



Asia Pacific Forum of National Human Rights Institutions

"A Partnership For Human Rights In The Region"

Business Plan

2001 - 2004

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The Asia Pacific Forum of National Human Rights Institutions

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1 Executive Summary

1.1 Background

The **Asia Pacific Forum of National Human Rights Institutions** (the Forum) is an organisation that supports the development of human rights institutions in the Asia Pacific. It is not an advocacy organisation and it does not speak out on human rights issues in its member countries. Instead it provides the necessary practical assistance and support to its individual member national human rights institutions, governments and non-governmental organisations to enable them to more effectively undertake their own human rights protection, monitoring, promotion and advocacy.

From small beginnings in 1996, the Forum has grown to be one of the foremost support agencies for human rights organisations in the world and the leading organisation in the Asia Pacific. This growth has only been possible through the support of its member institutions and the support of donor organisations, principally the Australian Agency for International Development (AusAID), the New Zealand Agency of Official Development Assistance (NZODA) and the United Nations.

The Forum has now reached a crossroads. Having been located in the Australian Human Rights and Equal Opportunity Commission's (HREOC's) premises since its inception, the Forum now wishes to transform into its next stage of development – to become a fully independent not for profit regional organisation. In time this will involve a shift in the secretariat offices to a more central Asia Pacific location. More importantly, however, the transformation will bring about:

- ◆ a more effective and efficient mechanism to support and strengthen the capability of Forum members leading to a recognisable increase in human rights promotion and protection in the region
- ◆ an expanded program of technical advice to governments to improve the effectiveness of their national human rights protection mechanisms and human rights domestic observance
- ◆ an increase in the number of member organisations in the region and their greater participation in and ownership of the Forum
- ◆ a strengthening of the Forum's capacity to coordinate regional human rights cooperation activities leading to a recognisable increase in human rights protection and promotion in the region
- ◆ a greater level of support to donor agencies by providing the in depth technical assistance necessary to identify, design and evaluate human rights project opportunities (eg training, strengthening, technical assistance, etc).

This business plan outlines the process by which the Forum will achieve its next level of development. It also outlines the level of funding that is being sought by the Forum to provide this effective support to its members, governments and donor agencies. However, the plan does not merely seek funding but demonstrates the outcomes that donors can expect and the performance indicators attached to those outcomes.

1.2 Program Objectives

Within the overall goal of strengthening the institutional capacities of, and cooperation between, existing national human rights commissions of the region and encouraging and assisting regional governments to establish national human rights institutions, the primary purpose of the program is:

- ◆ To bring about a recognisable increase in regional human rights protection and promotion and a increase in the domestic observance of human rights for the peoples of developing states in the region.

The Project Outputs are identified as being:

- ◆ To support the aims, operation and programs of the Forum for the benefit of the peoples of the region and the existing and prospective institutions undertaking domestic human rights functions.
- ◆ To supply relevant and practical information and training to key representatives of national human rights institutions and governments of the region, to enable these representatives to improve the effectiveness of their institutions for the benefit of peoples within their domestic jurisdictions;
- ◆ To build and maintain a strong network between national human rights institutions within the region, and encourage governments, their administrative organs, NGOs and wider civil society to work in co-operation with national human rights institutions for the benefit of domestic human rights observance.

1.3 Costs

The total costs associated with the full implementation of this program is \$5,145,700 over three (3) years.

2 Business Strategy

This section of the business plan outlines the history of the Forum and its mission and vision. More importantly it provides concrete goals and objectives for the next three years of its operations and outlines how this strategy will be implemented throughout the rest of the business plan.

2.1 History of the Forum

National human rights institutions improve the lives of people within their jurisdiction by protecting and promoting human rights. The past several years have seen a proliferation of national human rights institutions in the Asia Pacific region as more and more countries recognise the importance of practical mechanisms to make international human rights commitments and standards effective at the domestic level. National human rights institutions represent a recognised means whereby States can more effectively work to guarantee human rights within their own jurisdiction. As independent authorities established by law to protect the human rights of the people within their country, national human rights institutions play an important and complementary role in the activities of the state and civil society.

National human rights institutions generally have functions or power to:

- ◆ receive and act upon individual complaints of human rights violations;
- ◆ promote conformity of national laws and practices with international standards;
- ◆ promote awareness of human rights through information and education and carry out research;
- ◆ submit recommendations, proposals and reports on any matter relating to human rights to the government, parliament or any other competent body;
- ◆ encourage ratification and implementation of international human rights standards and to contribute to the reporting procedure under international human rights instruments; and
- ◆ cooperate with the United Nations, regional institutions and national institutions of other countries and non-government organisations.

National human rights institutions are making important contributions to the protection and promotion of human rights in their respective societies. However new human rights commissions commonly lack human and financial resources and require training and technical assistance. No matter how committed key personnel in these commissions may be, they usually do not have a technical or institutional background in the promotion of human rights. This situation adversely affects peoples enjoyment of human rights.

Within this diverse region the Forum is the only organisation that provides institutions with an opportunity to collectively learn from each other's experience, strengthen each other's position and contribute to the regional protection and promotion of human rights.

The need for the Forum was identified in 1996 with the first meeting of the national human rights commissions of the Asia Pacific together with a number of regional governments and non-governmental organisations. At the conclusion of the meeting the Commissions adopted the *Larrakia Declaration* which set out some important principles governing the functioning of national institutions. To advance these objectives, the national commissions decided to establish an organisation, which they called **the Asia Pacific Forum of National Human Rights Institutions**.

