



**THE ASIA PACIFIC FORUM  
OF NATIONAL HUMAN RIGHTS INSTITUTIONS**

...a partnership for human rights in our region

**BUSINESS PLAN**

**2004 - 2006**

(As at January 2004)

**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 APF) is a membership organisation that supports the establishment and strengthening of national human rights institutions in the Asia Pacific. It provides practical assistance and support to its individual member institutions, governments and civil society to enable them to more effectively undertake their own human rights protection, monitoring, promotion and advocacy.

The APF membership has increased from four institutions in 1996 to twelve institutions in 2003. In response to this rapid development and growth, in 2000 its member institutions undertook an examination of its institutional structure to ensure that it could effectively meet ongoing operational requirements and anticipated future development. The APF members determined that the organisation should transform from its previously informal structure into an independent non-profit regional organisation. Over an 18 month period the APF developed a draft constitution, strategic plan, business plan and fundraising plan. These governance proposals were unanimously adopted at the Sixth Annual Meeting of the APF held in Sri Lanka in 2001. In March 2002 the APF became a fully independent non-profit regional organisation.

See section 2 of this business plan for further details.

## 1.2 Purpose of Business Plan

The APF's business plan for the period 2001 to 2004 detailed the activities necessary for the APF to successfully achieve its organisational transformation to become an independent entity.<sup>1</sup> The key strategic goals of the plan have now largely been implemented. The APF's business plan for the period 2004 to 2006 is designed to consolidate and build on these achievements. It outlines the key strategic objectives and goals necessary for the APF to further strengthen its operations and to meet its mission and vision statements. The plan also outlines an operations plan and the level of funding being sought by the APF to provide effective support to its members, governments and civil society. Finally the plan details project outcomes and associated performance indicators.

See appendix 1 for further details about the implementation of the business plan.

## 1.3 Objectives

The APF's 2004 to 2006 business plan states that the vision of the APF over the next three years is to be the 'pre-eminent regional human rights organisation in the Asia Pacific'.

The APF will achieve this by re-focusing on key service objectives with regard to its core mission of strengthening the capacity and regional representation of national human rights institutions. In particular, the APF will:

- assist in the establishment and strengthening of national human rights institutions in the region in compliance with the Paris Principles.

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<sup>1</sup> For a full copy of the 2001 to 2004 APF Business Plan see [www.asiapacificforum.net/activities/annual\\_meetings/sixth/forum%20struct\\_businessplan.pdf](http://www.asiapacificforum.net/activities/annual_meetings/sixth/forum%20struct_businessplan.pdf)

- respond to the needs of its member institutions, governments and civil society through the delivery of practical support projects.
- promote regional cooperation and coordination.

New objectives have also been added to address the APF's organisational needs to strengthen its operating infrastructure – staffing, financial resources and governance – to ensure that it will continue to provide high quality support to its membership. These include:

- To be representative of the region in the organisation, participation and implementation of its activities.
- To strengthen the APF secretariat's capacity to meet the needs of its growing membership.
- To achieve a level of funding that is sufficient to deliver the APF's Mission and Vision.
- To ensure that the organisation and its activities are administered effectively.

See section 3 and appendix 6 of this business plan for further details

## **1.4 Operations**

The APF's operations for the 2004 to 2006 period cover the professional activities necessary to expand mutual support, co-operation and joint activity among member institutions and requests from governments and civil society for assistance in the establishment and strengthening of national human rights institutions.

Future operations will be undertaken in relation to the following eight categories – (i) Annual Meetings of the APF, (ii) General Advisory Services, (iii) the Advisory Council of Jurists, (iv) Information and Promotion, (v) International Law Development, (vi) Training, (vii) Capacity Building Projects and (viii) Strategic Management.

See section 4 and appendix 2 of this business plan for further details.

## **1.5 Total Costs and Implementation Period**

The total costs associated with the full implementation of this program is \$ 4,937, 972 over three (3) years.

This plan covers the period commencing on 1 January 2004 and concluding on 31 December 2006.

See section 7 and appendix 3 for further details.

## 2 Organisational History

This section of the business plan outlines the history of the APF.

### 2.1 History of the APF

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 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 contribute to the reporting procedures 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.

With a view to responding to this need via the promotion of regional cooperation among national human rights institutions, governments and civil society, the first Asia Pacific regional workshop of national human rights institutions was held in Darwin, Australia, from 8 to 10 July 1996. At the conclusion of the workshop the four participating national human rights institutions from India, Indonesia, Australia and New Zealand adopted the *Larrakia Declaration*.<sup>2</sup> This Declaration emphasised the importance of cooperation among all actors involved in the defence of human rights and the need for appropriate assistance and support to be provided to existing national institutions, governments and civil society working towards the establishment of new national institutions.

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<sup>2</sup> [http://www.asiapacificforum.net/activities/annual\\_meetings/first/concluding.htm](http://www.asiapacificforum.net/activities/annual_meetings/first/concluding.htm)

With the objective of creating a mechanism whereby cooperation could be systematically fostered, the national human rights institutions of the region established the APF. The objectives of the APF, as detailed in the *Larrakia Declaration*, are:

- to respond where possible with personnel and other support to requests from governments and civil society in the region for assistance in the establishment and development of national institutions;
- to further provide and expand their mutual support, cooperation and joint activity through
  - information exchanges
  - training and development for Commission members and staff
  - development of joint positions on issues of common concern
  - involvement in joint projects
  - sharing of expertise
  - periodical regional meetings
  - specialist regional seminars on common themes and needs, and
  - prompt and effective responses to requests from other national institutions to investigate violations of the human rights of their nationals present in a country that has a national institution.<sup>3</sup>

## 2.2 Organisational Transition

Initially the APF was established as an informal association. However, due to the rapid growth in its membership and the increasing range and complexity of its operations, it became apparent that the initial informal structure was unsuited to the future growth of the APF. Therefore, in 2000, the APF's member institutions undertook an examination of its institutional structure to ensure that it could effectively meet its ongoing operational requirements and anticipated future development.

The APF members determined that the organisation should transform from its previously informal structure into an independent non-profit regional organisation. Over an 18 month period the APF developed a draft constitution, strategic plan, business plan and fundraising plan. These governance proposals were unanimously adopted by all APF member institutions at the Sixth Annual Meeting of the APF held in Sri Lanka in 2001.

As a result of these developments the APF transformed from its informal structure to become a legally established organisation controlled and run by its members. Each full member institution of the APF appointed a representative to the Forum Council – the APF's board of directors – to become the key decision-makers and manage the APF's operations. The APF's secretariat reports directly to the Forum Council and is responsible for implementing the decisions of the Council.

## 2.3 2001 to 2004 Business Plan

The 2001 to 2004 business plan contained a number of key strategic goals and objectives for the APF to achieve its mission and vision. In summary, these were:

- To strengthen the institutional capacities of, and cooperation between, existing national human rights commissions of the region;
- To encourage and assist regional governments to establish national human rights institutions in compliance with the Paris Principles;

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<sup>3</sup> Ibid.

- 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;
- To achieve a level of funding sufficient to deliver the APF's mission and vision;
- To delivery practical projects to member institutions;
- To provide assistance to donor agencies in project identification, design, appraisal, implementation and evaluation.

These key strategic goals and objectives were supplemented by a range of detailed activities outlined in the individual operations, organisation, promotion and financial plans contained in the Business Plan. The implementation of these activities are the subject of annual reporting back to APF member institutions at each annual meeting of the APF.<sup>4</sup>

The majority of the objectives of the 2001 to 2004 business plan have been successfully implemented and achieved. In particular:

- The institutional capacities of existing national human rights commissions were strengthened through the implementation of both bilateral and multilateral programs of technical cooperation and assistance. Details of these individual programs are highlighted in the APF's reports to its members at each annual meeting;<sup>5</sup>
- Regional cooperation between national human rights commissions was strengthened via the implementation of a program of regular regional activities and special bilateral and multilateral projects. Details of these individual programs are highlighted in the APF's reports to its members at each annual meeting;<sup>6</sup>
- Four national human rights institutions were established in compliance with the Paris Principles during the period of the Business Plan – increasing the total membership of the APF from eight to twelve institutions;<sup>7</sup>
- The APF facilitated joint coordinated action on a range of regional human rights issues so as to better protect and promote human rights observance in the region;<sup>8</sup>
- The APF underwent a complete revision of its institutional structure and transformed from being an informal association to become an independent regional non-profit organisation. In association with this change the APF increased both the number of donors and the size of its budget. The APF did not, however, fully meet its income and expenditure forecasts as outlined in the 2001 to 2004 Business Plan. During the 2002/03 financial period the APF received approximately \$1.4 million AUD, which was \$400,000 under the projected \$1.8 million contained in the Business Plan. In expending these funds, the APF placed a priority on program implementation and, as a result, the full implementation of the proposed APF organisational structure was deferred;<sup>9</sup>
- Assistance was provided to a select number of donor agencies in project identification, design, appraisal, implementation and evaluation.<sup>10</sup>

<sup>4</sup> See the reports of the APF secretariat to APF members at [www.asiapacificforum.net/activities/annual\\_meetings.htm](http://www.asiapacificforum.net/activities/annual_meetings.htm) for further details.

<sup>5</sup> Op cit, for further information.

<sup>6</sup> Id.

<sup>7</sup> Mongolia was admitted to APF membership in 2001 and Malaysia, South Korea and Thailand in 2002.

<sup>8</sup> In particular, the successful implementation of the recommendations of the Advisory Council of Jurists has seen specific improvements with regard to the death penalty and trafficking. See [www.asiapacificforum.net/jurists/jurists.html](http://www.asiapacificforum.net/jurists/jurists.html) for further information.

<sup>9</sup> See section 5 of this Plan for further information on the organisational structure of the APF.

<sup>10</sup> For example, the Asia Foundation, OHCHR, UNDP and UNICEF. For full details see the reports of the secretariat at each annual meeting.

Overall the implementation of the majority of the 2001 to 2004 Business Plan's key strategic goals and objectives and the individual activities contained in the operations, organisation, promotion and financial plans has resulted in:

- a more effective and efficient mechanism to support and strengthen the capacity of APF member institutions;
- an expanded program of technical cooperation and advice to governments and civil society to improve the effectiveness of national human rights protection mechanisms and human rights domestic observance;
- an increase in the number of member institutions in the region and their greater participation in and ownership of the APF; and
- a strengthening of the APF's capacity to coordinate regional human rights cooperation activities.

