent by 30 June 2017.
February - June 2017	Project set-up and agreement of evaluation plan
April 2017 - March 2019	Further grant payments, with timing to be agreed subject to milestones of successful applicant(s). The latest a grant payment will be made will be March 2019. All spending



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	needs to be committed by 31 March 2019 and spent by 30 June 2019.
June 2017 - March 2019	Project delivery and evaluation
March - September 2019	Final project evaluation
30 June 2019	Deadline for all spend of grant
30 September 2019	Final impact evaluation report

### **Before you apply**

Please ensure you read the guidance notes and complete each of the sections prior to submission. Incomplete applications will not be considered.

Contact us at [rebecca.viney@culture.gov.uk](mailto:rebecca.viney@culture.gov.uk) if you have any questions by 26 January 2017. Please note that after that date, we may not be able to answer your queries. We will publish the answers to questions we receive by 26 January by potential applicants by 2 February.

### **How to apply**

Save: Once you are ready to submit the form, ensure that you save the final version. Keep a printed copy if you prefer.

Collate: Ensure your form is complete and that you have got all the required supporting documents at hand.

Send: Forms must be emailed to [rebecca.viney@culture.gov.uk](mailto:rebecca.viney@culture.gov.uk) along with your supporting documents (if required).

Confirmation: Expect an automated reply from us once you have sent us your application.

## **PART TWO      Who should our funding help?**



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### **What difference are we trying to make?**

This programme targets charities and community groups with an annual income of up to £1 million. In addition, within this income threshold, a particular aim is to target organisations which have a local focus within England (we understand this to mean organisations which predominantly operate within one region).

The programme's intermediate outcomes and ultimate goals are shown in our Theory of Change in Figure 1.

The intermediate outcome we want to see from the programme (i.e. the intermediate changes or differences we want our funding to make) is an increase in the capability of small, local charities and community groups to fundraise effectively.

The ultimate goal of this programme (i.e. the key change or difference we want our funding to make) is for small, local charities and community groups to generate more fundraised income, supporting their vital work.

Every project we fund must help achieve that intermediate outcome and must contribute to achieving the ultimate goal of our programme.

A Theory of Change shows the path from needs to activities to outcomes to impact. It describes the change we want to make and the steps involved in making that change happen. Theories of change also depict the assumptions that lie behind a reasoning, and where possible, these assumptions are backed up by evidence. Theories of change are often shown in a diagram, allowing to see the causal links between all the steps.

If you apply for funding, we will ask you to provide details of your own project's intermediate outcomes that link to the intermediate outcome of this programme. Part of our decision to award you a grant is based on our assessment of the quality of the intermediate outcomes of your project which must:

- help to achieve the ultimate goal of the programme;
- be ambitious in the impact they will have on your beneficiaries;
- be realistic and achievable by the end of your project.



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We will ask you to set indicators for each intermediate outcome. Indicators are signs that the change or difference is happening and they help you to see whether your project is being effective. If your application is successful, you will use these indicators to measure and track your progress towards achieving your intermediate outcomes and the ultimate goal.

### **PART THREE**                      **Who can apply?**

You can apply to this programme if you are:

- a legally constituted Civil Society Organisation (this could be a company limited by guarantee, or CIC for example) which may, or may not, also have charitable status.
- a business with a social mission or clear objectives in its corporate social responsibility policy toward increasing social action.

Under this programme we will not normally make grants to organisations that:

- are applying on behalf of other organisations and are not the lead organisation of a proposed partnership
- are in poor financial health
- have demonstrated poor management of grants from us in the past.

In addition, the maximum grant value awarded to an organisation in a year should not exceed 50% of their annual income.

You can apply if you believe you have the fundraising expertise and capacity to deliver fundraising training between March 2017 and March 2019.

Applicants should note that the 2016 Small Charities Fundraising Training Programme, for which OCS provided funding of c.£110k, delivered c.1500 training places over five months. Training comprised face-to-face workshops, webinars, one-to-one advice and consultancy, skilled mentoring support, and online resources and tools including a diagnostic tool which helped charities identify the best training for their needs.

