



ASIA PACIFIC FORUM
ADVANCING HUMAN RIGHTS IN OUR REGION

APF Governance Reform

Discussion Paper

APF 20

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Institutions

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APF Governance Reform

1. Executive Summary

- 1.1 With membership of the APF growing and this set to continue over the life of the next (2015-2020) Strategic Plan it has become clear that a comprehensive review of the APF governance is required.
- 1.2 The Forum Council Working Group (FCWG) – comprised of the APF member institutions from Palestine, India, Korea, Philippines and Australia – was authorised by the Forum Council to consider and report on proposals for a revised APF governance structure.
- 1.3 The FCWG met twice in person and considered a range of issues. This discussion paper represents the views of the FCWG. It is presented to the full Forum Council at APF 20 to initiate a broader discussion of possible governance reform options.
- 1.4 The key questions for discussion are ‘what would a revised governance model look like’, ‘how can it promote member participation and a sense of collegiality’ and ‘how to create an efficient and accountable governance model that has clarity and purpose’.
- 1.5 The discussion paper proposes the establishment of a General Assembly, consisting of all APF members, responsible for all major decision making within the APF. The proposal is to support the General Assembly with the creation of an APF Board, responsible for overseeing the implementation of General Assembly decisions and making recommendations to it.
- 1.6 The discussion paper examines each area in detail and provides a proposal on which the Forum Council can provide its comments to assist in the deliberation of governance reform.

2. Rationale

- 2.1 With the continued growth in its membership and the resulting expansion of its geographic reach, the APF is at an important juncture in its governance structure. In the current context of strategic planning for 2015-2020, Forum Councillors agreed that it was timely to consider a review of the APF governance model to ensure that the organisation’s operational effectiveness, future sustainability, credibility and member ownership is strengthened and in the best possible position for continued future success.

- 2.2 There are currently 22 member institutions of the APF. Fifteen (15) are 'Full' 'A' accredited members¹. Seven (7) are 'Associate' 'B' members and are either accredited by, or waiting to be accredited by, the ICC². It is anticipated that within the next Strategic Plan cycle (2015-2020) the number of APF member institutions will increase.
- 2.3 The APF governance model has not been reviewed since its incorporation in 2002. With its growing membership and increased maturity as an organisation, a review of its governance is timely. It takes advantage of the current strategic planning processes and recognises that the APF operates in a dynamic economic, political and social environment. Currently all 'A' members are entitled to appoint a Forum Councillor to govern the APF and, as membership continues to grow, this will have increased efficiency and cost implications.
- 2.4 In 2014, the Forum Councillors established an advisory committee of 5 Forum Councillors called the Forum Council Working Group on Strategic Planning for 2015-2020³. The role of the FCWG was to:
- (i) consider the findings of an APF 'Self-Review' and a 'Situational Analysis' conducted in 2014; and
 - (ii) provide recommendations to Forum Councillors on a new 2015-2020 strategic plan for the APF.
- 2.5 The FCWG's June 2014 report was considered by the Forum Council at the 19th Annual Meeting of the APF (APF 19) held in New Delhi, India in September 2014. The report included a specific recommendation to strengthen *"the APF's governance and organisational structure through the development of board and operational policies"*.
- 2.6 Following consideration of the FCWG's report, Forum Councillors agreed to extend the mandate of the FCWG and request it to consider and report on *"Proposals for a revised APF governance structure"*.⁴
- 2.7 This discussion paper has been prepared by the FCWG to facilitate the Forum Council's consideration of this issue. The paper outlines key issues for consideration and provides suggestions for each area with the intention that these can be used by the Forum Council to discuss and address governance reforms.

¹ The 15 'A' (A-status) members are the NHRIs of Afghanistan, Australia, India, Indonesia, Jordan, Korea, Malaysia, Mongolia, Nepal, New Zealand, Palestine, Philippines, Qatar, Thailand and Timor-Leste.

² The 7 'B' members (B-status or waiting accreditation by the ICC) include the NHRIs of Bangladesh, Kazakhstan, Maldives, Myanmar, Oman, Samoa and Sri Lanka. Those NHRIs not yet accredited by the ICC are Myanmar and Samoa.

