



# APAARI

# MANAGEMENT STANDARD

## Executive Committee

Asia-Pacific Association of Agricultural  
Research Institutions (APAARI)  
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THAILAND

# **APAARI Management Standard: Executive Committee**

## **I Introduction and Background**

At its establishment in December 1990, the APAARI General Assembly approved the APAARI Constitution (1<sup>st</sup> Edition, 1991). Besides setting basic provisions (rules, regulations, procedures, etc.), the Constitution also made provision for an Executive Committee (EC) for overseeing and managing the overall affairs of the Association. The latest version of the Constitution (Seventh Edition of 2019) provided further improved/updated basic provisions on the composition, formation, roles, responsibilities and functioning of the Executive Committee.

This Management Standard on the APAARI Executive Committee has been formulated as a stand-alone document to guide the functioning of the Executive Committee. Some provisions are taken directly from the Constitution (7<sup>th</sup> edition, July 2019), supplemented with additional guidelines on details relating to the functions and procedures of the Executive Committee.

This Management Standard has thus been designed in line with Article XI– Duties of the Executive Committee, Para 34 (iii) of the 7<sup>th</sup> edition of the APAARI Constitution. The Standard aims to guide the Association, especially the members of the Executive Committee, Executive Secretary, and APAARI Secretariat, in their roles, responsibilities and contributions to APAARI’s management, governance and performance.

In the following sections, basic provisions extracted from the Articles and Paragraphs (items) in the Constitution are presented in normal font, while additional guidelines are presented in *italics*.

## **II APAARI Executive Committee (EC)**

### **2.1 Composition of the Executive Committee**

1. The Association shall have an Executive Committee, composed of the following fourteen (14) members (Article X, Paragraph 25 of the Constitution)<sup>24</sup>:
  - i) Six (6) members representing the Category I (Country Core Member Organizations) of which two (2) shall be from the South Asia and West Asia sub-region, two (2) from the South-East Asia and East Asia sub-region, and

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<sup>24</sup> *Constituencies and categories of APAARI Membership, as drawn from the APAARI Constitution, are shown in Annexure 1 to this Standard. All further references in this document to “the Constitution” refer to the 7<sup>th</sup> edition of July 2019.*

two (2) from the Pacific sub-region. One of these six members shall be the out-going Chairperson, who will continue as a member for the new term; to ensure continuity and needed guidance to the new Executive Committee;

- ii) A member representing the member organization from the host country of APAARI;
- iii) A member representing the higher education sector (agricultural universities and institutions);
- iv) A member representing the CGIAR – as represented by one of the CGIAR Center Directors General;
- v) A member representing the AIRCA – as represented by one of the AIRCA member institutions;
- vi) A member representing the private sector organizations;
- vii) A member representing donor/funding agencies/organizations;
- viii) A member who is the incumbent Executive Secretary of the GFAR; and
- ix) The incumbent Executive Secretary of APAARI as an *ex-officio* member.

## **2.2 Formation of the Executive Committee**

2. The members shall be nominated/elected by the General Assembly in its biennial meeting from the respective groups of member organizations. A member organization shall not have more than one representative on the Executive Committee (Article X, Paragraph 26)<sup>25</sup>.
3. *The respective member organizations from each constituency may have consultations among themselves on whom they wish to elect/nominate as representative on the Executive Committee*<sup>26</sup>.
4. *The election/nomination of the member organizations from each constituency may follow a rotation to enable equal opportunities to participate in APAARI's governance.*

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<sup>25</sup> Provisions as referred to by Articles and Paragraphs are basic provisions as in the APAARI Constitution.

<sup>26</sup> Provisions as expressed in italics are additional provisions as developed in this Standard.