The Forum is comprised of independent national human rights institutions (commissions) that have been established in compliance with the fundamental criteria set out in the United Nations General Assembly endorsed 'Principles relating to the Status of National Institutions (more commonly known as the *Paris Principles*). The commissions that currently constitute the core membership of the Forum are:

- ◆ the Human Rights and Equal Opportunity Commission of Australia
- ◆ the Fiji Human Rights Commission
- ◆ the National Human Rights Commission of India
- ◆ the Indonesian National Commission on Human Rights
- ◆ the National Human Rights Commission of Nepal
- ◆ the New Zealand Human Rights Commission
- ◆ the Philippines Commission on Human Rights
- ◆ the Human Rights Commission of Sri Lanka.

A number of other states in the region are currently in the process of establishing or strengthening national human rights institutions. They include Bangladesh, East Timor, Malaysia, Mongolia, Papua New Guinea, Thailand and South Korea. Newly created national institutions can apply for membership of the Forum subject to meeting or committing themselves to meet the fundamental criteria set out in the *Paris Principles*. Governments within the region, whether or not they have established national institutions, can be associated with the Forum as observers. Meetings of the Forum also provide for observer status to be given to other governments, United Nations (UN) agencies and human rights non-government organisations.

The Asia Pacific Forum enjoys the support of all of the national human rights institutions in the region and its potential in strengthening human rights observance in the region is well recognised. The Forum opens up important new avenues for advancing human rights protection for the peoples in the region in a constructive and cooperative environment. It provides a framework of regional cooperation to develop practical programs which aim to genuinely improve the enjoyment of human rights by individuals and vulnerable groups in the region. The level of interest from other countries in the region indicates that the Forum can expect its membership to continue to increase significantly, promoting an effective and positive regional cooperative effort in support of human rights.

2.2 Mission

The Forum has adopted a **Mission Statement** to provide clear guidance as to what the Forum does – its purpose for existence. It provides a high level of understanding about the core activities of the Forum. The **Mission** of the Forum is:

"The Forum is an independent non-profit organisation 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 Statement has been further refined to produce a "Tag Line". This is a short statement for use on promotional materials, agency cards and reports. It provides a clear and easily understood message in only 8 words. The Tag Line is:

"A Partnership For Human Rights In Our Region"

The Forum's Mission Statement and Tag Line give staff and Forum members alike direction on the core activities of the Forum and a high level of understanding of what is most important for the Forum to pursue. They also identify the essential outcomes of all of their efforts. Finally, they are both presented in a format that is simple enough to be remembered – a critical test of the utility of a Mission Statement.

2.3 Vision

The Vision offers an equally important tool to the Forum but one that is significantly different in meaning than the Mission. The Forum has adopted a **Vision Statement** designed to provide 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 it must successfully complete in order to get to that desired position. The **Vision** is:

"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."

2.4 Goals and Objectives

The mission and vision for the Forum clearly demonstrate it is not designed to simply be a vehicle to criticise the human rights records of individual countries. Instead the Forum is there to assist member organisations to be more effective within the overall development of their own country's approach to the protection and promotion of human rights. The Forum's work, through its member institutions, is designed to improve the enjoyment of human rights by individuals and vulnerable groups in the region. This realistic and non-threatening approach has the potential to significantly increase the identification and design of practical and achievable human rights projects by donor organisations as professional and country support will be available via a specialised agency.

To achieve the mission and vision for the Forum, clear **goals and objectives** have been developed for the Forum covering the next three-year planning period:

- ◆ *To achieve a level of funding that is sufficient to deliver the Forum's Mission and achieve its Vision. The level of income/expenditure and the time frame for this funding approach is identified in the financial plan.*
- ◆ *To increase the number of members in the Forum established in compliance with the Paris Principles.*
- ◆ *To place the Forum Secretariat in an appropriate location that will be conducive to delivering our Mission and achieving our Vision within the next two years.*
- ◆ *To effectively support the members of the Forum and Governments seeking to increase their human rights protection by delivering practical support projects. The level of these projects and their time frame are identified in the operations plan.*
- ◆ *To provide practical assistance to donor agencies in the areas of project identification, design, appraisal, implementation and evaluation so that they can more effectively assist countries to improve their human rights promotion and protection. The level of these projects and their time frame are identified in the operations plan.*

2.5 Implementing the Strategy

The Forum has now been active for more than 5 years. This has provided the time for it to:

- ◆ develop the core relationships within the Asia Pacific region
- ◆ create the organisation including obtaining key members, setting up management systems, appointing staff and initiating a web site
- ◆ initiating and managing practical projects to protect and promote human rights.

The Forum now needs to build on this capability and implement its strategy so as to be able to achieve its mission, vision and goals. The next part of this document clearly demonstrates how the Forum will achieve this through the:

- ◆ **Operations Plan**, which shows how the Forum will implement its vision, mission and goals
- ◆ **Organisation Plan**, which details how the Forum will structure itself to meet the challenges of the future
- ◆ **Promotional Plan**, which identifies how the Forum will increase membership and obtain a wider funding base from donors, and
- ◆ **Financial Plan**, which outlines the income and expenditure projected by the Forum for the future.

