



ASIA PACIFIC FORUM
ADVANCING HUMAN RIGHTS IN OUR REGION

APF Strategic Plan

2015 – 2020

APF Strategic Plan

1 July 2015 to 30 June 2020

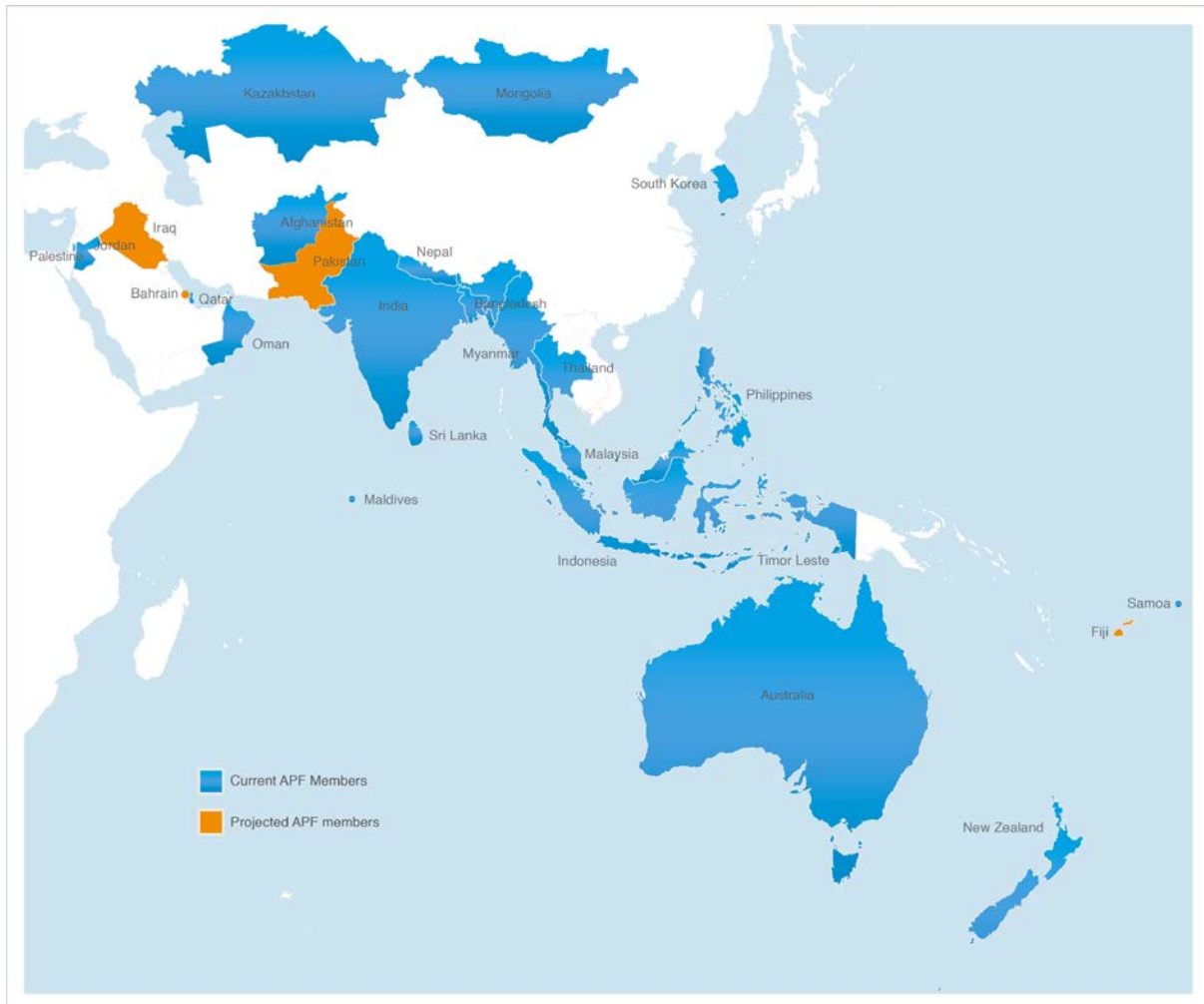
APF Strategic Plan 2015 - 2020

The APF is a membership organisation consisting of national human rights institutions (NHRIs) of the Asia Pacific region. It provides its members with advisory, capacity-building, networking and strategic services.

As of 1 July 2015 the APF is comprised of the following 22 member institutions:

- the **Afghanistan** Independent Human Rights Commission
- the **Australian** Human Rights Commission
- the National Human Rights Commission of **Bangladesh**
- the National Human Rights Commission of **India**
- the **Indonesian** National Commission on Human Rights
- the **Jordan** National Centre for Human Rights
- the National Centre for Human Rights of **Kazakhstan**
- the National Human Rights Commission of **Korea**
- the Human Rights Commission of **Malaysia**
- the Human Rights Commission of the **Maldives**
- the **Myanmar** National Human Rights Commission
- the Human Rights Commission of **Mongolia**
- the National Human Rights Commission of **Nepal**
- the **New Zealand** Human Rights Commission
- the National Human Rights Commission of **Oman**
- the **Palestine** Independent Commission for Human Rights
- the **Philippines** Commission on Human Rights
- the National Human Rights Committee of **Qatar**
- the Ombudsman of **Samoa**
- the Human Rights Commission of **Sri Lanka**
- the National Human Rights Commission of **Thailand**, and
- the Provedor for Human Rights and Justice of **Timor-Leste**.