³ FCWG committee members include the NHRIs of Australia, India, Korea, Palestine and the Philippines.

⁴ <http://www.asiapacificforum.net/about/annual-meetings/19th-india-2014>

3. Overview

3.1 Narrative

3.1.1 The current governance model is built around the 'Forum Council' - the APF decision making body consisting of representatives from each 'Full' Member Institution, totalling 15.⁵ With both the number of 'Full' and 'Associate' members set to rise over the term of the next Strategic Plan it was thought that it was advisable that the governance structure be revised:

- (i) To ensure an efficient and accountable governance for the APF;
- (ii) To enhance the collegiality and ownership of the APF by its members; and
- (iii) To enhance the purpose and clarity of roles and powers within the APF governance model.

3.1.3 The key questions that are discussed in this paper include:

- (i) What form should the decision-making body take?
- (ii) How to create an efficient governance model whilst maintaining member ownership and collegiality?
- (iii) What terminology should be used to create clarity of roles and purpose within the APF membership?

3.1.4 This discussion paper seeks to address these questions by proposing the creation of a General Assembly⁶ with an APF Board.

3.1.5 The General Assembly would consist of all APF members and, in essence, have the same decision making powers as the current Forum Council. Full members will have voting and participatory rights, while Associate members will have participatory rights only.

3.1.6 An APF Board, consisting of a Chair, Deputy-Chair and 3 other members, will oversee the implementation of General Assembly decisions, make recommendations on issues, and put reports before the General Assembly.

3.1.7 To provide clarity of terminology and international consistency it is suggested that 'Full' members are redefined as 'A' members, and 'Associate' members as 'B' members, and for the rest of this discussion paper they will be referred to as such. The powers of each category of member would remain essentially the same as the current situation with one amendment being that 'B' members would have the opportunity to nominate a non-voting representative to the General Assembly, ensuring a more formalised and inclusive participation of 'B' members in the

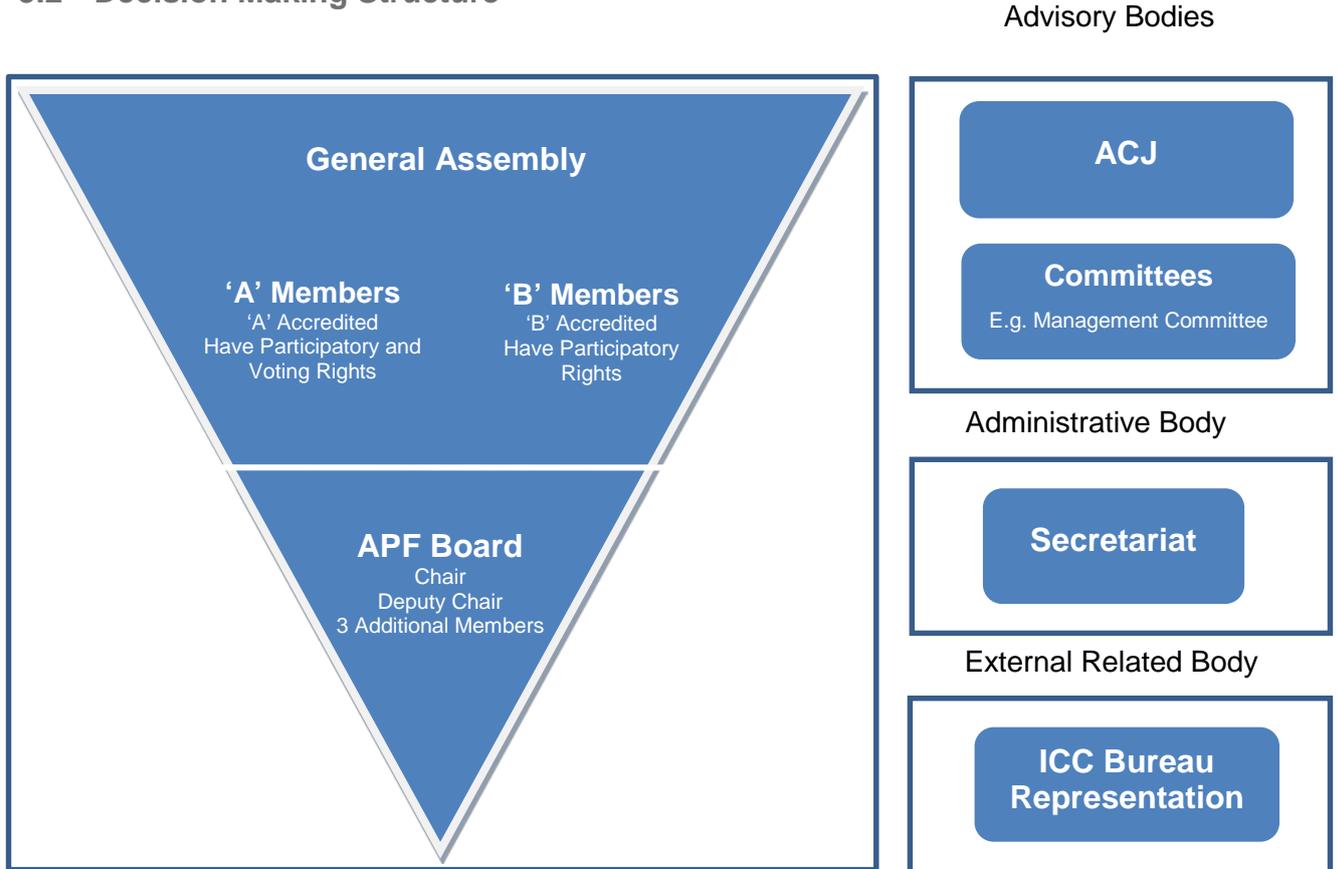
⁵ For a list of Full and Associate Members visit <http://asiapacificforum.net/members/full-members>

