



ASIA PACIFIC FORUM
ADVANCING HUMAN RIGHTS IN OUR REGION

APF Strategic Plan

2011 to 2015

Contents

1	Background	2
1.1	Purpose of the Strategic Plan.....	2
1.2	Objectives	2
1.3	Operations	2
1.4	Implementing the Strategy.....	3
2	Vision, Mission, Goals and Objectives	4
2.1	Vision.....	4
2.2	Mission.....	4
2.3	Goals and Objectives.....	4
2.4	Monitoring and Evaluation	5
3	Operations Plan 2011 to 2015	5
3.1	Operations	5
4	Organisational Plan 2011 to 2015	19
4.1	Membership	19
4.2	Governance Structure.....	20
4.3	Management Structure	21
4.4	Institutional Strengthening	21
5	Financial and Fundraising Plan 2011 to 2015	22

1 Background

The Asia Pacific Forum of National Human Rights Institutions ('**APF**') is a membership organisation that supports the establishment and strengthening of national human rights institutions ('**NHRIs**') 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.

1.1 Purpose of the Strategic Plan

The APF's previous strategic plan detailed the activities necessary for the APF to successfully build upon its organisational transformation to become a fully fledged regional organisation. The key strategic goals of the earlier plan were successfully implemented.

The APF's strategic plan for the period 2011 to 2015 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. It also outlines an operations plan to provide effective support to its members.

1.2 Objectives

The APF's 2011 to 2015 strategic plan states that the vision of the APF over the next five years is to continue to be the 'leading 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 its members. In particular the APF will:

- Enhance member's institutional capacity;
- Enhance member's communication, cooperation and engagement;
- Promote compliance with the Paris Principles;
- Engage with regional and international human rights mechanisms; and
- Ensure the effective, efficient and strategic management of the APF.

1.3 Operations

The APF's operations for the period 2011 to 2015 will cover the professional activities necessary to:

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

1.4 Implementing the Strategy

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

- links between NHRIs in different countries is crucial for the implementation of cooperative efforts in the field of human rights;
- specialised technical assistance and cooperation is a priority for the development and strengthening of NHRIs;
- the cooperative framework of the APF provides a non-confrontational and practical environment in which NHRIs can address human rights issues; and
- diversified and secure funding is necessary in order for the APF to meet its mission and vision.

The strategic plan for the 2011 to 2015 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; and
- **Organisational Plan**, which details how the APF will improve its organisational effectiveness.

2 Vision, Mission, Goals and Objectives

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

2.1 Vision

For the period 2011 to 2015 the APF's **Vision Statement** is:

The APF will continue to be the leading regional human rights organisation in the Asia Pacific by:

- promoting effective international, regional and national cooperation and coordination;
- being representative of its membership and responsive to their needs;
- strengthening the capacity of its membership to protect and promote human rights;
- securing sufficient funding for its activities; and
- being the best managed organisation in its class.

2.2 Mission

For the period 2011 to 2015 the APF's **Mission Statement** is:

The NHRIs of the region believe that regional cooperation and coordination is essential to protect and promote the human rights of the peoples of the Asia Pacific. Through the APF their collective efforts are focused on supporting the effective and efficient promotion of their respective mandates and the establishment and strengthening of new NHRIs in full conformity with the Paris Principles.

2.3 Goals and Objectives

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

- To respond to the needs of its member institutions through the delivery of practical support projects.
- To assist in the establishment and strengthening of NHRIs in the region in full compliance with the Paris Principles.
- To promote international, regional and sub-regional cooperation and coordination.

- To seek a sustained partnership with the Office of the High Commissioner for Human Rights and the United Nations Development Programme.
- To be representative of the region in the organisation, participation and implementation of its activities.
- To strengthen the capacity of the APF 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.

2.4 Monitoring and Evaluation

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.