APF Membership



Approach to Strategic Planning

This strategic plan for 2015-2020 is the result of an extensive program of participatory engagement amongst APF members and key stakeholders. The key elements of the process included an analysis of:

- the performance of the organisation over the past 5 years;
- the emerging human rights context for NHRIs in the region; and
- the views of APF members and key stakeholders including the United Nations, governments, civil society and donors.

Theory of Change

To help guide the development of its strategic direction to 2020, the APF articulated a 'Theory of Change'. The APF's theory of change asserts that independent and effective NHRIs, acting individually and collectively to

influence laws, policies, practices and attitudes, will create an improved human rights environment in the Asia Pacific.

APF Priorities

The APF's strategic plan for 2015 - 2020 sets out the activities, time frames and targets that will be required to deliver the functions that contribute towards key outcomes. It includes measures to mitigate risks arising from strategic and operational assumptions. The combination of the APF's theory of change, strategic priorities & functions and its vision and mission provide the basis of the APF's strategic plan for the next five years to 2020.

This strategic plan has been developed in recognition of the resources available to the APF. Accordingly the APF has prioritised the activities, time frames and targets described in this plan. These priorities have been developed in light of the strategic and functional priorities identified and approved by APF members.

Strategic Human Rights Priorities

In pursuing its functions from 2015 to 2020 the APF will foster human rights, peace and security by addressing civil, political, economic, social and cultural rights with priority accorded to the following groups:

- Children;
- Women;
- People with disabilities;
- Mass movement of people (including asylum seekers, refugees, migrants, internally and externally displaced persons); and
- Older persons.

In addition to the above, the APF will also prioritise activities relating to business and human rights.

Priority NHRI Functions

In delivering its strategic plan for 2015 to 2020 the APF will prioritise support for the following NHRI functions:

- Complaints;
- Awareness raising, education, training, and research (including national inquiries and campaigns);
- Cooperation with civil society;
- Monitoring; and
- Engagement in international and regional bodies and mechanisms.

Governance

With membership of the APF set to grow over the life of the strategic plan, it has become clear that a comprehensive review of the APF's governance is required

to ensure that the organisation's operational effectiveness, future sustainability, credibility and ownership by its members is strengthened and placed in the best possible position for continued future success. A review of governance arrangements is part of this strategic plan.

APF Vision, Mission and Functions

APF Vision Statement

The APF's vision is:

An Asia Pacific region where everyone enjoys human rights.

APF Mission Statement

The APF's mission is:

The APF as a network of national human rights institutions in the Asia and Pacific region provides advisory, networking and capacity-building services to our members to support them in their efforts to promote and protect human rights and to comply with international norms and standards.

APF Functions

To achieve its vision and mission the APF will undertake the following six functions. The prioritised activities, time frames, responsibilities and targets in this strategic plan are organised according to these functions:

Function 1: Building stronger NHRIs

The APF strengthens the capacity of our members through training, capacity assessments and high level dialogues.

Function 2: Collaborating and sharing knowledge

The APF exchanges information and experiences, builds cooperation and develops professional human rights networks to encourage peer to peer learning.

Function 3: Providing advice and expertise

The APF provides expert advice to our members, governments and civil society in the region.

Function 4: Contributing at the national, regional and international level

The APF engages nationally, regionally and internationally to promote our members participation and views and to share their expertise with others.

Function 5: Promoting gender equality

The APF promotes gender equality and integrates gender considerations across all our work.

Function 6: Strengthening organisational leadership and governance

The APF is diverse, effectively governed and sustainably resourced.

APF Outcomes

The APF has identified the following four key outcomes for its work from 2015 to 2020. The effectiveness of the APF in influencing the human rights environment in our region will be measured against these outcomes:

Outcome 1: Increased number of NHRIs complying with UN and international standards.

Outcome 2: NHRIs are better able to perform their functions in the areas of complaints, education, monitoring, advocacy and reporting.

Outcome 3: A more conducive environment for the recognition of NHRIs at the national, regional and international level.

Outcome 4: APF is well-governed, sustainably resourced, strategically directed and member-owned.

The following section describes the rationale for these outcomes.

Outcome 1: Increased number of NHRIs complying with international standards

National Human Rights Institutions and international standards

NHRIs need to fully comply with the minimum international standards set out in the UN endorsed 'Principles Relating to the Status of National Institutions (the Paris Principles) to be recognised as 'A-status' institutions.¹ The *Paris Principles* set out important criteria in relation to an NHRI's independence, pluralism, mandate, function, powers, and engagement with civil society, government, parliament and the international system. At the international level, A-status NHRIs enjoy participation rights at the UN Human Rights Council such as separate accreditation status (different from States and NGOs), the right to speak under all items of the Council's agenda and the right to make written statements for inclusion in the official record of meetings. At the regional level, A-status institutions can also be elected to the APF governance board.

