



APAARI MANAGEMENT STANDARD

PERFORMANCE REVIEW AND DEVELOPMENT OF APAARI STAFF

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APAARI Management Standard: Performance Review and Development of APAARI Staff

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Interpretation

In this Management Standard, unless the context otherwise specifies, the following abbreviations, acronyms, expressions and terms are used:

“ACIAR” means the Australian Centre for International Agricultural Research;

“AFRIS” means agri-food research and innovation system;

“AFS” means agri-food systems; “AIS” means Agricultural Innovation Systems;

“APCoAB” is the Asia-Pacific Consortium on Agricultural Biotechnology;

“APR” is the Asia-Pacific Region;

“ASTI” is the Agricultural Science and Technology Indicators;

“CABI” is the Centre for Agriculture and Bioscience International;

“COA” is Council of Agriculture, Taiwan;

“CSO” is Civil Society Organization;

“EC” means the Executive Committee of APAARI;

“ES” means the Executive Secretary of APAARI;

“GS” means General Services;

“IRCS” is Internationally Recruited Coordinator Staff;

“KPA” means Key Performance Area;

“KPI” means Key Performance Indicator;

“KRA” means Key Result Area;

“RRAS” means Regionally Recruited Associate/Assistant Staff;

“P” means Professional;

“NARI” is National Agricultural Research Institution;

“NARO” is National Agricultural Research Organization;

“NGO” is Non-Government Organization;

“RM” means Reviewing Manager

“Secretariat” means the Secretariat of APAARI;

“THB” means the Thailand Baht (Currency);

“TOR” means Terms of Reference;

“UN” is the United Nations; and

“USD” is the United States Dollar.

APAARI Management Standard: Performance Review and Development of APAARI Staff

I. Introduction

This document titled “APAARI Management Standard¹⁷: Performance Review and Development of APAARI Staff” covers crucial area of staff performance in their contributions towards the accomplishments and development of the Association, and thereby, towards the realization of the Association’s vision. The Standard is developed on the basis of some systematic adaptation of various guidelines, data-bases and information as available and applicable to APAARI. The Standard is aimed at helping and guiding the Association, especially, its Management and Staff, its Executive Committee, and members of the General Assembly, in their understanding and following of their respective roles, responsibilities, and contributions in APAARI’s operations, performance and impacts. Besides, the APAARI staff see their career progression/ development in terms of the rewards (enhancement in compensation and promotion) based on their commensurate performance.

This Standard has six sections as below:

1. the first section being introduction and scope of the Standard;
2. the second section provides a basic framework for performance assessment of the APAARI staff in relation to their performances and general competencies, as outlined in the performance assessment guidelines;
3. the third section enlists key performance areas (KPAs) as derived from the job-descriptions/ Terms of References (TORs) for various categories of the APAARI Staff;
4. the fourth section proposes a systematically developed salary structure for various categories and grades of staff;
5. the fifth section provides a considered strategy during the initial phase for the implementation of the performance reviews and the proposed salary structure; and
6. the final section makes concluding statement and proposes consideration and approval of the Standard for implementation.

II. Framework for Performance Assessment

Table 1 below provides a basic framework for individual employee’s assessment which is to be based of his/her performance during a specified review period.

The framework considers various performance areas – termed as Key Performance Areas (KPAs) – for individual category of employees. The KPAs are generic/broad but crucial/main spaces/fields

¹⁷ *Management Standard means a set of agreed ways, procedures, rules, regulations, processes and approaches of performing certain organizational activities that consist of interlocking functions of organizing, planning, implementing, controlling, and directing in order to achieve/realize its (organizational) objective(s). APAARI Management Standard: Performance Review and development of APAARI Staff, concerns about a set of stipulated levels of performance of various categories of APAARI staff and their corresponding development in terms of their rewards and growth in the Association.*

of operation wherein an individual employee delivers his/her achievements/attainments. The KPAs provide an overall scope of activities, that an individual category of employees, will have to perform. The KPAs can be inclusive of KRAs (Key Result (outputs/outcomes) Areas)¹⁸. In this framework, the KPAs are derived from job descriptions/TORs as applicable to respective category of employees. Such KPAs for various categories of APAARI staff are as given in Section III of this Standard.

Key Performance Indicator (KPI) is a high level measure used to evaluate the progress and achievement carried out by an employee under specific area of performance. The KPIs are designed on the basis of tasks (actions/ activities) to be undertaken and results (outputs and Outcomes) to be obtained during the review period and included in the performance agreement/understanding between the Employee and his/her Reviewing Manager¹⁹. The KPIs can be quantitative and/or qualitative.

Table 1. Framework for Performance Assessment of APAARI Staff (80% Weight)						
Name of Employee:			Employee Number:			
Position :			Category:		Grade:	
Name of Reviewing Manager:			Position of RM :			
Review Period :						
#	Key Performance Areas (KPAs)	Key Performance Indicators (KPIs)	Achievements Stated by Employee	Vetting by Reviewing Manager (RM)	Performance Ratings by RM	Weight
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
.... Cont.						
					Weighted Average of Performance Rating	

¹⁸ Many organizations use KRAs for performance assessment of employees, but given the nature of roles and responsibilities of APAARI employees, wherein they are involved in accomplishing both activities and results, the KPAs are used in this framework.

¹⁹ Performance Agreement/Understanding should generally be developed early during the review period or during the review period as decided by an individual employee and his/her reviewing manager, depending on any special circumstances/considerations.

This framework provides spaces for the Employee to state the achievements /attainments using KPIs under individual performance areas and the Reviewing Manager to vet such attainments and award commensurate performance ratings. Table 2 below gives basic guidelines for assessing performance in terms of various levels and ratings on the basis of the levels of results /efforts accomplished and the type and kind of evidence seen/observed.

Each of the performance areas can be assigned with certain weight in % and that can be in relative proportion to the importance /efforts/time devoted to each area (should add up to 100). Score is calculated by multiplying the rating by the weight.