3 The Operations Plan

This section of the business plan gives a practical outline of the existing operations of the Forum and what operations it will undertake in the future to achieve its business strategy.

3.1 Current Operations

The objectives of the Forum, as set out in the *Larrakia Declaration* are to:

- ◆ respond where possible with personnel and other support to requests from governments in the region for assistance in the establishment and development of national institutions;
- ◆ expand mutual support, co-operation and joint activity among member commissions through:
 - ◆ information exchanges
 - ◆ training and development for commission members and staff
 - ◆ development of joint positions on issues of common concern
 - ◆ sharing expertise
 - ◆ periodical regional meetings
 - ◆ specialist regional seminars on common themes and needs
- ◆ welcome as members to the Forum other independent national institutions which conform with the Paris Principles
- ◆ encourage governments and human rights non-government organisations to participate in Forum meetings as observers.

The implementation of these objectives have then proceeded through a number of distinct operational phases:

1996: *operations focussed on information exchanges, training and development of commission members and staff, joint activity and periodical meetings and seminars*

1997-98: *operations focused on staff and information exchanges, technical co-operation assistance to establish and strengthen national human rights institutions, membership expansion and the facilitation of Forum annual meetings and regional thematic workshops*

1999-2000: *operations focussed on technical assistance to establish and strengthen national human rights institutions, information dissemination, the facilitation of Forum annual meetings and regional thematic training workshops and the development and implementation of regional cooperation projects.*

Technical assistance projects have focussed upon capacity building of national institutions and have included:

- ◆ implementation of technical cooperation country based projects with Bangladesh, China, Fiji, India, Indonesia, Iran, Myanmar, Mongolia, New Zealand, Papua New Guinea, the Philippines, South Korea, Sri Lanka, Thailand and Vietnam
- ◆ development of project designs with the Fijian, Philippines, Indonesian, Nepalese and Sri Lankan Commissions

- ◆ implementation of a number of issue-based and short term regional projects
- ◆ assessment missions in Mongolia and China.

Information dissemination projects have included:

- ◆ participating in various international and regional seminars and meetings, including the 55th, 56th and 57th Sessions of the UN Commission on Human Rights, the annual UN Workshops on Human Rights Arrangements in the Asia Pacific Region and the International Workshop on National Institutions for the Promotion and Protection of Human Rights.
- ◆ Production and distribution of a booklet called ‘The Asia Pacific Forum of National Human Rights Institutions...a partnership for human rights in our region’.
- ◆ development of the Forum’s website to increase the broader community’s ability to access information about the Forum’s work.
- ◆ publication of the ‘Forum Bulletin’ – a regular newsletter providing information on recent developments across the region.

Full details of these projects can be found on the Forum’s web site at:

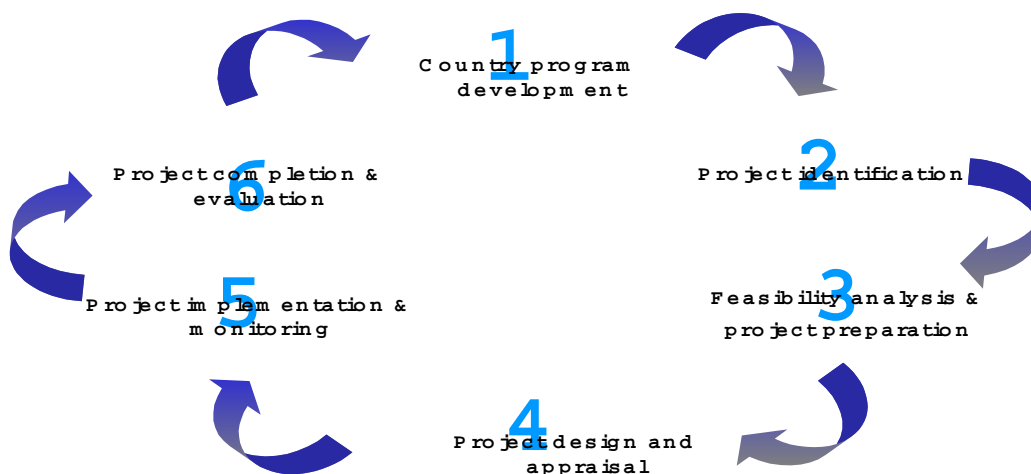
www.apf.hreoc.gov.au

3.2 Operational Development

The Forum’s expertise in developing cooperative technical assistance, capacity building and information dissemination projects can now enable the Forum to move to the next stage of its operational development. The Forum’s capability in strengthening human rights through the capacity building of national institutions can now also be harnessed to achieve a higher level of human rights promotion and protection in the Asia Pacific.

To achieve this the Forum will work as **Project Partners** in the development of their human rights programs and projects. The Forum believes that it can significantly add value to donor activities by providing the network of cooperative relationships and professional skill necessary for effective project design, implementation and evaluation.

Donor Project Cycle



While each donor has a specific project cycle, the above diagram represents a generalised project cycle that could apply to most donor organisations. The Forum will be able to assist donors in each stage of their project cycle to effectively implement human rights projects.