¹ <http://www.asiapacificforum.net/members/members/international-standards>

The International Coordinating Committee of National Human Rights Institutions (ICC) is the body that accredits NHRIs against the Paris Principles.² The ICC's role in accrediting NHRIs is officially recognised by the UN including the General Assembly, the Human Rights Council and other human rights mechanisms. The ICC develops 'General Observations' to assist in the understanding and interpretation of the Paris Principles. Accreditation of A-status NHRIs is reviewed every five years.

'B-status' NHRIs are those NHRIs not yet in full compliance with the Paris Principles. They do not enjoy the same access to the Human Rights Council as A-status NHRIs, nor can they be elected to the APF governance body.

APF assists in the establishment of NHRIs

In 1996 there were five NHRIs in the Asia Pacific region (Australia, India, Indonesia, New Zealand and the Philippines). Over the last 20 years the APF has provided advice and assistance on the establishment of NHRIs to governments and parliaments in the region. In 2015 the APF has 22 member NHRIs – 15 full members ('A' status)³ and 7 associate members ('B' status).⁴

The APF provides legal and accreditation advice to its members before, during and after the ICC accreditation process to assist them in relation to compliance.⁵ This provides NHRIs with additional knowledge and support to help them engage with their governments with the aim of developing better legislation in compliance with UN and international standards. It also gives NHRIs a better understanding of the accreditation process.

APF advisory services also assist the leadership of new and existing NHRIs to enhance their understanding of the core requirements for an effective NHRI. The APF secretariat also engages in the ICC accreditation process (twice a year the sub-committee for accreditation meets) by providing advice to the APF representative on the ICC sub-committee on accreditation. It also supports the ICC to continuously improve the interpretation of standards.

Outcome 2: NHRIs are better able to perform their functions.

APF provides services that build NHRI capacity

The APF provides a number of services to its members in support of the core NHRI functions (complaints, awareness raising, education, training and research including national inquiries and campaigns, cooperation with civil society, monitoring and engagement in international and regional bodies and mechanisms). The services delivered by the APF to its members include:

- Capacity assessments;

² <http://www.asiapacificforum.net/members/working-with-others/icc>

³ <http://www.asiapacificforum.net/members/members/full-members>

⁴ <http://www.asiapacificforum.net/members/members/associate-members>

⁵ <http://www.asiapacificforum.net/members/working-with-others/icc/sub-committee-on-accreditation/nhri-accreditation-process>

- Training in functional and thematic areas;
- SEO roundtable, specialised peer networks, AGM and biennial conference;
- High level dialogues;
- Assistance to members in strategic planning, newsletter, website;
- Advisory Council of Jurists;
- Strategic planning support; and
- Staff placements between NHRIs.

APF promotes and facilitates gender mainstreaming in the work of NHRIs

The mainstreaming of gender considerations is integrated into the functions of the APF. The APF has identified gender equality as one of its core functions and women and girls human rights as a key strategic human rights issue. The APF has adopted a Gender Policy and established a Gender Focal Point at a senior level within its secretariat to coordinate this focus. Further, the APF has adopted an APF Regional Action Plan on Women and Girls. The APF supports its members through capacity-building to help them to better use their functions to promote and protect women and girls human rights as well as reflect internally on their own institutional practices in relation to gender equality. Gender indicators are also developed to measure and report progress over the 5 year period.

APF builds shared capacity amongst NHRIs

Building collegiality and shared purpose is integrated into the combined APF services, resulting in enduring relationships between NHRI member commissioners and staff and promoting peer to peer interaction and learning. NHRI staff are provided with opportunities through adult learning to become more effective, knowledgeable and skilled. NHRI leadership are provided services that aid their strategic engagement and collaboration on human rights issues in their region.

Outcome 3: A more conducive environment for NHRIs.

APF promotes international and regional recognition of NHRIs

The unique and independent role of NHRIs in bridging the gap between international human rights laws, standards and norms and their implementation on the ground is universally recognised as critically important by the UN, States and civil society. Their existence is closely connected with the international human rights system and their growth can be traced directly back to the strong endorsement they received at the Vienna World Conference on Human Rights in 1993. As official bodies established by national law and/or constitutionally entrenched with a specific human rights mandate, they have a critical role in providing independent, objective information about human rights situations to the UN which is tasked with monitoring and reporting on human rights issues across the globe.

The unique role of NHRIs has been recognised by the UN Human Rights Council (HRC) which provides A-status NHRIs with formal recognition to participate in its sessions and other human rights mechanisms. This formal recognition by the Human Rights Council is set out in its Rules of Procedure. Nonetheless, the level of understanding and formal recognition and participation rights of NHRIs across the whole UN system is mixed. For example, unlike the arrangement at the HRC, 'A-status' NHRIs are unable to be accredited or participate independently in New York based UN bodies such as the General Assembly, ECOSOC, or its regional or functional commissions such as CSW or UN Open-Ended Working Groups. There are, therefore, significant gaps within the UN human rights system in relation to the recognition and participation of NHRIs. These gaps are not conducive to NHRIs effectively participating in those fora.

