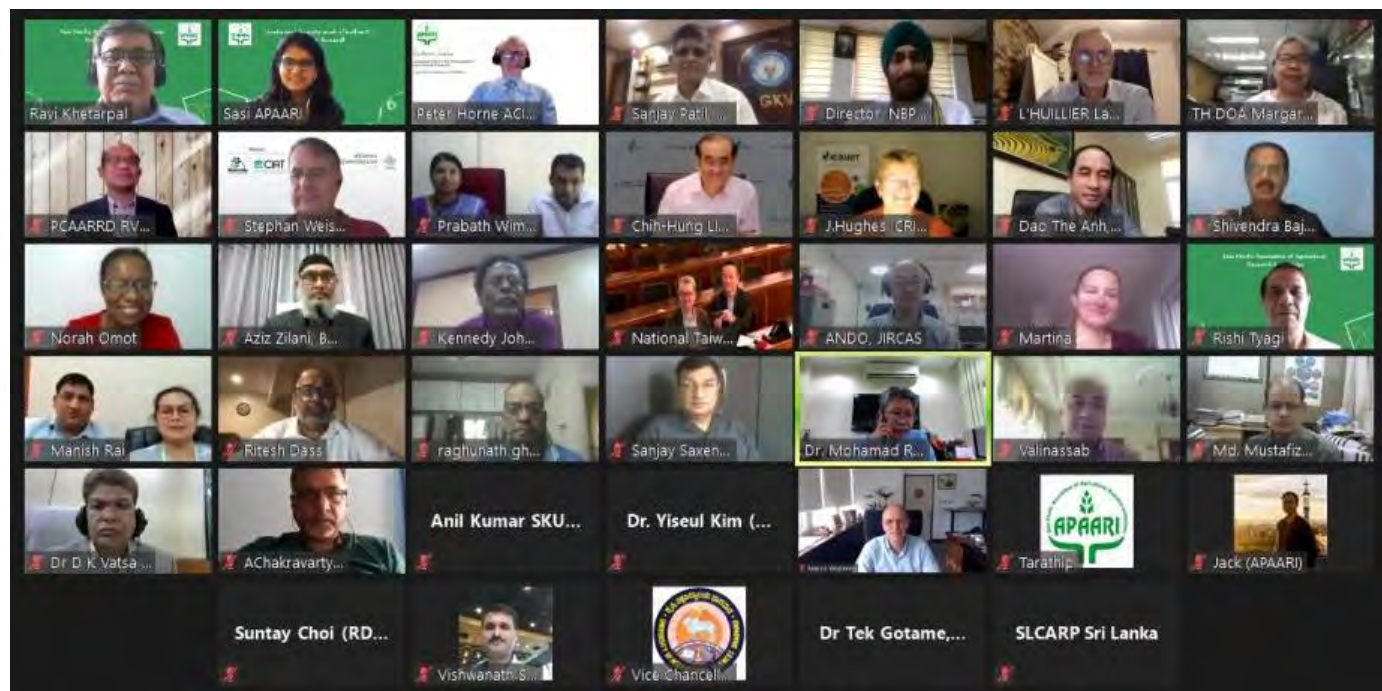


ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH INSTITUTIONS (APAARI)

16th GENERAL ASSEMBLY MEETING

8-9 April, 2021

Proceedings



Asia-Pacific Association of Agricultural Research Institutions (APAARI)
182 Larn Luang Road, Klong Mahanak Sub-District
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Bangkok 10100, Thailand



Asia-Pacific Association of Agricultural Research Institutions (APAARI)

General Assembly Meeting

8-9 April, 2021

DRAFT PROCEEDINGS

Agenda Item 1: Introduction and Welcome Address

The General Assembly Meeting (GAM) of APAARI took place on 8-9 April 2021 on Zoom online platform due to travel restrictions and social distancing associated with the spread of COVID-19 pandemic. The meeting was presided by the Chair of APAARI Executive Committee (EC) – Dr Peter Horne, General Manager, Global Programs, Australian Centre for International Agricultural Research (ACIAR), Australia. At the outset he welcomed all the members and highlighted the importance of this General Assembly where many important agenda items were to be deliberated.

A total of 57 participants attended the two-day meeting including all APAARI members and staff of the APAARI Secretariat. List of participants is given as Annexure 1.

Agenda 2. Approval of Agenda Items

The Chair, Dr Peter Horne formally introduced the agenda items, which was approved by General Assembly (GA).

Agenda Item 3: Endorsement of ECM Proceedings (2019-2020)

The proceedings and recommendations of the following Executive Committee Meetings (ECM) were endorsed by GA:

- ECM 2/2018 held at Taipei, 22 December, 2018
- ECM 1/2019 held at Bangkok on 13 June, 2019
- ECM 2/2019 held at Bangkok on 7 November, 2019
- ECM 1/2020 held online from 8-9 July, 2020 and
- ECM 2/2020 (Special ECM) held online on 22 December, 2020

Agenda Item 4: Action Taken Report of GAM 2018

The recommendations made by GAM in 2018, with appropriate actions taken by APAARI to address each of them is given in Annexure 1 of Agenda 4. All the recommendations were duly complied with. A summary Table is given below:

Recommendations	Actions taken
Membership Fee Payment Status to be updated and informed to all and to ensure maximum benefits	Payment status updated and Membership benefit analysis done
Budget presentation should be simplified for ease of understanding	Made simple and realistic
There is a huge improvement in overall budget management and it was emphasized that it is right time now to recruit a Finance Manager/ Coordinator for APAARI.	Appointed in June 2019
Amendment to various Articles of APAARI Constitution recommended.	Amendment process completed. Revised 7 th Edition published in July, 2019
Work Plan to be refined and report to EC	Suggestions incorporated and reported to EC
Monitoring Evaluation, Reporting and Learning to be adopted	Adopted and regularly reviewed

Permission to withdraw 100K from FD for budget deficit and expansion activities	Utilized appropriately and accounted for in EC meeting
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The GA approved and endorsed the above action taken report.

Agenda Item 5: Progress Report 2019-2020 as per MERL

A revised Progress Report was presented by the Executive Secretary (ES) and Programme Coordinators covering a period of January 2019– February 2021.

Governance

The following key governance meetings were held during the reporting period:

- ECM 1/2019 held at Bangkok on 13 June, 2019
- ECM 2/2019 held at Bangkok on 7 November, 2019
- ECM 1/2020 held online from 8-9 July, 2020 and
- ECM 2/2020 (Special ECM) held online on 22 December, 2020

APAARI participated in the Steering Committee meetings of following other Organizations

- Global Forum for Agricultural Research and Innovation
- Tropical Agriculture Platform, and
- Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA)

A number of MOUs (6), MOAs (2), LOAs and Partnership Statements (25) were signed with various Institutions, members, partners, project donors (Annexure 1 of Agenda 4, page 129 of Annexures).

Membership

APAARI approached potential members and conducted membership benefit analyses. Furthermore, it engaged in discussions and negotiations with the CG System Council regarding membership/membership fee and could finally seek One CG membership (with Pooled-up membership fee of what was being paid by 10 CG Institutes).

Strategic Partnerships

Strategic partnerships were established with ACIAR, Council of Agriculture (COA), Food and Agriculture Organization of the United Nations (FAO) (Rome and Bangkok Offices), SAARC Agricultural Committee (SAC) of South Asian Association for Regional Cooperation (SAARC). Other strategic partnerships were initiated with the Pacific Community (SPC), United States Department of Agriculture (USDA), Asia-Pacific Islands Rural Advisory and Services Network (APIRAS), Food and Fertilizer Technology Center (FFTC), Chinese Academy of Agricultural Sciences (CAAS), International Food Policy Research Institute (IFPRI), Alliance Bioversity International-CIAT), International Institute of Tropical Agriculture (IITA), International Centre for Agricultural Research in the Dry Areas (ICARDA).

Technical progress

In 2019, APAARI organized 6 events and co-organized 13 whereas in 2020, it organized 12 events, and co-organized 9. The list of these events is provided in Annexure 1b of Agenda 5. During the reporting period, APAARI also published one book, five proceedings, three training manuals, three success stories, three status reports, eleven issues of the APAARI Network Highlights (ANH), four issues of the Newsletter, three strategy documents, capability statement, revised Constitution, two brochures and eight country briefs. Please refer to Annexure 3 for details.

Furthermore, APAARI's support through the Master Class Training with Crawford Fund has been continued. In 2019, APAARI supported ten participants from Asia-Pacific countries including from Bangladesh, Bhutan, Fiji, India, Iran, Malaysia, Sri Lanka, Papua New Guinea, Philippines and Thailand. In 2020, it supported 15 participants from Fiji, Iran, Lao People's Democratic Republic (PDR), Malaysia, Nepal, Pakistan and Philippines.

In terms of technical projects, including e.g. the Asia Pesticide Residue Mitigation Project (APRMP) of the Standards and Trade Development Facility (STDF) of the World Trade Organization (WTO), Agroecology and Safe Food Systems Transition Project (ASSET), the implementation has been challenging due to COVID 19 and restrictions to organize face-to-face events.

Recent initiatives

APAARI has been actively addressing higher-level risk issues, e.g., legal status and operational resources. It also speeded up its reform process and developed strategies for Knowledge Management (KM), membership and resource mobilization; as well as various management standards and policies. Furthermore, APAARI has strengthened partnership with sub-regional organizations, such as SAC of SAARC and SPC, and initiated a mid-term evaluation of the implementation of its Strategic Plan 2017-2022. In this context, it has revised its Theory of Change, and continued its project development and coordination. It has improved its focus on extensive outreach and communication towards policy influence.

Knowledge Management

APAARI's knowledge management (KM) has been evolving since 2015 in the context of the development of the Strategic Plan and formalizing the post of KM Coordinator. The following are the most important KM milestones for APAARI:

- 2015 Focus on information management (publications, website, newsletter, events)
- 2016 Formalized KM (coordinator, strategic planning, stakeholder mapping, donor support - ACIAR)
- 2017 End-user focus of KM (communication, scoping for and strengthening knowledge partnerships e.g., with FAO/TAP)
- 2018 Embedded KM and innovation in APAARI's activities (agricultural education – experiential learning, engagement, project development), new knowledge partnerships: SAARC (strategy development), GCHERA (agricultural education), ICRISAT, FARA, CORAF (smart food)
- 2019 Optimizing strategic opportunities for KM partnership (participation in strategic international events, blending' technical and functional capacities for innovation in new projects and activities)

2020 Integrated KM in the Secretariat operations, projects, facilitation, learning, and new knowledge partnerships; new projects secured, including APRMP (pesticide mitigation), ASSET (agroecology), post-CDAIS (innovation)

Knowledge partnerships through projects

During the reporting period, APAARI secured and initiated coordination of the following key projects:

- **Developing capacities in agricultural innovation systems: Scaling up the Tropical Agriculture Platform Framework** EU, FAO, APIRAS + TAP partners (2020-2024) with the objective to strengthen research-extension linkages and develop capacity to conduct AIS assessment. To date, APAARI has been the chair of TAP; helped refine the Common Framework as a member of the FAO CD Expert Group; actively contributed to the TAP Partners Assembly; tested the AIS guidelines in Thailand and conducted a Joint Rapid Appraisal to assess the regional landscape for capacity strengthening in Asia.
- **Agroecology and Safe food System Transitions (ASSET) in Southeast Asia**, EU, AFD, CIRAD + 27 partners (2020-2024) with the objective to promote ASSET transitions through capacity development, communication and visibility actions. To date, APAARI signed the Consortium and Partnership Agreements; hosted ASSET's Inception Workshop; drafted the Communication and Visibility Strategy, and Branding Guidelines; and formed the Community of Practice on Communication.
- **Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade Opportunities**, STDF/WTO, Rutgers University, USDA, CropLife Asia (2020-2022) with the objective to develop innovation capacities to overcome impact of pesticide residue issues on trade. To date, APAARI coordinated and delivered a pre-inception webinar; inception workshop; technical training on Good Laboratory Practices; field training workshop; lab training; and conducted various surveys to identify the way forward for blending of functional and technical capacities.

Furthermore, since 2019, APAARI initiated and is now pursuing the following partnerships:

- Transformation of Agricultural Education (GCHERA, The Kellogg Foundation, AUB, Earth University)
- Centre of Excellence on Value Chains (NCHU)

- Smart Food Initiative (ICRISAT, FARA, CORAF)
- Development of a 'Regional Manifesto on Forgotten Food' (GFAR)
- New project with International Centre for Genetic Engineering and Biotechnology (ICGEB) in South Africa and Southern Africa Network for Biosciences on pesticide mitigation
- New project on Improving Phytosanitary Trade Compliance in Bangladesh (USDA)

In the pipeline for 2021, there are two new partnerships with South and Central America on biopesticides and internship exchange programme.

Knowledge generation

In the past two years, APAARI engaged in conducting three analytical studies as follows:

- **Testing FAO AIS Assessment Guidelines in Thailand** with FAO/TAP for which APAARI developed a country profile for Thailand with various stakeholder groups, their roles and interaction to facilitate innovation generation and diffusion; and analysis of the enabling environment and policy implications. The lessons learned were a basis for the refinement of AIS guidelines.
- **Joint Rapid Appraisal – Asia – Assessment of a Regional Landscape of Capacity Development for AIS** with FAO/TAP and APIRAS, which generated South Asia and Southeast Asia reports, regional summary report and Joint Action Plan for 2021.
- **Tertiary Sector Perspectives on AIS for Sustainable Development in Asia-Pacific Tropics** under the FAO/TAP LOA and in collaboration with GCHERA, which produced a study report, baseline for APAARI's work in agricultural education, and a concept note for APAARI-GCHERA collaboration in agricultural education.

In terms of capacity development and knowledge sharing, APAARI conducted **three higher-education focused webinars** on: How to make university lectures more interactive for agricultural students (July 2019); Experiential Learning in Agricultural Education (June 2020) and Experiential Learning in the Face of COVID-19 (November 2020), with partners including ICRA, Tamil Nadu Agricultural University (TNAU), GCHERA, Earth University and American University of Beirut (AUB). It also organized a **regional KM webinar** on: "A perspective on Capacity Building in Knowledge Management Development in Agricultural Sector of Iran" in August 2020, in collaboration with the Agricultural Research, Education and Extension Organization (AREEO).

Lastly, APAARI conducted **training** on Transformation of Agricultural Education through KM and CD for More Effective AIS (January 2019) in collaboration with FAO, GCHERA and TNAU.

Asia-Pacific Consortium on Agricultural Biotechnology and Bioresources (APCoAB)

Since 2019, APAARI organized the following key events under APCoAB:

- **13th International Conference on Development of Drylands Satellite Symposium on Dryland Agrobiodiversity for Adaptation to Climate Change**, 11-14 February 2019, Jodhpur, India; organizers: ISPGR, UNEP, APAARI/APCoAB, Bioversity International; 379 participants from 37 countries; 132 participants in satellite symposium. The following were the major recommendations on: red data book; trait-specific characterization; precision water management; agroecology-based cropping/farming system; and partnership through consortium/network.
- **Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration**, 4-6 March 2019, MARDI, Malaysia; organizers: APAARI/APCoAB, COA, MARDI, DVS, Wild Life; 63 participants from 14 countries (23% women). The key recommendations were on: policies for conservation and use; rights of farmers to be safeguarded on sharing of benefits; capacity building to develop and commercialize value-added products; use of biotech tools; build partnership, a networking of interest groups; and Asia-Pacific Regional Genebank and intra-regional exchange.
- **Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration**, 10-12 July 2019, Colombo, Sri Lanka; organizers: APAARI/APCoAB, COA, SLCARP, NARA; 94 participants from 12 countries (30% women). The key recommendations were on: establishment of genome resource banks; development of economic and policy analysis tools; cost-effective technology to produce value-added food; use of molecular markers; establishment of policies and regulations; and enrichment of commodity-wise national databases.
- **Workshop on Innovations in Agribusiness for Young Entrepreneurs**, 1-5 July 2019, Taipei, Taiwan; organizers: APO, COA, APAARI/APCoAB; 29 participants from 13 countries (45% women). The key outcomes were: introduction to innovations, entrepreneurship, and the youth generation; understanding of agribusiness development through youth entrepreneurship; learning about systemic facilitation to accelerating youth entrepreneurship; and field visits.

- **Regional Expert Consultation on Gene Editing and its Regulation**, 10-12 October 2019, ICRISAT, India; organizers: APAARI/APCoAB, ICRISAT, COA, GLDC, FSII; 110 participants from nine countries (26% women). The key recommendations were made on: (i) the genetic variation in the final product not to be regulated when it does not contain a novel combination of genetic material, when the final plant product contains genetic material from sexually compatible plant species or any form of mutagenesis is involved; (ii) regional networks and collaboration for development of the human capital, communication strategies, policy development and advocacy.
- **International Hands-on Training on Genome Editing Technologies**, 14-25 October 2019, ICRISAT, India, organizers: APAARI/APCoAB, ICRISAT, COA, GLDC; 22 participants from 11 countries (36% women).
- **International Training Course on *In Vitro* and Cryopreservation Approaches for Conservation of Plant Genetic Resources**; 5-19 November 2019, ICAR-NBPGR, India; organizers: APAARI/APCoAB, ICAR, NBPGR, BI, COA; 22 participants from 13 countries (41% women).
- **Regional Expert Consultation Agriculturally Important Microorganisms**, 28 October 2020; organizers: APAARI/APCoAB, ICAR, ICAR-NBAIM, 134 participants from 16 countries (24% women). The key recommendations were made on: national system for quality of the inoculant in value chain; trait-specific characterization; *in situ* conservation of rare species; capacity development (conservation, gene editing); and microbial taxonomy.
- **International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling**; 5-6 November 2020; organizers: FFTC, TLRI, Taiwan; APAARI/APCoAB; over 200 participants with 44% participation of women (22 APAARI-sponsored from seven countries). The key recommendations were made on harnessing innovative technologies; involvement of the private sectors, policymakers, enterprises, and farmers to transform circular agriculture, creation of new jobs, reducing GHG emissions, waste of freshwater, and establishment of regional industrial symbiosis parks as model.
- **Regional Capacity Building Program on Biotechnological Tools in Aquatic Genetic Resources Management and Ex Situ Conservation**; 7-18 December 2020; organizers: APAARI/APCoAB, ICAR, NBFGR, COA; 35 participants from 14 countries (72% women). The course included: designing of PCR primers; automated genotyping; gene expression;

surveillance, disease diagnosis and cell culture; aquaculture certification and standards; ex situ conservation of fish genetic resources; fish scale data, age and growth analysis; repository of fish cell lines and FisOmic Portal.

During 2019-2020, APCoAB extensively engaged in communication and outreach through developing and disseminating 12 publications, re-designing and enrichment of the APCoAB website and databases, as well as the development of implementation of the Outreach and Communication Strategy for Gene Editing Acceptance, which generated a total of 310 coverage items in media, developed and disseminated 254 infographics, as well as tweets and blogs.

Policies and strategies

The **Agricultural Science Technology Indicators (ASTI)** project has been implemented between December 2017 and June 2021. During the reporting period, ASTI generated the following key outcomes: eight country briefs, one regional report, three country workshops, three regional seminars, and ongoing outreach on social media. The project assessed the existing underinvestment in agricultural R&D and its implications across the region, and developed projections on future investment and productivity performances. Key lessons learned included: fragmented R&D systems affecting effective data collection; unwillingness of the private sector to share data; challenge in identifying clear pathways for advocacy and reaching key decision makers; and need for institutionalizing ASTI at country level.

A **sectoral review of agricultural and rural statistics in Asia and the Pacific** took place between January-December 2019. The review generated a report on Assessing Statistical Capacity in Asia-Pacific: with a focus on SDG indicators under FAO custodianship. It found that countries in the region made a little progress in reporting on the FAO SDGs. During 2015-2018, no data was reported for eight indicators and inconsistent reporting was performed on other indicators. Furthermore, the Pacific sub-region is lagging behind all others in reporting.

Since October 2018, APAARI has been systematically engaged in the **Monitoring Evaluation Reporting Learning (MERL)** process. In this context, it developed the APAARI overall MERL Plan, three project MERL plans, performed a deep-dive during the June 2020 EC, and received guidance from the EC to shape up the APAARI impact pathways.

APAARI provided the guidance to the South Asian Association for Regional Cooperation (SAARC) through the SAARC Agriculture Centre (SAC) on the SAC 10-year Multi-sectoral Program (2020-2030) and on the development of SAARC Vision 2030 document. A lesson from this partnership is that there is a need for better understanding on impact pathways and M&E systems by NARIs and other stakeholders in the R&D system. This is necessary to ensure that well-targeted sectoral/institutional plans and strategies are developed that will have positive impact on intended beneficiaries.

The **Medium-term Review of the implementation of the APAARI Strategic Plan** initiated in September 2020. This internal exercise provided an opportunity for a self-reflection on APAARI's performance, engaging all APAARI staff. Based on the initial assessment, APAARI's Biennial Operational Plan 2021-2022 was prepared, APAARI Impact Pathway and Theory of Change revised. Six high priority challenges were identified in the interim report. During the implementation of the Strategic Plan, to date, APAARI engaged in 60 collective actions (projects/activities). The outcome of this exercise will provide insight to develop the next work plan of APAARI and the new strategy development process.

From September 2020 to August 2021, APAARI has conducted analytical work named '**Research to Policy**' through the Alumni Research Support Facility project funded by ACIAR. This is an ongoing initiative.

The **APAARI Pacific Plan** was created to guide the establishment and functions of the Sub-regional Office. APAARI engaged in a dialogue with SPC.

Comments by the GA members:

- A clarification was sought on why there was no data for some SDG indicators. Was APAARI independently getting the information for the SDG mapping and reporting or were we assigned (by FAO or some other group) to get data that is then fed into the global database? Why are we not getting responses for some indicators? APAARI responded that we were approached by FAO to do a Sectoral Review to assess Statistical Capacity in Asia-Pacific

using data that is already available in the UN Statistics System. From our analysis, we reported back to FAO on the status of data coverage for the 21 indicators which are under FAO custodian, for instance, which ones had good data, which had poor data, or had no data etc. FAO then used this information for their own reporting.

GA endorsed the Progress Report 2019-2020 as presented.

Agenda Item 6: Mid-term Review (MTR) of Implementation of Strategic Plan

The ES made a presentation on the Medium-term Review (MTR), the step-wise approach used in undertaking the MTR and key accomplishments, Theory of Change, refined impact pathway, six key challenges that emerged from the MTR (acquiring legal status of APAARI, transforming APAARI governance and management; resolving status of APCoAB; effective implementation of the Resource Mobilization Strategy; APAARI as an effective knowledge broker; and APAARI as an effective policy advocate), as well as the way forward for finalizing the MTR.

Key accomplishments to date include:

- taking stock of collective actions (60) over the review period (40 months)
- enumeration of specific outputs and outcomes
- addressing of specific strategies both under APAARI programmes and thematic development outcomes
- identification of constraints, problems, and issues
- assessment of gaps and high priority areas of strategies to be addressed
- developing biennial operational plan 2021-22 based on preliminary results from MTR

Collective action areas from APAARI programmes have been identified and segregated for taking stock, specifying outputs, outcomes, addressing specific strategies and developing data/information, analysing and synthesizing of various aspects under the review processes. Information also being used for deriving constraints, gaps, issues and challenges. Furthermore, the MTR has reviewed the Theory of Change with the following enhancements envisioned: stronger focus on APAARI's governance, technical programmes and enhanced collaborations to enable partners to generate outputs and contributions to various levels of outcomes; links of the strengthened AFRIS to thematic development outcomes; and link with the high-level development outcomes, reflecting changes in quality and

quantum of contributions to the realization of some SDGs. Interactions with and contributions from the other development sections at national and regional levels play a catalytic role.

In the context of the APAARI MERL plan, the impact pathway of APAARI's contribution to development is being reviewed as well. The plan shows how APAARI projects, programmes, and activities could contribute to the development outcomes. However, the impact pathways MERL plan stopped at the end of SP outcomes (strengthened AFRIS) and did not go any further to reach the theme level development outcomes, the higher-level development outcomes and impacts at the realization of SDGs. The MTR exercise, therefore, revisited and reviewed the impact pathways by considering both the APAARI's contributions, based on Theory of Change, and the Impact Pathways MERL framework. As such, the MTR it redesigned a comprehensively logical impact pathway.

The MTR also identified six high priority key challenges in APAARI governance and development, namely: (i) acquiring legal status of APAARI; (ii) transforming APAARI governance and management; (iii) resolving status of APCoAB; (iv) effective Implementation of the Resource Mobilization Strategy; (iv) effective knowledge brokering; and (v) effective policy advocate.

The MTR efforts will continue in the second half of 2021 and will identify the extent and level of overall accomplishments in addressing specific strategies as given in the Strategic Plan; level of gaps and actions addressing such gaps for future; necessary adjustments to the current biennial operation plan 2021-22, refinement; confirmation of major challenges in APAARI governance and development; review of the current Strategic Plan for its possible revision/ replacement; possibility of APAARI's external review, and a concise report of the MTR. APAARI is building its own capacity to review and conduct MERL, as well as the self-assessment.

Comments by the GA members:

- A question was raised regarding the documentation on the way the 'theory of change' has evolved and APAARI's policy work. Specifically, the GA was interested in the progress to date in terms of mutual collaboration, assistance in policy dialogue, lesson learned, entry points for going beyond the Ministry of Agriculture, and how the spectrum of policy issues is being captured. APPARI suggested that GA members review the interim report for more clarity on

the Theory of Change progress. Secondly, APAARI confirmed that high-level policy dialogue helped to complete the policy project (ASTI) where the outcome was institutionalized in eleven countries in Southeast Asia and the Pacific. Furthermore, APAARI has envisaged to bring policy resource documents on Genome Editing, as well as work on policy positioning and influence through KM.

- A suggestion was made whether APAARI could enhance the capacity of research institutes on the impact pathway and assess the impact of respective research organizations accordingly, which could be an important tool for APAARI. APAARI responded that it will be very happy to do that with NARIs or other research institutes with the right given resources. To date, APAARI has been enhancing its own institutional capacity in this respect and it is now prepared for such activities.

GA appreciated and endorsed the progress made in MTR of Implementation of Strategic Plan.

Agenda Item 7: Biennial Work Plan (2021-2022)

Brief presentations on Biennial Work Plan (2021-2022) were made by Ms Martina Spisiakova, KM Coordinator for KM, followed by Dr Rishi Tyagi, APCoAB Coordinator, for APCoAB, and finally by Dr Norah Omot, Policy Coordinator, for policy and strategies. The Biennial Workplan for 2021-2022 is drawn from the on-going exercise of MTR including the ongoing projects. This is the third Biennial Workplan developed since the implementation of the APAARI Strategic Plan 2017-2022. It provides a two-year direction for APAARI as an institution and community to work collectively on activities that contribute to outcomes along its impact pathway. The Biennial Work Plan (2021-2022) is given in Annexure 1 of Agenda 7.

Comments of the GA members:

- A concern was raised regarding the long duration of virtual trainings (in various areas as per Biennial Workplan) which might have been resulting in difficulty of learning. APPARI responded that course content is designed carefully and by taking into account the best possible use of the virtual platform but it does take some more time. It was also mentioned that when blending

technical and functional training, 2- or 3-day training is insufficient to cover all technical aspects, including lab demonstration.

- An issue was raised about the way ASTI data is being used, specifically: “Does it include budget to technically support in agriculture only for trajectory analysis or also in terms of policy support like price? What are the methodological issues, which include the funding of food system research?” APAARI responded that it does not cover the price data, only the indicators on investment, research capacity and research agency focus. In term of methodology, ASTI works with research institutions or R&D agencies.
- It was also raised whether ASTI indicators are being used for any kind of analysis of the trend of budgetary support to research or any other activities on advocacy to ensure that there is a sustained effort to invest in research in various countries that are covered by the project. APAARI responded that data is available online and can be accessed by anyone. It can be accessed and used through www.asti.cgiar.org as long as the user acknowledge the source.
- A question was asked whether there is any preliminary evidence that the financing of agricultural research has declined in 2020. APAARI responded that it only collected that data between 2013-2017, and it is actively looking for the second phase of data collection and analysis from 2018 to current period.

GA after discussions as above endorsed the Biennial Work Plan (2021-2022) as presented.

Agenda Item 8: Status of Projects (developed, submitted and secured)

The ES presented the status of the projects. Currently, there are twelve ongoing projects, one recently submitted, one in the pipeline and one on-hold. Furthermore, two MoUs were signed. The benefits of these projects to the members were outlined with the following examples:

- **ASSET (Southeast Asia):** APAARI facilitating participation of the members in ASSET CD activities
- **APRMP:** APAARI involving NARS members from project countries, and developing a model for scaling up the project activities in other member countries
- **Scaling up the TAP Common Framework:** The focus is on Cambodia, Laos and Pakistan, but APAARI is involving members across Asia-Pacific to integrate functional capacities in their innovation agendas and assist in building these capacities

- **Global projects/collaboration e.g., FAO, GCHERA:** Bringing successful global models on CD for AIS, and agricultural education to national level through the members e.g., enhanced participation in webinars and global meetings
- Regional dissemination of project results and lessons learned through communication tools, and facilitation of innovative partnerships.

The details of the project status are given in Annexure 1 of Agenda 8.

GA appreciated the efforts to bring in new projects from global donors and endorsed the status of various projects developed, submitted and secured.

Agenda Item 9: Membership, Fee Payment Status and Membership Benefit Analysis

The presented Membership and the Fee Payment Status is given in Annexure 3 of Agenda 9. One key consideration in current membership is that presently there are ten CG Centres as members of APAARI. However, the CGIAR (CG) Centers have taken a new approach as ‘One CG’. CG has nominated its representative to represent ‘One CG’ matters in APAARI’s EC and network meetings. Based on discussion with CG Systems Council, recently CGIAR has put in place an interim arrangement for 2021 as it continues to implement its reform as ‘One CGIAR’. CGIAR has budgeted USD \$50,000 to cover ‘One CG’ membership in 2021. The total membership now stands as 78 (or may be considered as 69, if CG membership is considered as one. Modalities of engagement with CG is evolving and engagements are currently with CoSAI (IWMI), Alliance Bioversity International-CIAT, IITA, ICARDA, and IFPRI.

The most benefited areas in terms of membership are Pacific, South East and West Asia where the direct expenditure is around 125% in comparison to their membership. In case of core members, the direct expenditure is around 115% in comparison to their membership. In case of Affiliate Member, the direct expenditure is around 144% in comparison to their membership. During the past ten years, the total budget of APAARI has increased from USD 352,339 to USD 879,171 (150% increase) and Head Count increase from 6 to 9 (50% increase). APAARI use to expend its 85% of membership on

its members. Furthermore, core members/NARES benefit 78-80% of the total events organized/co-organized by APAARI.

During the last two years, 98% of APAARI projects were implemented in collaboration with members. The recently conducted membership analysis give an overview of the areas APAARI needs to focus on, how we monitor its activities, and where it needs to do more work. It also shows the importance of the facilitation role of APAARI in bringing the projects to benefit the members. APAARI goes beyond its member countries to support other countries within the region by bringing global expertise and experience to support the region. APAARI also provides a variety of publications (Proceedings, Country Status Reports, Success Stories, ANH, etc.) to our members for knowledge sharing.

Comments of the GA members:

- An issue was raised regarding the CG evolving framework and 2021 being a transition year. ICRISAT will continue to pay the membership fee and will remain a member of APAARI despite the unified governance in form of One CG. APAARI responded that it has no issue on internal legal matter of CG (whether one CG or eleven). APAARI made it clear that it wants partners, technical inputs, activities, and involvement for collective action to benefit member countries.
- A member raised the issue on the ways /modalities to initiate a project in a member country. APAARI responded that they have been requesting all the member countries to give their priority areas where they like the project to be implemented or where they like the intervention of APAARI, and also suggested that the best way is to communicate with the Secretariat and give the details of the projects envisaged. Besides, APAARI emphasized that as recommended by the EC they would prefer to work on a regional or sub regional projects involving more countries rather than working in a particular country.

GA endorsed and approved the efforts made towards membership portfolio.

Agenda Item 10A: Special Presentation on Legal Status of APAARI

Dr. Ravi Khetarpal presented important dates in the process of securing APAARI's legal status in Thailand as follows:

- 1995-2014 – FAO supported its associated bodies for legal status; APAARI did not apply
- 2013- 2014 – APAARI EC discussed the matter first time, APAARI submitted an MoU to DOA
- 2017 – On query, DOA, Thailand informed that MoU not approved by legal cell
- 2017 – A revised MoU as per DOA's advice was resubmitted
- 2018 – Letter received from FAO to discontinue support from 1 January 2020
- 2019 – APPARI and FAO had a meeting with MOFA, Thailand
- 2019 – APAARI submitted its application for legal status to MOFA through DOA.
- 2019 – *MOFA informed DOA that APAARI cannot have quasi-IGO status
- 2020 – In October, Letter again received from FAO to discontinue support
- 2020 – In December, APAARI-FAO meeting further highlighted the urgency of the matter and agreed to wait until end of April 2021 to understand the pathways that APAARI will follow in seeking the legal status
- 2020 – Special EC Meeting held to discuss the legal status

MOFA wrote: "APAARI is an organization established by APAARI Constitution that was adopted by the Food and Agriculture Organization (FAO) in 1990. Article VI of the APAARI Constitution states that member of APAARI comprise of research institutions/ organizations engaged in promoting agricultural research and innovation in the Asia – Pacific region. When considering the establishment of APAARI (by its Constitution) and its members, APAARI is not eligible to obtain the status as an international organization operating Thailand and therefore, cannot obtain privileges and immunities as an "intergovernmental organization" or "quasigovernmental organization" in accordance to the Act on Privileges and Immunities for International Organizations and International Conferences in Thailand B.E. 2561 (2018)."

Following the comments, APAARI submitted supporting letters from Member States to MOFA indicating that "States" are the constituting and actual APAARI members, and that "States" support APAARI for obtaining "quasi-international organization" status.

Furthermore, copies of relevant founding documents, such as meeting minutes, as well as evidence of the membership fees paid by the states (not mere national/ private organizations) were submitted as

well. It became a necessity to create the charter of APAARI that includes: **legal personality; rights and liabilities of Member States; immunities and privileges; and decision-making mechanism.**

APAARI also considered an alternative as obtaining a “Foreign Private Organization” status, with implications, such as work permit required by foreign nationals; taxation, such as personal income tax; and validity of legal status for one year on a renewable basis. Other potential options to obtain the legal status were considered as relocation of the head office; or annexation of APAARI into other IGO. Furthermore, “International Cooperation Forum (ICF)” under the Geneva of the East Act (2018) will be explored to provide privileges and immunities, but requires a Thai Government agency to apply, clarifications on ICF functions and further legal support. The EC guided to go ahead with the ICF approach with the support of legal experts.

It was highlighted that since January 2021, APAARI defined the scope of work and appointed a team with senior level legal experts specialized in public law. APAARI also held a meeting with DOA to discuss the legal status and possible support from DOA, while ensuring regular interaction with the legal expert. An informal meeting with senior officials of MOFA, and further a meeting of the legal expert with the Department of International Economic Affairs and Department of Legal and Treatise, took place.

The key challenges and ways forward suggested by the legal expert included:

- Identification of reasons for rejection of earlier application
- Quasi-IGO status to be reconsidered, or ICF status to be pursued
- APAARI status as international organization need to be revisited
- APAARI consists of private members mainly
- APAARI-Constitution – Charter needs to be reviewed and amended, if needed
- Mapping of Key senior officials of MOFA and arranging appointments for clarifications

The ECM 1/2021 recommended the following way forward for GA- endorsement:

- The EC **appreciated** the detailed, frank and clear advice provided by the Legal Advisor.
- The EC **recommended** that the scope of work of the Legal Advisor be expanded to include (i) providing written advice, to the best of his judgment, on the pros and cons of the various

options viz., quasi-IGO status, Foreign Private Organization Status and of International Cooperation Forum status.

- *The EC **recommended** that this further feedback from Legal Advisor be communicated to EC members by email and may be discussed in a Special EC Meeting as soon as possible.*

Comments by the GA members:

- A query was made whether the APAARI programme and ongoing projects will be affected by the legal status of APAARI in Thailand. APAARI responded that it is extending the terms of reference of the legal advisor to provide further recommendations. Beside this, APAARI is committed to provide a summary of these recommendations by e-mail after mid-May. The ES assured that APAARI will continue its operations without interruption. The changes will be more on internal management and administrative structure, with no significant changes on technical part.
- It was also raised whether APAARI has checked other Associations with a regional economic purpose, such as ASEAN or SAARC, as a possible hosting agency. APAARI responded that it is one of the options which it is considering, and will be working for it more aggressively only if the meeting with the MOFA will be less optimistic.

GA appreciated and endorsed the all-out efforts made towards seeking the legal status of APAARI in Thailand.

Agenda Item 10B: Reforms and Governance – APCoAB

APAARI and FAO created APCoAB in 2004 aiming to make it an autonomous body and to be taken over by a CG Institute or NARS. Both ICRISAT, India and ABRIL, Iran, volunteered to host APCoAB. The Steering Committee of APCoAB decided for ICRISAT. An MoU was signed with ICRISAT in India for operating APCoAB and an LOA later signed on the operational aspects of APCoAB within ICRISAT. As per the 14th GAM Decision, APCoAB was shifted to Bangkok in 2014 and was managed by APAARI Secretariat as one of its Programs generously supported by COA and ACIAR. In view of the Strategic Plan of APAARI, which came to implementation from 2017, the name of

APCoAB was changed to Asia-Pacific Consortium on Biotechnology and Bioresources. However, the APAARI Legal Advisor (after discussions with MOFA) pointed out that if a Consortium is incorporated in APAARI, which itself is an Association, it may very likely have implications on the legal status of the association. An immediate short-term approach is required to ensure that APAARI's attempt for legal status is not jeopardized. Discussions are also required on a strategy, mechanism and actions to get APCoAB evolved as an autonomous consortium, as well as to explore the possibility of APCoAB being hosted by some NARS or IARC in Asia-Pacific region. The EC requested that the Legal Advisor provides more precise information about the exact concerns from MOFA regarding the status of APCoAB. It needs to be confirmed whether it is genuinely a concern about APCoAB being seen as an organization within an organization as opposed to a task force and forum. The EC noted the importance of not pushing for concrete feedback from Thai partners but simply seeking further clarification from the Legal Adviser. The EC agreed to the need for a Plan B for hosting of APCoAB should it run into difficulties as part of APAARI seeking independent legal status in Thailand. The Plan B that was discussed was APCoAB being housed in an international organization, such as ICRISAT.

Comments by the GA members:

- An interest was expressed by Iran to host and adopt APCoAB program of APAARI. ICRISAT mentioned that they may also consider but need to take a view of the new structure of ICRISAT which is being worked out.

Agenda Item 10C: Reforms and Governance – General Assembly: Rules and Regulations

The Rules and Regulations document covers procedures, processes, guidelines and compliance for efficient and effective conduct and performance of the APAARI General Assembly. All those involved and responsible for managing, functioning and performance of the General Assembly, need to be reasonably familiar with the APAARI Constitution, as well as these rules and regulations. The document was designed in line with Article XIV – Rules and Regulations, of the APAARI Constitution, which aims to guide the Association, especially the members and officials of the General Assembly, the Executive Committee, Executive Secretary, APAARI Secretariat, and relevant stakeholders in following their roles, responsibilities, and contributions to enhance APAARI's

governance, development and performance. There are sections as given in the basic provisions as referred to by Articles and Paragraphs (items) from the Constitution. Various additional provisions (as developed in this document) are given in paragraphs in *italics*.

An Example of Rule and Regulations: General Assembly Meeting (GAM)

The General Assembly shall meet at least once every two years. The meeting of the General Assembly shall be presided over by the Chairperson of the Executive Committee, as assisted by the Vice-Chairperson of the Executive Committee (Article VIII, Paragraph 20).

- i) As and if required, the General Assembly may meet more than once in two years, on any urgent/special subject matter. Such meeting shall be termed as an ‘Extra-ordinary Meeting’ of the GA.
- i) As necessary, the members of the General Assembly shall interact, through correspondence, for exchanging suggestions/comments/responses.

As provided in Article XIV- Rules and Regulations, of the APAARI Constitution (Seventh Edition of July 2019), these rules and regulations (as in this document) be perused, suitably modified and endorsed by the Executive Committee

- Submitted to EC 2/2020
- Discussed further with Chair to fine tune in 2020
- Submitted again to EC and to General Assembly members
- Comments received and incorporated (as in Annexure 10 C)

GA appreciated the Rules and Regulations for General Assembly and approved the same.

Agenda Item 10D: Reforms and Governance – Filling up New EC Vacancies

In line with the Article 10A of APAARI Constitution (7th Edition), there are additional provisions for determining new EC members, which enlarges the current EC as follows: A member representing the

member organization of the host country (this is completed since DOA, Thailand, has filled this seat); a member representing the private sector; and a member representing the donor/funding agencies/organization. Thailand was made the *ex-officio* member of the host countries. The EC noted that two memberships are currently vacant: a member representing the private sector; and a member representing the donor/funding agencies/organization. The EC received request from COA to be a member of ECM and agreed to pass this on to the GAM for discussion as part of constituting the new EC. The EC agreed that the member representing the private sector should be from an umbrella private sector entity (such as the World Business Council for Sustainable Development based in Singapore) rather than an individual entity.

It was also highlighted that the EC recommended that the decision regarding the private sector seat should be deferred until APAARI gets the legal status and following analysis on what type of private sector institution should be a member of the EC. Also, the seat of Donor/Funding Organization for which COA had put its stake was kept vacant as COA was already nominated as one of the two NARS members in the EC from South East Asia/East Asia constituency.

Agenda Item 10E: Reforms and Governance – APAARI Strategies, Finance Policies and Management Standards

Resource Mobilization Strategy

APAARI had a financial resource base of USD 0.45m in 2016 for maintaining the Secretariat and its operational activities, whereas the requirement to properly implement the Strategic Plan (SP) was estimated as about USD 2m. This gap in the projection and the reality necessitated the generation of resources as a top priority. One time grant/project were only accorded by ACIAR and COA, though a request was made to all the member countries to contribute if feasible. Hence, with the guidance from the EC, APAARI Secretariat started scoping of new projects and undertook stakeholder and donor mapping exercise to identify other potential members and partners.

To date, APAARI has secured a good number of projects and its financial resources and hence the capacity has been gradually enhanced as a result of these strategic actions. This called for a new financial management system along with related policies and processes to enhance APAARI's

efficiency and transparency. In the process, the following policies have been developed and adopted in day-to-day operations. These policies and procedures include:

Procurement Policy and Procedures, Staff Travel and Other Expenses Policy and Procedures, Collaborator's Policy, Code of Conduct, Anti-Fraud Policy, Whistle Blower Policy, and Financial Controls Policy.

