



ASIA PACIFIC FORUM OF NATIONAL
HUMAN RIGHTS INSTITUTIONS

**Draft Strategic Plan, Transition Business
Plan, and a Fund Development Plan**

Summary of Key Findings

Facilitated by

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INTRODUCTION AND BACKGROUND

At the Fourth Annual Meeting of the Asia Pacific Forum of National Human Rights Institutions (the Forum) held in the Philippines in September 1999, the Forum “discussed legal and management structures and agreed that a Working Group of the Regional Coordinator, the Office of the High Commissioner and the host institution of the Secretariat should examine and resolve these issues”.¹ This decision was taken in the light of the growth of the Forum in both its membership and its activities.

The Working Group engaged an independent consultant to advise it on the various options and structures of a potentially independent organisation. The consultant recommended that the Forum be constituted as a not-for-profit, limited liability company, incorporated under Australian law. The members of the Working Group adopted this recommendation and advised the full membership of the Forum accordingly.² At the Fifth Annual Meeting of the Forum held in New Zealand in August 2000, the individual member institutions of the Forum considered the report of the Working Group and accepted its recommendations that the organisation should become an independent legal entity.³ The Fifth Annual Meeting of the Forum further requested that the Working Group continue to be tasked with the responsibility of preparing for the Forum’s transition.

The transition of the Forum from its current non-incorporated structure under the auspices of the Australian Human Rights and Equal Opportunity Commission (HREOC) to a more independent structure opens the way for enhanced funding at a regional and international level and provides the most flexible and workable framework enabling greater participation by all member institutions.

The Working Group considered that the future of the Forum was dependent upon the securing of core operational expenses and sustainable funding. The standing of an organisation seeking such support must be evidenced by a well-considered business plan, a sound legal basis and strong leadership in management and governance.

The transition process from Forum core support, staffing and in-kind support coming from the Australian and New Zealand governments, HREOC and the United Nations Office of the High Commissioner for Human Rights (OHCHR), to one where the Forum funding base and management processes reflect a more regional makeup, is one that must be managed in a logical, systematic way.

The various elements of the project – the development of a business plan, a fundraising strategic plan and its implementation, and the greater participation by member institutions – are all core to the future success of the organisation. Gaining of income tax exempt

¹ Paragraph 20 of the Concluding Statement of the Fourth Annual Meeting of the Forum, www.apf.hreoc.gov.au.

² See the report of the Working Group of the Forum, Closed session, Fifth Annual Meeting of the Asia Pacific Forum, www.apf.hreoc.gov.au.

³ Paragraph 7 of the Concluding Statement of the Fifth Annual Meeting of the Forum, www.apf.hreoc.gov.au.

status and tax deductibility status under Australian law was identified during these preliminary discussions as an important financial element in attracting private donations.

It was the view of the Working Group that the identification and on-going management of appropriate expertise to assist in the development and implementation of the project elements was the best and most effective way to secure the Forum's goals. A public tender was therefore developed which requested that professional consultancy groups submit tenders indicating their expertise to assist in the Forum's transition process. In particular expressions of interest were invited for:

1. The development of a strategically driven business plan to guide the work of the Forum over the next three to five years; and
2. The development and implementation of a fundraising plan to raise appropriate core funding for an independent Forum.

DVA *Navion*, an international fundraising consultancy firm were the preferred tendered. Their successful proposal embraced both tasks but envisaged the actual implementation of the fundraising plan as a quite separate exercise to be discussed and negotiated following successful completion and documentation of a Strategic Plan, a Transition Business Plan and a Fund Development Plan.

Following acceptance of DVA *Navion's* proposal, it was determined that the planning exercise should take place in Sydney at HREOC during the week commencing Monday February 19, 2001. During the intervening period the President of DVA *Navion* Australia, Mr Graeme Bradshaw, liaised closely with all the members of the Working Group to obtain essential background information concerning the history, projects, finances and achievements of the Forum. Additionally a very useful meeting with senior staff was held at HREOC on Saturday January 13, 2001 that was attended by Mr Brian Burdekin, Special Adviser to the United Nations High Commissioner for Human Rights who was visiting Sydney briefly.