At the regional level there is no one pan-regional intergovernmental human rights body. Sub-regional institutions do exist, for example the ASEAN Intergovernmental Commission on Human Rights (AICHR). These sub-regional institutions do not officially recognise nor provide participation rights to 'A-status' NHRIs. NHRIs cannot therefore meaningfully engage with these bodies on national or sub-regional human rights issues.

The APF will work with its members to expand the recognition and participation of NHRIs within the international UN human rights forums and regional mechanisms. Through this engagement the APF membership can gain a greater knowledge of these systems and through their expertise influence the development of policies and human rights standards. In turn UN and regional systems could more effectively utilise NHRI authoritative reports and interventions in relation to domestic human rights issues. NHRIs could also more effectively monitor international and regional recommendations made to States and follow up at the national level. The APF will facilitate advocacy efforts and develop strategies for domestic advocacy by NHRIs with governments and partners. The long-term aim is to have 'A-status' NHRIs formally recognised with participation rights in UN-wide mechanisms and in regional human rights bodies. This recognition and greater understanding of the role of NHRIs at the regional and global level will produce a more conducive environment in which NHRIs can operate. National governments are also assisted in meeting their human rights obligations by having their national accredited NHRIs access important deliberations and processes at the international and regional level.

APF supports Members in times of crisis

At the national level the APF, upon request of a member NHRI, can support individual members in times of crisis or concern. In close cooperation with the affected member, the APF facilitates a coalition of support involving its membership, the UN, civil society and governments. This support to the individual NHRI member also assists in raising awareness in the domestic sphere about the role and independence of NHRIs and helps make the domestic environment more conducive to the effective operation of NHRIs.

Outcome 4: The APF is a well-governed and resourced organisation.

APF requires sustainable resourcing and transparent governance to be effective

In order to achieve the previous three outcomes, the APF must be a highly effective and sustainably resourced organisation serviced by an effective secretariat.

The small six-person secretariat of the APF manage the day-to-day operations including the delivery of services to members, management of human and financial resources, risk management, fundraising, monitoring and reporting, and strategic planning. For continued and effective operations the secretariat requires a professional, high-performing, motivated and diverse mix of staff. It also requires transparent, accountable and equitable decision-making among the Forum Councillors (who are governing board of the APF) and member satisfaction with APF services. A number of challenges in the next five year period will be maintaining existing donors as well as diversifying the funding base for the APF to enable future stability and security in its operations. In addition a more effective monitoring, evaluating and reporting framework must be established.

Monitoring, Evaluation and Reporting

The business of the APF is complex, long term and unpredictable. It aims to increase the number of its member NHRIs in the Asia Pacific, all operating in their unique circumstances in different political contexts. It supports them in developing strong legislation for their effective operations and seeks to help them strengthen their capacity in the areas of complaints, education, monitoring, advocacy and reporting. It also seeks to develop a greater recognition of NHRI roles at national, regional and international levels including within the UN system. In all these tasks, the APF is focused on its own good governance and sustainable resourcing, supported by a professional secretariat of six staff. It is a small but strategic organisation in an extremely complicated world of people, politics and bureaucracy.

In response to the Dwyer Review of 2014, the APF secretariat developed a theory of change in December 2014 to better articulate the high-level outcomes the APF is seeking to achieve and some of the interlinked logic of how it seeks to contribute to those outcomes.

The aim of this approach is to develop a straightforward and valid means of evaluating the effectiveness and monitoring the performance of the 2015-2020 strategic plan. This will generate useful performance information to help inform management decisions, satisfy donor reporting requirements and communicate APF performance in implementing its Strategic Plan to members and other stakeholders.

Monitoring

A framework of indicators and measurement methods at Annex 3 is part of this plan to measure performance against outcomes and APF functions. At the outcomes level, monitoring will focus on results achieved. At the functions level, monitoring will focus on the relevance and quality of APF's interventions.

Annual monitoring is assigned to APF secretariat staff. After the cut-off date (31 May each year) staff will collect the required performance information, analyse it and write a short, internal thematic performance report that describes and explains the performance. Quality assurance for these thematic performance reports and support to staff in their preparation will be provided by a consultant. Evidence for thematic performance reports will be systematically maintained as a resource for the evaluations.

The annual member survey will be revised to capture information required by the framework. The revised member survey will be sent to members in May with responses due back within a four-week turnaround period. Information from the member survey will be considered within the staff thematic performance reports where applicable.

The following brief thematic performance reports will be prepared by mid-June each year:

- Training;
- Capacity;
- Gender;
- Legal advice;
- Networking;
- Engagement;
- Communications; and
- Governance

These reports will be further analysed with the survey data and synthesised to produce an annual performance report by end of June that includes all the performance information needed to prepare the Annual Report.

Annual Reporting

A single Annual Report will be prepared to meet the needs of members, donors and prospective donors. It will tell the performance story of the APF, based on the annual performance report. The Annual Report will also draw on the digital storytelling collection, a visual expression using multi-media of the work of our members, which will be developed with our members.

Key to the APF's revised communications strategy is a shared narrative across all channels of communication. This extends to the Annual Report as well as a revised APF website to better reflect our vision, mission and functions. For the first year, 2015, the structure and nature of the Annual Report will be determined in May by secretariat staff and the draft Annual Report will be

prepared during July in time for submission to Forum Councillors for consideration at APF 20.