⁶ A full glossary of current and proposed terms is found in Appendix A

discussions of the APF. 'B' members will also be able to host APF conferences as APF leadership positions will be delinked from the previous practice that ensured that the host of an APF Conference becomes the APF Chairperson.

3.1.8 The diagram below illustrates this proposed governance model and then outlines the respective powers and responsibilities of the General Assembly and the APF Board. The discussion paper then proceeds to examine the governance issue in more detail, highlighting issues that require Forum Council consideration.

3.2 Decision Making Structure



3.3 Powers and Responsibilities

General Assembly	APF Board
All members consider and 'A' members adopt Strategic Plans.	Consideration of Strategic Plan and recommendations to General Assembly.
All members consider and 'A' members adopt Auditors Report.	Consideration of Auditors Report and recommendations to General Assembly.
All members consider and 'A' members adopt annual Directors Report.	Consideration of annual Directors report and recommendations to General Assembly.

All members consider and 'A' members adopt Constitutional Amendments and changes to Rules of Procedures.	Consideration of proposed Constitutional Changes and changes to Rules of Procedures and recommendations to General Assembly.
'A' members nominate and elect Board	Board serves under the supervision of the General Assembly.
'A' members decide on APF membership applications.	Consideration of applications for APF membership and recommendations to General Assembly.
	Consideration of 6 monthly Directors Report.
	Decide on ACJ referrals (Final decision or refer to General Assembly).
	Adopt annual Operational Plan and notify General Assembly.

3.4 Summary of Proposals

Governance	Voting	Term of Office	Meetings	ICC Bureau
<p>Redefine 'Full' and 'Associate' members as 'A' and 'B' members.</p> <p>Establish a 'General Assembly', consisting of representatives from all 'A' and 'B' members.</p> <p>Rules of procedure:</p> <ul style="list-style-type: none"> - 'A' members have voting and participatory rights in the General Assembly. - 'B' members have participatory rights in the General Assembly <p>Establish an elected 5-Member Board consisting of:</p> <ul style="list-style-type: none"> - A Chairperson - A Deputy Chairperson - 3 other members <p>Rules of procedure:</p> <ul style="list-style-type: none"> - All board members must be A-accredited. 	<p>General Assembly elects the APF Board.</p> <p>Consecutive elections to be held for:</p> <ul style="list-style-type: none"> - Chair; - Deputy-Chair; - 3 other members <p>Rules of Procedure:</p> <ul style="list-style-type: none"> - 'A' members may make one nominee per election (unless that member has already obtained a Board position) - One vote per election per 'A' member - Maximum of 2 Board members from any one sub-region - Upon vacation of Office by the Chair, the Deputy-Chair assumes the position - Upon vacation of Office by the Deputy-Chair or the other 3 Board members, an election is held to fill the position - Secret ballot elections to be held at General Assembly or in Geneva to allow for representations from nominees 	<p>Board members terms set at 2 years, renewable once upon re-election</p> <p>Rules of Procedure:</p> <ul style="list-style-type: none"> - Board members should have 2 years left on their term at national level to be nominated and elected 	<p>Hold a minimum of two APF Board meetings per annum</p> <p>One Board meeting to coincide with the ICC meeting in Geneva</p> <p>One Board meeting to immediately precede the meeting of the General Assembly on or around the 3rd quarter of the year</p>	<p>Chair of the APF Board also chairs the Asia Pacific ICC Bureau Group</p> <p>Remaining 3 positions are elected from within APF 'A' membership</p>