However, as indicated above, due to financial restrictions the key goals of the 2001 to 2004 organisational plan relating to the staffing complement of the secretariat and its location were not implemented.

This current business plan seeks to build on the achievements and 'lessons learned' in implementing the previous plan and to fully implement the earlier key strategic goal of strengthening the institutional structure of the APF to enable it to meet the growing demands of its expanding membership.

### 3 Business Strategy

This section of the business plan outlines the mission, vision and key strategic goals and objectives of the APF over the next three year period.

#### 3.1 Mission and Vision

For the 2004 to 2006 period the APF's **Mission Statement** is:

The APF is an independent non-profit regional membership organisation comprised of national human rights institutions that supports, in partnership with governments and civil society, the establishment and strengthening of national institutions to protect and promote the human rights of peoples of the Asia Pacific region.

For the 2004 to 2006 period the APF's **Vision Statement** is:

The APF will be the pre-eminent regional human rights organisation in the Asia Pacific by:

- being representative of its membership and responsive to their needs;
- strengthening the capacity of its membership to protect and promote human rights;
- ensuring regional diversity in the organisation, participation and implementation of its activities
- working collaboratively with governments and civil society;
- securing sufficient funding for its activities and
- being the best managed organisation in its class.

#### 3.2 Goals and Objectives

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

- To assist in the establishment and strengthening of national human rights institutions in the region in compliance with the Paris Principles.
- To respond to the needs of its member institutions, governments and civil society through the delivery of practical support projects.
- To promote regional cooperation and coordination.
- To be representative of the region in the organisation, participation and implementation of its activities.
- To strengthen the APF secretariat's capacity to meet the needs of its growing membership.
- To achieve a level of funding that is sufficient to deliver the APF's Mission and Vision.
- To ensure that the organisation and its activities are administered effectively.

#### 3.3 Implementing the Strategy

In terms of the implementation of APF projects over the course of the last seven years, a number of lessons have been learnt:

- (i) links between institutions of different countries is crucial for the implementation of cooperative efforts in the field of human rights.

- (ii) technical assistance and cooperation is a priority for the development and strengthening of national human rights institutions.
- (iii) the cooperative framework of the APF provides a non-confrontational and practical environment in which national human rights institutions can address human rights issues.
- (iv) diversified and secure funding is necessary in order for the APF to meet its mission and vision.

The business plan for the 2004 to 2006 period incorporates and builds upon these ‘lessons learned’ and demonstrates how the APF will achieve its key goals and objectives through the:

- **Operations Plan**, which shows how the APF will implement its vision, mission and goals;
- **Organisational Plan**, which details how the APF will improve its organisational effectiveness;
- **Fund Development Plan**, which identifies how the APF will obtain a wider funding base from donors;
- **Financial Plan**, which outlines the income and expenditure projected by the APF for the future.

### 3.4 Monitoring and Evaluating the Strategy

The APF will ensure that each individual project activity is monitored and evaluated and that the overall performance of the APF is also evaluated.

In relation to the APF’s projects, each individual activity will be monitored and evaluated in relation to the project’s goals, outputs and outcomes. Qualitative and/or quantitative evaluation methods will be utilised. For example, confidential evaluation forms will be distributed to all participants of APF activities for comment. ‘Evaluation’ will also be emphasised in the duty statement of the proposed ‘Projects Manager’ position.

In addition to the evaluation of individual APF project activity, the APF secretariat will report back each year to APF member institutions on the overall implementation of this Business Plan and the individual operations, organisational, fund development and financial plans. To ensure that the Business Plan is a dynamic document, its key strategic goals and objectives and the activities contained in the individual plans will be reviewed annually by the secretariat and submitted to APF members at each annual meeting for their consideration and approval. Each APF member and other key stakeholders will also be sent a general evaluation form at the end of each calendar year in order to assess the APF’s overall performance.

A project evaluation framework and a general annual evaluation form for key stakeholders is at appendix 6.

## 4 The Operations Plan

This section of the business plan gives a practical outline of the operations the APF will undertake to achieve its business strategy.

### 4.1 Current Operations

In summary, the work of the APF can be categorised under three broad areas:

- (i) Strengthening the capacity of individual APF members to enable them to more effectively undertake their national mandates.
- (ii) Assisting governments and civil society to establish and strengthen national institutions in compliance with the minimum criteria contained in the Paris Principles.
- (iii) Promoting regional cooperation on human rights issues.

The implementation of activities under these three areas has proceeded through a number of distinct operational phases:

- 1996-1997:* APF operations focused on the establishment of the organisation, information exchanges, training and development of institution members and staff, periodical meetings and seminars and securing funding for project implementation.
- 1997-1998:* APF operations focused on staff exchanges, technical cooperation to establish and strengthen national human rights institutions, membership expansion, the facilitation of APF annual meetings and regional training workshops and securing and expanding the funding base of the APF.
- 1998-2000:* APF operations focused on technical cooperation to establish and strengthen national human rights institutions, information dissemination, APF annual meetings and regional training workshops and the development, implementation and expansion of regional cooperation projects and mechanisms.
- 2000-2003:* APF operations focused on the development and implementation of a new legal and governance structure, bilateral and multilateral technical cooperation projects, information dissemination, APF annual meetings, regional training workshops, the development and implementation of professional skills training, the implementation of regional cooperation projects, the development and implementation of the Advisory Council of Jurists, the development and implementation of the Senior Executive Officers network and the development and implementation of a professional funding raising program to expand the funding base of the APF.

Detailed information on all previous APF technical cooperation, information dissemination and managerial activities, broken down on a year by year basis since 1996, can be found in the APF's annual reports to its member institutions at each annual meeting of the APF.<sup>11</sup>

## **4.2 Future Operations**

In keeping with the mission, vision and key strategic goals and objectives, the APF's future operations for the 2004 to 2006 period will cover the professional activities necessary to expand mutual support, co-operation and joint activity among member institutions and requests from governments and civil society for assistance in the establishment and strengthening of national human rights institutions.

Future operations can be grouped under the following eight headings – (i) Annual Meetings of the APF, (ii) General Advisory Services, (iii) the Advisory Council of Jurists, (iv) Information and Promotion, (v) International Law Development, (vi) Training, (vii) Capacity Building Projects and (viii) Strategic Management.

The following operations will be undertaken during 2004 to 2006. The operations will be reviewed and updated on an annual basis for APF member consideration and approval:

### **4.2.1 Annual Meetings of the APF**

During the 2004 to 2006 period the APF will hold the following four annual meetings:

- APF8 – rescheduled from 2003 to Nepal, February 2004
- APF9 – Mongolia, August/September 2004
- APF10 – South Korea, timing to be decided, 2005
- APF11 – Location and timing to be decided, 2006.

The APF will be responsible, in cooperation with the host institutions, for all aspects of the management of the annual meetings. This will include the development of policy papers, organisational logistics, the provision of personnel, fundraising, administration, evaluation and reporting.

### **4.2.2 General Advisory Services**

During the 2004 to 2006 period the APF will provide advisory services to member institutions, prospective members, governments and civil society organisations to increase regional participation and representation.

As part of its standard range of general advisory services the APF will be responsible for the provision of advice on (i) the nature and status of national human rights institutions to members, governments and civil society, including detailed legislative drafting and legal advice on request; (ii) specific issues of regional concern; (iii) operational issues such as institutional strengthening, organisational structure, operational procedures, financial resources etc and (iv) the promotion of 'best practice' models.

In terms of specific issues of regional concern, the details and scope of these advisory services are determined by the decisions of member institutions at annual meetings of the

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<sup>11</sup> See the reports of APF activities at each annual meeting at [http://www.asiapacificforum.net/activities/annual\\_meetings.htm](http://www.asiapacificforum.net/activities/annual_meetings.htm)

APF. These are often ‘thematic’ issues that cross national boundaries and have a material impact on the operation of national human rights institutions, for example issues such as the death penalty or trafficking.

In addition, ad hoc requests for advice by individual member institutions, non-member institutions, governments and civil society are received by the APF on a weekly basis. Priority is given to responding to those requests which contribute to the achievement of the APF’s goals and objectives.

Given that the APF’s specific regional and ad hoc advisory services are responsive to requests for assistance, it is not possible to list the full range of activities the APF will undertake over the 2004 to 2006 period. However, the APF secretariat will review and update these activities on an annual basis for APF member consideration and approval. Currently, the following advisory services are currently ongoing or scheduled:

**(i) Advice on the nature and status of national human rights institutions to members, governments and civil society, including detailed legislative drafting and legal advice on request.**

- *Compliance with the Paris Principles* – Advice on the establishment of national institutions in full compliance with the Paris Principles.
  - Afghanistan Independent Human Rights Commission, 2004;
  - Jordan Centre for Human Rights, 2004 and 2005;
  - Human Rights Commission of the Maldives, 2004;
  - Palestinian Independent Commission for Citizens Rights, 2004 and 2005;
  - Japan, government and civil society, 2004;
  - Taiwan, government and civil society, 2004;
  - Timor-Leste, government and civil society, 2004;
  - Solomon Islands, government and civil society, 2004 and 2005.

**(ii) Advice on specific issues of regional concern.**

- *APF annual meetings* – Advice on the administrative, logistical and diplomatic aspects of hosting and implementing the APF’s annual meetings.
  - Human Rights Commission of Nepal, 2004;
  - Human Rights Commission of Mongolia, 2004;
  - Human Rights Commission of the Republic of Korea, 2005;
  - Commission and location to be determined, 2006.
- *Trafficking* – Advice on the implementation of the recommendations of the Advisory Council of Jurists.
  - Human Rights Commissions of India and Nepal, bilateral cross-border project, 2004;
  - Regional advice to the trafficking ‘focal points’ established in individual APF member institutions, 2005.
- *Death penalty* – Advice on the implementation of the recommendations of the Advisory Council of Jurists.