In addition to the evaluation of individual APF project activity, the APF will report back each year to Forum Councillors on the overall implementation of this Strategic Plan and the individual operation, organisation, financial and fundraising plans. To ensure that the Strategic 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 APF and submitted to Forum Councillors at each annual meeting for their consideration and approval. Each Forum Councillor will also be asked to complete a general evaluation form each year in order to assess the APF's overall performance.

3 Operations Plan 2011 to 2015

This section of the strategic plan gives a practical outline of the operations the APF will undertake to achieve its strategic goals and objectives.

3.1 Operations

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

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

In keeping with the mission, vision and key strategic goals and objectives, the APF's operations for the 2011 to 2015 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 NHRIs.

Future operations are grouped under the following five strategic objectives:

- Enhance member's institutional capacity;
- Enhance member's communication, cooperation and engagement;
- Promote compliance with the Paris Principles;
- Engage with regional and international human rights mechanisms; and
- Ensure the effective, efficient and strategic management of the APF.

The following operations will be undertaken during 2011 to 2015. The operations will be reviewed and updated on an annual basis for APF member consideration and approval:

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
ENHANCE MEMBERS INSTITUTIONAL CAPACITY	APF-UNDP-OHCHR Capacity Development Project.	<ul style="list-style-type: none"> ▪ The APF, in cooperation with UNDP and OHCHR, will facilitate self assessments of APF member institutions at their request. 	<ul style="list-style-type: none"> ▪ Capacity assessment reports on participating APF member institutions. ▪ Development of strategies to address capacity needs. 	<ul style="list-style-type: none"> ▪ Greater understanding of capacity strengths and needs. ▪ Strengthened capacity to effectively perform institutional mandate.
	APF-OHCHR-UNDP Partnership Framework.	<ul style="list-style-type: none"> ▪ The APF, OHCHR and UNDP will develop and implement a 'partnership framework' agreement detailing joint activities. 	<ul style="list-style-type: none"> ▪ The partnership framework agreement will include a range of joint activities to support the APF and its member institutions. 	<ul style="list-style-type: none"> ▪ Greater coordination between the APF, OHCHR and UNDP in the design and delivery of joint projects. ▪ Jointly implemented projects to assist in the meeting of the APF's mission, vision and strategic objectives.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
	Training.	<ul style="list-style-type: none"> ▪ The APF will provide professional skill development training. Training will focus on the needs expressed by the APF membership in the training needs analysis. Existing training will be supplemented by the development of new training programs. 	<ul style="list-style-type: none"> ▪ Training implemented. Existing training courses include: <ul style="list-style-type: none"> ○ Foundation on line course ○ Foundation face to face course ○ Migrant workers ○ Library and Information Systems ○ Torture Prevention ○ National Inquiries ○ Complaint handling ○ International Human Rights System ○ Commissioner high level dialogue ○ Human Rights Defenders ○ Media. ▪ New training programs developed. 	<ul style="list-style-type: none"> ▪ Increased skills for the Commissioners and staff of participating NHRIs.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
	The Advisory Council of Jurists.	<ul style="list-style-type: none"> ▪ Forum Councillors will determine references as the need arises. The APF will be responsible for the development of background papers; the organisation and management of the ACJ's meetings and for the dissemination of the recommendations of the ACJ. 	<ul style="list-style-type: none"> ▪ The effective management of the meetings to enable the ACJ to conclude their work. ▪ The provision of advice and support to member institutions on the implementation of ACJ references. 	<ul style="list-style-type: none"> ▪ The ACJ's reports will contribute to a greater understanding of international law in the Asia Pacific region ▪ Greater compliance of domestic law with international law.
ENHANCE MEMBERS COMMUNICATION, COOPERATION & ENGAGEMENT	Communication.	<ul style="list-style-type: none"> ▪ The APF will disseminate information through a wide range of mechanisms on the role and functions of NHRIs and the activities of the APF. In particular the APF will provide information to member 	<ul style="list-style-type: none"> ▪ Bulletin disseminated widely ▪ New information placed on website ▪ Email broadcasts sent 	<ul style="list-style-type: none"> ▪ A greater understanding and awareness amongst members and key stakeholders of the role of NHRIs and the APF.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
		institutions, governments, UN agencies, NGOs and the general community through: <ul style="list-style-type: none"> • Publishing at least 8 copies of the Forum e-Bulletin each year; • Posting new information on the APF website on at least a monthly basis; • Sending email broadcasts to member institutions on APF, ICC and UN related activities. 		
	Senior Executive Officers Network.	<ul style="list-style-type: none"> ▪ The APF will service the meetings of the SEO network and implement Forum Councillor approved SEO activities. 	<ul style="list-style-type: none"> ▪ The effective management and servicing of the meetings of the SEO network. 	<ul style="list-style-type: none"> ▪ Effective management of NHRIs.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
			<ul style="list-style-type: none"> ▪ The implementation of approved SEO activities. 	
	Staff Placements.	<ul style="list-style-type: none"> ▪ Staff placements, exchanges and secondments to participating NHRIs. 	<ul style="list-style-type: none"> ▪ Placements undertaken. 	<ul style="list-style-type: none"> ▪ Increase in staff skills and the development of greater cooperation between participating NHRIs.
	Annual Meetings of the APF.	<ul style="list-style-type: none"> ▪ The APF will be responsible, in cooperation with the host institution in the years when the APF Conference is also held, for all aspects of the management of the annual meeting. This will include the development of policy papers, organisational logistics, provision of personnel, fundraising, 	<ul style="list-style-type: none"> ▪ Applications for membership, the development of policy and APF-ICC relations will be considered ▪ APF member approval of key planning and management documents (e.g. audit, annual strategic plans) ▪ APF member approval of joint 'concluding 	<ul style="list-style-type: none"> ▪ Effective international, regional and national cooperation and coordination ▪ APF representative of its members and responsive to their needs ▪ APF organisation and activities