This summary of the key findings of the DVA *Navion* Report represents the outcomes of the week long planning exercise and embraces the Strategic Plan, a Transition Business Plan, a timetable for the transitional Plan and a Fund Development Plan. Those from HREOC and the Forum who participated in the Planning Process and subsequent discussions were:

- Professor Alice Tay - President HREOC
- Ms Diana Temby - Executive Director HREOC
- Ms Margie Cook, Director Public Affairs, HREOC
- Ms Robin Ephgrave, Director of Finance, HREOC
- Mr Chris Lawrence, Regional Coordinator of the Forum and Proceedings Commissioner, New Zealand Human Rights Commission
- Mr Richard Handley, General Manager, New Zealand Human Rights Commission
- Mr Kieren Fitzpatrick, Director, Asia Pacific Forum
- Ms Pip Dargan - Project Officer, Asia Pacific Forum

- Mr Stephen Clark, Research Officer, Asia Pacific Forum

Facilitator of the planning process was Mr Wayne Hussey (President, DVA *Navion* Canada) assisted by Mr Graeme Bradshaw (President DVA *Navion* Australia), Mr Mack Williams (Special Adviser Asian Affairs) and Mr Steve Parker, a long time United Nations senior staff member with strong financial credentials.

SECTION 1 – THE STRATEGIC PLAN

INITIAL STRATEGIC PLANNING DIRECTIONS

Every organisation needs a clear direction in order to determine its relevance and effectiveness. This need is particularly true for the Forum as it evolves into an independent non-profit organisation that is related to, yet separate from, HREOC. The Forum has benefited greatly from being hosted within this agency but it is now time to take a series of controlled and calculated steps in changing this relationship in pursuit of independence.

As part of its mandate, DVA *Navion* personnel guided staff and volunteers of the Forum and representatives of HREOC through a high level strategic planning session that was designed to generate a Mission Statement, a Vision Statement, Key Strategic Thrusts and a Timetable of Transition Activity. Each of these planning outputs are vital change management tools and are provided below:

The Asia Pacific Forum of National Human Rights Institutions MISSION STATEMENT

The Forum is an independent non-profit organization that supports, through regional cooperation, the establishment and development of national institutions in order to protect and promote the human rights of the people(s) of the region

This Mission is a clear statement that provides guidance to what the Forum does – its purpose for existence. It gives staff and members alike direction on the core activities of the agency and a high level of understanding of what is most important for the Forum to pursue. It also identifies the essential outcomes of all of their efforts. Finally, it is presented in a format that is simple enough to be remembered – a critical test of the utility of a Mission statement. Frankly, if a Mission Statement can't be remembered and articulated somewhat coherently by staff and/or Forum members, it has little likelihood of being lived out on a day-by-day basis.

A Mission statement need not say everything (and surely cannot!) about the Forum but must certainly present the essence of the Forum.

The Asia Pacific Forum of National Human Rights Institutions VISION STATEMENT

The Forum will be the pre-eminent regional human rights organisation in the Asia Pacific by being representative of the region in terms of its membership and location, by widening its membership and encouraging the involvement of all members, by supporting the activities of its members through human rights capacity building, by securing sufficient funding for its activities and by being the best managed organisation in its class

The Vision offers an equally important tool to the agency but one that is significantly different in meaning than the Mission. The Vision Statement is a declaration of where the Forum wishes to go. It identifies the ultimate position the Forum wishes to hold and isolates some of the most critical transformations that they must successfully complete in order to get to that desired position. Again, its purpose is to guide agency decision-making and establish priority action. Like the Mission, it cannot possibly present in detail exactly what will be done but clearly elevates those key strategic thrusts (transformations) that they must attend to in order to achieve their Vision.

