

## PATH OF THE GOLDEN CAT

### Shaping a Sustainable Funding Model

Money is a fine thing if you don't have to worry about it. In your analysis, you have identified your financial model as an issue to work on.

Let's find out what is the issue and what can be done!

### WHO SHOULD GET INVOLVED?

At least the leadership (management team and board members) and, if possible, more members of the core team should be involved. In some cases, an outside perspective (critical friends or financially knowledgeable partners) can be fruitful to stimulate critical appraisal and new angles on financial development.



### AT THE END OF THIS SESSION YOU WILL HAVE:

- An understanding of potential funding sources and your relative ability to access them.
- An overview of promising funding strategies for your organization.
- An action plan for how to further develop one or more of these strategies in order to increase your financial sustainability.

### PREPARATION

For this Path, it is vital to have an overview of your financial needs (what is your projected budget?) and revenue structure from the last 2-3 years (where did you get your money from so far?).

Furthermore, the preparation group/host should gather information concerning major financial opportunities (open calls/funding streams, etc.) and successful funding strategies used by other organizations in your field.

### MATERIALS

- Flip Chart
- Markers
- Moderation Cards (with different colors)
- Projector and Computer (optional)

### TOOLS

#### Method Cards:

SWOT Analysis for Improving Funding Planning (32)  
Pitching Ideas to Donors (31)  
Individual Donor Analysis for Sustainable Funding (30)  
Creative Adventures for Financial Gain (29)  
Action Planning for Next Steps (02)

#### Background Papers:

Income Sources Grid (22)  
Institutional Readiness Checklist (23)

#### Worksheets:

Mapping Resources (17)  
Venture Matrix (18)  
Social Business Model Canvas (22)  
Donor Persona (16)  
Action Plan (02)

### FOLLOW UP

For drastic changes, conduct a feasibility study and build relationships that will facilitate them. For small and medium changes, implement the agreed upon measures and monitor their outcomes.



## ORIENTATION 30MIN

**HOST / PREPARATION GROUP:** Introduce Path and day program.

First round: Check in

Review **Income Sources Grid (22)** ■■■ so that everyone has a shared understanding of the 4 sources of income (public funding, grants, private donations, earned income).

**INPUT TO PATH CANVAS:** Your understanding of the four sources of income. How would you explain the different sources of income?



## GROUNDWORK 60MIN

Briefly present your organization's current sources of income (including any changes during the last 3 years). Where have you gotten money from so far?

In small groups, complete **SWOT Analysis for Improving Funding Planning (32)** ■■■ Which funding areas are running well, where are problems/issues? What chances and risks are you facing on the donor market?

**INPUT TO PATH CANVAS:** 3 identified problems/issues.



## SUMMIT 60-145MIN

Using the results of the SWOT analysis, choose one or more of the following activities, either in plenum or in parallel working groups. Adapt your Path outline and timing accordingly. Start with the most important one(s) for your organization. You can always do others later. If you want to

- obtain public funding, use **Institutional Readiness Checklist (23)** ■■■ to check if you are ready for it.
- improve how you approach donors, use **Pitching Ideas to Donors (31)** ■■■ to explore the attractiveness and fit of your activities with upcoming funding opportunities.
- find a good private donor for your organization, complete Individual **Donor Analysis for Sustainable Funding (30)** ■■■ to understand your donor base and develop targeted fundraising campaigns.
- think of earning a market-based income, explore the idea with **Creative Adventures for Financial Gain (29)** ■■■

**INPUT TO PATH CANVAS:** 3 lessons applicable to your financial future: What did you learn from this session and what would you like to change in the future? Make a note if there is a tool that you would like to use for your follow-up.



## OUTLOOK 90MIN

Share the conclusions and suggestions from the working groups. Discuss the feasibility of the suggestions and determine the most sustainable mix of funding strategies.

**INPUT TO PATH CANVAS:** Your future sustainable mix of funding strategies: What kind of financial sources will you combine and use in the future?



## ACTION PLAN 60MIN

Summarize the results of the exercises in **Action Planning for Next Step (02)** ■■■

Break into two groups. In one, discuss 5 quick actions you can take to move toward your funding goals. In the other, write down 3 long-term changes you can make to help you implement your new funding strategy.

**INPUT TO PATH CANVAS:** : 3 concrete next steps and date of the next meeting.

## CLOSING 30MIN

Final round / Check Out