- 1. **Country Program Development:** the Forum will work cooperatively with national institutions so that human rights projects are appropriately situated within the donor's country program strategy.*
- 2. **Project Identification:** the Forum will work cooperatively with national institutions and donors to develop project ideas that match the country strategy focus.*
- 3. **Feasibility Analysis and Project Preparation:** the Forum can assist with fact-finding missions and the gathering of relevant technical information to determine if the project is feasible.*
- 4. **Project Design and Appraisal:** the Forum can assist in designing and evaluating the viability of the project and assessing its economic, technical, institutional, financial, and environmental aspects.*
- 5. **Project Implementation and Monitoring:** the Forum will assist donor agencies and national institutions in the implementation of projects by project managing small to medium projects and providing project management assistance for larger projects.*
- 6. **Project Completion and Evaluation:** the Forum will ensure that the lessons learnt from projects are implemented in future projects by providing project evaluation assistance and publicising the lessons learnt to donors and national institutions.*

3.3 Future Operations

In keeping with the objectives of the Forum, future operations will encompass both **core operations** and **project operations**.

Core operations cover the professional activities necessary to expand mutual support, cooperation and joint activity among member commissions. This includes activities such as regional workshops, the Annual Meeting of the Forum, information exchanges (eg Forum Bulletin), training and development activities and development of joint positions on issues of common concern.

Project operations cover the project based activities necessary to support requests from governments in the region for assistance in the establishment and development of national human rights institutions or specific requests for specialised assistance from the UN, Forum members or other agencies. This will include activities such as training and development for commission members and staff as well as project design, implementation and evaluation.

The core and project operations programs for the next three years are outlined below.

3.3.1 Core Operations

The program of core operations for the next three years includes:

2001 to 2002

- **Sixth Annual Meeting of the Forum**
 - *Sri Lanka, 24 to 27 September 2001*
- **Advisory Services**
 - *Advice and support to member institutions on the effective implementation of their mandates*
 - *Information dissemination to Governments and Civil Society*
- **Educational Activities**
 - *Publication of Forum Bulletin*
 - *Website management and updates*
 - *Speaking engagements*
- **International Law Development**
 - *Participation in annual UN Meeting on Regional Human Rights Arrangements in the Asia Pacific (and the various activities flowing from the regional framework)*
 - *Participation in annual UN Commission on Human Rights Meeting*
 - *Participation in World Conference Against Racism, August 2001*
 - *Participation in CHOGM, October 2001*

2002 to 2003

- **Seventh Annual Meeting of the Forum** (*location to be decided*)
- **Advisory Services**
 - *Advice and support to member institutions on the effective implementation of their mandates*
 - *Information dissemination to Governments and Civil Society*
- **Educational Activities**
 - *Publication of Forum Bulletin*
 - *Website management and updates*
 - *Speaking engagements*
- **International Law Development**
 - *Participation in annual UN Meeting on Regional Human Rights Arrangements in the Asia Pacific (and the various activities flowing from the regional framework)*
 - *Participation in annual UN Commission on Human Rights Meeting*
 - *Other meetings as appropriate*

2003 to 2004

- **Eighth Annual Meeting of the Forum** (*location to be decided*)
- **Advisory Services**

3.3.2 Project Operations

The project operations program is a “draft only” plan which will need to be negotiated with donors and updated on a regular basis (including the specific countries to be involved i.e. TBC = To Be Confirmed). This is important, as the Forum must be seen to “support” institutions and not be seen to be forcing the country agenda.

Similarly the amount of activity undertaken by the Forum will depend on the level of resources available for project implementation. At the time of writing, this plan represents a fair estimate of the project needs identified during the first five years of existence of the Forum and the results of previous project implementation. Donor funds have already been committed either in full or in part for a number of projects in 2001 to 2002.

A common element of the Forum’s project activities during the life of the business plan are (i) the Forum’s regional thematic workshops, (ii) the operation and servicing of the Forum’s Advisory Council of Jurists, (iii) the implementation of a regional training program on forensic investigatory techniques and (iv) the management of a regional staff exchange program between Forum member institutions and the Forum Secretariat.

As indicated by the project list, a significant component of the Forum’s work is in program development, identification, design and completion. As per the operational approach of the Forum as a ‘not for profit’ organisation, implementation of these projects will require the acquisition of specific project funds.

2001 to 2002

- **Thematic Regional Workshops**

- *Implementation of Economic, Social and Cultural Rights, Hong Kong, 11 to 13 July 2001*

National Institutions and HIV/AIDS in the Asia Pacific Region

2002 to 2003

- **Thematic Regional Workshops**
 - *Human Rights Education, the Media and Public Affairs, (location to be advised)*
 - *Combating Trafficking of Women and Children, (location to be advised)*
- **Advisory Council of Jurists** *(consideration of topics yet to be determined)*
- **Regional Investigatory Techniques Training Project**
 - *Implementation of training project focusing on member institution complaint investigation staff and law enforcement officials*
- **National Human Rights Institutions Regional Staff Exchange Project**
 - *Implementation of regional staff exchange project between Forum member institutions and the Forum Secretariat*
- **Country Program Development**
 - *Country development program mission to new conforming commissions (Malaysia, South Korea TBC)*
- **Project Identification**
 - *Advice to Governments and Non-Governmental Organisations on the establishment of national institutions in compliance with minimum standards (TBC)*
- **Feasibility Analysis and Project Preparation**
 - *Advice to Donor Agencies on specific country project needs to comply with minimum standards (TBC)*
- **Project Designs and Appraisals**
 - *Design of new projects to implement to comply with minimum standards (TBC)*
- **Project Implementation and Monitoring**
 - *Implementation of specific projects (e.g. forensic investigation skills to Fiji, a training project to promote the capacity of our members to address gender and human rights issues)*
- **Project Completion and Evaluation**
 - *Evaluation of initiatives undertaken*

2003 to 2004

- **Thematic Regional Workshops** *(theme to be determined)*
- **Advisory Council of Jurists** *(consideration of topics yet to be determined)*
- **Regional Investigatory Techniques Training Project**

Appendix Two – Project Implementation details the core operations program and a draft project operations program that will be implemented during the period of the business plan.