- APF member institutions on request.
- *Terrorism and human rights* – Advice on the implementation of the recommendations of the Advisory Council of Jurists.
- APF member institutions on request.
- *Pacific sub-regional human rights arrangements* – Advice on the sub-regional human rights mechanisms.
- Human Rights Commissions of Australia, Fiji and New Zealand, sub-regional governments and civil society, 2004 to 2006.
- *Internally Displaced Persons (IDPs)* – Advice on the use of NHRIs powers to promote the guidelines on IDPs.
- Human Rights Commissions of Afghanistan, India, Indonesia, Nepal, Philippines, Sri Lanka and Thailand, governments and civil society, 2004 to 2005.
- *Disability* – Advice on the development of international human rights law for people with disabilities.
- APF member institutions, 2004 to 2006.
- (iii) **Advice on operational issues such as institutional strengthening, organisational structure, operational procedures, financial resources, etc.**
- *Investigation skills* – Advice and follow-up activity flowing from the implementation of professional skills training.
- Human Rights Commission of Sri Lanka, 2004;
- Human Rights Commission of Thailand, 2004;
- Commissions to be determined, 2005 and 2006.
- *Governance* – Advice on Commissioner/staff managerial and governance issues.
- Afghan Independent Human Rights Commission, 2004.
- *Disability* – Advice on the development of training materials on international and domestic law relating to the rights of people with disabilities.
- Human Rights Commission of India, 2004.
- *National Action Plans* – Advice on the development of national action plans for human rights and the role of national institutions.
- Human Rights Commission of the Republic of Korea, 2004;
- Human Rights Commission of New Zealand, 2004;
- Timor-Leste, government and civil society, 2004.

- *Institutional Strengthening* – Advice on the development, implementation and funding of institutional strengthening projects.
  - Afghan Independent Human Rights Commission, 2004;
  - Palestinian Independent Commission for Citizens Rights, 2004 and 2005;
  - Jordan Centre for Human Rights, 2004 and 2005;
  - Human Rights Commission of Mongolia, 2004 and 2005;

**(iv) The promotion of ‘best practice’ models.**

- *Investigation network* – Advice on ‘best practice’ investigation techniques via the continued support of the ‘Investigators Network’.
  - All APF member institutions, 2004 to 2006.
- *Governance* – Advice on ‘best practice’ governance and managerial practices via the continued support and development of the ‘Senior Executive Officers Network’.
  - All APF member institutions, 2004 to 2006.
- *Pre-establishment guidelines* – Advice on ‘best practice’ procedures for the developmental process prior to the establishment of national human rights institutions.
  - Regional governments and civil society, 2004 to 2006.

### **4.2.3 Advisory Council of Jurists**

During the 2004 to 2006 period the APF will hold the following four sessions of the Advisory Council of Jurists:

- Consideration of Anti-Terrorism reference, Nepal, February 2004
- Reference to be decided, Mongolia, August/September 2004
- Reference to be decided, South Korea, timing to be decided, 2005
- Reference, location and timing to be decided, 2006.

The APF will be responsible for the development of comprehensive background papers on all references, the organisation, management and servicing of the meetings of the Council and for the dissemination of the recommendations of the Council. In addition the APF will continue to assist its member institutions to implement the previous recommendations of the Council.

### **4.2.4 Information and Promotion**

During the 2004 to 2006 period the APF will disseminate information through a wide range of mechanisms on the role and functions of national human rights institutions and the activities of the APF. In particular the APF will provide information to member institutions, governments, United Nations agencies, civil society organisations and the general community. The APF will:

- Publish at least 2 copies of the Forum Bulletin a year in 2004, 2005 and 2006;
- Publish quarterly donor e-newsletters in 2004, 2005 and 2006;
- Review and update the overall structure, format and presentation of the APF website every six months, and post new information on at least a fortnightly basis;
- Expand the range of information resources relating to national human rights institution legislation, casework, techniques, procedures and material on the APF website, particularly through the Senior Executive Officer network;
- Facilitate study tours by government and civil society representatives interested in acquiring information about national human rights institutions and the APF;
- Undertake speaking engagements at significant international, regional and national seminars and meetings;
- Hold bilateral discussions with governments, regional and international organisations and civil society.

#### **4.2.5 International Law Development**

During the 2004 to 2006 period the APF will participate in the development of international human rights law. In particular the APF will:

- participate in the United Nations Commission on Human Rights in 2004, 2005 and 2006;
- participate in the annual United Nations workshop on the promotion of regional arrangements for human rights in the Asia Pacific region in 2004, 2005 and 2006;
- participate in the development of a United Nations Convention on the Rights of People with Disabilities
- participate in the meetings of the International Coordinating Committee of National Human Rights Institutions.

#### **4.2.6 Training**

During the 2004 to 2006 period the APF will provide professional skill development training. Training will focus on the needs of the membership but will be designed to encourage the participation of non-member institutions, civil society and government representatives wherever possible.

In particular the APF will undertake the following four activities – (i) training needs analysis, (ii) thematic regional training workshops, (iii) investigation techniques training and (iv) regional staff placements.

##### **(i) Training Needs Analysis**

The APF will undertake a training needs analysis to refine and prioritise its project activities:

- In 2004 the APF will undertake a training needs analysis of its membership and other key stakeholders to assist in the development and prioritisation of its professional training program
- In 2004, 2005 and 2006 the outcomes of the training needs analysis will be progressively developed, funded, implemented and evaluated.

##### **(ii) Thematic Regional Training Workshops**

The APF will organise, in partnership with key stakeholders, the following regional training workshops:

- Economic, Social and Cultural Rights and the Rights of Women, Philippines, February 2004
- Human Rights Problems and Prospects in the Pacific, Fiji, 2004
- National Action Plans and Human Rights Education, New Zealand, July 2004
- Internally Displaced Persons, location and timing to be decided, 2005
- Regional workshop in 2006, theme and location to be decided.

**(iii) Investigation Techniques Training**

The APF will organise, in partnership with key stakeholders, the following ‘in-country’ training on investigation techniques:

- National Human Rights Commission of Thailand, 2004
- Sri Lanka Human Rights Commission, follow-up activities to the 2003 training
- Commissions to be determined, 2005 and 2006.

**(iv) Regional Staff Placements**

The APF will organise, in partnership with key stakeholders, the placement of staff in APF member institutions:

- Jordan, Mongolia, Palestine and South Korea, 2004
- Commissions to be determined, 2005 and 2006.

**4.2.7 Capacity Building Projects**

During the 2004 to 2006 period the APF will undertake capacity building projects involving member institutions, governments and civil society organisations.

In particular the APF will work in the areas of (i) trafficking, (ii) internally displaced persons, (iii) support to the Palestinian Independent Commission for Citizens Rights, (iv) support to the Jordan Human Rights Centre (v) Cambodia/UNICEF women and children situation analysis and (vi) support to additional institutions yet to be determined.

**(i) Trafficking**

- In 2004 the APF will assist in the implementation of a bilateral project between the Human Rights Commissions of India and Nepal.
- In 2005 the APF will train the trafficking ‘focal points’ established in APF member institutions.

**(ii) Internally Displaced Persons**

- In 2004 the APF will, in partnership with key stakeholders, undertake needs assessment missions to the Human Rights Commissions of India, Indonesia, Nepal, Philippines, Thailand and Sri Lanka to develop programs of assistance to promote the rights of internally displaced persons.
- In 2005 the APF will assist in the implementation of the various programs of assistance with the respective Commissions.

**(iii) Palestinian Independent Commission for Citizens Rights**

- In 2004 and 2005 the APF will provide capacity building assistance to the Palestinian Independent Commission for Citizens Rights to participate in APF annual meetings, thematic training workshops and advisory services.

**(iv) Jordan Centre for Human Rights**

- In 2004 and 2005 the APF will provide capacity building assistance to the Jordan Centre for Human Rights to participate in APF annual meetings, thematic training workshops and advisory services.

**(v) Cambodia/UNICEF Women and Children**

- In 2004 the APF will undertake a ‘situation analysis’ of women and children in Cambodia on behalf of UNICEF.

**(vi) Support to other Institutions**

- In 2005 and 2006 the APF will provide capacity building assistance to other institutions yet to be determined in proportion with additional funding received through the implementation of the fund development plan.

**4.2.8 Strategic Management**

During the 2004 to 2006 period the APF will be responsible for the overall strategic management of the organisation and its operations. This will include:

- servicing the APF Chairperson, meetings of the full Forum Council and any sub-committees established by the Council;
- identifying international issues and pursuing activities that support the APF’s mission and vision for the region;
- identifying and pursuing opportunities to increase regional participation and representation across the breadth of its activities including the involvement, wherever possible, of non-member institutions, governments and civil society;
- completing all monitoring, evaluation and reporting requirements;
- identifying and implementing risk management strategies for all project activities and the overall operation of the APF;
- implementing a long-term fund development strategy to achieve financial stability and support for a growing organisation;
- the effective, efficient and equitable management of APF financial and human resources;

- strengthening the APF's governance and organisational structure through the development of board and operational policies;

**Appendix Two – Operations Plan Implementation Schedule** details the APF operations that will be implemented during the period of the business plan.

## 5 The Organisational Plan

This section of the business plan gives a practical outline of the existing APF organisational structure and how it will be strengthened to achieve its business strategy.

### 5.1 Membership

The APF is comprised of independent national human rights institutions that have been established in compliance with the fundamental criteria set out in the *Principles Relating to the Status of National Institutions* (more commonly known as the *Paris Principles*).<sup>12</sup> Full members of the APF must comply with the minimum standards set out in the 'Paris Principles'. Candidate and Associate members are institutions which currently do not fully comply with the Paris Principles. In summary, the key criteria of the Paris Principles are:

- independence guaranteed by statute or constitution
- autonomy from government
- pluralism in membership
- a broad mandate based on universal human rights standards
- adequate powers of investigation
- sufficient resources.

The commissions that currently constitute the full members of the APF are the:

- **Australian** Human Rights and Equal Opportunity Commission
- **Fiji** Human Rights Commission
- National Human Rights Commission of **India**
- **Indonesian** National Commission on Human Rights
- **Malaysian** Human Rights Commission
- **Mongolia** National Human Rights Commission
- National Human Rights Commission of **Nepal**
- **New Zealand** Human Rights Commission
- **Philippines** Commission on Human Rights
- National Human Rights Commission of the **Republic of Korea**
- Human Rights Commission of **Sri Lanka**, and
- The National Human Rights Commission of **Thailand**.

See <http://www.asiapacificforum.net/member/members.htm> for further details on each of the above institutions, including their powers, functions and composition.

New institutions can apply for membership of the APF at any time. All decisions on membership are the sole responsibility of the existing Forum Councillors. During the life of this plan it is envisaged that the geographic scope of the APF's membership will be extended to West Asia and that an additional five institutions will become members of the APF by the end of 2006 – bringing the total membership of the APF up to seventeen members.