KEY STRATEGIC THRUSTS

1. To acquire a level of stable and diversified funding that is sufficient to successfully operate the Forum in a manner that will deliver our Mission and achieve our Vision
2. To increase the number of members in the Forum, based on their ability to satisfy the Paris Principles, and to create an operating environment that generates a strong level of member involvement in appropriate Forum activity
3. To develop a short term and long term location for the organisation that will be conducive to delivering our Mission and achieving our Vision
4. To apply effective and efficient operating policies and procedures that maximise the performance of the organisation and that allow it to achieve the warranted reputation as the best managed in its class

RECOMMENDATIONS RELATIVE TO THE STRATEGIC PLAN

1. To present these key elements of the Strategic Plan to the members of the Forum at the meeting in Geneva in April (International Coordinating Committee of National Institutions in association with the 57th session of the United Nations

Commission on Human Rights) in order that they can guide the activities of the Forum through the Transition Plan

2. To hold a full member Strategic Planning session in association with the Sixth Annual Meeting of the Asia Pacific Forum in Sri Lanka in order to determine the long term Strategic Plan for the Forum.
3. To work diligently and carefully to ensure that the materials from the Strategic Plan, Transition Business Plan, the Transition Timetable, the Constitution and the Fund Development Plan are all packaged and presented in a clear and transparent manner in order to maximise member involvement, decision making, support and endorsement.
4. Any presentation to donors of the elements contained in the Strategic Plan needs to be accompanied by a clear summary of the actual program and project activity that the Forum has accomplished in the recent past and/or those that are predicted in the near future.

SECTION 2 – THE BUSINESS PLAN

THE TRANSITION BUSINESS PLAN - ACTIVITY

As part of the business planning component of this project, the working date for “independence” was declared as January 31, 2002.

The following list identifies the key activities that must be undertaken to achieve the status as a legally independent non-profit charitable agency by that date. Unquestionably there are other activities that are not listed here, but the key steps in this pursuit are recommended as follows:

March 2001

- prepare, in partnership with HREOC, a detailed Transition Funding Proposal for consideration by the Australian overseas development agency (AusAID), the New Zealand overseas development agency (NZODA), and a strategy that considers the political process of decision making regarding this Proposal. This will require validation of the line items and costs presented in the draft Transition Budget for the period of July 1, 2001 – June 30, 2002
- identify provisional funding sources (Foundations, agencies, etc.) for the purposes of these submissions and to guide potential contacts on the way to Geneva and back
- organise meetings to present the Transition Fund proposal to AusAID
- expedite the preparation of a draft Forum Constitution for discussion in Geneva
- contract DVA *Navion* to present their report in Geneva with particular attention on the steps required, and subsequent roles, to successfully implement the Fund Development Plan
- prepare the draft mandate for the Expert Advisory Group

April 2001

- distribute the DVA *Navion* Report to the members of the Forum in advance of the meeting in Geneva in April
- seek ‘in principle’ approval for the Strategic Plan, the Transition Business Plan and Transition Timetable, the Fund Development Plan and the Transition Funding Proposal at the Geneva meeting
- solicit prospect names from members of the Forum at the Geneva meeting for inclusion in the Fund Development Plan
- approve in principle the Expert Advisory Group
- ensure that the “short version” of the video is produced whilst the longer version is being prepared

May 2001

- contract for implementation for the Fund Development Plan

- confirmation of the acceptance of the Transition Funding Proposal
- identify desired members of the Expert Advisory Group
- distribute the draft Forum Constitution to all members for review
- initiate incorporation process
- initiate the pursuit of charitable tax status
- begin the validation of the expense estimates provided in the Draft Forum budget for the fiscal period of July 1, 2002 – June 30, 2003

June 2001

- contracting of interim financial control procedures for commencement in the next fiscal period
- cash flow detailed for the purposes of budget control and solvency
- confirm member acquisition plan
- confirm the members for the Expert Advisory Group
- investigate the implications of the employees leaving the Australian Public Service at the date of independence

July 2001

- new fiscal period begins
- develop and implement the improved Member Communications Plan
- begin the processes of investigating setting up the new (short term) office location process (i.e. donated space, less expensive space, securing the services of an appropriate search firm, etc.)