Management Standards

In order to continue the reform process, APAARI developed some important Management Standards on Membership, Performance Review and Development of APAARI staff, and on Executive Committee. The APAARI Management Standard on Membership presents: strategic elements of the APAARI membership; various rules, regulations, procedures, and processes, that are pertinent in the operational management of APAARI membership; key guidelines for strategic management of APAARI membership; and will help in attracting, mobilization, retention and management of APAARI membership in delivering on the Association's collective actions.

- *This standard is derived largely from a specially-developed document titled “APAARI Membership Strategy: Strategic Considerations and Guiding Principles for Management and Mobilization of APAARI Membership”, which was approved by the EC in its meeting held on 13 June 2019.*

The Management Standard on Performance Review and Development of APAARI Staff covers crucial area of staff performance in their contributions towards the accomplishments and development of the Association. It was developed on the basis of some systematic adaptations of various guidelines, databases and information as available and applicable to APAARI. The standard aims to support and guide the Association, especially, its management and staff, EC, and members of the General Assembly, in their understanding and performance of their respective roles, responsibilities, as well as their contributions in APAARI's operations, performance and impacts. Besides, APAARI staff considers their career progression and development in terms of the rewards based on their commensurate performance.

GA noted and endorsed the various APAARI Strategies, Finance Policies and Management Standards developed recently.

Agenda Item 10F: Reforms and Governance – Risk Register

The need for a Risk Register was recommended by the last EC 2020, to capture and enable a systematic approach to risk management. A draft Risk Register was prepared for EC's review and suggestions. It includes structural (office, building), statutory (legal matters) and operational risks (management, financial and people risks). The Register is based on the probability (frequency) of risks, e.g., almost certain, probable, possible, impossible and rare; and the extent of control over them. The Register also looks at the impact of possible risks, such as financial, interruption, reputation, environment and people, and its extent e.g., catastrophic, major, moderate or minor.

Finance and Admin Coordinator, Mr Manish Rai presented that the basic format for the Risk Register was adopted from international institutions, such as CIMMYT and CABI, and adapted to APAARI's norms and situation. A training company was identified to provide training to APAARI on risk management covering firefighting, medical issues as well. Furthermore, the Secretariat also got a building insurance. The statutory risks become clearer once APAARI obtains the legal status. The Register proposes mitigation measures of each risk. The details of the Risk Register are provided in Annexure 1 of Agenda 10F.

The EC highly appreciated the APAARI Risk Register and suggested the following further improvements:

- Improve the colour coding, especially on the likelihood of impact and control
- Identify higher-level strategic risks for APAARI e.g., if the Association is not delivering what the members expect, the membership will decrease; as well as further delays in obtaining the legal status and possible location for hosting APAARI.
- Define the business continuity plan as owned by APAARI, not the EC, since it is APAARI's responsibility to assure it is an effective organization.

- The Register should provide a basis for likelihood scoring. e.g., in terms of reputation, the likelihood is overrated. With the score, it would be possible to create a heat map on one screen and focus on the high-risk areas.
- Narrative is required for some risks and control measures to explain vaguely defined risks, such as liquid assets.
- There is a need to include risk product (likelihood) to give an idea of risk value (e.g., from 1-25) divided in four levels of scoring. Serious risk should also be included. This would enable sorting out the Risk Register from high to down.
- Risks related to partners require further analysis to understand the level of satisfaction of partners.

GA endorsed and approved the Risk Register developed by APAARI.

Agenda Item 11: Administrative Matters

Mr Manish Rai, Finance and Admin Coordinator, informed about APAARI's re-allocation to a new building in the same complex on a one-year contract to be renewed based on the legal status and other considerations. The move was made after APAARI received a letter from FAO on the non-renewal of the lease agreement between APAARI and FAO.

As per the Management Standards recently developed, a performance review was conducted for five staff members. Two staff members were promoted to Associate Grade and Finance and Admin Coordinator' salary and grade has been fixed as per the new Management Standard. Furthermore, two staff members have been upgraded to next level. Details of the Administrative Matters are given in Annexure 1 and 2 of Agenda 11

GA endorsed the status and progress made towards administrative matters.

Agenda Item 12: Audit and Finance

APAARI External Auditor

The GAAP Professional Audit Co. Ltd (appointed in 2015) carried out an audit from 1 January to 31 December 2020. The scanned copies of the aforesaid audit report and audited financial statements are given in Annexure 1. The report was unqualified and satisfactory in all respects with audit opinion that the Financial Statements have been prepared and presented in accordance with Thai Financial Reporting Standards for Non-Publicly Accountable Entities. It reflects fairly the financial position and financial performance in all material aspects. Figures from the previous year have been included to facilitate comparison.

Carried forward budget

In 2020, the carried forward/rollover amount from 2019 was USD 828,269.88 (879,117.57 -50,847.69) and adjusted in which will need to be set-off against the deficit of USD 50,847.69. The balance brought forward/rollover amount from 2020 to 2021 is USD 872,574.36.

Total income

During the overall period of January to December 2020, APAARI's total revenue income was USD 859,687.54 (as compared to USD 879,170.72 from January to December in 2019). The reasons for the drop in revenue till December 2020 was due to non-realization of large number of membership subscriptions and slowing down of many project activities due to COVID-19. During the reporting period, APAARI incurred direct costs of USD 668,865.06, indirect costs of USD 146,518 and profit of USD 44304.48, as many activities were not conducted due to COVID-19.

Surplus

Net operating surplus during the current year 2020 is USD 44,304 (as compared to deficit USD 50,847.69 from January to December in 2019).

January-February 2020 revenue

During the period January to February 2020, the total revenue income was USD 106,014.02, direct costs USD 78,612.00, indirect costs USD 38,651.00, and deficit USD 11,248.98.

Direct/indirect cost ratio

The ratio of direct and indirect cost up to December 2019 was 8:1. Attempts were consistently made to reduce the indirect costs by charging the indirect costs to projects as far as possible.

The income and expenditure statement along with the details of various components of the budget are given in Annexure 2 (Including annexure 2a – 2h). Details of the Audit and Finance Report and Income and Expenditure Statement, and Fixed Deposit are given respectively in Annexures 3a – 3h of Agenda 12.

GA endorsed and approved the progress made towards audit and finance.

Agenda Item 13: Formation of Executive Committee for the Biennium 2021-2022

At the outset the ES explained the process for formation of the Executive Committee for the Biennium 2021-2022 which was to be done in four steps/parts as below:

- Part A (8 April): EC recommendation regarding Constitutional Amendment
- Part B (8 April): Group Discussion of members of different constituencies (South and West Asia, South East and East Asia and Pacific region / Higher Education Sector)
- Part C (8 April.): Special Session with six nominees of Core Member Constituencies for Selection of Chair and Vice Chair
- Part D (9 April): Finalization / Formalization of EC 2021-2022

Part A (8 April)

At the outset the Chair informed that there is a need for Constitutional Amendment before formation of the new EC.

It was also verified by the Chair that the Quorum is complete for the amendment of the Constitution as per Article XV and the norms of Amendment of constitution are properly followed as per Article XVI of the 7th edition of the Constitution.

Then the Amendment to be made as recommended by the EC was presented by first highlighting the current provision as below:

Current provision in Paragraph 31 of Article X of the APAARI Constitution:

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.

Amendment proposed in Paragraph 31 of the Article X:

The Executive Committee has advised the GAM that the Constitutional requirement for all members to turnover every two years gives insufficient continuity to enable the Executive Committee to function as effectively as it should in delivering strategic guidance for APAARI.

Following examination of the terms of members of other global governance bodies, the EC therefore asked that the GAM consider the following amendment to Paragraph 31:

*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, **which can be renewed up to twice through approval of the General Assembly Meeting.***

The GAM endorsed the above amendment and there was no objection or discussions on the matter.

Part B (8 April)

This involved Group Discussions among members of various constituencies (South and West Asia, South East and East Asia and Pacific region and Higher Education Sector) for nomination of their nominees.

It was highlighted that APAARI Constitution (7th edition, Article X, Para 25) mandates 14 members on the Executive Committee as follows:

- Six members representing **NARS** - two each from the Pacific, Southeast Asia/East Asia and South Asia/West Asia sub-regions;
- One of the **Host Country** (*Ex-officio* member)
- One representative of the Global Forum on Agricultural Research (**GFAR**); (*Ex-officio* member)
- One representative from the **CGIAR** Systems Council
- One representative from AIRCA (Association of International Research and Development Centres for Agriculture)
- One representative of the **Higher Education** sector (Universities)
- One representative of the **private sector**
- One representative of a **donor/funding organization** and;
- The incumbent **Executive Secretary** of APAARI (*Ex-officio* member)

It was further mentioned that of the 14 members above three are *ex-officio* members and one each are to be nominated by CG System Council and AIRCA Headquarters. Hence, for these five members there was no discussions and also nominations of the representatives of CG System Council and AIRCA were already received.

APAARI members from different constituencies representing South and West Asia, South East and East Asia and Pacific region, and also of the Higher Education Sector engaged in discussions on the formation of new Executive Committee in different breakout sessions guided by moderators.

For the six members of NAARS each breakout room identified two nominees for the Executive Committee 2021-2022. In making their decision, each group took into account any current members, who wished to renominate. Similarly, from the Higher Education sector one nominee was to be proposed with the same criteria.

Based on the process of amicable discussions among members in each of the break-out session the following members of the Executive Committee were nominated for the biennium 2021-2022.

Nominations from different Constituencies

Constituency	Region	Name proposed	Institution
NARS	South East and East Asia (SEA/EA)	Mr. Chih-Hung Lin	(COA), Taiwan
		Dr. Mohamad Roff Bin Mohd Noor	MARDI, Malaysia
	South Asia and West Asia (SA/WA)	Dr T. Mohapatra	ICAR, India
		Dr Tooraj Valinassab	AREEO, Iran
	The Pacific Region	Dr Peter Horne	ACIAR, Australia
		Dr Ritesh Dass	MAFF, Fiji
Higher Education	-	Dr. M.B. Chetti	UAS, Dharwad, India

Part C (8 April)

Special Session with six nominees of Core Member Constituencies for Selection of Chair and Vice Chair

The selection of Chair and the Vice Chair was done as per Paragraph 27 of Article X of APAARI Constitution (7th Edition). Thus, in this break-out session members present included Dr Peter Horne, ACIAR, Australia, Dr Trilochan Mohapatra, ICAR, India, Mr. Ritesh Dass, MOA, Fiji, Mr. Chih-hung Lin, COA, Taiwan, Dr Mohamad Roff Bin Mohd Noor, MARDI, Malaysia (represented by Ms. Aniadila of MARDI) and Dr Tooraj Valinassab, AREEO, Iran. Dr Ravi Khetarpal (ES) who acted as the Facilitator requested all to go for a simple process of self-nomination or nomination of one of the other five. He emphasized that the role of Chair is very important and it needs to be someone willing to dedicate time to contribute strategically and work closely with the Executive Secretary between EC meetings.

For the post of Chair, Dr Peter made a self-nomination and all the other five members unanimously supported him for the Chair position.

For the post of Vice-chair, both Dr Mohapatra and Dr Tooraj made a self-nomination and explained the roles they can play for the growth of APAARI. Since only one Vice Chair was to be nominated to EC, therefore after an amicable discussion Dr Mohapatra was nominated for the Vice-Chair position which was supported by Dr Tooraj and all others. Dr Tooraj showed a keen interest to serve APAARI for expanding its outreach in West and Central Asia and this was appreciated by all the members.

Part D (9 April)

Finalization / Formalization of EC 2021-2022

Based on the breakout sessions for nomination of two representatives of NARS from each of the three Constituencies and of the Higher Education Sector for nomination of one representative and also based on the session for selection of Chair and Vice Chair, the Executive Committee was formed and announced by the ES as below:

Name	Position 2021-22	Organization	Country	Constituency	Geographical Representation
Peter Horne	Chair	ACIAR	Australia	Pacific NARI/NARO	The Pacific
T. Mohapatra	Vice-chair	ICAR	India	SA/SW NARI/NARO	SA/SW
Tooraj Valinassab	Member	AREEO	Iran	NARI/NARO	SA/SW
Ritesh Dass	Member	MoA	Fiji	NARI/NARO	The Pacific
Mohamad Roff Bin Mohd Noor	Member	MARDI	Malaysia	NARI/NARO	SEA/EA
Chih-Hung Lin	Member	COA	Taiwan	NARI/NARO	SEA/EA
Phichest Wiriypaha	Member (Ex-Officio)	DOA	Thailand	Host Country	-

Jean Balie	Member	IRRI	Philippines	CGIAR	Global
Marco Wopereis	Member	WorldVeg	Taiwan	AIRCA	Global
Executive Secretary (Interim)	Member (Ex-Officio)	GFAR	Italy	GFAR	Global
M.B. Chetti	Member	UAS, Dharwad	India	Higher Education Sector	Regional
*Vacant	Member	-	-	Donor/ Funding Organization	Global/ Regional
*Vacant	Member	-	-	Private Sector	Global/ Regional
Ravi Khetarpal	Executive Secretary (Ex-Officio)	APAARI	Thailand	Ex-Officio	Regional

**The decision of the EC for selection of a Private Sector organization as EC member after APAARI gets legal status was endorsed by GA. Also, the seat of Donor/Funding Organization for which COA had put its stake was kept vacant as COA was already nominated as one of the two NARS members in the EC from South East Asia/East Asia constituency.*

GA endorsed the process followed for formation of new EC and approved the new EC for the biennium 2021-2022. GAM also authorized the EC to fill vacant positions as per normal procedure.

Agenda 14: Statement by Chair-Elect and New EC Members

Many important and forward-looking points were made by the Chair, Vice-Chair and the new EC members. Their statements are reproduced below as such with minor editing.

Dr Peter Horne (Chair):

- Great pleasure and truly an honor to be invited to serve the General Assembly. Feel very honored and proud to serve GA and that is what will drive me to serve you in my second term in the Committee on behalf of Australia. Under the constitutional change that you have approved, this will be the last term for Australia to be on the EC.
- The constitutional change you have approved is very important for APAARI. It provides that sweet spot of stability and renewal in the governance of APAARI and both those things are

important – stability and renewal. This is a critical time for APAARI – on the one hand as I mentioned in my welcome remarks, there is no doubt in my mind that APAARI has grown in strength and relevance since the last general assembly meeting. We see in this meeting a lot of evidence of increasingly strong programs and processes but at the same time, and this is true of all the members, we are facing some uncertain times ahead. In APAARI case, this specifically relates to APAARI status.

- For me and Dr Mohapatra (part of the reason for our continuing) is to provide some stability through this transition to a new role, new position, new status of APAARI within the region. I feel very optimistic about that pathway and am reassured by the strong support that APAARI is receiving from the Department of Agriculture in Thailand and would like to especially thank Khun Margaret for that.
- Dr Ravi has profusely thanked the outgoing EC members – Dr Jackie Hughes, Dr M. Azeez, Dr SK Patil, and I share that. I would like to assure the General Assembly members, “you” who own APAARI that the EC will continue to work closely with the APAARI Secretariat to strengthen APAARI as an effective member-focused organization. We want transparency, we want openness in hearing feedback so that we can continue to improve and there is evidence in this meeting that APAARI is a learning and an improving organization. Also, I would like to say that this a very active committee.
- I am pleased with the people who have served and a leaving and pleased with new members, and I feel very positive about this. So, the general assembly can feel confident that the APAARI governance is in good hands with this Executive committee. I feel sharply that the EC will keep me honest and that is good for the general assembly. I want to leave with 2 messages – APAARI is strong through its diversity. APAARI represents members from West Asia right through to the Eastern Pacific. This is an incredibly diverse constituency but through that diversity comes strength and this EC will certainly be focusing on that and in particular, would like to acknowledge the new membership of Dr Tooraj Valinasab, representing West Asia and expect to see an increase and strengthening of our engagement with West Asia and the Pacific.
- The last thing I would like to leave you with is, this has been an excellent meeting from and as mentioned earlier in the meeting that the EC requested that, every time the EC meets that we have deep dive into one of the interesting aspects of what APAARI is doing. So that we are not only focusing on the administrations, or constitution matters but we are also getting deeply into some of the exciting stuff that APAARI is doing. Over the next 2 years, APAARI will be keen and willing and able to offer that to the general assembly that every now and then, to offer to you the members, a deep dive into some of the things that APAARI is doing so well. So that we can understand a little bit better the richness of the benefits that can accrue to all the members of APAARI. Again, I express gratitude to fellow EC members and reassure the general assembly that we are here to work for you.

Dr Trilochan Mohapatra (Vice-Chair):

- Thanks to all colleagues for reaffirming and supporting for my place in the EC and as Vice Chair. Big thanks to Chair, Executive Secretary and also to all other members for their continuation.

- Secondly, this is the time for facing some challenges, and we hope that continuation will help that process. I assure that in whatever capacity, whatever formalities I will be happy to provide all the support, whatever and whenever required.
- Certainly, there are very good areas of progress and we must capitalize on those and at the same time, the kind of institutional strength available in the members, in the form of APAARI Association, that should be capitalized to a greater extent for others who deserve or want it.
- That mapping could be done vigorously and appropriately and am sure that APAARI with its strength in KM, ASTI the way it is analyzed and implemented, the governance that is being guided, there is plenty of opportunity for us and believe that will be involved and contribute in all those activities of APAARI. Assures full support to APAARI and plenty of opportunity for him to contribute and with support of members can deliver on the challenges that are there including the legal status for APAARI. Thank you Chair, ES and all the EC members for the support and the faith.

Dr Tooraj Valinassab (Member):

- I promise to try to have more middle East and West Asia countries to be member of APAARI because in this region many countries are missing and hope that with help from APAARI and other colleagues and friends will improve the activities and actions of APAARI. Thanks for accepting me and Iran as the new member of EC.

Dr Jean Ballie (Member):

- I thank to all for welcoming me and I express satisfaction and gratitude for being new member. Have a lot to learn. Appreciation for the work done so far - is quite impressive and learning a lot in these 2 days. And big thank you to Jackie as outgoing member. Have learnt a lot from her already and glad that she remains a member we will continue of course to collaborate. Look forward to a very constructive relationship between the CGIAR and APAARI, and APAARI members. We have a lot to do together and for making agricultural research for food systems even better in the future.

Dr MB Chetti (New Member):

- Thank you APAARI, Dr Ravi and Dr Horne for inviting me and then nominating as EC member of APAARI for 2021-2022. The India Council of Education and the government of India is very keen to improve the quality of higher agriculture education in the country and this Asia Pacific region has a huge potential in terms of climate, productivity, many things and how best we can harness the potential of this Asia Pacific region by introducing some of the things that are related to higher education.
- I have been attending APAARI meetings for the last couple of years after and I see that most of the attention is towards research and development and also extension activities but very little is spoken on education. We can use some things on education as well because a number of

countries in the Pacific region are involved and we can try to bring in the harmony and also how best we can have the collaboration between these institutions in terms of faculty and student exchange. Other colleagues are keen and willing to cooperate on new suggestions.

Dr Ritesh Dass (Member):

- Special thanks to Dr Peter Horne for his Chairmanship and captaincy, which has been a pillar of strength for APAARI EC, Dr Mohapatra Vice Chair and Dr Ravi for a lot of work happening in the background and to all the members who have supported the EC.
- The focus of Fiji, a small country, has been on recovery, rehabilitation, having been impacted by covid 19 and recently 2 cyclones so it has taken the focus away from sessions like this to doing what is necessary on the ground. Looking forward to this ongoing companionship and learning from the subject matter specialist within the group. (From Peter Horne: Ritesh will organize a significant event in the Pacific in 2022 through the Pacific Week of Agriculture and Forestry. APAARI looks forward to supporting Ritesh in that. An event that brings together all the island and non-island states of the Pacific into a single event and talking about Agriculture Innovation and Capacity Building).

Dr Chih-Hung Lin (Member):

- I remember that 2 years ago, from COA I for the first time attended ECM in Bangkok and was impressed by Dr Peter Horne's Chairmanship and learnt a lot from Dr Ravi's efforts to make everything run smoothly.
- As one of the major supporters of APAARI, COA is honorable to be elected as EC member again. COA will continue to support APAARI through sharing expertise and all expense of agriculture and agriculture research and development.

Dr Margaret Yoovatana (Representing Host Country, DOA):

- On behalf of DG of DOA extends his appreciation to the Chair and ES for the untiring work that they are doing for APAARI and DOA recognize this important platform for agricultural research and are confident with the new composition of EC and will work on more success stories and more growth of APAARI for which DOA is committed to provide all out support.

Dr. Mohamad Roff Bin Mohd Noor (MARDI): was not present to make the remarks.

Agenda 15 Venue of the Next General Assembly Meeting

- No suggestion made.

- Chair suggests to take up to end of 2021 to see if there are any members of the GA who would like to nominate to host the general assembly in 2 years' time.

Agenda 16 Comments by Outgoing Members of EC

Dr Jackie Hughes (ICRISAT):

- ICRISAT will continue to be a strong partner to you APAARI and members as we move forward through this interesting one CG movement through the rest of this year.
- It was an incredibly enjoyable time on the EC. It was really hard work but it was so dynamic, so forward looking, so responsive, so accepting and was particularly interested in the governance issue which was very relevant.
- The situation for APAARI is legal status and the different parts of APAARI and want to assure the whole of the GA that ICRISAT will continue to be a strong partner to you all as we move forward through this interesting one CG movement through the rest of this year.
- ICRISAT is not part of the one CGIAR but it is a CGIAR research centre at the moment. And we will continue to be a strong partner to you all as time moves forward.

Two other outgoing members viz., Dr Mohammad Azeem (PARC, Pakistan) and Dr SK Patil: (IAUA, India) were not present to make their remarks.

Agenda 17: Any Other Item

- Dr Ram representing NARC, Nepal, stated that more work needed to capacitate research institutions and scientists to achieve sustainable goal and sustainable production system in South Asia.
- Dr Peter Horne (Chair) proposed that over the next 2 years, occasionally APAARI might consider offering a short 90 minutes deep dive to General Assembly members on significant activities or matters that APAARI is currently doing or might be doing, which would be of general interest to the membership. Dr Horne also apologized that he had not discussed with APAARI or his EC colleagues before proposing this.

Agenda Item 18: Closing Remarks by the Chair

The Chair enquired if there any suggestions on how we might improve future GAMs? There was no response from the members.

He then thanked all members for their commitment of time. Stated that APAARI is in strong sound position with the current members and new Executive members in place. And he acknowledged the challenging circumstances that many of the members are facing and hope they stay safe and well, and are able to continue to contribute as effectively as they are, and APAARI look forward to interacting with them over the next 2 years.

Agenda 18 Vote of Thanks

The ES profusely thanked to the very effective and forward-looking General Assembly who ensured the meeting to be so productive and engaging.

He expressed special gratitude to Dr Peter Horne, New Chair and Former Chair, for his active engagement with the Secretariat all through in strategic matters of governance He also thanked the Vice Chair, Dr Mohapatra, who is a big supporter to APAARI, and has also signed an MoU for collaboration ahead with ICAR, India. He also mentioned that both ACIAR and ICAR have a big network and APAARI will continue benefitting from that strength of both the organizations. He then thanked all the EC members individually.

He welcomed and thanked the newcomers in the EC Dr Tooraj Valinassab who is always willing to contribute for APAARI to grow it more in West Asia; to Dr Jean Ballie, who assured that despite CG passing through a positive transition phase will fortify its relationship with APAARI; and to Dr MB Chetti for assuring to new spark towards what APAARI is doing for education sector. He then thanked Dr Marco Wopereis, for being a very active member of the EC with his very positive and critical suggestions always: to Dr Ritesh Dass for his all-out support from the Pacific; to Dr Mohamed Roff Bin Mohd Noor for his readiness to support always; and to Dr Chih-Hung Lin who has been actively engaging with APAARI, sponsoring the APCoAB programme.

The ES also profusely thanked the outgoing members; Dr Jackie Hughes (ICRISAT) who has provided guidance always with lot of wisdom and experience by always staying calm and focused, and Dr M. Azeem (PARC, Pakistan) and Dr SK Patil (IAUA, India for their all-out support to APAARI in various ways.

The support provided by all the moderators of the break-out sessions for selection of nominees of different constituencies for the new EC Formation was duly acknowledged.

He thanked all partners and donors of APAARI who have engaged effectively with APAARI all through. Finally, he thanked all APAARI staff – Tarathip, Sasi, Jack, Sah and Thansita who meticulously contributed for the success of the GAM behind the scene, and expressed his sincere gratitude to all APAARI Coordinators and Consultants for their significant contributions on technical matters and to Senior Advisor for relentlessly supporting in the reforms process.

***Acknowledgements:** Sincere thanks to my colleagues Martina, Norah, Rishi and Manish for their inputs and special thanx to Tarathip, Sah and Sasi for meticulous logistic support.*

Annexure 1

**List of participants attending the 16th General Assembly Meeting
(8-9 April 2021)**

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Annexure 2

Asia Pacific Association of Agricultural Research Institutions (APAARI) 16th GENERAL ASSEMBLY MEETING (GAM) Virtual, 8-9 April, 2021

Programme

Agenda No.	Time	Agenda Item	Facilitation
8th April			
1	10	Introduction and Welcome Address	Chair, APAARI
2	5	Approval of Agenda Items	Chair and Members
3	10	Endorsement of ECM Proceedings (2019-2020)	Chair and Members
4	10	Action Taken Report of GAM 2018	Executive Secretary (ES) APAARI
-	30	Special Presentation on Legal Status of APAARI	ES
13	45	Formation of Executive Committee for the Biennium 2021-2022 Part A- EC recommendations and Constitutional Amendments - Agenda 13	ES
Comfort Break (10)			
	45	Formation of Executive Committee for the Biennium 2021-2022 Part B- Group Discussions among members of various constituencies (South and West Asia, South East and East Asia and Pacific region) - Agenda 13	ES (Process explained)
5	45	Progress Report 2019-2020 as per MERL <ul style="list-style-type: none"> • Overview • Theme-specific inputs 	ES Coordinators
End of First Day of GAM			

9 th April			
13	20	Extra session: Formation of Executive Committee for the Biennium 2021-2022 Part C- Special Session with nominees of Core Member Constituency for Selection of Chair	ES and Core Constituency Nominees only
6	15	Mid-Term Review of Implementation of Strategic Plan 2017-2022	ES
7	20	Biennial Work Plan 2021-2022	ES and Coordinators
8	10	Status of Projects Developed, Submitted and Secured	ES
9	15	Membership, Fee Payment Status and Membership Benefit Analysis	ES
10	60	Reforms and Governance	ES
Comfort Break (10)			
11	15	Administrative Matters	Finance and Admin Coordinator (FAC)
12	15	Audit and Finance	FAC
13	10	Formation of Executive Committee for the Biennium 2021-2022 Part D- Finalization / Formalization of EC 2021-2022	ES and Members of Different Constituencies
14	10	Statement by Chairman Elect and New EC Members	Chair-Elect and New members
15	5	Venue of the Next General Assembly Meeting	Members
16	15	Comments by Outgoing Members of EC	Outgoing EC Members
17	5	Any Other Item	Members
18	10	Closing Remarks	Chair
	5	Vote of Thanks	ES

Important Publications and with links (Jan. 2019-Feb. 2021)

Success Stories; (3)

1. Sheep and Goats in Fiji and Papua New Guinea – Success Story (2021)
<https://www.apaari.org/web/download/36808/>
2. Banana Tissue Culture in India – A Success Story (2020)
<https://www.apaari.org/web/download/33834/>
3. GM Maize in the Philippines – A Success Story (2019)
<https://www.apaari.org/web/download/32057/>

Training Manuals; (3)

1. e-Compendium of Training Module on Biotechnological Tools in Aquatic Genetic Resource Management and *Ex Situ* Conservation (2021)
<https://e-nbfggr.res.in/home/index>
2. Laboratory Manual for Eighth International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources (2019)
<https://www.apaari.org/web/download/33804/>
3. Training on Genome Editing – Practical Manual (2019)
<https://www.apaari.org/web/download/33771/>

Country Status Reports; (2)

1. Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration - Country Status Reports (2020)
<https://www.apaari.org/web/download/35713/>
2. Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration – Regional Status Reports and Strategic Papers (2019)
<https://www.apaari.org/web/download/33779/>

Proceedings and Recommendations (5)

1. Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration – Proceedings and Recommendations (2020)
<https://www.apaari.org/web/download/35274/>

2. Regional Expert Consultation on Gene Editing in Agriculture and its Regulation – Proceedings and Recommendations (2019)
<https://www.apaari.org/web/download/34156/>
3. Satellite Symposium on Dryland Agrobiodiversity for Adaption to Climate Change (2019)
<https://www.apaari.org/web/download/33890/>
4. Regional Workshop on Underutilized Animal Genetic Resources and Their Amelioration - Proceedings and Recommendations (2019)
<https://www.apaari.org/web/download/32447/>
5. Proceedings of the III International Symposium on Plant Cryopreservation (2019)
<https://www.actahort.org/books/1234/>
6. Training on Transformation of Agricultural Education through Knowledge Management and Capacity Development for More Effective Agricultural Innovation System (AIS)
<https://www.apaari.org/web/download/32118/>

Book (1):

1. Agricultural Policy and Program Framework-Priority Areas for Research & Development in South Asia
<https://www.apaari.org/web/download/34617/>

Strategics (3):

1. APPARI Knowledge Management and Communication Strategy 2017-2022
<https://www.apaari.org/web/download/36824/>
2. APAARI Membership Strategy
<https://www.apaari.org/web/download/36820/>
3. Resource Mobilization Strategy 2017-2022
<https://www.apaari.org/web/download/36822/>

Newsletters (4):

1. Newsletter, Vol. 29(2), December 2020
<https://www.apaari.org/web/download/36800/>
2. Newsletter Vol.29(1), June 2020
<https://www.apaari.org/web/download/35575/>

3. Newsletter, Vol. 28(2), December 2019
<https://www.apaari.org/web/download/34232/>
4. Newsletter, Vol. 28(1), June 2019
<https://www.apaari.org/web/download/32541/>

Capability Statement (Revised) (1)

<https://www.apaari.org/web/download/31623/>

Constitution (1):

1. APAARI Constitution July 2019
<https://www.apaari.org/web/download/32563/>

Brochures: (2):

1. APCoAB Brochure (2020)
<https://www.apaari.org/web/download/31460/>
2. ASTI Brochure
<https://www.apaari.org/web/download/32431/>

ASTI Country Brief (8)

1. ASTI Country Brief - Cambodia
<https://www.asti.cgiar.org/sites/default/files/pdf/Cambodia-CountryBrief-2020.pdf>
2. ASTI Country Brief – Laos
<https://www.asti.cgiar.org/sites/default/files/pdf/Laos-CountryBrief-2019.pdf>
3. ASTI Country Brief – Indonesia
<https://www.asti.cgiar.org/sites/default/files/pdf/Indonesia-CountryBrief-2020.pdf>
4. ASTI Country Brief – Malaysia
<https://www.asti.cgiar.org/sites/default/files/pdf/Malaysia-CountryBrief-2020.pdf>
5. ASTI Country Brief – Thailand
<https://www.asti.cgiar.org/sites/default/files/pdf/Thailand-CountryBrief-2020.pdf>
6. ASTI Country Brief – Vietnam
<https://www.asti.cgiar.org/sites/default/files/pdf/Vietnam-CountryBrief-2020.pdf>
7. ASTI Country Brief – PNG
<https://www.asti.cgiar.org/sites/default/files/pdf/PNG-CountryBrief-2019.pdf>

8. ASTI Country Brief – Myanmar
<https://www.asti.cgiar.org/sites/default/files/pdf/Myanmar-CountryBrief-2019.pdf>

ASTI Regional Report (1)

1. ASTI Cross Country Analysis
<https://www.apaari.org/web/download/36021/>



**ASIA PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH INSTITUTIONS
(APAARI)**

16th GENERAL ASSEMBLY MEETING

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**ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH
INSTITUTIONS (APAARI)**

EXECUTIVE COMMITTEE MEETING (2/2018)

Taipei, Taiwan
21 December, 2018

Proceedings



Asia-Pacific Association of Agricultural Research Institutions (APAARI)
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**APAARI
EXECUTIVE COMMITTEE MEETING (2/2018)**

**Taipei, Taiwan
21 December, 2018**

Proceedings

The second Executive Committee Meeting (ECM) of APAARI for the year 2018 was held on 21 December 2018 at Activity Centre of Academia Sinica, Taipei, Taiwan. This ECM was a relatively brief as it was to be followed by the General Assembly Meeting (GAM) on the same day. Some of the common agenda items for the ECM and the GAM were proposed to be discussed in detail in the GAM and hence were very briefly presented in the ECM.

The Chairman APAARI Executive Committee (EC), Dr Yusuf Zafar (Chairman, Pakistan Agricultural Research Council -PARC), Islamabad, Pakistan was not able to attend the ECM in person due to his pressing engagements. However, Dr Zafar sent a recorded message wherein he gave opening remarks and highlighted the achievements of APAARI during the past two years. Dr Serge Bang, the Vice Chairman, APAARI EC also could not attend the meeting. In the light of this and as per discussions with the Chairman and the Director General of Department of International Affairs of Council of Agriculture (COA), Taiwan Mr Vincent Lin, Deputy Director General, Department of International Affairs, COA was requested to chair the ECM on behalf of Dr Yusuf Zafar, Chairman, APAARI.

Dr Ravi Khetarpal, the Executive Secretary (ES), APAARI introduced Mr Vincent Lin, the Acting Chairman of the house. Mr Vincent Lin, graciously accepted the responsibility and presided over the ECM. He provided adequate time for the EC members to express their views, completed the ECM in scheduled time and prioritized the agenda items in discussions with the ES. The ES responded to the suggestions/ comments of EC members and detailed the options available with APAARI. The meeting was attended by EC members or their representatives, a special invitee, observers and staff of the APAARI Secretariat (Annex 1).

Agenda 1: Welcome and Introduction

At the outset the Acting Chairman, Mr Vincent Lin welcomed all EC members, special invitees and others present in the house and requested the EC members to cooperate in completing the ECM in the

scheduled time. He also mentioned that detailed presentations are planned in the GAM that follows the ECM and thus there will be more scope for discussions in the GAM. He then requested the ES to be brief and focused in his presentation.

Agenda 2: Opening Remarks

Dr Yusuf Zafar, Chairman APAARI Executive Committee, through his pre-recorded video message welcomed the members and highlighted the achievements of APAARI for the past two years including the reporting period of June to November 2018 for the ECM. He congratulated the ES and appreciated the whole APAARI team for putting an end to ad-hoc arrangements by having systems in place. Important points covered by Dr Zafar in his recorded message included fruitfulness of his visit to Iran accompanied by the ES, and visit of the ES to China for some strategic discussions; his satisfaction over considerable funding secured by APAARI e.g. through Agricultural Science and Technology Indicators (ASTI), Standard and Trade Development Facility of World Trade Organisation (STDF/WTO) projects; encouraged the APAARI team to put vigorous efforts for securing more funding from donor agencies e.g. Bill and Melinda Gates Foundation; highlighting his concern about developments regarding Food and Agriculture Organization's (FAO) recommendation to dissociate from the regional associations in terms of extending support services to them; wished that new EC will develop a mechanism to resolve the issue and seek a legal status of APAARI; highlighted the need for constitutional amendments as relevant to the current role of APAARI as per its Strategic Plan and requesting the EC and the General Assembly (GA) to discuss and approve the amendments suitably; his expression of gratefulness to APAARI team and donors – Australian Centre for International Agricultural Research (ACIAR), Council of Agriculture (COA) and others and informed the house that PARC membership for 2019 is already approved. Dr Zafar also expressed his confidence that he was leaving a vibrant APAARI in a very good shape. He also expressed the opinion that though there are still many more challenges but the ES and the new EC would be able to overcome these and take APAARI to the new heights.

The Acting Chairman then requested the ES to make presentations on other Agenda items.

Agenda 3: Approval of the Draft Agenda by the EC

The ES briefly introduced the draft agenda to the EC (Annex 2- Tentative Programme and Annex 3- Annotated Agenda). He also highlighted that in view of limited time for the ECM, important issues such as technical work plan, membership strategy, constitutional amendments, and some administrative issues including relationship with FAO needed to be taken up on priority. While certain important agenda items would be discussed in detail during the GAM.

The EC unanimously approved the draft agenda.

Agenda 4: Approval of the Minutes of the Last ECM

The Proceedings of the last ECM (1/2018) held at Bangkok on 28 May 2018 were prepared giving comprehensive details of deliberations and recommendations. These were circulated initially to the EC members and others who also attended the meeting as special invitees. A few members had suggested some minor modifications which were duly incorporated and the refined version was sent again to all members of the EC and others. Since no further comments were received, the final draft as endorsed by the Chairman, APAARI was uploaded on APAARI website and its copies were provided to all APAARI members and partners. The link was also provided. The full Proceedings of the last ECM with key decisions were separately provided to ECM (Annex 4).

The EC unanimously approved the Proceedings of the previous ECM (1/2018).

Agenda 5: Action Taken Report on ECM (I/ 2018) Recommendations

The ES briefly presented the actions taken or being taken report on the recommendations of the last ECM (1/2018) made during the period from May 2018 to November 2018 which was prepared agenda-wise to ensure that all points are covered. Some of the important actions taken were: Membership Strategy prepared; Monitoring, Evaluation, Reporting and Learning (MERL) study and Execution of the MERL Plan as submitted by the consultant; The International Water Management Institute (IWMI) was communicated that it will not be henceforth reciprocal member; Capability Statement of APAARI prepared; studies undertaken on stakeholder mapping and on stakeholder engagement strategy; and clarity on the deficit in the Expenditure Statement of 2017 was given by email to the EC members.

The contents of this agenda item provided a clear picture of the progress addressing recommendations made by the EC on various activities for the period from May 2018 to November 2018. Details of Action Taken Report is provided in Annex 5. Capability Statement is given as Annex 6.

The EC unanimously approved the Action Taken Report on recommendations of the ECM (I/2018) and congratulated APAARI secretariat for taking up the recommendations effectively.

Agenda 6: Progress Report: May 2018 - November 2018

The ES presented briefly the Progress Report for the period from May to November 2018. Details were provided (as given in Annex 7) to all the members. The report covered major events/presentations undertaken by APAARI through its programmes/projects of Asia-Pacific Consortium on Agricultural

Biotechnology and Bioresources (APCoAB), Knowledge Management and ASTI, as well as information sharing, membership drive, project planning and organizing collaborations, participation in meetings organized by members and other organizations, new recruitments, project proposals developed etc.

Salient highlights of the progress report are given below for ready reference.

APAARI Management Meetings held:

- 2018/1 APAARI Executive Committee Meeting in Bangkok, Thailand, 28 May 2018
- APCoAB 19th Steering Committee (SC) Meeting in Bangkok, Thailand, 28 May 2018

Events Organized by APAARI:

- Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnership to Improve Livelihoods of Farmers in Asia-Pacific at Bangkok, Thailand, 28-30 May 2018
- Analytical Research Agenda Workshop by APAARI and International Food Policy Research Institute (IFPRI) in Bogor, Indonesia, 9-10 July 2018
- Knowledge Management Workshop 2018 with National Agriculture and Forestry Research Institute (NAFRI) in Vientiane, Lao PDR, 18-19 October 2018
- Seminar on the ASTI project at MAF, Fiji, 29-31 October 2018
- Regional Conference on Role of Soil and Plant Health Towards Achieving Sustainable Development Goals (SDG) in Asia-Pacific with Department of Agriculture (DOA), Bangkok, Thailand, 21-23 November 2018
- Webinar with Universities on Capacity Development for Agricultural Innovation Systems (CDAIS) with Tropical Agricultural Platform (TAP) and Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA), 30 November 2018 - Online,
- International Seminar on Conservation and Prospecting of Bioresources in Asia-Pacific Region with COA in Taipei, Taiwan, 18 – 20 December 2018

Events Co-organized by APAARI with Partners/Stakeholders

- International Conference on Social and Sustainability Science in ASEAN: Agri-food Systems, Rural Sustainability and Socioeconomic Transformations at Chulalongkorn University at Bangkok, Thailand
- The 3rd CryoSymp 2018 with Mahidol University and ISHS, Bangkok, Thailand, 26-28 March 2018

- Regional Training on the use of Drones, Satellite Imagery and GIS for Agriculture with FAO & ITU at AIT in Bangkok, Thailand, 4-8 June 2018
- Regional Conference on Motivating and Attracting Youth in Agriculture (MAYA) with TAAS, ICAR, MSSRF, ASCI, YPARD NABARD at New Delhi, India, 30 August 2018
- E-Agriculture Solutions Forum 2018 with FAO and ITU, Nanjing, China, 15-17 November 2018
- The “MAD” Conference, Managing Agriculture Digitally – Innovations for Sustainable Food, with IAAS and SMU-LKCSB at SMU, Singapore, 27 November 2018
- 6th Annual South Asia Biosafety Conference (SABC) with ILSI Research Foundation, USA; BCIL; APAARI/APCoAB at Dhaka, Bangladesh, 15-17 September 2018
- 3rd International Agriculture Innovation Conference IAIC 2018 in Beijing, China, 12-14 October 2018
- IITB-APAARI-NABARD Workshop on 'Food Systems and Nutrition Security', Mumbai, India, 6-7 December 2018

Participation in Meetings, Conferences and Workshops:

- European Development Day EDD 2018 in Brussels, Belgium, 5-6 June 2018
- ASEAN Sustainable Agriculture and Food Forum in Bangkok, Thailand, 8 June, 2018
- Andhra Pradesh State Mega Seed Park Ltd Work Plan meeting in Vijayawada, Andhra Pradesh, India, 20-21 June 2018
- Regional Workshop on Conservation Agriculture for Sustainable Intensification (CASI), Kathmandu, Nepal, 22-23 July 2018
- APEC High Level Policy Dialogue on Agricultural Biotechnology, Port Moresby, Papua New Guinea, 5 August 2018.
- USDA Phytosanitary Capacity Evaluation at Dhaka, Bangladesh, 6 August 2018
- The 22nd Agricultural Technical Cooperation Working Group (ATCWG) Meeting, Port Moresby, Papua New Guinea, 7 August 2018
- ABAC Food Security Symposium, Port Moresby at Papua New Guinea, 8 August 2018
- The Sustainability Science and Development Goals meeting, Bangkok, Thailand, 20-21 August 2018
- Workshop on EU Organic Market: Export Opportunities and Challenges at Bangkok, Thailand, 27 August 2018
- The 4th World Symposium on Sustainable Development at Universities at Penang, Malaysia, 28-30 August 2018

- The 5th International Rice Congress; (xxvi) UN agencies meeting fight against hunger and malnutrition in Asia and the Pacific, Singapore, 15-17 October 2018
- A Global Event to Accelerate the End of Hunger and Malnutrition, Bangkok, Thailand, 28-30 November 2018

Capacity building activities organized:

- Mung bean Field Study for 10 participants nominated by ICARDA at DOA, Bangkok, Thailand, 25-31 August 2018
- 3rd Master Class in Agricultural Research Leadership and Management, Penang, Malaysia, 11-16 November 2018 (Participants were nominated from Bhutan, India, Iran, Papua New Guinea, Pakistan, Sri Lanka, Vietnam, Philippines and Thailand).