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
		<p>administration, evaluation and reporting.</p> <ul style="list-style-type: none"> ▪ APF16 Annual Meeting and Conference in 2011 in Bangkok, Thailand. ▪ APF17 Annual Meeting only in 2012 in Bangkok, Thailand. ▪ APF18 Annual Meeting and Conference in 2013, host and location to be determined. ▪ APF19 Annual Meeting only in 2014 in Bangkok, Thailand. ▪ APF20 Annual Meeting and Conference in 2015, host and location to be determined. 	statements'	effectively managed

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
	Networking Opportunities.	<ul style="list-style-type: none"> ▪ The APF will host study visits to NHRIs and regional workshops on thematic issues as determined and approved by Forum Councillors. 	<ul style="list-style-type: none"> ▪ APF study visits and regional thematic workshops held. 	<ul style="list-style-type: none"> ▪ Increase in Commissioner and staff skills and the development of greater cooperation between participating NHRIs.
PROMOTE COMPLIANCE WITH THE PARIS PRINCIPLES	Advice on the nature and status of NHRIs to members, governments and civil society, including detailed legislative drafting and legal advice on request.	<ul style="list-style-type: none"> ▪ Provision of advice on the establishment of NHRIs in full compliance with the Paris Principles. ▪ Provision of advice, on request, to member institutions in ICC Re-accreditation reviews. ▪ Provision of advice, on request, to new institutions seeking ICC accreditation and APF 	<ul style="list-style-type: none"> ▪ The provision of APF advice to the listed stakeholders seeks to ensure that the NHRIs are established in full compliance with the Paris Principles. 	<ul style="list-style-type: none"> ▪ NHRIs established in compliance with the Paris Principles.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
	Support the APF representative on the ICC Sub-Committee on Accreditation.	<p>membership.</p> <ul style="list-style-type: none"> ▪ Provision of advice to the APF representative on the ICC Sub-Committee on Accreditation on NHRI compliance with the Paris Principles. ▪ Provision of advice on the development of General Observations. ▪ Provision of advice on ICC accreditation procedures. 	<ul style="list-style-type: none"> ▪ The provision of APF advice seeks to ensure that the NHRIs are correctly assessed as to their compliance with the Paris Principles. 	<ul style="list-style-type: none"> ▪ ICC processes on compliance with the Paris Principles undertaken appropriately.
ENGAGE WITH REGIONAL & INTERNATIONAL HUMAN RIGHTS	The APF will facilitate NHRI regional advocacy in the UN Human	<ul style="list-style-type: none"> ▪ Participate in the UN Human Rights Council & its mechanisms. 	<ul style="list-style-type: none"> ▪ Participation in relevant mechanisms. 	<ul style="list-style-type: none"> ▪ NHRI input assists in the development of more effective international

