Small Charity Support

Supporting Small Charities
& Voluntary Organisations
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Planning for Success

Why Create a Programme Plan?

**People don't plan to fail…
…they simply fail to plan**
(Old proverb)

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Creating a Programme Plan

1.   Bureaucratic Masochism ?   Irrelevant Red Tape ?

It often seems to be so.   All that time and effort for it to sit forlorn and forgotten on a shelf, except for the odd occasions when it gets looked out and dusted off in case a grant giving body, or visiting inspector, asks to see it.

And even then it's pretty much a waste of time looking at it – except for getting that all-important "tick in the box" – because times and contexts have long since moved on leaving the programme plan out-of-date and largely irrelevant.

So why does it always seem so important to invest all that time and effort to get ourselves tied up in so much "red tape"?

2.   Does it make the boat go faster ?[1]

If all you want to do is gently row out to the middle of the lake and do a bit of idle fishing, why spend hours in the gym fitness training on the rowing machine?

But if you want to be part of a successful rowing team, although fitness is important, by itself it is NOT sufficient.   The team needs coordination; a shared sense of purpose and achievement; an ability to identify and share individual strengths; the empathy to work cooperatively with other team members, particularly those who might be "going through a difficult patch"; and, above all, a clear and shared understanding of just how good you have to become in order to succeed.

Some of that can be achieved just by meeting and rowing together regularly on an informal basis.   But if one really wants to succeed – not just make the boat go a bit faster, but make it go faster than any other – a training plan (ie: a programme plan) is essential.   But it will achieve nothing if, having gone to all the trouble of creating it, the team just goes back to meeting and rowing together on an informal basis.

3.   Programme Plan for a Shared Sense of Purpose & Achievement

The first, and most important, element of a Programme Plan (PP) is it sets out clearly, in a way that all stakeholders[2] can understand and relate to what the charity is all about.   What it is trying to do, how it is going about it, what successes it has had.   And – yes – where it could have done better and what it can to to achieve that.   How often has one been in meeting where comments are made like: "Oh!, I didn't realise that we did that"; or "I thought we were supposed to be….."; or "If only XXX had known that".

A common "criticism" that is heard in many charities, particularly of trustees, it that "they are only in it for their own personal interests" – the aspiring politician who feels that being able to quote charity involvement in their CV will improve their prospects; the local businessman who sees some commercial opportunities; the potential beneficiary who thinks that they will be able to get more favourable treatment as an "insider".

The primary benefit of a PP is the way it eliminates those misunderstandings which not only stop the team from achieving their full potential but, all-too-often actually "slow the boat down" by making the team unnecessarily inefficient.

A team which has a clear and shared sense of purpose is much more likely to "pull together" (an expression of rowing origin, perhaps) and make the boat go faster

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[1]   A reference to the book *"Will it Make the Boat Go Faster?: Olympic-winning Strategies for Everyday Success"* by Harriet Beveridge & Ben Hunt-Davies.

[2]   A "stakeholder" is anyone who has a legitimate interest in the organisation.   This is very wide-ranging and its scope is often misunderstood or overlooked.   It includes not only the "obvious candidates" – trustees, staff, beneficiaries, donors – but many others besides.

4. Programme Plan for Cooperation & Coordination

It is pretty obvious that cooperation and coordination are difficult, if not impossible, in a team that doesn't have a shared sense of purpose and achievement. Keeping with the rowing analogy: if some team members thought that the right thing to do was to stroke longer and harder, and others though it should be shorter and faster they would soon end up with a clash of oars and the boat coming to a halt.

Of course, every boat has its team leaders (the cox & stroke) who sets the course and pace/style of rowing for the others to follow. But it works much better if the other members of the team, though their shared sense of purpose and achievement, understand when and why particular rowing techniques will be employed. So an important part of any PP is where it sets out what is expected of the various team members – according to their skills and abilities, obviously – in order to ensure the most effective cooperation & coordination between team members.

This is particularly important where different team members bring a diverse range of important skills and experiences to the team. Unlike the simple analogy of a rowing boar, where the whole team are – literally – "in the same boat", in many charities and social enterprises, trustees and staff members usually have to work much more independently. In such circumstance, the opportunities to "keep and eye on, and follow the lead of" the team leader and much reduced or non-existent. It is therefore essential to have a proper PP, which sets out when and why trustees/staff/stakeholders should be carrying out what tasks. For when cooperation & coordination breaks down and the inevitable "clash of oars" occurs, one of the first casualties is that all-important sense of common purpose & achievement.