Publications:

- Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnerships to Improve livelihoods of Farmers in Asia and The Pacific - Proceedings & Recommendations
- Success Stories:
 - a. Durian – A Success Story in Thailand
 - b. Climate Smart Farmers' Field School: The BICOL, Philippines Experience - A Success Story
 - c. Bt Brinjal in Bangladesh
- Capability Statement of APAARI
- APAARI Newsletter Vol. 26, No. 1
- Higher Education Institutions (HEIs) Information Flyer
- APAARI Membership brochure (updated version)
- APCoAB Brochure
- ASTI Brochure

Some Important Visits:

- Country visits (China, Iran, Indonesia, Cambodia, Myanmar) for pursuing membership.
- Visit to ACIAR for discussions and presentation on APAARI initiatives and challenges.

The ES further highlighted that the APAARI website is updated regularly on news from partners, publications, events and announcements of opportunities. It is an interactive version accessible on tablets and mobile phone, and with social media integration of applications like Facebook, Twitter,

LinkedIn and Blogger. APAARI is currently active in updating these social media platforms, including Slideshare. Up to date APAARI Facebook has 792 Likes (with 819 who follows); Twitter has 412 followers; 236 connections for its LinkedIn account and Blogger has four blog posts written by APAARI staff on various topics. The SlideShare, on the other hand, has 70 slide presentations uploaded with the presentations. APCoAB website has a new look with updates related to Biotechnology and Bioresources in Asia and the Pacific. The news section is updated on a regular basis. With its latest social media engagement through Facebook, the purpose is to expand the information sharing related to APCoAB activities in the region. APAARI signed an LoA (Letter of Agreement) with FAO Regional Office for Asia and the Pacific (FAO-RAP), Bangkok for knowledge management activities.

APAARI has been following up on its participation in the European Development Days 2018, where APAARI was actively advocating the role of the Tropical Agriculture Platform (TAP) and the need for transformation in agricultural education systems as a pre-condition for effective agricultural innovation systems. EU-based partners were identified and APAARI is currently exploring their inclusion in the already existing consortia to extend the scope of already developed project concepts to Asia and the Pacific.

An initial discussion between FARA and APAARI identified the need for partnership to address issues of mutual interest confronting the agricultural sector in the two continents. This discussion has led to the drafting of a Partnership Agreement that sets the scope of the operationalization frame to work together and foster synergistic actions and partnerships.

Strengthening Knowledge and Capacity for Agricultural Innovation Systems in the Asia-Pacific Tropics is a new project developed by APAARI and submitted for funding worth USD 6.9 million, from the International Cooperation and Development Fund (ICDF) and COA, Taiwan, worth USD 6.9 million. Besides, COA has been requested to increase the support for its APCoAB programme wherein a Technical Associate needs to be recruited for its expanding activities.

Memoranda of Understanding were signed between APAARI and International Centre for Genetic Engineering and Biotechnology (ICGEB), Italy, and APAARI and Biotech Consortium India Limited (BCIL) to collaborate in capacity building in the area of agricultural biotechnology.

Drafted an APAARI component for a concept note on Mapping and Assessing ASEAN Higher Agriculture Education, Research and Extension (HAERE) to achieve SDGs in Southeast Asia (2018-2019) and a preliminary concept note on Mapping, Strengthening and Scaling- up Agroecology in Asia-Pacific Higher Education, Science and Extension to Encourage Innovation and meet SDGs, 2019-2022.

The details of most of the above activities are given in the Progress Report in Annex 7.

The Acting Chairman invited comments or suggestions from the EC members.

There were no specific suggestions and the EC unanimously appreciated the dedicated commitments of the APAARI Secretariat in carrying out several significant activities taken up in such a short span of time for the benefit of APAARI members and stakeholders

Agenda 7: Membership and Fee Payment Status (as on 30 Nov 2018)

The ES highlighted that APAARI Secretariat not only actively communicated with all current and potential members of APAARI but also personally contacted whenever possible with a special focus on NARS, higher education institutions, and advanced research institutions/AIRCA/CG Centers.. Support of APAARI well-wishers and stakeholders at large was also sought. The ES apprised the house that at present, APAARI has 21 members under the NARS category; 28 members under the Associate category (number increased by 1 from that of 27 in 2016); 13 under the Affiliate category (4 additions); and 15 under the Reciprocal Membership category (4 additions). Thus, the total membership now stood at 78 (as on 30 November, 2018), an increase of 8 members over the year 2016.

Recently, National Chung Hsing University, Taichung, Taiwan; and Sher-e-Kashmir University of Agricultural Sciences and Technology (Jammu) India, joined as Affiliate Members and Agricultural and Food Marketing Association for Asia and the Pacific (AFMA) as Reciprocal Member. There has been a good progress in receiving the membership fee to the extent of 80 per cent (USD 324,500) out of total receivable USD 405,000 including some arrears) for the year 2018. Full details of Membership and Fee Payment Status are provided in Annex 8.

Discussions on the Agenda

ACIAR paid membership fee for 2018, which is not reflected in the status presented. Associated membership status is not updated for 2018. Provision to deal with nonpaying members with long pending dues may be incorporated in the constitution. There was also a suggestion on highlighting benefits extended to its members by APAARI. APAARI need to explore routing of membership fee of Iran through ICARDA. It was generally felt that APAARI may also consider using virtual platforms for events or meetings instead of physical meetings in person.

The ES responded that anomaly in membership fees paid will be verified including the Associate membership fee status. Membership fee of Iran (AREEO) through ICARDA was explored and pursued actively by drafting a tripartite MoU among APAARI, AREEO and ICARDA, but that could not be

materialized. In addition to benefits of knowledge and technology transfer benefits of APAARI to member countries were briefly explained in terms of expenditure made on regularly participating members which often exceeds the fee paid in addition to non-tangible benefits of knowledge and technology transfer. APAARI agenda is demand driven and accordingly members' needs are captured to prepare the work plan. APAARI has started conducting Webinars and Skype meetings. Recently a webinar platform was also purchased. Suggestion for enhancing use of virtual platforms was appreciated and Secretariat will take due note of this for implementing the same whenever feasible. Provisions of dealing with the members with outstanding arrears of last few years will be discussed in the GAM considering the reasons for nonpayment including the reasons such as natural calamities.

The ES thanked the members for their suggestions/ questions / comments and assured that all of these will be suitably addressed.

EC appreciated the progress made in enhancing the membership base and also collection of membership fee up to the extent of 87% from the members.

EC Recommendations

- APAARI Secretariat shall verify the records and the updated status of membership fee received be circulated to all the members
- APAARI should develop a mechanism to ensure that as far as possible, all the members are benefitted appropriately as far as possible.

Agenda 8: Work Plan for the Biennium 2019-20

The ES briefly presented APAARI indicative Work Plan for the biennium 2019-2020 prepared in line with APAARI's Strategic Plan 2017-2022.

The Work Plan 2019-20 included activities to be undertaken under various thematic areas, programmess and and projects of APAARI and the actions to be taken towards strengthening strategic partnerships. This included websites updates, webinars on thematic needs, publications (Newsletters, APAARI Network Highlights), success stories, strategy for Mega Seed Park, strategy for the Asia-Pacific Knowledge Hub on SPC Capacity, expert consultations on new genome manipulation techniques and biosecure and biosafe APR, development and maintenance of online tools, data collection, ASTI survey management systems, ASTI data validation, data analysis of agricultural R&D in the region, development of event proceedings, training manuals, ASTI country publications, analytical work of agricultural innovation systems, workshop on vegetable seed technologies,

enhancing small farmer income and livelihoods and integration of innovative learning and knowledge sharing under KM. Under the head of Capacity Development, KM and biotechnology capacities of member institutions, value chain in vegetable crops and on leadership and management will be taken up. Development of new membership and partnerships and strengthening existing partnerships; policy influence pathways and to develop outreach plans, ASTI evidence in agricultural policy and online campaigns under policy advocacy are other priorities. Regarding women and youth, implementation plan of Motivating and Attracting Youth in Agriculture (MAYA), building capacity and strengthening and engagement of women and youth in APAARI supported meetings and trainings were planned. As part of APAARI governance work plan include securing legal status of APAARI, implementation of MERL conducting ECMs and GAM as required under the Constitution, organising APCoAB Steering Committee meeting, new recruitment plan, implementation of resource mobilization strategy, integration of key strategies and implementation of management reforms. In view of expanded scope of APCoAB, two workshops/trainings and four publications, in addition to already approved activities have been planned for 2019 and 2020, subject to the availability of resources.

The details of work plan is provided as Annex 9 following the structure of APAARI's key programmes and projects (including APCoAB, ASTI) - Knowledge Management, Partnership and Networking, Capacity Development, Advocacy, Women and Youth, and APAARI Governance and Development.

The Acting Chairman invited the members to comment on the Work Plan 2019-20 developed by APAARI Secretariat.

Discussions on the Agenda

Following comments and suggestions were made by the EC members:

- In future a questionnaire may be circulated to all the members prior to finalizing the Work Plan, sensitizing the members and to consider their needs particularly in the areas of Capacity Development and Innovation.
- The Work Plan through approved in principle, may have to be fine tuned and presented to next ECM for further discussion.

Besides, the others (other than EC members) who also attended the meeting made the following comments :

- India has well developed infrastructure, expertise, to impart the trainings and organize workshops etc. and will be happy to organize events of APAARI.

- Quantum of work for PCAARRD, Philippines needs a review since several activities are listed, which needs to be revised based on funding secured.
- APAARI shall focus on technology transfer to improve livelihoods of poor farmers. Agriculture domain is very vast and agricultural education may not necessarily be the priority for APAARI.
- Participation and knowledge sharing through consultative workshops, conferences etc. organised by APAARI in the last one year have been a very satisfying experience.
- APAARI may also plan to facilitate student and scientist exchange to enhance members participation.
- Access to World Bank funds to link CGIAR Centres or through Agricultural Universities (e.g. National Agricultural Higher Education Project - NAHEP) may be explored to work in the area of agricultural education. New partnerships with the university sector is need of the hour.
- Impact of NARS funded objectives be studied rather than CGIAR funded activities. An out of box approach is needed to serve NARS.
- APAARI may consider steps to attract investors with 'Agriculture' as a platform and also consider contributing not only towards MAYA but also towards ARYA (Attracting Rural Youth to Agriculture) projects in India.

The ES while responding to comments and suggestions highlighted that all members are requested to consider the APAARI communications in detail and also may visit APAARI website frequently to take advantage of updates on technical activities and knowledge sharing. APAARI is generally requesting all members to give their suggestions as what APAARI can support the mandated activities of members in limited resources and how it should be moving by including the same in work plan. Certain members are already providing their suggestions and requirements which are duly factored in. However, APAARI will make more efforts to pursue the members to provide inputs and refine the work plan for their benefit based on availability of funds.

The offer from India will be positively considered by the EC for conducting APAARI training workshops/events etc. The proposals of student exchange and access to World Bank funds through universities will be duly considered by the EC in its forthcoming meetings.

Responding to the contrary opinions of APAARI involvement in higher education in agriculture, the ES informed that FAO appreciated the initiative of APAARI on linking higher education with

SDGs and APAARI intends to further strengthen the mainstreaming of education sector for achieving its mission holistically. The ES further mentioned that a workshop is also planned with Tamil Nadu Agricultural University (TNAU), India, on higher education in the third week of January 2019. Impact studies on APAARI work are part of 'Monitoring, Evaluation, Reporting and Learning' (MERL) and a detailed MERL work plan will be presented in the GAM by the appointed consultant. ES appreciated the lively discussion on various points and assured the the EC that all the concerns of members are duly noted and will be appropriately addressed by APAARI and suitable modifications will be done in the work plan as discussed.

The ES also highlighted that APAARI has co-organized a MAYA event and also working with various universities and research institutes as NARS members to work together and access national funding available in the member countries.

EC Recommendations

- APAARI to refine the work plan on the basis of suggestions made by the members and availability of funds.
- Further modifications in work plan, if any based on discussions in the GAM, may be submitted to the next EC for ratification.

Agenda 9: Administrative Matters

The ES presented the efforts made by the Secretariat on the administrative matters for effective functioning of APAARI. He highlighted that FAO-RAP informed about discontinuing the support services to APAARI (and also other FAO-led associations) in accordance with FAO's recent policies. FAO had approached APAARI in October, 2018 regarding its new policy on support to associations established under the auspices of FAO-RAP whereby it is going to discontinue its services for APAARI also. APAARI does not have the legal status in Thailand or else where. A meeting was held by the ES with Senior Admin Officer of FAO, followed by a meeting with Dy Representative FAO-RAP Mr Jong-Jin Kim who further highlighted the need for completely detaching FAO from APAARI. It is pertinent to mention here that APAARI was created way back in 1990 by FAO by drafting its first constitution. The highlights of the meeting have been incorporated in the Annex 10 A. The ES highlighted to FAO-RAP that APAARI is a membership-based organization and the important decisions are taken collectively by the APAARI EC and GA meetings. APAARI is discussing the matter internally and has initiated the process of looking for options with Thailand government and other organisations. APAARI will seek the opinion and views of members during these EC and GA

meetings. The ES also mentioned that FAO will continue providing the services for the interim period but insisted that APAARI may seek the legal status as soon as possible.

The administrative matters on recruitment of Research Assistant in ASTI Project, resignation of the Knowledge Management Coordinator and the updated status (as on 30th November 2018) have been included in the Annex 10 A.

The EC members were requested by the Acting Chairman to consider and approve the administrative changes, and give guidance to the Secretariat on modus-operandi for obtaining the legal status.

Discussion on the Agenda

Discussions covered a range of items that include legal status, securing more funds, hiring a legal consultant and participating in youth programmes of member countries, etc. Suggestions/ comments made by the members are:

- Securing legal status is most important as it has many implications for existence of APAARI including securing funding, etc. APAARI should hire a legal consultant with defined TOR;
- Independent legal status for APAARI has a lot of implications, pros and cons shall be carefully weighed prior to considering of joining hands with any international agency or institute and need to review donor status, staff, independent management policies, etc.
- MOU between APAARI and DOA is under process. DOA will be pleased to have collaboration with APAARI and will take up the matter with the Government of Thailand. FAO may be approached for negotiation for continuing legal status of APAARI.

The ES thanked the members for their concern and suggestions. He explained various options being explored to obtain legal status. The ES mentioned that he vigorously pursued with FAO on continuing its support till alternative arrangements are made, which was agreed up on in principle. In order to have an International Organization status in Thailand, a draft MOU is already submitted to DOA in December 2017 and the response is awaited. Other options being explored with Kasetsart University, Thailand; ICRISAT, India, NARS of member countries such as Nepal and Vietnam are in various stages and viable options will be carried forward. The ES also emphasized that as a priority all out efforts will be continued to complete the process of pursuing vigorously the MOU with DOA and simultaneously with Government of Thailand for its legal status as an international organization.

Administrative changes such as new recruitments and resignation in APAARI were approved unanimously by the EC.

EC Recommendations

- APAARI shall continue to put efforts with appropriate organisations and to obtain legal status at the earliest with the support of FAO RAP.
- APAARI may engage Consultants as needed to hasten the process of obtaining legal status

Agenda 10: Audit/ Finance (Interim Audit Report of 2018 & Expenditure Plan for 2019)

The ES presented the highlights of the budget and the interim audit report. APAARI External Auditor (the GAAP Professional Audit Co. Ltd), audited the APAARI financial statements for the year 2017 and also carried out an interim audit from 1st January to 30th October 2018. The carried forward/rollover funds from 2016 were USD157,129/-. The deficit of USD 66,345.19 of 2017 based on accrual method was adjusted and a balance USD 90,783.81 was carried forward/rollover to 2018. The method of accounting has been changed from cash to accrual basis. Since 2018, USD is introduced as functional currency in replacement to THB used earlier. The aforesaid introduced changes have aided in effective financial oversight, reporting, proper disclosure and control. As per audited accounts from Jan-Oct 2018 the total revenue earned is USD 796, 168 (USD 394,931 for the period May-Oct 2018) with the reforecast marginally exceeding USD 1 Million for 2018. The significant reasons for revenue expansion in 2018 was attributed to the timely realization of membership subscription, additional memberships and addition of a new revenue income stream from projects. A project of about USD 372,000 was awarded by IFPRI (funded by ACIAR) in December 2017 with revenue overflowing into 2018. In the budget of 2018 the Secretariat speculated on a project of USD100,000, for which efforts are going on till date. The revenue inflow from Jan- April 2018 was USD 401,237 as compared to USD 394,931 during the period May-Oct 2018. Thus due to the timing of inflows there was a higher gross revenue during Jan-April and total costs lower with high residual net contribution.

APAARI secured USD 34,454 as project preparation grant, from WTO – STDF and this will commence in December 2018 and is to be completed by mid-2019. As a Knowledge Consortia Partner of Mega Seed Park Project to be executed in Andhra Pradesh, India to be initiated in 2019, APAARI projected an amount of USD 250,000, for a period of two years in the MSP work plan meeting. In comparison to 2018, a significantly higher estimated total revenue of USD 1.5 million is expected in 2019.

Among the few project proposals submitted, a high value proposal (> USD 6 million) on various components of APAARI activities has been submitted to ICDF of Taiwan through COA and a discussion on the same has been called for by the donor.

Up to 2017 consolidated annual revenue budgets were prepared. Since 2018 consolidated revenue budget is classified into direct and indirect costs, department budgets and project budgets are now being prepared. In addition, two reforecasts (Budget RF1 and Budget RF2) are being prepared as more relevant information and outcomes would become available during the year. “Scanned copies of the audit report and financial statements for 2017, and the interim audit report and financial statements for 2018 are given in Annex 11’.

The Acting Chairman invited comments/ suggestions from the members.

Discussion on the Agenda

Discussion centered around the need for simplistic budget presentation, recruitment of a Finance staff for APAARI, and the need for withdrawal of funds from Fixed Deposits.

Suggestions/comments received from the members were:

- Budget presentation should be simplified for ease of understanding, The table on Gross Project Contribution is hard to understand and cannot tell the full story, budget for 2019 with an outlay of USD 330,000 appears to be very optimistic.
- There is a huge improvement in overall budget management and it was emphasized that it is right time now to recruit a Finance Manager/ Coordinator for APAARI.

The ES thanked the EC members for their guidance and constructive criticism, which helped APAARI in not only improving the financial resources but also in transparent management. He also thanked the house for the approval of USD100,000 towards expenses in the early 2019 and for payment of the expenses made in later part of 2018. He assured that budget management, and presentations will be further improved once a trained finance staff is recruited.

The EC endorsed and approved the Interim Audit Report from 1 January to 30 October 2018 and the audit report and Financial Statements for the year 2018.

EC Recommendations

- A Finance Manager/ Coordinator may be appointed on priority
- The request for withdrawal of USD 100,000 from the Fixed Deposits of APAARI to meet expenses made in late 2018 and early 2019 was approved.

Agenda 11: Constitutional Amendments

The ES briefly presented the proposed Constitutional Amendments that were further taken up as per the guidance of the ECM (1/2018).

He highlighted that the current constitution has not been able to keep pace with the changing role of APAARI in the existing and emerging context of agri-food systems and the need for strengthening agri-food research and innovation systems in the Asia-Pacific region. Dr Raghunath Ghodake, Former ES, APAARI, who helped the Secretariat to look into the constitutional amendments, made the presentation in ECM held on 28 May 2018. The EC agreed to carry on the Constitutional Amendment agenda (Agenda 12 – Important Initiative) through a Sub-Committee constituted by the Chairman. The Sub-Committee deliberated on various provisions of the existing Constitution and the recommendations were sent to all the members giving adequate time and notice to comment upon the envisaged amendments.

The proposed Seventh Edition of Constitution of APAARI has 17 Articles and 46 Paragraphs covering various topics as indexed in the contents page. Amendments were suggested in the Preamble and almost all the existing fourteen Articles except that of Article VI on Subscription,. Companion Document - Explanatory Notes on Response / Rationale / and Concluding Recommendations (as yellow Highlighted) on the Suggested Amendments and Master Copy of the Constitution- Clean Version of 10 August 2018 (as in Red) were provided as Annexures (Annex 12 -Sixth Edition and Annex 13 Clean Version of proposed amendments in Red) to the EC members.

The Acting Chairman opened the agenda for discussions and invited suggestions/comments on the presentation:

Discussions on the Agenda

It was observed that only three EC members (as rest were representatives) were present for discussion whereas two/third EC members are required as per Article 5 of the Constitution. Affiliate members should not have voting rights. It was suggested that EC may endorse it as a 'First draft' for presenting at the GAM subject to discussions.

The Acting Chairman clarified that need for amendment of the existing APAARI constitution was approved earlier and these amendments are proposed by the sub-committee constituted for the purpose by the Chairman, APAARI. He further emphasized the fact that the proposed amendments were circulated 60 days in advance to all the members as per constitutional provision and very few comments

and suggestions were received from members. Members may now point out only major concerns, if any on the amendments. Further, Ms Brigitta Fa’Fati (Samoa) was requested to help APAARI by looking at the revised constitution from legal perspective and suggest necessary refinement.

The ES thanked the members for their comments/suggestions. He further mentioned that NARS member representatives are present in the house and the issue of quorum for the constitutional amendments is not relevant to the ECM as the power for amendment lies with the GAM. However, APAARI noted all the suggestions and concerns expressed by the members, which will get considered in the GAM.

EC Recommendations

- Proposed Constitutional Amendments as Seventh Edition is endorsed as first draft to table it before the GAM for further discussion
- Ms Brigitta Fa’fati may review the constitutional amendments from legal angle and help APAARI on this matter.

Agenda 12: Membership Strategy

ES highlighted that the Membership Strategy is for management and mobilization of APAARI members. One of the important and unique aspect of APAARI strength is its membership. It is crucial that its membership base needs to be expanded in terms not only of number of members but also of having diversity in membership from various kinds and types of constituencies. It appeared crucial that in expanding APAARI membership the Association should have a membership strategy with systematic approaches, methods and procedures that can be objectively adopted in the process of membership expansion and management. Therefore, the APAARI Secretariat, with the help of Senior Adviser Dr Raghunath Ghodake, undertook an exercise developing the APAARI Membership Strategy. An advanced documentation of this strategy has been separately provided to the members (Annexures 14 A & 14 B).

The main areas covered in the proposed strategy are: background in terms of APAARI establishment and importance of its membership in growth of APAARI; key attributes of APAARI membership, such as a) role and contribution of APAARI members, b) benefits to APAARI members, c) incentives/encouragements to APAARI members/stakeholders, and d) knowledge-sharing as basic support to members/ stakeholders; need and scope for expanding APAARI membership and for making

it effective in APAARI performance; specificities of managing membership; restructuring of membership categorization and subscription levels, and suggesting strategic expansion/mobilization of membership by targeting the country core membership and by assessing the primary stakeholders of APAARI. The data and information assessed and presented; considerations accounted for; and guiding principles and rationalization used, are seen to be an excellent basis for the Association to design and apply key practicing strategies (ways and processes) for effective management and mobilization of APAARI membership, thereby enhancing the performance of the Association. The designing of practicing strategies can be in a systematic, interactive, and progressive manner and such strategies can be reflected through a management standard on APAARI membership.

Due to discussions on certain very important technical and administrative agendas the Membership Strategy could not be prioritized for presentation and discussions within the time available for the ECM. Further, it was felt that election of New Executive Committee for 2019-2020 was to be taken up immediately as some of the members had travel plans to leave early in the afternoon GAM session. The Acting Chairman thus requested to present the Membership Strategy to the 15th GAM meeting, in the later part of the day, if time permits and seek suggestion and comments there upon.

Agenda 13: Monitoring, Evaluation, Reporting and Learning

APAARI contracted Strategy, Evaluation & Engagement for Development (SEE4D) on 28 July 2018 to develop the MERL Plan. SEE4D was represented by Ms Joanne Roberts (Senior Monitoring and Evaluation Consultant) and Mr Ted Rowley (Senior Strategic Management Consultant). An Impact Pathway and Monitoring, Evaluation, Reporting and Learning (IPMERL) Plan and a Toolkit for the IPMERL Plan has since been developed and submitted to APAARI at the end of November 2018. Important recommendations from the consultants are: The Impact Pathway as highlighted in the IPMERL Plan, be used as the structure for reporting annually and quarterly for APAARI and projects; alignment of APAARI outcomes and investment priorities for APAARI be based on an annual participatory Impact Pathway Analysis review by the staff, executive and assembly; APAARI staff undertake an annual review of the APAARI Impact Pathway to align income earning opportunities and APAARI activities planned to the 5-year outcomes of the Impact Pathway; completed Stakeholder analysis be used to build an engagement and communications plan; APAARI Secretariat to have a set of investment/opportunity decision making criteria documented in their corporate approach to provide a rationale for decisions made to participate, or not, in an opportunity and APAARI to have a position documented in their corporate approach to decision making that complexity be considered. In view of

the time limitation for the EC Meeting and the most important agenda items were to be taken up in the GAM, it was decided that MERL presentation will be taken up in the GAM.

The details of MERL implementation plan were provided as Annexures 15 A & 15 B

Agenda 14: Discussions on presentations and recommendations (including any other matters) The Acting Chairman thanked all the contributors to the discussions on the agenda items. No additional points on presentations or recommendations was brought up by the members. Acting Chairman informed the house that there will be scope for further discussions at the GAM.

Agenda 15: Concluding Remarks by the Acting Chairman

The Acting Chairman appreciated the presentation made by the ES Dr Ravi Khetarpal and the valuable contributions made by his team of Coordinators and other Secretarial staff. He also profusely thanked all the EC members, special invitees and observers for their valuable suggestions and for agreeing detailed discussions on some major agenda items in the GAM, which he highlighted is the ultimate decision taking body of APAARI.

Agenda 16: Vote of Thanks by the Executive Secretary

The ES on behalf of the APAARI Secretariat and on his own expressed sincere gratitude to all the EC members for their valuable contributions and constructive suggestions on each of the agenda items presented. He assured that APAARI will certainly consider each point made by the members and will enhance the quality of services further to the members as per mandate and approved Strategy Plan 2017-2022. He also mentioned that date for next EC (1/2019) will be decided by discussing with new Chairperson and Vice Chairperson who are going to be elected/nominated in the GAM meeting to be held soon after the ECM. He further profusely thanked the Acting Chairman Mr Vincent Lin for conducting the ECM most efficiently giving ample opportunity for discussions by the EC members and others. Also, the COA was acknowledged for agreeing to host the meeting in Taipei and for providing all the facilities to conduct the APAARI meetings. He expressed his thanks to Dr Zafar, the Chairman, APAARI Executive Committee for his valuable opening remarks (recorded message) for setting the stage even though he could not attend the meeting in person. He also thanked all the special invitees and observers (non-EC members) for useful deliberations.

**Agenda 3 – Annexure 2
Proceeding of 1-2019**

**ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH INSTITUTIONS
(APAARI)**

EXECUTIVE COMMITTEE MEETING (1/2019)

13 June 2019, Hotel Ibis Green, Bangkok, Thailand

DRAFT PROCEEDINGS

The first meeting of the APAARI Executive Committee (EC) for 2019 was held on 13 June 2019 in Bangkok, Thailand, under the Chairmanship of Ms. Mellissa Wood, Chair, APAARI Executive Committee, and General Manager, Global Program, Australian Centre for International Research (ACIAR), Australia. The meeting was attended by 32 participants including EC members, special invitees and staff of the APAARI Secretariat. The agenda and list of participants can be found in Annex 1 and 2 respectively.

Agenda Items 1-3: Welcome and introduction, Opening remarks and Approval of Draft Agenda by the Executive Committee

At the outset Ms. Wood, welcomed Dr. Trilochan Mohapatra, Vice Chair of APAARI EC and Director General of the Indian Council of Agricultural Research (ICAR), as well as EC members, special invitees, Dr. Ravi Khetarpal, Executive Secretary (ES), APAARI, and APAARI staff. In her opening remarks, Ms. Wood commented on the excellent set of represented EC members and reminded the EC of the parting words of the previous Chair, where he acknowledged a number of challenges facing APAARI but was confident the new EC could overcome these. Ms Wood also expressed her confidence in the new EC and its role in guiding APAARI to new heights. She highlighted the key challenges the global agri-food system faces, but noted that agriculture must be part of the solution. She acknowledged the continued contribution and progress made by APAARI towards its strengthening. She highlighted two important recent initiatives – establishment of APAARI's first Centre of Excellence in Taiwan, and its involvement in the Smart Food Initiative. She challenged members to consider the critical role that APAARI can play in the region and invited them to contribute their ideas on how APAARI, as a regional body, can best serve and support the AR4D agendas in the region and individual member countries.

Agenda Item 4: Approval of Minutes of the Last Executive Committee Meeting (ECM)

The ES presented salient features and key decisions from the proceedings of the last ECM (2/2018) held in Taipei, Taiwan on 21 December 2018. The EC members formally approved the minutes of the meeting.

Agenda Item 5: Action Taken Report on recommendations of ECM (2/2018) and General Assembly Meeting (2018)

The ES presented the actions taken or being taken on various suggestions and recommendations as reflected in the proceedings of different agenda items of the previous ECM and GAM. The status of the recommended actions is summarized in Annex 3.

The EC members provided their observations and suggestions on various actions being taken by the APAARI Secretariat as follows:

- There is a need for developing a mechanism to ensure that all the members are benefited by APAARI appropriately and suggested that this may be developed (whether through a sub-group or a sub-regional consortium).
- It is also important to define membership benefits for APAARI. The sustainability of membership fee on a continuous basis has to be assured through some mechanism.

Resolution:

Actions taken on recommendations of ECM 2/2018 and GAM 2018 were endorsed and comments made by the EC will be considered by the Secretariat where required.

Agenda Item 6: Execution of Monitoring, Evaluation, Reporting and Learning (MERL)

Dr. Norah Omot (Coordinator, ASTI project, APAARI) presented a report on the MERL activity that has been recently initiated. The presentation covered the background and development of the MERL and APAARI's way forward in implementing the Plan. She highlighted that APAARI Vision 2030 provides a basic framework for developing APAARI Strategic Plan 2017-2022 and the Plan provides a framework for developing the MERL. The APAARI full and simplified impact pathway was presented.

It was stressed that APAARI is now synchronizing the Biennium 2019-2020 Work Plan with the MERL Plan (discussed in Agenda 7). Monitoring activities for 2019 have been discussed in Agenda 7. The evaluation of 2017-2018 activities will be executive in Q3/Q4 if data available. The tools to be used for monitoring and evaluation (M&E), including various types of questions for M&E of outputs and activities through routine tracking and in line with the Impact Pathways, have already been identified. The Impact Pathway will be used as a structure for reporting on APAARI activities and projects annually and half-yearly. The Work Plan has been incorporated into the MERL Plan with an outline following the APAARI Impact Pathway.

Following the presentation, the Vice-Chair Dr Mohapatra questioned on the kind of indicators that will be developed to monitor progress and evaluate outputs, and whether a database will be created. Ms. Kane Potaka, ICRISAT, raised a query regarding the focus group of the M&E efforts – APAARI Secretariat or APAARI members. Dr Omot, APAARI Coordinator, responded that some indicators are already there and some will be further evolved as the work on MERL has begun. A database will be developed to capture quantitative and qualitative data for the MERL. It was confirmed that the MERL activities will focus on APAARI Secretariat activities. FAO noted that SDG 17 should be included (partners) and the Chair praised the strong Impact Pathway that had been developed and recognized, the value of which is now being embedded in the APAARI progress report and workplan (ref. Annex 6).

Resolution:

The EC members expressed their appreciation of the work and efforts that APAARI has made on the MERL Plan and integration of M&E in APAARI's project and programmes. The actions and way forward in the implementation of the MERL Plan were endorsed by the EC.

Agenda Item 7: Progress report (November 2018-April 2019) and Work Plan 2019

The ES apprised the members about the overall progress made by APAARI during the period December 2018 to April 2019. He specifically highlighted the following **progress on governance and partnerships**:

- Work Plan for 2019 has been executed in line with the implementation of the MERL plan (ref. Annex 6).
- Governance and thematic issues of APAARI are being continuously and systematically addressed.
- ECM 2/2018 was held and proceedings drafted and circulated.
- GAM was held in 2018 and proceedings drafted and circulated.
- Documents facilitating APAARI Legal Status have been submitted to DOA.
- A draft Amendment to APAARI Constitution has been developed.
- KM Coordinator and Finance Coordinator have been selected and appointed.
- Finance policies (two) and Membership Strategy have been drafted.
- Resource Mobilization Strategy has been updated with a full draft completed and implementation initiated.
- New members have been enrolled.
- New partnerships have been initiated – APAARI will support SAARC in their multi-sectoral Work Plan for 10 years; and MoUs have been signed with the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) for Afro-Asian Consortium on Smart Food, International Service for the Acquisition of Agri-biotech Applications (ISAAA), Partnership Agreement with National Chung Hsing University (NCHU) for Centre of Excellence on Value Chains, and LOAs with the Food and Agriculture Organization of the United Nations (FAO) Regional Office for Asia and the Pacific on rural statistics and FAO Headquarters on capacity development for agricultural innovation systems – CD for AIS. Furthermore, stakeholder engagement intensified with ACIAR, Department of Agriculture (DOA) Thailand, European Union (EU), FAO, ICRISAT, Indian Council for Agricultural Research (ICAR), International Center for Development-Oriented Research in Agriculture (ICRA); International Center for Tropical Agriculture (CIAT); United Nations Social and Economic Commission for Asia and the Pacific (UNESCAP), United States Department of Agriculture (USDA), and World Trade Organization (WTO).
- New projects have been developed and submitted (see Agenda 8);

A detailed progress report (ref. Annex 6) was consequently presented covering major events/presentations undertaken by APAARI through its programmes and projects of the Asia-Pacific Consortium on Agrobiotechnology and Bioresources (APCoAB), Agricultural Science and Technology Indicators (ASTI), and Knowledge Management (KM). New project scoping and development, as well as information sharing, membership drive, collaboration, participation in meetings organized by other organizations, new recruitments and country visits were presented as well. The following are the highlights of the progress made by the APCoAB, ASTI and KM programmes.

APCoAB Progress (presented by Dr Rishi Tyagi, Coordinator):

- **International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region, 18-21 December 2018, Taiwan**, organized by APAARI/APCoAB with COA, Academia Sinica, and NTU, and attended by 134 participants from eleven countries.
- **The 13th International Conference on Development of Drylands Satellite Symposium on Dryland Agrobiodiversity for Adaptation to Climate Change, 11-14 February 2019, India**, organized by APAARI/APCoAB, with ISPGR, UNEP and BI, and attended by 379 participants from 37 countries.
-

Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration, 4-6 March 2019, Malaysia, organized by APAARI/APCoAB with COA, MARDI, DVS, and Wild Life, and attended by 63 participants from 14 countries.

- **Four publications** have been finalized: GM Maize in the Philippines – A Success Story; Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnership to Improve Livelihoods of Farmers in Asia-Pacific - Strategic Papers and Country Status Reports; International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region – Biography and Abstracts; and Proceedings of the III International Symposium on Plant Cryopreservation.
- **The APCoAB Website** is regularly updated with news, events, announcements and publications, event proceedings, and content from partner and other websites.
- **Participation in and contribution to meetings of other organizations:** International seminar on Conservation and Prospecting Bioresources in Asia-Pacific, 18-20 December 2019, Taiwan; discussions on future collaboration on animal science activities of common mandate with ILRI, 21 January 2019, Vietnam; Steering Committee meeting of the Common Platform of Microbial Biotechnology (CPMB) with CIAT-Asia, 22-23 January 2019, Vietnam; MARDI Colloquium on Genome Editing for Crop Improvement: Recent Advances in Agriculture, 23 April 2019, Malaysia; 16th Meeting of the ASEAN Genetically Modified Food Testing Network with MARDI, 24 April 2019, Malaysia; and the 25th Session of the ICGEB Board of Governors, 21-22 May 2019, Italy.

ASTI Progress (presented by Dr Norah Omot, ASTI Coordinator)

- **In Southeast Asia and the Pacific**, the project surveyed close to 400 research agencies; collected detailed human resource, investment, research focus, and research output data; with ongoing data collection in Fiji and the Philippines; and data collection near completion in Cambodia, Lao People's Democratic Republic (PDR), Indonesia, Malaysia, Myanmar, PNG, Thailand, and Vietnam.
- **In South Asia**, the project completed data collection in Bangladesh, Nepal and Sri Lanka; prepared a set of country outputs (online datasets, country briefs); and synchronized the data collection in India and integrated it with DST's National Science and Technology Management Information System (NSTMIS) submitted to DOA.
- **Preliminary data findings** are ready and detailed reports will be released shortly according to time-series (2013-2017), benchmark year (2017), and levels of granularity. The preliminary data are already pinpointing critical gaps in agricultural research capacity, as well as areas of underinvestment.
- Research theme 1 on **Efficiency of national agricultural research systems** is being implemented in collaboration with IPSARD/Vietnam.
- Research theme 2 on **Forward-looking analysis of research investment, technical change, and productivity growth** is being implemented in collaboration with IPSARD/Vietnam; MARDI/Malaysia; IAARD/Indonesia; and PCAARRD/Philippines.
- **ASTI evidence is already being embedded in policy processes** e.g. Expert Working Group in PNG utilizing ASTI data in new Agriculture Sector Plan; NAFRI (Lao PDR) to use ASTI data in development of NAFRI Implementation Strategy on the New Agriculture Strategy Plan; IPSARD (Vietnam) to use ASTI evidence in development of Vietnam Agriculture Plan for next 20 years; PCAARRD (Philippines) integrating ASTI data collection into the Socio-Economic Research and Development team; and Myanmar organizing a one-day ASTI outreach event to be attended by 50 key stakeholders.
- **Continuation:** To conduct more in-depth analysis and truly institutionalize ASTI at the country level, APAARI and IFPRI need to secure funding for another cycle of ASTI data collection, analysis, and outreach in Asia. APAARI is keen to expand ASTI to more countries, especially in the Pacific.

KM Progress (presented by Martina Spisiakova, Coordinator)

- **Analytical work:** Tertiary Sector Perspectives on Agricultural Innovation Systems (AIS) for Sustainable Development in Asia-Pacific Tropics – a baseline for APAARI's work in the agricultural education sector has been completed.
- **Capacity development:** Training on Transformation of Agricultural Education through Knowledge Management and Capacity Development for More Effective Agricultural Innovation System (AIS), 23-25 January 2019, Tamil Nadu Agricultural University, Coimbatore, India, was conducted for university professors, administrators and selected PhD. Students.
- **Knowledge platforms and processes:** Webinar on 'How to make university lectures more interactive for agricultural students' took place on 4 June with about 220 participants from TNAU and beyond.
- Five **success stories** on capacity development (CD) for agricultural innovation system (AIS) were collected, edited and published on the APAARI website. **Stakeholder mapping and strategies:** Donor mapping was conducted as part of the Stakeholder Mapping and Resource Mobilization Strategy; draft Resource Mobilization Strategy has been completed, which will integrate the draft Membership Strategy.
- **Stakeholder engagement:** APAARI activities under the Tropical Agriculture Platform (TAP) were highlighted in the CDAIS Forum and TAP Partners Meeting on 13-14 May 2019, and strengthening partnership with FAO and Agrinatura. APAARI re-engaged with GFAR through participation in the GFAR Steering Committee, 30 May 2019; consultations with potential members and partners (CIRAD, EU, Agency for Food Security, Indonesia) have initiated.
- **Websites:** Diagnosis have been conducted, and steps to improve the APAARI website and each project/programme pages initiated, including regular updates and maintenance.
- **Social Media:** the number of APAARI followers is growing.
- **Newsletters:** Improvement, preparation and more timely dissemination of two six-monthly newsletters and six bi-monthly APAARI Network Highlights (ANH) issues have initiated; reducing the number of printed copies, and increasing the number of recipients.
- **KM infrastructure:** A new contact database has been created to better manage and share APAARI contacts – Constant Contact; Bluejeans – a webinar tool has been purchased; and IT support has been done more systematically.

The key elements of the overall **Work Plan** (ref. Annex 5) have been presented as well and summarized as follows:

- Two EC meetings (June and October 2019);
- Follow up of recommendations of ECM and GAM;
- Participation in partners' meetings e.g. APCoAB, TAP and GFAR;
- Capacity development through the Crawford Fund;
- Finalization and publishing of the Constitutional Amendment;
- Finalization of administration reforms and management standards;
- Implementation of the Resource Mobilization and Membership Strategy;
- Follow up on APAARI legal status;
- Implementation of MERL;
- Dealing with membership issues;
- Project development and submission;
- Strengthening partnerships with the EU, ASEAN and SPC;
- Smart Food Value Chain Workshop, Taichung, Taiwan, 27 June 2019;
- Session in SEAVEG Conference on Value Chain, Kuala Lumpur, Malaysia, 9-10 July 2019;
- APAARI - SAARC Multi-Sectoral Work Plan meeting, Dhaka, Bangladesh, 16-18 July 2019; and

- Workshop on Innovations in vegetable seed production technology, Tehran, Iran: November 2019.

A detailed Work Plan, including the above-mentioned progress in relation to APAARI's key programmes and projects of APCoAB, ASTI and KM, has been presented in Annex 5.

Overall, the EC members were impressed by the volume of APAARI's activities and the progress made on the 2018-2019 Work Plan and individually commented on the relevance of various activities to their countries.

The EC members made the following observations and comments:

- Concerns were raised on how APAARI plans to deliver its current Work Plan with limited personnel.
- The role of APCoAB in relation to the existence of other programmes for utilizing animal resources needs to be looked into.
- There is a need for Fiji to fast track ASTI surveys with a follow up support with high-level partners in the country.
- The usefulness of ASTI data for NARS was acknowledged, especially since it is very difficult to obtain relevant data from key stakeholders.
- A lot of new ASTI outputs are coming out in the next few months. However, significant support of NARS leaders is required to help distribute the outputs in their countries since ASTI aims to embed the generated evidence at the country policy level. NARS leaders therefore have a key role to play to help APAARI/IFPRI embed ASTI in national policies.
- A concern was raised on how can APAARI capitalize on its events, particularly in relation to the huge number of events that APAARI (co)organizes and what happens with the information and knowledge after the events finished. How can students and other s access material after the event?
- Regarding the agricultural education programme, there were comments on the need to bring the benefits of this programme (as demonstrated by the TNAU pilot) to other countries and universities. Involving agricultural departments and other institutions was also stressed.
- The importance of mobile phones in accessing knowledge and information was highlighted, particularly the need for facilitation of mobile-friendly knowledge sharing.