Research

The complex, political and non-linear field of human rights lends itself to research as a means to collect and analyse information, including performance information. The APF could make stronger use of existing research or commission its own independent research. Research into the impact of NHRIs could be addressed on a thematic basis, such as the prevention of torture. Research would also strengthen the understanding around particular areas, for example, on NHRI contributions to public opinion on human rights issues. The APF could support long-term global research efforts on larger topics, such as the degree to which NHRIs are a good vehicle to contribute to the realisation of human rights. In the progressive implementation of this plan, specific research projects may be included as a means to deepen and strengthen performance information.

NHRI own Capacity for Monitoring and Evaluation Systems

The APF will develop and offer training and capacity building for NHRIs in their own monitoring and evaluation systems. This will help the continuous improvement of NHRI effectiveness. Information generated from member's own monitoring and evaluation will also be valuable input to illustrate APF higher order results.

Use of Performance Information by APF Management

Over time, performance information generated through this plan will inform management decisions. Two events are planned in the immediate future to signal this use of performance information for management purposes. The first is a staff forum at the end of the financial year to reflect on the implications of the performance information in thematic performance reports. The second is to initiate a performance conversation at the tabling of the draft Annual Report at the Forum Council at APF 20. Annual consideration of performance information generated from this plan will be an important governance function to be considered by the APF's governing body.

Baseline Report

In order to measure progress of what we want to achieve over the next five years, it is important to have a clear idea of the starting position and a clear idea of what the expectations are into the future, usually expressed as targets. A baseline report for the APF will be an analytic point of reference of the situation at the commencement of the five year strategic plan (1 July 2015) against which progress can be assessed again in the future. Most, but not all, of the performance indicators need a baseline. Much of the baseline data is available to APF secretariat staff, but requires additional resources to pull together. A consultant will facilitate, quality assure this process and research additional baseline information where this is needed. The baseline report should be compiled by December 2015.

Mid-term Review and end of Strategic Plan Evaluation

A mid-term review will be conducted in 2017. The main focus of this review will be to test whether the implementation of the APF's strategic plan is on track to achieve the desired outcomes by 2020. The end of strategic plan evaluation will need to be complete by September 2019 in order for the findings to feed into the next five year planning cycle of 2020-2025. Indicative questions for the evaluation are around effectiveness relevance, efficiency and sustainability, including:

- To what extent did the APF contribute to achieving the desired four outcomes?
- To what extent are the APF's activities the most appropriate for meeting the four outcomes (this tests the theory of change)?
- How efficiently did the APF achieve its outcomes? and
- How sustainable are the outcomes?

The impact of the APF's work will also be considered (see discussion following). The information generated annually from this Monitoring, Evaluation and Reporting Plan will be critical for the evaluation, which will also be likely to draw on case studies. Draft terms of reference for the evaluation will be developed well in advance of the evaluation in close cooperation with members and donors.

Impact

Impacts are defined by the OECD Development Assistance Committee (DAC) as 'positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.' Impact is one of the five core OECD DAC evaluation criteria for assessing development results, along with relevance, efficiency, effectiveness and sustainability (discussed above).

Evaluating impact, however, is a highly specialised endeavour. One of the early questions is to determine at what level impact should be measured – at the institutional level or at the beneficiary level (OECD DAC (2009)), both being valid levels depending on the nature of the intervention. The nature of the work of the APF suggests that impact is most sensibly measured at the institutional level. This will be captured in measuring the outcomes of the five year strategic plan. The APF Monitoring, Evaluation and Reporting Plan has been designed to capture impact at the highest reasonable level, for example in terms of member NHRI contributions to changes to laws. Impact in terms of human rights realisation at a beneficiary level (i.e. to individual persons) is too far removed from the work of the APF and extremely difficult to rigorously evaluate and attribute to the work of NHRIs, let alone their member organisation, the APF.

Nonetheless a global research effort could help answer the question of whether NHRIs are a good vehicle to contribute towards the realisation of human rights

at a beneficiary level. The APF will advocate such a joint research endeavour with the tripartite group ICC-UNDP-OHCHR.

Progressive Implementation

The intention in designing this approach to monitoring, evaluation and reporting is to roll it out gradually and iteratively. It should not impose too many burdens on the staff at the APF secretariat or on members. Some aspects, for example action on communications, will have increased activity in future years. The first year (2015) will serve as a pilot and test of this approach, and refinements are anticipated following review in September 2015. The approach will then be implemented in line with the five years of the APF strategic plan (2015-2020), commencing 1 July 2015. Support for staff will be offered through consultants in analysing data, quality assurance and implementing the approach.

Annual Reporting Timetable 2016 - 2020

Below is a schedule in relation to the annual cycle of reporting:

Late March	Request for Annual Report on the Implementation of Capacity Assessment Recommendations
Early May	Distribute Annual Member Survey
Early June	APF secretariat collects and analyses performance information in thematic performance reports
Mid June	Analyse member survey and thematic performance reports and synthesize into annual performance report
End June	Staff forum to reflect on performance
Early July	Prepare Draft Annual Report
Mid July	Management review of Draft Annual Report
End July	Draft Annual Report in Forum Council papers
Late August-Sept	APF Forum Council Meeting considers Draft Annual Report

It is also important to note that additional budgetary resources have been allocated to the new Monitoring, Evaluation and Reporting Framework due to the need to source external technical assistance from outside the APF secretariat as well as taking into consideration the additional time and management required for the overall process.