4. Governance

4.1 Proposal

- (i) **Redefine 'Full' and 'Associate' members as 'A' and 'B' members.**
- (ii) **Establish a 'General Assembly', consisting of all 'A' and 'B' members.**
 - **'A' members have voting and participatory rights;**
 - **'B' members have participatory rights.**
- (iii) **Establish a new APF Board consisting of:**
 - **A Chairperson**
 - **A Deputy-Chairperson**
 - **3 other members.**

4.2 Commentary

4.2.1 Current Structure

The 'Forum Council is currently the APF decision making body and comprises representatives from all 'A' member institutions.

The APF currently uses the terms 'Full' and 'Associate' for its members.

4.2.2 Considerations

The growth in membership of the APF and subsequent impact on the efficiency of the organisation with its current governance model needs to be addressed.

How best can a sense of ownership and collegiality be fostered among members through the governance model?

Proposed changes to the governance model must ensure purpose and clarity in roles and responsibilities.

Where desirable, alignment of membership terminology should be consistent with international practice.

The Paris Principles have relevance to the governance of the APF and should be taken into account.

4.2.3 Main Features

Establish a General Assembly consisting of all members, supported by a streamlined Board of 5 persons (the 'APF' Board), to strike a balance between the need for organisational efficiency and membership ownership.

Redefine 'Full' and 'Associate' members as 'A' and 'B' members respectively to bring the terminology in line with the ICC and other regional networks.

Establishing a General Assembly consisting of all members creates an enhanced sense of ownership and collegiality. However 'A' members are those that comply with the Paris Principles and are therefore vested with voting rights. 'B' members do not fully comply with the Paris Principles and therefore do not have voting rights but do have participatory rights in the General Assembly.

Creating an APF Board with responsibility to oversee implementation of General Assembly decisions will improve governance by facilitating more timely and effective decision making. Ownership and diversity is maintained through the clear distribution and delineation of powers between the General Assembly and the Board and by the proposed rule requiring no more than 2 Board members from any sub-region.

The reforms described above would require changes being made to the APF Constitution, which would have to be approved by the Forum Council.

4.3 Rules of Procedure and Powers

4.3.1 General Assembly

Rules of Procedure:

- All member institutions to nominate one representative to the General Assembly.
- 'A' members have voting and participatory rights within the General Assembly.
- 'B' members have participatory rights within the General Assembly.

Powers:

- Consider (all members) and adopt ('A' members) Strategic Plan.
- Consider (all members) and adopt ('A' members) Auditors Report.
- Consider (all members) and adopt ('A' members) proposed changes to the Constitution and Rules of Procedures.
- Consider (all members) and adopt ('A' members) annual Directors Report.
- 'A' members elect the Board.
- 'A' members decide on APF membership applications.
- May move a no-confidence motion in relation to the Board.

4.3.2 APF Board

Rules of Procedure:

- The General Assembly ('A' members) elects the APF Board through three consecutive secret ballots, starting with for the position of Chair (one vote, one value). All 'A' members can make one nomination. See 5.2 below for a more detailed discussion on the voting process.
- Nominee Board members must be individuals from an 'A' member and must be a serving commissioner or senior executive officer with at least 2 years remaining in their domestic tenure.
- No more than 2 individuals from any one sub-region⁷ can be elected to the Board.
- Nominees must meet established criteria.
- Board members will reflect the diversity of the APF membership and will act in its best interests.
- 3 Board members (inclusive of the Chair, or in their absence, the Deputy-Chair) constitutes a quorum at meetings.
- Rules of procedures will be developed and approved.