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
MECHANISMS	Rights Council.			mechanisms.
	The APF will facilitate NHRI advocacy in the UN Commission on the Status of Women (CSW).	<ul style="list-style-type: none"> ▪ Seek participation rights for NHRIs in CSW. 	<ul style="list-style-type: none"> ▪ Formally raise the issue of NHRI participation at CSW. 	<ul style="list-style-type: none"> ▪ NHRI input assists in the development of more effective international mechanisms.
	UN Human Rights meetings.	<ul style="list-style-type: none"> ▪ Participate in the relevant UN meetings and workshops on the promotion of human rights in the Asia Pacific region. 	<ul style="list-style-type: none"> ▪ Participation in relevant UN meetings and workshops. 	<ul style="list-style-type: none"> ▪ NHRI input assists in the development of more effective international mechanisms.
	International Coordinating Committee of National Institutions (ICC).	<ul style="list-style-type: none"> ▪ Participate in the meetings of the ICC. 	<ul style="list-style-type: none"> ▪ Participation in the ICC. 	<ul style="list-style-type: none"> ▪ APF input assists in an effective ICC.

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
STRATEGIC MANAGEMENT	<p>The APF will be responsible for the overall strategic management of the organisation and its operations.</p>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Provision of secretariat assistance and support ▪ As above ▪ As above ▪ As above 	<ul style="list-style-type: none"> ▪ Ensuring the effective operation of the APF as a 'membership' organisation ▪ Ensuring APF relevance and strategic engagement ▪ As above ▪ To enable the APF

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
		<p>monitoring, evaluation and reporting requirements.</p> <ul style="list-style-type: none"> ▪ Identifying and implementing risk management strategies for all project activities and the overall operation of the APF. ▪ Implementing a long-term fund development strategy. ▪ 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. 	<ul style="list-style-type: none"> ▪ As above ▪ As above ▪ As above ▪ As above 	<p>to effectively manage its activities and improve services</p> <ul style="list-style-type: none"> ▪ As above ▪ To achieve financial stability ▪ Ensuring the effective operation of the APF ▪ As above

APF STRATEGIC PLAN	ACTIVITY	DETAILS	EXPECTED OUTPUTS	EXPECTED OUTCOMES
		<ul style="list-style-type: none"> ▪ Managing all day to day secretariat operations. ▪ Working in cooperation with external actors, including academics, to review the effectiveness of the APF. ▪ Conducting and piloting a feasibility study on APF sub-regional presences. 	<ul style="list-style-type: none"> ▪ As above ▪ As above ▪ Feasibility study to present options for the establishment of APF sub-regional presences. Following Forum Councillor consideration and approval of options they will be piloted for evaluation. 	<ul style="list-style-type: none"> ▪ As above ▪ As above ▪ APF sub-regional presence.

4 Organisational Plan 2011 to 2015

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

4.1 Membership

The APF is comprised of NHRIs. Full members of the APF must comply with the minimum standards set out in the Principles Relating to the Status of National Institutions (more commonly known as the Paris Principles). Candidate and Associate members are institutions which currently do not fully comply with the Paris Principles. These institutions participate in APF activities but not in the decision-making processes of the APF. At APF14 the Forum Council decided to adopt ICC accreditation decisions as the basis for determining the membership status of APF member institutions. Those institutions accredited by the ICC as having an “A” Status are ‘full’ members of the APF. Those institutions accredited by the ICC as having a “B” Status are “associate” members of the APF.