4 The Organisational Plan

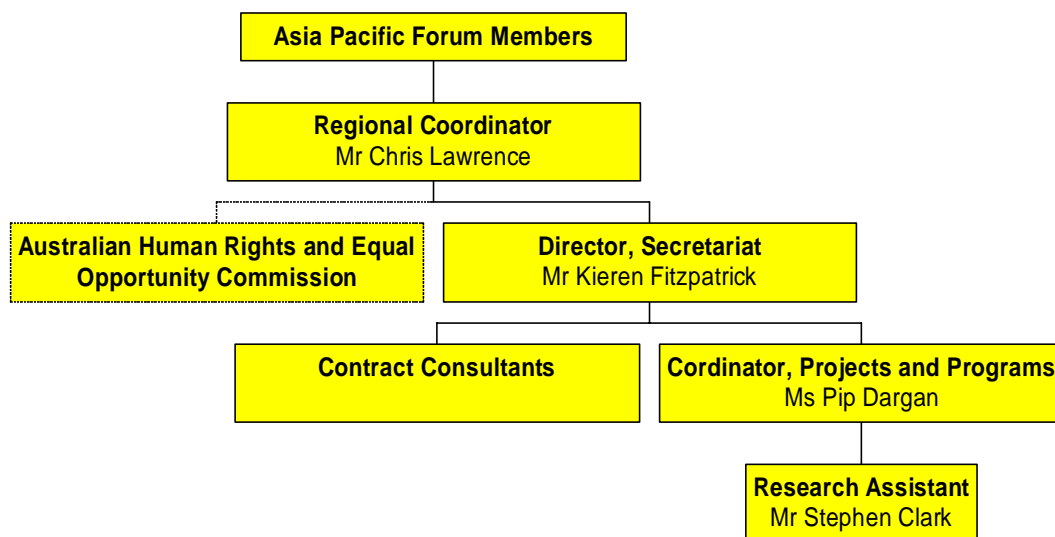
This section of the plan will discuss what the organisation should look like in order to achieve its mission, vision and goals and to manage its operations plans.

4.1 The Current Organisation

The forum is a membership organisation that relies heavily on a Secretariat to implement its decisions and to manage the day to day operations of the organisation. Since its inception the Australian Human Rights and Equal Opportunity Commission (HREOC) has taken on the responsibility of the secretariat of the Forum. The Australian and New Zealand Governments have supported the Forum with funding. This support has been both by way of cash grants and by way of subsidisation of operating costs (for example by working from HREOC's offices).

The primary functions of the secretariat is to organise and service the annual meetings of the Forum, to disseminate information, to undertake research, to develop projects and other proposals, to organise staff exchanges between national institutions and to facilitate the provision of expert assistance to Governments concerning the establishment and strengthening of national institutions.

The Secretariat has achieved these functions with remarkably few resources and has had up to now a very informal structure. The Forum's current legal status is as a non-incorporated entity operating under the legal status of HREOC. The organisational structure of the forum is as follows:



4.2 Organisational Transition

The ability of the Forum to consolidate the advances it has already made and to achieve its potential is dependent upon it having an appropriate structure to enable it to grow in a way which will meet the human rights challenges facing the region. While the current Forum arrangements provide flexibility and low administrative costs, they also mean that it is difficult for the Forum to attract donor grants, as the legal entity is an Australian statutory body. HREOC also has unlimited liability for the Secretariat of the Forum and the Forum has no legal personality, making ownership of property and entering into contracts in its own right impossible.

To achieve its vision, mission and goals, the Forum has recognised the need to make the transition from an informal non-incorporated organisation to a more professional and permanent organisation. At its Fifth Annual Meeting (2000) the Forum members approved the legal incorporation of the Forum, the establishment of an interim Board of Management/Governance and an implementation Working Group. The Working Group's task was to develop a strategic fundraising plan to raise appropriate core funding for an independent Forum and to develop a business plan that will guide the work of the Forum over the next three years.

The organisational transformation of the Forum will require a comprehensive planning and change management process. The key transition issues that must be managed over the duration of the business plan include:

Legal Status: the Forum will change its legal status to that of a not for profit company, limited by guarantee and eligible for registration as a charitable organisation with tax deductible status.

Governance Arrangements: the Forum members will each appoint one director to manage the day to day operations of the organisation on their broad direction. The secretariat would be under the direction of the board of directors.

Administrative Arrangements: the Forum Board would appoint a Chair whose role will be to lead the Board and be the official spokesman for the Forum. The Director would manage the Secretariat and would report to the Chair on a day to day basis, but be ultimately responsible to the Board.

Secretariat Location: a new central Asia Pacific location for the secretariat will be chosen and the Secretariat relocated.