5. Programme Plan to Avoid Mission Drift

Another common consequence of an organisation NOT having a shared sense of purpose and achievement is "Mission Drift" – *ie:* the situation in which the charity has taken on additional activities other than those originally envisaged, often to the detriment of what was originally envisaged.

Of course, every organisation which is alive and responsive in a changing environment will find that it has to adapt, expand and sometime even abandon its original concepts of purpose and achievement. But a properly considered response to a changing environment is quite different to "Mission Drift".

Mission Drift is characterised not by adapting the organisation's sense of purpose and achievement but by losing sight of it. And as the sense of purpose and achievement goes out of sight so, too, does the organisation's capacity for cooperation & coordination. The result ? The organisation's performance starts to fall off. Often quite imperceptibly at first. But as the drift grows larger and frustrations start building as team members find themselves increasingly confused about what they are now supposed to be doing and what they are achieving, a vicious circle of ever-rapid deterioration sets in. If not spotted and dealt with, in extreme cases it can even lead to the collapse of the organisation.

So how does a good Programme Plan help to address the issues of Mission Drift ?

Well the first – and most important thing that the PP can do is to help the early identification that Mission Drift is occurring, so that it can be picked up and dealt with before it becomes too big a problem. But the PP can't do that if it just sits forlorn and forgotten on a shelf somewhere. So looking at the Programme Plan, and comparing how what the organisation has actually done, is doing and has achieved with what it originally said it was intending to do and achieve (*ie:* is the organisation still true to its original shared sense of purpose and achievement) should be an important item on the agenda of EVERY trustees meeting. It doesn't have to be a big item – a major inquisition each time – provided that it doesn't degenerate into a meaningless ritual. The most obvious way of achieving this is for the performance review to be an integral part of (what should be) the regular financial review at each trustees meeting. So it's not just a case of "are we on target" financially, but are we also on target to achieve that which we set out to achieve.

The second thing that the PP does is to provide the framework for evaluating WHY the Mission Drift had occurred in the first place and, particularly, whether its occurrence indicates an important change in the context/environment in which the organisation works and to which the organisation should respond positively if it is to continue to grow and achieve its shared sense of purpose.

Why does Mission Drift occur ?

There are several reasons – and they each have different resolutions.

The first, and most common, is that "it just happened".
Something came along; somebody thought it sounded like a good idea and so started doing it; nobody noticed that it was not part of the PP and so didn't ask why it was being done; as a result everybody thought somebody else had agreed to taking it on. Sounds like that well-know story about Somebody, Anybody, Nobody and Everybody ? [3]
Absolutely right !!!

The solution ? It gets picked up as part of the trustees regular performance review, is identified as Mission Drift (*ie:* is not part of the shared sense of purpose and achievement or the organisation) and gets stopped.

A variation on the above is that what appears to be a real opportunity comes along which is not covered by the current PP but the organisation nevertheless grabs it.
Okay ! The trustees and other stakeholders are aware of that, so why is that a problem ?

Answer : The Law of Unintended Consequences.
An organisation which allows itself to be just swept along "opportunistically" will often find – to its detriment – that things don't quite turn out as first seen through the rose-coloured spectacles. Or, as the saying goes "If it seems too good to be true, it probably is".

So how can the Programme Plan help?

One of the most serious – but nevertheless VERY common – misperceptions about PPs is that, once created, they are "cast in concrete" for their set duration and cannot be changed. *ie:* they must be either adhered to or abandoned. Given the constantly changing environment in which all organisations now have to work, that is probably the most common reason why so many PPs end up languishing un-read, forlorn and forgotten on a shelf somewhere. But the organisation which sees its PP as vibrant and dynamic as it is, will immediately get its well-thumbed PP off the shelf to see where an how the new opportunity is able to fit into its shared sense of purpose and achievement. And, if appropriate, it will update its PP accordingly.

There is, of course, a hidden danger here. An organisation which is too cavalier in re-writing its PP to accommodate any trivial opportunity that comes along – *ie:* doesn't apply the proper standards of evaluation, justification, risk assessment and robustness – will soon find its PP being regarded as something of an inconsequential joke. And once its credibility is lost it might as well be consigned not just to a remote shelf but to the rubbish bin.

The other important cause of Mission Drift is change which is imposed on the organisation by virtue of changes in relevant legislation, or the demands of donors/funding agencies, or simply a loss of funding in difficult financial times.