### **England programme**



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The is an Office for Civil Society (OCS) programme. OCS funds activities which directly or indirectly benefit the whole or part of England (whether or not they also benefit any other area). OCS cannot fund projects that are purely beneficial to those outside England.

### **Partnerships**

Organisations can apply in partnership but it is not a requirement. If you are applying in partnership, only the lead organisation can submit an application.

Even if you are not applying in partnership, we will ask you to show how your organisation will collaborate and work together with other organisations in order to best deliver the project. Working together can help to enhance existing provision, and brings different sets of skills together to provide improved networks of services for beneficiaries. If you are working in partnership with other organisations, you should ensure that the divisions of responsibility and how you will manage your relationship with them are set out clearly in your application.



## **PART FOUR      How much money is available and for what?**

OCS is making up to £200,000 available to fund training over two years, with funding split up to £100,000 for each year of the programme. All funds will ultimately have to be spent by June 2019. The minimum grant size is £50,000.

A small amount of funds (up to £35,000) will come from financial year 2016/17 and must be committed by 31 March 2017 and spent by 30 June 2017. Please see the table on p.5-6.

Capital costs such as equipment must not exceed the value of £5,000. We may support projects of a range of different sizes. We anticipate funding between one to three projects.

### **What will we pay for?**

We can pay for your project's revenue and capital costs, subject to below.

Revenue costs include training, salaries, travel, running costs, venue hire and volunteer expenses. As regards salaries for staff, we will assess on a case by case basis whether these would be eligible for funding. It is likely that the delivery of the service will involve paid staff in some capacity. Applicants need to demonstrate very clearly in their application how the resource they are bidding for supports the programme. We will only fund salaries for staff involved in the delivery of the project, and the main delivery mechanism of the project should be fundraising training. We anticipate that the types of salaries we would fund include roles focused on the training delivery, although we won't limit our funding to this.

Capital costs include, for example, buying equipment, vehicles, constructing a building or altering a building. Capital items are fixed assets with a useful economic life of more than a year. Capital costs must not exceed £5,000.

### **Match funding**



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You cannot use a grant from this programme as a partnership or match funding for grants from our other Office for Civil Society funding programmes.

## **PART FIVE      What is the application process?**

### **Process and timetable**

We open the programme for applications on 18 January 2017.



We will publish the answers to questions we receive by 26 January by potential applicants by 2 February.



You send us your application form and any other information we ask for by 15 February 2017, noon.



We will invite shortlisted applicants to interview by 21 February.



If you are a shortlisted applicant, you attend the interview on 24 February 2017.



If you are successful at the interview, we will notify you in March 2017.



If you are awarded a grant following completion of due diligence, you must accept the grant offer by March 2017 and start mobilising your project immediately.

If your application was not successful, we will notify you in March 2017.

What we will do.

What you must do.



## How do we assess your application?

Proposals will be assessed by a panel. Please assume that assessors have no background knowledge of your organisation, its aims and what it does. It is therefore important that your application is as clear, concise and unambiguous as possible.

### Initial sift

We will review your application to check that the information in the body of the application meets the eligibility checklist.

### Evaluation of eligible bids

We will then score eligible bids in line with our key criteria.

The table below sets out what we are looking for, the weighting in the bid evaluation, and the questions we will use to make our assessment.

<b>Successful bidders will...</b>	<b>Weighting</b>	<b>Questions</b>
Demonstrate the promising or proven indication of impact of the existing service they plan to grow or adapt through this proposal	15%	Q1
have a convincing argument for why the proposal is likely to have the impact we are looking for.	40%	Q2 - Q7
be able and willing to measure the impact of their project.	15%	Q8, Q9
have the capacity to deliver at pace with good value for money.	30%	Q10 - Q16

Shortlisted applicants will be interviewed on 24 February. The interview panel may include an external party/external parties. You must be available for an interview then if you are shortlisted.



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### Moderation

Finally, we will decide the project(s) we would like to fund. At this stage, we take into account the overall score, the interview and the extent to which the projects create a well-rounded programme.



## **PART SIX          Application form guidance**

This section provides further detail on each question in the application form. If you have a question that is not covered below, please email [rebecca.viney@culture.gov.uk](mailto:rebecca.viney@culture.gov.uk) by 26 January. Please note that after that date, we may not be able to answer your queries. We will publish the answers to questions we receive by 26 January by potential applicants by 2 February 2017.