The Ms. Wood thanked and acknowledged the generous support of the COA and the government of Taiwan to the APCoAB programme. She encouraged the EC members to visit APAARI's websites, 'like' APAARI-supported events and promote them on social media, and recommend some people in their institutions to follow APAARI events to boost publicity and awareness of the Association's activities, as successfully shown in the case of Australia.

Recommendations by EC:

- Prioritize the planned activities to better manage the huge workload and ambitious Work Plan.
Develop the mechanism to educate the institutions in the region to take the benefits of the APAARI activities other than the social media.
- Invite more partners to engage in the delivery of expected outputs and outcomes.
- Involve other institutions and countries to initiate similar activities at national level on underutilized animal genetic resources (as the workshop organized by APAARI) focusing on 4-5 most important underutilized species. This would help to achieve larger impact and increase in the visibility of APAARI efforts.

- Engage ASTI partners in appropriate analysis, guidance and assistance to help them understand and use the data; as well as to educate and inform them about the ASTI findings through interactive mechanisms as to enable them benefit from the strength and procedures that ASTI is following.
- Mobilize NARS leaders to facilitate outreach of the ASTI-generated evidence at the national policy level to integrate the data in national policies.
- Raise awareness of new projects among the APAARI members to seek their interest to collaborate and develop their institutional capacities. For example, more awareness is needed particularly on APAARI agricultural education programme to develop innovation capacities of professors in order to equip youth with capacities needed to transform rural areas, with more universities to be encouraged to join the programme.
- Encourage the participants of APAARI-supported knowledge events to share meeting resources with their constituencies and colleagues to maximize the outreach of shared knowledge resources facilitated by APAARI.
- Use APAARI's events more strategically by selecting a few topics on which annual/regular publications can be developed.
- Develop a basic dashboard for disseminating the impact of APAARI activities, along with analytics to engage current stakeholders and enable them to obtain useful information, while generating more interest in APAARI.
- Extend KM training to agricultural departments and institutions that bring information to farmers and facilitate large-scale impact.
- Provide information on APAARI events, webinars, and other knowledge-sharing platforms to EC members and key partners, requesting them to promote them through their networks.
- Use Social Media more strategically by maintaining the regularity of posting, which is important to ensure high level of visibility. In cases of special events, APAARI may wish to consider paying to promote it so that they result in higher promotion returns.
- Improve documentation and dissemination of good practices in the region to benefit more stakeholders.
- Focus KM work on multi-stakeholder participation in thematic areas, such as climate and nutrition.
- Improve the utilization of the webinar tool as a means to develop capacities of APAARI members, partners and other stakeholders and to broaden virtual attendance at events.
- Organize regular events on interesting topics to create a buzz on key development areas to provide strong benefits to members, including high-level panels.
- Intensify the advocacy efforts of ASTI to improve interest of policy and decision makers at the national level in the collected data, to match national strategies and integrate the data in policy.

Resolution:

The EC members appreciated the significant progress made by APAARI in delivering on its programme of work.

The Progress Report and Work Plan were duly endorsed by the EC members, and the ES assured that the comments made will be considered by the Secretariat.

Agenda Item 8: Status of Developed, Submitted, Secured and Endorsed Projects

The ES presented various projects that have been developed and submitted during the reporting period; as well as those secured and started. He highlighted APAARI's efforts to increase funding. The following projects have been developed and submitted:

- Strengthening Knowledge and Capacity for Agricultural Innovation Systems in the Asia-Pacific to the International Cooperation and Development Fund, > USD 6,000K for 3 years, donor: ICDF, Taiwan.
- APAARI as a partner in a new FAO project (post-CDAIS) 100K, donor: EU.
- GENPOWER Consortium (Support to gender policies to empower women to engage in international research in the digital era) 232K EUR0 for 3 years, donor: EU.
- Transformation of Agricultural Education (in partnership with GCHERA) for TNAU, donor: Kellogg Foundation.
- Mapping and Assessing ASEAN Higher Agriculture Education, Research and Extension (HAERE) to Achieve SDGs in Southeast Asia (in partnership with UNESCO, SEARCA and Chulalongkorn University), USD \$100K, donor: ASEAN.

Projects being developed/finalized include:

- Mapping, Strengthening and Scaling-up Agroecology in Asia-Pacific Higher Education, Science and Extension to Encourage Innovation and meet SDGs, 2019-2022, donor: EU.
- IR 4 Project on Pesticide residues in ASEAN Countries USD 47.5K, donor: USDA.

The following projects have been secured/started:

- Knowledge Consortia partner in Mega Seed Park of Andhra Pradesh, India, 250K for two years, donor: Iowa State University, Government of Andhra Pradesh.
- APAARI collaborative project for APCoAB activities 100K per year additional up to 2022, donor: COA.
- Sectoral Review of Agriculture and Rural Statistics in Asia and the Pacific, 35K, donor: FAO RAP.
- Asia Pesticide risk mitigation for promotion of biopesticides for facilitation of trade in Malaysia, Thailand, Indonesia, Laos, Nepal, Bangladesh, Sri Lanka, and Vietnam, 35K (PPG), donor: STDF/WTO.
- FAO-TAP Capacity Development for Agricultural Innovation Systems: USD 15K, donor: EU.

The EC members made the following comments:

- High appreciation of APAARI's efforts in securing new funding and projects in the past two years.
- Concern on whether there is a plan of action for risk mitigation through promotion of bio-pesticides.
- How the projects will be rolled out with limited staff resources and consideration of the need to screen project opportunities to ensure they align well with APAARI's comparative advantage as regional body.
- Interest in what kind of innovation processes were factored in the new projects and the processes of engaging members and partners in developing proposals.

The ES confirmed that promotion of bio-pesticides will be done through a green proposal for Bangladesh and Lao PDR, with prospects for scaling out. This can be included in the proposal with FAO, for scaling up and integrating with work of agro-biopesticides in universities. With regards to proposal development, when engaging with partners in developing proposal, there are two types of benefits – KM and capacity development. With projects, donors are specific about where they want the focus to be. APAARI tries to engage members in proposal development, however the response rate varies. Regarding the focus thematic areas, APAARI will take EC recommendations in consideration.

Recommendations by EC:

- Improve project focus and become more systematic rather than opportunist in new project scoping and development.
- Define key thematic areas to be explored for project development in the next two years and their alignment with members' priorities and needs.
- Engage members in identification of priorities for new projects and development of new proposals.

Agenda 9: Amendments to APAARI Constitution

Over the last 12 months, the APAARI Constitution has gone through a process of reviewing and amending, in order to make it effective in enhancing the management and governance of APAARI, specifically in addressing the changing context of agri-food systems and strengthening of agri-food research and innovation systems in the Asia-Pacific Region. An advanced final draft of the Constitution (ref. Annex 7, including the key amendments made), as vetted and commented by the General Assembly in December 2018, was presented to the Executive Committee by the ES and the Senior Advisor, Dr Raghunath Ghodake.

Dr. Raghunath Ghodake (Senior Advisor) presented a brief background of the Constitution and highlighted the provisions that were ambiguous, inconsistent or no longer relevant.

The membership categories and sub-categories, membership subscription, APAARI objectives and functions, have also been reviewed. The ES confirmed that the draft was circulated in 2018 to all EC members and also members of GAM. The changes made in the refined Constitution are based on recommendations from GAM, as well as previous EC meetings.

Resolution:

The advanced final draft of the Constitution was approved and adopted as per the guidance and directive of the 15th GAM held on 21 December 2018.

Recommendation:

- The Chair requested the ES to make the revised Constitution effective as soon as possible.

Agenda 10(a): Draft Membership Strategy

Dr Ghodake presented the newly drafted APAARI Membership Strategy (ref. Annex 8), encompassing strategic considerations and basic guiding principles involved in the mobilization and management of the APAARI membership. APAARI has been enhancing its management, governance and development through various improvements, which includes managing and expanding APAARI membership. The membership base has been APAARI's strength since its establishment in 1990. As a multi-stakeholder entity, this base needs expanding in terms of number and diversity of various stakeholder constituencies. The Association therefore requires a membership strategy with systematic approaches, methods and procedures.

The EC members appreciated the advanced draft of the Membership Strategy. The draft strategy was earlier circulated in 2018 to all EC members for endorsement to be presented in the GAM of 21st December. The changes were based on the recommendations from GAM.

Resolution:

The advanced draft of the Membership Strategy was approved for adoption as a reference document and for use as practicing strategies (as a management standard).

Agenda 10(b): Revised Resource Mobilization Strategy

A full Resource Mobilization Strategy 2019-2022 (ref. Annex 9) has been developed based on the feedback and recommendations received by the EC Members during the last ECM (2/2018) on the resource mobilization outline document. An overall objective of the APAARI Resource Mobilization Strategy is to ensure a systematic and coordinated approach to guide the Association in securing new and additional resources, making better use of, and maximizing existing resources.

Ms Martina Spisiakova presented the key features, principles and implementation approaches of the Strategy and invited the EC members to provide further comments on the full draft. The Strategy aims at achieving institutional, financial and programmatic sustainability of APAARI through creating an enabling environment for resource mobilization within the APAARI Secretariat, meeting the needs of members, considering the needs of target donors and new partners through stakeholder mapping tool), and results-based implementation through the MERL Plan. The strategic focus should be on membership fees, grants, technical cooperation, in-kind and policy support. This is to be achieved through improvement of communication, knowledge and information products and flow; response to calls for proposals and engagement with resource partners; and dialogue with and participation of members.

It was stressed that the Strategy has a specific provision for dealing with the EU in relation to: (i) responding to Horizon 2020 calls, which requires APAARI's focus on 'Coordination and support actions (CSA)'; (ii) consultations with (potential) partners on obtaining funding through the DeSIRA mechanism, particularly in the context of post-Africa-Europe programme, FAO TAP and GFAR; (iii) consultations with EU delegations in APAARI countries; and (iv) invitation of the EU to key APAARI meetings.

The following comments were made by the EC members:

- A query on whether an assessment has been conducted to proposed targets and projections of increased funding for APAARI across the 5 focal areas.
- Referring to the 2015 High Level Policy Dialogue (HLPD) organized by APAARI, a comment was made whether APAARI can organize another such event in 2021, by bringing in a large number of stakeholder and partners. It was stressed that the 2015 policy dialogue led to the APAARI-IFPRI-ACIAR partnership for the ASTI project.

APAARI confirmed that the membership and resource mobilization strategies will be merged. Both full strategies, including the donor mapping, have been shared with the EC members who were invited to further comment on them. Regarding the projections for additional projects, this was discussed during the Agenda item 14. It was stressed that the HLPD of 2015 was particularly appreciated by the CGIAR centers that were able to meet and interact with NARS stakeholders on strategic issues. Such opportunities to provide a platform for governments, donors, NARS and other interested parties need to be further explored.

Recommendations by EC:

- Organize a HLPD on investment in agricultural innovation system in 2021 to attract different stakeholders and (potential) partners.

- Focus the membership funding as a contribution source, while funding from donors and governments as a core source to benefit APAARI members.
- Encourage APAARI members to contribute unrestricted funds above the membership fee (like in the case of ACIAR), which may be tailored to a specific programme area.
- Use the accounting system to categorise partners according to their financial contribution, and develop tailored communication strategies for the different groups (particularly, what communication tools to use, and how often).

Resolution:

The elaborated Resource Mobilization Strategy was endorsed.

Agenda 11: Proposed Management Standards and Rules of Procedure

As part of the effort of enhancing APAARI management and governance through comprehensive review and amendments to APAARI constitution, further measures in terms of various Managements Standards (Membership Management Standard, Management Standard for the Executive Committee, Management Standard for the Executive Secretary) and Rules of Procedure – General Assembly (ref. Annex 10), were proposed to the EC by the ES and the Senior Advisor. It was highlighted that such amended provisions provide the necessary and basic framework in enhancing and improving APAARI's overall performance and impact delivery.

The Management Standards for the Executive Committee is concerning about the APAARI Executive Committee in effective management, governance and development of the Association. The Management Standards for the Executive Secretary concern the position of the ES. The Staff Management Standards concern the rules for staff positions. The Rules of Procedure for the General Assembly is concerning about the functioning, governance, and performance of the APAARI General Assembly (GA).

The Chair noted the importance of having Management Standards for efficient functioning of the Secretariat and suggested that many existed informally and just needed to be documented. She invited members to share relevant policies and standards from their own agencies with the Secretariat.

The Management Standards and Rules of Procedure will be drafted and circulated and reviewed in the second half of 2019. The refined drafts will be presented to the EC during its second meeting of 2019 for approval. The implementation of the Management Standards is planned to start at the beginning of 2020. The Rules of Procedures will be further reviewed and presented to the 16th GAM in 2020 for its approval.

Resolution:

The proposition on the design and development of the stated Management Standards and Rules of Procedure were endorsed.

Agenda 12: Membership and Fee Payment Status (as of 30 April 2019)

The ES presented the membership and fee payment status as of 30 April 2019 (ref. Annex 11), as well as the defaulters in paying the fees. The on-going discussions of membership with CGIAR Institutes, RDA, Korea, and the status of newly recruited and potential members were also highlighted.

As of 30 April 2019, APAARI had 80 members (21 Regular, 29 Associate, 14 Affiliate, and 16 Reciprocal). The total fees received were USD 181,000, with USD 187,000 yet to be received.

The key membership issues that were highlighted included:

- Inability to continue as members on individual basis from 2019 (CGIAR Centers);
- Pending payments (DBSKKV, India (2 years including 2019), UUHF, India (3 years including 2019), ARIA, Afghanistan (4 years including 2019), NAU, India (4 years including 2019), and UAS, Bangalore, India (5 years including 2019);
- Difficulty to pay arrears (AREEO, Iran); and
- Inability to pay or continue (JAU, India).

In addition, the ES highlighted that between November-December 2018, the following new members joined APAARI:

- **Associate member:** Alliance for Agri Innovation (AAI) and Federation of Seed Industry of India (FSII)
- **Affiliate members:** Sher-e-Kashmir University of Agricultural Sciences and Technology (Jammu), and Indira Gandhi Krishi Vishwavidyalaya (IGKV)
- **Reciprocal member:** Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA)
- **New membership request received:** National Taiwan University (NTU) ABRC Academia Sinica, Taiwan

The EC members commented that since the membership standards have been approved, they need to be implemented accordingly.

The following comments were made by the EC members:

- It was felt that further discussion was required before deciding on whether to remove non-paying members or not.
- In the Constitution (part 16), “if after three years members did not pay, APAARI EC can decide to remove them”. However, there is a need to take stock of country situations. If a country is unstable, APAARI may consider deferring the decision until later, but if a country is stable and not paying fees for a period of time, EC should consider removing it.
- The issue of paying in arrears was also discussed, noting that if a country was now paying membership but was unable to pay the previous outstanding debt due to their financial situation, APAARI could consider erasing their debt (an example is Afghanistan, Iran).
- If these organizations are not participating in APAARI’s EC and GAM, however, it may indicate that they may not be interested. Then it is not fair towards other members that are paying regular fees and they should be removed.

Recommendations of EC:

- Inform the defaulters about the new Constitution and Management Standards to seek their payment.
- Extend the deadline for the payment of the membership fee for the institutions with an issue (as stated above) by one more month following the above-mentioned communication. After this, they should be removed from APAARI membership after discussing in the EC meeting.
- In case of member universities, extend the deadline to the end of the year, because of the delay and implications due to the change of university management.

- On a case by case basis, consider erasing arrears debt for those countries in difficult circumstances that have shown interest in remaining in APAARI and are now paying membership fees

Resolution:

Membership and fee payment status was endorsed.

Agenda 13: Administrative Matters

The ES presented the latest developments for obtaining the legal status and related communication with DOA and MOFA, Thailand (ref. Annex 12 – Overview of APAARI – a document submitted to MOFA), as well as the existing relations with FAO RAP. Other administrative matters related to the Secretariat, such as recruitment status of new staff and interns, extension of existing contracts and salary enhancement, were also discussed to get suggestions from the EC for taking decisions.

He highlighted that regarding legal status of APAARI in Thailand, APAARI ensured that FAO send a letter to MOFA on 15 January 2019. A preliminary meeting with MOFA was later held on 29 January 2019, and consequently among APAARI, FAO and MOFA on 28 March 2019. Guidelines for preparation of a document for MOFA was developed, after which APAARI prepared a document called “An Overview of APAARI: Genesis, Progress and Prospect” between April and May 2019. The document was submitted to DOA on 10 May 2019, with an agreement that DOA will submit it to MOAC with comments. An advanced copy was submitted to MOAC and FAO on 17 May 2019. In the meantime, APAARI appointed a consultant to provide support with government relations in Thailand to assist in obtaining the legal status for APAARI.

The Chair invited Ms. Thaingam, DOA, Thailand, to provide an update on the APAARI application for the legal status. Ms Thaingam stated that DOA was very willing to provide support and facilitate the process to obtain legal status and that they see themselves as a champion in the Thai government. She also requested they be included in all meetings with MOFA. The report of the last meeting held in Taiwan stated that APAARI should have a legal consultant to handle the process of securing the legal status with the DOA, and participate in all related meetings. MOFA have sought information from DOA regarding APAARI’s status, whether it is an association or an international non-profit organization. This information will be the key basis for consideration towards granting of the legal status. Discussion with APAARI and MOFA was going to take place regarding the further actions. APAARI has sent a letter to DOA asking the Department to coordinate with MOFA, following which an official letter has been drafted and was to be sent from DOA to MOFA seeking their support. Ms. Thaingam assured that the basis for the decision will be the FAO letter to MOFA dated 15 January 2019 confirming that APAARI is unique voluntary apolitical, membership-based organization in Asia Pacific region, and is an Association established under the auspices of FAO.

The ES clarified that regarding the legal consultant, clarification was sought at the 2019 GAM whether a retired DOA staff could assist APAARI in this respect. He further mentioned that MOFA has been consulted to provide a Consultant from among its retired staff.

The EC members commented that APAARI obtaining a legal consultant needed to be expedited to get the work done effectively. Communication between APAARI, DOA and MOFA required extra attention to ensure each agency was kept informed and invited to all relevant meetings. The support of DOA was acknowledged and it was stressed that defining APAARI’s organizational status for MOFA was a critical next step for obtaining legal status. FAO’s assistance and

agreement to continue to host APAARI during the transition period of obtaining a legal status n Thailand was acknowledged as well.

The ES further presented APAARI staff status (ref. Annex 13) with nine staff on roll as of 30 April 2019, and three additional personnel including project and research assistants, and an intern.

Recommendation:

- Seek further support from FAO in terms of their provision of legal advice.
- APAARI to keep DOA informed on all communication with FAO and MOFA on the issue of the legal status and DOA to provide support and facilitation to APAARI within the Government of Thailand.
- APAARI Secretariat to continue to pursue legal status as a priority as per agreed actions described above.

Resolution:

Administrative matters were endorsed.

Agenda 14: Audit/Finance

The income and expenditure figures were presented by the ES (ref. Annex 14). He shared the summary Audit Report, and provided an overview of status and position of financial resources of APAARI, and how these have been managed for specific purposes. He highlighted that a shift to a new financial management system had recently been implemented to more effectively manage and account for income and expenditures from 2018 onwards. This is in line with the international standards and meets the requirements of donors. The details of services and expenditures for 1 November 2018 to 30 April 2019 were presented along with an income and expenditure plan for 2019. The following financial reforms have recently been introduced:

- Preparation of chart of accounts and classification of cost.
- Change of functional currency from THB to USD and introduced accounting based on accrual method.
- Existing accounting software reviewed and customized.
- Software upgraded to enable remote access.
- Preparation of budgets and budget re-forecasts and variance analysis.
- Finalization of financial statement 2018.
- Bank and cash reconciliations.
- Drafted policies on staff travel and other expenses and procurement policy and procedures.

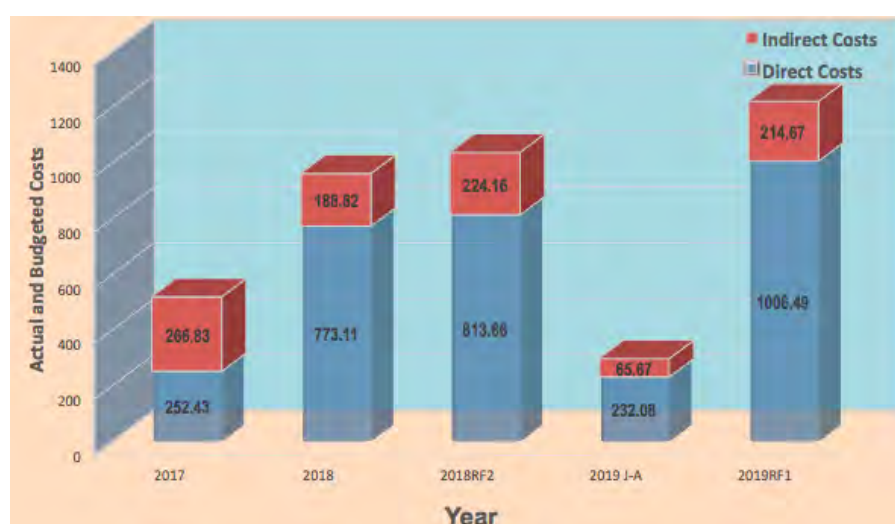
The status of APAARI's funds for 2017-2019 (ref. Annex 14), including projected funds through submitted projects (in green) is shown in Figure 1 below. It shows the revised forecast (RF) for 2018, as well APAARI's expectations for January-April 2019 (2019 J-A), and for the whole year (2019 RF1). This speculation should be clarified by October 2019 at the next ECM.

Figure 1: Present Status of APAARI Income (in USD '000)
(For 2019 - January to April and Projections for 2019 -RF1)



The comparison of APAARI's direct and indirect costs is shown in Figure 2.

Figure 2: Direct and indirect costs from 2017-2019 (USD '000)



Furthermore, the 'Procurement Policy and Procedures' and 'Staff Travel and Other Expense Policy', have been drafted and presented (ref. Annex 15 and Annex 16 respectively). Other policies, such as 'Collaborators policy', 'Code of conduct', 'Anti-fraud policy', 'Whistle blower policy', and 'Financial Controls' are under development. To conclude, the ES reiterated that APAARI's legal status, membership issues and financial and human resources are the key challenges the Association is dealing with.

The EC members made the following comments:

- The members appreciated the financial reform, management of resources, and substantial growth of funds of the Secretariat. However, while the funds have increased, the Work Plan still seems too ambitious.
- More funds are needed to implement the large number of activities, and contribute to the growth of APAARI.
- There is an administrative cost associated with running small projects that don't include accurate indirect costs.

The ES clarified that when scoping for projects, APAARI is incorporating short-term project staff wherever possible. Regarding direct versus indirect costs, APAARI's membership remains constant, while projects are growing. Depending on the administrative side, APAARI charges decent overhead. It will continue carrying the financial reform to improve APAARI's performance. Besides, on a query on having a separate auditing for APCoAB project account, the Chair clearly mentioned that it is not needed for an organization like APAARI.

Recommendation:

- Review indirect costs and put some (e.g. technical staff, IT, training) under direct costs to ensure full cost recovery.

Resolution:

The Income Expenditure Plan for 2018, financial statements, as well as the drafted policies were endorsed, and the recommendation taken into consideration by APAARI.

Agenda 15: Presentation by Special Invitees – ‘We get things done when we work with APAARI’

Eight special invitees, who were either new members, partners or potential members of APAARI, were invited to share their thoughts on potential collaborative areas with APAARI. They formed a panel and were asked to reflect on their impressions of APAARI and how their agency could collaborate with APAARI in the future.

Dr. Taek Ryoung Kwon, Republic of Korea, made a reference to the visit of soil scientists to Korea 60 years ago, when a new programme started and now has over 100 scientists. RDA that has a 30-year history in R&D has recently experienced significantly higher investment and diversity in R&D compared to previous years. This year, the Government plans to invest USD 2.4 million in R&D and reach the global scale. APAARI is a long-term partner of RDA since 1992.

Ms. Joanna Kane-Potaka, ICRISAT, shared that the Smart Food Initiative is an excellent opportunity for APAARI to work on something more concrete, since it offers a very specific solution to the agri-food system. It is an area on which a very few organizations focus with potentially high impact. The key objective is to diversify staples that represent 70 per cent of a normal plate in Asia-Pacific. The key challenges are how to influence consumer behavior, and “the big three” rice, wheat and maize with well-established value chains. There is a need to learn from these crops in order to break through with millets and sorghum that are very nutritious and beneficial for the environment. They need to become big industrial crops. Ms. Kane-Potaka emphasized that ICRISAT wants Asia and Africa to own the initiative, hence it is capitalizing on the value of APAARI's, FARA's and CORAF's networks, each having opportunities to influence the outcomes and impact, fundraise and work together.

Dr. Shivendra Bajaj, FSII-AAI shared that his organization has 14 members including global companies and local Indian seed companies. Their work is aligned with APAARI since the focus is on R&D. FSII-AAI created an alliance for agricultural innovation that focuses on promotion of biotechnology in India by raising public awareness and developing capacities. For collaboration with APAARI, they are interested in two key areas. Firstly, status and position papers can be developed to highlight the key areas to help position a particular technology which is science-based and in the interest of public and farmers. The second area of collaboration is agricultural growth. APAARI can scope for key agricultural innovations in the region and globally, and lead the technology transfer processes from one country to another. Furthermore, there is an opportunity

to develop its policy position on those innovations beneficial for countries so as to avoid duplication and reinvention.

Dr. N. Kumar, TNAU, highlighted that India is among the oldest universities in India, with 40 colleges offering ten undergraduate programmes, 23 PhD programmes. Its mandate is to advocate agribusiness development and research-extension linkages to expose students to the work of farmers. This year, it started collaborating more closely with APAARI through a KM training incorporating capacity development in the context of agricultural innovation system. There was a lot of appreciation of this training, including the recent webinar, which stimulated more training within TNAU, reaching out to those professors not involved earlier, and focus on more interactive teaching.

Dr. Gert-Jan Stads, IFPRI, mentioned that the ASTI programme, which collected data from thousands of research agencies around the world and built a huge stakeholder base over more than 20 years. The biggest users of data are international agencies and donors. Initially, the impact at the country level was falling short, while donors valued the outputs. This was changed with ACIAR's assistance by taking a more decentralized approach. APAARI was identified as a suitable partner with APAARI-IFPRI partnership being a perfect match. IFPRI provides technical backstopping, while APAARI has a network on the ground, and very close relationships with many national and regional organizations, including universities. He noted that *'things are getting done much faster with APAARI than from Washington or Europe'*. Since the current funding is project based, the current ASTI is coming to an end. Resource mobilization efforts are currently taking place to continue ASTI activities in Asia-Pacific. A lot has been achieved in collaboration with APAARI with significant detailed information that has been collected, and continuous monitoring of this information at the country level. The challenge is how to integrate this information in national policies and move forward. *"We get things done when we work with APAARI,"* Dr. Stads stressed.

Dr. Philippe Girard, CIRAD, mentioned that CIRAD currently does not have any activities with APAARI but during the ECM he witnessed as how well APAARI is doing and how relevant it is to CIRAD's work with its own members and stakeholders in the region. CIRAD is now working with ASEAN, with some of their members that are also members of APAARI. CIRAD is training ASEAN partners on impact pathways, including impact assessment and communication strategies – training that could be shared and co-organized to achieve better impact. CIRAD is also currently developing a database with CIAT, which will be shared for wider use. There are concrete prospects for working with APAARI especially in the context of CDAIS project and DESIRA, as well as agroecology. CIRAD will push for membership and partnership with APAARI.

Dr. KS Varaprasad presented the status of Mega Seed Park Project, which is a very prestigious project of the Government of Andhra Pradesh, India to ensure that quality seeds are available for farmers. Currently, the formal seed sector comprises 30-60 per cent, while the informal sector comprises more than 60 per cent. The research park is associated with the Iowa State University and includes all the actors in the value chain from seed producers to companies – all brought to one place. Commercialization of seed technologies is based on scientists working together, sharing technologies with university and other actors in the seed system (e.g. certifiers and producers) paying fees. It is a USD 50 million project, with the Government's contribution of USD 25 million. The park exists because Andhra Pradesh has the area that can produce the seeds. The government accepted the project, which took three years to finalize because of the elections and budget transfer. The Government appreciates APAARI's contribution to the project.

Dr. Abdoulaye Saley Moussa, FAO Headquarters in Rome, stressed that FAO established APAARI. Irrespective of the challenges APAARI is now facing the "bond between the baby and the mother cannot be broken". There is a big appreciation of FAO for being invited to the ECM, which proves the value of the partnership. APAARI has grown in excellence and leadership achieving

impact, through its accomplishments in the past years. FAO perceives APAARI as having a catalytical potential to transform agri-food systems in the region, in terms of capacity development and contribution to the SDGs. The quality and frankness of the constructive discussion in the ECM showed that APAARI has really matured and it can deliver on its mandate in the region as well as influence at the global level. Regarding current collaboration, this has been largely under TAP/CDAIS in terms of scaling up and will still continue. FAO is currently developing guidelines for assessing capacity development for AIS in which APAARI could play a key role to help FAO drive this agenda and advocacy through supporting in the implementation of this project. He reiterated that FAO wants to strengthen partnership at regional and global levels to help APAARI get legal status. Dr. Chowdhury made a remark that FAO needs to assist APAARI to get a better status so that it can perform better in the future.

Agenda 16: Comments by Vice Chair and EC Members

Based on the presentations and deliberations by the APAARI team and Special Invitees, the Chair, Co-chair and the EC members commented to finalize the recommendations for further improvement of APAARI operations and governance. Dr. Mahapatra, Vice-Chair, expressed his appreciation of the large volume of collaborative work that has been done by APAARI. The audit report and resource mobilization efforts show a significant increase in budget between 2017-2019, with large projections for new activities. This work has demanded a lot of effort, and will be again a demanding task for 2020. The Constitution is now modified with a final draft presented and accepted, and it will come to force as soon as possible. The membership strategy also clarifies a lot of issues. The management standards and legal status will provide new dimensions to APAARI operations. Regarding the legal status, whatever scope exists, it needs to be supported by FAO. APAARI has matured compared to 2016 with enormous changes taking place, including at the governance level. APAARI is also playing an important role with governments and there is a great scope to expand it further. Bringing institutions together is the objective of APAARI and it is also its added value – bringing institutions together to discuss common issues. Cross-country efforts are required to promote nutritious food and many gaps still need to be filled to address the SDGs.

Agenda 17: Other Matters

The EC members did not bring up any other matters.

Agenda 18: Concluding Remarks by the Chair

Based on deliberations and discussions during the meeting and by considering the way forward for APAARI's strategic operations, plans, opportunities and challenges as presented by the APAARI Management, the Chair, Ms Wood presented her concluding remarks to the EC, APAARI Members, Special Invitees, and the Secretariat.

She expressed her appreciation of the constructive comments made in the ECM from members and partners to help APAARI improve its future performance, and encouraged them to work more with APAARI. She framed her comments around the three areas of 'Successes', 'Issues' and 'Opportunities'.

The presentations by the Secretariat staff highlighted significant **success** and **progress** through programmes and projects, clarity of operations and management reforms that require continuity. APAARI has made a significant progress in the last about 2 years with continuing membership payments and new project funding. The new financial system and focused, relevant Work Plan in the context of MERL are all aligned with the Strategic Plan 2017-2022, and the development of management policies will ensure a more professional and effective Secretariat.

However, there are some key **issues**, such as heavy workload on the Secretariat who consistently work long hours and over weekends. To address this, there is need to prioritize activities to only a key 5-6 areas where APAARI makes the strongest contribution and deepen engagement in these areas, rather than doing many activities at a superficial level. Everything is important but one agency cannot do all and needs focusing on its competitive advantage. “Defining yourself is not just about what you do, but what you don’t do,” Ms. Wood pointed out. Her second point regarding workload was to increase efforts for resource mobilization and hence staff resources.

Resolving APAARI's legal status was a priority issues, and while a lot of work has been done – a lot remains undone. APAARI is privileged to have good guidance from DOA and FAO. Getting a legal expert preferably from FAO to work on legal aspects and act as a ‘Sherpa’ would be critical.

There are also many **opportunities** for APAARI to work more smartly to leverage off its strengths and activities. For example, investment in webinar tools for capacity building among members is a big opportunity, which should be fully utilized. APAARI could get better value from events through post-events presentations, holding regular events on topics to create a buzz on key development areas e.g. gene editing to provide strong benefits to members, and convening high-level panels. Lastly, there is an opportunity to take advantage of the recent data collection and analysis through ASTI, with a great potential to inform national strategies around agricultural R&D and influence policy to fill the gap.

Ms. Wood thanked Vice-Chair, all EC members, the Secretariat, Observers and Special Invitees for their valuable and thoughtful contributions to the meeting, influencing APAARI's future work.

Vote of Thanks

On behalf of the ES, Ms Spisiakova, KM Coordinator, APAARI, expressed thanks to Chair and Vice-Chair for their valuable time and efforts in delivering the EC meeting despite their schedules; and all EC members, and Special Invitees for their participation and active contribution to the meeting. Vote of thanks was also extended to APAARI Secretariat staff, who helped to organize the meeting, and to Dr. Khetarpal, ES, APAARI, for his support to the Secretariat, hard work and leadership in bringing the Association to new levels. It was highlighted that under the guidance of the dynamic Chair and EC, APAARI will continue to support its members, improve performance and work towards its goals

**Agenda 3 – Annexure 3
Proceeding of 2-2019**



**ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH
INSTITUTIONS (APAARI)**

**EXECUTIVE COMMITTEE MEETING (ECM)
(2/2019)**

7 November 2019
Royal Princess Hotel, Bangkok, Thailand

PROCEEDINGS



**Asia-Pacific Association of Agricultural Research Institutions (APAARI)
FAO Annex Building, 202/1 Larn Luang Road
Pomprab Sattrupai, Bangkok 10100
Thailand**

**ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH INSTITUTIONS
(APAARI)**



**EXECUTIVE COMMITTEE MEETING
(2/2019)**

7 November 2019
Royal Princess Hotel, Bangkok, Thailand

DRAFT PROCEEDINGS

The second meeting of the APAARI Executive Committee (EC) for 2019 (**Annex 1 – Programme**) was held on 7 November 2019 in Bangkok, Thailand, under the Chairmanship of Dr. Peter Horne, General Manager, Country Programs, Australian Centre for International Research (ACIAR), Australia. Twenty-nine participants attended the EC meeting (ECM), including EC members, special invitees and staff of the APAARI Secretariat (**Annex 2 – List of Participants**).

Agenda Items 1-2: Welcome and introduction, and opening remarks

Dr. Ravi Khetarpal, Executive Secretary (ES), APAARI, opened the meeting welcoming the EC members and the special invitees. He specially welcomed Dr Peter Horne who took over as Chair of APAARI from Ms. Mellissa Wood, ACIAR who left the organization recently. He then briefly presented about APAARI's mission and activity for the benefit of the special invitees.

Dr. Peter Horne then welcomed the participants emphasizing the importance of APAARI and greater opportunities for partnership than ever. He specifically stressed the need to better manage risks in order for the Association to move forward effectively, pointing out that risk management is missing in the APAARI Constitution. The EC members were encouraged to read the Constitution and guide APAARI on how to better manage APAARI's risks and opportunities. Dr. Horne appreciated the cooperation of the Government of Thailand in supporting APAARI in the process of getting its legal status, which is vital for the Association. The role of membership for APAARI was highlighted as a means to deliver on the Association's mandate, as well as to facilitate its financial security, particularly as the CG members becoming one organization. In this context, there is a need to reflect on both functional and financial responsibilities of APAARI. Finally, Dr. Horne announced that ACIAR will assemble its country managers in Bangkok in June 2020, and it would be good to make them interact with APAARI so that APAARI can benefit from the opportunities and challenges encountered by them.

Agenda Items 3-4: An Approval of draft agenda and the minutes of the last ECM

The minutes of the last meeting were endorsed, and the agenda for this meeting approved. The EC members were encouraged to provide any written comments directly to the EC.

Agenda Item 5: Action Taken Report on ECM (1/2019) Recommendations

The ES presented the actions taken or being taken on various suggestions and recommendations as reflected in the proceedings of different agenda items of the previous ECM of 13 June 2019. The status of the recommended actions is summarized in **Annex 3**. The EC provided the following observations on the actions taken report:

- In relation to APAARI's work on underutilized animal genetic resources, there is a need to involve other institutions, particularly those working on indigenous animal resources and promote the use of available technologies in the region (M.A. Khan). This is because

Asia-Pacific is very rich in genetic resources, with the genetic potential not been fully exploited. For example, many countries have elite animals but their potential has been denied, yet, many countries depend on them. The facilitation of knowledge sharing and the use of technology would help address this resilience. Many poor communities depend on this.

APAARI's response: In March 2019, APAARI organized a workshop on underutilized animal genetic resources with attendance of participants from thirteen countries. A publication with detailed information is available but the next step is how to implement the recommendations presented. APAARI member organizations are invited to discuss and implement these recommendations.

Comments by Special Invitees:

- In the context of APAARI's work on agricultural education, there is a need to raise awareness of the ongoing efforts and in India specifically, approach individual universities that have access to World Bank's grants, to develop innovation capacities of university professors (M.B. Chetti). It was further added that utilization of university resources to transfer their knowledge to national research-extension systems needs to be taken into consideration (W. Kabir).

APAARI's response: APAARI will discuss the possibility of having three professors from India to attend a specialized training on 'Making Education Work' organized by the International Centre for Development-oriented Research in Agriculture (ICRA), supported through the World Bank funding that will end in March 2020. Based on the collaboration with the Tamil Nadu Agricultural University, APAARI with the support of ICAR will liaise with individual universities in India to facilitate training of both, professors and students.

- KM training needs to be extended to research departments. Because there is such a big gap between research and extension in Iran, the upcoming workshop on Innovation in Vegetable Seeds Productions Technology to take place in February 2020 needs to integrate some KM elements (T. Valinasaab).

APAARI's response: APAARI can do more in individual countries but requires more funding from members. Regarding the need to focus the membership funding as a contribution source, while funding from donors and governments as a core source to benefit APAARI members, APAARI has been requesting its members to increase their funding to the Association in the last two ECMs.

Key Recommendations on the Action-Taken Report:

- The EC suggested that for the current and future EC meetings, recommendations and reporting of the actions taken be more specific.
- The EC acknowledged its role is providing risk management for APAARI and that operational matters were largely the responsibility of the APAARI Secretariat.

Resolution:

The actions taken on recommendations of ECM 2/2019 were endorsed and comments and recommendations made by the EC to be considered by the Secretariat.

Agenda Item 6a: Progress Report (May – September 2019) and Revised Biennial Work Plan for 2019-20

The ES apprised the members about the overall progress made by APAARI during the period May-September 2019. He specifically highlighted the progress on governance, membership, technical cooperation and strategic partnerships. In governance, APAARI made the following progress:

- The first ECM was held and proceedings finalized
- Amendment to APAARI Constitution was completed and published
- APAARI legal status is continuously discussed with the Ministry of Foreign Affairs (MOFA)
- New member joined and new partnerships materialized
- Management standards are continuously being developed
- The Monitoring, Evaluation and Learning (MERL) Plan is being implemented
- Finance Coordinator has been appointed
- Finance policies have been drafted

In terms of technical progress, a new Letter of Agreement (LOA) was signed with the Food and Agriculture Organization of the United Nations (FAO) on 'Testing the Assessment Guidelines for Agriculture Innovation System', new projects have been developed and submitted, the Master Class Training with Crawford Fund took place with participation of ten participants from member institutions, a number of technical events were organized, and stakeholders engagement intensified, particularly with South Asian Association for Regional Cooperation (SAARC), French Agricultural Research Centre for International Development (CIRAD), European Union (EU), FAO, World Trade Center (WTO), ACIAR, Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA), Indian Department of Biotechnology (DBT), United States Department of Agriculture (USDA), International Cooperation and Development Fund (ICDF), and Council of Agriculture, Taiwan (COA). In terms of strategic partnerships, APAARI participated in an expert consultation to develop the Multi-Sectoral policy and Strategic Framework of SAARC Agriculture Centre 2020-2023 from 16-18 July 2019. A joint SAARC-APAARI publication on Agricultural Policies and Programs Framework: Priority Areas for Research and Development in South Asia is being prepared. The events organized and co-organized during the reporting period is given in **Annex 4**

One of the key initiatives of APAARI during the reporting period is the establishment of the Centre of Excellence (CoE) on Value Chains in partnership with the International Agriculture Centre of NCHU, Taiwan. The Centre will offer policy positioning on value chain in Asia Pacific, knowledge hub for agricultural value chain, value creation in the chain (vegetable and horticultural crops) through training on quality standards (certification in GAP GHP GMP HACCP), and facilitation of WTO compliances (sanitation and phytosanitation, Codex, IPPC, OIE), branding, adding value to waste, understanding consumer and end-user preferences. All implemented activities captured in MERL plan are presented separately and in more detail under specific areas below.

In terms of planned strategic initiatives in 2020, APAARI envisions to have its focal point (out-posted staff) in the Pacific to implement its ongoing project (ASTI) capitalizing on local intelligence, explore new opportunities on the ground, and strengthen partnerships with the Pacific Community (SPC) and individual national agricultural research centers. This plan shows APAARI's commitment to work in the Pacific.

The EC members made the following comments:

- The intention of APAARI to work more closely in the Pacific is appreciated. There is a big need for Pacific agricultural research institutions to work with APAARI since research is

backing the growth of the agricultural sector. The Ministry of Agriculture, Fiji is willing to work more closely with APAARI to deliver on this commitment (R. Dass). There is a significant event in the Pacific every two years called 'Pacific Week of Agriculture'. The next one will be in November 2021 with Fiji being the host. It will be an opportunity for APAARI to showcase the role of APAARI and support Fiji as a member of APAARI in the event. The event committee is now being formed, and ACIAR and Fiji will report back to APAARI by the end of March regarding APAARI's participation (P. Horne).

APAARI's response: APAARI will discuss with Fiji, SPC and ACIAR on the synergies and think about a clear plan for the APAARI's presence in the Pacific.

- More clarity is required on the functions of the CoE on Value Chains, in particular how it will help APAARI advance its mandate, as well as how APAARI will mobilize this center. A medium-term strategy or vision for the CoE is required (M. Wopereis).

