

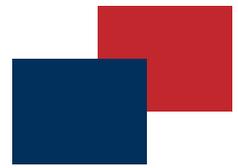


CARAVANSERAI PROJECT
SUPPORTING CHANGE MAKERS ALONG THEIR JOURNEYS

SURVIVAL & SUSTAINABILITY

A Breakthroughs Masterclass for
Mission Driven Organizations

The Survival and Sustainability Breakthrough Masterclass offers CEOs and leaders of mission driven organizations effective and practical tools to cope with immediate challenges and prepares them to approach creatively and innovatively future disruptions.



Apply for the [Survival and Sustainability Breakthrough Masterclass](#)

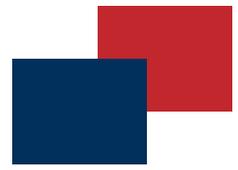


For inquires please reach out to us at contact@caravanseraiproject.org



The Breakthroughs Masterclasses are designed, developed and implemented by Caravansera Project.

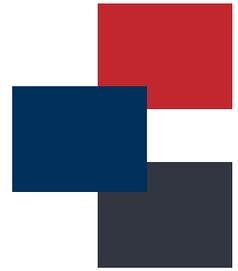
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"I really believe that Caravanserai Project has the mechanics and wherewithal to assist growing and thriving social impact businesses and organizations. Every session was enjoyable and beneficial."

Ellen Goodman

*Executive Director - The Foundation of the Palm Springs United School District
California*



The goal of the Caravanserai Project's e-books is to share our vision and understanding of specific topics that are discussed during our Breakthroughs Masterclasses. These e-books are available to anyone free of charge.



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To learn more about Caravanserai Project, visit www.caravanseraiproject.org



THE BREAKTHROUGHS MASTERCLASSES

COVID19 EDITION

Over the past several months we have been designing and developing a series of breakthroughs masterclasses on sustainability, impact for the future, the new leadership and how to move from being a transactional enterprise to a transformational one. And then Covid19 happened.

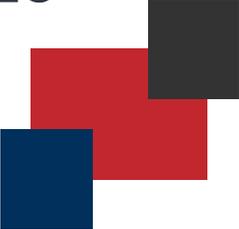
While this pandemic has tremendously disrupted every aspect of our personal and professional lives, it offered us the opportunity to develop a different type of interaction with mission driven organizations, both non-profits and for-profits, and gain a unique perspective of how these organizations are experiencing these challenging times. We paused the launch of the breakthroughs masterclasses and started developing a series of survival and emergency guides and blogs and webinars to meet the immediate needs of our sector. The response and the feedback we have received reconfirmed our assumption that mission driven organizations need, more than ever, practical and down to earth support that helps them overcome the current crisis and prepares them for how our world will look like from now on.

The **Survival and Sustainability Breakthrough Masterclass** is a tool that has never been more needed. Not only for the duration of the Covid19 pandemic. Of course, mission driven organizations are in desperate need for support and assistance now, but sooner than we expect the current challenges will become a thing of the past and the long resource draining struggle to adapt to the post crisis reality, the new normal, will be everyone's priority. A major shift in how our community will do business in the post Covid19 world will take place and our masterclass is all about being a step ahead.

Caravanserai Project Team

April 2020

THE BREAKTHROUGHS MASTERCLASSES



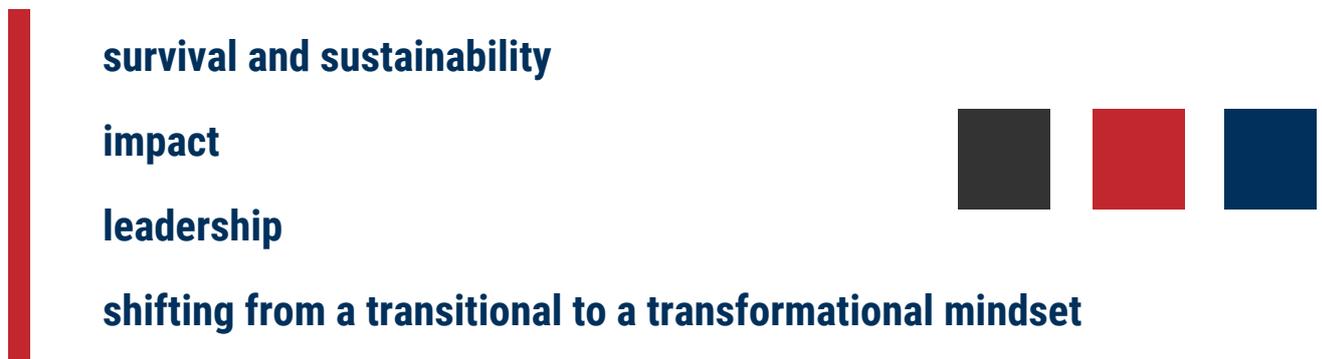
Have you ever wondered **what if** your organization were fully delivering its mission, achieving the desired impact and changing the system? **What if** the world you and your organization envisioned were already taking shape and there was no turning back? **What if** you and your team did not have to stress about finances due to the sustainable strategy you designed and implemented? **What if** you were equipped to cope and survive potential disruptions? **What if** you were surrounded by your dream team that showed not only passion for the cause but also the right skills? **What if** you were the creative, innovative and visionary leader your organization, community and broader sector needed? **What if** your organization shifted from a transactional mindset focused on immediate and short-term issues and became a transformational agency shaping its own future?