### **Eligibility checklist**

If you answer **NO** to any of these questions, **except on state aid**, then your application will not be eligible.

***My organisation is one of the following: Answer Y/N***

- ***a legally constituted Civil Society Organisation (this could be a company limited by guarantee, or CIC for example) which may, or may not, also have charitable status.***
- ***a business with a social mission or clear objectives in its corporate social responsibility policy toward increasing social action.***

Your organisation must be one of the above.

***The benefits of my project focus on England and has the potential to reach all areas of England. Answer Y/N***

Your proposal must focus on England because the programme is financed by the DCMS's Office for Civil Society.

***My project builds on or adapts an existing service. Answer Y/N***

We are interested in funding projects that build on or adapt existing services. We encourage innovative applications, but you will need to demonstrate how your organisation's previous relevant experience and its impact puts it in a good position to successfully deliver the proposal outlined.

***My project will benefit small charities and community groups with annual income of up to £1 million, and recognises the particular aim within that income threshold***



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***to target organisations which have a local focus within England, and be free/low-cost for them to access. Answer Y/N***

Your proposal must focus on small charities and community groups with annual income of up to £1 million and show how it would reflect the particular aim to target, within that income threshold, organisations which have a local focus within England. It must also provide subsidised training that is free or is low cost for beneficiaries to access.

***Fundraising training is core to the service I am proposing. This training will be delivered in multiple formats, and includes both face-to-face and online provision. Answer Y/N***

We are interested in projects that have fundraising training at the core of the service they offer. This training should be offered across different platforms, and include an element of both face-to-face and online training and resources.

***My project sets out how training sessions, materials and resources will be captured and made freely available, in particular online, wherever possible to maximise the sustainability and reach of this programme. Answer Y/N***

We are interested in funding proposals that will have a sustainable long-term benefit for small, local charities and community groups, and impact more than just the immediate beneficiaries (i.e. charities and community groups that attend the training). Therefore proposals should include information about how, wherever possible, the training sessions, materials and resources developed for the programme will be captured and made available to access, where possible online, for free.

***I would have financial control over any grant that I was awarded rather than any other organisation. Answer Y/N***

We will only fund projects by organisation(s) who have financial control over the grant that they have been awarded. If you are applying as a partnership, only the lead organisation can submit an application which will also need to be responsible for managing the grant and demonstrate that appropriate arrangements are in place for the oversight of any funds paid on to other members of the partnership.

***The organisation(s) submitting this proposal is in a position to accept a grant offer by March 2017, mobilise quickly February to June 2017 and spend all funding by the end of June 2019. Answer Y/N***



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You must outline in your proposal how you will be able to mobilise quickly in order to deliver the training from June 2017. You must be able to spend the full grant you are awarded by June 2019. Evidence of spend will be required.

***I consider that this project will comply with state aid guidelines. Answer Y/N***

State aid rules are intended to support the internal European market by ensuring that aid from a member state does not distort competition and affect intra-community trade. Grants made by, or on behalf of, OCS are very likely to be state aid unless you cannot be classed as an undertaking. An undertaking is an entity engaged in economic activity—i.e. it offers goods or services on a given market. A functional approach is taken, so charities and public bodies can be an undertaking. A body can be an undertaking even if not run for profit, where it competes with profit making entities or could do so.

If you should be classed as an undertaking your proposal will likely need to rely on an exemption in order to be in compliance with state aid rules. When you add your proposal for this programme, if the total aggregate amount of aid you have received from state bodies (including for example central Government departments or funders such as Big Lottery) in the last three fiscal years is less than €200,000, you will fall within the ‘de minimis’ limit<sup>2</sup> and your proposal is therefore compatible with state aid rules.

If your current proposal pushes you over the €200,000 threshold, or state aid received previously has already taken you over that threshold, your proposal will need to rely on exemptions set out in the Service of General Economic (SGEI) De Minimis Regulation or the SGEI Decision.<sup>3</sup> To fall under one of the SGEI exemptions, we will need to be satisfied that you are providing a service that the market does not provide, or does not provide to the extent or at the quality which OCS requires and which is in the general not the particular interest. Relying on one of these exemptions will involve the Minister for Civil Society conferring a formal act of entrustment on you and the Department for Culture, Media & Sport will need to be satisfied that funding your proposal will be state aid compliant before making a grant offer.