5. The Chairperson and Vice-Chairperson of the Executive Committee shall be nominated/elected from the seven Executive Committee members [as under Paragraph 25 (i) and (ii)], by the Country Core Member Organizations present at the General Assembly Meeting (Article X, Paragraph 27).
6. In case any of the member seat(s) on the Executive Committee remains vacant during the General Assembly meeting, such member seat(s) shall be nominated/filled-in by the Executive Committee (Article X, Paragraph 28).
7. *Such vacant seat shall be filled within the first six months of the biennium for which such a member is to be nominated.*
8. The Executive Secretary of APAARI shall be appointed in accordance with Article XII of this Constitution (Article X, Paragraph 29).
9. The Executive Committee may co-opt/ invite, as a special member/an observer on the Executive Committee, any such individual with specific expertise, skills, interest and experience (Article X, Paragraph 30).
10. The Chairperson, Vice-Chairperson and members of the Executive Committee (other than the member representing member organization of the host country, the Executive Secretary of GFAR and the APAARI Executive Secretary), shall hold office for two years and shall not be eligible for immediate re-election to the same office (Article X, Paragraph 31).
11. If any member seat, including that of the Chairperson or the Vice-Chairperson, of the Executive Committee, falls vacant, such seat shall be filled-in for remaining tenure by the Executive Committee in consultation with the member organization to which the original member belonged (Article X, Paragraph 32).
12. *If remaining tenure is less than three months, such a vacant member position of the Executive Committee, shall not be filled.*

### **2.3 Duties (Roles and Responsibilities) of the Executive Committee**

13. The Executive Committee shall oversee the affairs of APAARI in accordance with this Constitution, and policies and directives adopted/given by the General Assembly. The specific duties of the Executive Committee shall be to (Article X, Paragraph 34):
  - i) Review and approve biennial work plan, income and expenditure plan, audited financial statements, projects and collective actions of APAARI;

- ii) Plan and develop policies, strategies, directives, rules of procedures, and regulations for approval by the General Assembly;
  - iii) Suggest and approve the necessary standards of management to enhance functioning, performance and governance of APAARI;
  - iv) Propose to the General Assembly the composition of the Executive Committee, delegation of required authority to the Executive Committee, and suggest any other powers/duties of the General Assembly as conferred upon under this Constitution;
  - v) Form and appoint sub-committee(s) of the Executive Committee to deal with specific purpose(s);
  - vi) Appoint APAARI Executive Secretary and periodically assess and review his/her performance; and
  - vii) Design, endorse and propose amendments to the Constitution for approval by the General Assembly, as and when needed.
14. The Executive Committee members shall participate in any specific purpose committee(s), as formed from time to time, by the Executive Committee and/or by the General Assembly (Article X, Paragraph 35).
15. *Such specific purpose committee(s) may deal with subject matters such as finance, appointments, membership, audit, reforms, etc.*
16. The Executive Committee members, as and when required, shall represent APAARI at internal and external meetings, forums and events in fulfilling the objectives of APAARI (Article X, Paragraph 36).
17. *Third party organizations may have a provision for the APAARI Chairperson and/or the Executive Secretary to represent APAARI at their events. Under such circumstances, alternative arrangements may need to be made to ensure APAARI is appropriately represented.*

#### **2.4 Other Roles of the Executive Committee**

18. Membership of APAARI may be sought by submitting an application to the Executive Secretary and as approved by the Executive Committee. Once approved such organization shall be termed as Member Organization (Article VI, Paragraph 12).