August 2001

- develop the Member Training program for initiation at the September meeting
- prepare a brief for the September member meeting that outlines the specific strategy to populate the preferred staff model for the fiscal period of 2002 – 2003 and beyond
- develop an initial brief that proposes the long term ideal location of the agency at a more central location within the region for 2004 and beyond
- prepare the detailed brief regarding the Associate Member classification
- contract the facilitation of the Strategic Planning Session for the September meeting

September 2001

- conduct the member Strategic Planning Session
- present and review the progress plan for “independence day” of January 31, 2002
- seek approval on the long term staffing model and the method of populating that model
- confirm the plan to acquire Associate members
- seek approval in principle for the long term location model for the Forum

- continue to solicit member involvement in the Fund Development Plan and modify as necessary
- present the Budget for fiscal period July 1, 2002 – June 30, 2003

THE TRANSITION BUSINESS PLAN - FINANCES AND FUNDING

On July 1, 2001, the Forum begins its next fiscal period and it requires core funding in order to operate. This is the most urgent and critical issue that needs to be addressed as the agency moves from dependence on the HREOC to self-sufficiency and independence.

Fiscal 2001-2002

EXPENSES

Core Staff	\$180,000	no change from 2000-2001
Benefits	\$ 27,000	15%
Fund Development Costs	\$258,000	see Fund Development Plan
Relocation Costs	\$ 30,000	search firm, moving cost
Furnishing	\$ 30,000	desks, chairs, etc.
Technology Acquisition	\$ 30,000	computer, fax, phone, copier
Member Acquisition/Communication	\$ 50,000	travel, printing, etc.
Sixth Annual Forum	\$100,000	contract staff, venue
Travel	\$ 20,000	international travel
TOTAL	\$725000	

REVENUE

Donors	\$725000	Transition Funding Proposal
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Fiscal 2002-2003

EXPENSES

Core Staff	\$300,000	(see point 5. Staff Plan)
Benefits	\$ 45,000	15%
Occupancy Cost	\$ 24,000	5,000 square feet
Contract Staff	\$ 50,000	for Annual Forums
Technology	\$ 10,000	various upgrades
Telephone	\$ 30,000	long distance charges
Travel	\$ 50,000	various meetings
Meeting Expense	\$100,000	Experts, Jurists, Donors
Video Conferencing	\$ 50,000	usage and set up
Printing and Production	\$ 20,000	reports, proceedings
Development Costs	\$ 50,000	recognition, cultivation

Chair Expense	\$ 10,000	extra travel
Audit	\$ 15,000	
Contingency	<u>\$ 35,000</u>	
TOTAL	\$789,000	
<u>REVENUE</u>		
Core Funding	\$800,000	see Fund Development Plan

RECOMMENDATIONS PERTAINING TO THE BUSINESS PLAN

1. The budget estimates for the transition year of July 1, 2001 – June 30, 2002 need to be validated and presented with detailed explanations and quotes to ensure that the discussions with AusAID and other donors are based on a fully accurate estimate of the support required
2. The forecast budget for the fiscal period of July 1, 2002 – June 30, 2003 require similar detailing.
3. In the actual evolution of the 2002-2003 budget various operating costs could be eliminated if they could be donated. This would be particularly true of the occupancy costs. Some corporations may not be able to support the Forum through cash donations but could be quite capable of providing occupancy space thereby eliminating that expense. Similarly, some expenditure could be included and covered by various project grants.
4. All project grants in the future should have a 10% core support tariff applied in order to recognize the true impact of projects on the time of the Executive Director, the Grants Officer and the Administrative Assistant. This could realize an additional revenue source, although modest, for the Forum.
5. The 2002/2003 Business Plan contains a staff model as follows:

- Executive Director	\$100,000 salary per annum
- Development Officer	\$ 75,000 salary per annum
- Grants Officer	\$ 75,000 salary per annum
- Administrative Coordinator	\$ 45,000 salary per annum

This model needs to be presented in detail at the Sixth annual meeting of the Forum in Sri Lanka for ratification and consideration of a controlled plan of populating the approved staff model.