More information is provided [here](#).

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<sup>2</sup> See Commission Regulation (EU) No 1407/2013 of 18 December 2013.

<sup>3</sup> Commission Regulation (EU) No 360/2012 of 25 April 2012 and Commission Decision of 20 December 2011 (2012/21/EU).



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***My organisation has showed how it will collaborate with other organisations in order to best deliver the project. Answer Y/N***

We are interested in funding projects that clearly demonstrate how they will work with others to maximise the impact of the scheme. This could include, for example, collaborating to develop or deliver the training; to publicise and raise awareness of available opportunities; to develop or disseminate the fundraising resources; or to make, wherever possible, the training sessions, materials and resources freely available in an accessible place online to benefit a larger number of charities and community groups.

***My organisation, and any organisations it will work in partnership with, has/have an Equality and Diversity policy that applies to recruitment, HR and other standard business practices and is in line with [Equality Act 2010](#). Answer Y/N***

As a partner of the Office for Civil Society, we would expect your organisation, and any organisation you will partner with, to conduct its business in a way that has due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics include: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

***I and my partners will have due regard to equalities, in line with the Equality Act 2010, when designing and delivering the training. Answer Y/N***

You will need to ensure that no potential attendee of training is excluded on the basis of disability or other protected characteristics.

The need for disabled access, including the needs of those with mental as well as physical disabilities, must be taken into account when designing the training. Reasonable and proportionate adjustments should be made where appropriate to the format of the delivery method.



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You will be expected to support the Office for Civil Society in the delivery of its Public Sector Equality Duty.

DCMS is a [Disability Confident](#) employer and you and your partners must comply with this.

***The money I am applying for will be used primarily to fund revenue costs, and the total expenditure on capital items for this project will not exceed the value of £5,000. Answer Y/N***

Eligible activities would normally incur costs over a variety of items, which could include staff travel and project lead supervision costs. Capital items are fixed assets with a useful economic life of more than one year, which could include IT and office equipment.

***I have completed every section of the form. Answer Y/N***

We will only consider applications which have every section completed.



## Section 1 - Your proposal

Through this section we want to understand some of the details of your proposal. You need to set out your proposal very clearly so that we can assess:

- how well your proposal fits with our desire to build on or adapt an existing service.
- how well your proposal fits with the target group we are interested in.
- how well your proposal fits with our desire for subsidised fundraising training across multiple platforms (including face-to-face and online provision).
- the extent to which your proposal includes match funding, collaboration and partnership work with other organisations in order to increase the size and overall reach of the programme.
- how well your proposal, wherever possible, will capture the fundraising training sessions, material and resources and make them freely available, wherever possible online, to reach further beneficiaries and maximise the sustainability of the programme.
- how likely it is that the service you are proposing will have an impact on the intermediate outcome (increase in capability by small, local charities and community groups to fundraise effectively) and the ultimate goal (small, local charities and community groups generate more fundraised income, supporting their vital work) we are interested in.

This section is worth 55% of evaluation.

**We are interested in funding projects which...**

**We will not fund projects which...**



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<p>... are building on services with promising or proven indication of impact, with evidence/a well-evidenced hypothesis for why such a service should work.</p>	<p>... are totally untried and untested, with little evidence to back up the hypothesis that they will work</p>
<p>... target small charities and community groups with an annual income of up to £1 million, and show how it would reflect the particular aim, within that income threshold, to target organisations which have a local focus within England</p>	<p>... target any size of charities and community groups and do not show how it would reflect the particular aim within that income threshold to target organisations which have a local focus within England</p>
<p>... offer fundraising training across multiple different platforms, to offer a choice of learning style. This should include both face-to-face and online provision.</p>	<p>... do not include both face-to-face and online training opportunities.</p>
<p>... will capture and make, wherever possible, the fundraising training sessions, materials and resources freely available, wherever possible online, to reach further beneficiaries and maximise the sustainability of the programme.</p>	<p>... show no proposals for capturing and making, wherever possible, the training sessions, materials and resources freely available, wherever feasible online</p>
<p>... set out a convincing plan for how the project will identify and build awareness, interest and uptake amongst beneficiaries.</p>	<p>... provides little confidence that the project will be able to identify and build awareness, interest and uptake amongst beneficiaries.</p>
<p>... are large enough in scale.</p>	<p>... will only reach small numbers of beneficiaries.</p>