While the ‘what if’ approach makes people anxious and uncomfortable - according to a 2017 research conducted by the Institute for the Future only 17% of Americans think about what might happen at least 10 years in the future - that day will come whether we like it or not. So why not start getting ready now? After all, we create our own future.

Caravanserai Project designed and developed its series of **Breakthroughs Masterclasses** with the future of mission driven organizations in mind. This series of four masterclasses is the result of our team’s decades of experience in the non-profit and for profit sector. Our approach is based on our social impact work internationally, the learning through the boards on which we sit, the programs like SEED Lab where we work directly with social impact entrepreneurs, conferences we attend, relationships with the World Bank, Independent Sector, EchoingGreen and others. Moreover, this approach is the direct consequence of the lessons we have learned launching our own work and exploring and testing different strategies and plans.



The Breakthroughs Masterclasses focus on four core aspects that we consider mission driven organizations should prioritize in order to really make a difference and be transformational in our work, the key aspiration in social change and impact:



These four breakthrough moments will not only help organizations and their leaders get ready for what is coming. The goal is for them to become long-term relevant actors in their sector and expand their fields of possibilities.

While there is a plethora of programs providing guidance and support to mission driven organizations, non-profits and for-profits, we have learned over the years that the biggest challenge was not accessing information and content. Workshops and classes where tens of organizations are fed a cookie-cut program and asked to run with it by themselves have limited impact. We do things differently.

Caravanserai Project's programs are designed to provide a very individualized and customized experience without the high costs of one-on-one consulting and coaching sessions. While the goals and structure of our Breakthroughs Masterclasses remain the same, their content is redesigned for every new cohort in order to reflect their specific interests and needs. We focus in depth on each participant. Everyone in the room is expected to support the rest of the cohort, provide feedback and share their experiences in order to help them identify the best solutions.

The Breakthroughs Masterclasses are designed to meet the needs of CEOs and leaders of established social mission driven organizations. The customized experience we planned would only be possible with small cohorts of 10-12 participants.

SURVIVAL & SUSTAINABILITY BREAKTHROUGH MASTERCLASS

The Masterclass

The **first day** will focus on developing a pathway for each organization. This will include an interview and assessment, identifying key issues and a plan of attack, and a future plan with action steps. The **second day** will focus on what happens next and how to be sustainable over time. This will address future financial stability, how to stay true to your mission and deliver on your promise and an action plan for the future.



**2 days, 7 hours total
a follow-up meeting**



10 participants



on-line



**Each participant will be asked to prepare in advance
specific information about their organization.**

Day One: Survival

Survival Interview and assessment

- Each participant will walk through their situation/information
- Workshop leaders will question along a protocol
- Go deeper than presenting issues

Identify key issues

- Create list of issues
- Put in order of priority for survival
- Assess opportunities and barriers

Plan of attack-time focused for each organization/leader

- Determine actions and timeline on each key issue
- Actions to push through barriers
- Actions to take advantage of opportunities

Pathway for Survival

- Overall plan with action step
- How to keep the opportunities open for the future
- What can it look like in the future – future plan

Day Two: Sustainability

Financial Stability.

- Long term keys to future revenue/assessment
- Role of development/fundraising for the future
- Financial management approach

Staying true to the mission and delivering on the promise

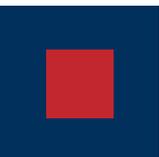
- Mission test and promise
- 12 questions/answers for each organization
- Describe each organization as transformative

What are the actions that will drive your future success

- Revenue stability, dedicated resources, talent, advice
- Narratives, alignment, movement making
- Create the bigger pathway

1 . SURVIVAL

Key issues to strengthen your organization and support its survival



Nonprofit leaders tell us that they are exhausted and overloaded. There is so much to do and it takes a tremendous effort to navigate, understand and select what are the best decisions and actions they can take. Even in the best of times, most nonprofits and social impact groups struggle with revenues and the demands placed on them. **Survivability is an issue.**

Survivability is not a group of concepts nor ideas. It is a set of practical and time sensitive actions where you can achieve and maintain a balance. It is about your financial understanding and management, the strength of you and your team of employees, the trust and respect you have with donors and funders and your ability to manage with increasing ambiguity.