SECTION 3 – THE FUNDRAISING PLAN

THE FUND DEVELOPMENT PLAN

Identified as one of the most important single elements in the Strategic Plan was the need to develop a level of predictable and diversified funding sufficient to successfully operate the Forum in a manner that will deliver the Mission and achieve the Vision.

The Forum's intended future directions and the core operation funding needs associated with independence means that a focused Fund Development Plan is vital to the Forum. The key elements in such a plan include:

1. Identifying the most likely prospects and embarking upon a well planned cultivation and contact program designed to subsequently attract significant pledged gifts whether they are through personal donations, businesses or Trusts/Foundations.
2. This plan should not ignore the possibility of direct government funding or funding from United Nations agencies for various aspects of the work done by the Forum that these donors would see as desirable and worthy of support (annual forums, workshops, support for Fund Development, member communications, etc.)
3. To achieve the Forum's financial goal of securing predictable core funding will undoubtedly require some leadership gifts that set the standard for other contributors who follow later. The program *DVA Navion* envisage will be ongoing as new members join the Forum and funding needs progressively increase. This will require allocation of adequate resources to support a Development Officer as a permanent member of the Secretariat.
4. The first step is certainly the preparation of a detailed, attractive, urgent and compelling "Case for Support". This will embrace the Mission Statement but also speak in more detail about the importance of the Forum if human rights institutions in the Asia Pacific are to thrive and benefits to flow to the people of the region. The value of a video/audio visual presentation in selling the message cannot be overestimated and will be a very important tool alongside other literature designed to attract the interest and pledges of prospects
5. Key prospects for core funding will be select foundations, corporations, and agencies as well as affluent and influential individuals with a genuine concern for human rights issues. Identifying those with these characteristics will be a challenging task requiring the participation and involvement of Forum members. It will be important to the Forum's future credibility and status with governments in the region and ultimately project sponsors that support is not limited to donors from just one or two countries. Whilst some members represent developing

countries, this does not necessarily signify the absence of some high wealth individuals that could be identified, cultivated and ultimately approached for substantial financial pledges. Prospect identification is possible to some extent using the “public record” in countries like the United States where there is a wealth of information that can be accessed using data bases created by governments, agencies and public companies often for marketing or related purposes. In many member countries this may be more difficult but in any case, the positive involvement and assistance of members providing their knowledge and contacts on a confidential basis to identify, list and evaluate likely prospects will be quite crucial to success. From lists compiled using member input will come the names of those individuals (and organisations) most likely to help fund the move to an independent organisation.

6. The process of cultivation prior to solicitation may vary quite substantially depending upon the existing knowledge and established attitude of the prospect towards human rights issues and the Forum. In every successful fundraising campaign the education and informing of the prospect should precede any direct approach for financial support. People are motivated to give largely because they know and value an organisation and its cause, as opposed to simply having the capacity to give. In view of the wide geographic spread of the Forum’s member base and likely variations in prospect knowledge, the planning and orchestration of prospect information sessions and/or presentations will need to be determined in close consultation between the Secretariat and those who agree to become the “leaders” of the campaign.
7. Providing appropriate recognition for those who contribute to your fundraising campaign must be determined before the solicitation process commences. DVA *Navion* do not envisage the Forum offering the sort of benefits that commercial sponsorship often demands but instead offering donors the opportunity for involvement and recognition that respects the donor’s reasons for giving. They will need to be invited to events that heighten their sense of doing good and “making a difference” with their donation. For individuals this might conceivably involve “membership” of a high-level support group with a name like “Friends or Supporters of Human Rights”. Membership could be at different levels – DVA *Navion* would seek to enlist individuals to a donor “club” where each member pledges \$50,000 over a five-year period. (\$10,000 annually). It will be critical to successfully recruit icons from the Asia Pacific area in order to demonstrate leadership and support for the Forum (i.e. Cory Aquino, Kim Kae Jung, etc.) Members would receive a benefits package that might involve attendance at an Annual Conference/Dinner, receipt of regular bulletins and information on the work of the Forum, papers on human rights issues by acknowledged experts in the field, etc. This strategy does not rule out the need or opportunity to seek funding support from charitable foundations, companies (e.g. for the gift-in-kind of premises) or wealthy individuals living outside the region.