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... are free or low-cost to beneficiaries. If there is a cost, you set out a fee and cost structure with convincing evidence that demonstrates why this structure will allow a maximum uptake of the service/support.	... have a high cost to beneficiaries, or you set out a fee and cost structure with no evidence that demonstrates why this will allow a maximum uptake of the service/support.
... are tailored to the different needs of small, local charities and community groups	... offer a 'one size fits all' approach.
... give us confidence in the value added of any match funding, collaboration and partnership work in increasing the size and impact of the programme, and the arrangements in place to manage the partnership.	... give us concerns about the value added of any match funding, collaboration and partnership work in increasing the size and impact of the programme, and the arrangements in place to manage the partnership.

**Question 1**

***Please describe the existing service or initiative that you plan to grow or adapt through this proposal (maximum 400 words).***

Your answer should include:

- what you are currently doing, including the number and type of beneficiaries your service reaches and the number of training opportunities you provide.
- the impact your existing service or initiative has.

**Question 2**

***Please describe the project you would like us to fund, including how our money will help you to grow or adapt your existing service or initiative. Please include information about how the project will be delivered, including through which platforms (for example face-to-face and online provision) (maximum 600 words).***



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Your answer should include:

- how our money will build on, grow or adapt the service or initiative. For instance, our money could help you reach more beneficiaries, different types of beneficiaries or offer more training opportunities.
- how you intend to identify and build awareness, interest and uptake amongst potential beneficiaries, in particular engaging new beneficiaries.
- what service they will receive and where, setting out the details of the training you will offer, including the total number of training sessions and how/through which platform each part of the training will be delivered. Please set out how you would seek to embed learning.
- how you will deliver the service including the role played by staff.

Initial findings from the draft evaluation of the 2016 Small Charities Fundraising Training Programme found that participants noted interest in further training support in particular in: Trusts, Foundations and bid writing; corporate relationships; major donor fundraising; fundraising strategy; crowdfunding; community and events fundraising; social media; legacies; online giving and impact measurement and reporting.

The draft evaluation also suggests, to consolidate learning after an initial training, the potential benefit of refresher courses and continued support to help beneficiaries develop further. The programme found that small charities valued the opportunity to network with peers and share learnings at the trainings.<sup>4</sup>

### **Question 3**

***Who is the target beneficiary group(s) for the service and why? Do you envisage specific eligibility criteria? How will you tailor your service to the different needs of small, local charities and community groups? (maximum 500 words)***

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<sup>4</sup> These results are based on the draft evaluation report, drafted by the Foundation for Social Improvement and GlobalGiving UK, for the 2016 Small Charities Fundraising Training Programme.



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We will select a project(s) to fund which benefits small charities and community groups with an annual income of up to £1 million, and which shows how it will reflect the particular aim to target, within that income threshold, organisations which have a local focus within England.

Your answer should include:

- the specifics of the group(s) you intend to target
- why you have chosen this group(s) and how you identified their specific needs
- whether there will be specific criteria set out that charities will need to fulfil in order to access the training, and if so what these will be. Please also include how you will ensure that the beneficiaries of your training fulfil the eligibility criteria. Please note that providers will hold the responsibility for having processes in place to monitor eligibility of beneficiaries
- how your training will offer tailored support to different types and needs of small, local charities and community groups. Please include whether a diagnostic process or tool will be created to help charities and community groups understand the training that best meets their needs.