The **first** action to focus on is financial due diligence. This is about thoroughly understanding your financial situation and then proactively managing it. These are some steps you should take in order to have your hands around your finances:

- Know how much cash and liquid assets (that can rapidly be turned into cash) you have available;
- Do a “quick” current analysis by adding your cash and current receivables (due within 30) and subtracting your current payables (due within 30 days);
- Do a cash flow for the next 90 days.
- Start with your current analysis and then add money you expect to receive on a timeline and then subtract when money needs to go out on the same timeline.

example

DATE			BALANCE
Current		\$ 27,000	\$ 27,000
04/07	+ Payment	\$ 10,000	\$ 37,000
04/08	- Utilities	\$ 600	\$ 36,400
04/09	- Insurance	\$ 5,400	\$ 31,000
04/15	- Payroll	\$ 7,000	\$ 24,000
04/15	- Rent	\$ 3,200	\$ 20,800
04/22	+ Payment	\$ 10,000	\$ 30,800
04/24	- Event expenses	\$ 2,700	\$ 28,100
04/26	+ Event revenue	\$ 1,800	\$ 29,900
04/30	- Payroll	\$ 7,000	\$ 22,900

Secondly, balance your program and operational expenses and investments in a way that provides quality programs and supports an infrastructure that has the capacity and skills to operate effectively. This recommendation comes from the fact that many organizations struggle with running a solid operation because they underspend on operations. The word to describe this situation would be “starvation” and relates how funders consistently underfund overhead and eventually starve the organization to death. This represents a constant challenge in the non-profit sector and it applies to fundraising and development staff and expenses as well. Fundraising and development is an 18 month to 2 year investment before you start getting a return on your investment.

People are your most important asset and in nearly every situation your largest expense. Think about staffing this way:

- Who are the beneficiaries of your program?
- What are the benefits you want to provide?
- What kind of skills sets and capacity you must have to deliver these benefits?

Develop a staffing chart based on this and compare with what you have. Most often you find that you have more people than you must have. Smaller organizations will sometimes find they must add a skill or capacity to deliver their benefits. It is not always necessary to add or reduce staff, but change the set of skills and capacity you have within your team. Take a look at the true value and cost of each staff.

Nonprofits do not exist for the benefit of their staff. Their dedication, commitment to the cause or their history are not a substitute for having the skills and talent you require. This may sound hard but we have seen nonprofits collapse around some really wonderful people with the best of intentions. This does not negate the way your people centered culture is seen if managed with clarity and consistency.

When times get difficult you will need to rely on the trust you have built with your donors, your contractors and with the public. The key to this is honest and forthcoming communication. Research has shown when a board trusts their CEO or ED they can tolerate mistakes and judgement issues, but when they lose trust the relationship is over. Leaders need to keep their boards informed of problems early, they need to be honest with donors and direct with contractors. You need to have a compelling narrative, but also be an honest broker of information. In challenging times you need to make an extra effort to reach out to donors, contractors and key stakeholders with honest communication.

Caravanserai Project produces a program called SEED Lab - a pre-accelerator for start-up social impact organizations, both nonprofit and for profit. Our target beneficiaries or cohorts in this program are typically entrepreneurs from disadvantaged communities. They bring certain skill sets that can be very powerful for them in their start-ups. Each day can be a challenge, they see and feel barriers in every direction, they may feel like the world is dangerously unpredictable. Yet, they are able to live with a great ambiguity, and solve problems as they move about their day. They are resilient and have patience, and they work very hard. These are the very strengths that are needed in future leadership and in surviving through challenging times.

SEED Lab



Practice your comfort with ambiguity. How resilient are you? Do you get thrown off balance easily? Change takes patience including patience with yourself.

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2. SUSTAINABILITY IN THE FUTURE

When you think about sustainability, the first thing that comes to mind is **ongoing revenue**. And you are right to do that. As said, “no money, no mission.”

However, it is not just that. You cannot stray from your mission for revenue, or you may end up in search of a mission at some point. The talent of your team, following best practices, making the strongest impact, creating social change and the quality of your beneficiaries’ experience are all required for long term sustainability.

Watch the Sustainability Video

Our video on **Sustainability** will introduce you to the concept of **platform organization**, an organizational model is dynamic enough to respond to future forces. The Big Breakthrough in securing sustainability is to understand and begin to incorporate the principles of a platform organization, knowing how to find opportunities for the future and how to successfully embark on this process.



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A Note on Development/Fundraising

Nonprofit organizations are typically designed to take advantage of tax free gifts from donors as a key revenue source. This is both an advantage and a disadvantage. One problem that continuously arises is the struggle to raise enough money and the disconnect between what you really do and your revenue. Much of the revenue is program restricted and starves the organizations' overhead or it is not ongoing and this puts jobs and programs at risk. Sustainability requires a match up between what you do and how the money flows.