Table 2. APAARI Performance Assessment Guidelines under Individual Performance Areas*		
Performance Level / Rating	Level of Results / Efforts Against those Agreed/ Understood	Typical Evidence
1. Significantly Exceeds Expectations (Performance Rating of 5)	Achieves all results / efforts (activities, outputs/outcomes) and exceeds expectations of positive influence / impact for most of them	<ul style="list-style-type: none"> • a clearly outstanding performance • significant positive influence /impact on service delivery (e.g. improved service delivery, performance ahead of schedule) • very clear evidence of achievement well above expectation
2. Exceeds Expectations (Performance Rating of 4)	Achieves all results / efforts (activities, outputs and outcomes) and exceeds expectations of positive influence / impact for some of them	<ul style="list-style-type: none"> • a very good performance • clear positive influence /impact on service delivery (e.g. improved service delivery, performance ahead of schedule) • clear evidence of achievement above expectation
3. Fully Meets Expectations (Performance Rating of 3)	Achieves all results /Efforts (activities, outputs and outcomes)	<ul style="list-style-type: none"> • a good overall performance • some positive influence/impact on service delivery as a result of achievements (e.g. improved service delivery, performance ahead of schedule) • good evidence of achievement
4. Meets Most But Not All Expectations (Performance Rating of 2)	Achieves most but not all results /efforts (activities, outputs and outcomes)	<ul style="list-style-type: none"> • a mainly good performance with some areas of improvement or development
5. Does Not Meet Expectations (Performance Rating of 1)	Fails to achieve all or most results/ efforts (activities, outputs and outcomes)	<ul style="list-style-type: none"> • a clearly poor performance • likely to have a performance improvement plan in place • clear evidence of under achievement

** The above APAARI Guidelines have been adapted/adjusted from the guidelines used by the Centre for Agriculture and Bioscience International (CABI). CABI guidelines in Annexure II.*

These guidelines stipulate five levels of performance as ‘Significantly Exceeds Expectations’ with assigned rating of 5; ‘Exceeds Expectations’ with a rating of 4; ‘Fully Meets Expectations’ with a rating of 3; ‘Meets Most Expectations’ with a rating of 2; and ‘Does Not Meet Expectations’ with a rating of 1. Each performance rating must be a whole number in the range of 1 to 5 (no decimals). However, the average ratings can be recorded up to one decimal place.

Also important to include in the performance assessment are general competencies that staff have in terms of skill, knowledge, abilities, attitudes and how such competencies are used/displayed in enhancing not only individual employee’s performance but also the performance of the team and the Association as whole. Table 3 below provides an appropriate framework for assessing APAARI staff on these competencies.

Competency	Level of Competency (Attributes/Traits) (Figures in the parentheses below are specified ratings for stated levels of competency)	Performance Rating²⁰
1. Communication skills	<ul style="list-style-type: none"> • Exceptionally skilful in expressing ideas and providing information both oral and written (5) • Speaks well, writes well, keeps people informed, timely and discreet (4) • Oral presentation fair, written presentation well organized, but transmits routine information only (3) • Weak in both speaking and writing, ordinary letters and reports require revision, frequently fails to transmit important information (2) • Poor oral and written expression, fails to transmit important information (1) 	
2. Job Knowledge	<ul style="list-style-type: none"> • Performs most jobs and other unrelated jobs, learns rapidly, seeks and retains information (5) • Understands own job, learns quickly, retains instructions (4) • Knows own job, occasionally requires further knowledge, and retains information (3) • Only fair in understanding own job, requires frequent assistance (2) • Very little understanding of job, slow to learn, and requires regular coaching and instructions (1) 	

²⁰ *The competency levels indicate performance ratings from 1 to 5 and these need to reflect in assigned performance ratings in the range between 5 for ‘significantly exceeds expectation’ and 1 for ‘does not meet expectations’. These competencies have been adapted from those used by the National Agricultural Research Institute of Papua New Guinea.*

Table 3. Framework for Assessment of APAARI Staff General Competencies (20% Weight)		
Competency	Level of Competency (Attributes/Traits) (Figures in the parentheses below are specified ratings for stated levels of competency)	Performance Rating²⁰
3. Job Interest	<ul style="list-style-type: none"> • Deep interest in work and does more than expected or suggested (5) • Takes pride in work and is industrious and energetic (4) • Routine worker, does ordinary tasks on own accord and fulfils given responsibilities (3) • Modest interest, shows boredom and tendency to take it easy, and needs prodding (2) • No interest, wastes time, indifferent, needs frequent prodding (1) 	
4. Initiative	<ul style="list-style-type: none"> • Always, pro-active, a self-starter, perceives problems, seeks opportunities and finds solutions and initiates actions (5) • Frequently pro-active, takes actions on non-routine matters without any help from others (4) • Actively takes initiative, needs only moderate prodding and encouragement (3) • Tends to rely on specific instructions and some prodding (2) • Often responds to explicit step-by-step instruction and requires regular prodding (1) 	
5. Creativity	<ul style="list-style-type: none"> • Highly creative, imaginative and consistently develops new approaches/ strategies to solve problems (5) • Has many good ideas and frequently original in solving problems (4) • Ideas usually conventional and familiar and good in developing ideas of others (3) • Seldom contributes to new ideas and needs frequent advice from others (2) • Content to do only what is required without any concern for effecting change or improvement (1) 	
6. Adaptability	<ul style="list-style-type: none"> • Quickly understands and adapts to new conditions and accepts challenges (5) • Adapts after a brief explanation and promotes changes (4) • Adapts to new conditions after explanation and encouragement (3) • Reluctant to change from present set of conditions (2) • Fights change and prefers to stay in the same old routine and environment (1) 	

Table 3. Framework for Assessment of APAARI Staff General Competencies (20% Weight)		
Competency	Level of Competency (Attributes/Traits) (Figures in the parentheses below are specified ratings for stated levels of competency)	Performance Rating²⁰
7. Reliability	<ul style="list-style-type: none"> • Performs own functions accurately and timely and undertakes extra assignments, highly reliable and well ahead of time (5) • Accurately performs all tasks in time and highly reliable (4) • Generally performs all assignments satisfactorily and well in time (3) • Tends to forget some details and often requires reminders (2) • Frequently unreliable and rarely completes tasks in time, and jobs require close scrutiny (1) 	
8. Commitment/Responsibility	<ul style="list-style-type: none"> • Puts in extra efforts as and when required and takes responsibility enthusiastically (5) • Willingly accepts the obligations and responsibility of the position (4) • Makes commitment and accepts responsibility in the area of own work (3) • Does not come forward to show commitment and take responsibility (2) • Avoids responsibility and commitment (1) 	
9. Attitude	<ul style="list-style-type: none"> • Proactive, cooperative and positive and effectively promotes the Institute's image (5) • Forthcoming and co-operative with positive attitude and makes favourable impression (4) • Accepts policies and procedures and performs satisfactorily (3) • Questions policies/procedures and sometimes belittles the Institute and management (2) • Resentful of policies and procedures and belittles those who Conform (1) 	
10. Relation with others	<ul style="list-style-type: none"> • Goes out of way to cooperate, very helpful and tactful, excellent team worker (5) • Always congenial and helpful, good team worker (4) • Works satisfactorily as a team member, no specific problems, requires no special encouragement (3) • A solo worker, reluctant to cooperate with others and/or work as a Team (2) • Often irritates others, causes friction and overly sensitive (1) 	
Average Competency Rating – Section 2		

From the above rating scores, the aggregate performance is computed as below.

Aggregate Performance Score = Weighted Average Performance Rating * 0.8 + Average Competency Rating * 0.2.

Categorization of Overall Performance

Table 4 uses the aggregate performance scores to classify the overall performance into five categories, as below.