### **Question 4**

***Please tell us how this funding would subsidise the training offered. Please set out if and what you would charge small, local charities and community groups to access training and how any fee will be used to support the programme. Please explain how you have arrived at the cost structure you propose. (maximum 500 words)***

Your answer should include:

- the costs of providing the training opportunities (please split this out for the cost of each training place, according to the type of delivery, e.g. £x per delegate to attend a workshop)



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- how the OCS funding would subsidise the training offered (please include the cost of each training place, by type of delivery, to OCS)
- the fees, if any, you would charge small, local charities and community groups.
- how the fees would be used to support the costs of the training.
- how you have arrived at the cost and fee structure you propose including any evidence that demonstrates why this will allow a maximum uptake of the service/support.

**Question 5**

***How would the project capture and ensure that training sessions, materials and resources are made freely available, in particular online, wherever possible to maximise the sustainability and reach of the programme? (maximum 500 words)***

Your answer should include:

- which training sessions, materials and resources do you envisage will be captured and made available
- who will be able to access them and how will they be accessed
- the number of beneficiaries this is likely to reach
- how will you build awareness of the shared training resources to increase their use. This could include for example collaborating with other organisations to bring together these resources with existing online resources to make them as easy to access as possible.

**Question 6**

***Please set out whether and how your organisation will secure match funding, collaborate or work in partnership with other organisations in order to grow the***



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***size and impact of the project. Who is the other organisation(s) and how will you work together and manage your relationship with them? (maximum 500 words)***

Our aspiration is that the successful applicant(s):

- secures or offers match funding, in addition to the OCS funding, to grow the size of the fundraising training programme
- collaborates effectively with other organisations to maximise the impact and reach of the programme.

Therefore your answer should include:

- whether and how your project will bring additional match funding, for example from another external funder or from your organisation itself, to increase the size of the programme and the impact for beneficiaries. Existing commitments will not be considered additional match funding. If your organisation holds over 12 months of free reserves we would expect you to contribute part of this to the project.
- who are your partner organisations.
- what is their experience.
- what value will they add to the service you propose.
- what arrangements will you put in place to manage your relationship with them.
- how you will work with other organisations to raise awareness of the fundraising opportunities and resources available.

***Question 7***

***What is the likely impact of the service you propose on the outcome and the goal we are interested in as set out in our Theory of Change (Figure 1)? What is the evidence for this? (maximum 500 words)***

Your answer should include:



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- a persuasive argument, including evidence, for why the activities proposed will have the impact we are looking for. We are interested in the intermediate outcome and the ultimate goal listed in our Theory of Change shown in Figure 1. Please provide details for the intermediate outcome, i.e. an increase in the capability of small, local charities and community groups to fundraise effectively, and the ultimate goal, i.e. small, local charities and community groups generate more fundraised income, supporting their vital work.
- how many beneficiaries the fundraising training will reach.
- details of any other outcomes your service will deliver.
- your own Theory of Change. This is not compulsory, but we recommend to applicants to develop and attach a Theory of Change as a supporting document with the application.

### **Theory of change**

New Philanthropy Capital provide guidance on writing a theory of change in “Theory of Change: The beginning of making a difference” written by Angela Kail and Christopher Lumley (April 2012). You can access this at [thinknpc.org/publications/theory-of-change](http://thinknpc.org/publications/theory-of-change).

Your Theory of Change should outline how the outputs of your project lead to your intended impact. This is usually presented in a series of chains.

You may have one overarching ultimate goal, but you will have a number of different outputs and activities for your project. You can see an example theory of change on the NPC website address above.

## **Section 2 - Measurement of impact**



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Through this section we want to know how well placed you will be to measure the impact of your project and work with our in-house evaluator.

This section is worth 15% in the assessment.

<b>We are interested in funding projects which...</b>	<b>We will not fund projects which...</b>
... give us confidence that the organisation shares our enthusiasm for carrying out evaluation, and has the thinking, culture, people and processes in place to collect the data needed and work effectively with our in-house evaluator.	... give us concerns about the organisation's enthusiasm for carrying out evaluation; or about their thinking, culture, people and processes on collecting/analysing data and ability to work with our in-house evaluator.

**Question 8**

***Please tell us what data you collect, and how, from the relevant service(s) that you currently run and which you plan to grow or adapt with this funding. How does this enable you to demonstrate impact? (maximum 300 words)***

Your answer should include:

- what data you collect.
- how you collect the data.
- how you store the data.
- how you have used the data that you have collected.