Think about where you are spending your time and efforts on generating donor revenue. The 2018 trends in philanthropy were the following: 5% of donations come from corporations, 16% from foundations, 9% from bequests, 70% from private donors – and each typically can be used for only specific things. Events are rarely a good development investment unless they serve an additional purpose such as donor acquisition which must have an effective follow-up system, recognition events etc.. The unaccounted staff time used in small events usually throws an organization off balance.

Platform organizations designed for the future and sustainability

Headline for the future: an organization that has become a platform for thousands of groups of people which has created a movement, and in full force is moving quickly forward.

A platform organization is designed to be the scaffolding for people and groups to design and build their own desired outcomes. It is not passive, but listens deeply, learns and adapts. It constantly scans the environment and future trends and supports future leaders.

Specifically, the platform organization will:

- Research different angles on an issue, looking in and looking out
- Identify macro trends
- Determine what is your point of view on a specific issue
- Identify what is the most compelling insight
- Understand the most key opportunities to start change
- Change the organization to reflect what it is trying to do/accomplish
- Be able to evaluate
- Provide effective communications – how to get and keep people engaged (tell them about above) – tell a compelling story
- Do serious “Continuous Improvement”
- Seek and pursue new resources constantly
- Keep defining your audience

What are the things you need to do that drive success?

- Focus on revenue – have a clear plan – implement and have a fall back
- Target and profile funders, understand them deeply
- Dedicate resources to funding streams, development, sales etc.
- Do a talent search, find the best, recruit/ do not wait for them – every position should be curated
- Build your kitchen cabinet – your honest brokers/advisors

One approach on how to find opportunities:

- Look at your strengths and identify the value you create
- Consider a wider audience
- Identify the best practices for your approach
- Follow through, make mistakes, and keep moving

Big Breakthroughs are possible and you do not have to do everything at once or everything perfectly. Yet, you need to keep developing your leadership and your organizations, and never stand still. Our approach is focused on the key elements that give you a greater chance of success.



3. WHAT IS NEXT?

The world is being jolted into a new reality due to the Covid-19 virus and the collateral damage to the economy. We do not know the impact on our ongoing health and medical needs and the possibility of a worldwide depression that takes years from which to recover. The impact on our mental health is incalculable.

There is no doubt that many non-profits and mission driven organization will not survive. Basic services such as shelter, food and safety will be strained but considered essential and resources will focus on their survival. As important as you know the services and interventions you provide are, they may not be viable in the future unless they are redesigned and leveraged in ways we have not imagined before. We are going to need to create new models of programs, services and of the organizations themselves.

Over the past month of searching for information, listening to thought leaders and applying our experience, here are some key insights into the future.



Governments and major social institutions are going to have a much larger impact in any safety net, social support and health than all of philanthropy and the entire nonprofit sector. Strong and powerful advocacy will be the most important strategy to impact government policy, funding and practice. This will need to come up through communities of people. Investing in building a community voice, new leaders and activism will be the most effective strategy.

Funders and others currently in power will not and should not determine what that advocacy should address, but support communities with tools, information and skill building.

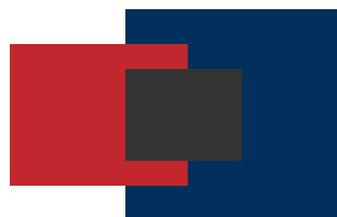
This will also require social change agents and advocates to find new ways of working together. The LGBTQ community knew how to build a movement in the US to move society to support gay marriage. Conservationists trying to protect animals in the wild know how to leverage entire ecosystems. During the current pandemic, states have come together and took action by sharing equipment, staff and information thus acting as one force.

We know that cities are often the most innovative governments, and they can be impacted by organized communities within their city. This may result in a new kind of democracy with local advocates and change agents impacting their cities that impact their counties, and then their state. Then we will see it spread to other states.

Nowadays, promoting diversity and inclusivity has become less and less a progressive cause, but an imperative that has a life of its own. We will see new leaders emerge with different approaches to problem solving and sensitivities and will enrich the way we see our society evolve. Along with this, come leaders who have experienced trauma, discrimination and have a history of being dispossessed. Trauma is experiencing a recognition in science and social change. It needs to be appreciated at an individual and group experience level. Sociologists talk of sensitivity to micro aggressions and wounded leaders.

Funders and donors will seek out strong leaders in their organizations and in their fields with whom to partner. They will look for new, strong organizational models that have clear, impactful outcomes and are transformational in their work and in the world around them.

We are in for a struggle and some very rough times. These are the moments when we need to be focused, implement better and smarter, seize innovations and take some risks.





APPLY

**SURVIVAL & SUSTAINABILITY BREAKTHROUGH
MASTERCLASSES**