APF Strategic Plan 2015 - 2020

<i>Outcomes</i>	<i>Functions</i>	<i>Activities</i>	<i>Priority</i>	<i>Timeframe</i>
Outcome 1: Increased number of NHRIs complying with UN and international standards.	Function 1. Advising The APF provides expert advice on NHRIs to our members, governments and civil society in the region.	1.1 Paris Principles compliance: 1.1.1 Maintain expert capacity in Paris Principles compliance 1.1.2 Constant communication with members regarding relevance of advice, face-to-face engagement, accessibility and cultural and political sensitivity	High High	Ongoing Ongoing
		1.2 ICC accreditation: 1.2.1 Participation in ICC accreditation processes and interpretation of standards 1.2.1 Support and advice on accreditation and legislation for existing NHRIs	High High	Ongoing Ongoing
		1.3 Legislative advice to governments and NHRIs: 1.3.1 Support and advice on legislation to establish or improve existing NHRIs 1.3.2 Scoping missions	High Medium	Ongoing Ongoing
	Function 2. Networking The APF exchanges information and experiences, builds cooperation and develops professional human rights networks to encourage peer-to-peer learning.	2.1 Annual General Meetings 2.1.1 Maintain expert capacity in stakeholder management and facilitation 2.1.2 Build collegiality and shared purpose	High High	Annual Annual
		2.2 Biennial Conferences 2.2.1 Relationships built	Medium	2015, 2017, 2019
		2.3 Senior Executive Officer Network: 2.3.1 Deliver SEO Round Table 2.3.2 Encourage peer interaction and learning 2.3.3 Facilitate knowledge & skills transfer between staff placement & host NHRI 2.3.4 Review the need for other specialised peer to peer networks	Medium High Low Low	Annual Ongoing Occasional 2016
		2.4 Facilitate the development of a Communications Focal Point Network	Medium	2016 - 2020
		2.5 Communications: 2.5.1 Develop a communications strategy that will also support the APF's fundraising strategy and enhances its visibility and regional leadership role, including: <ul style="list-style-type: none"> • Website • e-bulletin 	High	2015

<p>Outcome 2: NHRIs are better able to perform their functions in the areas of complaints, education, monitoring, advocacy and reporting.</p>	<p>Function 3: Building capacity The APF strengthens the capacity of our members through training, capacity self-assessments and high level dialogues.</p>	<p>3.1 Training and education: 3.1.1 Maintain expert capacity in human rights training development and delivery 3.1.2 Develop a 2015 – 2020 APF Training Plan that continues to expand the use of blended learning and gives priority to online training to assist language barrier issues. The Plan to include:</p> <ul style="list-style-type: none"> • Role of NHRIs in monitoring economic, social and cultural rights; • Role of NHRIs in relation to business and human rights; • Role of NHRIs in relation to women and girls human rights within a broader context of gender equality; • Role of NHRIs in relation to the human rights of people with disabilities; • Role of NHRIs in relation to migrant worker’s rights; • Torture Prevention and Detention Monitoring; • NHRIs and the international human rights system; • Developing and delivering human rights education; • Investigation skills and techniques; • Train the Trainer’ program, especially national TOTs to get a critical mass; and • ‘Master Training’ programs. <p>3.1.3 Participation in any training is conditional on knowledge sharing requirements being met 3.1.4 Liaise with West Asian APF members to ensure quality of translation into Arabic (modern standard). 3.1.5 Map training services and post-graduate courses available in the region 3.1.6 Encourage universities not yet teaching human rights to do so 3.1.7 Review implementation Training Action Plans</p>	<p>High High</p> <p>High High</p> <p>Low Low High</p>	<p>2015 – 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>2016 2017</p>
		<p>3.2 Capacity self-assessment: 3.2.1. Develop a 2015 – 2020 Capacity Assessment Program 3.2.2 Review implementation Capacity Assessment recommendations</p>	<p>High High</p>	<p>2015 Ongoing</p>
		<p>3.3 High level dialogues</p>	<p>Medium</p>	<p>Ongoing</p>
		<p>3.4 Advisory Council of Jurists: 3.4.1 FCWG to develop proposal for a revised ACJ structure, composition and reference process</p>	<p>High</p>	<p>2016</p>
		<p>3.5 Strategic planning: 3.5.1 Provide expert assistance to members in NHRI strategic planning</p>	<p>Medium</p>	<p>Occasional</p>
		<p>Outcome 3: A more conducive environment for the recognition &</p>	<p>Function 4: Engaging regionally and internationally</p>	<p>4.1 International Coordinating Committee of National Institutions: 4.1.1 Continue expert representation on ICC 4.1.2 Continue to support member representation on ICC</p> <p>4.2 UN bodies and agencies: 4.2.1 Participate in the UN Human Rights Council and its mechanisms</p>