19. *The Executive Committee shall consider and approve membership of APAARI. If and as needed, such approvals may be arranged through e-communication/consultation.*
20. The contents of Annexure 1, are evolving, progressive and adaptable in nature. These contents may be modified and/or updated and approved, from time to time, by the Executive Committee. Such updated version of Annexure 1 shall be provided along with this Constitution (Article VI, Paragraph 14).
21. *Annexure 1 to the APAARI Constitution, provides categories /sub-categories and subscription levels for APAARI membership.*
22. On failure of a member organization to pay its membership subscription consecutively for three years, the APAARI Executive Committee may decide to discontinue such membership (Article VI, Paragraph 16).
23. *The Executive Committee may go through the process of assessing the underlying reasons for non-payment of subscriptions and the options that are available and can be provided to such member organizations, before finally deciding on the discontinuation.*
24. Any member organization, desiring to withdraw its membership from the Association, shall notify the Executive Secretary in writing. Such withdrawal shall take effect three months from the date of receipt of the notice by the Executive Secretary (Article VI, Paragraph 17).
25. *The Executive Committee may oversee such decision-making/ considerations, as and if requested/advised by the Executive Secretary.*
26. APAARI shall seek and receive funds from various sources to carry out its functions. Such sources may comprise of other suitable sources as approved from time to time by the Executive Committee (Article VII, Paragraph 18 (vii)).
27. The performance of the Executive Secretary shall be periodically assessed and reviewed by the Executive Committee and if found satisfactory and acceptable; the appointment of the Executive Secretary may be renewed once for a further term of three (3) years (Article XII, Paragraph 39).
28. *The Executive Committee may entrust any additional duties to the Executive Secretary and/or to any staff of the Secretariat in pursuit of the APAARI's objectives.*

29. *The Executive Committee may undertake any other role/responsibility as suggested and approved by the General Assembly and endorsed by the Executive Committee, as consistent with the Constitution.*
30. *The Executive Committee assists the Executive Secretary of APAARI with options and decisions around managing major risks in order for the Association to perform effectively. This may include financial, reputational, legal, regulatory, operational, and strategic risks.*
31. *While the primary role of the EC is risk management not operational matters, during Force Majeure situations (as caused by pandemics, earthquakes or any other disasters), the EC can be asked by the ES to assist with suggestions/advice on major operational issues and performance of APAARI.*

## **2.5 Executive Committee Meeting (ECM)**

32. The Executive Committee shall meet at least twice every year and such meetings shall be convened by the Executive Secretary in consultation with the Chairperson (Article XI, Paragraph 33).
  - i) *Of the above two meetings, one meeting shall be a face-to-face meeting and may cover detailed presentations/discussions on key activities/issues, following a “deep dive” approach.*
  - ii) *The second meeting may be either face-to-face or virtual.*
  - iii) *Furthermore, as and if required, the Executive Committee may meet more than twice a year either virtually or face-to-face. Such meeting(s) can be termed ‘extraordinary ECMs’.*
  - iv) *During Force Majeure situations, restricting travel and/or face-to-face interactions, the EC shall meet virtually.*

### **2.5.1 Planning of ECM**

33. *Following are the key planning processes:*
  - i) *The Executive Secretary, in consultation with the Chairperson, shall plan (date, place, agenda, and documentation), prepare and organize the ECM.*
  - ii) *Announcement of the date of an ECM to the EC members and others shall be made at least three (3) months in advance of the meeting, unless there is an*

*urgent reason for an extraordinary ECM that can be arranged with notice of shorter period.*

- iii) It is expected that at each ECM there will be sessions open to attendance by non-EC members and sessions which are closed.*
- iv) The closed sessions will be only for EC members, the ES, a moderator and an administrator for the meeting, unless an alternative arrangement is approved by the Chairperson of the EC prior to the meeting.*
- v) Attendance by non-EC members at the open sessions (for example, people with specific expertise, experience, or interest, to participate in those sessions) shall be through prior endorsement from the Chairperson of the EC.*
- vi) If there are sessions for special attendees (special invitees/observers) then these should be grouped in the program to facilitate their attendance at one time.*
- vii) The agenda for ECM shall broadly cover areas such as opening session (welcome and introduction, opening statement), approval of agenda, disclosure of interest, approval of minutes of the last ECM, action taken report, membership status, work plan and progress, reforms and governance, audit and financial statements, administrative matters, stakeholder views, closing remarks and vote of thanks.*
- viii) A Draft agenda of the ECM shall be shared with the members of the EC and others (as necessary) at least four weeks in advance of such meeting.*
- ix) Members of the EC may suggest any new agenda item and/or modification to agenda items at least three weeks in advance of the planned date of the ECM.*
- x) Those members who suggested any agenda item(s), shall prepare the documentation on such agenda item(s) in consultation with the Executive Secretary and/or Chairperson and submit it to the Executive Secretary at least two weeks in advance of the Meeting.*