Table 4. Categorization of Aggregate Performance		
#	Aggregate Performance Score (in Range)	Overall Performance Category
1	Equal to and more than 4.5 to less than and equal to 5.0	Significantly Exceeds Expectations
2	Equal to and more than 3.5 to less than 4.5	Exceeds Expectations
3	Equal to and more than 2.5 to less than 3.5	Fully Meets Expectations
4	Equal to and more than 1.5 to less than 2.5	Meets Most But Not All Expectations
5	Equal to and more than 0.0 to less than 1.5	Does Not Meet Expectations

It is crucially important that the performance assessment results are linked and used in the determination of staff development in terms of enhanced salaries and progression/ along the progression path as shown in the Salary Levels and Steps given in Section IV.

Possible Implications of overall staff Performance to his/her progression/stricture

1. Overall Performance Category 3 (Fully Meets Expectations) shall be the basis for one increment (i.e. moving forward by one step as per the Salary Structure provided in Section III of this Standard).
2. Overall Performance Category 2 (Exceeds Expectations) shall be the basis for one increment as a result of the performance during the said review period; and such performance over three consecutive review periods shall be the consideration for two increments after the end of the third review period;
3. Overall Performance Category 1 (Significantly Exceeds Expectations) shall be the basis for one increment as a result of the performance during the said review period; and such performance over two consecutive review periods shall be the consideration for two increments after the end of the second review period;
4. Overall Performance category 4 (Meets Most But Not All Expectations) shall be the basis for employee’s improvements in respective weak areas.
5. Overall Performance Category 5 (Does Not Meet Expectations) shall be the basis for warning and an appropriate phase of managing diminished performance, and if this level of performance continues for two consecutive review periods, that may be the consideration for termination of contract/employment.

For an individual employ, the results of the performance reviews/assessments, undertaken during the current contract employment period, shall be one of the key considerations (besides funding availability and programme requirements) for renewal of his/her contract (award of the next contract) in the same, lower or higher grade/category, with commensurate level of compensation.

III. Key Performance Areas for Various Categories of Staff

This section provides Key Performance Areas (KPA) for various categories of the APAARI staff. These KPAs have been derived from the job descriptions as reflected in terms of References (TORs) given in Annexure I (1.1 to 1.7) for these staff. These KPAs are broad and include major areas of efforts, actions, activities, results (outputs/outcomes).

Categories of APAARI Staff

1. Chief Executive – Executive secretary
2. Senior Coordinator
3. Coordinator
4. Coordinator-Finance and Administration
5. Technical Associate and Assistant
6. Administrative Associate and Assistant
7. Executive Associate and Assistant

Key Performance Areas

1. Executive Secretary (KPA derived from TOR in Annexure I (1.1))

Purpose: The prime purpose of the position of APAARI Executive Secretary is to lead, steer and execute APAARI collective actions and programme activities in contributing to the strengthened agri-food research and innovation systems (AFRIS) in Asia and the Pacific so as to develop agri-food systems and thereby help realizing sustainable development goals in the Region.

1. Planning and delivering on APAARI programmes, projects, operational plans, policies and strategies;
2. Planning, budgeting, co-ordination, monitoring and reporting;
3. Partnership among APAARI members, Partners and AFRIS stakeholders;
4. Organization of Executive Committee and General Assembly Events;
5. Organization of collaborative/partnership /networking events;
6. Mobilization and management of APAARI financial and in-kind resources;
7. Representation of APAARI;
8. Management and Development of APAARI Staff;
9. Development of APAARI as effective and transparent organization with good governance.

2. Senior Coordinator (KPA derived from TORs in Annexure I (1. 2))

Purpose: The position is responsible for an overall coordination of APAARI's "-----
-----" programme, facilitation of learning activities, management of collaborative /partnership activities, knowledge sharing and management, and provision of products, tools and processes necessary in the Programme activities.

The function is in line with the APAARI Strategic Plan 2017-2022, to develop a systematic and effective mechanism for technical information and knowledge management, geared towards enhanced improvement, regional learning, and collaboration to speed up agricultural technology and innovation for sustainable development in the Asia-Pacific Region.

1. Planning and coordination of the assigned Programme;

2. Management, governance and development of the Programme and thereby contribution to APAARI;
3. Monitoring, evaluation, impact assessment and reporting as necessary in the Programme;
4. Mobilization of financial and in-kind resources in support of the Programme and APAARI core activities;
5. Design and development of effective partnership in the Programme;
6. Generation, management and sharing of information and knowledge;
7. Organization of knowledge sharing events;
8. Capacity development, training and learning under the Programme;
9. Staff development, mentoring and team building;
10. Development of tools, techniques and processes necessary in the Programme;
11. Identification and resolution of problems/issues; and
12. Representation of the Programme and APAARI.

3. Coordinator (KPs derived from TOR in Annexure I (1.3))

Purpose: The position is responsible for an overall coordination of APAARI's "-----
-----" project, facilitation of learning activities, management of collaborative /partnership activities, knowledge management/ sharing, capacity development, policy advocacy, and provision of technical support to products, tools and processes necessary for the Project.

The function is in line with the APAARI Strategic Plan 2017-2022, to develop a systematic and effective mechanism for technical information and knowledge management, geared towards enhanced improvement, regional learning, and collaboration to speed up agricultural technology and innovation for sustainable development in the Asia-Pacific Region.

1. Planning and coordination of the assigned Project;
2. Management, governance and development of the Project and thereby contribution to APAARI;
3. Monitoring, evaluation, impact assessment and reporting as necessary in the Project;
4. Mobilization of financial and in-kind resources in support of the Project and APAARI core activities;
5. Designing and development of effective partnership in the Project;
6. Generation, management and sharing of information and knowledge;
7. Capacity development, training and learning;
8. Staff development, mentoring and team building;
9. Development of tools, techniques and processes necessary in the Project; and
10. Identification and resolution of problems/issues

4. Coordinator – Finance and Administration (KPs derived from TOR in Annexure I (1.4))

Purpose: To support the Executive Secretary in establishing, maintaining and operating effective administrative and efficient financial management system for routine administrative matters related to staff and operations and in financial accounting, facilitating statutory compliances, project accounting, internal control and information to stakeholders, as aligning with the organizational needs.

1. Facilitation of HR management, administration and allied matters;
2. Coordination and operation of day-to-day administration and finance management;
3. Preparation of financial statements, budgets and various reports;
4. Management of tools, techniques, and software for finance and administration;
5. Mobilization of financial and in-kind resources by addressing membership portfolio;

6. Administration of procurement, supplies and financial and HR contract agreements;
7. Monitoring and evaluation and learning of management of financial resources;
8. Scoping and mapping of primary stakeholders for targeting and engagement; and
9. Undertaking awareness among stakeholders/members about AFRIS and agri-food systems.