The resolution here is much the same as in the previous situation. A good PP, which enables the organisation to review the new environment in comparison with that which pertained when the PP was first created will be an invaluable asset in helping the organisation to understand and appreciate fully what the implications and impacts of the new environment will be. And that, in turn will empower the charity to evaluate robustly its options for developing its shared sense of purpose and achievement to take maximum advantage of the new environment. Again, recognising that a good PP is dynamic tool, and NOT a mill-stone round the neck, is key to success.

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[3] **Everybody, Somebody, Anybody, And Nobody**
This is a little story about four people named Everybody, Somebody, Anybody, and Nobody.
There was an important job to be done and Everybody was sure that Somebody would do it.
Anybody could have done it, but Nobody did it.
Somebody got angry about that because it was Everybody's job.
Everybody thought that Anybody could do it, but Nobody realized that Everybody wouldn't do it.
It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done

6.   Programme Plan to Demonstrate Success

It would be quite wrong to see a PP as no more than a marker for failure.

The real value of a PP is the confidence and encouragement that it regularly provides to everyone – trustees, staff, beneficiaries, donors, stakeholders – as performance monitoring actual achievements against planned achievements regularly demonstrates the charity's successful implementation of its plans and the achievement of its goals.   And nearly as important is the evidence that it provides that, where the charity has encountered life's inevitable "hiccups" – large and small – it has the competence, resilience and insight to overcome them and, in many cases, to emerge even more successful than it was before.

7.   What Period Should a Programme Plan Cover ?

It has pretty much become "common folk-law" that a Programme Plan should be for either 3 or more usually, 5 years.

But, if you think about it, that's actually pretty stupid.   The duration of a PP should relate to the time that it takes to achieve a meaningful outcome.   And it is particularly stupid to feel that, once created, a PP has to be adhered to "come hell or high water".

A commercial giant, investing millions, perhaps billions, of pounds in a new factory or production plant may need a PP covering 10-25, or even more, years if it is to achieve its desired return on its investment   But, for a small charity working in a rapidly (and often capriciously) changing socio-political environment, "crystal ball gazing" can be more like "swirling fog gazing" - difficult to predict with any reliability even as little as 1-2 years ahead, much less 4-5 years.

For small charities and social enterprises which don't have long-term capital investment projects which necessitate long-term Programme Planning the effort spent trying to predict the charity's situation & requirements in 4 or 5 year's time isn't "going to make the boat go faster" this year or next - and probably won't "make the boat go faster" in 4 or 5 year's time either if, by then, circumstances are different.   Indeed, if 4 or 5 years from now your charity is still trying to stick to an out-of-date PP "the boat will probably be going considerably SLOWER than it should".

So such charities will do much better if they work to a 3-year rolling programme plan. *ie:* create now a plan in which only the first year is planned in detail, the subsequent years being planned in outline only.   Then next year revise the plan taking into account all the lessons learned (good, bad and indifferent) and changes in the charity's context. The then completed first year plan is archived for future reference; the previous outline plan for the coming year is upgraded to a detailed plan; the outline plan for the subsequent year is similarly updated and a new outline plane for the year 3 added.

"Isn't that re-inventing the wheel each year?" you might say.
NO, it is not.
It's about improving the tyre tread for better grip, improving the tyre pressure for better fuel economy, improving the design of the spokes for better aerodynamics - if you'll forgive the extended metaphor.

"But isn't that going to be an impossible burden of work for the Trustees each year?" you might say.
NO, it is not.
In fact, it's much easier and more efficient to make small incremental changes - particularly when the issues driving those changes are still fresh in the mind.   And it's certainly a lot less work than having to struggle with the consequences of either trying to stick with a plan that is clearly out-of-date and inappropriate or, worse, struggling with the administrative and financial consequences of Mission Drift - deviating in an uncontrolled and unplanned manner – from a plan because it was no longer appropriate.

"But isn't the purpose of a Programme Plan to set the organisation's strategy for the next 5 years?"
NO IT IS NOT!
As previously outlined, that is the most common, and most fundamental, misunderstanding of what programme planning is all about.
Programme planning is not just about setting a course of direction and then sticking to it blindly.   It's a tool for constantly monitoring actual progress against expected progress as a way of constantly verifying either that the organisation had predicted its circumstances correctly and was getting its activities right, or that it was "drifting

off-course" and needed to pull back, or that its predictions were wrong (ie: its activities were not achieving the intended outcomes) and a change in approach was needed.