APAARI's response: Specific capacity development programmes are envisioned for the CoE on various best practices for compliances to WTO norms for productions and trade. In addition, the CoE will provide policy positioning for Asia-Pacific countries by looking at the different policies in value chains. The idea is to have an amalgamated policy positioning to be showcased to all APAARI members, to enable these member countries to better encourage the development of small-scale enterprises. APAARI's role will be as a knowledge broker facilitating policy positioning, in addition to facilitating regular capacity development activities based on annual budget.

Key Recommendations on Overall Progress:

- The EC recommended that at the next EC meeting, APAARI presents a brief medium-term strategy on the concept of CoE, summarizing APAARI's thinking about how these CoE's could help APAARI deliver on its mandate, how the CoE's might be identified and supported by APAARI and whether there is a plan for new centers over the next two years.
- The EC recommended that at the next EC meeting, or if needed out of session, APAARI provides details of the suggestion to open a Sub Regional Office in the Pacific including rationale, expected role and benefits, key partnerships, logistics and budget consequences.

Progress of the Asia-Pacific Consortium on Agrobiotechnology and Bioresources (APCoAB)

Dr. Rishi Tyagi, APCoAB Coordinator, presented a detailed progress report for the APCoAB programme. The following activities took place during the reporting period:

- **Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration** (10-12 July 2019) was co-organized with COA, Sri Lanka Council for Agricultural Research Policy (CARP), and National Aquatic Resources Research and Development Agency (NARA) to: (i) assess the current status of underutilized fish and marine genetic resources (FMGR) at the regional level and R&D status of priority species; discuss the knowledge gap and way forward in defining regional priorities; (iii) formulate strategies for strengthening the institutional framework for FMGR management, and legal and policy framework. Ninety-four participants from twelve countries attended this event.
- **Workshop on Innovations in Agribusiness for Young Entrepreneurs (1-5 July 2019)** was co-organized with COA and Asian Productivity Organization (APO) to: promote discussion on innovations in agribusiness with the intention to create an attractive

environment for young, digital-savvy generation. Twenty-nine participants from thirteen countries attended the event, almost half of which were women.

- The following **publications** were published during the reporting period: (i) Proceedings and Recommendations of the Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration; (ii) Regional Status Reports and Strategic Papers presented at the Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration; (iii) Biography and Abstracts of the International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region; (iv) Proceedings of 2018 APCoAB Steering Committee Meeting; and (v) Proceedings of the III International Symposium on Plant Cryopreservation.
- **Knowledge sharing** of APCoAB's news, events, announcements, and publications has been regularly taking place through the APAARI and APCoAB website. About 300 Tweets were posted relating to the application and benefits of innovations in agricultural biotechnology and conservation and use of bioresources.
- To collaborate on capacity building and KM, including areas of agricultural biotechnology and bioresources, a draft **Memorandum of Understanding (MoU)** was developed and submitted to the Indian Council of Agricultural Research (ICAR) for approval.
- A **new membership** in APAARI of the Biotechnology Industry Research Assistance Council (BIRAC) through the Department of Biotechnology, Government of India, India (Associate Member) has been pursued.
- A **new project proposal** has been submitted to ICDF by APAARI with two APCoAB components, viz., (i) Capacity enhancement in agricultural biotechnologies and their applications for conservation and use of bioresources for sustainable agri-food system in the Pacific; and Capacity building in commercial plant tissue culture sector for addressing the need of quality planting materials of horticultural crops in least developed countries of South Asia.

A detailed Work Plan for APCoAB is embedded in the MERL plan in **Annex 5**.

The EC members made the following comments:

- For the next EC meeting the work plan should be made in the form of a table (P. Horne)
- APAARI will be invited for the high-level policy dialogue in the context of the Gene Editing Conference that will take place from 10-11 August 2020 in Malaysia. It will be hosted by the Malaysian Agricultural Research and Development Institute (MARDI).

APAARI's response: The comments are well taken. In terms of the latter, APAARI's role in the conference will be explored as a cost-effective option to ensure synergies with other planned APCoAB activities.

Key Recommendation on APCoAB:

- The EC recommended that APCoAB consider aligning its planned activities on Gene Editing with the international conference on Gene Editing being hosted by MARDI in August 2020.

Progress of the Agricultural Science and Technology Indicators (ASTI) project

Dr. Norah Omot presented a detailed progress report of ASTI, highlighting the following key achievements:

- Regarding **data collection and reporting**, the project: surveyed close to 400 research agencies; collected detailed human resource, investment, research focus, and research

output data; completed data collection in Cambodia, Lao People's Democratic Republic (PDR), Indonesia, Malaysia, Myanmar, PNG, Thailand, and Vietnam (still ongoing in Fiji and the Philippines); and drafted first country publications;

- **Preliminary data findings** for the eight countries with completed data collection have been consolidated, already pinpointing critical gaps in agricultural research capacity as well as areas of underinvestment. These country-level data will be synthesized into a series of country and regional reports and will have clear set of policy recommendations. All data will become available in a set of interactive online tools. The outputs will be distributed widely in-country, and the key findings presented at various national and regional events.
- In terms of **outreach** to ensure the uptake of ASTI evidence at the national level, the project has strengthened relationships with key (national and regional) agencies and players that have policy influence. It has also been working closely with NARS leaders and other in-country experts to identify these policy platforms and ways to establish effective long-term partnerships with them to embed ASTI within. As such, it has mapped policy influence pathways, and entered into partnerships with key agricultural policy think tanks in Vietnam – Institute for Policy and Strategy for Agriculture and Rural Development (IPSARD) and Indonesia – Indonesian Center for Agriculture Socio Economic and Policy Studies (ICASEPS).
- **ASTI evidence** is already being embedded in policy processes. For example, the Sector Expert Working Group in PNG is planning to utilize ASTI data in new Agriculture Sector Plan. The Lao National Agriculture and Forestry Research Institute (NAFRI) is indicating to use ASTI data in development of NAFRI Implementation Strategy on the New Agriculture Strategy Plan. IPSARD is planning to incorporate ASTI analysis in the development of Vietnam's Agriculture and Rural Development Strategy for 2020-2030 and Vision 2045. The Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD) is integrating ASTI data collection as part of the activities of its Socio-Economic Research and Development Team, in line with a new shift in their work towards technology forecasting. Finally, the Indonesian Agency for Agricultural Research and Development (IAARD) is planning to use ASTI outputs to inform the development of the Indonesian Ministry of Agriculture's Strategic Plan.
- Further, ASTI has built a well-functioning network of country focal points, through which it has obtained high-quality agency-level data. It has developed a demand-driven analytical agenda by convincing countries of the importance of this work, which many feel should be sustained. The capacity of APAARI also improved, which led to making the monitoring of agricultural research resources an integral part of APAARI activities.

However, it was pointed out that to sustain this momentum, APAARI needs to mobilize more funding to conduct further analysis and truly institutionalize ASTI at the country level, as well as to expand to more countries, especially the Pacific.

The EC members made the following comments:

- APAARI to analyze and interpret ASTI data in terms of whether there are suitable capacity to address issues in the future and to do an analysis on returns of investment. This can allow EC to play a role on advocacy (M. Wopereis).
- The investment in ASTI database is highly beneficial providing a good picture of countries' investment in agricultural research and innovation. It also raises a critical reflection over the negative implications on national AIS, if countries underinvest in research. We need to help national research centers better communicate the need for higher investment at the policy level (M. A. Khan).
- There is certainly a gap that APAARI can fill, and it needs to present the outputs and outcomes of ASTI to make policy makers aware of the current situation. Next meeting

should have a special session on the analysis of ASTI and recommend with APAARI's role in advocacy (Chih-Hung Lin).

Comments by Special Invitees:

- Many policy makers are still not aware of the ASTI initiative. We strongly require a mechanism that would bring the ASTI evidence to the attention of policy makers, including ministers, secretaries and officials of planning commissions. There is also a need to understand the countries' capability of such investments. ASTI needs to look at this and make linkages to avoid duplication efforts and facilitate safer investments (W. Kabir).
- ASTI will conclude at the end of this year. There is a need to institutionalize it in the region by sustaining the ongoing capacity development efforts (R. Ghodake).
APAARI's response: ASTI is an outcome of the High Level Policy Dialogue on Agricultural Research Investments (December 2015). APAARI is now planning a next phase of this dialogue where ASTI data will play a significant role in advocacy.

Key Recommendation on ASTI:

- The EC recommended that at the next EC meeting APAARI present a "deep dive" into the outcomes of the ASTI project analysis, presenting at the same time a summary of the returns on investment in agricultural research and whether existing research capabilities in-country are fit for purpose for future challenges. This presentation should include a summary of the role APAARI could take based on the ASTI outcomes in leading advocacy for greater investment in agricultural research capability.

Progress of the Knowledge Management (KM) Programme

Ms. Martina Spisiakova, KM Coordinator, presented APAARI's progress in the integration of KM in all APAARI's business processes by considering five key KM pillars of APAARI: (i) strategy (the Strategic Plan 2017-2021); (ii) established learning processes (stakeholder consultations, AIS assessment, webinars, staff meetings); (iii) tools and infrastructure (internal guidelines, revamped website, contact database); (iv) content (good practices, content creation for Social Media, internal/external intelligence); and (v) people (development of functional capacities, performance management, team and partnership development). These embedded KM processes are significantly improving the effectiveness of the Secretariat, which leads to better engagement with stakeholders and strengthened partnerships, that are all contributing to improved sustainability of the Association. The historical overview of KM evolvement in APAARI was also presented, indicating the key changes in knowledge sharing and learning processes that are leading to one of APAARI's ambitions of becoming a "knowledge one-stop-shop" for AIS in Asia-Pacific. The following KM progress was highlighted:

- **Webinar on 'How to make university lectures more interactive for agricultural students'** with participation of about 220 university professors. It enhanced the capacity of professors to develop agricultural students' soft skills, such as confidence, critical thinking, creativity, collaboration and negotiation.
- **Workshop on Innovation Strategies for Sustainable Agricultural Development** (14 July 2019) organized in collaboration of FAO/TAP with 40 participants representing different stakeholder groups. The meeting raised awareness of key issues in AIS and innovation opportunities for food and agriculture; identified priority areas for agricultural innovation and related capacity development for integration in innovation strategies of APAARI members; and recommended strategies for decision- and policy-makers to strengthen AIS. A policy brief was prepared using the information collected

through the workshop, and APAARI was consequently selected for pilot testing of the AIS performance guidelines in Thailand.

- The **APAARI website** was improved in terms of content, organization, user-friendliness, layout, branding and the overall look.
- **Online engagement** through Social Media improved as APAARI staff started to focus on content creation (rather than sharing existing information).
- **Communication and dissemination** of the Newsletter and APAARI Network Highlights improved as they became more timely, shorter and results-oriented. The number of printed newsletter was reduced, and the number of its recipients increased from 300 to over 1,000 since July 2019 as a result of improved contact management and online dissemination.
- **KM in the APAARI Secretariat** has improved as a result of regular 'mini KM workshops' where all staff discuss various KM-related issues, solutions to address them as a team, and KM planning. It is contributing to improved commitment of the staff to team work, change and agreement on the next steps.
- **New KM projects:**
 - (i) **Developing capacities in agricultural innovation systems: scaling up the Tropical Agriculture Platform Framework** – In the EU-funded project implemented by FAO and partners. APAARI's key role will be to promote the Common Framework on Capacity Development for Agricultural Innovation Systems (CD for AIS); facilitate synergies between APAARI and the Asia-Pacific Islands Rural Advisory Services Network (APIRAS) to collectively strengthen regional capacity to innovate through integration and use of the Common Framework; and assist in capacity development for country AIS assessments.
 - (ii) **Agroecology and Safe food System Transitions (ASSET) in Southeast Asia** funded by EU and AFD, and led by CIRAD Vietnam. APAARI will lead sub-component 1.3. on 'Promoting ASSET transitions through capacity development, communication and visibility actions'.
 - (iii) **Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade Opportunities** funded by WTO/STDF. APAARI's role will be to develop innovation capacities or project participants to enable them to better increase awareness of how pesticide residue issues impact trade and develop methods for overcoming these trade barriers of the member countries.

A detailed Work Plan for KM is included in **Annex 5**.

The EC members made the following comments:

- There are many members and partners that have KM teams, which APAARI can link up with in KM work.

APAARI's response: APAARI has set up a Community of Practice (CoP) on KM and Communication. These are KM/Communication focal points from member/partner institutions that the KM Team communicates with regularly, especially during the calls for articles for the Newsletter and inputs to ANH.

Key Recommendations on the Progress and Work plan:

- Noting its role as not becoming engaged directly in operational matters, the EC endorsed the progress report and work plan, and looks forward to reporting against the work plan linked to the impact pathway (see Item 6b below).

Agenda Item 6b: Execution of Monitoring, Evaluation, Reporting and Learning (MERL)

Dr. Norah Omot, ASTI Coordinator, presented an update on the implementation of the MERL Plan. The presentation covered the background of the development of the MERL focusing on the impact pathways and way forward in implementing the Plan. APAARI is now synchronizing the Biennium 2019-2020 Work Plan with the MERL Plan and monitoring activities for 2019. The Secretariat is also evaluating activities of 2017-2019 where data available, and integrating them into the 2020 plan. The impact pathways will be used as the structure for annual and mid-term reporting for APAARI activities and projects. Various questions (monitoring and evaluation levels) for different impact pathways objectives were presented, as well as the reporting outline. It was stressed that APAARI as a community needs to contribute to the key SDGs. The full work plan covering all planned activities of APAARI for 2020 are presented in **Annex 5**.

The EC members made the following comments:

- The relationship of MERL with the Sustainable Development Goals (SDGs) was questioned, particularly why SDG 17 – Partnerships is not included in MERL, given that it is considered to be the most important for APAARI (P. Horne).
- There is a need to document success stories in the implementation of impact pathways, particularly what processes and institutional arrangements are involved. It would enable members to learn from the implementation of different institutions (M. A. Khan).
- It is not necessary for MERL to be reported on in every ECM. Rather, the traffic light system should be used to indicate the progress in activity implementation, providing real time data (M. Wopereis).
- We should also remember that MERL is about learning. Therefore, we also need to monitor what is changing as a result of APAARI efforts. As APAARI will be presenting impact pathway as a tool for annual reporting, there is a need to have the impact pathway plan to look at as well (P. Horne).

APAARI's response: APAARI will ensure the inclusion of SDG 17 in future reporting. The United Nations Social and Economic Commission for Asia and the Pacific (UNESCAP) has a big team working on what is changing in terms of the SDGs. These inputs (changes) need to be appropriately captured and fed back to FAO/UNESCAP. Further, countries are not stepping up enough to achieve the SDGs. All current APAARI's work is contributing to SDG 17. It is a big goal for APAARI that should be an important focus for the future. In MERL there are two processes involved – monitoring and evaluation. To document these processes, APAARI needs help from members to monitor impact. In terms of learning, APAARI has started using Knowledge, Attitude, Practice (KAP) survey to monitor how learning acquired in different capacity development programmes is being used by the participants.

Key Recommendations on MERL:

- The EC noted that APAARI will report progress at each EC meeting around the Impact Pathway and recommended that the Impact Pathway itself be revisited at one of those meetings each year. This would assess if the impact pathway is still fully relevant and if there are parts of the impact pathway that may need special focus of activities in the following APAARI work plan.
- The EC recommended that in this reporting, a simple traffic light table be presented once a year to highlight key areas of interest or concern and a "deep dive" be presented at the other EC meeting each year. In the "deep dive" meeting once a year the EC would like to see a summary of the learning coming from MERL (noting that KM is doing Knowledge, Attitude, Practice (KAP) surveys of members).
- The EC recommended that SDG17 (Partnerships) is a key SDG for APAARI. It is better placed than many other organisations to deliver on and report against SDG17 and should see this as an opportunity to play to its strengths.

Agenda Item 7: Status of Developed, Submitted, Secured and Endorsed Projects

The ES presented an overview of the various projects that have been developed and submitted during the reporting period; as well as those secured and started. He highlighted APAARI's efforts to increase funding. He also mentioned that APAARI has now obtained SAM and DUNS number from US authorities and thus become eligible to apply for USAID/USDA projects. The KM Coordinator provided the details of these initiatives indicating the links to the respective thematic areas of APAARI, as listed in **Annex 6**.

The EC members made the following comments:

- The EC members highly appreciated APAARI's efforts in securing new funding and projects in the past year. However, it is unclear how these projects are developed and endorsed by members. Transparency of the process for endorsement and active consultation is required to avoid potential conflicts (P. Horne).
- A few projects of interest to all members have been presented, but not all members have been involved. It is unclear how APAARI shares benefits with all members (M. A. Khan).

APAARI's response: The countries to be selected for different projects depend on donor priorities, preferences and mandate. While APAARI accepts the project countries, it also argues for the inclusion of other members in other countries to extend project benefits. Some projects also benefit more members, such as Master Class Training under the Crawford Funds. In other cases, the selection of non-member countries is strategic. For example, the ASTI project includes two non-member countries in order to use it as an opportunity to turn them into members. APAARI also brings all the projects (including those in the pipeline) to the EC and talks to partners.

Key Recommendations on the Status of Projects:

- The EC recommended that the sharing lessons from APAARI projects to all APAARI members (not just the project participants) should be explicit not implicit.
- The EC recommended APAARI prepare a short document outlining the process of developing new projects and how that process ensures projects align specifically with APAARI's mandate.

Agenda 8a: APAARI Management Standard – Membership

Dr. Raghunath Ghodake, Advisor to APAARI, presented the highlights of the recently developed document on membership management standards. The document's main features that were presented to the EC in detail include: (i) context (APAARI's establishment and importance of membership for its growth and performance, rationale for membership expansion, and diversification and effective participation; (ii) strategic elements of membership (attributes of membership, key roles and contribution of members, management of benefits to members); and (iii) operational and strategic management of APAARI membership. Further, the role of knowledge sharing to encourage membership was highlighted. To help expanding the membership base, representation and participation in APAARI's performance and impact, it was suggested to restructure the membership categories and subscription levels. The management standard, containing rules, regulations and processes, was proposed to be followed by the Association (Secretariat, EC, members, partners and stakeholders). The full management standard is provided in **Annex 7**.

The EC members made the following comments:

- The document has a section on membership and the need for “expansion of membership”. This is an operational issue, whereas this document is a management standard. This raises a question whether APAARI requires clarity about its membership. There is a need for stakeholder feedback to better understand the membership role and the reasons why stakeholders want to become members of APAARI. This will help operationalize the standards (P. Horne).
- It is not clear how members are aware of their benefits from APAARI. There needs to have a strategy that persuades potential members to become members of APAARI. The members also need to understand where and how APAARI plans to expand its membership (M. A. Khan).
- The envisioned growth of APAARI is good, but it also implies danger. With so many members, APAARI may lose focus on its mandate. The prime owners of APAARI are country core members. Civil society may not have a voting right, but the document does not mention this. There is also a need for more logic in paying fees. For example, New Zealand and Singapore are included in the USD 6,000 category. It is not clear whether this is to attract New Zealand with a lower fee to become member again (M. Wopereis).
- The need for “expansion of membership” should not be in the document, since the standard is about improving the management of membership, which is the core function, not expansion. Hence it needs to be re-worded in order to avoid a wrong perception that APAARI is driven by money. For example, the document may state: “expansion of APAARI benefits to other members” (P. Horne).

APAARI's response: The last stakeholder survey was conducted in the context of the development of the Strategic Plan 2017-2021. In addition to the feedback received on substantive areas, the stakeholders were asked to provide feedback on how they would like to benefit from APAARI and what they can contribute to the collective action of APAARI. As such, stakeholders were mapped and consulted for the development of strategic documents. Regarding the “expansion” of APAARI membership, the objective is to sensitize Asia-Pacific institutions and bring NARS members on board. However, the wording “expansion” can be re-worded. Regarding civil society, they may not be members, but they engage in agriculture so their participation in APAARI needs to be considered. As for New Zealand, it was previously a member of APAARI, hence the lower fee is to encourage them

to re-join the Association. The idea is to get more members to enable APAARI to reach out and have more influence in the region. This is by creating a strong knowledge hub across members as a “one-stop-shop” for knowledge in the region that could also attract more projects.

Comment by Special Invitee:

- The APAARI Secretariat needs to sensitize universities that are not aware of APAARI, its mission, goals and benefits to members, to improve the membership base. To facilitate international visibility of member universities through participation in various fora is one important benefit that needs to be stressed. A meeting for Indian universities is planned for January 2020, which is a good opportunity to present APAARI to all vice-chancellors. ICAR and IAUA can facilitate inclusion of APAARI in their annual meetings (M.B. Chetti).

Agenda 9: Membership and Fee Payment Status

The ES presented the membership and fee payment status as on 30th September 2019 (**Annex 8**). He also presented new members that joined APAARI between May – September 2019. This includes associate members: (i) Agricultural Biotechnology Research Center (ABRC), Taiwan; (ii) Krishi Gobeshona Foundation (KGF), Bangladesh; and (iii) University of Agricultural Sciences, Dharwad that upgraded its membership. Two new affiliate members include: (i) National Taiwan University (NTU), Taiwan; and (ii) Kamdhenu University, India that downgraded its membership. New membership requests were received from Biotechnology Industry Research Assistance Council (BIRAC), India; M S Swaminathan Research Foundation, Chennai, India; University of Agricultural and Horticultural Sciences, Shivamogga, India; and Taiwan Livestock Research Institute, Ilan, Taiwan. A membership requests from the Anti-Corruption Association (ACA), Taiwan, was declined after exercising due diligence on the matter. The key membership issues include the following:

- Inability to continue as members on individual basis from 2020 (CGIAR institutes)
- Pending payments of some members (2-3 years)
- Inability to pay or continue (pending membership payment of 4-5 years)

The EC members made the following comments:

- The challenge is how to manage chronic defaulters. Those members not paying for more than two consecutive years should be removed. Occasionally, there will be special cases, e.g. Agricultural Research, Education and Extension Organization of Iran (AREEO) or countries like Afghanistan. Sponsorship should be sought in such cases (P. Horne).

Key Recommendations on New Members:

- The EC recommended that chronic defaulters (no payment for two consecutive years) be discontinued but some members might need special consideration for strategic reasons. In these cases the ES will advise the EC of the need for a special case and the strategies for ensuring membership fees are paid (such as seeking a sponsor who will cover that members' fees).

Agenda 10: Administrative Matters

Legal Status

The ES presented an update on the process of obtaining the legal status of APAARI in Thailand. The following has taken place from January to May 2019:

- FAO's letter was sent to MoFA (15 January 2019)
- Preliminary meeting took place with MoFA (29 January 2019)
- Meeting with MoFA took place along with FAO (28 March 2019)
- Guidelines for preparation of document for MoFA were developed
- A document on "An Overview of APAARI: Genesis, Progress and Prospects" (April - May) that was prepared and submitted to DOA (10 May)
- Advanced copy was sent to MoAC /FAO (17 May)
- A consultant (Government relations) was appointed for support the process (May 2019)
- Regular visits and meetings with MoFA (June to September 2019) and more information was sent to MoFA as they required
- No written communication was received from MoFA
- APAARI advertised to seek a Legal Consultant, who was appointed in October 2019

Dr. Salitorn Thongmeensuk, Legal Consultant, APAARI, presented a concrete plan for obtaining APAARI's legal status. The application of international organization status requires a submission of additional documents in support the application, confirming the "public" nature of APAARI. This means: founding members (the FAO + States), and founding document (Constitution). A reference letter from the FAO has been requested. Reference letters from member "states" that are showing the intention to become APAARI members and endorsement of the constitution, need to be obtained. The next meeting with the MoFA scheduled on 8 November 2019 was cancelled by MoFA and a new meeting date is being pursued. The back-up plan in case the status of 'international organization' is unsuccessful, is an application for "Foreign Private Organization" Status to the Ministry of Labor and Social Welfare, as is the case with the Asia-Pacific Seed Association (APSA). This option has income tax implications, without privileges and immunity. As such, to pursue the first option, APAARI needs to provide MoFA with additional information including that APAARI is comprised of member states, not just research organizations. FAO has to be requested for supporting documents on APAARI founding members states that can help facilitate APAARI's future privilege and diplomatic immunity requirements.

The EC members made the following comments:

- If the founding document of FAO alone is insufficient, specific evidence is needed in the form of a statement of the intention of each state to join APAARI, e.g. "ACIAR, on behalf of Australia". It should be signed by the Director General of member organizations, endorsing the APAARI Constitution. The legal consultant should provide a letter template (P. Horne, ACIAR).
- The first option to become an international organization would be better for APAARI. It is important that DOA joins APAARI in every discussion with MoFA (M. Wopereis). However, to help facilitate this process better, EC members also need to support APAARI in providing the legal document on behalf of their countries.

APAARI's response: The risk is that all foreigners working in APAARI will have to apply for work permit. FAO assured MoFA, that it will provide institutional support to APAARI until the legal status is obtained, without defining the time. There is a need to discuss the progress again with MoFA, while APAARI has already formally applied.

Key Recommendations on Obtaining the Legal Status:

- The EC noted that APAARI will provide a template letter for member countries to write a letter endorsing that they are committed to being APAARI members.
- The EC acknowledged the good progress made on the legal status of APAARI in Thailand through the legal consultant in close coordination with DoA.

Constitution of new Steering Committee for APCoAB (2020-2021)

The tenure of Steering Committee of APCoAB is for two years and the tenure of the current Steering Committee will be over on November 11, 2019. As per the guidelines and convention, composition of Steering Committee is: Chairperson (Ex-Officio Chairperson of APPARI); Vice Chairperson (major donor of APCoAB); and Members – at least one member from each sub-region of Asia-Pacific i.e. South Asia; South East Asia; the Pacific Region; One member from CGIAR Institute; Executive Secretary of APAARI (Ex-Officio); Member Secretary, Coordinator APCoAB (Ex-Officio). There is also a possibility of including an industry member. Approval of EC is required for communicating with the Heads of NARS from each region, CG Center and also with other international organizations regarding the constitution of a new Steering Committee.

Key Recommendations on the Constitution of a New Steering Committee for APCoAB:

- The EC endorsed the proposal to reconstitute the Steering Committee for APCoAB and also endorsed the proposal to add an additional industry member.

Staff Status

The ES presented the staff status as of October 2019 (**Annex 9A**), having eleven staff representing eight nationalities. It was stressed that two staff members (ES and APCoAB Coordinator) will be completing their term shortly and sought EC guidance regarding their extension. Also matter on providing increment to three staff (ES, APCoAB and ASTI Coordinators). There are also plans to adjust the role of five existing staff based on their capabilities and requirements of APAARI. Also renaming ASTI Coordinator as Policy Coordinator was proposed for which a justification was given (**Annex 9B**)

The EC members agreed that there should be a special meeting among the EC members to deal with these issues.

Agenda 11: Finance Report

Mr. Manish Rai, Finance Coordinator, presented APAARI's finance report covering the period from April to September 2019, and forecast from January to December 2020. The following progress has been made (**Annex 10A&B**) : (i) income from projects has been increasing with new projects secured; (ii) there is currently a deficit of USD 6,000 which should be recovered with new funding from projects coming in the next months; (iii) indirect expenses have been reducing and direct expenses transferred to projects (with new projects APAARI allocates staff time to the projects and those charges are reducing); (iv) a preliminary analysis of membership fees vis-à-vis amount spent on a given member during the year for last 3 years showed variation of amount spent among members; expenses were more for some LDC/Developing countries members than the membership fee received from them. (v) Slightly modified Staff Travel Expense policy and Procurement policy, and five new other policies drafted recently viz., Collaborators policy, Code of

conduct, Anti-fraud policy, Whistle blowing policy, and Financial Controls policy were presented and endorsed as was given with detailed agenda notes. The following details can be found in

The EC members made the following comments:

- There has been a huge improvement in APAARI's finances and financial management. In the context of the projected income of one million, there is a need to understand how confident APAARI is that there will be no deficit in the next months. Even if the projected amount is received, APAARI needs to ensure that it does not run deeper in deficit than USD 40,000 (M. Wopereis).
- It would also be useful to see how APAARI's reserve has changed over time, and what is APAARI's policy on overhead charges (P. Horne).
- It is also important to understand the implications of having a bank account in Thailand, especially since APAARI currently does not have a legal status, yet, a high amount of money in the bank. Risk management pathways need to be developed to assess the implications for the financial pathway of APAARI (P. Horne).

APAARI's response: The reduction of the deficit depends on how much membership fees APAARI gets – most members pay their fees by April, others by December. APAARI currently has a reserve of USD 0.82 million (approx.) to enable the Association to cover its operational expenses for a year. The CG system has 30-90 days reserves they can keep, which is a system based on the survival ratio that most international organization follow. There is no policy on overhead charges since this largely depends on the policies of the donors. Regarding the bank account, once APAARI gets a legal status it may have its own office/space to save on the rental cost.

Key Recommendations on the Financial Status of APAARI:

- The EC commended APAARI on the financial reporting and endorsed the current financial report.
- The EC recommended that future reports include (i) details of the bank balance as it is changing over recent years and (ii) compares predictions for ledger balances from previous years with the actual outcomes.
- The EC requested that APAARI keep the EC updated about any progress or issues associated with settling the legal status of APAARI in Thailand, including any financial risks.

Agenda 12: Presentation by Special Invitees

Nine special invitees, who were either new members, partners or potential members of APAARI, were invited to share their thoughts on APAARI and potential collaborative areas with the Association.

Dr. Ouk Makara, Director General, Cambodian Agricultural Research and Development Institute (CARDI), Cambodia: CARDI is authorized to work with any national or international institution with the mandate of improving crop productivity in Cambodia. Technically, it operates under the Ministry of Agriculture, Forests and Fisheries (MoAFF), and financially under the Ministry of Economics and Finance. CARDI works on all agricultural crops, plant breeding, horticulture, socio-economics, research with little extension, as well as the handling of technologies to other departments under MOAFF. Having over 150 staff, some researchers are employed with support of ACIAR. CARDI can contribute to APAARI in terms of sharing key research from Cambodia with APAARI members. APAARI can provide support to facilitate participation in capacity development, KM, and also ASTI project. Dr. Makara stressed that CARDI will become a member of APAARI in 2020 as budget has been secured from MoAFF.

Dr. Wais Kabir, Executive Director, Krishi Gobeshona Foundation (KGF), Bangladesh: The KGF was established in 2007 to promote partnership involving public and private institutions, universities, and international research organizations. Involving farmers, it is demand driven to improve research quality and innovation. General Body of 15 members from public, private sectors and academia with wider experiences. The foundation is run by the Board of Directors, and has programmes, such as competitive grants for applied and basic research, commissioned research for stress-prone areas, capacity development, international collaboration (e.g. with ACIAR and IRRI), and technology piloting programme. Crops occupy the major share of KGF's funding. The foundation provides an opportunity to enhance research environment of all actors, conduct policy research, and engage the private sector in commercialization. It is currently planning to establish an IP cell to act as an incubation hub for sustainability of commercially important technologies, and also a policy research cell to support research related to agricultural and extension policy issues. With APAARI, it expects to exchange best practices, research findings and policies through partnership.

Dr. M. B. Chetti, Vice-Chancellor, University of Agricultural Sciences (UAS), Dharwad, India: UAS Dharwad is one of India's best universities with a strong unit of precision agriculture and zero budget farming programme through which technology is tested in the farmers field. They plan to scale up this model. The Institute of Agriculture is moving from chemicals to organic, and it recently established a bioresource centre. Institute of Biotechnology has experts in biotechnology that can train others. The university has also established incubation facilities of about 1 million USD and has a strong research programme in cotton, seed production, and millet-based food production. Recently, the university received USD 3.5 million from the World Bank to develop students' entrepreneurial skills, for which they need cooperation of APAARI. Their challenge is the effective dissemination of technologies to farmers. They particularly need support in building strong communication skills of students, scientists and extension workers.

Dr. Kanokwan "May" Chodchoey, Executive Director, APSA: APSA was established in 1994, through the cooperation of FAO and DANIDA, with the aim of promoting quality seed production and marketing in Asia-Pacific. Today, APSA is the largest regional seed association in the world. It has strong links with international organisations and the private sector. APSA members include national seed associations, government agencies, public and private seed companies, and associate members. APSA is registered in Singapore, with legal compliance in Thailand. With its added value as a facilitator of strong public-private partnerships, APSA is interested to work with APAARI to conduct a regional expert consultation on phyto-sanitation, as well as in the areas of gene editing, CoE on supply chain, value chains through NCHU Taichung, capacity building, and information exchange, to achieve a stronger impact on the seed sector.

Dr. Tzong-Ru Lee, Professor of Marketing Department, National Chung Hsing University (NCHU), Taiwan: NCHU is a research-led university. NCHU participates in the Taiwan International Graduate Programme in Molecular and Biological Agricultural Sciences of Academia Sinica, Taiwan's most preeminent academic research institution. NCHU recently published a book on research on agricultural block chains that will be published in 2020 and available on Amazon. In collaboration with APAARI, NCHU hosts the newly established CoE on value chain, where next year they will start hosting training programmes.

Dr. Tooraj Valinasab, Head of AREEO, Iran: AREEO is the biggest research organization in the middle-east. It is working with 67 universities, 19 research institutes, 34 provincial research centers, and 500 laboratories on 105,000 hectares of land. Focus on education, research and extension. AREEO has over 10,000 employees across the country, of whom 3,000 are researchers and scientists. The organization has their own gene-banks and botanical gardens. AREEO plays

an important role in Iran – the country is self-sufficient in wheat because of research. In February 2020, AREEO will co-organize with APAARI a workshop on Innovations in Vegetable Seed Productions Technology. **Dr. Sanjay Saxena, General Manager and Head of Investments, Biotechnology Industry Research Assistance Council (BIRAC) India:** BIRAC is a non-for profit funding organization set up by the Department of Agriculture, India. BIRAC supports all kind of research but there need to be linkages to and benefits to the industry. The research is supported to the commercialization stage. All the funds provided to the organization are in the form of grants. In addition to providing funds, BIRAC has created 41 incubators where space is provided for start-ups. Any start up interested in biotechnology can use the space, with supporting funding and mentors (experts) available. Once they have developed the technology, they help starting entrepreneurs get IP. Even at the laboratory stage they are guiding them, connecting them to investors and linking them to global fora. Every year, 5-6 entrepreneurs are sent to Cambridge, and 20-30 to Finland or the US. BIRAC envisions APAARI to guide their entrepreneurs and academia, and implement joint programmes.

Ms. Maria Elena V. Rebagay, Policy Advocacy Officer, Asian Farmers' Association for Sustainable Rural Development (AFA): AFA has been reciprocal member of APAARI, an umbrella organization of small-scale farmers. It has 20.5 million small farmer members working on crops and livestock. With APAARI, they would like to share information and give feedback on research, and share initiatives of members, who are adopting different technologies for advocacy purposes. AFA works with ASEAN and is now also linked to SAARC Agricultural Centre because of APAARI. Jointly, they have already conducted five forums. They expect APAARI to support their advocacy of farmer issues and popularize research outputs in local languages in the context of the decade for family farming.

Key Recommendations on the Presentations of the Special Invitees:

- The EC noted from the presentations of the special invitees a desire for using APAARI for collaboration, exchange of information about best practices, technologies and research experiences and skills. This needs to be considered for future GA and EC meetings. More broadly, the EC also noted that a key role expected of APAARI is actively engaging with member countries about key developments, lessons, technologies and ideas that can potentially influence policy.

Agenda 13-14: Comments by the Chair, Vice Chair and EC Members; other matters

Other discussions took place considering the comments of the Chair, Vice Chair and all EC members. It was suggested to have one EC meeting every year which should be for two days to consider the cost of flights and making a good use of the expertise of the members. If required, a smaller meeting can take place through the webinar platform. Regarding the GAM, APAARI needs to seek a host, considering the balance between easy access and cost. In the review of the Constitution, it should be ensured that a farmer organization is represented in the EC. Discussion also took place around the World Agriculture Prize of the Global Confederation of Higher Education Associations for the Agricultural and Life Sciences (GCHERA), especially how to mobilize members to nominate outstanding scientists from universities.

Key Recommendations on Other Matters:

- The EC recommended that APAARI seek to make better use of the EC at future meetings by providing specific requests to all EC members about the advice or recommendations sought from the EC.
- The EC suggested that the next EC meeting will be in May or June in Bangkok and requested APAARI to poll members to find a suitable date.
- The EC endorsed the suggestion from APAARI that the next General Assembly meeting be held in late Nov / early December and suggested one possible location being Bangkok. The EC requested APAARI to explore this date and possible venues and inform the EC at the earliest possible time, so that it can be established in the calendars of all members.
- The EC accepted the point made by the ES that we need to identify and nominate a private sector member of the EC soon so that can be formalized in time for the next EC meeting. The Chair of the EC undertook to have an out-of-session discussion with the EC members to finalize the recommendation.
- The EC also noted APAARI's attendance at the GCHERA World Agriculture Prize and endorses APAARI promoting this within the region aiming to stimulate applications, especially from women.
- Consideration of the contracts of the ES and Coordinator of APCoAB – one issue was held over for out-of-session discussion as they affected several observers in the meeting: the re-definition of the roles of five staff. The Chair suggest that this is a matter that requires some consideration as it affects the core functions of APAARI. Regarding the suggested change in titles/roles of five APAARI positions, the EC requests that APAARI submits to the EC a short rationale for the change of title/role of each position to include: (i) why the change is needed; (ii) how the change will make APAARI more effective in delivering its mandate; and (iii) what implications there are, if any, for budget and seniority of each position. The EC further request that APAARI submits a revised org chart showing the proposed new titles/roles and how they fit in the organization.

Agenda 15: Concluding Remarks by the Chair

Dr. Peter Horne presented the summary of all recommendations made during this ECM.

Agenda 16: Vote of Thanks

On behalf of the ES, Ms. Spisiakova, expressed thanks to Chair for his valuable time and effort to understand APAARI's operations as a new comer, as well as for delivering the EC meeting in an exceptionally effective and timely manner. She thanked all EC members, and Special Invitees for their participation and active contribution to the meeting. Vote of thanks was also extended to APAARI Secretariat staff, who helped to organize the meeting, to the Senior Advisor Dr R. Ghodake for his valuable contributions and to Dr. Khetarpal, ES, APAARI, for his support to the Secretariat, hard work and leadership in bringing the Association to new levels. It was highlighted that under the guidance of the dynamic Chair and EC, APAARI will continue to support its members, improve performance and work towards its goals.

**Agenda 3 – Annexure 4
Proceeding of 1-2020**



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

**EXECUTIVE COMMITTEE MEETING (ECM)
(1/2020)**

8-10 July 2020
(Online)



Asia-Pacific Association of Agricultural Research Institutions (APAARI)
FAO Annex Building, 202/1 Larn Luang Road
Pomprab Sattrupai, Bangkok 10100
Thailand



Asia-Pacific Association of Agricultural Research Institutions (APAARI)

EXECUTIVE COMMITTEE MEETING (ECM) (1/2020)

8-10 July 2020

DRAFT PROCEEDINGS

The first APAARI Executive Committee Meeting for 2020 was held on 8-10 July 2020 *via* Bluejeans cloud online application owing to travel restrictions and social distancing associated with the spread of COVID-19 pandemic. The meeting was held under the Chairmanship of Dr Peter Horne, General Manager, Country Programs, Australian Centre for International Agricultural Research (ACIAR), Australia. Thirty-one participants attended the three-day online meeting including the EC members, special invitees, and staff of the APAARI Secretariat. **The agenda and list of participants can be found in Annex 1 and 2, respectively.**

Agenda Items 1-2: Welcome and introduction, and opening remarks

Dr Ravi Khetarpal, Executive Secretary (ES), APAARI, welcomed and introduced the Chair, Dr Peter Horne of ACIAR, acknowledging his successful delivery of the last EC meeting held in November 2019. The Chair thanked the ES and the team for providing support to the EC, and welcomed the Vice-Chair, Dr T. Mohapatra, Director General, Indian Council of Agricultural Research (ICAR). Dr. Horne stressed that the coronavirus is exposing vulnerabilities on food systems across the globe and this is an important time for an association like APAARI to reflect on what it can and should do about it. Dr Horne reminded the EC members about the recommendations made during the previous meeting, confirming the frequency to meet EC twice a year. This is considered important due to the on-going organizational changes. He stated the importance of presenting “deep dives” on key issues, including the Agricultural Science and Technology Indicators (ASTI) project and Monitoring, Evaluation, Reporting and Learning (MERL) reports during the first day of the meeting. Lastly, he stressed that the role of EC is not on operational matters, but rather, it should support the Secretariat in discussions and assessment of risk associated at the strategic level to enable APAARI to move forward.

Dr Mohapatra appreciated APAARI for moving towards its objectives very effectively, and thanked the ES and his colleagues for all the efforts. He stressed that COVID-19 disrupted all activities, including the way this meeting is conducted and everyone is currently engaged from different parts of the world as a ‘new normal’ approach.

Agenda Items 3-4: Approval of draft agenda by the EC, and approval of last Minutes of ECM

The EC endorsed the Minutes of the previous meeting with one minor correction i.e. Suggesting to correct a sentence which was incomplete.

Special items for discussion – Legal Status

Dr Saliltorn “June” Thongmeensuk, Legal Consultant, APAARI, presented the update on APAARI’s application for the legal status in Thailand, and the next steps followed. Building on her presentation during the November 2019 EC, Dr. Saliltorn stressed that APAARI has two options to apply for legal status in Thailand. The first option is to apply for a quasi-intergovernmental organization (IGO) status to the Ministry of Foreign Affairs (MOFA), Thailand. The second option is to apply for a foreign private organization status to the Ministry of Labor and Social Welfare, Thailand. It was decided to pursue the first option, followed by a request to the APAARI members to provide relevant reference letters to support this application. In late December 2019, APAARI received a letter from the Department of Agriculture (DOA), Thailand, stating a deliberation from MOFA’s claim that APAARI is not considered a quasi-intergovernmental organization. The basis for this is that APAARI is not composed primarily of Member States and was not established by a Treaty. Furthermore, the legal consultant detailed the submission of supporting documents to MOFA, such as letters from the Member States or current APAARI members, evidence of membership fees, and copies of relevant documents mainly from the Food and Agriculture Organization of the United Nations (FAO).

MOFA acknowledged the receipt of documents, hence, cited that it still lacks a Charter that supports the creation of APAARI. The APAARI Constitution is not similar to a Charter or Treaty that is required. APAARI will, therefore, undergo years of charter-making process to obtain its legal status from MOFA. Dr Saliltorn presented the alternative option for APAARI to apply for a foreign private organization status and renewal indefinitely every two years. However, it will not receive the same benefits as if having the status of an inter-governmental, thus requiring a work permit for non-local staff and personal income tax. Lastly, she weighed up other potential options for APAARI to obtain an inter-governmental organization status and this is through the means of the relocation of the head office or annexation of APAARI into another IGO.