Plant and Equipment: currently the Forum uses HREOC plant and equipment and the secretariat will need to purchase and install its own plant and equipment.

Staffing: Current staff and expertise will be retained in the new organisation. Additional new staffing requirements will be finalised including skills required, job and person specifications and appointment processes.

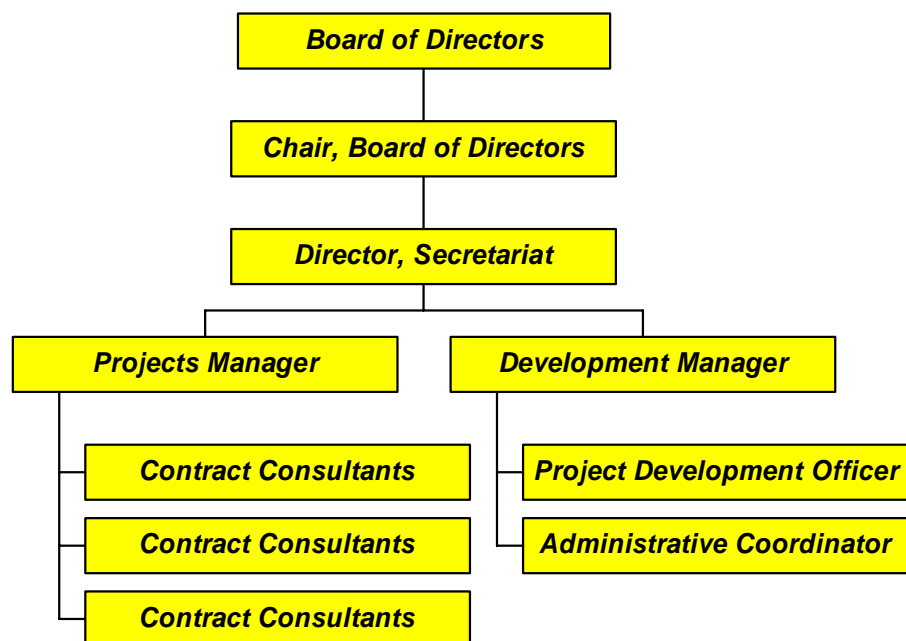
4.3 Transitional Implementation

Appendix One – Business Plan Implementation Schedule details the timeframe and steps that will be carried out to effectively implement this organisational transition.

To drive the new organisation the organisational structure of the Forum will need to be more democratic, participatory and formal than previously. A **Board of Directors** will be ultimately responsible for the management of the Forum. The Forum Board will appoint a **Chair** whose role will be to lead the Board and be the official spokesman for the Forum. The **Director** will manage the Secretariat and would report to the Chair on a day to day basis, but be ultimately responsible to the Board. Staffing of the **Secretariat** will be divided into two broad areas of responsibility:

- ◆ **Projects:** this function will include management of Forum membership and donor projects. This would include working with members to develop projects as well as being responsible for managing the members' communication strategy. This function will require contract and specialist consultants to assist in project development, implementation and evaluation.
- ◆ **Administration and Finance:** this function will include donor grants and administration. This would include working with donors to obtain core funding, providing appropriate and timely reporting arrangements and administering the general work of the Forum.

Below is a diagrammatic view of the structure that the new organisation will take:



Specific staff responsibilities will be as follows:

- ◆ **Chair:** the Chair will be a high status individual from among the Forum member institution representatives. The Chair will be the ‘public face’ of the Forum and will be involved in high level negotiations with members, governments and non-government organisations; interpreting policy between Board meetings; and high level dialogue with donor agencies. This will be a new and key role for the Forum in demonstrating its member agency and regional focus. It will require specific budgetary allocations and an individual with the status, interest and time available to drive the Forum forward.
- ◆ **Director:** the Director will have overall responsibility for the day to day management of the secretariat, the implementation of Board policy and Forum activities, and reporting on outcomes and key performance indicators. The Director will have extensive human rights experience in the Asia-Pacific and work closely with the Chair of the Board in the implementation of Forum policy and programs.
- ◆ **Projects Manager:** the Projects Manager will have extensive experience in Official Development Assistance projects. This will include project design, management, evaluation and reporting. The Project Manager will have overall responsibility for management and reporting on projects but would not be expected to undertake all of the project implementation. The Project Manager would supervise a range of project specialists for specific design, implementation and evaluation projects.
- ◆ **Development Manger:** the Development Manager will have a background in donor attraction and activity management. This will include knowledge of private and public sector donors, marketing and public relations, desktop publishing, donor activity management and reporting.
- ◆ **Project Development Officer:** the Project Development Officer will provide project and research support to the Project Manager and the Development Manager. This will include assisting with project design and delivery, research and information management (website development, newsletters and database management).
- ◆ **Administrative Coordinator:** the Administrative Coordinator will be an experienced administrator. Duties will include financial management and reporting, project administration, and processing of accounts.

5 The Promotional Plan

This section of the business plan covers the promotional activities that must be undertaken by the Forum for its two key stakeholders, that is members and donors.

5.1 Membership Promotions

This section of the plan focuses on how the Forum will promote its capacity to assist its members and potential members to protect and promote the human rights of peoples in their respective jurisdictions. It will highlight the clear benefits of the Forum and advantages of joining and cooperating.