There's a management saying *"Successful entrepreneurs don't make fewer mistakes than anyone else, they have better strategies for dealing with them"* (otherwise known as "If you find yourself in a hole, STOP DIGGING"). Or as is put even more simply by Google's business strategy "Fail Fast".   But how do you know that you're "failing"?   By reviewing actual against Programme Plan.   And the more regularly you do that, the faster you'll know if you're failing (or have the confidence that you're succeeding).

Furthermore, I suggest that, for purely pragmatic reasons, the PP is created or updated to coincide with the organisation's financial year but is drafted earlier so that it can be approved by the Trustees before it comes into effect.

8.　What Should a Programme Plan Contain ?

There is no universal absolute list of what should, and shouldn't, be in a PP.   A PP template adapted for use by small charities to suit the guidance of the Charity Commission, accompanies this paper.   It is intended primarily for new/start-up charities, or ones which haven't ventured into Programme planning before.   So it may not be particularly appropriate for charities which already have plenty of experience of their own of Programme planning.   However, it may contain one or two ideas which either hadn't been thought of, or had thought of in a different way.

Apart from general information about the organisation – name, address, registration details, etc – the main elements are:

- What the organisation is all about – its shared sense of purpose and achievement.
  This is often broken down into more specific elements – the objects, vision, values, goals etc.
  Unfortunately there is a multiplicity of understandings of what those elements actually mean and that frequently results in duplication/repetition.   The important thing is that anyone reading the PP quickly gets to the point of saying "Ah !   So THAT'S what they're all about".

- What the public need to know about what the charity is trying to do (*ie:* the increasingly important statement of public benefit – something that the Charity Commission is now putting great emphasis on);

- How the organisation will monitor and, where practical, measure what it is doing and the successes that it is achieving (its Key Performance Indicators);

- The resources – premises, equipment, staff, money – that it will need to undertake its activities and achieve its successes – and where/how those resources will be obtained (its Budget);

- What risks have to be taken into consideration;   how seriously those risks might affect the activities and outcomes of the organisation if they were to occur;   and how those risks might be mitigated (both prevented from occurring, or minimising their impact if they were to occur);
  Note: in the PP these are high-level organisation risks, not the detailed operational risks like tripping over a loose carpet, or the number and location of fire extinguishers;

- Last – but **MOST IMPORTANTLY OF ALL** – the PP should demonstrate convincingly to potential donors and funders that the charity as a whole (trustees, staff, volunteers, beneficiaries) has a clear AND CREDIBLE plan covering all of the above points which all involved are familiar with, and are wholeheartedly supportive of.

9.　Some Useful Tools

There are a number of well-know, tried and tested tool – usually known by their acronyms – which can be very helpful in ensuring that a Programme Plan is comprehensive, coherent and consistent.

Key to using these tools successfully in creating a Programme Plan is to use them realistically.   Their purpose is NOT to present the charity in the most favourable light – demonstrating how it has overcome all difficulties to be an unmitigated success.   Nor to present the charity as capable of achieving great things if only it could be given better resources.

Creating the best Programme Plan depends on using the tools honestly and realistically.   Not being excessively modest in recognising the charity's achievements – particularly acknowledging the contributions of others to those successes.   And not being excessively apologetic or defensive (and, particularly, not disingenuous) in acknowledging where things have not gone as well as intended.

The tools should also be used in the broadest possible way across all aspects of the charity's activities and resources – human (trustees, volunteer, staff); finance (donations, grants, fundraising, *pro bono* support); physical (buildings, equipment, transport); social & community (other community groups, commercial sponsors, local government).

SWOT – Strengths, Weaknesses, Opportunities Threats

A **SWOT** review is particularly helpful in planning how the charity is going to achieve its objectives through its interaction with the world around it – and particularly when that "world" is, itself, constantly changing. In other word, the SWOT review is particularly helpful in identifying and managing risk.

Strengths: These could be all sorts of thing – some trustees/volunteer/staff with particular skill (accountancy, painting, sport, scuba-diving); a healthy bank balance from a generous legacy; nice premises with good rooms and facilities.   A charity will want to make sure that its strengths are properly identified and being employed to best advantage, particularly if those strengths are uncommon in other similar local organisations, whether charities or commercial.