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<sup>12</sup> Endorsed by the UN Commission on Human Rights and the General Assembly (Commission on Human Rights resolution 1992/54 of 3 March 1992 and General Assembly resolution 48/134 of 20 December 1993, annex). For the full text see [http://www.asiapacificforum.net/about/paris\\_principles.html](http://www.asiapacificforum.net/about/paris_principles.html)

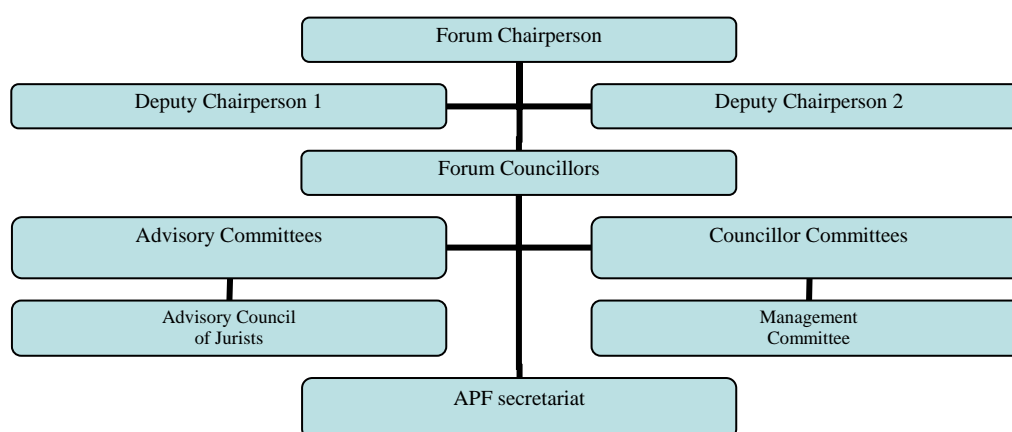
## 5.2 Governance Structure

The APF is an independent, non-profit, legal entity. The main organisational elements of the APF are as follows:

- The APF constitution establishes a *Forum Council* which is comprised of one councillor nominated by each full member institution of the APF.<sup>13</sup> The Forum councillors are the decision-making body of the APF and exercise all the powers conferred by the constitution.
- The Forum councillors are responsible for electing a *Chairperson* of the Council.<sup>14</sup> The role of the Chairperson is to lead the Council and be the official spokesperson of the APF. Forum councillors also elect two *Deputy Chairpersons*.<sup>15</sup>
- The Forum councillors can establish a number of *committees of councillors*. The structure currently has a *management committee* to oversee the work of the APF.
- The Forum councillors may also decide to establish a number of *advisory committees*. The *Advisory Council of Jurists* falls within this structure.<sup>16</sup>
- The *Director* of the APF secretariat is responsible for implementing the decisions of the Forum councillors and managing the staff of the APF. The Director reports to the Chairperson on a regular basis and to the Forum Councillors through the management committee.

Below is a diagrammatic view of the organisation:

**Figure 1 – Structure of the APF**



<sup>13</sup> For a full copy of the Constitution see <http://www.asiapacificforum.net/about/constitution.html>

<sup>14</sup> Currently Justice Anand, former Chief Justice of the Supreme Court of India and current Chairman of the National Human Rights Commission of India

<sup>15</sup> Currently Justice Khatri, former Chief Justice of the Supreme Court of Nepal and current Chairman of the Nepalese Human Rights Commission and Dr Radhika Commaraswamy, former Special Rapporteur on Violence Against Women and current Chairwomen of the Sri Lankan Human Rights Commission.

<sup>16</sup> See <http://www.asiapacificforum.net/jurists/jurists.html> for further details.

### 5.3 Forum Councillors

The APF is a membership based regional organisation. As such, its ‘board of directors’ – the Forum Councillors – are comprised of senior representatives of each full member institution. The current Forum Councillors are:

- **The Hon. John von Doussa QC**  
Australian Human Rights and Equal Opportunity Commission
- **Ms Diana Temby**  
Australian Human Rights and Equal Opportunity Commission (non-voting councillor)
- **Mr Walter Rigamoto**  
Fiji Human Rights Commission
- **Dr Justice A S Anand**  
National Human Rights Commission of India
- **Mr Abdul Hakim Garuda Nusantara**  
Indonesian National Human Rights Commission
- **Tan Sri Abu Talib Othman**  
Human Rights Commission of Malaysia
- **Mr Suren Tserendorj**  
National Human Rights Commission of Mongolia
- **Justice Nayan Bahadur Khatri**  
National Human Rights Commission of Nepal
- **Ms Rosslyn Noonan**  
Human Rights Commission of New Zealand
- **Dr Purificacion Quisumbing**  
Philippines Commission on Human Rights
- **Mr Chang-Kuk Kim**  
National Human Rights Commission of the Republic of Korea
- **Dr Radhika Coomaraswamy**  
Human Rights Commission of Sri Lanka
- **Professor Saneh Chamarik**  
National Human Rights Commission of Thailand

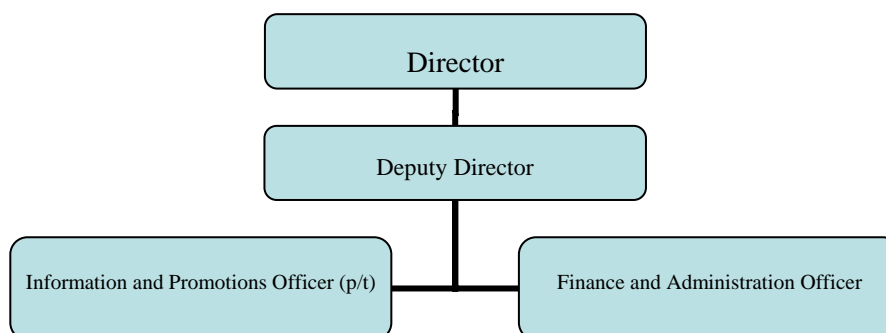
### 5.4 Management Structure

The *secretariat* of the APF currently has 3.5 staff.<sup>17</sup> The Director manages the staff and is responsible for the overall implementation of APF projects and the attainment of the goals and objectives of this business plan.

Below is a diagrammatic view of the secretariat:

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<sup>17</sup> See <http://www.asiapacificforum.net/about/secretariat.html> for further details.

**Figure 2 – Structure of the Secretariat**

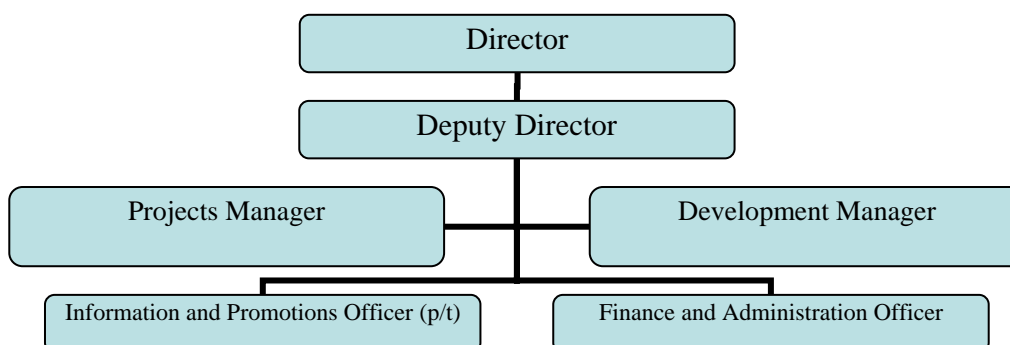
## 5.5 Institutional Strengthening

To achieve its mission, vision and key strategic goals and objectives, the APF will need to strengthen its secretariat to keep pace with the demands of its increasing membership. In addition the operational activities of the APF should reflect the geographic scope of the region.

### 5.5.1 Staffing

Additional secretariat staff and job specifications were identified and approved by APF members in the 2001 to 2004 business plan. However this proposed structure was only partially implemented due to a lack of funds.

For the 2004 to 2006 period the APF will strengthen its institutional structure by fully implementing the APF secretariat structure and employing an additional two staff members. Below is a diagrammatic view of the proposed structure:

**Figure 3 – Proposed structure of the Secretariat**

The staff responsibilities are set out below:

- **Director:** the Director is responsible for the strategic management of the secretariat and the implementation of Forum Council policy and activities.
- **Deputy Director:** the Deputy Director is responsible for specific project activities, staff management and the overall responsibility of the secretariat in the absence of the Director.

- **Projects Manager:** the Projects Manager is a new position. The officer will have responsibility for project design, management, evaluation, reporting and, where relevant, aspects of project implementation. The Projects Manager will be responsible for coordinating with representatives of APF member institutions involved in project implementation and the supervision of any specialist contact staff.
- **Development Manager:** the Development Manager is a new position. The officer will be responsible for the donor development, liaison and all financial controls. The officer will also be assigned specific project activities within available capacity.
- **Information and Promotion Officer:** the Information and Promotion Officer is responsible for website development, newsletters, database management and promotion activities. This will be staffed on a part-time (2 days per week) basis.
- **Finance and Administration Officer:** the Finance and Administration Officer is responsible for financial management and administration.

The establishment of a Projects Manager and a Development Manager will strengthen the APF's capacity in two key areas – (i) the overall management of project activities and (ii) the development of an 'in-house' capacity of the APF to undertake fundraising and development activities. At least during the life of this Business Plan, the Development Manager will also be assigned specific project activities within the available capacity of the position.

The Director, Deputy Director and Information and Promotion Officer are ongoing positions. The current Finance and Administration Officer will shift to become the new Development Manager. These staff will be employed on three-year contracts.

The two new positions of Project Manager and Finance and Administration Officer will be openly advertised and individuals will be selected on the basis of merit. These positions will be advertised on the APF website, sent to all APF member institutions and placed in other selected media. Wherever possible, a representative of the APF membership will participate in the selection process and due regard shall be given to selecting individuals that reflect the regional diversity of the APF's membership. The key duties of these positions are attached at appendix 4.

The above staff will be supplemented by two sources. Firstly the APF will encourage staff placements from its member institutions to the secretariat to undertake specific project activities. Secondly the APF will encourage internships from academic institutions to undertake research and assist in project implementation.