5. Technical Associate/ Technical Assistant (KPs derived from TORs in Annexure I (1.5))

1. Provision of overall technical and managerial support to Programme/Project and APAARI;
2. Provision of logistical, technical and management support to events organized by the Programme /Project APAARI;
3. Help develop proceedings, evaluations, impacts and follow-up actions of the Programme organized events;
4. Generation, maintenance and sharing of information, databases and statistics among APAARI Members, partners and stakeholders of AFRIS;
5. Assist in the development and management of tools techniques and processes necessary in knowledge sharing and management;
6. Engagement of and liaising with APAARI members, partners and Stakeholders involved in Programme/ Project /AFRIS;
7. Maintenance of on-line presence through social media platforms/tools;
8. Capacity development, training and learning under the Programme/Project; and
9. Participation in staff development, mentoring, and team building at APAARI.

6. Administrative Associate/ Administrative Assistant (KPs derived from TOR in Annexure I (1.6))

1. Provision of technical, admin. And secretarial assistance;
2. Assistance in mobilization and management of APAARI membership;
3. Assistance in staff/personnel management;
4. Assistance/logistical support to APAARI knowledge sharing events/processes;
5. Assistance/support in APAARI corporate events/processes;
6. Assistance in development of APAARI publications;
7. Participation in public relation and outreach activities;
8. Contribution in managing web-sites and management of on-line tools, techniques, software;
9. Assistance in developing and maintenance of project filing; and
10. Participation in staff development, mentoring, and team building.

7. Executive Associate / Executive Assistant (KPs derived from TOR in Annexure I (1.7))

1. Provision of functional support to the Executive Management;
2. Assistance in development and administration of contracts/agreements;
3. Operations and facilitation of banking operations;
4. Assistance in developing and maintenance of project filing;
5. Procurement and supplies of goods and services;
6. Assistance in and provision of travel arrangements;
7. Logistical support on HR matters;
8. Local relationship and Liaison with government and others in Thailand;
9. Assistance/support in APAARI corporate events/processes; and
10. Participation in staff development, mentoring, and team building.

IV. Proposed Salary Structure for APAARI Staff

The subject matter of salary is generally considered as of a top concern for employees everywhere. APAARI, as its compensation policy, needs to have a well-structured and rationalized salary/pay scales for its employees. This is not only to help attracting and retaining skilled and knowledgeable staff but also to make such staff perform effectively in enhancing APAARI's overall performance and positive impact. Well-structured salary scale (that is based on performance), can be a useful guidance while determining and progressing an employee's compensation in terms of salary and allowance. Such salary structure will allow the APAARI employees to have clear understanding of financial rewards and their performance requirement, and at the same time will also provide necessary guidance to APAARI to manage its financial resources.

By considering the unique status of APAARI as a regional quasi (self-styled) inter-governmental organization, responsible for strengthening agri-food research and innovation systems in the Asia-Pacific Region, appropriate efforts have been made to suggest a justifiable and comparable set of salary scales for various categories and grades of APAARI employees.

Table 5 provides salary scales for Internationally Recruited Coordinator Staff (IRCS)²¹. These staff include Executive Secretary, Senior Coordinators and Coordinators.

Salary Steps 7	Conversion Ratios	Categories and Grades				
		Executive Secretary	Senior Coordinator		Coordinator	
			Grade 2	Grade 1	Grade 2	Grade 1
Mid-Point		96,936	82,121	69,008	55,175	43,675
I (Minimum)	0.900	87,242	73,909	62,107	49,658	39,308
II	0.933	90,441	76,619	64,384	51,478	40,749
III	0.967	93,737	79,411	66,731	53,354	42,234
IV (Mid)	1.000	96,936	82,121	69,008	55,175	43,675
V	1.033	100,135	84,831	71,285	56,996	45,116
VI	1.067	103,431	87,623	73,632	58,872	46,601
VII(Maximum)	1.100	106,630	90,333	75,909	60,693	48,043
IRCS** Level		IRCS 5	IRCS 4	IRCS 3	IRCS 2	IRCS 1
Average per Step		3,231	2,737	2,300	1,839	1,456

**This salary structure is adapted/adjusted from the salary structure for professional staff (P1 to P5) of the United Nations for its organizations (effective as on 1st January 2019 (Reference: https://www.un.org/Depts/OHRM/salaries_allowances/salary.htm).*

*** IRCS-Internationally Recruited Coordinator Staff.*

- Here seven salary steps have been constructed by using appropriate conversion ratios for

²¹ Most coordinator staff of APAARI shall be recruited from the Asia-Pacific Region.

transforming thirteen salary steps under the UN salary scales, so that the same range (from mid-point salary) between of 10% to the minimum step and 10% to the maximum step is maintained. Seven steps are considered appropriate for the APAARI coordinator staff, given that these staff are employed on a medium-term (up to 3-year term) contract for each of their employment tenure.

2. In addition to the base salaries, the APAARI employees will have appropriate levels of house rent subsidy, contributory provident fund and health insurance.

Table 6 provides salary scales for Regionally Recruited Associate/Assistant Staff (RRAS)²²,

Table 6. Proposed Step-wise Net Base Salaries for Various Categories/Grades of APAARI Associate and Assistant Staff (USD/Annum)*					
Salary Steps 13	Conversion Ratios	Categories and Grades			
		Associate		Assistant	
		Grade 2	Grade 1	Grade 2	Grade 1
Mid-point		30,486	25,405	21,171	17,322
I (Minimum)	0.743	22,666	18,888	15,740	12,879
II	0.786	23,962	19,968	16,640	13,615
III	0.829	25,272	21,061	17,550	14,360
IV	0.872	26,584	22,153	18,461	15,105
V	0.914	27,879	23,233	19,361	15,841
VI	0.957	29,175	24,313	20,261	16,577
VII (Mid)	1.000	30,486	25,405	21,171	17,322
VIII	1.043	31,797	26,498	22,081	18,067
IX	1.086	33,108	27,590	22,992	18,812
X	1.128	34,388	28,657	23,881	19,539
XI	1.171	35,699	29,749	24,791	20,284
XII	1.214	37,010	30,842	25,702	21,029
XIII (Maximum)	1.257	38,321	31,934	26,612	21,774
RRAS** Level		RRAS 4	RRAS 3	RRAS 2	RRAS 1
Average per Step		1,305	1,087	906	741

who responsible for providing support in technical, financial, administrative and executive areas.

**This salary structure is adapted/adjusted from the salary structure for General Service and Related Category Staff (Levels GS3 to GS7) of the United Nations, as applicable to Bangkok (Thailand) (effective as on 1st January 2015.*

(Reference- https://www.un.org/Depts/OHRM/salaries_allowances/salaries/thai.htm)

*** RRAS – Regionally Recruited Associate/Assistant Staff.*

²² Most Associate/Assistant staff shall be recruited from the Asia-Pacific Region, especially the Members Countries.