As outlined in its mission statement, the Forum will be the pre-eminent regional human rights organisation in the Asia Pacific region by being representative of the region in terms of its membership and location. A key activity of the Forum must therefore be to promote itself throughout the region and develop a wide member and supporter base. In many countries in the region human rights are a very sensitive subject. Within this sensitive environment the Forum must clearly demonstrate that it is not designed to be a body simply to criticise the human rights records of individual countries. Instead it must prove its partnership credentials. To do this the Forum will implement a clear member/supporter promotional plan. This has two components; the issues that will be promoted and the methods of promotion.

The issues that will be promoted include:

Organisational Focus: *the tag line outlined previously will be used extensively to demonstrate the partnership approach to human rights in the region.*

Location: *the Forum will clearly articulate the reasons for the shift in location to demonstrate that the Forum is clearly an Asia Pacific regional body and not an Australasian body.*

Staffing: *the staff mix of the Forum will be changed over time to include staff from the Asia Pacific region. A policy of changing the staff mix will be considered in the filling of all new positions and vacancies and in the letting of consultancies.*

Membership Fees: *membership fees will be introduced as from 2002/03. While this is important for funding the continuing operations of the Forum, most importantly it also provides a clear demonstration of commitment from members/supporters. In marketing it is often expressed that what is free is not valued.*

International Relations: *as the Forum will be the pre-eminent human rights organisation in the region, membership of the Forum will provide international standing when discussing other bi and multilateral issues such as aid and trade.*

Project Activity Achievements: *promotional messages will also be delivered that demonstrate the project activities in project identification, design, implementation and monitoring achieved by the Forum.*

Peer Support: *many of the staff working in this area have limited support mechanisms. The Forum will provide mentoring, staff exchanges, training and other means of peer support to achieve cross fertilisation of ideas and provide mutual support.*

The methods of promotion will include:

Institutional Promotion: regular information on the Forum will be provided to international bodies such as the UN to disseminate in their publications, providing a high level of institutional support and prestige to the Forum.

Direct Promotion: the organisation will be expanded to include a delegated staff member whose job it is to manage donor activities. This will free up time for the Executive Director to spend significantly more time on directly promoting the Forum to members, potential members, governments and non-governmental organisations. The value of direct promotions should not be under valued.

Meetings: annual/regional meetings offer good opportunities for promotion of the benefits of the Forum. Increased efforts will be made into inviting members, potential members, donors, governments and non-governmental organisations and promoting the benefits of the Forum.

Advertising: advertising in selected journals and newsletters will be undertaken as part of the promotional drive.

Newsletter: the Forum Newsletter has proved to be an excellent promotional tool. The newsletter will be improved and its circulation increased.

5.2 Donor Promotions

A key goal identified in this business plan is to “achieve a level of funding that is sufficient to deliver the Forum's Mission and achieve its Vision”. For the Forum to deliver its mission and vision a level of predictable and diversified funding is critical. It will not be enough to rely solely upon existing donors, although their support will still be a core-funding component for the Forum. New donors and supporters will need to be found and attracted. This will require the targeting of existing and potential new donors and the development of a well-planned promotional program to these potential donors. The targeting of potential new donors will include:

Prospecting Program: developing a program for identifying the most likely prospects from both existing donors (eg bi and multilateral aid agencies) and new donors (eg personal donations, businesses or Trusts/Foundations).

Collecting Information: using existing information and data bases created by governments, agencies and public companies to identify, list and evaluate likely prospects.

Regional Targets: using member contacts to identify high wealth individuals and organisations in the region likely to fund the Forum.

Professional Assistance: retaining a professional fund raising agency with experience in the Asia Pacific to assist in identifying prospects.

Targeting Donors: selecting key prospects from the research above including foundations, corporations and agencies as well as affluent and influential individuals with a genuine concern for human rights issues.

The promotional program to these potential donors will include:

Organisational Focus: extensively using the tag line outlined previously to demonstrate the partnership approach to human rights in the region.

Staffing: appointing a staff member to be directly responsible on a continuing basis for donor development. This will be a key strategy as donor development will not be successful if undertaken on an ad hoc basis.

Promotional Materials: preparing generic detailed, attractive and compelling set of written promotional materials detailing a case for supporting the Forum. This will detail the importance of the Forum if human rights institutions in the Asia Pacific are to thrive.

Video/Audio Visual Presentations: developing generic audio visual presentations to promote the Forum message will be an important tool alongside other literature designed to attract the interest and pledges of prospects.

Tailoring Approaches to Different Clients: different donors have different organisational needs and focus. The generic materials will then be used to tailor different approaches to donors depending on their existing knowledge and attitudes towards human rights issues and the Forum.

Providing Recognition: providing appropriate recognition for those who donate to the Forum. This will include offering donors the opportunity for involvement and recognition such as different recognition levels, attendance at an Annual Conference/Dinner, receipt of regular information and invitations to meetings with Forum staff, members and supporters.

Regional Leadership: successfully recruiting icons from the Asia Pacific area in order to demonstrate leadership and support for the Forum (ie. Cory Aquino, Kim Dae Jung etc.)

Reporting: developing key and regular reports to donors and potential donors to engage their interest, provide information on key result areas and maintain positive attitudes toward the Forum.

6 The Financial Plan

This section of the plan will outline the financial plans for the Forum and explain the current and future funding arrangements.