**Question 9**



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***Please tell us how you would evaluate the proposed programme, including working with our in-house evaluators. (maximum 500 words)***

We have an in-house evaluator and we will ask them to work with the successful applicant(s) to design an evaluation strategy for your service and the programme as a whole.

In this section you should include:

- who in your organisation would be responsible for working with our evaluator, and how much time they would be able to devote to it.
- what data you believe you would need to collect to measure the intermediate outcome and the ultimate goal of this programme, and how you envisage collecting it.
- any assistance you feel you need from the evaluator.



### Section 3 - Capacity to deliver

Through this section we want to understand how well placed you are to deliver on your proposal, delivering good value for money.

In this section, we will be looking for:

- your ability to set up your project quickly.
- strong performance management skills in place to ensure outcomes are met.

This section is worth 30% in the assessment.

<b>We are interested in funding projects which...</b>	<b>We will not fund projects which...</b>
... give us confidence in the experience of key staff and their roles within the service.	... give us concerns about the experience of key staff and their roles.
... set out a comprehensive mobilisation plan that gives us strong confidence the organisation will be able to mobilise quickly.	... give us concerns that the organisation will not be able to mobilise in time.
... give us strong confidence that the organisation would be capable both of spotting any dip in performance, and addressing it.	... give us concerns that the organisation would not be able to identify a dip in performance and address it.
... provides a clear set of milestones and deliverables	... fails to provide a clear set of milestones and deliverables



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... give us confidence that the organisation will deliver value for money.

... give us concerns about whether the organisation will deliver value for money.

**Question 10**

***Who will be directly responsible for the day-to-day running of the project, and what is their experience? (maximum 500 words)***

Your answer should include:

- names and job titles of relevant staff.
- their experience.
- if relevant, details of the roles you plan to recruit and the skills and experience you will be looking for.

**Question 11**

***We plan to confirm grants to the successful applicant(s) in March 2017. We want the projects we fund to be operational by summer 2017 so the projects will need to set up/grow at speed. Please set out your mobilisation plan detailing how you would set up/grow your project between having your grant confirmed and summer 2017 (maximum 500 words)***

We want to be sure that you have a good understanding and robust plans in place for what you will need to do if you are to grow/build on/adapt your existing service in time to be delivering a high-performing service by summer 2017.

You might want to include:

- recruitment of staff/volunteers.
- identification and targeting of small, local charities and community groups who will benefit from your service.



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- liaising with our in-house evaluators and developing an evaluation plan
- developing a communications plan, including raising awareness of training opportunities through collaboration with other organisations
- setting up processes for data collection.
- risks that may impact on delivery.

### **Question 12**

***How will you know, during the delivery of your project, whether or not it is having the impact you intend? And how would you act to improve performance if necessary? (maximum 500 words)***

We want to be confident that your service will have the impact you hope it will, and that you will be able to turn things around if your impact is not as good as expected. So we want to be sure you will be able to spot when things are not going as planned, and act to manage performance upwards if necessary.

### **Question 13**

***Please specify the milestones and key deliverables for your proposal in the table provided.***

Your project milestones need to take into account timeframes and deadlines for delivery of activities and outputs. They need to link to the proposed spend and the overall budget for your project. Your project will be monitored and assessed against these milestones and this may form part of the grant if we do make you an offer.

You should use the table provided and include at least:

- the number of training opportunities provided.
- the number of beneficiaries supported through the training.



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- how the training sessions, materials and resources will, wherever possible, be captured and made freely available, where feasible online, and the number of beneficiaries you anticipate this will reach.
- timeline for evaluation
- any other milestones/key deliverables you think relevant here.

**Question 14**

**Please provide a budget breakdown for your project. Please note OCS funding is limited to up to £100,000 per year of the programme.**

Please include the costs (e.g., staff, travel, training) for your project. Please refer to the indicative breakdown of how Office for Civil Society anticipates allocating funding, by financial year, through the programme set out on p.5-6.

We might require you to provide us with more detail on your spend profile during the assessment process, if you are successful at the initial stage. You should use the table provided. Please include requested funding from Office for Civil Society and any other match funding from other sources secured or in the offering.