1. The salaries in THB (Thai Baht) have been adjusted for exchange rate changes between USD and THB (the average exchange rate being 1 USD= 33.4191THB over 2015 to September 2019) to make the salaries in USD as applicable to September 2019.
2. Here thirteen steps, as used under the UN salary scales, have been retained with the salary range (from mid-point salary) between of 25% to the minimum step and 25% to the maximum step. Appropriate conversion ratios are used as shown in Table 6. Thirteen steps, that have wider and larger proportionate spread, are considered appropriate for the APAARI associate and assistant staff, given that these staff are employed on a longer -term (up to 5-year term) contract for each of their employment tenure.
3. In addition to the base salaries, the APAARI employees will have appropriate levels of house rent subsidy, contributory provident fund and health insurance.

V. Implementation Strategy

The proposed framework on performance review/ development and the corresponding salary structure, as approved by the Executive Committee, will need to be systematically implemented by the APAARI Management and the Executive Committee. The overall strategy shall be to have prime consideration to the existing and potential financial resources as available to APAARI.

The following are a few specific strategies.

1. The current nine staff of APAARI in various categories, can be divided into three groups for implementing their first performance reviews and salary adjustments as below:
 - i) The first group consists of three coordinator staff who have not been reviewed for their performances and who have not been awarded any salary increases/adjustments over the last two years. These staff will have their performance reviews and necessary/corresponding salary increases/adjustments by the end of the year 2019.
 - ii) The second group consists of three associate/assistant staff who have been annually reviewed (recent reviews being in 2019 for the review period 2018-19); and who have been given some salary enhancements. These staff will have their upcoming performance review and will have appropriate/ corresponding salary increases/adjustments in March or September 2020, depending on the anniversaries of joining their employment²³.
 - iii) The third group comprises three recent recruits who have not yet completed their probation. These employees will have their performance review and corresponding salary adjustments in March or September 2020, depending on the anniversaries of joining their employment.
2. APAARI with modest level of current financial resources, will need to put in rigorous

²³ Those employees having their joining anniversary from 1 January to 30 June shall have their performance review in March; and those employees having their joining anniversary from 1 July to 31 December shall have their performance review in September. This pattern will be practiced for all APAARI staff effective from 2020.

efforts in mobilizing further financial resources in the areas of project/programme funding and unrestricted institutional core funding. That will be essential in future continuation of annual performance reviews and appropriate salary enhancements as per the salary structure presented in this Standard.

3. One of the key performance areas (as currently built-in for coordinator staff) has been the mobilization and management of financial resources. Thus, their performance in this specific area will need to receive high emphasis/weightage and accordingly they are rewarded in terms of their compensation. Conversely, those staff not effectively/successfully performing in this area, will have serious performance issues and appropriate censures.
4. The bottom line for APAARI will remain its overall ability and capacity to perform at par with excellence in terms of strengthened agri-food research and innovation systems in Asia and the Pacific. This kind of performance will certainly help APAARI rewarding its employees appropriately. Thus the framework on performance review/development as linked to optimal salary scales will provide the much needed impetus to the accomplishments of the association.

VI. Conclusion

The proposed framework on performance review/ development and the corresponding salary structure, are considered a crucial and highly essential step in the systematic progression of APAARI at this stage of its development. The implementation of this framework and application of the structure will provide necessary incentives and encouragements to APAARI's current staff (and also to its potential employees) not only in getting attracted towards employment with APAARI but also in providing their highest level of performance in contributing to the overall growth and positive impact of the Association.

This Standard is hereby proposed for consideration and approval by the APAARI Executive Committee, as per the provision of the APAARI Constitution (Article XI, Paragraph 34 (iii)), so the Standard forms the basis for implementation by the Management and the Executive Committee.

Annexures

Annexures I Terms of Reference (TORs) for Various Categories of Staff

Annexure I (1.1) Terms of Reference – Executive Secretary

Purpose: The prime purpose of the position of APAARI Executive Secretary is to lead, steer and execute APAARI collective actions and programme activities in contributing to the strengthened agri-food research and innovation systems (AFRIS) in Asia and the Pacific so as to develop agri-food systems and thereby help realizing sustainable development goals in the Region.

The following are the Terms of Reference, reflecting major roles and responsibilities of the position:

1. Under the overall guidance of the Executive Committee and the General Assembly of APAARI, the Executive Secretary will plan, execute, monitor and report on APAARI programme activities, the major programmes being Knowledge Management, Partnership and Networking, Capacity Development, Advocacy, Women and Youth, Foresight and Visioning and also APCoAB which is a major long-term project.
2. Undertake concerted efforts towards developing APAARI to be a more diverse multi-stakeholder platform (with membership not only of research organizations but many others such as CSOs (NGOs/Fos), higher education, extension, policy makers, the private sector, development organizations, etc.
3. Develop enhanced /proactive partnership among APAARI members, partners, the agri-food research and innovation systems and key stakeholders in initiating and executing APAARI collective actions.
4. Steer and develop APAARI to be an efficient and effective organization with good governance and capacity in contributing to strengthening of AFRIS in the Asia- Pacific region. This may require human talent capacity, financial and other resources, effective PM&E, effective leadership and management systems, and appropriately reformed APAARI with appropriate constitutional changes.
5. Plan, organize and report on meetings of the General Assembly and the Executive Committee as per the requirement under the APAARI Constitution and take follow up actions to implement and reflect decisions made in such meetings.
6. Manage and mobilize financial resources of APAARI including annual membership fees, other financial contributions, maintain account, make payments in accordance with approved budget of APAARI and submit audited financial statements /accounts to the General Assembly /Executive Committee during the respective meetings. This will include responsibility for approval and, signing the necessary bank documents and monitoring the expenditure and income of the Association. Some specific areas of responsibilities are as follows:
 - I. Assist and support the Chairman and the Executive Committee in managing the affairs of the Association, in timely reporting to the General Assembly, and interacting with outside organizations in relation to the business of the Association.
 - II. Organize regional/international conferences, symposia, workshops, expert consultations, brainstorming sessions, policy dialogues, training programmes and

- other meetings as per decision of the Executive Committee.
- III. Prepare the Association's work plan and budget, develop new programmes and activities in collaboration with other regional and international organizations and ensure coordination of activities among the members and partners of the Association.
 - IV. Develop regional and inter-regional collaborative networking activities, with the APAARI members involved and the partner research and development institutions/agencies within and outside the region and to communicate and follow-up with the relevant donors to fund the projects for implementation
 - V. Represent APAARI and participate on its behalf in national regional and global platforms for promoting and strengthening agricultural research and innovations for sustainable development.
 - VI. Develop, supervise and monitor all technical, professional and administrative staff for implementing APAARI programme activities and collective actions.
 - VII. Establish, maintain, and strengthen the links with all APAARI members, partner agencies, institutions, organizations and other bodies engaged in similar activities within and outside the Asia -Pacific region, including donor organizations for a drive to enhance financial resources of the Association, both in cash and kind contributions.
 - VIII. Maintain effective working partnerships with all member organizations and other stakeholders, including the Department of Agriculture (Government of Thailand) and the Food and Agriculture Organization of the United Nations (FAO RAP in Bangkok) and other regional agricultural research forums and all international agricultural research and development centers /organizations, in carrying out the roles and responsibilities of the Office of the Executive Secretary of APAARI.
 8. Undertake any other additional duties as entrusted by the Executive Committee and that are consistent with the above roles and responsibilities.