## **2.5.2 Documentation for ECM**

- 34. The following style and format is to be followed for the submission of documentation to the ECM:*



- i) *The submission page at the top should identify the meeting number, year, agenda number and its brief title.*
  - ii) *The main body of the submission shall comprise three parts; A) Purpose, B) Facts and Considerations, and C) Recommendations.*
  - iii) *The Purpose be specified in numbered bullet points, mentioning what is intended to happen and what is to be accomplished in terms of output/outcome from the submission.*
  - iv) *The Facts and Considerations should cover background, context, rationale, benefits, implications, if any, including financial implications.*
  - v) *The Recommendations should be precise and concise and shall clearly state if the submission is for information, endorsement, approval or some combination of these.*
  - vi) *The submission can have necessary attachments, annexures, with details of data and information, tables, charts, graphs, etc.*
35. *In the annotated agenda, each agenda item should briefly reflect, the purpose, content, presenter and who is to take decisions on outputs/outcomes.*
36. *All materials in the collated forms on all agenda items including submissions, attachments, annexures, etc. shall be made available to all the members in their individual folders.*
37. *The draft proceedings of the immediate past ECM is to be included for endorsement by the EC. Such draft proceedings at this stage is a product of minutes compiled by the Executive Secretary/the Secretariat team, comments/suggestions made by the participants, especially members of the EC, and vetting provided by the Chairperson.*
38. *It is important to include a separate report (agenda item) on follow up/ actions taken arising from the decisions/ recommendations of the previous EC meeting(s). The decisions/recommendations and reported actions must be specific, concise and actionable.*
39. *Full documentation (including an annotated agenda and submissions of agenda items with attachments if any) shall be sent, as soft copies through emails/online downloads, to reach the members of the EC and /participants of the ECM at least seven days in advance of the date of the meeting. Hard copies of the*

*documentation will be made available, on request, to the members/participants on the day of the meeting.*

40. *All documentation prepared for the EC shall be considered confidential and managed by all parties as such.*
41. *A separate set of additional documents, booklets, pamphlets, posters, and other materials, may be provided to complement and aid the EC members in the process of the meeting.*

### **2.5.3 Conduct of ECM**

42. The Chairperson (of the Executive Committee) shall preside over all meetings of the General Assembly and the Executive Committee; and represent, as and when required, the Association at internal and external meetings, forums, and events in fulfilling the objectives of APAARI (Article XIII, Paragraph 40).
43. The Vice-Chairperson shall perform all duties of the Chairperson in the absence of the Chairperson, and such other duties as may be assigned to him/her by the Chairperson ((Article XIII, Paragraph 40).
44. *The Chairperson of the Executive Committee shall preside over all meetings of the Executive Committee. In his/her absence, the Vice-Chairperson of the Executive Committee shall preside over the EC meeting.*
45. *If for any reason, both the Chairperson and Vice-Chairperson are unavailable for the planned and/or on-going EC meeting, the Chairperson (or if unable, the Vice-Chairperson) shall nominate one or two members to preside over the meeting.*
46. The quorum shall be fifty per cent (50%) of the member organizations with voting rights at any General Assembly meeting and fifty per cent (50%) of the members at any Executive Committee meeting (Article XV, Paragraph 45)<sup>27</sup>.
47. *In absence of the quorum, the Chairperson of the ECM in consultation with the Executive Secretary and available members of the EC at the venue of the ECM may record the lack of quorum and decide to continue the meeting. However, such meeting will not be empowered to make any recommendations or decisions.*

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<sup>27</sup> *As special invitees/ observers do not have voting right, these persons are not counted for the purpose of quorum.*

