

CASE STUDY · GRASSROOTS NONPROFIT

Making a grassroots charity credible, and ready to raise institutional funding

Swift Sports Organisation had a decade of real impact but no way to be taken seriously by institutional funders. We didn't just build them materials. We built their **ability to use them**, mapped to what a five-person volunteer team can actually sustain.

CLIENT	SECTOR	LOCATION	ENGAGEMENT	TIMELINE
Swift Sports Organisation (SSO)	Grassroots sport for development · Community-based organisation	Kazo, Wakiso District, Uganda	Pro bono · Communications, fundraising readiness & capability building	2025 to 2026

01 The challenge

Their barrier wasn't polish. It was credibility.

Swift Sports wasn't struggling to look attractive. It was struggling to come across as an organisation a serious funder could trust, and to be ready to apply the moment institutional money was in reach. That gap, not design, kept the larger, more stable funding out of reach.

Institutional donors look for a small set of things: a clear identity, a consistent message, evidence of impact, a specific ask, financial transparency and, for anyone working with children, proof that they safeguard them. SSO had the substance behind every one of these, but not yet the form. Its work centres on children, yet their photographs were used across its materials without a clear consent practice, a real risk and exactly the kind of thing a funder checks for. Until it could present itself as credible, safe and prepared, the door to institutional funding stayed shut.



ORGANISATION BACKGROUND

FOUNDED

July 2018

STATUS

Registered community-based organisation NMC/CBO/1766/25

TEAM

Five volunteers, four of its five leadership roles held by women

PROGRAMMES

Four sports clubs, a women's literacy class, an annual December festival and orphan support

525+
MEMBERS

700+
TRAINED

93
MOTHERS

21
BACK IN SCHOOL

\$2,080
ANNUAL INCOME

0
GRANTS TO DATE

02 The approach

Build for how they actually work, then build their ability to use it.

The goal was never a stack of impressive documents. It was an organisation that could raise institutional funding and sustain the effort itself once we stepped away. So every decision was measured against one question: can a five-person volunteer team realistically use and maintain this?

That meant pairing every tool with the coaching to use it, and instilling the working principles that actually make a small organisation fundable: consistency in messaging, clarity of impact, a clear and specific ask, financial transparency, and responsible safeguarding of the children at the centre of their work. Enablement first; everything else in service of it.

What earns institutional funding isn't a polished brochure. **It's trust.**

- **CONSISTENCY IN THE MESSAGE**
- **CLARITY OF IMPACT**
- **A CLEAR ASK**
- **TRANSPARENCY IN THE NUMBERS**
- **SAFEGUARDING THE CHILDREN IN THE FRAME**

03 The toolkit we built

Each tool designed around how SSO would use it, not just how it would look.

Brand & identity system

The foundation: palette, typography, logo, photography and voice, so everything SSO produces reads as one credible organisation.

Fact sheet

A single source of truth. Every key fact, figure and story in one place, which they adapt to match each grant or donor.

Grant-readiness workbook

A plain-language, reusable worksheet we walked them through, so they can answer any future grant application themselves.

Impact-document audit

A reconciliation of their materials against current data, so every number a donor sees agrees.

Communications strategy & calendar

A plan they follow week to week, so their presence stays consistent without depending on us.

Donor pitch deck

Their story and their case, ready for funder meetings.

Grant application

A real application prepared with them end to end, as a worked example they can follow next time.

Photo permission & consent practice

A permission form and simple guidance for using children's images responsibly and safely.

04 Safeguarding at the centre

A duty of care, including in how you tell their story.

Because SSO's work is with children, we treated responsible image use as a core part of readiness, not an afterthought. A child's photograph is not simply content: it carries consent, dignity and safety with it. Alongside a permission form, we set out a plain rule of thumb: lead with the change, not the child's hardship; don't name or expose minors; and seek and record permission before an image is used. It protects the young people in the frame, and signals to funders the safeguarding maturity they look for before they give.

06 The outcome

Credible, prepared, and self-sufficient.

Swift Sports now presents itself with the same seriousness as the work it does, has a repeatable way to pursue funding, and has a complete grant application prepared and ready to submit. Whatever the outcome of any single application, the organisation is now equipped to keep applying, and the whole system runs on tools they already have, at zero ongoing cost, maintained by the team itself.

05 Handing it over

The documents were the easy part. The value was building the team's ability to use them.

We didn't develop materials and disappear. Across several one-to-one calls, we walked the CEO through each document: what it's for, how to use it, and how to adapt it for the funder in front of him. The workbook became a repeatable process, the fact sheet an answer bank he can tweak per donor, the strategy and calendar a routine the team can keep without us. The result is capability, not dependency.

RESULTS

- **A repeatable, self-run process** for preparing any future grant application.
- **Hands-on 1:1 coaching** through every document, and how to adapt it per donor.
- **A consent-based practice** for using children's images responsibly.
- **525+ members** now represented with one clear, consistent voice.
- **A five-person team** able to sustain the whole system, at zero ongoing cost.



For years we have done real work for our children and our mothers, but we could not always show it to the people who might help us. What Capricorn gave us was not only the materials. They taught us how to use them, and how to protect the children we serve when we tell their stories. Now, when we sit in front of a donor, we know what to say, and our materials are as serious as the work we do.



Kayanja Phillip Mwesigwa • Founder & Chief Executive, Swift Sports Organisation

Capricorn Consulting helps mission-driven organisations become credible and fundable, and capable of sustaining it themselves, starting from the resources they already have.