Duties of the Executive Secretary as provided in the APAARI Constitution (Para 42)

The Executive Secretary shall be the chief of the Secretariat of APAARI and shall be responsible for the affairs of the Association. Under the general guidance of the Executive Committee and the General Assembly, the Executive Secretary shall perform the following duties:

- i. Plan and organize the General Assembly and Executive Committee meetings, prepare the proceedings, arrange their publication and distribution, follow up on decisions taken and matters arising, and maintain records of the reports and proceedings of all meetings of the Association;
- ii. Prepare the Association's work plan and budget, monitor the progress of activities, propose new projects/programmes in collaboration with national, regional and international organizations, and ensure coordination of activities among the member organizations of APAARI;
- iii. Mobilize and manage the financial resources of APAARI, in particular (but not limited to), collect annual membership subscriptions and receive any other financial contributions, make payments/utilize funds in accordance with approved income expenditure plan/budget, maintain full accounts, and submit audited financial statements for endorsement to the Executive Committee/ General Assembly during their respective meetings;
- iv. Oversee overall delivery on a) APAARI programmes/projects, b) design of policies, strategies and biennial operational plans, c) partnership

- meetings/conferences/dialogues/training events/activities, d) human resource development and management, and e) public relationship;
- v. Publish the APAARI Newsletter, event proceedings and technical and policy reports;
 - vi. Line manage all the staff of APAARI, conduct their annual performance appraisal, and ensure new recruitments or replacements as and when desired/approved by the Executive Committee; and
 - vii. Undertake any additional duties as entrusted by the Executive Committee in pursuit of the APAARI's objectives.

Annexure I (1.2 (a))
Terms of Reference -APCoAB Coordinator

1. Report to the APAARI Executive Secretary, and coordinate, implement and perform as per APCoAB Work Plan and activities approved by the APCoAB Steering Committee.
2. Regularly organize APCoAB Steering Committee Meetings and serve as its Member Secretary.
3. Contribute to and participate in APAARI Executive Committee and General Assembly meetings.
4. Identify the priority programme activities in line with APAARI Vision and Strategic Plan, APAARI-COA collaborative programme on agricultural biotechnology, and overall objectives of APCoAB.
5. Establish and maintain close liaison with national, regional and international partners and other stakeholders and implement APCoAB programmes and activities with their support and collaboration.
6. Organize APCoAB expert consultations, conferences, workshops, seminars, brainstorming sessions, policy dialogues, training programmes, and capacity development activities.
7. Bring out status reports, success stories, reviews, meeting reports, proceedings, and synthesis reports in line with APCoAB objectives and approved Work Plan.
8. Update and expand information and knowledge sharing channels such as APCoAB website, flyer, newsletter, etc. and contribute to APAARI information/ knowledge resources and sharing arrangements.
9. Prepare periodically progress reports, evaluation reports and impact assessment reports.
10. Undertake appropriate activities/actions to generate financial resources through various ways and sources, including donor support, new projects, partnership and collaborations.
11. Participate in and contribute to developing plans, strategies, and policies for APAARI and APCoAB.
12. Represent APCoAB and APAARI in related fora considered necessary to pursue the organizational objectives.
13. Manage optimally and effectively resources (under your responsibility) such as funds, human talent, office and facilities, partnerships and networking arrangements.
14. Provide any other technical/professional advice/ guidance as required by the Executive Secretary, Executive Committee, and APAARI stakeholders.
15. Perform any other duties as assigned by the APAARI Executive Secretary and the APCoAB Steering Committee.

Annexure I (1.2 (b))
Terms of Reference – Knowledge Management Coordinator

Broad statement of function: Responsible for coordination of APAARI's knowledge management (KM) programme, facilitation of learning activities, management of KM partnership projects, and provision of technical support to key KM products, tools and processes. The function is in line with the APAARI Strategic Plan 2017-2022, and KM Strategy, to develop a systematic and effective mechanism for KM, geared towards enhanced regional learning, knowledge sharing and collaboration to speed up agricultural innovation for sustainable development in the Asia-Pacific Region.

Reporting to: Executive Secretary, APAARI **Recruitment period:** 8 April 2019 – 7 April 2022

Duty station: Remote

Duties and responsibilities:

1. Coordination of APAARI KM Programme:

- Coordination and oversight of KM activities implemented by the Knowledge Management Officer.
- Finalization and publication of the APAARI KM and Resource Mobilization Strategies to guide regional collaboration on priority topics, as well as KM activities and projects.
- Development of KM work plans and performance framework with annual KM targets.
- Monitoring and evaluation (M&E) of KM activities against the objectives and targets of the KM Strategy.
- Consolidation of KM activities for progress reports and the Annual Report of APAARI.
- Identification of problems and issues in the KM programme and recommendation of ways to address them.

2. Facilitation of learning activities:

- Coordination of webinars with APAARI members from national agricultural research systems (NARS), international agricultural research organizations, civil society and the private sector.
- Coordination and organization of KM workshops, and capacity development workshops as required.
- Substantive contribution to and facilitation of innovative KM processes in key APAARI-supported events, including expert consultations and policy dialogue.
- Facilitation of capacity development related to KM, through identification, development and implementation of modules for capacity development and training delivery.
- Promotion and integration of innovative concepts and frameworks in agricultural research and innovation into existing and new programmes, such as the Common Framework on Capacity Development (CD) for Agricultural Innovation Systems (AIS).

3. Facilitation of KM Partnership:

- Identification and scoping of funding opportunities for KM activities, and drafting of concept notes/project proposals: (i) research, collection and analysis of information to enable APAARI make strategic and informed decisions on its membership and partnerships; (ii) collaboration with national and international partners, and the private sector, to identify new project ideas and scope for new projects.
- Management of APAARI's relations with Europe-based institutions, including the European Commission, Food and Agriculture Organization of the United Nations (FAO), and International Fund for Agricultural Development (IFAD).
- Technical advisory on existing and future KM projects and programmes of APAARI.
- Strengthening existing partnerships with the Australian Centre for International Agricultural Research (ACIAR), FAO (Capacity Development for Agricultural

Innovation Systems (CDAIS), and E-agriculture), and Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA) in agricultural education.

- Advancement of partnership with Asia-Pacific universities on agricultural education, as well as other planned and ongoing initiatives with STDF/WTO on knowledge hubs, ACIAR and ICRISAT on smart food, SAARC on climate-smart agriculture, and other KM partners.