effectiveness of NHRIs & a greater understanding of the role of NHRIs at the national, regional & international level.	The APF engages regionally and internationally to promote our members participation and views and to share their expertise with others.	4.2.2 Participate in the General Assembly 4.2.3 Participate in the Conference of State Parties on Disability 4.2.4 Participate in the UN Open-ended Working Group on Ageing 4.2.5 Monitor in country support for member NHRI 4.2.6 Facilitate the development of coalition of support for NHRIs in times of crisis 4.2.7 Review costs and benefits of UN engagement in terms of human rights outcomes	Medium Medium High Medium High Ongoing	
		4.3 Engage with ASEAN Intergovernmental Commission on Human Rights.	Medium	Ongoing
		4.4 Engage with Arab League	Medium	Ongoing
		4.5 Engage with Pacific Island Forum	Medium	Ongoing
		4.6 Engage with South Asian Association for Regional Cooperation	Medium	Ongoing
Outcome 4: APF is well-governed, sustainably resourced, strategically directed and member-owned	Function 5: Governance The APF is effectively governed and sustainably resourced through (i) a revised governance structure (ii) strategic planning (iii) human resources and financial management (iv) fundraising strategy and (v) monitoring, evaluation and reporting.	5.1 FCWG to develop a proposal for a revised APF governance structure	Medium	2017
		5.2 Strategic Planning: 5.2.1 Finalise APF Strategic Plan 2015 – 2020 5.2.2 Develop a strategic planning process for 2020 - 2025	High Medium	2015 2018
		5.3 Human resource management	High	Ongoing
		5.4 Financial management	High	Ongoing
		5.5 Develop Fundraising Strategy 5.5.1 Diversify funding base	High	2015
		5.6 Develop a monitoring,, evaluation and reporting Program	High	2015
Function 6: Gender Equality The APF promotes gender equality and mainstreams gender across all our work	6.1 Continue to implement the APF Gender Mainstreaming Policy 6.1.1 Maintain expert capacity as gender Focal Point 6.1.2 Finalise Gender Mainstreaming Strategy	High High	Ongoing 2015	

Framework of indicators and measurement methods

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Outcome Indicators				
Outcome 1: Increased number of national human rights institutions complying with UN and international standards				
# of NHRIs that are APF members	Baseline (2015) 22 Target (2020) 25	Count at cut-off date each year	APF Forum Council decision in meeting record of decisions	Annual
# of A/ B accredited members	Baselines (2015): 15A and 7B Target (2020): 16A and 9B			Annual
Strength of NHRI legislation	Baseline needed ¹	Assessment against international standards	SCA reports	Annual
Percentage of NHRI Commissioners and staff who are women	Prior stats to give baseline. No target is set but pluralism principles must be advanced for successful achievement.	<ol style="list-style-type: none"> 1. Annual member survey 2. Capacity Assessments 	<ol style="list-style-type: none"> 1. NHRIs 2. APF-UNDP-OHCHR <ul style="list-style-type: none"> • (can be supplemented by NHRI websites and Annual Reports) 	Annual

¹ Note that no target is set – a linear progression in strength of legislation is not necessarily anticipated. This qualitative and contextual indicator is designed to add depth to the discussion around indicators 1 and 2.

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Outcome 2: National Human Rights Institutions are better able to perform their functions in the areas of complaints, education, monitoring, advocacy and reporting				
Member capacity	Baseline analysis of existing CAPS (17 out of 22). Note baseline analysis must include gender mainstreaming.	<ul style="list-style-type: none"> • Analysis of: <ol style="list-style-type: none"> 1. Reviews of Progress 2. UNDP country office evaluations if available 3. Gender mainstreaming 	<ol style="list-style-type: none"> 1. NHRI/APF 2. UNDP <ul style="list-style-type: none"> • (may be supplemented by ANNI reports and NHRI annual reports) 	Annual
Integration of gender considerations into the core functions of NHRIs participating in the APF's gender program	Baseline needed	<ol style="list-style-type: none"> 1. Sub regional training programs (pre- and post-questionnaires) 2. Action plan MOU and reports 3. APF knowledge from gender program implementation 4. Capacity Assessments and Reviews of Progress 	<ol style="list-style-type: none"> 1. NHRI 2. APF <ul style="list-style-type: none"> • (may be supplemented by NHRI Annual Reports, UN Women, UNFPA, NHRI websites, online media and searches) 	Annual
Number of laws influenced (changed, improved or created)	Needs no baseline	<ol style="list-style-type: none"> 1. Annual member survey 2. Email APF secretariat staff and consultants to find out existing knowledge 3. Follow up member survey with interviews if necessary 	<ol style="list-style-type: none"> 1. Members 2. APF secretariat staff knowledge 	Annual
Outcome 3: A more conducive environment for the recognition and effectiveness of NHRIs at the national, regional and international level.				