Bur it's also an opportunity to check that the charity doesn't get carried away into damaging mission-drift.   A youth club with a leader and a few members who were scuba-diving enthusiasts might feel that their enthusiasm was a strength to be promoted.   Only to find the rest of the club (leaders and members) who weren't so enthusiastic about scuba-diving got disgruntled at how much emphasis (and resources) were being diverted to it and so started to drift away to join more "congenial" clubs.

Weaknesses: Like strengths, weaknesses can occur in any of a charity's resources and activities.   And, like strengths, how a charity deals with its weaknesses can vary.   Identification of a weakness might prompt the charity to find the resources (people, money, physical resources) necessary to fill that weakness.   Alternatively, if such additional resources are not available, the charity will create its programme plan in a way that minimises its dependency on its areas of weakness.

Either way, having charity's strengths and weaknesses clearly identified in its Programme Plan – along with how it had decided to deal with them – is immensely valuable in terms of being able to monitor the ongoing progress of the charity and its activities.   The disgruntled response to the promotion of scuba-diving as an activity, or the unexpected availability of a resource to fill a weakness are much more likely to be picked up and dealt with if those issues had been identified in the charity's Programme Plan – provided, of course, that the charity also regularly reviewed how it was delivering on its Programme Plan.

Opportunities & Threats: These are dealt with together because they often occur together as "opposite sides of the same coin".   Opportunities must always be considered very carefully.   Rushing to take them up over-hastily or over-enthusiastically can leave a charity exposed to threats which were not immediately obvious (the Law of Unintended Consequences).

Similarly, careful evaluation of the threats facing a charity can often reveal some "interesting" ways of dealing with and mitigating such threats.
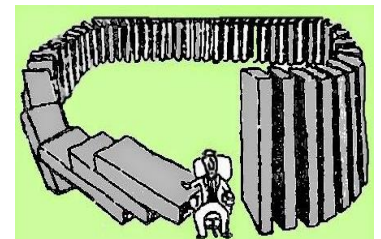
As with reviewing and recording a charity's Strengths & Weaknesses in a Programme Plan, recording and subsequently regularly monitoring Opportunities & Threats is enormously helpful in enabling the charity to be able to deal with and take full advantage of them as and when they arise.

But if many opportunities and threats never actually arise, isn't that a waste of time that could better be spent on other things?
It might seem like that for charities whose approach to planning is to have a 5-yearly mega-planning-awayday".

But where programme planning and monitoring is built into the routine governance of the charity it quickly become an un-intrusive part of "everyday life" – in contrast to the time spent dealing with avoidable crises. And the beneficial consequences of a quiet confidence throughout the charity that effective programme planning by the trustees consistently enables the charity to take both opportunities and threats "in its stride" is enormous.

SMART – Specific, Measurable, Achievable, Relevant, Timely

A **SMART** review is particularly helpful in planning both what the charity is going to include in its Programme Plan and, in particular, how the charity is going to demonstrate to its stakeholders (beneficiaries, volunteers, staff, supporters, donors, funders, the Charity Commission and the public at large) what it has actually done and achieved through its activity.

Specific: One only has to listen to the current debates about what Brexit is, and what it will achieve, to recognise that it can be quite difficult to specify accurately what the specific outputs & objective of a programme are, particularly when trying to describe a new programme.

And it is also clear that there is no shortage of those who are very happy to "define" very vague and ambivalent descriptions of what they are "planning" to achieve as a way of fudging the issue and maximising their "excuses" for when things don't go according to plan.

But that's a very risky approach for charities to take in creating their Programme Plan – particularly if intending to seek grants from major donors and/or local/national government which tend to be more astute in evaluating such proposals.

So when specifying in your Programme Plan what it is your charity is intending to do and achieve, aim for a "happy compromise" between being over-enthusiastically unrealistic and over-pessimistically "low key" in what you say. In any case, if you err too far to either extreme the inconsistencies in what you are proposing will be easy to see as you go through the other elements of a SMART review.

Measurable: When one gets to the issue of "Measurability", the well-known management adage, *"If you can't measure it you can't manage it"*, inevitably comes to mind.

Except that it is a misquote ! *ie:* FAKE NEWS, in today's words.