Powers:

- Consider proposed Constitutional changes and make recommendations for approval to the General Assembly.
- Consider the 5 Year Strategic Plan and make recommendations for approval to the General Assembly.
- Consider the Auditors Report and make recommendations for approval to the General Assembly.
- Consider the Annual Director's report and make recommendations for approval to the General Assembly.
- Consider applications for APF membership and make recommendations for approval to the General Assembly.
- Consideration of 6 monthly Directors Report.

⁷ There are 6 sub-regions within the APF Membership: **Central Asia** (National Centre for Human Rights of Kazakhstan); **North Asia** (National Human Rights Commission of Mongolia, National Human Rights Commission of Korea); **the Pacific** (Australian Human Rights Commission, New Zealand Human Rights Commission, Samoa Office of the Ombudsman); **South Asia** (Afghanistan Independent Human Rights Commission, National Human Rights Commission of India, National Human Rights Commission of Nepal, National Human Rights Commission of Bangladesh, Human Rights Commission of the Maldives, Human Rights Commission of Sri Lanka); **South-East Asia** (Indonesian National Commission on Human Rights, Human Rights Commission of Malaysia, Philippines Commission on Human Rights, National Human Rights Commission of Thailand, Timor-Leste Office of the Provedor for Human Rights and Justice, Myanmar National Human Rights Commission); **West Asia** (Jordan National Centre for Human Rights, Palestinian Independent Commission for Human Rights, National Human Rights Committee of Qatar, National Human Rights Commission of Oman).

- Consult with the General Assembly on ACJ references and decide upon the references.
- Adopt annual Operational Plan and notify General Assembly.
- Consider quick responses to assist NHRIs in times of crisis or concern and develop a protocol for such responses; and
- Supervise the APF secretariat in implementing the Strategic Plan.

5. Voting Process: Board Members

5.1 Proposal

At a meeting of the General Assembly consecutive elections via a secret ballot to be held for:

- (i) The Chair***
- (ii) Deputy-Chair***
- (iii) 3 Board members.***

Criteria to be established for nominees to the Board

5.2 Commentary

5.2.1 Current Structure

There is currently no stand-alone election process for the Chair of the Forum Council.

There are currently no criteria on what position a person must hold to be nominated as a Forum Councillor.

Leadership positions are linked to an 'A' member hosting a biennial conference.

The APF Chair and Deputy-Chairs are therefore currently selected based on nominations to host the APF biennial conference.

5.2.2 Considerations

How to establish an effective APF Board with the relevant skills, knowledge and experience to enhance operational effectiveness.

The need for a stand-alone election process to ensure a lean, strong, diverse leadership must be addressed.

Ensuring regional diversity and gender equality must be taken into account.

Rules of procedure for vacation of Office need to be established.

Delinking leadership positions from hosting the APF biennial conference should be considered.

5.2.3 Main Features

Create an open and transparent election process for all Board positions. The recommended election system seeks to ensure that nominations and voting is conducted on a criteria based system that is in the best interests of the APF rather than that of a country or sub-region. Sub-regionalisation of voting could have a negative impact in terms of ownership and unity for the APF and is therefore best avoided.

Establish criteria for leadership and representative positions to enhance effective leadership and decision making.

Establish Rules of Procedure that stipulate the Deputy Chair is to assume the position of Chair upon vacation of Office. In the event of any other Board members vacating Office a re-election will be held among 'A' members of the General Assembly.

Discontinue the current practice of leadership positions attained on the basis of hosting the APF conference.

5.3 Rules of Procedure

- One nomination per election per 'A' member (unless that member has already obtained a Board position in either the Chair or Deputy-Chair election).
 - One vote per election per 'A' member.
 - Maximum of 2 Board members from any one sub-region. The Chair and Deputy Chair should not be from the same sub-region.
 - Upon vacation of Office by the Chair, the Deputy-Chair assumes the position.
 - Upon vacation of Office by the Deputy-Chair or any of the other 3 Board members an election for 'A' members is held to fill the position and that the vacating officer(s) cannot delegate their position to another official from within their institution(s).
 - Elections to be at a meeting of the General Assembly to allow for representations from nominees. A secret ballot will follow.
 - Postal/email votes can be made in advance.
 - An 'A' member who does not have a nominee for each election will act as scrutineer.
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6. Term of Office

6.1 Proposal

Board members terms are set at 2 years, renewable once only upon re-election.