The ES elaborated on Dr Saliltorn’s presentation stating that there are risks for every chosen option. He, therefore, asked the EC members to guide the Secretariat on how to proceed to the next step.

APAARI’s response: The Chair advised the APAARI Secretariat to pay attention in amending the comment made by the EC member.

- From the last EC meeting it was felt that FAO may be comfortable to maintain APAARI under its umbrella in Thailand. Are there issues with continuing that arrangement over the long-term? (*Dr Peter Horne*)

APAARI’s response: FAO was conscious of the fact that Associations should become independent and they had been highlighting this before since mid-nineties. APAARI had an initial meeting with MOFA concerning the legal status in 2018 which FAO also attended. FAO also mentioned to MOFA that it will support APAARI until it gets its legal status. The ES will meet the recently appointed Assistant Director-General (ADG) of FAO in Bangkok to explain the legal status position and the next steps.

- Will the discussion with FAO, Bangkok, be sufficient or should it be discussed with FAO, Rome, and involve the EC in realizing its role? (*Dr Peter Horne*)

APAARI’s response: According to the legal consultant, it is a good option for APAARI to stay under FAO but she is unsure about the situation in FAO, Bangkok, since she has not been dealing with them on this matter.

- What is the urgency of getting the legal status sorted out in Thailand? (*Dr Marco Wopereis*)

APAARI's response: When FAO was asked for how long it can support APAARI with its patronage, they said until the legal status is obtained. APAARI will meet the recently appointed ADG and discuss the precise timeline.

- It is a good idea to approach FAO. While keeping other options open, is there a comparison of financial restrictions of other modalities of becoming independent in Thailand? Is there feedback about the board composition of the entities that might require specifically Thai nationals, or a risk that the EC can no longer function properly? (*Dr Jacqueline Hughes*)

APAARI's response: There is a comparison of financial restrictions.

- Can EC also comment on the possibility of adjusting the Constitution?

APAARI's response: APAARI discussed with FAO two years ago with the objective to include them in the Constitution as a member of the EC. However, the One-China policy of United Nations became a major issue, so this was not pursued further. There should be flexibility within the Constitution to have a representation of FAO in the EC, in order to recognize their contribution and maintain their support.

Key Recommendations on APAARI Legal Status in Thailand:

- The EC recommends that APAARI halts efforts towards attaining international organization status. Instead, it needs to vigorously pursue other options, especially: (i) relocation (ii) integration with a regional/global organization, with the option of continuing the current status with FAO in the long term being the top priority; and (iii) the foreign private organization status. This will include a comparison of the relative legal, governance, administrative and financial implications of each option to be submitted to the EC at least one month before the next EC meeting.

Agenda Item 5: Action Taken Report on ECM (2/2019) Recommendations

The ES made a brief presentation of the Action-Taken Report (ATR) in line with the recommendations addressed from the previous ECM held on 7 November 2019. **The summary can be found in Annex 3.** The Chair suggested to the EC that many of the recommendations made in the previous meeting should be addressed in a much-detailed discussion throughout the different agenda items. Comments of the EC members were also handled accordingly. The Chair encouraged the EC members to stay focused on the recommendations made in the previous EC meeting as it formed the basis of the EC meeting agenda.

Dr Khetarpal briefly presented the status of the ATR on recommendations made by the EC in 2019, which covered topics on administration, technical/project-based, membership, and finance. Administrative matters focused on the role of EC in risk management and operational responsibilities of the APAARI Secretariat; the opening of a sub-regional office in the Pacific; stakeholder relationship management; and salary reviews, allowances, and performance evaluation of the staff. Summary of actions taken on the development of a medium-term strategy concept of Center of Excellence (CoE); alignment of APCoAB activities on gene editing and a “deep dive” of ASTI project outcomes were also presented. Finally, the ES presented actions related to the impact pathway assessment; summary of progress from monitoring, evaluation, research and learning (MERL) report; project development process; reconstitution the APCoAB Steering Committee, as well as the recognition that SDG 17 (Partnerships) is the key SDG for APAARI. Membership concerns were raised on the issues of chronic defaulters, and active engagement with member countries was emphasized through sharing of lessons, technologies, and ideas to influence national policies. Lastly, finance matters were directed on the status of financial risks associated with settling the legal status, details of bank balance, and comparative predictions for ledger balances.

Key Recommendations on the Action-Taken Report:

- The EC accepted the action-taken report, noting that detailed discussion on most items will happen in subsequent sessions under which further recommendations might be made.

"Deep Dive" into ASTI Project Analysis Outcome

Dr Gert-Jan Stads, International Food Policy Research Institute (IFPRI) and a Technical Partner of APAARI, presented a “deep dive” report of the Agricultural Science and Technology Indicators (ASTI) project. The presentation had three parts: (i) from data to evidence; (ii) evidence-based forecasting; and (iii) from evidence to policy and practice. The first part – from data to evidence – discussed the analyses of institutional composition of agricultural research and development (R&D), the role of government research agencies, and the higher education sector in this context. Information on human capacity, researcher qualifications (such as age, gender and productivity), as well as research focus, spending, and the overall performance of top ASEAN countries was underlined. Evidence-based forecasting report focused on investment and productivity in agricultural R&D. The evidence-to-policy and practice area examined the achievement and outputs of the project. Future plans for the project were briefly featured, as well as enhancing the uptake of the ASTI evidence and institutionalizing it in policy-making in some countries like Indonesia, Lao PDR, Papua New Guinea (PNG), Philippines, and Vietnam.

The EC members made the following comments:

- Referring to slide #17, “a graph on regional productivity projections under two investment scenarios of business-as-usual and closing the R&D investment gap by 2030”, knowing that people would want to see strong evidence on the return on investment that could have happened and did not happen in the past, has it been a part of the analysis when countries did not increase their investment? (*Dr Peter Horne*)

APAARI’s response: ASTI has very long-term time-series data looking at agricultural investments for most countries, as early as 1981. It merged this data with the current data sets, which shows how an accumulated investment has gradually built-up the knowledge stock for

different commodities. Dataset also refer to the analysis done by the economic research service of the United States Department of Agriculture (USDA).

- Considering APAARI is engaged in a partnership, was it taken as a component of the ASTI analysis, or up to what extent ASTI/ APAARI/ IFPRI are capitalizing on the partnerships to build expertise, experience, and capacities, to contribute in the process of agricultural development to productivity increase. (*Dr T. Mohapatra*)
- If policy-making should be based on the ASTI status report provided, greater engagement will be required within the governments. The present analysis is fine, but how the institutions are actually performing on improving and increasing investments will be the second round of analysis. Is it the government's interest to engage themselves with IFPRI or with APAARI? (*Dr T. Mohapatra*)

APAARI's response: The institution of partnership for the ASTI project was set up between APAARI and National Agricultural Research Institutes (NARIs). They were trained in ASTI analytics and methodology, worked to identify key stakeholders and policy influence pathways in each country. The following weeks and months will be focused on active dissemination of ASTI results engaging the stakeholders in the region through various outreach and communication mechanisms, such as online meetings, one-on-one, and social media. APAARI will play an important role in this process.

- Can ASTI data shed light on research and investments that are required in terms of health and environmental outcomes next to economic outcomes for future food systems? (*Dr Marco Wopereis*)

APAARI's response: Another IFPRI project is looking at the health outcomes through its IFPRI Impact Model, and ASTI is looking forward to a partnership aiming to expand the analysis in the next round with a broader perspective and inclusion of Africa and other developing regions.

Key Observations and Recommendations on the "Deep Dive" into ASTI Project:

- The EC commended APAARI and IFPRI, especially Gert-Jan Stads and Norah Omot, for an excellent presentation on the considerable progress made with this project.
- The EC noted that this project will continue with funding from ACIAR and that APAARI and IFPRI will be seeking additional donor support to both continue this work in Southeast Asia and expand to the Pacific.
- The EC recommended that APAARI and IFPRI, working with ACIAR, articulate the next steps in this work with the country partners and looks forward to seeing how non-economic outcomes of investment in research (such as health and environmental outcomes) can be included in the analysis in future.

APAARI Sub-Regional Office in the Pacific

The ES briefly deliberated the full plan of establishing an APAARI sub-regional office in the Pacific, which was presented in the last EC. He also appreciated the presence of Mr. Ritesh Dass from Fiji, with hopes of getting fresh advice on this matter. After giving the background, he highlighted the rationale of having an APAARI presence in the Pacific. He stressed that it is a mandate of APAARI to bring opportunities and benefits of its activities through a sub-regional

hub like the Pacific, for seeking local intelligence, partnerships, and networking among its partners in agri-food research and innovation systems. Apart from this objective, he also detailed the role of Policy Coordinator to be posted in the region that involves ASTI coordination, MERL, partnership, networking, and facilitation of innovation. An estimated total expense of the plan was also underlined.

The EC members made the following comments:

- Considering factors relating to budget, objectives, team composition, and funding, what is the long-term vision for this office and the possible location? (*Dr Marco Wopereis*)

APAARI's response: The projection made on salary is already assured to be sourced from APAARI and ASTI budget. Hence, APAARI is still looking for more resource mobilization options and currently making attempts to secure the second phase of the ASTI project for another three years. The costs presented beyond the salary are mostly one-time costs to be absorbed for this year's budget. ACIAR is willing to support the proposed APAARI sub-regional hub through their offices in the region while recognizing Mr. Ritesh Dass, from a national agency, could be more appropriate to offer such opportunities. Currently, the Policy Coordinator is working from home in Papua New Guinea (PNG) and consideration of the most practical, economical, and ideal location will come out after the discussion with Pacific Community (SPC) and ACIAR.

- When will the Sub-regional be established?

APAARI's response: A minimum of three months is needed before it is officially established. In the meantime, APAARI is learning about the ongoing Pacific partnership between ACIAR and SPC, and will be able to respond to more questions in the next ECM.

Key Recommendations on the Establishment of APAARI's Sub-Regional Office:

- The EC recommended that APAARI progress with the plan to establish the SRO in the Pacific. In that process, it needs to present a strategy paper to the EC to include the rationale, expected outcomes, partnerships, location, risks and risk mitigation and a plan / timeline for bringing this SRO to reality. This paper should reach the EC at least one month before the next EC meeting.
- The EC noted that the roles of APAARI and SPC have potential for overlap and confusion, so it recommended that early consultation to be held with SPC to discuss the model and the relative comparative advantages of APAARI and SPC, leading to a clear articulation of the strategy.
- The EC noted ACIAR's offer of possibly co-locating the coordinator at one of its two offices in the Pacific, but recommended that the relative merits of other options should also be considered (for example, PNG Research Science and Technology Council or SPC in Suva).

Centre of Excellence on Value Chains, Taiwan

Ms. Martina Spisiakova, Knowledge Management Coordinator, presented a mid-term strategy, background, and latest updates on the Center of Excellence (CoE) on Value Chains. The Centre was established upon the signing of the Memorandum of Understanding (MoU) between APAARI and NCHU for three years. Since then, NCHU has been pursuing core funding and appointed one staff to support the Center. APAARI also recruited an intern on communication and outreach for Value Chains, conducted stakeholder mapping for the CoE, and engaged in development of info-graphics on value chains/agribusiness development as part of a planned communication campaign for the Center. Currently, there are ongoing preparations for a need assessment of the CoE stakeholders. The goal of the Center is to improve the effectiveness of Asia-Pacific countries in various components of agricultural value chain (e.g. production, storage, processing, marketing and export) by: **catalysing innovation** and **capacity development**, to ultimately contribute to improved food security and inclusive growth. To support the goal, the Center will pursue the following objectives:

- Develop and strengthen **technical and functional capacity** of agricultural research managers, leaders, scientists, and diverse value chain actors and their institutions, in analyzing, designing, organizing, and scaling up innovation activities in various domains of value chains.
- **Share knowledge and lessons** from experience in practicing and promoting inclusive value chain and business development from the agricultural innovation system (AIS) perspective.
- **Create an inclusive network of value chain actors** from Asia-Pacific to provide a long-term peer-to-peer support in system-oriented agricultural innovation processes and capacity development.
- Enable the participating stakeholders to advocate convincing messages to feed into **policy dialogue** of high-level decision and policy makers and benefit small farmers and consumers in Asia-Pacific.

The target stakeholders were specified as:

- senior management of marketing departments of relevant government, NARIs and NAROs, international agricultural research institutes, non-governmental organizations (NGOs), and private organizations;
- scientists and researchers;
- managers of private sector institutions, including input suppliers, such as fertilizer, chemical, biopesticide and cold storage companies;
- other innovation actors at the center of good agricultural practices, including women and youth.

The Chair pointed out that the presentation and actual recommendation made by during previous ECM are different. He reminded the request from the previous meeting on presenting the rationale behind the establishment of CoE, in general. However, the presentation was focused on the functions of the Center. The EC would like to raise the issue and hear about the CoE, in general and what drives APAARI to engage in it.

The EC members made the following comments:

- The discussion in the previous EC meeting focused on how CoEs generally fit within APAARI's mandate, and CoE on Value Chains specifically. How is APAARI involved in the CoE? Does APAARI proactively and strategically become an enabler of CoE?

APAARI's response: To be completely aligned with its Strategic Plan, it makes sense for APAARI to be involved in the establishment of CoEs. The work with Taiwan in this context will serve as a model for any future related action in the development of such centers. APAARI's new project with CIRAD on agroecology and safe food systems infused a similar discussion in developing CoE on agroecology in Cambodia. Similarly, the CoE model will fully utilize the rich membership and diversity of APAARI as the level of expertise and economic diversity among the member countries is evident. APAARI can play the facilitation role to bring the right kind of topics, subjects, players, and synergies in action in the region through networking and capacity building.

- Considering APAARI's convening facilitating role within CoE, the approach requires strategic thinking and to look at what other regions are doing, e.g. in Africa. (*Dr Marco Wopereis*)
- What would be the depth and the breadth of engagement of APAARI in the CoE? How much can APAARI digest and handle effectively? What would be the depth of engagement not only in the context of establishment but rather managing it? Will it be done by Taiwan with APAARI's limited role? This requires clarity. (*Dr T. Mohapatra*)

APAARI's response: APAARI would review what others are doing as suggested and would come out with a strategic approach in pursuing a CoE.

Key Recommendations on the Centre of Excellence on Value Chains:

- The EC noted the progress being made with the CoE on Value Chains but recommended that at the next EC meeting, APAARI presents a strategic rationale for why APAARI should support the concept of CoE's relative to other approaches that fit its mandate, such as convening research networking between countries. This strategic paper should reach the EC one month before the next EC meeting.

"Deep Dive" on Monitoring, Evaluation, Research and Learning (MERL)

Dr Norah Omot, ASTI-Policy Coordinator, presented a flowchart of APAARI's impact pathway on Monitoring, Evaluation, Research, and Learning (MERL) framework outlining the impact towards the long-term strategy for research and innovation in the context of the Sustainable Development Goal (SDG) in Asia-Pacific. She illustrated the evaluation process, reflected on the inputs, outputs, as well as the outcomes that are to be achieved to be able to reach its goals as reflected in the APAARI strategic plan. She also presented the work in progress on the mid-term review of the implementation of the Strategic Plan 2017-2022, the inclusion of risk assessment and mitigation strategies, and effective data collection for evaluation.

The EC members made the following comments:

- Do you have a concept on how you will conduct the mid-term review of the strategic plan?

APAARI's response: Firstly, APAARI will take stock of all activities that happened in 2017 until the present, then link them to the MERL framework to further identify targets and goals based on the outcomes achieved. Secondly, APAARI will suggest what to add and what to drop, followed by the development of a biennial plan for 2021 to 2022. It is an internal mid-term review.

Key Recommendations on MERL:

- The EC commended APAARI for an excellent conceptualization and presentation on MERL, noting that APAARI is looking towards the upcoming MTR of the strategic plan to make sure it is delivering on the goals of the strategic plan and the expectations of stakeholders.

APAARI Project Development - Rationale and Process

Ms. Martina Spisiakova presented the rationale and process for the development of projects. She stressed that there has been a rapid expansion of APAARI activities brought by the development and implementation of Strategic Plan 2017-2022. With the new Plan, the membership fees and government sponsorship became insufficient for the Secretariat to deliver the benefits to its members, which led to the EC's approval of the Resource Mobilization Strategy and recruitment of Finance Coordinator. It also led APAARI to implement its first project – ASTI – thanks to the generous support of ACIAR, and also undertake a tougher and more competitive route to generate resources utilizing its operational resources, as well as project preparation grants. APAARI has since actively engaged in scoping, developing and securing strategic multi-partner projects from donors, and undertook a finance reform to ensure credibility and accountability to donors, with a view to ensure APAARI's sustainability and benefits to members.

The process of project development started with a survey conducted in 2016 through which the members helped identify priority thematic areas based on which project scoping is taking place. Projection is required in developing new projects to keep in mind the benefits for member countries and institutions. APAARI uses two mechanisms for securing donor-funded projects: (i) it responds to various funding opportunities through joint proposals; and (ii) it is approached by donors or organizations that already secured funds. In both cases, APAARI identifies appropriate members institutions for the scoped project, considering their capacity and interest, project/donor need, and thematic areas. Projects are often developed jointly by APAARI staff and implementing partners.

In addition to regional dissemination of project results and lessons learned, and facilitation of innovative partnerships, examples of bringing concrete benefits to the members through APAARI projects were highlighted as follows:

- **ASSET (Southeast Asia) from AFD/EU/CIRAD:** APAARI facilitating participation of the members in ASSET CD activities
- **APRMP from STDF/WTO:** APAARI involving NARS members from project countries, and developing a model for scaling up the project activities in other member countries
- **Scaling up the TAP Common Framework of FAO:** APAARI assessing the AIS landscape across the region (in consultation with the members) to identify capacity gaps to be filled throughout the project

- **Global projects/collaboration e.g. FAO, GCHERA:** Bringing successful global models on CD for AIS, and agricultural education to national level through the members.

The EC members made the following comments:

- APAARI always involved more than one country in its projects. To ensure that APAARI has a comparative advantage over national systems to implement projects, would this be something to include as a principle?

APAARI's response: Definitely, it will be included and to be mentioned in the guidelines. However, there is an exception for the least developed countries that need support from APAARI for country-specific projects.

- Did APAARI consider how they would respond if there is a conflict of interest or competition between any of their members, or funding from different donors? Is there a policy in place or procedure to handle the eventuality?

APAARI's response: To date, APAARI has never come into such conflict but this prepares it to address it when such situation occurs.

Key Recommendations on the Project Development Process:

- The EC commended APAARI for the very clear conceptualization on the rationale for how APAARI develops new projects, especially the strong focus on delivering benefits for members.
- The EC recommended that in case of single-country projects, the comparative advantage of APAARI in running such projects (compared with other modalities) needs to be explicitly stated, noting that the role of APAARI should be more focused on facilitation and coordination and not implementation.
- The EC recommended that APAARI define a brief process for how it would manage conflict of interest between a project and APAARI's members should that arise.

APAARI Stakeholder Survey 2020

Ms. Martina Spisiakova presented the results of the APAARI Stakeholder Survey 2020, which was conducted on March 2020. The objective of the survey was to collect information from the members on their: (i) key needs in the areas of knowledge management (KM), partnership and networking, capacity development, advocacy, women and youth; and (ii) their contribution to their national agri-food research and innovation systems (AFRIS). The survey enabled the Secretariat to reflect on the prioritization of its activities, particularly the webinar topics. Thirty-seven persons responded to the survey from member institutions, notably from government, NARS, international agricultural research, international and regional fora, private sector, higher education, and civil society. The responses came from Bangladesh, Bhutan, Canada, Costa Rica, Fiji, France, India, Lao PDR, Malaysia, Nepal, Pakistan, Papua New Guinea, Philippines, Singapore, Uganda, Taiwan, Thailand, and Vietnam. The expectations from APAARI and the contributions of members to AFRIS were also summarized in the context of KM, partnership and networking, capacity development, advocacy, and women and youth. A summary of the seventy topics for webinars proposed by the members were also summarized and presented.

The EC members made the following comments:

- What is the comparative advantage of APAARI in these listed areas, where we can really build focus and reputation? How to deal with a very big shopping list to respond to the members, and get a coherent programme? (*Dr. Peter Horne*)

APAARI's response: The list can be used to assess APAARI's comparative advantage, as it is coming from the members and is in line with the APAARI's Strategic Plan. The EC members should guide and help APAARI prioritize the topics, particularly for thematic webinars. The list of topics will be forwarded to the EC to identify and make decision on priority areas. (*Martina Spisiakova*)

- What is the real expectation from APAARI? The Chair and the Secretariat should look at the important influence that can be made, and as such, prioritization is very essential to move ahead. (*Dr T. Mohapatra*)

APAARI's response: The ES appreciated the comments made on APAARI's comparative advantage, expectations from APAARI, and specific strategies to address these expectations. The survey topics were divided into two parts: higher- and lower- activity-level topics. APAARI will zoom at the burning topics in the region as a major issue and get back to the members. APAARI also plans to use the listed topics for different means of knowledge sharing, in addition to webinars. It will search for expertise on specific subjects and facilitation of engagement in prioritized areas based on country needs. Knowledge brokering requires reaching targeted people/experts more effectively to utilize their expertise on a specific topic. (*Dr. Ravi Khetarpal*)

Key recommendation on the utilization of the Stakeholder Survey Outcomes:

- The EC recommended that APAARI seeks to prioritize among research and capacity building needs identified in the survey and of common concern in the region, which might then be promoted and recognized as the strategic focus and comparative advantage of APAARI towards which it mobilizes the sharing of regional expertise.
- The EC recommended that APAARI identifies strategic pathways to mobilize required expertise for these priority research and capacity building areas.

Agenda 6: Progress Report (Nov 2019 to May 2020) and Revised Work Plan of the year and the biennium 2019-2020

Risk Management Issues, Governance and Technical Progress

The session started with the ES, Dr Khetarpal on risk management issues needing attention of the EC members. Presentation on intermediate and long-term risks focused on the scenario if organizational legal status is not established (mitigation measures discussed in Agenda 10 - Governance). Assumption that intermediate outcomes that APAARI hopes to contribute to are not achieved were presented in terms of intermediate risks at the Secretariat level, such as membership risks (reduced members, insufficient membership fee, not affordable membership post-COVID 19 (mitigation strategies discussed in Agenda 8); partnership risks, such as relationship with UN bodies (mitigation measures discussed in Agenda 7 and 8); operational risks, such as lack of optimal financial, human and infrastructure resource mix and inappropriate implementation of the Strategic Plan (mitigation discussed in Agenda 6, 10 and 11). Reputational risks in terms of APAARI being apolitical, un-biased, multi-stakeholder and representative organization were discussed in Agenda 8.

Intermediate risks at APAARI members' level were presented based on the assumptions that research evidence is not integrated in policy mechanisms, NARS members are not influencing AFRIS policy, no new members join with implications on fees, AFRIS skills not found, coordination and facilitation is not recognized as a valued activity of APAARI. These risks will be discussed after the mid-term review of the Strategic Plan. If these immediate risks are not mitigated, APAARI considers long-term risks based on the assumptions that funders and donors do not have confidence in APAARI, and APAARI's membership and budget are unstable. These risks need to be periodically reviewed. This outline of risks influenced the subsequent discussions during the meeting.

In terms of APAARI governance, the ES highlighted again that the APAARI legal status is being pursued, but progressing slowly due to COVID-19. APAARI has now encountered a new challenge as MOFA requires a Charter to be signed by the national DOA of member organizations. A new LOA with FAO was signed on Strengthening Agriculture Innovation System for China, and an MoU with STDF/WTO on Asia Pesticide Risk Mitigation through Promotion of Biopesticides for Trade Facilitation. MoU was also signed with AFD, EU and CIRAD on the project entitled Agroecology and Safe Food System Transitions in Southeast Asia – ASSET. In terms of membership, APAARI has been implementing the management standards for membership, approached potential members, and undertook membership benefit analysis. Strategic partnership has been established with ACIAR, COA, FAO (Rome and Bangkok), and SAARC, and initiated with CAAS, SPC, GCHERA, and USDA.

In terms of technical progress, the ES highlighted that APAARI organized three events and co-organized five events, including in China (GLAST, GCHERA), Taiwan (Yushan), Italy (FAO/ICGEB) and Vietnam (ASSET). It planned a Workshop on Innovations in Vegetable Seed Production Technology in Iran, which had to be cancelled. **All events organized and co-organized during the reporting period can be found in Annex 4.** Sixteen publications, including a book, proceedings, training manuals, success stories, status reports, strategic documents and newsletters were also published. The Master Class Training with Crawford Fund continued (4-8 November 2019) with ten participants from Asia-Pacific countries (India, Fiji, Malaysia, Thailand, Sri Lanka, Bhutan, Philippines, Iran, Bangladesh, and PNG). Due to COVID-19, APAARI had to change the mode of implementing its projects – through online meetings and webinars. The AIS assessment for China has been delayed. Lastly, the ES stressed that in the next reporting period, the Secretariat will focus on the development of a plan for the Pacific, mid-term evaluation of the implementation of the Strategic Plan 2017-2022, and a more intense outreach and communication in key projects, including ASTI, APRMP, Gene Editing, and ASSET.

The EC members made the following comments:

- If there's strategic partnership with FAO Rome and Bangkok, then there should not be a problem with legal status in Thailand. (*Dr. Margaret Yoovatana*)

APAARI's response: APAARI is trying to build a strong technical relationship with FAO and strategic partnership to achieve the desirable legal status. The engagement needs to intensify through our commitment and relationship from that with FAO, Rome, to FAO, Bangkok. (*Dr. Ravi Khetarpal*)

- The presented report hardly showed engagement in the Pacific region. Are we going to establish any specific interest or advantage in the sub-region? Though it was decided to establish APAARI's presence in the Pacific, practically most of events focused on other sub-regions. (*Dr. T. Mohapatra*)

APAARI's response: APAARI is mainstreaming Pacific in all of its activities by involving members in capacity-building programmes held in South and Southeast Asia, which is being done on a regular basis. The challenge lies in the logistics of bringing people to the Pacific as deemed very costly (cost of flights and accommodation). (*Dr. Ravi Khetarpal*)

Key Recommendations on Risk Management, Governance and Technical Progress:

- The EC recommended that for future meetings APAARI develops a risk register for major categories of risk, using a risk matrix that includes both likelihood and consequence.
- The EC recommended that to have greater participation of Pacific partners in future regional research and capacity building activities, APAARI considers building on experiences during the pandemic to make greater use of online participation tools.

Asia-Pacific Consortium on Agricultural Biotechnology and Bioresources (APCoAB)

Dr Rishi Tyagi, APCoAB Coordinator presented highlights and recommendations of the following activities: (i) Regional Expert Consultation on Gene Editing and its Regulation (10-12 October 2019); (ii) International Hands-on Training on Genome Editing Technologies (14-25 October 2019); (iii) International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources (5-19 November 2019). Feedback received through surveys was provided for the following events: (i) Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration (4-6 March 2019); (ii) Regional Workshops on Underutilized Fish and Marine Genetic Resources and their Amelioration (10-12 July 2019); and the above-mentioned meetings on gene editing and in vitro cryopreservation training.

New publications, such as Proceedings of Satellite Symposium on Dryland Agrobiodiversity for Adaptation to Climate Change, Proceedings of Regional Expert Consultation on Gene Editing and its Regulation, and Proceedings of Regional Workshop on Underutilized Fish and Marine Genetic Resources, Banana Tissue Culture in India –A Success Story, Training Manual International Hands-on Training on Genome Editing Technology, and Training Manual International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources, updated APCoAB brochure, Brochure of International Hands-on Training on Genome Editing Technology, and Brochure of International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources were presented and launched.

Outreach and communication strategy for gene editing was also presented as to create awareness in public and consumers *via* print, social media and other channels about gene edited organisms. This is being pursued through print and online media coverage, and infographics on Facebook and Twitter. Between March and May 2020, 64 infographics were developed and posted on Facebook page and Twitter. Outreach through communication *via* Facebook page increased from 142 to 2,754, and via Twitter from 63 to 568 impressions per day. Updates on the development of the APCoAB website, databases and contact list, were presented as well. Lastly, Dr. Tyagi shared the outcomes of the analysis of 20 websites of APAARI member to identify the keys for more efficient dissemination and presentation of information.

New partnership in the context of APCoAB was initiated with Sri Lanka Council for Agricultural Research Policy (SLCARP) and National Aquatic Resources Research and Development

Agency (NARA), Sri Lanka; International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Indian Council of Agricultural Research (ICAR) and Department of Biotechnology, India; International Centre for Genetic Engineering and Biotechnology (ICGEB), Italy, and CropLife Asia, Singapore. MoU between APAARI-CropLife Asia and Federation of Seed Industry of India (FSII) was signed to develop a project on Outreach and Communication Strategy for Gene Editing Acceptance in India. An MoU between APAARI and COA for APCoAB's operation during 2019-2022 was developed and submitted to COA. The Biotechnology Industry Research Assistance Council (BIRAC) through the Department of Biotechnology, Government of India, joined APAARI as an Associate Member.

A project for outreach and communication strategy for gene editing acceptance in India was accorded through funding by CLA and FSII; (USD 59,000). Another project on enabling coordination among selected APAC countries for alignment of regulatory policy for gene edited crops was submitted to USAID (USD 3 million), but not approved.

The workplan for APCoAB is included in Annex 5.

The Chair commented on the presentation referring to the outcomes of the APCoAB Steering Committee:

- COA is looking to sign an agreement to extend APCoAB through to 2022, which was very good news in the APCoAB Steering Committee. The Committee was very pleased with recommendations and achievements of the work plan. There was a general agreement that there may be a need to prioritize the topics and themes of APCoAB's focus, so that future workshops and publications are aligned with its focus. Some discussion was also made by the Chair and the ES on how APCoAB can move towards more policy influence on technologies and bioresources within the region, especially where there is a common concern about national policy formulation. There was a recognition that engaging in policy influences was a challenge for APAARI but that is the way to move forward to have better impact and benefit to APAARI members.

The COA expressed their gratitude to the APCoAB team for their efforts to move forward this project. The COA will continue sharing its support to APCoAB and looks forward to having stronger connections and cooperation with APAARI. (*Dr. Chin Hung Lin*)

Key Recommendations on APCoAB Progress

- The EC acknowledged the sustained support for APCoAB from COA Taiwan and noted the substantial achievements reported and recommendations made by the APCoAB Steering Committee.

Agricultural Science and Technology Indicators (ASTI) Project

Dr Norah Omot, Policy Coordinator, presented ASTI progress, highlighting the products offered by the ASTI networks i.e. data, analysis and outreach. The project has surveyed close to 400 research agencies and collected detailed data. Time-series 2013-2017 offers data on scientists by degrees; spending by cost category; funding by source; number of varieties released; and number of peer-reviewed publications. Further data with 2017 as benchmark year, was collected on scientists by gender, disciplines, age, as well as research focus by commodity. The data collection and reporting were done at institutional, sector, national and regional levels. It was completed for Cambodia, Lao PDR, Indonesia, Malaysia, Myanmar, PNG, Thailand, and Vietnam. Reports were developed for eight countries, as well as a draft regional report. The

reports have a clear set of policy recommendations. The data findings were reported to the EC under Agenda 8 (Deep dive into ASTI outcomes) documented above.

Research theme 1: Efficiency of national agricultural research systems was reported by Institute for Policy and Strategy for Agriculture and Rural Development (IPSARD, Vietnam), and research theme 2: Forward-looking analysis of research investment, technical change and productivity growth was reported by MARDI, Malaysia; MOALI, Myanmar; and Indonesian Agency for Agricultural Research and Development (IAARD, Indonesia). In the next two quarters of 2020, ASTI aims to ensure the update of ASTI evidence through large-scale outreach. Through this process, it aims to strengthen relationships with key (national and regional) agencies and players that have policy influence; embed ASTI in existing national policy forums and platforms; and work with NARS leaders and other in-country experts to identify policy platforms and ways to establish effective long-term partnerships with them. The project has already mapped policy influence pathways and entered into partnership with key agricultural policy think tanks in Vietnam and Indonesia through IPSARD and Indonesian Center for Agricultural Socioeconomic and Policy Studies (ICASEPS, respectively).

Currently, ASTI is conducting outreach to incorporate ASTI evidence in national-level decision-making processes and platforms, and to advance the long-term institutionalization process of ASTI. It has developed communication strategies for national and regional activities, and uses webinar platforms for country presentations of ASTI findings. Outreach will also take place at various levels, including SAARC and ASEAN. Furthermore, the project envisions to document country-level outreach strategies, activities and lessons learned, and plans to develop a toolkit to assist countries in more effective communication of ASTI-based evidence to key stakeholders.

In a relatively short timespan, ASTI achieved a lot. In addition to building a network of focal points/institutions, it obtained high quality agency-level data; developed demand-driven analytical agenda; convinced countries of the importance of data for decision-making; and shown that ASTI evidence is already proving to be a valuable input into the design of agricultural development strategies. As such, APAARI is interested to expand ASTI to more countries, including the Pacific. Finally, the generous support of ACIAR in providing the bridge funding for 2019 was acknowledged.

The workplan for ASTI is included in Annex 5.

The EC members made the following comments:

The Chair emphasized that ASTI is a great example of a well-implemented APAARI project, especially as it shows provision of concrete benefits for the members and partners in the region. As we move forward with ASTI, we need to engage country partners and ACIAR partner offices to better manage this information, communication and interaction. ACIAR is a donor, but also an important partner interested to learn how the project is impacting partner countries. The members of the EC are invited to express their interest to participate in such discussions and learning.

- Dealing with highly variable data quality, does it create any challenges in coming up with these broad patterns and recommendations out of the R&D analysis? (*Dr. Peter Horne*)

APAARI's response: The challenge is to ensure that we have a quality data. Guidelines have been developed to handle the data system to help and assure that the collected data is of high-quality. It has been a learning experience for us that how high quality data should look like (*Dr. Norah*). This is not the first time we are collecting data and by knowing how the data time series

look like, we can identify some red flags and follow up with the countries. We found a lot of inconsistencies and it took a long time to go back and forth to ensure high quality outputs. This is also the reason why the Philippines' data have not been released yet (*Dr Gert-Jan Stads*).

- DOA Thailand looks forward to seeing how the ASTI data is used in ASEAN region to increase research investment. How could ASTI be used for prioritizing R&D and what tools will be used? (*Dr. Margaret Yoovatana*)

APAARI's response: ASTI has three components: the data collection, analysis and outreach. The data collection and analysis are now completed but the challenge lies in the outreach to different countries. The team has been working with the NARS in target countries that did very well in collecting and providing data. However, there are issues when it comes to outreach and feeding the data into policy and decision-making. This is similarly the reason why we invested in conducting stakeholder mapping to identify key partners with policy influence in the region and define ambassadors that can refer communication of key challenges and issues in a concise manner to policy and decision makers. Furthermore, working with ACIAR's partner country managers is crucial for bringing key national stakeholders to the planned outreach activities where we can discuss how the ASTI evidences can support research priority setting and decision making (*Dr Gert-Jan Stads*).

Lastly, the ES acknowledged APAARI-IFPRI relationship and thanked ACIAR for its generous support to the project and APAARI. He highlighted that during the SAARC Agriculture Centre (SAC) Committee where APAARI is helping SAARC to prepare its multi-sectoral work-plan, the director of SAC was impressed by ASTI and showed interest in bringing this work to South Asia.

Key Recommendations on ASTI Progress

- The EC acknowledged the support from ACIAR for the IFPRI-APAARI alliance on ASTI, and noted the intent to discuss a continuation of this work beyond December 2020, with a focus on institutionalization of the approach at country level, an expansion to new countries in the Pacific, and with the involvement of additional potential donors.
- The EC noted and supports the plans presented for discussing the outcomes and implications of the analyses with the focal countries and member agencies.

Knowledge Management

Ms. Martina Spisiakova presented progress of the KM programme in terms of knowledge generation, capacity development, communication and outreach, partnerships, and APAARI business. In terms of knowledge generation, she highlighted the assessment of AIS in Thailand that generated a country profile and lessons learned shared with FAO based on which the AIS guidelines were refined. Regarding capacity development, she shared the outcomes of the Pre-inception Webinar on 'Asia Pesticide Residue Mitigation Project through the Promotion of Biopesticides and Enhancement of Trade Opportunities' (4 March 2020). It succeeded in building the participants' understanding of the project, the capacity development project focus, and related framework for the training delivery. The webinar also discusses the results of the pre-workshop survey, and present the process of the project implementation with the envisioned work plan. Thirty participants took part in the webinar, included country focal points from ASEAN and SAARC countries; members of grower organizations, pest management industry trade groups, representatives of FAO, GIZ and OECD. Another webinar was organized with GCHERA, Earth University in Costa Rica and the American University of Beirut (AUB), on Experiential Learning in Agricultural Education (2 June 2020). It presented current practices in

experiential learning applied in various universities around the world aiming to address agriculture and food security issues through education of youth. It included 250 university professors (200 from Asia-Pacific). Part of capacity development is also development and provision of external and internal guidance. For example, guidelines for the AIS scoping study for the testing of the AIS guidelines in China were developed, and the KM team guided GCHERA on conducting webinars and development of a new roadmap and Strategic Plan. Guidance of TAP/FAO activities has also been provided under the chairmanship of APAARI. In terms of internal training at the Secretariat level, guidelines on the use of APAARI contact management system was developed, training on the use of web-based tools was conducted, and new interns were trained on KM and stakeholder mapping.

Progress on outreach through the website, newsletters and social media tools, as well as the contact database with integrated stakeholder mapping exercise was further highlighted. Improved contact management was specifically emphasized as enabling the APAARI team to target right stakeholders for targeted communication; identify experts in different development areas; reach specific stakeholders with specific capacity development opportunities; provide deeper insights into APAARI stakeholders; improve data management; personalize interactions with stakeholders; improve productivity of the Secretariat; and ensure better alignment and collaboration among the teams.

In terms of knowledge partnerships, the KM team developed a work plan and detailed budget for the APRMP and ASSET projects. It also contributed to the development of ASSET methodology through a workshop in Hanoi, Vietnam in November 2019. Furthermore, it contributed to the design of a new project (blending of functional and technical capacities for pesticide mitigation) initiated by the International Centre for Genetic Engineering and Biotechnology (ICGEB) in South Africa, Southern Africa Network for Biosciences and Rutgers University.

Finally, the presentation on KM progress demonstrated to the EC members that improved KM has also been contributing to the improvement of APAARI business processes. Key strategy documents have been finalized, namely: the Membership Strategy, Resource Mobilization Strategy and KM Strategy to guide APAARI operations. A thematic stakeholder mapping was initiated as part of stakeholder engagement efforts (value chain, agroecology, pesticide residue mitigation, agribiotechnology). A staff monthly monitoring report was prepared to help the Secretariat enhance its efficiency and focus on results, in addition to the already mentioned improved Contact Management Database. Lastly, a concept note for a publication “30 years of APAARI: The Theory of Change and Transformation” was initiated.

The KM workplan is included in Annex 5.

The Chair acknowledged KM as a core programme to ensure the functioning of APAARI. The EC members made the following comments:

- Coming into the partnership's part of KM in relation to the Pacific, and the possibilities of Norah's position moving to the Pacific, can KM be a major effort over the next year? (*Dr. Peter*)

APAARI's response: Dr. Norah's output in the Pacific will be very helpful in terms of ensuring communication and outreach with the stakeholders. It is envisioned to bring APAARI even closer to the Pacific (*Martina Spisiakova*). The initial major focus of partnership is with ACIAR and SPC and there will be a separate discussion on this matter to get a clear picture of the stakeholders in the sub-region (*Dr. Ravi Khetarpal*).

- The webinar with GCHERA seems a major success, do you have any further plans with that organization? (*Dr. Marco Wopereis*)

APAARI's response: GCHERA is now undertaking transformation through development of a strategic direction and outreach to more universities. Building on the Earth University Mode in Costa Rica, they are promoting experiential learning and ethical leadership in university education. Their focus is on membership with association and APAARI is supporting them in preparation of a new roadmap. APAARI being a member of their Steering Committee is also bringing GCHERA closer to its members, especially Higher Education Institutions (HEI) in the context of advocacy and capacity building. This is reflected in the promotion of agricultural education and opportunities like the annual GCHERA World Agriculture Prize funded by China. APAARI managed to bring one member institution – Tamil Nadu Agricultural University (TNAU) under their ongoing project funded by the Kellogg Foundation. The initiative with TNAU was the beginning of APAARI-GCHERA long-term collaboration. Lastly, APAARI envisions future joint resource mobilization efforts with GCHERA to benefit the member universities (*Martina Spisiakova*). APAARI has also tried to work with UNESCO to strengthen higher agricultural education as there are no studies of how higher education system contributes to the SDGs. (*Dr Ravi Khetarpal*).

The Chair stressed that there is indeed a lot of regional interest in APAARI's capabilities to manage knowledge across the region, which is a real strength of APAARI. ACIAR is interested to learn more about GCHERA and possibly participate in one of their meetings as an observer.

Key Recommendations on KM Progress

- The EC acknowledged the significant role of and achievements made by the Knowledge Management team and encouraged APAARI to continue to innovate in this space, as is the case with the partnership with GCHERA.

Agenda 7: Status of Developed, Submitted, Secured and Endorsed Projects

The ES and KM Coordinator presented the status of developed, submitted, secured and endorsed projects. Firstly, the **ongoing projects** were presented as follows:

- Revised COA–APAARI Collaborative Project for APCoAB activities, budget of USD 960,000 for a period: 1 January 2019 to 31 December 2022, covering Asia-Pacific. APAARI focus areas: natural resource management (NRM), KM and policy and advocacy (PA)
- Project on Agriculture Science Technology Indicators – ASTI (IFPRI-ACIAR), budget of USD 428,000 for a period: 5 December 2017 to 30 June 2020), covering Southeast Asia and the Pacific. APAARI focus areas: PA and KM
- Asia Pesticide Residue Mitigation Promotion Project (STDF/WTO), Rutgers University, USA and USDA as collaborative partners, budget of USD 900,000 for a period: March 2020 to March 2023, covering South and Southeast Asia. APAARI focus areas: risk mitigation (RM), KM and PA.
- IR4-ASEAN pesticide residue detection under Support for activities for Minor Use Foundation (USDA), budget of USD 75,000 for a period: May 2020 to May 2021, covering Indonesia, Malaysia, Thailand and Vietnam. APARI focus areas: RM.
- Outreach and Communication Strategy for Gene Editing Acceptance in India (FSII-CLA), budget of USD 59,000 for a period: March to December 2020, covering India and all members. APAARI focus areas: NRM, KM and PA.