8. Implementation of a fundraising strategy as outlined, designed to attract significant commitments within a relatively short period based on the Transition model envisaged will demand knowledge and experience of mounting an international fundraising campaign that the Forum Secretariat presently lacks. Experienced counsel will therefore be retained to guide and implement the program through the initial stage leading up to the Forum's relocation and planned independence in 2002/2003. Beyond that period, but commencing in late 2001/2002, a Development Officer will need to be recruited and quite possibly trained to manage and conduct an on-going Development Program. DVA *Navion* envisage the timetable and shape of the Fund Development Plan over the next fifteen months or so as follows:

- **March 2001** - provide AusAID with the Fund Development Plan. Seek approval to release the second "tranch" of funds to support the implementation of the Fund Development Plan.
- **April 2001** – secure Forum members agreement to the overall Transition Plan and the Fund Development Plan. Secure the assistance of an external fundraising counsel to develop detailed strategy. Proceed with production of the short version of video presentation to be used in prospect cultivation and solicitation.
- **May 2001** – appoint fundraising counsel. Commence prospect research throughout region with assistance and involvement of Forum members, the Secretariat and the DVA *Navion* Prospect Research Group. Working in close collaboration with Secretariat, commence preparation of the "Case for Support" that can be translated into appropriate languages and formats to meet the needs of various prospect groups. One particular element will be to focus on the actual programs and resulting benefits that the Forum can produce as a result of donor and funder support. Prepare a detailed Campaign Plan.
- **June 2001** – schedule overseas visits to incorporate meetings with funding bodies and agencies in North America, Europe and elsewhere to establish credentials and ascertain likely interest in receiving a submission for funding (DVA *Navion* will seek funding guidelines, proposal submission forms or formats and identify their decision making procedures and timelines). On-going prospect research will occur involving all parties and the consultants. The Case Statement will be finalised and approved.
- **July/August/September** – ongoing liaison with members, expert Advisory Group and others likely to assist in prospect identification and approaches. Initial approaches to Leadership Gift prospects to inform and evaluate. Conduct various information events/functions at selected locations. Seek first Leadership Gifts to set standard. Determine members of a small Campaign Committee to lead the campaign and advise on the best strategy for gift solicitation in the various countries involved. Preparation and presentation of

funding submissions progressively to Trusts/Foundation, government agencies, etc.

- **Late September/October** - Forum Annual Meeting – report on success to date and provide detailed progress of the Fund Development Plan including request for greater member participation and involvement. Provide Schedule of planned solicitations and commence regional visits to high wealth individuals accompanied by door-openers and/or influential asker. This meeting will also provide Counsel with the opportunity to review the Fund Development Plan and make any necessary modifications at that time.

RECOMMENDATIONS REGARDING THE FUND DEVELOPMENT PLAN

1. It is vitally important that donors receive clear and completely understandable information regarding the Forum. In particular, DVA *Navion* believes that it is essential to organise the Forum as a stand-alone independent non-profit organisation if the Forum truly wishes to access philanthropic support for its core funding. Individual donors, in DVA *Navion's* professional opinion, will not provide donations if they believe they are subsidising any government through their support. In fact, there is merit in positioning the Forum as being independent and not under the controlling influence of any individual government. The private sector in many cases prefers to see activity that is charitable in nature and is good for society as being delivered by non-government agencies – they have a clear belief that government cannot be as efficient and cost effective as the private non-profit sector. Some attempt must therefore be made to isolate benchmark data or performance indicators that demonstrate true productivity and performance.
2. DVA *Navion* strongly advocates a careful and slow transition from the current staffing model (as budgeted for in the Transition Business Plan) and the anticipated staff model (as budgeted for in the 2002-2003 fiscal period). Although DVA *Navion* has no vested interest in the incumbents of either staffing model, any drastic change in staff at this stage could very well destabilise the performance (and transition to independence) of the Forum. Prospective donors will look with suspicion and extreme caution on any agency that is seen as experiencing drastic leadership change. A controlled and predictable plan of populating the staff model will be seen as effective management as opposed to chaos or confusion.
3. It is also imperative that the Transition Funding Proposal include the initial Development Costs (see below) as this element of transition will likely be seen in a very favourable light by any current government funder. It is a clear commitment to pursuing financial and policy freedom by becoming self sufficient through non-government support.