## 6 The Fund Development Plan

This section of the business plan covers the fundraising activities that the APF will undertake to achieve its business strategy.

### 6.1 Introduction

A key goal identified in this business plan is to “achieve a level of funding that is sufficient to deliver the APF’s Mission and achieve its Vision”. For the APF 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, new donors and supporters will need to be found and attracted.

The APF had previously engaged a professional fundraising firm to assist in the implementation of its previous fund development plan. This approach proved to be successful and cost-effective in raising additional donor funding. However it was also recognised that the continuation of this approach would not be cost effective or sustainable on a long-term basis. Forum Councillors therefore approved in the first APF business plan the development of an ‘in-house’ capacity to enable the APF itself to undertake its own fund development activities. A lack of resources meant that this did not occur within the period of the previous plan.

During the life of this Business Plan a two track process is envisaged. Firstly, it is proposed that professional fundraising expertise be retained to assist in the implementation of the fund development plan. The engagement of this outside expertise will be reviewed by APF member institutions on a 12 monthly basis to determine the benefits of continuing to engage this expertise. Secondly, the ‘in-house’ capacity of the APF to undertake its own fund development activities will be developed by the creation of the ‘Development Manager’ position. A contractual requirement of the professional fundraising firm will be the mentoring and development of the Development Manager position via the transfer of skills during the implementation of the plan. It is envisaged that either during or at the conclusion of the Business Plan all fund development activities will be undertaken by the APF itself to achieve long-term financial sustainability.

#### 6.1.1 Financial Goals and Targets

The following financial goals have been set for the 2004 to 2006 period:

- Raise at least an additional \$2.407 m over three years (as per the below schedule)
- Create a financial endowment/contingency fund
- Reduce costs through sponsorship and other arrangements
- Expand and diversify the APF’s support base including development of reliable recurrent funding
- Develop a Membership fee structure which would include an “annual fee”.
- Build APF’s internal capacity to lead and support an ongoing fund development program

The following schedule outlines the ‘gap’ between budgeted and confirmed funding per calendar year. This figure represents the financial targets for the fund development plan during the course of this business plan.

<b>Year</b>	<b>Budget</b>	<b>Confirmed</b>	<b>Gap</b>
<b>2004</b>	\$ 1,634,985	\$ 1,161,934	\$ 472, 961
<b>2005</b>	1,650,974	869,137	781,837
<b>2006</b>	1,652,103	500,000	1,152,103
<b>Total</b>	<b>\$ 4,937, 972</b>	<b>\$ 2,531,071</b>	<b>\$ 2,406,901</b>

### 6.1.2 *Strategies and Activities*

The following strategies and activities will be undertaken in implementing the fund development plan:

- Review and improve taxation status
- Renew existing donors
- Reenergise contact with prospects in cultivation
- Launch a Membership program with fee structure
- Review previous fundraising efforts to identify lapsed donors
- Identify and develop relationships with new prospects
- Expand network of partners (non-financial relationships)
- Develop an endowment/contingency fund strategy
- Develop sponsorship strategy for travel (airlines)
- Investigate additional opportunities for ongoing funding
- Update fundraising materials to reflect new program and targets
- Establish a relationship development framework (donor cultivation and stewardship plan) around APF's annual activities and international travel
- Develop simple, cost effective, communication tools for donor liaison
- Build APF 'leadership' network
- Mentor and develop a specific APF staff member in all aspects of fund development.

### 6.1.3 *Timetable*

Dec 2003	<ul style="list-style-type: none"> <li>• Invitations sent out for representatives of donors / prospects to APF8</li> <li>• Develop a Membership Program Framework</li> <li>• Propose fee size / structure</li> </ul>
Jan 2004	<ul style="list-style-type: none"> <li>• Cultivation / stewardship plan for APF 8 – includes use of Leadership</li> <li>• Update fundraising materials (program framework and introductory materials)</li> <li>• Cultivation / solicitation plan for APF activities in Europe in April</li> <li>• Contact Australian Tax Office re: gaining Deductible Gift Recipient Status</li> </ul>
Feb 2004	<ul style="list-style-type: none"> <li>• APF 8 – Face to face solicitation of leading donors and prospects using Member representation.</li> <li>• Adoption of Business Plan</li> <li>• Develop cultivation and stewardship framework</li> <li>• Establish schedule and timeline for reporting and renewal proposals</li> <li>• Membership fees introduced to members for discussion at APF8</li> </ul>

Mar 2004	<ul style="list-style-type: none"> <li>• Survey of records to uncover any past supporters / prospects</li> <li>• Relaunch cultivation / solicitation of selected prospects</li> <li>• Cultivation / solicitation plan for APF activities in Nth America in May</li> <li>• Development of donor (e)newsletter template</li> </ul>
Apr 2004	<ul style="list-style-type: none"> <li>• APF travel to Europe for project work – build in a fundraising component for Oak, EU, UK prospects</li> <li>• Develop relationship tracking &amp; monitoring tool (data management)</li> <li>• Source stories for e-newsletter (including report on APF 8)</li> <li>• Develop and submit sponsorship proposal for Airlines</li> <li>• Develop detailed membership program implementation plan</li> </ul>
May 2004	<ul style="list-style-type: none"> <li>• APF travel to Nth America for project work – build in a fundraising component for Ford, Macarthur, US State Dept etc</li> <li>• Invites sent out to donors / prospects re APF 9</li> <li>• Cultivation / solicitation plan for APF travel to NZ in July</li> <li>• Cultivation / solicitation plan for APF travel to UK in July</li> </ul>
Jun 2004	<ul style="list-style-type: none"> <li>• e-newsletter 1 sent out</li> <li>• Cultivation plan for APF 9 – includes involvement and securing Leadership</li> </ul>
Jul 2004	<ul style="list-style-type: none"> <li>• New prospect identification and research (donors and partners)</li> <li>• APF in NZ – NZAID</li> <li>• APF travel to UK for project work – build in fundraising component for British Council, Commonwealth Office, Open Society Institute, Body Shop etc</li> </ul>
Aug 2004	<ul style="list-style-type: none"> <li>• APF 9 – Further face to face cultivation and solicitation</li> <li>• Source stories for donor e-newsletter</li> </ul>
Sep 2004	<ul style="list-style-type: none"> <li>• Detailed Fund Development review and plan for 2005</li> <li>• Develop Leadership Advisory Group concept and recruitment strategies</li> </ul>
Dec 2004	<ul style="list-style-type: none"> <li>• Donor e-newsletter 2</li> </ul>
Feb 2005	<ul style="list-style-type: none"> <li>• Cultivation / Solicitation plan for Europe/US trip in April</li> </ul>
Apr 2005	<ul style="list-style-type: none"> <li>• APF in Europe and US for donor / prospect visits</li> </ul>
Jun 2005	<ul style="list-style-type: none"> <li>• Donor e-newsletter 3</li> </ul>
Aug 2005	<ul style="list-style-type: none"> <li>• Review of new funding opportunities</li> </ul>
Oct 2005	<ul style="list-style-type: none"> <li>• Fund Development plan for 2006</li> </ul>
Dec 2005	<ul style="list-style-type: none"> <li>• Donor e-newsletter 4</li> </ul>
Jun 2006	<ul style="list-style-type: none"> <li>• Donor e-newsletter 5</li> </ul>
Dec 2006	<ul style="list-style-type: none"> <li>• Donor e-newsletter 6</li> </ul>

## 7 The Financial Plan

This section of the plan outlines the financial plans and funding arrangements for the APF.

### 7.1 Forecast Income and Expenditure

This section of the business plan forecasts the income and expenditure for the APF based on its mission, vision and objectives for the next 3 years.

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

#### 7.1.1 Income

Confirmed income for the APF over the three year period of this business plan is \$2,531,071.

To supplement the above amount, the APF will actively move to diversify and expand its sources of funding. As detailed in the fund development plan, the target for additional funding is forecasted at \$472,961 in 2004; \$781,837 in 2005 and \$1,152,103 in 2006 – a total of \$2.407 million dollars over the three year period of the business plan.

Membership fees will be proposed to the Forum Councillors for adoption.

An endowment/contingency fund will be developed over the life of the Business Plan to assist in promoting the financial sustainability of the APF.

An overview of the APF's forecast income and projected expenditure for the 2004 to 2006 period is set out in 7.1.3 below.

**Appendix Two – Forecast Income and Expenditure** provides a detailed breakdown and the expected change in donor contributions over the life of this plan. As at the time of preparation of this plan, confirmed donors and the associated funds are highlighted.

#### 7.1.2 Expenditure

Expenditure over the three year period of this business plan is forecasted to be \$4,937,972.

Direct project costs and project related salary and administrative costs have been allocated to specific APF activities. Only non-attributable organisational expenditure – for example, lease of offices, light and power etc – have been kept separate.

An overview of income and projected expenditure is set out in 7.1.3 below.

**Appendix Two – Forecast Income and Expenditure** provides a detailed breakdown of forecasted expenditure, on a project by project basis, over the life of this plan.

#### 7.1.3 Overview of Income and Expenditure

The following table provides an overview of forecast income and projected expenditure for the period 2004 to 2006.