The **recently completed** projects include:

- Sectoral Review of Agriculture and Rural Statistics in Asia and the Pacific (FAO-RAP) completed in December 2019, budget of USD 35,000 for a period: April 2019 to June 2020, covering Asia-Pacific. APAARI focus areas: PA and KM.
- Testing of the guidelines for assessing agricultural innovation system in Thailand (FAO-Rome) completed in December 2019, budget of USD 23,000 for a period: August to October 2019, covering Thailand. APAARI focus area: KM.
- Project Preparation Grant: Asia Pesticide Risk Mitigation for Promotion of Biopesticides for Facilitation of Trade – project preparation grant (STDF/WTO), Rutgers University, USA and USDA as collaborative partners, completed in December 2019, budget of USD 35,000 for a period: December 2018 to December 2019, covering South and Southeast Asia. APAARI focus areas: RM, KM and PA.

The projects that have been **secured but have not yet started** were presented as follows:

- Agroecology and Safe Food System Transitions (ASSET) in Southeast Asia (CIRAD-EU-AFD), budget of Euro 197,000 for a period: October 2020 to September 2024 covering Southeast Asia. APAARI focus areas: KM and RM.
- Strengthening Agricultural Innovation Systems in China – Baseline Studies and Capacity Building (CAAS, FAO-Rome), budget of USD 25,000 for a period of December 2019 to August 2020, covering China. APAARI focus areas: KM.
- APAARI as a partner in a new FAO/APIRAS project (post-CDAIS) funded by the EU-DeSIRA, budget of USD 100,000 for a period: April 2020 to March 2024 covering Asia-Pacific. APAARI focus: KM across thematic areas.

The following project proposals have been **submitted but considered unsuccessful**:

- Strengthening Knowledge and Capacity for Agricultural Innovation Systems in the Asia-Pacific to the International Cooperation and Development Fund (ICDF).
- Mapping and Assessing ASEAN Higher Agriculture Education, Research and Extension (HAERE) to Achieve SDGs in Southeast Asia (ASEAN/UNESCO).
- Enabling Coordination among Selected APAC countries for Alignment of Regulatory Policy for Gene Edited Crops (USAID).

Key Recommendations on Project Status

- The EC recommended that APAARI looks at how to more explicitly showcase projects in a way that emphasizes APAARI's mandate in convening and networking rather than implementing.

Agenda 8: Membership and Fee Payment Status

The ES presented the status of membership and fee payments. Firstly, the new Affiliate Member –The French Agricultural Research Centre for International Development (CIRAD) was introduced. Organizations interested to join APAARI have been mentioned as follows: Cambodian Agricultural Research and Development Institute, Cambodia; Taiwan Livestock Research Institute, Ilan, Taiwan; Maharana Pratap University of Agriculture & Technology, Udaipur, India; M S Swaminathan Research Foundation, Chennai, India; National Institute of Food Technology Entrepreneurship and Management (NIFTEM), Sonapat, India; and King Mongkut's Institute of Technology Ladkrabang, Bangkok. Discontinuation letters were issued

to: Navsari Agricultural University, Navsari, India, and University of Agricultural Sciences, Bengaluru, as they have not shown interest to pay membership fees.

The following membership issues were highlighted:

- Inability to continue as members on individual basis from 2020 (CGIAR institutes)
- Pending payments from DBSKKV, India (3 years including 2020) and UHF, India (4 years including 2020)
- Inability to pay or continue by ARIA, Afghanistan (5 years including 2020)
- Members who left APAARI voluntarily: Crop for Future, Kuala Lumpur, Malaysia and Mahidol University, Thailand
- Request for Partial Payment: Tamil Nadu Agricultural University (TNAU) requested to pay only 50% of the fees for 2020

It was emphasized that the total membership fees to be received as of 31 May 2020 is USD 388,000, but APAARI only received USD 138,000.

Key Recommendations on the Status of Membership and Fee Payment

- The EC noted the percentage of fees paid this year is largely on track with previous years.
- The EC emphasized recommendation 8.1 from the last EC meeting that emphasis [in managing memberships] should be first and foremost on "...active promotion of the benefits of APAARI membership...". To that end, the EC recommended that APAARI prepares a statement of the value proposition of APAARI membership, which is concise, clear and compelling for current and potential members.
- The EC recommended the ES to promote benefits of membership to under-represented regions, especially the Pacific and Central Asia.

Agenda 9: APAARI Management Standard: Executive Committee and General Assembly

Dr Raghunath Ghodake presented the APAARI Management Standards on 'Executive Committee' and 'General Assembly: Rules and Regulations'. He stressed that APAARI is in the process of enhancing its management, governance and development through various improvements, including standards' development. These Management Standards provide a set of agreed procedures, rules, regulations, guidelines, and processes for performing the overall role, functions, and conduct of the Executive Committee (EC) and General Assembly (GA) for more effective management, governance and development of the Association. The Standards contain the composition and formation of the EC and GA, duties and roles of the members, planning and documentation, various processes involved, as well as the principles of conduct of the EC and GA members. He stressed that the standards remain living documents to be progressively updated.

He mentioned that for a continued and consistent support of the EC to APAARI, the two-year term can be extended to four years. The lack of connectivity and linkages among members to move forward is brought by the frequent change of the EC members. The members of the EC were requested to make a recommendation they want to give for a review or approval in the General Assembly this year. The Chair requested the EC members to pay significant attention

to the documents, especially those who have not commented, and send the comments to him for consolidation.

Dr Ghodake further suggested that the EC should be extended from two years to four years, in order to provide a consistent support to the APAARI Secretariat and governance. A proposal could be submitted for the consideration by the General Assembly.

APAARI response: The frequent change of the EC is unlikely to push the APAARI agenda ahead. There is a lack of connectivity and linkages among the members to enable the Association to move forward. This recommendation will go to GAM.

Key Recommendations on the Management Standards

- The EC noted the high quality work in drafting Management Standards for the EC and Rules and Regulations for the GA and committed to providing a detailed response within two weeks of completion of the EC meeting.

The EC approved versions of Management Standards for EC and Rules and Regulations for General Assembly are given in **Annexure 6 a** and **Annexure 6 b**, respectively.

Agenda 10: Administrative Matters

Mr. Manish Rai, Finance Coordinator, presented APAARI's key administration matters. He focused on the introduction of Monthly Activity Reports (MAR) to monitor staff performance, keep track of activities and assign them to different project/programme budgets, as well as to help staff focus on results. He highlighted the implementation of seven policies: Procurement policy and procedures; Staff travel and other expenses policy; Collaborators policy; Code of conduct; Anti-fraud policy; Whistle blower policy; and Financial Controls.

Following the suggestions from ECM 1 – 2018, **membership benefit analysis** was conducted by APAARI Admin Team that collecting data from the last ten years. ECM 2 – 2019 presented a short overview. However, it took almost nine months to collect the ten-year data along with the ongoing activities. The purpose of preparing benefit analysis was to find APAARI members benefit from APAARI action with respect to how much they contribute to the Association financially. Information relates to quantitative benefits, with expectation of 10-15 per cent error in the methodology.

The analysis found that the total membership received during the period of ten years *i.e.* from 2010 to 2019 is USD 2.5 million. The total expenditure during the same period is USD 4.4 million, and total direct expenditure on members is USD 2.1 million. The other cost, which includes the cost of the Secretariat, operations and is USD 2.3 million. This makes a deficit over the membership received of USD 2 million. This deficit was managed by other activities of APAARI *e.g.* through grants, projects and sponsorship. Overall, APAARI has been expending its 85 per cent of membership on its members. In terms of qualitative benefits, these were provided in the form of networking, partnerships, knowledge sharing, capacity building, policy and advocacy, research and innovation, agricultural leadership, promoting partners' activities, and project scoping.

The detailed membership and benefit analysis are presented in Annex 7.

In terms of office space, it was stressed that APAARI is currently paying USD 17,100 for rent, and office Security of USD 9,180 per year. The total yearly expense has reached USD 26,280. There is a possibility of getting an independent office within USD 150,000 to 200,000. If

APAARI purchases own office building, it will recover this cost in 5 to 6 years. The FD funds could be used to meet this cost since APAARI is getting only 0.25 per cent interest on this reserve. The office purchase can pay off 13-15 per cent return on investment.

In addition to a presentation on the **status of staff and interns**, a proposal for **outsourcing of APAARI publications** was subsequently presented. APAARI spends around USD 35,000 to 40,000 on publications every year. To reduce this expenditure, APAARI is looking into outsourcing the printing and publication work, with a possibility for online publishing. This way, the Secretariat envisions to reach to more audience beyond the Asia-Pacific region, go green by reducing its printing, save staff time, and get more visibility internationally. Factors to be considered include: copyright/ownership, ISBN, cost of printing and design, paper quality, APAARI's share of income through sale, contract period, number of free hard copies of publications, dispatching hard copies to APAARI Members and APAARI Secretariat, and/or any restrictions to share the copies by APAARI.

The EC thanked APAARI for the detailed analysis of membership benefits in terms of investment returns on memberships paid by each country/region. The EC also noted the case for moving to purchased rather than rental property, but does not support in-principle approval at this time, especially as the legal status of APAARI in Thailand is unresolved. Should this become a pressing issue, the EC can address it by convening out-of-session. The EC noted the additional item about outsourcing publications and left the decision to the ES, given it is an operational matter.

Key Recommendations on the Administrative Matters

- The EC recommended that APAARI build on this membership benefit analysis to highlight the non-financial benefits of membership, including the flow-on benefits of networking and the lasting impacts of training.
- The EC recommended as a matter of urgency that the ES provides to the Chairman of the EC a summary of the fire risk concerns about the current office space and highlights any concerns that might indicate non-compliance with Thai fire regulations. This should reach the EC chair as soon as possible.
- The EC noted that the projections for invoiced project income last year did not come close to projection and that this is also the case in the current year. The EC therefore recommended that the assumptions for these projections be revisited and the forecasts adjusted accordingly, if necessary.
- The EC recommended that for future meetings, a breakdown of the Invoiced project income be provided, including the overhead accrued.

Agenda 11: Audit and Finance Report

APAARI External Auditor from the GAAP Professional Audit Co. Ltd carried out an audit from 1 January to 31 December 2019. The report was unqualified and satisfactory in all respects, complying with generally accepted accounting principles. Budget is discussed through monthly reviews with each coordinator or ES to ensure timely changes. The recently-introduced forms (travel and procurement related, as well as monthly performance review of staff) are helping to monitor budget more effectively.

It was presented that during the reporting period from January to December 2019, the total

revenue income of APAARI was USD 879,000, as compared to USD 845,000 from the last reporting period (January to December 2018). The total direct expenses of the Association for the current reporting period were USD 810,000, as compared to USD 773,000 from January to December 2018. Similarly, indirect expenses were USD 120,000 for 2019, as compared to USD 189,000 for 2018. In 2019, the total deficit reached USD 51,000, while USD 116,000 in 2018. During the period from January to May 2020, the total revenue reached USD 348,000, while direct expenses, indirect cost and surplus were USD 236,000; USD 68,000; and USD 43,000 respectively.

A detailed finance report, including the contribution statement; FD bank balance; gross revenue; budget versus actual variances in revenue; direct versus indirect costs are listed in Annex 8.

The EC commended APAARI for the continuing improvement and high quality of financial reporting.

Key Recommendations on Audit and Finance

- The EC noted the unqualified audit report on financial statements.

Agenda 12: Comments of EC Members

Dr M. Azeem Khan: The presented ongoing initiatives will be very helpful for the countries involved. Countries' investment in agricultural R&D relative to their national agricultural GDP is very low. The main concern today is about the value of agriculture to addressing numerous development issues. With the coronavirus pandemic and acute locust problem in Pakistan and in the region, there is a danger that hunger might increase and rural communities are suffering. The number of the world's hungry people almost doubled, the problem remains access to food. APAARI should focus more on these aspects as an emergency scenario as compared to business as usual, which can be more helpful to member countries.

APAARI's response: APAARI has started a survey on what is happening in members' institutions and countries by asking six pertinent questions regarding COVID-19. About 50 per cent responses were received, while still waiting for others. The purpose is to see exactly how the pandemic is going to impact the policy and investment in research in agriculture. APAARI will get back to its members on this matter.

Dr Peter Horne: The APAARI Strategic Plan states that APAARI's key strength lies in bridging national, regional and global stakeholders to bring about collective change in agri-food systems. It then goes on to add under the section on Theory of Change (TOC) that the basic assumption for this TOC is that platform members, partners and key/primary stakeholders effectively use APAARI contributions and all actors align their strategies at the AFRIS level and subsequently at the AFS level for collective action towards the achievement of the desired and agreed development outcomes. It is our view that this second point is unrealistic and even, perhaps, undesirable. We suggest that APAARI remains focused on its regional convening power and capacity to mobilize knowledge within and outside the APAARI network to transform food systems in the Asia-Pacific Region towards improved socio-economic, health and environmental outcomes. This will often be along 'thematic lines' rather than trying to get countries to align their strategies on AFRIS. In our view, a diversity of strategies is healthy.

APAARI's response: APAARI will review its impact pathways.

Key Recommendations based on the EC Members' Comments

- Building on much of the discussion of the meeting, the EC recommended that APAARI does some strategic planning on (i) which major challenges it will focus on (perhaps for the next 5 years), (ii) the associated research and capacity building needs in the region, and (iii) the pathways it can use to fulfil its main role as a regional networker and knowledge broker. This should be done in preparation for the MTR.
- The EC recommended that APAARI hires an external consultant to help develop a short-, medium- and long-term funding strategy based directly on the clear mandate statement from the previous recommendation. This will make funding strategies more-strategic and directly linked to APAARI's clear mandate and comparative advantage.
- The ASTI project has made excellent progress and demonstrates the power of APAARI in providing regional public goods to its members. The EC recommended that the Knowledge Management team will need to be especially engaged in the next stage of outreach.
- The EC recommended that in the next phase of the ASTI project, APAARI-IFPRI work to frame projections for required research investments not only on gains in economic outcomes of food systems, but also on improved human health and environmental outcomes.
- The EC recommended that APAARI develops a value proposition statement crafted for possible partnerships with CGIAR (and AIRCA) centers. This would be useful to both highlight the contribution APAARI could make, as well as public relations commentary for APAARI with the international Centers. This type of value-proposition could be crafted for different groups of stakeholders and for similar reasons.
- The EC noted that APAARI will soon conduct an MTR on the implementation of the strategic plan. The EC recommended that they be engaged early about the process.
- As part of the MTR, the EC recommended that APAARI review it's impact pathway / theory of change.
- The EC recommended that APAARI develops a risk register highlighting risk likelihood, risk consequence and process of risk mitigation.
- The EC recommended that the Chairman discuss with COA approaches to making the APCoAB Steering Committee more functional.
- The EC recommended that the Chairman prepare a short options paper to be presented to the GAM outlining EC membership term options that help balance the needs of both continuity and rotation.
- The EC commended APAARI on the actions-taken report from last meeting. The EC recommended that in relation to recommendations 8.3, 8.4 and 8.5, the methods of calculation of staff salaries need to be documented in detail for future reference. The EC also recommended that APAARI consider giving more visibility to its particular

comparative advantage in contributing to SDG17 (Recommendation 6.8 from previous meeting).

- The EC commented that the revised workplan for 2020 and the progress report (Agenda 6) both provide an overwhelming amount of detail. This could be linked to the recommendation from last meeting that APAARI use a traffic light system “to highlight key areas of interest or concern”.
- The EC endorsed the GAM proceeding in early December and that the next EC meeting will be held immediately prior to that. Both will be online.

Agenda 13: Release of New Publications

The following publications were released by the Chair:

- Agricultural Policy and Program Framework-Priority Priority Areas for Research and Development in South Asia
- Regional Status Reports -Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration
- Proceedings of Satellite Symposium on Dryland Agrobiodiversity for Adaptation to Climate Change
- Proceedings of Regional Expert Consultation on Gene Editing and its Regulation
- Proceedings and Recommendations of Regional Workshop on Underutilized Fish and Marine Genetic Resources
- Banana Tissue Culture in India – A Success Story
- Training Manual – International Hands-on Training on Genome Editing Technology
- Training Manual – International Training Course on In Vitro and Cryopreservation Approaches for Conservation of PGR
- APPARI Knowledge Management and Communication Strategy 2017
- APAARI Membership Strategy
- APAARI Resource Mobilization Strategy 2017-2022
- APAARI Network Highlights
- APAARI Newsletter

The EC congratulated APAARI on the launch of the thirteen new publications.

Agenda 14: Presentations by Special Invitees

Following special invitees presented their perspectives on collaboration and partnership with APAARI.

- **Dr Mark Holderness, former Executive Secretary of the Global Forum on Agricultural Research and Innovation (GFAR)** highlighted that it is beneficial for APAARI to continue being strategically focused on its prioritized themes and collective actions. He considered APAARI as a catalyst of change and a facilitator of knowledge sharing and innovation, with potential to bring rapid impacts at scale through innovations systems, and thereby change the lives of poor people.
- **Dr Kanokwan Chodchoey, Executive Director, Asia Pacific Seed Association (APSA)**, shared APSA’s background, involvement in recent activities, as well as APSA’s strategic plan highlighting the following key strategic and priority areas of the association: intellectual

property rights and plant variety protection and biodiversity; international trade and quarantine of quality seeds; public and private ownership; operational excellence; and communication strategy. She also mentioned about a proposed collaborative project preparation grant being submitted along with APAARI to STDF/WTO.

- **Dr Philippe Girard, Regional Director for Continental Southeast Asia, La recherche agronomique pour le développement (CIRAD)**, highlighted the importance of agroecology and safe food systems for future food and nutrition security. He specifically stressed the high pesticide residues being used in Southeast Asia, and related contamination of soils and aquifers. The new project that will be implemented in partnership with APAARI and other partners, will be supporting the transition to diversified production models through a combination of research, capacity development, networking, policy advocacy and communication through promotion of a variety of value-chain based approaches building on existing agroecological practices, which can help make food safety accessible to smallholder farmers and SMEs.
- **Dr Jose Zaglul, President of the Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA)**, through a video message stressed the importance of working in a partnership to develop a new generation of ethical leaders through university education. He emphasized that building ethics, values, and respect for society and environment is as important as technical capacities. Through collective and synergized actions, we now have a big opportunity to make this transformation efforts a reality.
- **Shaw-Yhi Hwang Director, International Agriculture Center (National Chung Hsing University, Taichung, Taiwan** highlighted the importance and proposed activities Center of Excellence on Agricultural Value Chain being established in collaboration with APAARI at NCHU. He mentioned that an MOU has been signed with APAARI, and resources are being mobilized for the operational activities.

Besides, other special invitees **Dr Daniel Walker (ACIAR)** and **Dr Gert-Jan Stads (IFPRI)** participated as special invitees during the presentation on "Deep Dive" into ASTI Project Analysis Outcome when Agenda 5 was presented and made useful deliberations. Also, **Dr Julianne Biddle (ACIAR)** who pursued discussions of APAARI with CG System Council for APAARI membership of CG Institutes, made useful comments when risk managements issues were presented under Agenda 6. **Ms Karen Lee, First Secretary, Political Division Taipei Economic and Cultural Office in Thailand** could not be present during the session for special invitees.

Closing Statements

Dr Peter Horne expressed his gratitude to the EC members for their guidance and contribution to APAARI's governance. This was followed by a formal Vote of Thanks to all the members by Ms Martina Spisiakova firstly thanking Dr. Peter Horne, EC Chair, for very efficient and effective facilitation of the Executive Committee Meeting, particularly for steering the deep dive discussions on important matters that resulted in very concrete, focused and clear recommendations for the way forward for APAARI. His active engagement and support to APAARI's governance and operations on behalf of ACIAR were highly appreciated.

Sincere appreciation was also expressed for Dr T. Mohapatra, EC Vice-Chair, for his valuable and insightful comments and guidance to APAARI despite his extremely busy schedule. Thirdly, gratitude was expressed to all Executive Committee Members, who have been actively guiding APAARI during its transformation, which has helped the Association tremendously in achieving many important accomplishments to date.

Special thanks went to the special invitees for highlighting the important areas of collaboration with APAARI, and inspiring us to pursue new levels of partnership.

Finally, Ms Martina thanked Dr Ravi Khetarpal for his leadership in the delivery of the EC recommendations, and all the preparatory work both substantive and administrative that had been done during these last few weeks. The challenge of organizing the first online APAARI EC meeting ever was much appreciated. Gratitude was also expressed to all APAARI staff - those presenting, as well as those working very hard behind the scenes. Finally, she highlighted that APAARI looks forward to our future interactions and collaboration - online and face-to-face - as we continue our commitment and efforts to deliver benefits to our members, to ultimately benefit the poorest people involved in the agri-food sector of Asia-Pacific.

Annexes

Annex 1: Agenda

Annex 2: List of Participants

Annex 3: Action-Taken Report

Annex 4: List of Events Organized and Co-organized by APAARI

Annex 5: Work Plan

Annex 6 a: Management Standards for EC

Annex 6 b: General Assembly: Rules and Regulations

Annex 7: Membership benefit analysis

Annex 8: Finance report

Action Taken Report of Recommendations of GAM 2018

Recommendation	Action Taken
Agenda 5: Membership and Fee Payment Status	
<ul style="list-style-type: none"> APAARI Secretariat shall verify the records and the updated status of membership fee received be circulated to all the members 	Done
<ul style="list-style-type: none"> APAARI should develop a mechanism to ensure that as far as possible, all the members are benefitted appropriately as far as possible. 	As far as possible, is ensured that majority of its members are benefitted appropriately through invitations to all APAARI events, involvement in activities of various programmes, and also while scoping for projects. APAARI now also undertakes membership benefit analysis which will be presented under Agenda 9.
Agenda 6: Financial Statements and Audit Reports for the year 2017 and Interim Audit Report from 1st January to 30th October 2018	
Suggestions/comments received from the member was:	
<ul style="list-style-type: none"> Budget presentation should be simplified for ease of understanding, The Table on Gross Project Contribution is hard to understand and cannot tell the full story. 	Gross project contribution simplified as given under Agenda 12. It was appropriately revised.
<ul style="list-style-type: none"> Budget for 2019 appears to be high as there are certain optimistic speculations. 	Yes, but it was achieved.
<ul style="list-style-type: none"> There is a huge improvement in overall budget management and it was emphasized that it is right time now to recruit a Finance Manager/ Coordinator for APAARI. 	The recommendation was well taken.

Recommendation	Action Taken
Recommendations	
<ul style="list-style-type: none"> A Finance Manager/ Coordinator may be appointed on priority keeping in view the growing activities and budget of APAARI. 	Finance Coordinator appointed and he joined in July 2019
<ul style="list-style-type: none"> APAARI Secretariat request for withdrawal of USD 100,000 from the Fixed Deposits of APAARI to meet expenses made in late 2018 and early 2019 was approved. 	Utilized appropriately and accounted for.
Agenda 8: Amendments to APAARI Constitution	
The recommendations /suggestions for modifications / refinements under various Articles made by the 15 th General Assembly Meeting are given below	All the suggestions/recommendations were duly incorporated in the revised version of the Constitution, shared with General Assembly members for comments, and finally submitted to EC 1/2019 (as per suggestion of GAM) for approval. The revised seventh edition of APAARI constitution was thus published in July, 2019.
<p><u>Preamble</u></p> <ul style="list-style-type: none"> The Preamble be reviewed and changed in the light of the Strategic Plan of APAARI brought out in 2017. The Secretariat was asked to word it appropriately and to keep it brief and ensure that the text is vetted for its conformity with the legal language and presentation. It was suggested that a provision through a separate Article be made to provide definitions (interpretations) of terms, abbreviations and acronyms for ease of reference and understanding. 	
<p><u>Article I: Name and Character</u></p> <ul style="list-style-type: none"> After due discussions members suggested that APAARI name should continue as it is without any change. It was also suggested that logo may be re-designed/ modified, and APAARI's expanded title may be avoided on cover and front pages. Revised logo may be presented to the next ECM for approval, but the current logo should continue till APAARI gets its legal status in order to avoid administrative complications, while applying for legal status. 	

Recommendation	Action Taken
<p><u>Article II: Seat</u></p> <ul style="list-style-type: none"> • The provision to have sub-regional offices may be kept in the Constitution. The process, justification and financial viability need to be considered by the EC. The EC is authorized to approve such sub-regional office(s) after due consideration and it may refer this to the GA, for approval, if needed. 	
<p><u>Article III: Objectives</u></p> <ul style="list-style-type: none"> • It was suggested that a specific objective (number 3) from the previous edition be retained and that is “To assist in the assessment and prioritization of agricultural research and development needs”. • Some objectives may be clubbed to reduce the number of objectives. 	
<p><u>Article IV: Functions</u></p> <ul style="list-style-type: none"> • Language to be refined and that is to delete “some or all,” and “deliver on” and ‘research’ and also seek help from a legal expert on language and presentation. 	
<p><u>Article V: Membership</u></p> <ul style="list-style-type: none"> • It was suggested that the use of term “Concerning about development” be deleted as it implies that any organization beyond APR concerning about development can be admitted as APAARI Member. • Clear definition of each sub-category (A, B and C) under the Category I needs to be provided, preferably on the basis of GDP levels. • Agriculture universities or universities working in the field of agriculture may be kept in as a sub-category in Category II. • Two sub-categories under Category II, one for research institutions and two for education institutions, may be considered. Similarly Category III may have two sub-categories, one for agricultural universities and another for accommodating NGOs /Farmer/ Women/ Youth organizations. Farmer organizations/ Communities/ Cooperatives, etc. • It was also proposed to consider discontinuation of the Reciprocal Membership category. • Admission of new members should be approved by the EC and not by the Chairman of the EC alone. Provision may be kept to approve new membership through virtual meeting of the EC, based on the need. 	

Recommendation	Action Taken
<ul style="list-style-type: none"> Affiliate members should not have voting right at GA meetings and should not be part of the EC. 	
<p><u>Article VI: Membership Subscriptions</u></p> <ul style="list-style-type: none"> Fee structure may be reviewed in view of function and category. Reworded statement be “If any member organization fails to pay its membership subscription consecutively for three years, APAARI Executive Committee may decide on its (that member’s) discontinuation.” 	
<p><u>Article VII: Other Sources of Funds</u></p> <ul style="list-style-type: none"> The currently included funding sources be retained and these may be included under the suggested Definition clause (new clause). 	
<p><u>Article VIII: General Assembly</u></p> <ul style="list-style-type: none"> While agreeing with the proposal it was mentioned that the Category numbers be changed under this Article as suggested under Article V. 	
<p><u>Article IX: Duties of the General Assembly</u></p> <ul style="list-style-type: none"> Annual budget/ accounts approval can’t be done by the General Assembly as it meets only once in two years. Delete annual budget/ accounts and retain only biennial budget and accounts for approval of the GAM. The word ‘corporate’ may be deleted as APAARI is a not for profit organization. 	
<p><u>Article X: Executive Committee</u></p> <ul style="list-style-type: none"> APAARI host country, if not elected on the EC, it may be added as Ex Officio member. Outgoing Chair to be Ex Officio member, while retaining each sub-region with two member countries in the EC. Affiliate members including FOs/NGOs/Women/Youth organizations may be invited to the ECM as observers, without voting rights. Donor members should not have voting right in the EC. A member representing the Private sector may have voting right in the EC. 	
<p><u>Article XI: Duties of the Executive Committee</u></p> <ul style="list-style-type: none"> The ES reports to the GA and not the EC reports to the GA. Word “design and develop” should be replaced by “review and approve”. A legal expert may need to review the changes in wording and language. 	

Recommendation	Action Taken
<p><u>Article XII: Executive Secretary and Secretariat</u></p> <ul style="list-style-type: none"> • The employment tenure of Executive Secretary needs to be of 3 years. • Performance of the Executive Secretary will need to be reviewed in the 3rd year by the EC, and if agreed one more term of 3 years can be granted by the EC. This should be suitably included in the concerned para. • The management standards as proposed may be developed by the Secretariat and approved by the EC. 	
<p><u>Article XIII: Duties of Officers</u></p> <ul style="list-style-type: none"> • This Article was retained as proposed. 	
<p><u>Article XIV: Rules and Regulations</u></p> <ul style="list-style-type: none"> • This Article remains as proposed. 	
<p><u>Article XV: Quorum</u></p> <ul style="list-style-type: none"> • This Article can remain as proposed. 	
<p><u>Article XVI: Amendment</u></p> <ul style="list-style-type: none"> • This Article and items under it, are suggested to be retained as they are. 	
<p><u>Article XVII: Dissolution</u></p> <ul style="list-style-type: none"> • This Article on Dissolution may remain unchanged. 	
<p>Resolution by the GAM (as Presented by the Acting Chairman of the GAM)</p>	
<ul style="list-style-type: none"> • The proposed constitutional amendments were approved in principle by the General Assembly. 	-
<ul style="list-style-type: none"> • Based on the recommendations made and suggestions received and with the help of a legal consultant, the necessary modifications/refinements be made by the APAARI Secretariat, and such refined version be circulated to all GA members for their comments/suggestions, and the final version be submitted to the EC for its further considerations and approval. 	Done

Recommendation	Action Taken
<ul style="list-style-type: none"> The whole process may preferably be completed within 2 months. The EC approval may be obtained electronically or through Skype or during the next EC meeting, as may be feasible. 	Done
<ul style="list-style-type: none"> The General Assembly authorized the EC to grant final approval of the constitutional amendments as per the process stated above. 	EC 1/2019 granted final approval.
<ul style="list-style-type: none"> The acting Chairman also re-emphasized that the enrolling of new member needs to be done by the EC. 	Agreed and included now in Management Standards of EC.
Agenda 10: Monitoring, Evaluation, Reporting and Learning	
<ul style="list-style-type: none"> The Impact Pathway as highlighted in the IPMERL Plan, be used as the structure for reporting annually and quarterly for APAARI and projects. 	Adopted and reporting done accordingly since EC1/2019. Also recently, during our Medium Term Review of the Implementation of the APAARI Strategic Plan, we revised the Impact Pathway slightly to link between the Strategic Plan level outcome and the Theme Development level Outcome.
<ul style="list-style-type: none"> Alignment of APAARI outcomes and investment priorities for APAARI be based on an annual participatory Impact Pathway Analysis review by the staff, executive and assembly; 	Agreed and being done by EC. Will be presented to GA under Agenda 5 and 6. Besides, with guidance from the EC, APAARI has refined its Impact Pathway and Theory of Change (TOC) model, and is working towards prioritizing investment on Actions that are delivering to APAARI outcomes.
<ul style="list-style-type: none"> APAARI staff undertake an annual review of the APAARI Impact Pathway to align income earning opportunities and APAARI activities planned to the 5-year outcomes of the Impact Pathway; 	Each six months, as part of preparation for the ECM, APAARI reviews its Impact Pathway but more in terms of monitoring and evaluating progress on activities rather than aligning income earning/funding opportunities to activities. To intensify its contributions to identified outcomes, APAARI (as part of its MTR outcome) plan to engage more closely with NARIs to identify priority areas for engaging in, which will be the basis for attracting funding to targeted activities.
<ul style="list-style-type: none"> Completed Stakeholder analysis be used to build an engagement and communications plan; 	The initial stakeholder analysis was completed in 2019, which included donor mapping as well. Both exercises fed into the Resource Mobilization Strategy that was published by APAARI in 2020. Furthermore, in 2020 the

Recommendation	Action Taken
	<p>exercise of stakeholder analysis was more focused on stakeholders working in pesticide management field, as well as those working on value chains and biotechnology and bioresources.. As a result, the APAARI contact management and links with specific stakeholders through APAARI social media improved.</p>
<ul style="list-style-type: none"> • APAARI Secretariat to have a set of investment/opportunity decision making criteria documented in their corporate approach to provide a rationale for decisions made to participate, or not, in an opportunity and APAARI to have a position documented in their corporate approach to decision making that complexity be considered. 	<p>A survey conducted in 2016 to invite priority areas from the members fed in the SP based on which project scoping is taking place. Prioritizing activities for project development requires assured budget projections, and must principally benefit member countries and institutions. APAARI uses two mechanisms for securing donor-funded projects:</p> <ol style="list-style-type: none"> 1. APAARI responds to various funding opportunities through joint proposals 2. APAARI is approached by donors or organizations that already secured funds <p>As such, APAARI identifies appropriate members institutions for the scoped project, considering their capacity and interest, project/donor need, and thematic areas. Projects are often developed jointly (APAARI staff and implementing partners. APAARI staff, and some of the members regularly monitor new project opportunities. The donor-funded projects increase the visibility of the Association, which is likely to attract more new members in the Association – particularly in cases where non-members are involved in APAARI-coordinated projects. In the projects where APAARI members are not directly involved, APAARI facilitates participation of members in key project events e.g. Agroecology and Safe Food Systems (ASSET) Project, where this APAARI member participation has been included in the project design.</p>

Recommendation	Action Taken
Agenda 11: Work Plan for the Biennium 2019-20	
<ul style="list-style-type: none"> • APAARI to refine the work plan on the basis of suggestions made by the members and availability of resources. 	Suggestions incorporated in the workplan
<ul style="list-style-type: none"> • Further modifications in work plan, if any, based on discussions in the GAM, may be submitted to the next EC for ratification. 	This was followed.

Progress Report (2019-2021)					
Green – Completed					
Orange – On-going					
Red – To start					
Specific Monitoring Outputs	2020 Activities	2019	2020	2021	Output
OUTPUTS AND ACTIVITIES					
1. Baseline Agri Food Research and Innovation Systems research studies completed and reported	1.Tertiary Sector Perspectives on Agricultural Innovation Systems (AIS) for Sustainable Development in Asia-Pacific Tropics – a baseline for APAARI’s work in the agricultural education sector	X			<ul style="list-style-type: none"> Completed and published on the APAARI website and TAPidea
	2. AIS assessment in Thailand	X			<ul style="list-style-type: none"> Country profile developed. It highlights stakeholder groups, their roles and interaction to facilitate innovation generation and diffusion; and an analysis on the policy and enabling environment and policy implications Lessons learnt shared with FAO/TAP for refining guidelines The presentation of lessons learned by APAARI led to the initiation of a partnership with CAAS for which FAO issued a LOA for testing the guidelines in China.
	3.Rapid appraisal assessment on capacity development for agricultural innovation systems FAO/APIRAS, including the following activities: participation in a Training webinar on the appraisal methodology, planning the assignment, desk review of documents, multi-stakeholder online consultation, key informant interviews (semi-structured), analysis of data, group discussion(s), writing of the report and action plan, finalisation of report and action plan.		X		<ul style="list-style-type: none"> Two JRA reports – South Asia, Southeast Asia One summary report for all of Asia Joint action report for APAARI and APIRAS
	4. Asia Pesticide Residue Mitigation Project – (i) KM and Functional Capacity Survey; (ii) Residue mitigation and efficacy studies through the use of biopesticides		X	X (Q1-Q2)	<ul style="list-style-type: none"> A KM assessment survey was conducted and its results used to develop the project's draft KM and Communication Strategy. The mitigation studies are currently ongoing (2021) <p>The studies will take place in Q2 of 2021</p>

2. Agricultural science and technology data collected and analysed	1. Data collection for 10 countries in Southeast Asia and Pacific completed, checked, validated and prepared for analysis	X	X		<ul style="list-style-type: none"> Indicators developed on research spending, researcher capacity, researcher qualification, gender and age, research focus, etc,
	2. A number of analytical studies done; Forward looking analysis on the future performance of research systems under different investment scenarios; Evaluate the impact of past and future R&D investment levels and resource allocation on the performance of research systems and the agricultural sector more generally	X	X		<ul style="list-style-type: none"> 4 reports completed and available (1-performance analysis of Indonesian Agency for Agricultural Research and Development in Supporting National Agricultural Policy; 2- Science, Technology and Agriculture in Vietnam Economic; 3- Policy Evaluations, and Impact of Agricultural R&D Investment in Malaysia; and 4-Challenges and Opportunities for the Agricultural Research System in Myanmar) Analysis on productivity projections under different investment scenarios available as part of country briefs
3. Member executive groups working and reporting on APAARI and Agri Food Research and Innovation Systems	1. Formulate questions for the EC members related to the impact of APAARI activities and agri-food research and innovation systems	X			<ul style="list-style-type: none"> Discussions in ECM in 2019
4. Agri Food Research and Innovation Systems knowledge platforms and processes documented and assessed	Webinars				
	1. Webinar on making education work: Transforming education for youth employment	X			<ul style="list-style-type: none"> The webinar on making education work was successfully conducted on 4 June 2019 with participation of about 240 people and at least 60 more last minute registration; The activity led to the facilitation of participation of Indian universities in ICRA's training programme.
	2. Webinars on specific topics of interest of NARS		X	X (Q2-Q4)	<ul style="list-style-type: none"> 6 topics identified from the list of stakeholder priorities (collected through the APAARI Stakeholder Survey 2020), which will be focus of webinar in next 2 years
	3. Webinar on ASTI; Work with ASTI collaborators to identify Influence pathways for outreach activities; ASTI communication and awareness; Explore ways to embed ASTI evidence in broader agricultural policy or M&E frameworks		X	X (Q1-Q4)	<ul style="list-style-type: none"> 6 webinars held during Q3-Q4. Awareness raised on the importance trend in funding and research capacity in agricultural research systems and the importance of investing in agricultural research. Discussions held in embedding ASTI in broader policy processes and on institutionalization of ASTI. Participants made suggestion for integrating ASTI evidence in policy processes. Preliminary impact made - key agencies indicate uptake and use of the ASTI findings.

	4. Experiential learning (in collaboration with GCHERA)		X		<ul style="list-style-type: none"> Two webinars were conducted on 'Experiential Learning in Agricultural Education' (2 June 2020) and 'Experiential Learning in the Face of COVID-19' (5 November 2020) as a collaborative initiative of APAARI, and the Kellogg Foundation Project on Transformation of Higher Education implemented by GCHERA, Earth University in Costa Rica and the American University of Beirut (AUB) Each event brought together around 250 university professors (200 from Asia-Pacific).
	5. National webinar on knowledge management in Iran, in collaboration with AREEO		X		<ul style="list-style-type: none"> In collaboration with AREEO, Iran, APAARI developed a concept note for a webinar that took place in August 2020 on “A perspective on Capacity Building in Knowledge Management Development in Agricultural Sector of Iran”. The webinar brought together over 200 researchers from Iran but also across Asia to enable AREEO staff to reflect on their organizational KM, particularly the key challenges and possible solutions to improve AREEO’s performance; improve the participants’ understanding and knowledge about the role of KM in agricultural innovation system in the context of moving away from traditional linear KM models to facilitation of interaction and collaboration; inspire the participants with successful examples of KM transformation in a similar organization in Asia-Pacific to initiate building an organizational culture open to more knowledge sharing, learning and collaboration; take stock of key KM-related issues (in addition to the seven issues already provided) as perceived by AREEO staff to be a basis for the prioritization of future KM-related webinars and capacity development of AREEO; and recommend the way forward for KM in AREEO.
	6. Pre-inception webinar for the Asia Pesticide Mitigation Project				<ul style="list-style-type: none"> 10 participants (in addition to 5 organizers from Rutgers University and APAARI). The ten participating countries were Bangladesh, Cambodia, Indonesia, Laos, Thailand, Malaysia, Vietnam, Nepal, Singapore and Sri Lanka.
	Success Stories				
	1. A compilation and publishing of success stories on capacity development (CD) for agricultural innovation system (AIS).	X		X (Q2-Q4)	<ul style="list-style-type: none"> Five success stories on CD for AIS completed and available on the APAARI Website and TAPipedia. The harvesting for such articles will continue in 2021.

2. GM Maize in Philippines – A Success Story	X			<ul style="list-style-type: none"> Documented and printed; distributed to 550+ stakeholders; uploaded on website in Open Access; 448 downloads; tissue culture and virus indexing protocols, technology transfer and successfully adoption by farmers discussed; other maize growing countries may emulate to adopt tissue culture banana production.
3. Banana Tissue Culture in India - A Success Story		X		<ul style="list-style-type: none"> Documented and printed; distributed to 550+ stakeholders; uploaded on website in Open Access; 1152 downloads; a policy paper of adoption of GM maize is under preparation; other maize growing countries may emulate to adopt GM maize.
4. Success Story on Sheep and Goats in Fiji and PNG		X	X (Q1)	<ul style="list-style-type: none"> In press for printing; will serve the purpose of timely sharing the information on technology to control papaya dieback disease; will be distributed to various stakeholders; uploaded will be on website and other social media; Other countries in the region may emulate the success story on sheep and goat development in Pacific countries.
5. Success Story on Induced Systemic Resistance: A New Hope for Malaysian Papaya Industry		X	X (Q2)	<ul style="list-style-type: none"> In press for printing; will serve the purpose of timely sharing the information on technology to control papaya dieback disease; will be distributed to various stakeholders and uploaded on website and other social media; Other countries in the region may emulate the successful technology on induced systemic resistance to papaya in other papaya growing countries.
6. Success Story of Tissue Culture Raised Apple Root Stock in India			X (Q2)	<ul style="list-style-type: none"> Under review; will serve the purpose of timely sharing the information on tissue culture technology to micropropagate root stocks for apple cultivation; will be distributed to various stakeholders and uploaded on website and other social media; Other apple growing countries in the region may adopt the successful apple root stock tissue culture technologies.
Proceedings and Country Status Report				
1. International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region –Abstracts	X			<ul style="list-style-type: none"> Abstracts of speakers/experts were compiled, edited, printed and distributed to 120 participants in advance before starting the seminar for their information.
2. Proceedings of the III International Symposium on Plant Cryopreservation	X			<ul style="list-style-type: none"> Selected contributed paper presented during symposium were reviewed and printed in book form; information and knowledge on cryopreservation of various crops and aspects available to all concerned stakeholders.