4. Technical support to key KM products, tools and processes:

- Coordination of outreach activities.
- Coordination and editing of APAARI newsletter.
- Oversight of the maintenance of the APAARI website and Social Media tools.
- Preparation of policy briefs.
- Coordination and preparation of APAARI's Annual Reports.
- Coordination of success stories on various topics.
- Enforcement of the use of the Stakeholder Mapping Tool within APAARI as a monitoring tool to keep track of new stakeholders, and recommend appropriate engagement strategies.

5. Other responsibilities:

- Substantive contribution to APAARI's governance, particularly the Executive Committee Meetings and General Assembly, as well as APAARI's strategic and policy documents.
- Any other KM tasks consistent with the above and as discussed and required by the Executive Secretary.

Annexure I (1.3)
Terms of Reference – ASTI Coordinator/Economist

- 1 Coordination and overseeing of the ASTI project and contribution to APAARI efforts in developing/enhancing policy support to agri-food research and innovation systems.
- 2 Act as ASTI's principal focal point for Southeast Asia and the Pacific.
- 3 Facilitate qualitative and quantitative data collection through the national focal points.
- 4 Implement and coordinate survey rounds in the countries under study. This includes capacity building of and regular communication with national focal points to discuss survey progress by email, phone, and occasionally through country visits.
- 5 Validate and check survey data for omissions and inconsistencies, and discuss these omissions and inconsistencies with the national focal points.
- 6 Estimate missing data by using ASTI estimation procedures, and calculate aggregated values to be published externally.
- 7 Conduct internet search for relevant secondary sources of information.
- 8 Prepare draft country fact sheets and other country outputs, in close collaboration with ASTI team and national focal points.
- 9 Assist in the preparation of a regional synthesis report describing recent trends in agricultural research investment and capacity.
- 10 Assist in the preparation of analytical reports on agricultural research investment, agricultural productivity, and quality of research systems.
- 11 Update/create and maintain the country pages on the ASTI website. 12 Present key findings of the survey at various events.
- 12 Work closely with ASTI team members in Washington, D.C. and Belgium.
- 13 As part of APAARI efforts, help develop innovative funding mechanisms for investment in agri-food research and innovations in Asia and the Pacific.
- 14 Contribute to and facilitate in developing congenial policies in support of enhanced investment in agri-food research and innovations.

Annexure I (1.4)
Terms of Reference – Coordinator – Finance and Administration

Purpose: To support the Executive Secretary in establishing, maintaining and operating effective administrative and efficient financial management system for routine administrative matters related to staff and operations and in financial accounting, facilitating statutory compliances, project accounting, internal control and information to stakeholders, as aligning with organizational needs.

1. Operate as the lead contact for all administrative, financial and related policies and allied matters. Liaising with bank, statutory authorities, auditors, donors/members, other stakeholders as required. Facilitate audit of accounts. Coordinate responses to audit reports and timely closeout of audit recommendations.
2. Assist in recruitments of new staff by developing Terms of References, inviting applications and for conducting interviews and in communications with the applicants.
3. Review and validate all financial transactions for appropriate coding, reasonableness, accuracy and compliance with contracts, accounting standards, policies, statutes, guidelines. Oversee payroll and timely completion of month-end process. Finalize accounts and prepare annual financial statements. Provide overall quality control on financial information, ensure comprehensive documentation and archiving of all financial records. Facilitate capacity building of in-house finance staff.
4. Prepare annual financial budget and plans in consultation with department Coordinators and Executive Secretary. Prepare budget phasing for monitoring and budgetary control. Reforecast and re appropriate financial budget semiannually. Collaborate with project team in preparing project budgets.
5. Undertake procurements and allied documentation, contracts management,
6. Submit monthly management accounts with analytical commentary to global and local management teams. Analyze and interpret financial statements for management appraisal and insight. Provide information and analysis to aid in decision making and control. Disseminate reports, financial analysis with interpretation for project managers. Furnish periodic project financial reports to donors. Convene and lead in all finance and project team meeting.
7. Plan and undertake a series of awareness activities among APAARI members, agri-food research and innovation systems (AFRIS), partners and stakeholders in the area of importance/scope of strengthening AFRIS for the development of agri-food systems and for them to encourage to commit and participate in collective actions and partnership efforts.
8. Scope and map primary stakeholders (such as NARIs, NAROs, policy bodies, global fora, higher education, CG Centres, AIRCA, CSOs, farmer, women and youth organizations) to enable better targeting and stronger engagement in collective actions in terms of sharing of benefits, efforts and resources.
9. Assist the Executive Secretary in any other activity of Administration and Finance as and when required.

Annexure I (1.5 (a))
Terms of reference – Knowledge Management Officer

Duties and responsibilities

Under the guidance of the Knowledge Management Coordinator (KMC) of APAARI, the Knowledge Management Officer will be responsible for the following duties:

Website

- Assisting the KMC in re-organization and re-design of the website.
- Categorizing and organizing various documents on the website e.g. reports and publications.
- Updating the website content in a timely and accurate manner.
- Ensuring technical functioning of the website and liaising with the web developer for troubleshooting and support services.
- Maintaining statistics on the number of website visitors, in collaboration with the web developer.
- Adapting multi-media material for the website, e.g. re-sizing and cropping photographs and videos.
- Reviewing APAARI member/partner websites, or/and communicate with their KM/Communication personnel to identify latest news, stories, publications, events or other news-worthy information that could be promoted on the APAARI website to inform wider audience and help them disseminate agricultural research.
- Developing and sharing new ideas on the website content, web-based applications and new templates that can potentially be implemented.

Social Media

- Maintaining APAARI's online presence through social platforms, including monitoring, engaging and sharing information through all forms of APAARI Social Media tools such as Facebook, Twitter, Blog and others, to better support APAARI's communication and advocacy efforts.
- Maximizing APAARI's engagement and contribution to social platforms of APAARI members and partners, and promoting APAARI Social Media tools to increase visibility, the number of online followers, and 'traffic' across its knowledge platforms.
- Reaching out to new organizations working in agricultural research and innovation, including national, regional and international institutions, with potential to become APAARI members.
- Actively promoting APAARI events and activities, as well as those of members and partners.
- Maintaining statistics to measure the success of APAARI's Social Media Strategy.

Events

- Providing logistical and administrative support to the KMC for event organization e.g. high level dialogues, meetings and expert consultations.
- Preparing, sending out and following up on invitations.
- Maintaining the list of participants and participant confirmations.
- Formatting and disseminating pre- and post-event communication material to participants.
- Assisting with media involvement.
- Consolidating event papers and presentations.

- Assisting with preparation event evaluation.
- Maintaining accurate and organized files for events.

The Knowledge Management Officer will also provide other administrative support as assigned by KMC.

Perform any other tasks that fall under the technical expertise of the Knowledge Management Officer and required by the Executive Secretary.