**FORECAST INCOME AND EXPENDITURE**

	\$ AUD 2004	% 2004	\$ AUD 2005	% 2005	\$ AUD 2006	% 2006
<b>INCOME</b>						
<b>Donors Confirmed</b>						
AusAID	\$533,000	45.87%	\$500,000	57.53%	\$500,000	100.00%
Brookings Institute	\$76,000	6.54%	\$76,000	8.74%	\$0	0.00%
Government of Republic of Korea	\$50,000	4.30%	\$0	0.00%	\$0	0.00%
MacArthur Foundation	\$163,000	14.03%	\$163,000	18.75%	\$0	0.00%
National Endowment for Democracy	\$70,000	6.02%	\$0	0.00%	\$0	0.00%
UNICEF	\$80,822	6.96%	\$0	0.00%	\$0	0.00%
UNOHCHR	\$ 58,975	5.08%	\$0	0.00%	\$0	0.00%
US Department of State	\$130,137	11.20%	\$130,137	14.97%	\$0	0.00%
Sub Total	<b>\$1,161,934</b>	100.00%	<b>\$869,137</b>	100.00%	<b>\$500,000</b>	100.00%
<b>Donors under negotiation</b>						
Sub Total	<b>\$405,000</b>		<b>\$475,000</b>		<b>\$385,000</b>	
<b>Donors to be identified</b>						
Sub Total	<b>\$472,961</b>		<b>\$781,837</b>		<b>\$1,152,103</b>	
<b>LESS EXPENSES:</b>						
Annual Meeting	\$213,335	13.05%	\$136,896	8.29%	\$144,352	8.74%
General Advisory Services	\$136,703	8.36%	\$141,091	8.55%	\$145,654	8.82%
Advisory Council of Jurists	\$175,672	10.75%	\$132,299	8.01%	\$143,951	8.71%
Information & Promotion	\$52,575	3.22%	\$53,578	3.25%	\$54,621	3.31%
International Law Development	\$59,612	3.65%	\$61,117	3.70%	\$62,681	3.79%
Strategic Management	\$175,709	10.75%	\$175,543	10.63%	\$176,603	10.69%
Non-attributable costs	\$111,230	6.80%	\$121,150	7.34%	\$121,850	7.38%
Thematic Regional Training Workshops	\$86,740	5.31%	\$98,350	5.96%	\$126,467	7.65%
Investigation Techniques Training	\$90,320	5.52%	\$76,133	4.61%	\$98,956	5.99%
Regional Staff Placements	\$59,240	3.62%	\$59,850	3.63%	\$76,967	4.66%
Trafficking	\$86,320	5.28%	\$87,133	5.28%	\$0	0.00%
Internally Displaced Persons	\$106,480	6.51%	\$107,699	6.52%	\$0	0.00%
Palestinian Independent Commission for Citizen's Rights	\$68,493	4.19%	\$68,493	4.15%	\$0	0.00%
Jordan Centre for Human Rights	\$61,644	3.77%	\$61,644	3.73%	\$0	0.00%
Women and Children in Cambodia	\$80,822	4.94%	\$0	0.00%	\$0	0.00%
Support for Other NHRIs	\$0	0.00%	\$200,000	12.11%	\$500,000	30.26%
Other Training and Capacity Building	\$70,000	4.28%	\$70,000	4.24%	\$0	0.00%
<b>TOTAL EXPENSES:</b>	<b>\$1,634,895</b>	100.00%	<b>\$1,650,974</b>	100.00%	<b>\$1,652,103</b>	100.00%
<b>NET SURPLUS(DEFICIT)</b>	<b>-\$472,961</b>		<b>-\$781,837</b>		<b>-\$1,152,103</b>	

## 8 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 this business plan.
- **Appendix Two – Operations Plan Implementation Schedule:** this appendix details the operational plans for the business planning period.
- **Appendix Three – Forecast Income and Expenditure:** this appendix details the forecast level of income and expenditure during the business planning period.
- **Appendix Four – Duty Statements:** this appendix details the duty statements for the project manager and the finance and administration officer.
- **Appendix Five – Changes From The Previous Business Plan:** this appendix details the key changes and justifications since the previous 2001 to 2004 business plan.
- **Appendix Six – Evaluation Framework:** this appendix details the overall evaluation framework.



## 10 Appendix Two – Operations Plan Implementation Schedule

UNITS	2004				2005				2006				TOTALS
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	
<b>APF Operations</b>													
Annual Meetings of the Forum	Meeting												4
General Advisory Services	Information Provision												12
Advisory Council of Jurists	Topic Considered												4
<b>Information and Promotion</b>													
- Publication of Forum Bulletin	Bulletin												6
- Donor e-newsletters	Website												12
- Website management and updates	Website												12
- Speaking engagements	Speaking												12
<b>International Law Development</b>													
- UN Meeting on Regional Arrangements	Meeting												3
- UN Commission on Human Rights Meetings	Meeting												3
- UN Convention on Disability	Meeting												6
- International Coordinating Committee	Meeting												5
<b>Training</b>													
- Training Needs Analysis	Activity												6
- Thematic Training Workshops	Activity												5
- Investigations	Activity												6
- Staff Placements	Placements												12
<b>Capacity Building Projects</b>													
- Trafficking	Activity												8
- Internally Displaced Persons	Activity												7
- Palestine	Activity												8
- Jordan	Activity												8
- Cambodia	Activity												4
- Others	Activity												12
<b>Strategic Management</b>	Management												12

# 11 Appendix Three – Forecast Income and Expenditure

## ASIA PACIFIC FORUM OF NATIONAL HUMAN RIGHTS INSTITUTIONS

Funding	Category/Activity	Year 1 - 2004					Year 2 - 2005					Year 3 - 2006					TOTAL	
		Q1	Q2	Q3	Q4	Yr 1 TOTAL	Q1	Q2	Q3	Q4	Yr 2 TOTAL	Q1	Q2	Q3	Q4	Yr 3 TOTAL		
<b>DONORS CONFIRMED</b>																		
AusAID	Annual Meeting (in part)	\$ 47,568	\$ 19,027	\$ 14,270	\$ 14,270	\$ 95,135	\$ 8,534	\$ 11,379	\$ 28,448	\$ 8,534	\$ 56,896	\$ 8,903	\$ 11,870	\$ 29,676	\$ 8,903	\$ 59,352	\$ 211,383	
	General Advisory Services (in part)	\$ 29,176	\$ 29,176	\$ 29,176	\$ 29,176	\$ 116,703	\$ 30,273	\$ 30,273	\$ 30,273	\$ 20,600	\$ 111,418	\$ 31,414	\$ 31,414	\$ 31,414	\$ 6,702	\$ 100,942	\$ 329,063	
	Advisory Council of Jurists (in part)	\$ 12,836	\$ 5,134	\$ 3,851	\$ 3,851	\$ 25,672	\$ 3,344.80	\$ 4,460	\$ 11,149	\$ 3,345	\$ 22,299	\$ 3,593	\$ 4,790	\$ 11,975	\$ 3,593	\$ 23,951	\$ 71,921	
	Information and Promotion (in part)	\$ 6,894	\$ 6,894	\$ 6,894	\$ 6,894	\$ 27,575	\$ 7,144	\$ 7,144	\$ 7,144	\$ 7,144	\$ 28,578	\$ 7,405	\$ 7,405	\$ 7,405	\$ 7,405	\$ 29,621	\$ 85,774	
	International Law Development (in part)	\$ 9,903	\$ 9,903	\$ 9,903	\$ 9,903	\$ 39,612	\$ 10,279	\$ 10,279	\$ 10,279	\$ 10,279	\$ 41,117	\$ 10,670	\$ 10,670	\$ 10,670	\$ 10,670	\$ 42,881	\$ 123,411	
	Strategic Management (in part)	\$ 28,927	\$ 28,927	\$ 28,927	\$ 28,927	\$ 115,709	\$ 29,636	\$ 29,636	\$ 29,636	\$ 29,636	\$ 118,543	\$ 30,401	\$ 30,401	\$ 30,401	\$ 30,401	\$ 121,603	\$ 355,855	
	Non-attributable costs	\$ 27,808	\$ 27,808	\$ 27,808	\$ 27,808	\$ 111,230	\$ 30,288	\$ 30,288	\$ 30,288	\$ 30,288	\$ 121,150	\$ 30,463	\$ 30,463	\$ 30,463	\$ 30,463	\$ 121,850	\$ 354,230	
<b>Total Costs</b>		\$ 163,111	\$ 126,869	\$ 120,828	\$ 120,828	\$ 531,636	\$ 119,499	\$ 123,459	\$ 147,217	\$ 109,826	\$ 500,000	\$ 122,848	\$ 127,013	\$ 152,004	\$ 98,136	\$ 500,000	\$ 1,531,637	
Brookings Institute	Internally displaced persons (in part)	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 76,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,000	
	<b>Total Costs</b>	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 76,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,000	
Government of Republic of Korea	Projects to be determined	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	
	<b>Total Costs</b>	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	
MacArthur Foundation	Projects to be determined	\$ 40,750	\$ 40,750	\$ 40,750	\$ 40,750	\$ 163,000	\$ 40,750	\$ 40,750	\$ 40,750	\$ 40,750	\$ 163,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 326,000	
	<b>Total Costs</b>	\$ 40,750	\$ 40,750	\$ 40,750	\$ 40,750	\$ 163,000	\$ 40,750	\$ 40,750	\$ 40,750	\$ 40,750	\$ 163,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 326,000	
National Endowment for Democracy	Investigation Techniques Training (in part)	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	
	<b>Total Costs</b>	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	
UNICEF- Cambodia	Women and Children in Cambodia	\$ 20,205	\$ 20,205	\$ 20,205	\$ 20,205	\$ 80,822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,822	
	<b>Total Costs</b>	\$ 20,205	\$ 20,205	\$ 20,205	\$ 20,205	\$ 80,822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,822	
UNOHCHR	Annual Forum (in part)	\$ 17,310	\$ 6,924	\$ 5,193	\$ 5,193	\$ 34,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,620	
	Advisory Council of Jurists (in part)	\$ 12,178	\$ 4,871	\$ 3,653	\$ 3,653	\$ 24,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,355	
	<b>Total Costs</b>	\$ 29,488	\$ 11,795	\$ 8,846	\$ 8,846	\$ 58,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,975	
US Department of State	Country focused program - NHRC of Jordan	\$ 15,411	\$ 15,411	\$ 15,411	\$ 15,411	\$ 61,644	\$ 15,411	\$ 15,411	\$ 15,411	\$ 15,411	\$ 61,644	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 123,288	
	Country focused program - Palestinian ICCR	\$ 17,123	\$ 17,123	\$ 17,123	\$ 17,123	\$ 68,493	\$ 17,123	\$ 17,123	\$ 17,123	\$ 17,123	\$ 68,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 136,986	
	<b>Total Costs</b>	\$ 32,534	\$ 32,534	\$ 32,534	\$ 32,534	\$ 130,137	\$ 32,534	\$ 32,534	\$ 32,534	\$ 32,534	\$ 130,137	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,274	
<b>DONORS YET TO BE CONFIRMED</b>																		
	Annual Meeting (in part)	\$ 37,353	\$ 12,279	\$ 8,100	\$ 8,100	\$ 65,830	\$ 8,865	\$ 12,865	\$ 33,731	\$ 5,731	\$ 61,192	\$ 12,750	\$ 17,000	\$ 42,500	\$ 12,750	\$ 85,000	\$ 212,022	
	General Advisory Services (in part)	\$ 563	\$ 563	\$ 563	\$ 563	\$ 2,250	\$ 1,865	\$ 1,865	\$ 1,865	\$ 11,538	\$ 17,135	\$ 5,000	\$ 5,000	\$ 5,000	\$ 29,712	\$ 44,712	\$ 64,097	
	Advisory Council of Jurists (in part)	\$ 22,536	\$ 26,974	\$ 18,099	\$ 22,536	\$ 90,145	\$ 24,365	\$ 24,365	\$ 24,365	\$ 24,365	\$ 97,462	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 120,000	\$ 307,607	
	Information and Promotion (in part)	\$ 1,813	\$ 1,813	\$ 1,813	\$ 1,813	\$ 7,250	\$ 3,115	\$ 3,115	\$ 3,115	\$ 3,115	\$ 12,462	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 25,000	\$ 44,712	
	International Law Development (in part)	\$ 3,563	\$ 3,563	\$ 3,000	\$ 1,000	\$ 11,125	\$ 4,865	\$ 4,865	\$ 3,000	\$ 1,000	\$ 13,731	\$ 8,000	\$ 8,000	\$ 3,000	\$ 1,000	\$ 20,000	\$ 44,856	
	Strategic Management (in part)	\$ 10,563	\$ 10,563	\$ 10,563	\$ 10,563	\$ 42,250	\$ 11,115	\$ 11,115	\$ 11,115	\$ 11,115	\$ 44,462	\$ 13,750	\$ 13,750	\$ 13,750	\$ 13,750	\$ 55,000	\$ 141,712	
	Thematic Regional Training Workshops (in part)	\$ 21,585	\$ 21,585	\$ 21,585	\$ 4,237	\$ 68,990	\$ 26,370	\$ 46,040	\$ 6,700	\$ 6,700	\$ 85,811	\$ 12,647	\$ 63,234	\$ 37,940	\$ 12,647	\$ 126,467	\$ 281,268	
	Investigation Techniques Training (in part)	\$ 2,032	\$ 3,691	\$ 2,032	\$ 3,691	\$ 11,445	\$ 4,479	\$ 27,319	\$ 4,479	\$ 27,319	\$ 63,594	\$ 9,896	\$ 39,582	\$ 9,896	\$ 39,582	\$ 98,956	\$ 173,996	
	Regional Staff Placements (in part)	\$ 10,373	\$ 10,373	\$ 10,373	\$ 10,373	\$ 41,490	\$ 11,828	\$ 11,828	\$ 11,828	\$ 47,311	\$ 19,242	\$ 19,242	\$ 19,242	\$ 19,242	\$ 76,967	\$ 165,768		
	Trafficking (in part)	\$ 17,143	\$ 17,143	\$ 17,143	\$ 17,143	\$ 68,570	\$ 18,649	\$ 18,649	\$ 18,649	\$ 18,649	\$ 74,594	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 143,164	
	Internally Displaced Persons (in part)	\$ 3,183	\$ 3,183	\$ 3,183	\$ 3,183	\$ 12,730	\$ 4,790	\$ 4,790	\$ 4,790	\$ 4,790	\$ 19,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,891	
	Support for Other NHRIs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,865	\$ 46,865	\$ 46,865	\$ 46,865	\$ 187,462	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ 687,462	
	Other Training and Capacity Building	\$ 13,063	\$ 13,063	\$ 13,063	\$ 13,063	\$ 52,250	\$ 14,365	\$ 14,365	\$ 14,365	\$ 14,365	\$ 57,462	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109,712	
	<b>Total Costs</b>		\$ 143,765	\$ 124,787	\$ 109,512	\$ 96,260	\$ 474,325	\$ 181,539	\$ 228,048	\$ 184,869	\$ 187,381	\$ 781,837	\$ 242,534	\$ 327,058	\$ 292,578	\$ 289,933	\$ 1,152,103	\$ 2,408,265
	<b>TOTAL</b>		\$ 478,853	\$ 405,941	\$ 381,677	\$ 368,425	\$ 1,634,895	\$ 393,322	\$ 443,791	\$ 424,370	\$ 389,492	\$ 1,650,974	\$ 365,382	\$ 454,071	\$ 444,581	\$ 388,069	\$ 1,652,103	\$ 4,937,972