6.2 Commentary

6.2.1 Current Structure

The term of the Chair of the Forum Council is usually 2 years.

In the current rotation system a member would serve in all 3 positions – Chair, 1st Deputy-Chair and 2nd Deputy Chair, meaning that a NHRI would have representation at this level for 6 years.

Currently no criteria exists on the required amount of time left on a nominee's term at national level.

6.2.3 Considerations

To take into account how to enhance ownership of the APF through regular rotation of Board positions.

A balance must be sought between regular rotations and creating a structure where effective Board members can be popularly elected to remain in their position for longer than one term.

The length of term for the Board member must be practical and take into consideration the length of term at national level. For example, if the APF Board term was 3-5 years would this unduly limit the number of potential nominees due to a lack of candidates who have that amount of time left on their term at national level?

6.3.3 Main Features

Maintain a 2 year term for all Board members to allow for a balance between stability and working within national terms. The stability levels are further enhanced by allowing for one renewal of office. The 2 year period is also beneficial in that it allows for relatively regular opportunities for elections and will help to ensure wider member participation.

Nominated Board members must have two years left to minimise the risk that they have to vacate their position during their tenure.

6.3 Rules of Procedure

- Board members must have 2 years left on their term at national level to be nominated and elected
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7. Meetings

7.1 Proposal

Hold a minimum of two APF Board meetings per annum

7.2 Commentary

7.2.1 Current Structure

Forum Councillors currently meet twice a year – once at an annual APF meeting and the second time in Geneva in the margins of the ICC annual meeting in March.

A biennial conference is held where the host NHRI is confirmed as the new Chair.

7.2.2 Considerations

The appropriate number of Board meetings must be considered and a balance achieved between cost and efficiency.

The legal requirement for at least one meeting per annum must be adhered to.

The matter of who the APF funds to attend scheduled meetings must be addressed.

7.2.3 Main Features

Two APF Board meetings per annum: The first to immediately precede the ICC meeting in Geneva and the second to immediately precede the meeting of the General Assembly in or around the 3rd quarter of the year. The recommendation seeks to achieve the required level of Board meetings whilst reducing costs by coinciding one meeting with the ICC meeting in March.

The APF will fund member participation at the meeting of the General Assembly in or around the 3rd quarter to ensure yearly member engagement and participation.

The position of Chair is no longer linked to the hosting of the Biennial Conference and is instead decided through a nomination and election process within the General Assembly.

The Biennial Conference is redefined as the 'APF Conference' to allow for greater flexibility in terms of regularity.

7.3 Rules of Procedure

- One APF Board meeting to immediately precede the ICC meeting in Geneva where additional costs of the Board (extended accommodation, per diems) will be borne by the APF.
 - One APF Board meeting to immediately precede the meeting of the General Assembly in or around the 3rd quarter (July to September) where 'A' and 'B' member participation in the General Assembly is funded by the APF (although the
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funding is not a Constitutional issue for consideration within this discussion paper).

- Board to be provided with the annual, financial, directors' and auditors report within a specified amount of time before the General Assembly and to meet one day before the meeting to consider and provide recommendations before presenting it to the General Assembly for adoption.
- Chair no longer automatically hosts biennial conference. This is instead decided by a call for nominations under an order of business at APF meetings. Conference hosting will be open to all 'A' and 'B' institutions.

8. ICC Bureau Representation

8.1 Proposal

The Chairperson of the APF Board is automatically the 'regional chair' of the APF group in the ICC.

Remaining 3 positions are elected from within the APF 'A' membership.

8.2 Commentary

8.2.1 Current Structure

Four 'A' member NHRI representatives comprise the APF representation on the ICC Bureau.

The Chair and Deputy Chair of the current Forum Council automatically hold two of these positions within the ICC Bureau representative group.