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Increased participation and recognition of NHRIs within UN framework	Baseline audit of formal and informal participation and recognition of NHRIs in UN framework	<ol style="list-style-type: none"> UN resolutions SG Report ICC reports APF internal reports 	<ol style="list-style-type: none"> UN UN ICC 	Annual
APF and member cooperation with civil society	Baseline needed	<ol style="list-style-type: none"> NGO participation in APF meetings and conferences and vice versa Engagement with civil society elements of CA annual reports Engagement with civil society in APF projects 	<ol style="list-style-type: none"> Meeting records CA annual reports Project records 	Annual
Recognition of the role of member NHRIs by national governments	Baseline needed	<ol style="list-style-type: none"> Whether parliament and executive respond to NHRI reports (annual member survey) Fewer reprisals 	<ol style="list-style-type: none"> NHRIs ANNI/ civil society APF 	Baseline, 2 years and 4 years
Outcome 4: The APF is a well-governed, sustainably resourced, strategically directed and member owned organisation				
Good governance standards are agreed and met	Can create baseline once standards agreed	<ol style="list-style-type: none"> Annual reflection Analysis of meeting records Interviews 	Meeting records for FCWG	Annual
Function Indicators				
Quality and relevance of advisory function				
Number of legal advices sought and provided	Historic data for baseline	Tallied by APF	APF records	Annual

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Member satisfaction with accreditation and other substantial legal advice	Historic data for baseline	Survey member to determine satisfaction post each advice and SCA	NHRIs	Annual
Quality of advice	No baseline	Correlation between issues raised by APF and ICC SCA recommendations, analysed by APF	APF records SCA records	Annual
Quality and relevance of networking function				
Number of members participating in APF activities	100% (AGM)	Attendance and participation records	Meeting records	Annual
Number of women and men participants	100% (B/A Conference)			
SEO satisfaction with SEO networking events	Baseline from previous events	Post SEO survey	SEOs	Annual
Quality and relevance of capacity building function				
Implementation of CA recommendations	70% of recommendations implemented by the end of the strategic plan.	<ol style="list-style-type: none"> 1. Annual returns on implementation (target 80% returns) 2. Supplemented by interview if necessary 3. Follow up visits to discuss implementation 	<ul style="list-style-type: none"> • Returns and discussions 	Annual

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Gender mainstreamed in Capacity Assessments	Incorporated in baseline design for capacity assessment	Analysis of reports	1. Specific annual CAP reports 2. Reviews of Progress	Baseline, 2 years and 4 years
Number of people trained disaggregated by gender	No baseline	Include specific question at registration	Training records	Annual
Gender incorporated into all training programs	No baseline	Review of training programs by trained APF staff plus trainee feedback	APF training report and post training survey	Annual
Relevance and accurate targeting of training courses to participants	Baseline from training records	1. Analysis of answers to relevance questions in end of training questionnaire 2. Analysis of cvs and experience of trainee	1. End of training questionnaire 2. Registration documents	Annual
Quality of training courses delivered	Baseline from training records	1. Analysis of answers to quality questions in end of training questionnaire 2. Views of APF observer	1. End of training questionnaire	Annual
Number of accredited trainers who are conducting training	Baseline from training records	Tally	Training records	Annual
Satisfactory implementation of communications strategy	Some baseline from historic data	Initially, through the annual member survey: <ul style="list-style-type: none"> Relevance of the APF website to members 	NHRIs	Annual

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
		<ul style="list-style-type: none"> Relevant content of the monthly APF Bulletin Relevance and timeliness of APF email broadcasts Progressively: <ul style="list-style-type: none"> Stakeholder engagement with APF website content Stakeholder engagement with APF email-based communications tools Member engagement in shaping APF communications. 		
Quality and relevance of engagement nationally, regionally and internationally				
NHRI participation in UN processes	Historic data for baseline	1. Annual member survey 2. Reports of Treaty Body Reviews & UPR	Reports and discussions	Annual
Progressive and appropriate NHRI participation in regional bodies	Historic data for baseline	Annual member survey	NHRIs and Secretariat staff	Baseline, 2 years and 4 years
Value to members of APF role in engaging with UN mechanisms	Historic data for baseline	Annual member survey	NHRIs	Annual
Quality and relevance of governance				

Indicator	July 2015 Baseline/ June 2020 Target	Measurement Method	Source of data	Frequency of measurement
Value of membership perceived by members	Historic data for baseline	Annual member survey ratings and comments about what is valued	Member NHRIs	Annual
APF program expenditure by objective reflects APF priorities	Historic data for baseline	Compare expenditure to priorities	Financial records and strategic plan	Annual
Diversity and security of income sources	Historic data for baseline	# of donors, type of donors and length of contracts	Financial records	Annual
Member satisfaction with APF's governance and organisational structure	Historic data for baseline	Annual member survey	Member NHRIs	Annual
Quality and relevance of gender mainstreaming function				
Percentage of APF overall budget expenditure which is spent on women and girls human rights as well as gender mainstreaming.	Historic data for baseline	Analysis of APF expenditure	APF financial records	Annual
Implementation of recommendations from gender mainstreaming review 2014	Baseline from gender mainstreaming review 2014	<ol style="list-style-type: none"> 1. Analysis of performance information from other areas 2. Document review 3. Interviews with APF staff 	<ol style="list-style-type: none"> 1. Performance reports from APF programs 2. Strategic Plan documentation 3. APF staff 	Annual