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

- **Afghanistan** Independent Human Rights Commission
- **Australian** Human Rights Commission
- National Human Rights Commission of **India**
- **Indonesian** National Commission on Human Rights
- **Jordan** National Centre for Human Rights
- Human Rights Commission of **Malaysia**
- Human Rights Commission of the **Maldives**
- National Human Rights Commission of **Mongolia**
- National Human Rights Commission of **Nepal**
- **New Zealand** Human Rights Commission
- **Palestinian** Independent Commission for Human Rights
- **Philippines** Commission on Human Rights
- National Human Rights Committee of **Qatar**
- National Human Rights Commission of the **Republic of Korea**
- Human Rights Commission of **Sri Lanka**
- National Human Rights Commission of **Thailand**
- Provedor for Human Rights and Justice of **Timor-Leste**

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 applications for membership are determined at APF Annual Meetings. Decisions on membership are the sole responsibility of the Forum Councillors.

During the life of this plan it is envisaged that, at least, an additional three and possibly up to five institutions will become members of the APF by the end of 2015 – bringing the total membership of the APF up to between twenty and twenty two members.

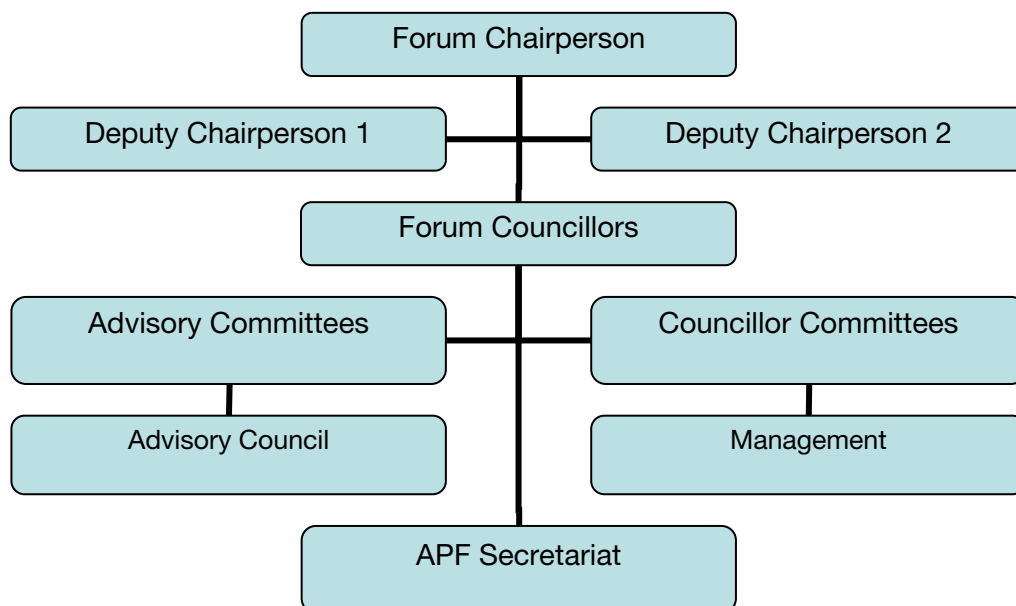
4.2 Governance Structure

The APF is an independent, membership based, 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. 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. 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.
- 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 comprised of the Chairperson, Deputy Chairpersons and the host institution.
- The Forum councillors may also decide to establish a number of advisory committees. The Advisory Council of Jurists falls within this structure.

Below is a diagrammatic view of the organisation:

Figure 1 – Structure of the APF



4.3 Management Structure

The APF secretariat is the implementing arm of the APF but has no substantive decision-making authority: Members decide on all issues related to programming. They do this by reviewing and approving operation plans developed by the APF secretariat, in consultation with Members.