6.1 Current Funding Arrangements

The Secretariat of the Forum currently receives some funds from the Australian Government through its development aid agency, AusAID. It also receives some funding from the New Zealand Government through the New Zealand Official Development Assistance Program (NZODA) and the United Nations through the Office of the High Commissioner for Human Rights.

The Forum secretariat is based at the Australian Human Rights and Equal Opportunity Commission and receives institutional support from the Commission for its operations. This support represents a significant uncosted subsidy to the Forum and includes support with infrastructure (eg. office space, furniture, phone, fax, photocopier etc), professional resources (eg library, periodicals etc) and administrative support (eg financial management systems, information technology systems, administrative staff assistance, reception etc). When the Forum relocates this uncosted subsidy will no longer be available and the costs of these items will need to be identified specifically in the budget for the Forum. There will also be new costs that will need to be borne (eg legal, audit) as a result of conducting an independent organisation. Accordingly the proposed costs of running the Forum will necessarily rise in the second and third year of this plan.

The Forum secretariat currently does not have its own funds to undertake project proposals. Funding must be sought from external sources for each initiative. The Forum actively approaches governments inside and outside the region as well as private foundations interested in the promotion of human rights in the Asia Pacific region with project funding proposals. This approach to funding is based on attracting continuing and core funding on the basis of the Forum providing clear project outcomes for major donors.

6.2 Forecast Income and Expenditure

The section of the business plan forecasts the income and expenditure for the Forum based on its mission, vision and objectives for the next 3 years. This includes the increased expenditure necessary for the transition plan and the boosting of expenditure on promotion to other funders.

As the existing financial arrangements have all been managed in Australian Dollars, this is the currency used for the financial forecasts.

6.2.1 Income

The Forum will actively move to diversify its sources of income. As detailed in the Promotional Plan, this will include attracting new donors and providing project-related assistance to existing donors. **Appendix Three – Forecast Income and Expenditure** details the expected change in donor contributions over the life of this plan. Explanatory notes to the forecast income are as follows:

Notes to Forecast Income Statement

1. **Member Contributions:** Member contributions will rise over time to become a greater part of income and demonstrating commitment of the members to the funding of their own activities.
2. **Donor Contributions:** AusAID, NZODA and DANIDA will continue to provide core funding for the activities of the Forum. However this core funding will be on the basis of providing project-related outcomes. AusAID donor funding for years 2 and 3 needs to be confirmed.
3. **UN Contributions:** Funds from sources such as UN will increase as APF provides project-related services.
4. **Other:** Funds from other sources will begin in 2003/04. This will include donations from foundations, not for profit organisations, corporations, and affluent and influential individuals.

6.2.2 Expenditure

As explained earlier the cost structure for the Forum will change with the implementation of the transition plan. For the first year of the business plan (2001/2002) there will be some changes with the introduction of an independent legal entity for the Forum. However in that first year the Forum some elements of the uncoded HREOC subsidy will remain.

In year 2 of the business plan (2002/2003) the Forum will be completely reliant on its own funding and will have a cost structure that will match this independent organisation. **Appendix Three – Forecast Income and Expenditure** details the expected change in expenditure over the life of this plan. Explanatory notes to the forecast expenditure are as follows:

Notes to Forecast Expenditure Statement

5. **Accounting Fees:** Accounting fees will be necessary for tax exempt status audits.
6. **Annual Forum:** Cost of managing forum annual meeting and meetings of Board
7. **Chair Expense:** Costs incurred by Chair including travel, communications, entertainment etc
8. **Equipment Purchase:** Purchase of computers, printers, fax, phone, photocopier etc necessary with relocation of Secretariat
9. **Fund Development Costs:** Development and implementation of donor activities designed to implement alternative funding models
10. **Lease of Offices:** Lease of 5,000 square feet on relocation
11. **Legal Expenses:** costs of incorporating and running independent entity
12. **Member Communication/Acquisition:** Cost of implementing member promotion and acquisition activities
13. **Office Expenses:** costs of running independent office including bank charges, entertainment, freight, insurance, bank interest, light and power, printing and stationery, postage, subscriptions, sundry expenses/ contingencies and telephone.
14. **Relocation Costs:** costs of relocating staff and office
15. **Salaries:** costs of running larger organisation including additional costs in obtaining donor funds. Salaries to include Director (\$100,000), Projects Manager (\$70,000), Development Manager (\$70,000), Project Development Officer (\$60,000) and Administrative Assistant (\$45,000)
16. **Salary Oncosts:** Cost of superannuation, long service leave, workers compensation etc
17. **Travel:** this is travel associated with projects and will rise as more sub projects are undertaken
18. **Temporary Project Contract Staff:** these are project based positions and use of contract staff will increase as more projects develop
19. **Video Conferencing:** given the international nature of the Forum efforts will be made to control costs by using video conferencing for meetings where possible.

7 Appendices

The following appendices are attached to this business plan:

- ◆ **Appendix One - Business Plan Implementation Schedule:** this appendix details the implementation schedule for key elements of the business plan
- ◆ **Appendix Two - Project Implementation Schedule:** this appendix details the operational project plans for the business planning period.
- ◆ **Appendix Three - Forecast Income and Expenditure:** this appendix details the forecast level of income and expenditure during the life of the plan.

Appendix One – Business Plan Implementation Schedule

Appendix Two – Project Implementation Schedule

Appendix Three – Forecast Income and Expenditure