48. *All members of the Executive Committee including the member representing donor/funding agencies/organizations shall have voting right at the EC Meeting.*
49. *A special invitee person / an observer at the Executive Committee Meeting shall **not have** voting right.*
50. *The EC shall strive to reach all decisions by consensus. In situations where consensus is not possible, decisions shall be achieved through a majority (more than 50 per cent) of the votes in favor of the decision under consideration.*
51. *The Chairperson shall allow adequate time for mutual consultation among members prior to voting on any issue/matter. In the case of equality of votes, the Chairperson shall have a casting vote (Article VIII, Paragraph 22).*
52. *Amendment of the Constitution shall only be considered by the General Assembly if such agenda and the content of the amendment are supported by and have a prior endorsement of the Executive Committee by a simple majority of (more than 50%) of the votes (Article XVI, Paragraph 48).*
53. *The Association can only be dissolved by a resolution approved through a two-thirds majority at a General Assembly meeting. The procedure to be followed for the dissolution of the Association shall be the same as detailed in paragraphs 46 to 49 of Article XVI (Article XVII, Paragraph 50).*

#### **2.5.4 Processes and Deliberations at ECM**

54. *After welcome and introduction by the Executive Secretary, the ECM shall be formally opened by the Chairperson with his/her opening statement/remarks.*
55. *After the opening session, the first agenda item (the draft agenda), covering suggested agenda items will be presented to and approved by the Executive Committee. Any suggested modifications will be considered and accepted for appropriate inclusion/ mentioning.*
56. *The second agenda item shall be 'Disclosure on Interest' before any matters of business are discussed. A Committee Member should also declare any conflict of interest, if such a matter arises at any other time during the Meeting.*
57. *The next agenda item shall be the consideration and approval of the minutes (Proceedings) of the preceding meeting and followed by the consideration and approval of the follow up/ action taken report.*

58. *Common content for presentation of each agenda item shall be: a) brief introduction and invite to the presenter by the Chairperson, concise presentation by the presenter (may be using audio-visuals), discussions by the participants as steered by the Chairperson, and decision(s) as moved by a member and as seconded by one or more members. Precise wording of the decision, arising actions, and names of the mover and the seconder(s) shall be recorded by the rapporteur(s)/ Executive Secretary.*
59. *As an official record of the ECM, a group photo of all the participants of the meeting shall be taken at stipulated time and designated place at the venue of the meeting.*

### **2.5.5 Proceedings of ECM**

60. *The Executive Secretary may arrange a moderator and recorder(s), preferably from the Secretariat, for recording the minutes of the ECM.*
61. *The records of proceedings at the ECM should ideally include brief contents of the presentation, summary of discussion/deliberation highlighting issues/concerns/significance, specific decision(s)/recommendation(s) agreed, name of the mover and name (s) of the seconder(s), and any responses from the APAARI secretariat. Names of members and participants in the discussions/deliberations may **not be** needed in the proceedings.*
62. *Proceedings shall include a front page with title, group photo, a paragraph about APAARI, contents page, main proceedings covering agenda details as outlined under the above paragraph, finally approved and implemented agenda, list of all participants, welcome statement, and annexes/attachments (on data, information, tables, facts and figures) as presented/ corrected at the meeting.*
63. *The draft proceedings as prepared by the Executive Secretary and as cleared by the Chairperson shall be circulated within a period of six weeks after the EC meeting, to the members of the Executive Committee and others as necessary for their review and comments.*
64. *The members shall provide their feedback within three weeks of the circulation of the draft proceedings. Such comments/suggestions shall need to be considered and appropriately reflected by the Executive Secretary in the refined draft of the proceedings.*
65. *The Chairperson shall vet the refined draft. The vetted final draft shall be approved in the next EC meeting.*