The secretariat of the APF currently has seven staff working either part or full time. 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 strategic plan. This staffing complement is supplemented by staff placements from participating NHRIs, consultants and student interns.

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.

Development Manager: the Development Manager is responsible for donor development, liaison and high level financial controls.

Finance Manager: the Finance Manger is responsible for financial management and administration.

Project Manager (regional training): the Project Manager (regional training) is responsible for design, management, evaluation, reporting and implementation of the APF's regional training projects.

Legal Counsel: the Legal Counsel is responsible for the provision of legal advice to States, NHRIs and other stakeholders on compliance with the Paris Principles.

Projects Manager: the Project Manager is responsible for design, management, evaluation, reporting and implementation of APF projects.

4.4 Institutional Strengthening

To keep pace with the demands of its increasing membership and to achieve its mission, vision and key strategic goals and objectives, the APF will need to strengthen its secretariat.

The growth in demand for services and the desire to take a more holistic approach to training, including developing better peer-to-peer networking, will require the APF secretariat to devote additional time and energy to these tasks in addition to the APF's existing activities.

As membership increases in the sub-regions, the APF will have to examine how it can best serve its Members, including in programme planning, delivery and evaluation. It has been proposed that a feasibility study be undertaken on strengthening the sub-regional presence of the APF secretariat. Depending on the options presented and approved by Forum Councillors, this may take the form of sub-regional offices of the APF to provide more localised services for Members.

The establishment of sub-regional offices presents a very large opportunity to the APF to ensure that programming for Members is geared directly to their unique needs and presented in a manner that makes them fully accessible. The impact of changing the administrative structure also might have benefits for regional initiatives. For example, sub-regional secretariats might support dialogue and activity at the sub-regional level that can benefit regional strategic planning initiatives and information exchanges at Annual Meetings.

Establishing sub-regional offices also poses tremendous challenges that must be managed carefully. Given the importance of this issue, the APF management sub-committee comprised of the Chairperson, Deputy Chairpersons and the host institution should oversee the feasibility study, as well as possible actions that are taken subsequently.

If approved, the APF should pilot the results of the feasibility study with one or two sub-regions to test and validate the approach and revise it as necessary. Changes to service delivery models should be introduced organically, according to defined need, cost-benefit analysis and management, administrative and financial capacity.

5 Financial and Fundraising Plan 2011 to 2015

Given the recommendations of the joint donor review for increased service delivery, the potential for sub-regional presences and the need for donors to provide greater financial support to the APF, a reliable forecast income and expenditure plan for the APF based on its operational plan over the next five years is not, at this stage, possible. Current yearly expenditure is approximately \$2 million AUD – however the costs associated with increased service delivery and associated mechanisms will increase this expenditure.

Upon approval of the APF strategic plan the APF secretariat will engage with its donors to progress the recommendations of the joint donor review. The secretariat will also seek to budget the piloting of sub-regional APF presences. Following these discussions the APF will then submit to Forum Councillors a financial plan for the 2011 to 2015 period based on the proposed operational activity. One specific issue that Forum Councillors will also need to address is the quantum of the APF's contingency fund. Forum Councillors have previously set a target of one year operational expenditure for the fund and, as a result, the fund has progressively been built up in those years where the APF

had achieved an operational surplus. Consideration will need to be given as to whether the target should be retained.

A key goal identified in this strategic 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 also need to be found and retained.

In the preparation of the APF financial plan, the secretariat will also prepare a fundraising plan setting out fundraising goals for the 2011 to 2015 period. The following strategies and activities will then be undertaken in implementing the fund development plan:

- Renew existing donors
- Reenergise contact with prospects in cultivation
- Review previous fundraising efforts to identify lapsed donors
- Identify and develop relationships with new prospects
- Expand network of partners (non-financial relationships)
- 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
- Engage member institutions to assist in fundraising advocacy.