Annexure I (1.5 (b))
Terms of Reference – Technical Associate APCoAB

1. Report to the Coordinator, APCoAB.
2. Assisting in preparation and providing technical and logistical support to the Coordinator, APCoAB, for event organization e.g. high level policy dialogues, meetings, symposia, workshop and expert consultations related to agricultural biotechnology and bioresources.
3. Preparing, sending out and following up on invitations for meetings.
4. Maintaining the list of participants and participants' confirmations.
5. Formatting and disseminating pre- and post-event communication material to participants.
6. Assisting with media involvement.
7. Consolidating event papers and presentations.
8. Assisting with preparation of event evaluation.
9. Maintaining accurate and organized files for events.
10. Assistance to the Coordinator, APCoAB in identifying and executing the defined activities under APCoAB, mining data and information and in preparing power point presentations.
11. Assistance in organizing the Steering Committee meetings of APCoAB.
12. Categorizing and organizing various document on the website e.g. reports and publications.
13. Updating/modifying the databases and management of the content of news-worthy items, stories, events to promote agricultural biotechnology and bioresources to wider audience in Asia-Pacific region in a timely and accurate manner through APCoAB website.
14. Maintaining APCoAB's online presence through social platforms, including monitoring, engaging and sharing information through all forms of APCoAB Social Media tools such as Facebook, Twitter, Blog and others, to better support APCoAB 's communication and advocacy efforts.
15. Any other support as and when assigned by Coordinator, APCoAB.

Annexure I (1.6)
Terms of Reference- Administrative Associate

1. Your overall role and responsibility will be to carry out administrative functions. For these purposes, you will report to the APAARI Executive Secretary.
2. Provide technical assistance and secretarial support to Advisor/Consultants in data collection, compilation, analysis, preparing reports, developing publications, and maintaining relevant files and other records, etc. as and when required
3. Membership handling work (sending request letter to all paying member, reminder to unpaid member and acknowledging after receive payments.) also sending request letter with benefit of APAARI Membership to interested organization to become APAARI member
4. Provide overall administrative and secretariat support comprising typing, day-to-day administrative tasks, maintaining office files and processing records/paper works, preparing and formatting of reports and documents, etc.
5. Assist to initiate, update and track processing actions for various purposes such as planning, budgeting, financial and personnel management, engagement of staff, consultants, contracts, procurements of goods and services.
6. Participate and assist in structuring, organizing, and maintaining personnel records to ensure confidentiality and efficient retrievals
7. Help and participate in knowledge management activities, including exchange and sharing of information, and generation of information which may require compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
8. Provide help in organizing APAARI events such as conferences, workshops, expert consultations, training programmes in terms of planning, programming, scheduling, budgeting, travel and accommodation arrangements, financial and accounting processes, and logistical arrangements, documentations.
9. Help and participate in organizing APAARI corporate meetings such as Executive Committee meeting and General Assembly meeting in terms of invitation to/correspondence with participants, travel and accommodation arrangements, finance and accounting, documentations, reporting, etc.
10. Provide technical assistance in data collection, compilation, analysis, preparing reports, developing publications, etc. under the APCoAB project
11. Provide support in developing and printing APAARI publications and their dispatch to APAARI members and partners as and when required.
12. Participate in public relation and outreach activities of APAARI, involving advocacy, promotion, information exchange, distribution of publications, on-line communication and social media.
13. Participate and assist in developing and managing APAARI websites and on-line information systems as and when required so that APAARI members, partners and stakeholders are actively engaged and supported for benefit sharing.

14. Assist in solving software and computing problems faced by APAARI staff.
15. Receive and log project correspondence, create and maintain project filing and reference system, ensuring that background information are properly maintained and cross reference copies included as appropriate.
16. Consistent with and related to the above, perform any other duties as assigned, from time to time, by the Executive Secretary or his designated officer.
17. These terms of references will be reviewed and rationalized periodically to make adjustments with APAARI work programmes and depending on the changed circumstances.

Annexure I (1.7)
Terms of Reference -Executive Associate

1. Provide operational support as required by the Executive Secretary and project coordinators;
2. Initiate, update and track computer assisted processing for budgetary, financial, personnel, consultant contract and Letters of appointment and agreement or other categories of actions and necessary follow-up;
3. Assist in maintaining accounts and all bank details, and ensure entries of expenses and revenues in the financial software system
4. Receive and log all project correspondence, create and maintain project filing and reference system, ensuring that background information are properly maintained and cross reference copies included as appropriate; Assist in initiating request of consultants and prepare purchase order (Pos) to be submitted to Executive Secretary and payment requests for vendors and settlement of honorarium of consultants;
5. Prepare travel requests, arrange itinerary for field visits, and make related travel arrangements including visa formalities for secretarial staff and consultants, as and when required;
6. Prepare needed data and materials, and make arrangements for briefings, meetings, workshops and project missions;
7. Arrange logistics for the new recruits;
8. Arrange and attend meeting with suppliers, visitors and customers;
9. Handle other operational matters as and when needed;
10. Perform other related duties that the Executive Secretary may assign from time to time;

These terms and references will be further reviewed from time to time depending changed circumstance.

Annexure II

Performance Assessment Guidelines Used by the Centre for Agriculture and Bioscience International (CABI)	
Overall Assessment of Performance	Typical Evidence, includes:-
<p>Significantly Exceeds Expectations Meets all goals and exceeds expectations for most of them</p>	<ul style="list-style-type: none"> • a clearly outstanding performance • achievement at the highest level of performance for most goals • significant positive impact on business/service delivery (e.g. new business above target, improved service delivery, performance ahead of schedule) • very positive customer feedback (internal/external) • very clear evidence of achievement well above expectation
<p>Exceeds Expectations Meets all goals and exceeds expectations for some of them</p>	<ul style="list-style-type: none"> • a very good performance • achievement at the highest level of performance for some goals • clear positive impact on business/service delivery (e.g. new business above target, improved service delivery, performance ahead of schedule) • positive customer feedback (internal/external) • clear evidence of achievement above expectation
<p>Meets Expectations Meets all key goals</p>	<ul style="list-style-type: none"> • a good overall performance • some positive impact on business/service delivery as a result of achievements (e.g. new business on target, improved service delivery, performance ahead of schedule) • some positive customer feedback (internal/external) • good evidence of achievement
<p>Meets Most But Not All Expectations Meets most goals</p>	<ul style="list-style-type: none"> • a mainly good performance with some areas of improvement or development • meets most goals but does not meet all of them
<p>Does Not Meet Expectations Fails to meet all or most goals</p>	<ul style="list-style-type: none"> • a clearly poor performance • clear negative impact on business/service delivery (e.g. missing agreed targets or deadlines, deterioration in service delivery, performance behind schedule) • negative customer feedback (internal/external) • likely to have a performance improvement plan in place • clear evidence of under achievement