**Question 15**

**Please list any other recent funding proposals you have made to DCMS, other Government departments or other external funders for this kind of work.**

Please list funding proposals in the last three years, how much you have applied for, what your bid was for and whether or not you have been successful.

Funder	What was the funding for	Amount requested (£)	Secured? Y/N



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**Question 16**

***Please complete the table below to show your organisation's recent financial track record for the last two financial years for which you have audited accounts, and management figures for the current year to date.***

Please enter your financial information in the table provided. We might ask for a copy of your audited accounts and management accounts during the assessment process, if you are successful at the initial stage.

	<b>Annual accounts 2014 – 2015</b>	<b>Annual accounts 2015– 2016</b>	<b>Management figures YTD</b>	<b>Projected full year figures</b>
Total Income				
Total expenditure				
<b>Surplus/deficit</b>				
Current assets				
Current liabilities				
Fixed assets				
Term liabilities				
Unrestricted funds				
Restricted funds				
<b>Total funds</b>				



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## State aid

### *Question 17*

***Do you consider that OCS providing funding for your proposal will be compliant with the EU state aid rules? Please provide brief reasons (maximum 250 words).***

Please answer ticking yes or no and provide brief reasons. Please refer to the discussion of the state aid rules at p.18 of this guidance when answering this question.



## **PART SEVEN If you are awarded a grant**

### **Acceptance of funding**

We anticipate all successful applicants will be notified in March 2017. If you are successful in your application you will be required to accept the offer of funding within one month of the date of the offer letter. During that time we may also ask you to work with the in-house evaluator to ensure that your project can be robustly evaluated. Any offers not accepted within this timescale may be withdrawn unless an extension to the offer has been agreed in writing (email and letter).

To accept our offer the lead organisation must sign both copies of the offer letter and terms and conditions, returning one copy to us and keeping the other for your records. You must send us a certified copy of a Board resolution accepting the investment offer and authorising specific individuals to sign the Offer Letter and draw down requests. We can provide a sample Board resolution to successful applicants on request.

In addition, we will require:

- **An original bank statement** (less than 3 months old) for the account into which the funds will be paid. This account must be in the legal name of your organisation. We will copy it and return to you.
- **A completed Bank/Building Society Account Details Form.** This form asks you to provide some information about your bank account and account signatories. You will need to take this form to your bank and have them counter sign this.

As well as this general documentation we may require other evidence as specific pre-conditions relating to your investment and this must be provided before the drawdown of funds. For example, we would require confirmation that any relevant match funding that your proposal is reliant on is secure.



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Your Offer Letter will provide more detailed guidance on the documents required in order to draw down your grant.

### Unsuccessful applications

We intend to inform all unsuccessful applicants by March 2017. Due to the volume of applications that we are likely to receive we will not be able to provide detailed verbal feedback on unsuccessful cases. We will however write to applicants indicating the key reason for the application being unsuccessful.

Please note that the decision will be final.

If you have a complaint about the way your application is handled, email us at [rebecca.viney@culture.gov.uk](mailto:rebecca.viney@culture.gov.uk).

### **Reporting and monitoring**

#### Drawing down money

Payment will be made according to the payment schedules agreed in the grant offer, outlining key performance indicators and timeframes required for the programme. Payments will not be made if required key performance indicators have not been achieved. Changes to payment schedules can be made, but will need to be agreed by both parties.

When you have fulfilled your pre-conditions you can then start to draw down the money. All agreed funding must be drawn as agreed and spent within 3 months of receipt of funding at each instalment.

A Drawdown Request Form will be included with your Offer Letter. When you are ready to drawdown the money you need to complete this form, attach any evidence requested and ensure it is signed by someone who is authorised by the Board Resolution / Management Committee minutes before submission to us.



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Funds will be transferred to your bank account within 6 to 10 working days after the receipt of your Drawdown Request Form.

### Monitoring requirements

It is a condition of any investment awarded that recipients must submit information relating to expenditure, achievement of key performance indicators and evaluation and any other subject related to the investment. We may ask you to take part in follow up surveys and provide materials for case studies and other publicity so that other organisations can learn from your work. In addition to the regular reporting, successful applicants will also need to provide ad hoc information about programme delivery. We will aim to give as much notice as possible.