The remaining two positions are elected from within the 'A' members of the APF.

8.2.2 Considerations

ICC Bureau representation provides an important opportunity for 'A' accredited members to engage in an international leadership role. The selection process should recognise this and ensure that the opportunity is widely available and regularly rotated throughout the membership where appropriate.

8.2.3 Main Features

Increase the number of elected representatives to the ICC Bureau from 2 to 3 in order to enhance member engagement, widen Member opportunities and off-set the reduced size of the governing Board.

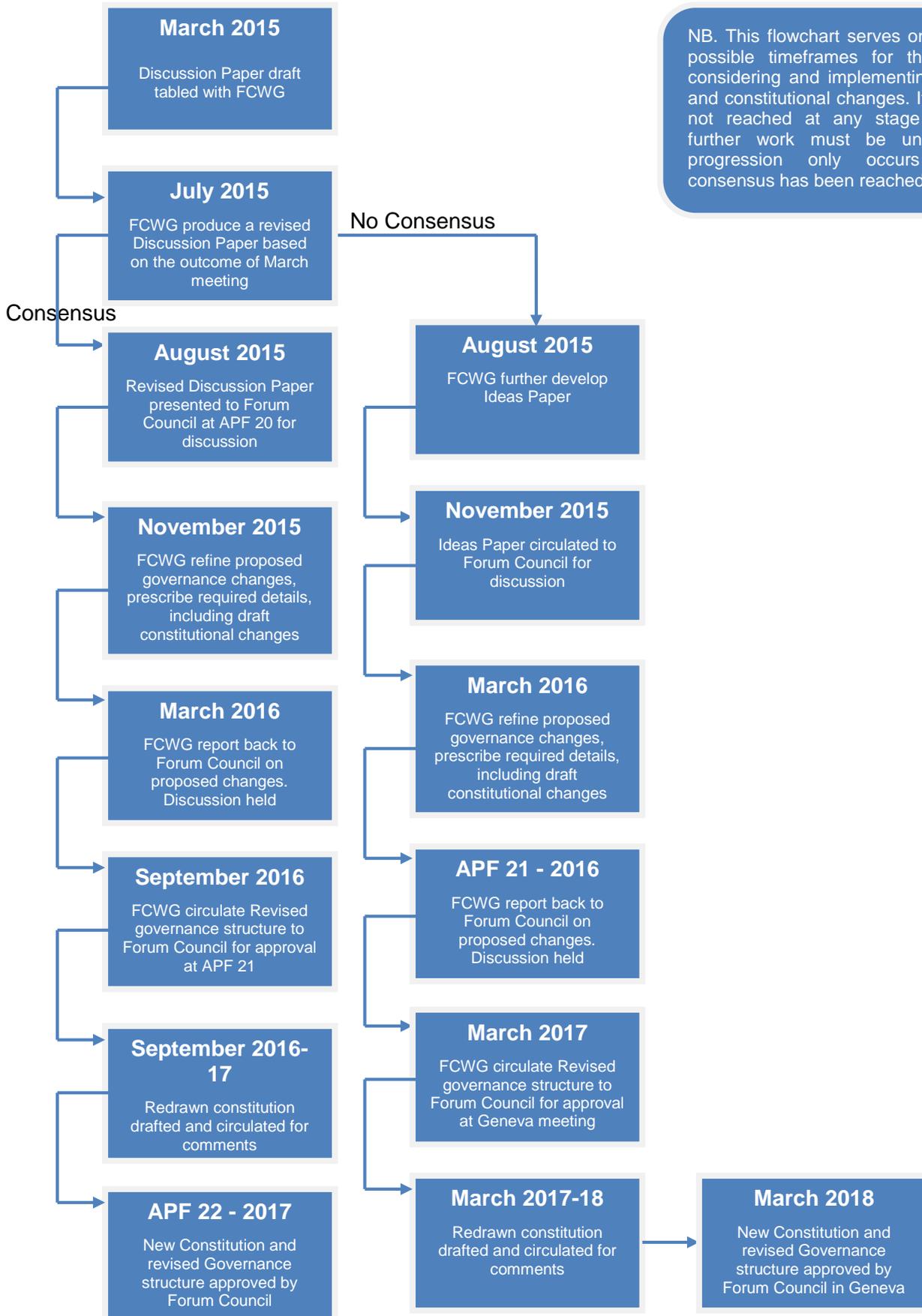
The Chair of the APF Board to remain automatically selected as a representative on the ICC Bureau for continuity and strong leadership purposes. Given that under the new proposed governance model there is no rotation of APF Board positions (as is the

existing model) there is no need for the Deputy Chair to automatically be a selected representative on the ICC Bureau. Currently this policy helps to ensure stability and continuity but under the proposed model this would no longer be the case.