## Asia Pacific Forum of National Human Rights Institutions

### Misc - non attributable

	<b>2004</b>	<b>2005</b>	<b>2006</b>
<i>Accountancy / Audit</i>	\$ 11,712.16	\$ 11,746.93	\$ 11,626.91
<i>Bank charges</i>	\$ 1,064.74	\$ 783.13	\$ 1,162.69
<i>Chair expenses</i>	\$ 4,968.79	\$ 5,481.90	\$ 5,425.89
<i>Equipment lease</i>	\$ 3,549.14	\$ 3,915.64	\$ 3,875.64
<i>Equipment purchase</i>	\$ 5,323.71	\$ 5,873.46	\$ 5,813.45
<i>Insurance</i>	\$ 24,843.97	\$ 27,409.50	\$ 27,129.45
<i>Lease of offices</i>	\$ 39,040.52	\$ 43,072.07	\$ 42,632.00
<i>Legal expenses</i>	\$ 3,549.14	\$ 3,915.64	\$ 3,875.64
<i>Light and power</i>	\$ 2,129.48	\$ 2,349.39	\$ 2,325.38
<i>Official entertainment</i>	\$ 4,968.79	\$ 5,481.90	\$ 5,425.89
<i>Postage / Courier</i>	\$ 1,774.57	\$ 1,957.82	\$ 1,937.82
<i>Printing and Stationery</i>	\$ 2,839.31	\$ 3,132.51	\$ 3,100.51
<i>Subscriptions</i>	\$ 496.88	\$ 548.19	\$ 542.59
<i>Sundry / contingency</i>	\$ 1,419.66	\$ 1,566.26	\$ 1,550.25
<i>Telephone</i>	3549.14	\$ 3,915.66	\$ 5,425.89
<b>TOTAL</b>	<b>\$ 111,230.00</b>	<b>\$ 121,150.00</b>	<b>\$ 121,850.00</b>

## **12 Appendix Four – Key Duties**

Duty Statements for the following three positions will be developed. The following text highlights the key duties for the three positions:

### **Development Manager**

Under the direction of the Director, the position will be responsible for management, implementation and evaluation of the APF's Fund Development Plan. The Development Manager is also responsible for the development and implementation of the communications and external relations between the Secretariat and its donors.

Duties will include but not be limited to:

- Identification of prospective funding and sponsorship support
- Development of project and funding support applications
- Liaison with donors/sponsors during the evaluation process
- Establishing financial and reporting systems
- Management of funding acquittal processes
- Donor/sponsor cultivation and stewardship relations, as directed
- Review taxation and charitable status.

### **Projects Manager**

The Projects Manager is a new position created to strengthen the Secretariat's capacity to implement its increasing institutional capacity-building projects.

Duties will include but not be limited to:

- Undertake management of specific projects including project design, implementation, budget and reporting
- Develop and implement qualitative and quantitative project evaluation methods
- Manage relationships with project partners including national institutions, governments, consultants, donors and others
- Prepare correspondence, speech notes, activity reports, project plans as directed
- Undertake international and domestic travel to promote and implement APF activities.

### **Finance and Administration Officer**

The Finance and Administration Officer is a new position established to strengthen the Secretariat's organisational effectiveness and will be responsible for undertaking financial, travel and administrative duties.

Duties will include but not be limited to:

- Operating MYOB and Payroll software
- Executing accounts payable and receivable
- Liaise with banks
- Organise international and domestic travel
- Organise stationery and other administrative duties.

## 13 Appendix Five – Changes from the Previous Business Plan

The following schedule outlines the key changes since the previous plan and provides the relevant justification.

ISSUE	JUSTIFICATION
Section 2 – Organisational History	<p>Note that the ‘historical’ information on the APF has been removed from the old ‘Business Strategy’ section of the previous plan and shifted to a new Section 2. This provides greater focus to the new Section 3 ‘Business Strategy’ of the Plan.</p> <p>There are no budgetary impacts related to these changes.</p>
Section 3.1 – Mission Statement	<p>Updated to better reflect organisational mission via the inclusion of references to (i) the APF being comprised of national human rights institutions and (ii) that the APF works in partnership with governments and civil society.</p> <p>There are no budgetary impacts related to these changes.</p>
Section 3.1 – Vision Statement	<p>Updated to provide greater focus. Note the specific references to (i) the ‘representative’ nature of the APF and its services and (ii) a further reference to working in partnerships with governments and civil society.</p> <p>There are no budgetary impacts related to these changes.</p>
Section 3.1 – Goals and Objectives	<p>Updated to take account of 2004 to 2006 priorities and work loads. Note the refocusing on (i) the needs of member institutions, (ii) the representative nature of the APF and (iii) the need to strengthen the capacity of the APF secretariat.</p> <p>There are no budgetary impacts related to these changes.</p>
Section 4 – Operations Plan	<p>Updated to take account of 2004 to 2006 priorities. Note the shift away from the previous core/project operations distinction. All APF operations are now ‘project’ based to meet donor requirements and guidelines.</p> <p>The budgetary impact of delivering the projects contained in the Operations Plan is detailed in Section 7 and appendix 3.</p>
Section 5 – Organisational Plan	<p>Updated to reflect the present APF governance and managerial structure. Note insertion in 5.1 of membership and geographical scope issues which previously were in the ‘promotions’ section of the previous plan. Further note the inclusion in section 5.5 of APF (i) staffing and (ii)</p>

	<p>location issues.</p> <p>The budgetary impact of implementing the structure contained in the Organisational Plan is detailed in Section 7 and appendix 3.</p> <p>Note that the proposed re-location of the secretariat did not occur during the life of the previous Business Plan due to a lack of any identified funding and APF member concern about its organisational impact.</p>
Section 6 – Fund Development Plan	<p>This section has been renamed from the old ‘Promotions’ section of the previous plan. This provides a greater focus to APF fundraising. Non-fundraising information that was included in this section in the previous plan has been relocated throughout the new plan. Note the specific fundraising targets for each calendar year in 6.1.1.</p> <p>The budgetary impact of implementing the Fund Development Plan is detailed in Section 7 and appendix 3.</p>
Section 7 – Financial Plan	<p>Updated to reflect the costs associated with implementing the 2004 to 2006 projects and organisational structure. Note the inclusion in Section 7.1.3 of an ‘overall’ budget which lists donor income in the following three categories (i) confirmed (ii) under negotiation and (iii) to be identified. Further note that the budgeting of expenditure has been ‘project’ based. This approach incorporates salaries, administration and direct project costs under each individual project activity.</p>
Section 8 – Appendices	<p>Note the inclusion on three new appendices dealing with (i) position duty statements for new jobs (ii) evaluation framework and (iii) this schedule outlining changes from the previous Plan.</p>