66. *The vetted final draft can be used as the reasonable basis to take actions on the agreed decisions/recommendations.*
67. *Once finally approved by the Executive Committee, the proceedings are to be taken as an internal document that must remain confidential. The ES can seek endorsement from the Chairperson of the EC for extracts of the Proceedings to be circulated more widely and be made available on the APAARI website / social media as necessary.*

## **2.6 Principles of Conduct by Members of the Executive Committee**

68. *Expressed in the form of guidance for members of the Executive Committee, the key principles of conduct by members are summarized as follows.*
- i) As much as possible, EC members should be the same individuals attending each time. The nomination of representatives is discouraged.*
  - ii) Always act in the best interests of APAARI.*
  - iii) Make reasonable efforts to become familiar with the affairs of APAARI, including its vision, mission, goal, objectives and functions.*
  - iv) Attend EC meetings regularly, read Committee documents, and take an active part in the business of the Committee.*
  - v) Be prepared to listen and consider all relevant information and comments of all the members before making a decision. It is the moral obligation of a Committee member to be fair and unprejudiced to any issue before the Committee.*
  - vi) Never divert, divulge or make improper use of APAARI's business opportunities, property or confidential information, or otherwise compete with APAARI.*
  - vii) The Committee members have a duty to avoid actual and/or potential conflicts of interest and to declare the nature of their interests in the performance of their duties as a member of the Executive Committee, including while participating in the EC meeting(s).*
  - viii) The members of the Committee shall have authority only when acting in a formally constituted Committee meeting or role.*

- ix) *The Committee members need to have access to all APAARI documentation and can seek such documents through the Executive Secretary/ APAARI Secretariat.*
- x) *The Executive Committee is obliged to treat all APAARI information/data with confidence.*
- xi) *All Executive Committee documentation, discussions and decisions are in-confidence, including within APAARI, until agreement is made between the Chairperson and ES which information can be made available within APAARI and more widely.*

### **III Concluding Remarks**

The Management Standard on the APAARI Executive Committee remains a live document to be progressively updated and adapted to the changing circumstances and situations with regards to the composition, formation, roles and responsibilities, functioning and performance of the Executive Committee. Such changes may emerge from reviews and reforms of the APAARI Constitution and/or from challenges of the stakeholder environments within which APAARI performs.

All those closely involved in and responsible for the EC functioning and performance (especially members of the Executive Committee and APAARI Secretariat Staff), should be reasonably familiar with various provisions of this Standard. This needs to be ensured as part of their induction into their roles and responsibilities.

This draft of the Management Standard be considered by the upcoming meeting of the APAARI Executive Committee for comments/suggestions and approval for its implementation.

**Annexure 1. Constituencies and Categories of APAARI Members (Member Organizations) as drawn from APAARI Constitution: Annexure 1 – Schedule 1**

#	Type of Organizations	Member Constituency	Member Category
1	Government (apex) national organizations (NARIs, NAROs, NARCs, departments/ministries)	Country Core Member Organizations	Country Core Member
2	Ag. Universities /Institutions	Higher Education Sector Organizations	Associate Member
3	International Agricultural Research Institutions (IARCs)	CGIAR Centers	Associate Member
4	International Agricultural Research and Development Institutions	AIRCA Member Institutions	Associate Member
5	The Private Sector R and D Organizations	The Private Sector	Associate Member
6	Ag. Universities /Institutions	Higher Education Sector Organizations	Affiliate Member
7	CSOs (NGOs) in R and D	NGO Organizations	Affiliate Member
8	CSOs (Fos) in R and D	Farmer Organizations	Affiliate Member
9	CSOs (Wos) in R and D	Women Organizations	Affiliate Member
10	CSOs (Yos) in R and D	Youth Organizations	Affiliate Member
11	Organizations akin to APAARI in other regions/sectors/globally	Sub-regional, regional and global Organizations	Reciprocal Member
12	Promoting, Supporting and Facilitating Organizations*	Funding / Promoting Organizations	Non-members

*\* These organizations are not recognized as members of APAARI but have been closely involved as partners and stakeholders of APAARI.*