9. Recommendation

That the Forum Council authorise the Forum Council Working Group to continue its work on reforming the governance of the APF and report back to the Forum Council at APF 21 in 2016.

10. Timeframe



NB. This flowchart serves only to highlight possible timeframes for the process of considering and implementing governance and constitutional changes. If consensus is not reached at any stage shown, then further work must be undertaken and progression only occurs when the consensus has been reached.

11. Appendix A: Glossary of Terms

1. Current Terminology

Term	Definition
Forum Council	Current decision-making body of the APF consisting of all Full member NHRIs from the Asia Pacific region.
Forum Councillors	Nominated representatives of Full member institutions who are vested with the power to vote on issues before the Forum Council, including the adoption of the Strategic Plan, Directors Report and Auditors Report
Chair	Chairperson of the Asia Pacific Forum of National Human Rights Institutions (accompanied by two Deputy-Chairs)
Full Member	APF member institution with 'A' accredited status
Associate Member	APF member institution with 'B' or no ICC accredited status
Observer	Representatives of other NHRIs, bodies or individuals who attend APF meetings
Annual General Meeting	Meeting of the Forum Council to consider and decide on a range of business issues including the adoption of the Strategic Plan, Directors Report and Auditors Report
Biennial Conference	The APF Conference held every two years in open plenary session bringing together APF members and other national human rights institutions, United Nations agencies, governments, non-government organisations and other stakeholders in a cooperative setting to discuss and share expertise on human rights issues in the region.
Forum Council Working Group	Committee of 5 Forum Councillors established to consider the creation of the APF Strategic Plan 2015-20 and other strategic issues
Management Committee	An advisory committee established with a mandate relating to APF management
APF secretariat	Permanent administrative office of the APF that manages the day to day operations of the organisation. It delivers services, advice and support to the APF membership, the Forum Council and its advisory bodies.
ICC Bureau Representation	Asia Pacific representation on the ICC comprising of 4 Full members elected by the Forum Council and includes , APF Chair and Deputy Chair

2. Proposed Terminology

Term	Definition
General Assembly	<p>The General Assembly consists of all 'A' and 'B' members. Each member nominates one representative Chair, Commissioner or SEO as part of the General Assembly.</p> <p>Responsible for considering (all members) and adopting ('A' members) Constitutional changes, the Strategic Plan, Directors Report and Auditors Report.</p>
'A' Member	APF member institution with 'A' accredited status. Has voting and participatory rights within the General Assembly
'B' Member	APF member institution with 'B'. Has participatory rights within the General Assembly
Observer	Representatives of other bodies or individuals who wish to attend APF meetings
APF Board	<p>5-member board consisting of an elected Chairperson, Deputy Chairperson and 3 other Members.</p> <p>Responsible for monitoring implementation of General Assembly recommendations and consideration of Strategic Plan, Directors Report and Auditors Report and making recommendations to the General Assembly.</p>
Board Meeting	<p>Meeting of the Chairperson, Deputy Chairperson and 3 Board Members and serviced by the secretariat.</p> <p>Occurs twice annually – once in Geneva (usually March) and once at the General Assembly in or around the 3rd quarter of the year to execute the duties of the APF Board</p>
APF Conference	The APF Conference may be held every two years in open plenary session and brings together APF members and other national human rights institutions, United Nations agencies, governments, non-government organisations and other stakeholders in a cooperative setting to discuss and share expertise on human rights issues in the region.
APF secretariat	Permanent administrative office of the APF
ICC Representation Bureau	Asia Pacific representation on the ICC comprising of 4 'A' Members, including the Chair of the 5-Member Board and 3 members elected from the General Assembly