The originator of the phrase, W. Edwards Deming in his book *"The New Economics"*, actually said the exact opposite[4]:

> *"It is wrong to suppose that if you can't measure it, you can't manage it – a costly myth"*

Deming (like Schumacher[5]) was a critic of contemporary neoliberal economic policies which:

> *".... sees competition as the defining characteristic of human relations.*
> *It redefines citizens as consumers, whose democratic choices are best exercised by buying and selling, a process that rewards merit and punishes inefficiency. It maintains that "the market" delivers benefits that could never be achieved by planning*[6].
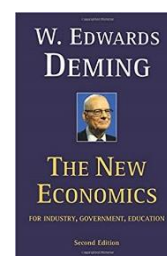
In most ways neoliberal economics are the antithesis of charitable economics. Like charity economics, Deming's economic philosophies focusing on cooperative polices and the equitable sharing of resources for the good of all rather than a "let the best man win" (and everyone else "deserves to lose") approach. But even in a commercial market economy there are, of course, some things that not-for-profit charities can measure – the number of beneficiaries that they have helped, how much money they raised, and how much they spent on fundraising – as ways of "measuring" (and, by implication, quantifying) the achievement of their charitable objectives.

But how do you "measure" the delight on a sick child's face when they are given a special treat? Or the letter of appreciation from a disadvantaged person in response to the care and assistance provided to them by a charity.
And even if you could, how does one translate that into "competitive market value"?

Given the overwhelming coercive pressure of the current competitive market-place that charities have to work in today, they have no option but to "toe the line" and include in their Programme Plans "measurable" indicators of what they have achieved – however hollow they might be in relation to its "unmeasurable" achievements at the personal and social level. But that's no reason why the Programme Plan can't also make reference to those "unmeasurable" achievements.

Achievable: The Programme Plan should outline what factors you have considered to satisfy yourselves that what you are planning to do is achievable with your current resources. Or, particularly if your plan requires additional resources (volunteers/staff, accommodation, transport, finance), how you have satisfied yourselves that the charity will have those resources available when required.

Relevant: The Programme Plan should indicate how what you are planning to do is relevant not just to your charitable object, but to what the target beneficiaries actually need at the time. This might also include consideration of what other similar services/activities (if any) are available to the target beneficiaries.

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4   *https://blog.deming.org/2015/08/myth-if-you-cant-measure-it-you-cant-manage-it/*
5   Schumacher is the author of *"Small is Beautiful: Economics as if people mattered"*, referred to in the Small Charity Support guidance leaflets on small charity finance management.
6   *https://www.theguardian.com/books/2016/apr/15/neoliberalism-ideology-problem-george-monbiot*

Timely: In some ways similar to "Relevant" – consideration of why it is thought best to provide the services or activities at the time being proposed, rather than sooner or later – *eg:* if it is desirable for the services or activities to coincide with others in the locality or to avoid conflicts/competition/duplication..

PEST – Political, Economic, Social, Technological
STEEP – Social, Technological, Economical, Environmental and Political

These two tools are less widely used than SWOT and SMART.

But they operate in the same way – the charity incorporates into it Programme Plan a review of what, how and why it is proposing its activities and, particularly (given the Charity Act's focus) how those activities will create benefits not just for the charity's beneficiaries as individuals but for the wider public.

If you choose to use these tools you simply analyse your proposed activities in relation to each of the headings which make up the acronym.

10. Creating a Programme Plan - Bureaucratic Masochism ?

Yes ! If that's all you want it to be. *ie:* you're happy to do it as an administrative exercise the only purpose of which is to "get the tick in the box", should it be necessary, and the rest of the time it just stops the shelf looking quite so empty.

But for ambitious, dynamic, vibrant charities with a clear sense of purpose and what it wants to achieve, its Programme Plan in its much referred to and respected document that enables its vision and sense of purpose to be shared with all those stakeholder with which it comes into contact and promotes that sense of cooperation and coordination – each able to interact constructively and share their different skills with others – so that, collectively, they can "reach the stars".

The Alternative to Creating a Programme Plan ?

Well, you could always sit and spend the time reading *"Alice's Adventures in Wonderland"* by Lewis Carroll.

The bit where Alice encounters the Cheshire Cat is particularly helpful:

> *"Cheshire Puss,"* [Alice] began . . .
>   *"Would you tell me, please, which way I ought to go from here?"*
>
> *"That depends a good deal on where you want to get to,"* said the Cat.
>
> *"I don't much care where—"* said Alice.
>
> *"Then it doesn't matter which way you go,"* said the Cat.
>
> *"—so long as I get somewhere,"* Alice added as an explanation.
>
> *"Oh, you're sure to do that,"* said the Cat,
>   *"if you only walk long enough."*