4. The cost of Development always precedes the receipt of actual funds and the Forum must accept the reality of this fact. However, the need to invest in fund development will be returned in a matter of 12 to 18 months. Investment in fund development must occur as soon as is reasonably possible in order to arrive at the position of financial independence by the beginning of fiscal period July 1, 2002. Full financial independence may not occur by that date if sufficient high level support cannot be garnered from within the current and future membership of the Forum. The Fund Development Plan is entirely contingent upon members and the Secretariat being capable of identifying appropriate prospects and being active ambassadors in the cultivation of those prospects. DVA *Navion* believes that this level of commitment in partnership with experienced and talented counsel will provide for a successful outcome in this necessary process.
5. Activity needs to be undertaken as soon as possible to finalise the constitution of the new entity and to realize the status as a charitable non-profit agency capable of receiving donations and offering the appropriate tax receipt to donors for maximum taxation benefit.

DEVELOPMENT TIMETABLE - Transition Period

April 2001

- Counsel is present in Geneva to present the Fund Development Plan
- Forum representatives would utilise a Briefing Kit to cultivate potential future prospects (Working Group members) – this list would be coordinated by the Working Group

May – October 2001

- Counsel, in close cooperation with the Forum members, completes Case for Support, identifies key Prospects, initiates various cultivation plans, support approaches to Foundations and targeted Corporations, and secures leadership gifts from those prospects who are already close to the Forum
- Counsel contracted to further develop the Strategic Plan with Forum members in order to engage members in charting in greater detail the long term direction of the Forum
- Counsel will also organise on-site training, coaching and mentoring for each of the members and will partner with them in conducting cultivation and solicitation calls.

October 2001

- Progress Report and Fund Development Plan modifications presented to the Sixth Annual Forum in Sri Lanka
- Counsel contracted to complete the second Phase of the Fund Development Program through to June 30, 2002

February 2002

- Counsel contracted to conduct a search for the Forum Development Officer

May – June 2002

- Counsel provides an intense training and mentoring program to ensure the success of the new Development Officer in carrying on the program at the departure point of Counsel

A preliminary budget for these items would be as follows:

Case for Support production	\$ 5000
Mini Video	\$10000
Cultivation meetings, travel	\$20000
Mailing and courier of materials	\$ 5000
Donor Recognition – materials and event	\$20000
Counsel Fees – Geneva	\$ 5000
Counsel Fees – May to October 2001	\$78000
Counsel Fees – on-sites	\$50000
Counsel Fees – October Strategic Planning	\$fees waived
Counsel Travel for the October meeting	\$ 6000
Counsel Fees for November 2001 – June 2002	\$40000
Development Officer Search Fees	\$ 9000
Development Officer Training Program	\$10000
TOTAL	\$258000

GENERAL CONCLUSIONS

In the brief and compressed period of time that DVA *Navion* was engaged, they were buoyed with confidence regarding the future of the Forum for a number of reasons:

- the sincere commitment to the success of the Forum was strong and clear in every contact with Forum and HREOC personnel
- there appears to be strong consensus on the “road to be travelled” as the Forum moves from its current host context with HREOC to a state of legal and physical independence as an incorporated non-profit organisation
- the Forum has received enormous benefit from the support of HREOC. This support has provided the Forum with innumerable benefits and the support of HREOC appears very strong and significant in aiding the Forum in its transition
- with careful attention to detail, continuous communication and relationship management and a passionate commitment to the Fund Development Plan, it appears that the Forum is positioned for the successful delivery of its Mission and the attainment in the near future of its Vision