## 14 Appendix Six – Evaluation Framework

Activity	Outcomes	Verifiable Indicators	Means of Verification	Assumptions
<b>General</b>	To establish an effective institutional capacity for the APF.	The implementation of the activities contained in the Business Plan.	1. Project and Annual Evaluations. 2. APF members approve annual implementation reports at annual meetings.	1. That governments, civil society and national institutions continue to support the existence and operations of the APF. 2. The donors provide additional resources.
<b>Annual Meetings of the APF</b>	To provide a forum for the exchange of information that will strengthen the institutional capacities of national human rights institutions of the region and to encourage and assist governments and civil society to establish national human rights institutions.	Annual meetings successfully held in 2004, 2005 and 2006.	1. Documentation and decisions. 2. Evaluation by participants.	1. Annual meetings take place as scheduled. 2. APF secretariat resources are available prior to and during annual meetings.
<b>General Advisory Services</b>	1. The provision of information and advice to APF member institutions to assist in the effective implementation of their mandates. 2. The provision of information on minimum standards to governments, civil society and other stakeholders to assist in the establishment of national institutions in full compliance with the Paris Principles.	1. Improved ability to interpret and apply international human rights standards and improved skills in key operational areas. 2. Enhanced knowledge among officials involved in the establishment of national human rights institutions.	1. Observation of standards in use and positive feedback from institutions. 2. Number of national institutions established or strengthened in compliance with the Paris Principles. 3. Evaluation by key stakeholders.	That APF members, governments and civil society of the region continue to support the formation and development of national institutions and their participation in the APF.

Activity	Outcomes	Verifiable Indicators	Means of Verification	Assumptions
<b>Advisory Council of Jurists</b>	To provide a mechanism for the legal examination of issues of regional concern to strengthen the capacities of national institutions to promote the conformity of domestic law with international law.	Advisory Council of Jurists meetings successfully held in 2004, 2005 and 2006.	1. Documentation and decisions of the Council. 2. Annual reports of APF member institutions on the implementation of the Council's recommendations. 3. Evaluation by key stakeholders.	1. Advisory Council of Jurists meetings take place as scheduled. 2. APF resources are available prior to and during the meetings. 3. APF member institutions adopt and act upon the Council's recommendations.
<b>Information and Promotion</b>	1. To disseminate information that will promote the strengthening of national institutions to effectively undertake their mandates. 2. To encourage governments and civil society to establish and strengthen national institutions in compliance with the Paris Principles. 3. To promote awareness of APF activities to APF members, governments, civil society and donors.	1. Improved knowledge among national institutions of issues relevant to the effective implementation of their mandates. 2. Enhanced awareness of the activities of human rights institutions for APF members, non-member institutions, governments, civil society and donors.	1. Documentation of information dissemination. 2. Number of website 'hits'. 3. At least 2 Forum Bulletin's published a year for 2004, 2005 and 2006. 4. A quarterly 'donor update' published. 5. Website expanded and reviewed. 6. Evaluation by stakeholders.	Preparation, printing and publication resources and facilities are available and take place on schedule.
<b>International Law Development</b>	1. Participation in the UN Commission on Human Rights and the UN annual meetings on regional arrangements in the Asia Pacific to (a) highlight the work of the APF, (b) receive international recognition and endorsement and (c) encourage a greater interest in the establishment and strengthening of national human rights	1. Participation in UN CHR and UN annual meetings which results in outcome documents reflecting the positive role of national institutions and the APF. 2. Participation in meetings to advance the development of a UN Convention on Disability. 3. Participation in the ICC which results in outcomes which advance the	1. Meeting reports, outcomes and associated documentation. 2. Inspection of policy papers. 3. Evaluation by stakeholders.	1. UN meetings held. 2. ICC meetings held. 3. Demand for information and participation from APF continues.

	institutions. 2. Participation in discussions to develop greater international recognition for the rights of people with disabilities via the development of a UN Convention on Disability. 3. Participation in ICC to ensure that the views of APF members are taken account of and to promote the establishment of a recognised status for national institutions at the UN. 4. Production of associated background papers on key issues for both informing APF member institutions and reflecting their joint positions.	interests of APF member institutions and promote that national institutions should be accorded a separate status at UN fora. 4. Background papers produced.		
<b>Training</b>	To provide training and the exchange of information that will strengthen the institutional capacities of national human rights institutions.	1. Training needs analysis undertaken. 2. Thematic workshops successfully held in 2004, 2005 and 2006. 3. In country investigation training held at least once a year for different institutions in 2004, 2005 and 2006. 4. At least two staff exchanges each year.	1. Meetings reports and documentation. 2. Evaluations by recipients.	APF secretariat resources are available prior to and during the training activities.
<b>Capacity Building Projects</b>	1. The implementation of institutional strengthening projects to (a) APF member institutions to strengthen their capacities, (b) prospective institutions to assist in their full compliance with the Paris Principles and (c) governments and civil society to establish institutions in compliance with the Paris Principles.	Projects implemented as per agreed outputs/outcomes.	1. Reports and documentation. 2. Evaluation of projects.	Demand for these projects and participation from APF continues.
<b>Strategic Management</b>	To ensure that the APF is the best managed organisation in its class.	Project resources secured and Business Plan implemented.	Project reporting and evaluations.	Funding secured to meet all Business Plan targets.

# Asia Pacific Forum of National Human Rights Institutions

## ANNUAL EVALUATION FORM

The purpose of this evaluation form is to collect information about the quality of the APF's services and programs from APF member institutions and from other organisations and individuals. Please take the time to fill out this evaluation form. Your views are important to us as they will help us improve the quality of our work. The information obtained from this evaluation will also be used to provide feedback to our donors and to establish future APF projects. We therefore would appreciate you providing specific examples of what we did well and what we could improve upon.

If some of the questions set out below are not relevant to you because you have not participated in a specific APF activity, please leave them blank. Finally, if you have any additional comments about the performance of the APF please write them in the space provided or feel free to submit additional information to the APF.

**Organisation:** please tick the appropriate box

APF Member     Government     NGO     United Nations     Donor     Other: \_\_\_\_\_

**Evaluation Scale:**

1 = Poor

2 = Fair

3 = Satisfactory

4 = Good

### **Question 1: Annual Meetings**

Please rate the following aspects of the Annual Meetings (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
Value of the Annual Meetings to your organisation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Program format	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Presenters and facilitators	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Papers and other conference materials	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Venues and facilities	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Secretariat's organisation and communications	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 2: General Advisory Services**

Please rate the following aspects of the APF's General Advisory Services (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Advice on the nature and status of national human rights institutions (NHRIs)				
Detailed legislative drafting and legal advice	1	2	3	4
Operational issues for NHRIs: organisational structure and procedures	1	2	3	4
Information about NHRI 'best practice' models	1	2	3	4
Provision of specific advice	1	2	3	4

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 3: Advisory Council of Jurists**

Please rate the following aspects of the Advisory Council of Jurists (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and importance of the Advisory Council of Jurists to your organisation				
Value and relevance of previous references to your organisation (death penalty, child pornography, trafficking)	1	2	3	4
Quality of Background Papers	1	2	3	4
Quality of follow-up information	1	2	3	4
Communications with APF Secretariat	1	2	3	4

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 4: Information and Promotion**

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
Value and relevance of the information on the APF website to your organisation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Accuracy of the information on the APF website about your organisation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Accessibility of the information on the APF website	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and relevance of the <i>Forum Bulletin</i> to your organisation?	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and relevance of the <i>Donor Update</i> to your organisation?	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 5: International Law Development**

Please rate the value and importance to your institution of the role played by the APF in the following international law development activities (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
UN Commission on Human Rights (Geneva)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
UN Asia Pacific Regional Workshops	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
International Coordinating Committee (ICC)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
UN Convention on the Rights of Persons with Disabilities - various meetings	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 6: Training**

If your organisation has participated in any of the APF's training activities (including: thematic regional workshops; investigations techniques training; and regional staff placements) please rate the following aspects of these activities (please circle)

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and importance of these activities to your organisation				
Benefit to the skills of the participating staff	1	2	3	4
Communications with APF Secretariat	1	2	3	4
Quality of follow-up information	1	2	3	4

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 7: Capacity Building Projects**

If your organisation has been involved in any of the APF's capacity building projects (including trafficking; and internally displaced persons) please rate the following aspects of these projects (please circle)

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and importance of the project to your organisation				
Benefit to the skills of the participating staff member	1	2	3	4
Communications with APF Secretariat	1	2	3	4
Quality of follow-up information	1	2	3	4

Comments (note – please provide specific examples of what we did well or things we could improve upon)

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**Question 8: Strategic Management**

Please rate the following aspects of the APF's strategic management services (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Servicing the Chairperson, Forum Council and sub-committees				
Identifying international issues and activities in accordance with the APF's mission and vision	1	2	3	4
Completing all monitoring, evaluation and reporting requirements	1	2	3	4
Implementing a long term strategy to secure financial independence and organisational growth	1	2	3	4
Strengthening of APF's governance and organisational structure				
Professionalism of Secretariat staff	1	2	3	4

Comments:

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**Question 9: Regional Cooperation**

The APF seeks to promote regional cooperation, coordination and networking among its members. Please rate the following aspects of the APF's strategic management services (please circle):

	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Value and relevance of regional cooperation to your organisation				
Communications with APF Secretariat	1	2	3	4

Comments:

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### **NHRI Needs Assessment**

To assist the APF in designing and delivering programs and services that are relevant to the needs of your organisation, please indicate on the table below accordingly:

	<b>Not important at all</b>	<b>Not important</b>	<b>Moderately Important</b>	<b>Important</b>
Complaint Handling (eg investigations, mediation etc)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Education (eg media awareness)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Monitoring (eg public inquiries)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Policy Advice (eg international human rights law & treaties)	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

Finally, the APF would welcome any suggestions you may have about how we should prioritise our future work. Do you want the APF to focus on any particular issues? If so, please list them below:

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