3. Proceedings and Recommendations - Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration	X			<ul style="list-style-type: none"> Printed; distributed to 550+ stakeholders and participants; uploaded on website in Open Access; 483 downloads; recommendations related to underutilized AnGR, on efficient conservation and sustainable utilization, value addition, marketing and export, partnership and capacity development, biotechnology for enhanced use, and regional information sharing system are available to implement or integrate in existing policies by NARS in Asia-Pacific.
4. Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration – Regional Status Reports and Strategic Papers	X			<ul style="list-style-type: none"> Status Report of Asia-Pacific countries printed; distributed to 550+ stakeholders and participants; uploaded on website in Open Access; 412 downloads; timely sharing the information of country status reports; Information may be used for decision making and priority setting about underutilized AnGR and possible collaboration.
5. Proceedings and Recommendations of the Satellite Symposium on 'Dryland Agrobiodiversity for Adaptation to Climate Change	X			<ul style="list-style-type: none"> Recommendations were printed; uploaded on website; Distributed to 500 stakeholders; 367 downloads; Recommendations for research and development, policy advocacy and regional partnerships and networking to promote, conserve and sustainable use of dryland agrobiodiversity available in Open Access which may be implemented or integrated in existing policies of Asia-Pacific countries.
6. Proceedings of 13th International Conference on Development of Drylands: Converting Dryland Areas from Grey into Green	X			<ul style="list-style-type: none"> Proceedings were printed; Distributed to 700+ stakeholders; uploaded on website; 147 downloads; Proceedings comprised rich knowledge through 76 presentations by experts on (i) impact of climate change on dryland agriculture, (ii) Managing land degradation and desertification, (iii) Soils health management and carbon sequestration, (iv) water harvesting and improving water productivity, (v) conservation of agrobiodiversity, (vi) sustainable intensification and diversification in dryland, (vii) livestock, rangeland and agroforestry management, (viii) post-harvest management, value chain, renewable energy farm mechanization and automation, (ix) role of policies, institutions, market in improving livelihoods of dryland community
7. Proceedings and Recommendations of the Regional Expert Consultation on Gene Editing in Agriculture and its Regulation	X			<ul style="list-style-type: none"> Recommendations were printed; Distributed to 700+ stakeholders; uploaded on website; 382 downloads; Recommendations for enabling regulatory policies, public awareness, communication strategies and partnerships for gene editing. Major recommendations have been used in drafting guidelines in India and Philippines.

8. Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration – Country Status Reports (ISBN: 978-616-7961-40-8)		X		<ul style="list-style-type: none"> Documented and printed Status Report on underutilized FMGR of 11 Asia-Pacific countries; Distributed to 550+ stakeholders; 163 downloads; timely sharing the information of country status of FMGR of; uploaded on website; Information may be used for decision making and priority setting about underutilized FMGR and possible collaboration.
9. Regional Expert Consultation on Agriculturally Important Microorganisms (AIM) - Proceedings and Recommendations			X (Q3)	<ul style="list-style-type: none"> First draft is ready; still under review; Recommendations for regional priorities for research and development, policy advocacy and regional partnerships and networking to promote application of biotech tools to conserve and sustainable use of agriculturally important microorganisms will be distributed to concerned stakeholders.
Country publications				
1. Develop, edit and translate country and regional publications. Design and print publications and make available on websites	X	X		<ul style="list-style-type: none"> Briefs for 8 countries (Cambodia, Indonesia, Laos, Myanmar, Malaysia, PNG, Thailand, Vietnam). Country briefs highlight trends in research spending, research intensity, and researcher capacity. As well as analysis of existing policy, agriculture research systems and productivity growth. And policy implications of these. Regional report for southeast Asian countries
Policy Paper/Strategy/Document				
1. A policy brief on innovation strategies of NARS for capacity development (CD) for agricultural innovation system (AIS)		X		<ul style="list-style-type: none"> Though still in a draft form, the brief led to discussions among APAARI and FAO on APAARI's policy positioning on AIS, and the involvement of APAARI in post-CDAIS, particularly the rapid appraisal to assess the regional innovation landscape.
2. Development of a KM and Communication Strategy for the APRMP project.		X	X (Q1-Q2)	<ul style="list-style-type: none"> The draft KM and Communication Strategy was prepared for the APRMP project (STDF/WTO) based on the KM survey conducted with the project partners in September-October 2020. The strategy was discussed with the coordination team as a basis for the prioritization of KM activities of the project for 2021.
3. Strategy development for the Centre of Excellence on Value Chains (with NCHU)		X		<ul style="list-style-type: none"> Strategy on CoE on VC highlights the rationale and objectives of the centre, key partners, and capacity development activities It has provided a clear way forward for the Center and initiation of discussions on core funding

	4. Development of a Communication and Visibility Strategy for the ASSET project		X	X (Q1-Q2)	<ul style="list-style-type: none"> The outline for the Communication and Visibility Strategy was prepared for the ASSET project and agreed with the project Coordination Team. Full strategy will be developed in 2021.
	5. Scaling up the Adoption of GM Maize in Emerging Economies: Economic and Policy Lessons from Philippines		X	X (Q3)	<ul style="list-style-type: none"> Nearly-final stage; Discussed various constraints for adoption of GM maize; based on lessons from Philippines experience of GM Maize cultivation, policy implications and way forward such as: 1. Establishing a Science-based Biosafety Regulatory Framework, 2. Communication and Public Awareness, 3. Post-Commercial Monitoring and Stewardship, 4. Continued Capacity Building and Investments; Evidence-based GM maize adoption maize growing countries.
	6. Preparation of a Resource Document on Applications of Gene Editing in Sustainable Agriculture and Food Security in Asia Pacific Region		X	X (Q3)	<ul style="list-style-type: none"> Steering Committee constituted to identify experts and topics of & conduct series of webinars on gene editing to develop the resource document.
	7. Research to Policy Study		X	X (Q3)	<ul style="list-style-type: none"> On-going
5. Skills built in MERL, governance, Agri Food Research and Innovation Systems networking and knowledge management	Trainings				
	1. International Hands-on Training on Genome Editing Technologies	X			<ul style="list-style-type: none"> 22 participants of 11 countries with 36% women; feedback score excellent or very good by 90% of participants; knowledge sharing of gene editing technology; built hands-on skills and technical competency on various aspects of gene editing - Bioinformatics tools for guide RNA designing; cloning of the guide RNA and Cas9 in to the plant transformation vector; genetic transformation; Confirmation of the recombinant clones by colony PCR; plasmid DNA isolation for the colony PCR positive colonies; Agrobacterium transformation-electroporation; bacterial transformation for the Gateway LR ligated reactions; Demo Arabidopsis/Tobacco transformation; functional characterization of gene-edited plants; surveyor assay/Nano pore sequencing for identifying the Indels in gene edited plants; surveyor assay/Nano pore sequencing data analysis; and platform to face to face interaction and facilitating to develop partnerships and networking; practical manual developed.

	2. International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources	X			<ul style="list-style-type: none"> • 22 trainees from 13 countries with 41% women; feedback score 98% rated overall training as Excellent or Very Good; 98% trainees rated overall training as Excellent or Very Good; Knowledge sharing on all the aspects of in vitro and cryopreservation of germplasm through 21 lectures and 14 practical sessions by experts; Skills developed on various aspects of application of in vitro and cryopreservation of PGR such as - Preparation of solutions and media for cryopreservation; Handling of fruits/seeds of non-orthodox species prior to cryopreservation; Cryopreservation Using Vitrification Technique; Cryopreservation of shoot apices using V cryo-plate and D cryo-plate method; Cryopreservation of budwoods; Cryopreservation of non-orthodox seeds using varied Cryopreservation of shoot apices by encapsulation – dehydration technique; Cryopreservation of wild and cultivated germplasm of Musa; Cryopreservation of Pollen; Cryopreservation techniques in Alliums; DNA isolation, purification and quantification; PCR and gel analysis of SSR and ISSR markers for genetic stability studies Virus Testing of in vitro Germplasm; Training Manual developed; platform to face to face interaction and facilitating to develop partnerships and networking.
	3. Regional Capacity Building Program on Biotechnological Tools in Aquatic Genetic Resource Management and <i>Ex Situ</i> Conservation (Virtual)		X		<ul style="list-style-type: none"> • 35 participants from 14 countries with 72% women; Feedback score 86% improved their knowledge on management of AqGR; knowledge sharing for AqGR management on various aspects; participants identified the areas and country for research collaborations; training manual and e-Resources material available; lectures and online demonstration of lab practical by experts on various aspects; provided opportunities for South-South Cooperation and collaboration in areas of application of biotechnology for conservation and use of AqGR; identified research areas and countries for collaborative research.
	4. Outreach and Communication Strategy for Gene Editing		X	X (Q3)	<ul style="list-style-type: none"> • A total of 301 news coverages, including 92 in print media and 209 online national and regional media drive to create visibility for the Gene Editing Technology and Regulation; Print and digital media material, the relevant press coverages Facebook and Twitter with a total of 280 creatives/ infographics; total numbers of likes of 270, reaches 25,128 and engagements as 4764, with Tweet impressions as 16,400; 28 blogs on various aspects of gene editing written and posted on website and social media.

	5. Regular exercise to be conducted on MERL by APAARI, developing staff's monitoring and evaluation skills, and embedded in APAARI's routing work	X		X (Q2)	<ul style="list-style-type: none"> • Implementation plan developed and integrated into APAARI routing work and reporting system. • Training of APAARI staff in reporting and communication.
	6. Training on Smart food and value chains in Taichung (27-28 June)	X			<ul style="list-style-type: none"> • Report available
	7. Asia Pesticide Residue Mitigation (STDF) project; Inception Workshop (6-7 August 2020); Group Lab Training (10-14 August 2020); Field Training Workshop (25-26 August 2020) Second Group Lab Training (February 2021) Training workshop on propagation of microorganism		X	X (Q3)	<ul style="list-style-type: none"> • The inception workshop took place on 6-7 August 2020. Technical training on Good Laboratory Practices was conducted from 10-14 August 2020. A field training workshop was organized on 25-26 August 2020. All project meetings were successfully delivered virtually. The integration of business plan development and related functional areas in a microbial training (to be conducted in 2021) was discussed and agreed with the project partners. • The second Group Lab Training was organized in four tranches for two country groups in February 2021. • This is plan for May 2021.
	8. Methodologies on data collection and analysis (hands-on-incl. analytical study) on ASTI	X			<ul style="list-style-type: none"> • Skills built (through on-the-job implementation), in facilitation of data collection across government agencies, higher education institutions and private sector, including checking and following up on missing data, and checking data quality.
	9. APAARI support to ten participants from Asia-Pacific for the Crawford Fund Master Class in Agricultural Research Leadership and Management	X			<ul style="list-style-type: none"> • 25 people attended training on agriculture research management. 10 were supported by APAARI and 15 by Crawford Fund.
	10. Functional capacities training <ul style="list-style-type: none"> • STDF/WTO project: Second Lab Training (integration of training of trainers' methodology and individual and collective reflection) • Training workshop on propagation of microorganism (integration of business plan development) • Risk communication • KM in the context of IPM 			X (Q2)	<ul style="list-style-type: none"> • Functional capacity development was integrated in the second lab training in February 2021 and will be further integrated in the training on microorganisms in May 2021.
	Training Manual				
	1. Training Manual on International Hands-on Training on Genome Editing Technology	X			<ul style="list-style-type: none"> • Printed Manual; distributed to 22 trainees in 11 countries and other scientists of member countries; uploaded on website; 316 downloads; Manual of protocol of gene editing available Open Access to all

	2. Training Manual on International Training Course on <i>In Vitro</i> and Cryopreservation Approaches for Conservation of Plant Genetic Resources	X			<ul style="list-style-type: none"> Printed Manual; distributed to 22 trainees of 13 countries and other scientists of member countries; uploaded on website; 462 downloads; Manual of protocol available Open Access to all
	3. e-Training manual on Regional Capacity Building Program on Biotechnological Tools in Aquatic Genetic Resource Management and <i>Ex Situ</i> Conservation			X (Q1)	<ul style="list-style-type: none"> Available online in Open Access (https://e-nbfgfgr.nbfgfgr.res.in); linked to APCoAB website; comprised lectures and lab demonstrations on - Designing of PCR primers; DNA to Genomics; DNA sequencing procedures, sequence quality check
6. APAARI websites, databases and ancillary communication approaches assessed, maintained and renovated	Website				
	1. Regular updates on agricultural biotechnology and bioresources developments, news and events of specific relevance to Asia- Pacific on the APCoAB website.	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> 2019: Updated databases(a) Institutional database: 57 new institutions from 12 countries (376 institutions); (b) Educational Institutions: 142 new institutions from 12 countries (142 institutions); (c) Experts database: 103 new contacts from 13 different countries (138 experts); uploading of publications, event proceedings updates, etc. Distribution of resource material (proceedings, country status reports, PowerPoint presentations etc. of workshops/Expert Consultations to the participants and different stakeholders; Regular updates; Tweets/retweets: 635 Regular updates: News (96), events, announcements, infographics (255), uploading of publications, event proceedings updates, etc. Distribution of resource material (proceedings, country status reports, PowerPoint presentations etc. of workshops/Expert Consultations to the participants and different stakeholders; Tweets: 785 with 352.9 K impressions; Updated information available to all for Interaction with interested stakeholders.
	2. Regular updates and improvement of the content management of the APAARI website, facilitating its transition to a more interactive KM portal	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> From July 2020 - Feb 2021, there were 50,076 unique visitors; 97,000 number of visits; 132,969 pages visited; and 7,079,812 hits made in www.apaari.org web domain (including the subpages APCoAB and ASTI)
	3. Development and maintenance of ASTI website	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Ongoing

	Databases				
	1. Update of existing APCoAB databases, regular updates of other content and additional databases	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Updated databases - (a) Institutional database: 54 new institutions from 14 countries (total: 302 institutions); (b) Educational Institutions: 81 new institutions from 15 countries (total 209 institutions); (c) Experts database: 258 new contacts from 20 different countries (total 404 experts).
	2. Development of an internal national expert pool			X (Q2-Q4)	<ul style="list-style-type: none"> To start
	Newsletters				
	1. Improvement, preparation and dissemination of two six-monthly newsletters.	X	X	X (Q2, Q4)	<ul style="list-style-type: none"> Six monthly newsletters available on APAARI website
	2. Improvement, preparation and dissemination of six bi-monthly APAARI Network Highlights (ANH) issues.	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Network Highlights available on APAARI website
	3. Preparation of IT network audit report Conducting regular maintenance of IT system across the Secretariat	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Regular system scan, repair, upgraded maintenance Latest IT asset list and staff accountability list prepared and submitted to management (Hardware and Software). <p>NOTE: Updated IT asset list as of 21 January 2021</p>
	APAARI library				
	1. Organization of the APAARI library; Organization of the Stock Room (indexing and synchronizing; Publications with those on the web); Maintenance of the Archives (stock) catalogue of publications.	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Library stock indexed and maintained; Activity ongoing;
7. Agri Food Research and Innovation Systems expert consultations and workshops held, documented and evaluated	Expert Consultation/Symposium				
	1. SEAVEG Conference 2019 at Hatten Hotel, Melaka, Malaysia	X			<ul style="list-style-type: none"> Co-organized with MARDI (9-11 July) All done
	2. CGIAR Germplasm Health Workshop 2019, ICARDA, Rabat, Morocco	X			<ul style="list-style-type: none"> Report available
	3. IAAS: Taipei Conference on Smart Food and Vale Chain	X			<ul style="list-style-type: none"> Report available
	4. Workshop of Innovation in Agribusiness in Taipei, Taiwan	X			<ul style="list-style-type: none"> Report available

	5. 13th International Conference on Development of Drylands and Satellite symposium on Dryland Agrobiodiversity for Adaptation to Climate Change	X		<ul style="list-style-type: none"> • 379 participants from 37 countries with 27% women; 127 participants in Satellite Symposium on Dryland Agrobiodiversity; rich knowledge through 76 presentations by experts on (i) impact of climate change on dryland agriculture, (ii) Managing land degradation and desertification, (iii) Soils health management and carbon sequestration, (iv) water harvesting and improving water productivity, (v) conservation of agrobiodiversity, (vi) sustainable intensification and diversification in dryland, (vii) livestock, rangeland and agroforestry management, (viii) post-harvest management, value chain, renewable energy farm mechanization and automation, (ix) role of policies, institutions, market in improving livelihoods of dryland community; face-to face interaction; platform for developing partnerships and networking with global experts dryland agriculture. <p>Major recommendations (Satellite Symposium on Dryland Agrobiodiversity): (i) It is imperative that a clear Road Map is developed and implemented for the efficient conservation and sustainable use of dryland agrobiodiversity;</p> <p>(ii) Agrobiodiversity conservation and use should be comprehensive, not limited to crops on farm land, but include other components of dryland ecosystem, especially trees, shrubs, grasses and animal biodiversity.</p> <p>(iii) For mitigation of climate change in dryland ecosystems, research on the distribution, collecting, documentation, conservation and legal protection of agrobiodiversity requires to be intensified. Development of a Red Data Book for dryland diversity.</p>
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				<p>(iv) Collection, characterization and evaluation animal and crop diversity of arid region that already withstand abiotic and biotic stresses must be undertaken on priority.</p> <p>(v) Use of new tools and techniques like phenomics, genomics, space and robotic technologies should facilitate identification of valuable traits and genotypes better adapted in the drylands despite climate change scenario.</p> <p>(vi) There is need to promote and strengthen mixed cropping and agroforestry as well as silvi-pastoral systems to reduce the risk and stabilize income support to resource poor farmers, despite adverse conditions on account of climate change.</p> <p>(vii) Precision water management technologies (such as conservation agriculture, precision land levelling, micro-irrigation including sub-surface drip and field bunding).</p> <p>(viii) Primary agro-processing units need to be established in rural and peri-urban areas to minimize the losses of farm produce and fetching better prices to farmers.</p> <p>(ix) Models to incentivise farmers need to be developed for facing ecological burden, in order to promote agroecology-based cropping/farming and other agriculture systems.</p> <p>(x) Circular bio-economy needs to be promoted, which is based on reduced use of inputs, recycling and reutilization for sustainable mode of renewal form of economy.</p> <p>(xi) A more balanced approach in terms of policy is required for increased public funding/support to dryland farming and farmers, laying greater focus on research and development, production and marketing, on par with crops in the irrigated region.</p> <p>(xii) The need to develop effective cooperation and partnership through either a consortium or a network was also recognized for knowledge and germplasm sharing as well as for capacity building and sustainable use.</p>
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	6. Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration	X		<ul style="list-style-type: none"> 63 participants from 14 countries with 21% women; feedback score Excellent/Very Good by 88% of participants; 10 strategic papers to share the knowledge and Country status report of South and West Asia, SE Asia, East Asia, Pacific by AnGR by experts; <p>Major Recommendations: (i) Conservation, improvement and use of underutilized AnGR, each country within the Asia-Pacific region is recommended to have in place an enabling policy to protect and Underutilized Animal Genetic Resources and their Amelioration conserve AnGR; (ii) The assessment of underutilized AnGR has to be carried out at national level to gather information on geographical distribution, population dynamics, risk status, and indigenous knowledge and experience in the management of underutilized AnGR; (iii) The rights of smallholder farmers owning these underutilized AnGR are to be safeguarded through filing of their intellectual property rights and agreement on sharing of benefits; (iv) Value addition, marketing and export, that improvement of technology, facility, training and education on value-added products of indigenous AnGR are highly recommended; (v) Farmers engaged in keeping underutilized species should be provided with enhanced skill and knowledge to enable them to develop and commercialize these value-added products; (vi) It is recognized that many stakeholders of special groups, NGOs, entrepreneurs, farmers and research institutions are to be included in the management of underutilized AnGR.</p> <p>and networking in underutilized AnGR.</p> <p>(xiii) Collaborative projects among countries in the Asia-Pacific region are proposed on specific areas such as breed characterization, genomic profiling, sexing and cryopreservation of gametes and value-added products of underutilized AnGR.</p>
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				<ul style="list-style-type: none"> • (vii) To build partnership, a networking of interest groups and institutions could be initiated to collaborate on selected key issues such as expertise development, methods/ technologies, deliverables and budget, and identify areas of common interest or current challenges of underutilized AnGR. (viii) Exchange of genetic materials of indigenous breeds is very crucial and should be given priority. (ix) Capacity building, awareness on the importance of status, risk issues and conservation methods of AnGR should be shared through seminars and workshops and hands-on trainings on modern biotechnologies. (x) The issues constraining the use of biotechnological methods in livestock production are lack of expertise, data, financial support and facilities. (xi) It is highly recommended that an Asia-Pacific Regional Genebank for gametes and embryos to facilitate regional sharing of genetic materials and enhance the mechanism for intra-regional exchange of AnGR be formed. (xii) A consortium for Asia-Pacific for underutilized AnGR is recommended as a common platform for regional collaboration and networking in underutilized AnGR. (xiii) Collaborative projects among countries in the Asia-Pacific region are proposed on specific areas such as breed characterization, genomic profiling, sexing and cryopreservation (xiv) Awareness programs could be conducted to expose farmers to easy-to-do biotechnological methods in the identification and breeding of underutilized AnGR. (xv) It is recommended that an Asia Pacific AnGR information system which meets the regional requirements be set up. The information system is suggested to be linked to DAD-IS and DAGRIS to facilitate the systematic gathering of AnGR information
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	<p>7. Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration</p>	X		<ul style="list-style-type: none"> • 94 Participants from 12 countries with 30% women; feedback Excellent/ Very Good by 72% of participants; Rich information on 8 thematic papers to share knowledge and 11 Country status reports of South and West Asia, SE Asia, East Asia, Pacific by FMGR experts; <p>Major Recommendations:</p> <ul style="list-style-type: none"> (i) Identify underutilized species to utilize as substitutes of vulnerable, and threatened and over-exploited species. (ii) Identify, prioritize and develop new marine resources that have not yet been investigated and establish genome resource banks for both conservation and breeding purposes. (iii) Economic and policy analysis tools to be developed to facilitate the policy makers to take decisions for conservation and sustainable utilization. (iv) Introduce simple and cost-effective methods/technology at household levels through awareness programs and improve infrastructure facilities to produce alternative value-added food sources. (v) Improve and promote culture-based method in association with genetic tools to reduce the pressure on natural fishery resources and establish alternative livelihoods. (vi) Develop and maintain regionally accepted common standards for branding the products and trade negotiation among regional countries to expand international markets. (vii) Comprehensive studies should be carried out using molecular markers for species identification and phylogeographic, phylogenetic and stock assessment of populations. (viii) Molecular markers need to be applied for selection and characterization to identify the economically important traits to develop quality breeds and better marketable products. (ix) Establish policies and regulations, exchange knowledge, techniques and resources among countries to enhance the utilization and development of marine resources in the region. (x) Develop collaborative programmes at regional or sub-regional level with sufficient funding to identify research capacities of national partners and sharing or exchange the technology, knowledge, infrastructures and expertise. (xi) PCB is needed between countries for sharing water and genetic resources to harmonize policies on introduction of aliens/exchange of germplasm in region and outside region. (xii) Existing commodity-wise national databases to be enriched with other relevant metadata of the species including the conservation status that is maintained in a standard format which may eventually be developed/linked to the regional database at later stage. (xiii) Mechanism to be developed for sharing the information in accordance to National laws keeping in view the IPRs.
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	8. Workshop on Innovations in Agribusiness for Young Entrepreneurs	X			<ul style="list-style-type: none"> • 29 participants from 13 countries with 52% women; presentation by experts on (1) Introduction to innovations, entrepreneurship, and the youth generation; (2) Agribusiness development through youth entrepreneurship; (3) Accelerating youth entrepreneurship through systemic facilitation; (4) Progressive farmers' field visits; (5) Country paper presentations; (6) Group discussion and presentations; experience and knowledge sharing on agribusiness; sharing successful agri-business models for agripreneurship; participation and experience sharing by women agripreneurs; platform for partnerships.
	9. Regional Expert Consultation on Gene Editing and its Regulation	X			<ul style="list-style-type: none"> • 110 participants from 9 countries; 26% women; Rated Excellent/Very Good by 90% of participants; Knowledge and experience sharing on research and regulation of gene editing; presentations of 7 lectures on Status and Advances in Gene Editing. Regulatory Status of Gene Editing in Asia-Pacific Region, Status of Gene Editing in CG Centres and Perception of Gene Editing by Different stakeholders Gene Editing; • Major Recommendations: • Any regulatory oversight should be based on the final product rather than the process involved. Therefore, it was recommended that consistency can be achieved by not regulating products of plant varieties developed through the latest breeding methods if they are similar or indistinguishable from varieties produced through earlier breeding methods. The genetic variation in the final product would not be regulated when: (a) It does not contain a novel combination of genetic material; (b) The final plant product contains genetic material from sexually compatible plant species; (c) Or any form of mutagenesis is involved. • Of the different gene editing approaches, only those products developed using SDN 3 that contain foreign DNA introduced from sexually incompatible species should be subjected to safety assessment on a case-by-case basis. • Science-based, predictable and proportionate regulations with clear timelines are urgently required to encourage innovations. It was recommended that countries should clarify the scope of their regulation for the products of gene editing at the earliest.

				<ul style="list-style-type: none"> • Should it be determined that a sub-set of gene-edited plants may warrant regulation as GM, then harmonization of approaches within the Asia-Pacific region is important for collaboration in research, capacity development, regulation and trade. • Efforts towards common ground should be facilitated by organizing interactive meetings among the researchers and the regulatory agencies in the region and should also be informed through appropriate stakeholder engagement and/or consultations. • Significant efforts are needed from all stakeholders to improve and prioritize communication and information exchange about gene editing, particularly focusing on how it is an extension of conventional plant breeding. • Focused programs for communicating science-based information in easy to understand language should be initiated by academics, industry and experts from both public and private sectors. • Besides, capacity and competency building in research and development, deployment and delivery of the products of gene editing should be enhanced at the regional level. Partnerships – public–public and public-private should be encouraged. • Better mechanisms for sharing knowledge/technology need to be in place to enable such partnerships. • Public-private partnerships should be encouraged to work in the areas of relevance to the Asia-Pacific. • Regional organizations like APAARI should lead the development of network projects involving national partners in the interest of smallholder farmers and consumers of the region. • Crops as well as areas of improvement need to be prioritized for an efficient deployment of gene editing technology. • The innovative institutional arrangements, networks and collaboration will contribute substantially to development of the human capital needed to ensure the judicious application of these advanced tools and technologies in the region. Similarly, the regional collaborations and networks can also contribute to capacity building, communication strategies, policy development and advocacy. • understand language should be initiated by academics, industry and experts from both public and private sectors.
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	10. Regional Expert Consultation on Agriculturally Important Microorganisms (Virtual)		X		<ul style="list-style-type: none"> • 134 participants from 16 countries with 24% women researchers; 98% participants felt that the Expert Consultation was highly informative and useful in Networking and potential collaboration (11%); Conservation and utilization (24%); To understand global/regional status (18%); Microbial biotechnology, policy discussion, South-South cooperation (13%); 7 presentations made by experts and a Panel discussion on regional priorities for AIMS in Asia-Pacific for research, regional cooperation and partnerships, digital sequence information, taxonomy and, information system; 8 Recommendations were made on: (i) Microbial mapping of the Asia Pacific region.; (ii) extensive use of Molecular techniques; (iii) A microbial Red Data book for the region should be compiled; (iv) DNA based methods to be protected as IP; (v) Regional priorities should be identified for the region based on this consultation.;(vi) Regulatory frameworks to be developed for easy exchange of microorganisms among the countries of the region; vii) Developing industry-academia partnership in the region has excellent scope; (viii) Regulatory policies for biopesticide registration, access and benefit sharing; (ix) South-South cooperation model should be adopted by the countries in the region; (x) Regional repository may be developed for conservation and utilization of AIMS for the benefit of member countries. (xi) Conservation Biology should be developed as a full-fledged discipline (xii) Development of knowledge platform/portal at regional level for the benefit of member countries for sharing of knowledge and capacity building.
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11. International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling (Virtual)		X		<ul style="list-style-type: none"> • >200 participants including 40 APAARI-sponsored participants from 7 countries with 44% women; knowledge sharing through interaction and presentation by experts on 4 thematic areas: 1) New Challenges and Opportunities to Minimize Agricultural and Food Wastes and Residuals; 2) Modern Technologies of Agricultural Waste and Residual Recycling and “Low External Input Farming”; 3) New Aspects on “Optimization of the Use of All Resources and Value-adding”; and 4) Small Farmers’ Material Matching, Basic Education and Policy Promotion. Recommendations were made on: <ol style="list-style-type: none"> 1. Minimize food loss and wastes and efficiently utilize all resources under the food systems by harnessing innovative technologies; 2. Link and involve the private sectors, policymakers, enterprises, and farmers, with good policy, to successfully transform linear agriculture to circular agriculture; 3. Reduce food loss and wastes in the Asian and Pacific region to generate multiple dividends: such as creating economic values and new jobs, avoiding lots of greenhouse gas emissions, reducing waste of freshwater use, and recovering meals for food security; 4. Internationalize science investments to maximize efficiencies and facilitate collaboration; 5. Emphasize co-benefits for sustainable development to achieve buy-in and remove barriers to the action of achieving the goal of circular agriculture; 6. Scale-up investments in both public and private sectors to retain human capability and research infrastructure; 7. Establish regional industrial symbiosis parks as an important model for industrialized utilization. 8. Make value-added final products to maximize circular agriculture.
12. Transformation education workshop with Tamil Nadu Agricultural University	X			<ul style="list-style-type: none"> • Proceedings available
13. Innovation Strategy workshop with EC members	X			<ul style="list-style-type: none"> • Report available
14. Plant Health, Agriculture and BioScience 2020, Hague, Netherlands (CABI/KENES/APAARI) (postpone to 2021. Conditional) (Virtual in Sept)		X	X (Q3)	<ul style="list-style-type: none"> • Postponed from 2020 to September 22-24 2021.
15. Horti-Asia conference on Horticulture and Floriculture Production Technology: APAARI Side-event on Policies on Horticulture		X	X (Q2)	<ul style="list-style-type: none"> • Postponed from 2020 to May 27-29 2021.

	Knowledge Sharing Activities				
	1. Use of innovative KM methods and processes in APAARI-supported meetings and capacity development programmes	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Webinar more frequently used by APAARI for meetings internally and externally with partners with integrated group discussions and engagement.
	2. Vegetable seed technology workshop, Iran Investment in agricultural biotechnology and its impact on livelihoods of farmers in Asia-Pacific region		X		<ul style="list-style-type: none"> Both events postponed to 2021. Dates TBA
8. Women and youth groups engaged and participating in Agri Food Research and Innovation Systems activities	1. Implementation of MAYA (Motivating and Attracting Youth to Agriculture) roadmap – promotion of MAYA in the region	X			<ul style="list-style-type: none"> Recommendations being integrated in APAARI's agricultural education programme
	2. Regional workshop on Youth as Torch Bearers of Business Oriented Agriculture in South India, end 2019	X			<ul style="list-style-type: none"> APAARI co-organized and contributed to the Regional workshop on Youth as Torch Bearers of Business Oriented Agriculture in South India from 21-22 October 2019
	3. Inclusion of women in APCoAB activities		X		<ul style="list-style-type: none"> 27% women (379 participants) participated in Satellite Symposium on Dryland Agrobiodiversity 21% women (63) participated in Regional Workshop on Underutilized AnGR 30% women (94) participated in Regional workshop on Underutilized FMGR 52% (29) women participated in Workshop on Innovations in Agribusiness for Young Entrepreneurs 36% women (22) participated in Training on In vitro and Cryopreservation 41% women (22) participated in Training on Gene Editing 26% (110) women participated in Regional Expert Consultation on Gene Editing 24% women (134) participated in Regional Expert Consultation on Agriculturally Important Microorganisms 44% (200) women participated in International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling 3. 72% (35) women participated in Regional Capacity Building Program on Biotechnological Tools in Aquatic Genetic Resource Management and Ex Situ Conservation
	Capacity building of women in APAARI member institutions (webinar)			X (Q3)	<ul style="list-style-type: none"> To take stock of women's capacity needs as a basis for a new women-focused initiative of APAARI

9. Agri Food Research and Innovation Systems advocacy models assessed and extended to members	1. APCoAB Outputs on agricultural biotechnologies and bioresources for sustainable agri-food system	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Agricultural biotechnologies and bioresources related information is readily available in proceedings, country status reports, success stories, training manuals, e-training resource material
	2. Improved Social media strategies for outreach of agricultural biotechnologies and bioresources	X	X	X(Q3)	<ul style="list-style-type: none"> News (96), events, announcements, infographics (255), uploading of publications, event proceedings updates, Distribution of resource material (proceedings, country status reports, PowerPoint presentations etc. of workshops/Expert Consultations to the participants and different stakeholders; Tweets: 785 with 352.9 K impressions.
	3. Use APAARI Social Media tools for communication campaigns on APAARI projects	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> Ongoing
10. Key APAARI stakeholders and partners analysed for engagement and communications plan development	1. MoU for collaboration between APAARI and ICAR was drafted and submitted to ICAR	X	X		<ul style="list-style-type: none"> To collaborate for capacity building and knowledge management in areas of agricultural biotechnology and other agriculture sectors
	2. MoU with CropLife Asia, Singapore and Federation of Seed Industry of India		X	X (Q3)	<ul style="list-style-type: none"> Development and execution of a project on Outreach and Communication Strategy for Gene Editing
	3. Feedback analysis of participants of Regional Workshops on Underutilized Animal Genetic Resources and their Amelioration	X			<ul style="list-style-type: none"> 80-98% participants gave the high commendation (Excellent or Very Good) for logistics, meeting venue and facilities, all technical sessions and overall scientific programme. Quality of invited speakers, World café Discussion, Panel discussion, Plenary Session was rated as Excellent or Very Good by 82-84% participants. Country Status Report session was rated as Excellent or Very Good by 72% participants. Overall evaluation of the workshop was recorded as Excellent or Very Good by 88% of participants. In general, it was inferred by the participants that the workshop was a very good platform for networking and collaboration Some suggestions were also received from the participants: <ul style="list-style-type: none"> Technical visits to farm where underutilized animals are maintained. APAARI should organize the workshops/events in collaboration with member countries. <p>More time should be given for general discussion.</p>

	4. Regional Workshops on Underutilized Fish and Marine Genetic Resources and their Amelioration	X		<ul style="list-style-type: none"> • Some 60-79% participants gave the high commendation (Excellent or Very Good) for logistics, all technical sessions and overall scientific programme. • Quality of invited speakers, World café Discussion, Panel discussion, Plenary Session was rated as Excellent or Very Good by 71-79% participants. • Country Status Report session was rated as Excellent or Very Good by only 48% participants. • Meeting venue and facilities were rated as Excellent or Very Good by 60% participants. • Overall evaluation of the workshop was recorded as Excellent or Very Good by 72% of participants. • In general, World café Discussion and Policy Framework session were much appreciated by all the participants. • Some suggestions were also received from the participants: <ul style="list-style-type: none"> ◦ Country Status Reports were not consistent by all presenters. ◦ Biotechnology of marine resources should have been elaborated for discussion. • Scope of improvement in meeting venue facilities.
	5. Regional Expert Consultation on Gene Editing and its Regulation	X		<ul style="list-style-type: none"> • Some 80%-100% participants gave the high commendation (Excellent or Very Good) for logistics, meeting venue and facilities, all technical sessions and overall scientific programme. • Quality of Invited speaker sessions, Panel discussion, Plenary session was rated as Excellent or Very Good by 84%-94% of participants. • Country Status Report session was rated as Excellent or Very Good by 85% of participants. • Overall evaluation of the workshop was recorded as Excellent or Very Good by 90% of participants. • In general, invited speaker sessions and Regulatory framework were much appreciated by all participants. • Some suggestions were also received from the participants: <ul style="list-style-type: none"> ◦ More time for critical topics. ◦ More case studies, especially people from the U.S.A. who has done commercialization of products.

	6. International Hands-on Training on Genome Editing Technologies	X		<ul style="list-style-type: none"> • Above 90% of participants gave the high commendation (Excellent or Very Good) for logistics, meeting room, laboratories and overall training programme. • The accomplishment of learning objectives was rated as Excellent or Very Good by 100% of participants. • The relevance of topics was rated as Excellent or Very Good by 100% of participants. • Overall, the balance of ratio between theory, practical and visits was recorded as Excellent or Very Good by 100% of participants. • Some 95% of participants said this training will be useful in their work. • In general, visits to core faculties and lab session were much appreciated by all participants. • Some suggestions were also received from the participants: • Wi-fi access in the conference room was limited. • More trainings in the future such as Usage of bioinformatic tools and data analysis, Phenotyping, Speed breeding and Genome sequencing.
	7. International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources	X		<ul style="list-style-type: none"> • Some 98% trainees rated overall training as Excellent or Very Good. • The accomplishment of learning objectives was rated as Excellent or Very Good by 86% of participants. • Course content was scored as excellent or very good by 93% participants. • Hands-on practical and demonstration and expertise of faculty were rated as training facilities by 98% trainees rated as excellent or very good. • In addition to the newly-acquired knowledge, the participants appreciated the training as a platform for opening up new ways for collaboration with other institutes in other countries.

	8. Online survey on Impact of Regional Expert Consultation on Underutilized Crops for Food and Nutritional security in Asia and the Pacific		X		<ul style="list-style-type: none"> • 44% of respondents work as the researchers/scientists, followed by 39% as the research managers and 17% as policy makers. Most of the researchers work in areas of crop improvement or germplasm management. Currently only 67% of participants work in the same organization in area of underutilized crops other either transferred or changed the crops. • Some 60% of participants have provided consultancy on underutilized crops to the public sector of organization and 13% to either private sector or NGOs. • A total of 74% mentioned that they have implemented the gained knowledge and observed major or minor improvement. • 60-93% of participants mentioned that their knowledge and skills gained during the Expert Consultation helped their organization to (i) create awareness about underutilized crops; (ii) to promote underutilized crops; to develop a sustainable vision for underutilized crops; (iii) to improve dialogue about underutilized crops. • About 47% of participants felt major improvement of knowledge about underutilized crops and 40% mentioned minor improvement after participating the Expert Consultation. A total of 74% mentioned that they have implemented the gained knowledge and observed major or minor improvement in their ongoing programmes after participation. • Between 60-93% of participants mentioned that their knowledge and skills gained during the Expert Consultation helped their organization to (i) create awareness about underutilized crops; (ii) to promote underutilized crops; to develop a sustainable vision for underutilized crops; (iii) to improve dialogue about underutilized crops with external stakeholders.
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	<p>9. Online survey on impact of Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnerships to Improve Livelihood of Farmers in Asia and the Pacific</p>	X	<ul style="list-style-type: none"> • Of the total respondents, Federal government (38%) others from either CG or private organizations; organizations of 50% participants had ≥ 100 employees; 63% of respondents working as the researchers/scientists, followed by 25% as the Policy makers, and 13% as research managers; . • 63% were working in Plant Biotechnology and 75% currently working in same organization from where they were deputed; 63% have provided consultancy on agricultural biotechnology for the public sector of organization. • 75-100% had major improvement of knowledge of the agricultural biotechnology within their organization and individually particularly through strategic case studies and country status reports. • 88% had major improvement of knowledge/skills of how to develop partnerships at national/regional level. • 75% have implemented/practiced or planning to use improved knowledge and skills they gained, to directly or indirectly to prioritize their research projects. • 50% mentioned that their knowledge and skills gained helped them in terms of improving dialogue about agricultural biotechnology with external stakeholders. • 63% of respondents mentioned that of all the related stakeholders, policy makers are most difficult to communicate about the benefits of agricultural biotechnology. <ol style="list-style-type: none"> 1. Some 75% of respondents expected to attend other workshop/training/webinar on networking and partnership related to agricultural biotechnology 2. 63% would like to attend other workshop/training/webinar on gene editing related to agriculture; 50% on conservation of bioresources related to agriculture; 50% on trait discovery; 50% on biofertilizer and biopesticides; 50% on public awareness and policy development related to agricultural biotechnology.
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10. Online Survey for Public Perception of Gene Editing (Online Survey in India and Philippines launched; responses are being obtained)		X	X (Q2)	<ul style="list-style-type: none"> Conducted on various stakeholders - researchers (1304), academicians (411), industry (335), policy makers (58), journalists (14) from India and researchers (99), academicians (351), industry (211), policy makers (165) from Philippines. Online survey is continued. Data yet to be analysed.
11. Feedback analysis of participants of Regional expert Consultation on Agriculturally Important Microorganisms			X(Q1)	<ul style="list-style-type: none"> Mainly 56% Participants were from NARS and 39 from Universities; Objectives of participation – networking and knowledge exchange (12%), acquire knowledge on AIMS (9%), collaboration and conservation of AIMS (8%); 84-91% rated sessions on thematic presentation, strategies for conservation and use, Panel Discussion as excellent or very good; Participation intended to integrate or use the gained knowledge for collaboration and networking (15%), using knowledge in their research programmes or policy development (30%); 96% mentioned that Expert Consultation covered contemporary issues related to AIMS; 6. Participants identified the countries for future collaboration and areas of research related to conservation and use of AIM.
12. Strengthening existing partnership with SAARC. Assisted SAARC in setting Vision 2030 (Dec 14-16) and Rural Revitalization through Promoting Agriculture and Rural Resources Based Enterprises Development in South Asia (between Sept-15 Oct)	X	X		<ul style="list-style-type: none"> Partnership with SAARC Secretariat and SAARC members strengthened with involvement and contribution of APAARI towards developing of Multi-sectoral policy and Strategic Framework of SAARC Agriculture Centre 2020-2030 and SAARC's Vision 2030 Expert consultation on the Multi-sectoral policy took place in July 16-17 at Dhaka, Bangladesh. APAARI made presentations and contributed ideas for identifying vision and mission and developing an impact pathway framework
13. FAO-LOA on Rural Statistics	X			<ul style="list-style-type: none"> Completed and report available
14. Development of the guidelines for the scoping study and a work plan for the testing of the guidelines for assessing agricultural innovation system in China (FAO-Rome)		X		<ul style="list-style-type: none"> Put on hold since March 2020
15. Tropical Agricultural Platform (TAP) Partners Meetings. To highlight APAARI activities under TAP and strengthen partnership with FAO and Agrinatura	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> APAARI has been included in the new EU DeSIRA funded project 'Scaling up the TAP Common Framework' to be implemented in 2021-2024.

	16. Value addition to the global dialogue on agricultural innovation systems and functional capacities for scaling up the Common Framework on CD for AIS in Asia-Pacific.		X		<ul style="list-style-type: none"> APAARI was appointed as a Chair of TAP in 2021. APAARI actively contributed to the TAP Partners' Assembly that took place from 16-20 November 2020 (APAARI chairing the meeting, presented the integration of the Common Framework in the APRMP; participated in two panel discussions during two side events); prepared the final report including the financial statement; and developed articles for the website and newsletters (TAP and APAARI). Furthermore, APAARI actively contributed to the FAO CD Expert Group through e-discussions on the improvement of the TAP Common Framework.
	17. Regular engagement on the Agroecology and Safe food System Transitions (ASSET) in Southeast Asia (CIRAD-EU-AFD).		X		<ul style="list-style-type: none"> APAARI reviewed and agreed on the partnership and project administration modalities (e.g. re-negotiated the activities and budget, and provided comments on administrative manuals), hosted ASSET's Inception Workshop (10-12 November 2020) providing facilitation, administration and substantive support to the meeting organization, developed APAARI's staff profiles for the ASSET Directory, prepared and presented (with ITC) the first year Work Plan, and conducted first internal communication meetings contributing ideas, guidance and support.
	18. IR4-ASEAN pesticide residue detection under Support for activities for Minor Use Foundation (USDA)		X	X (Q1-Q4)	<ul style="list-style-type: none"> Project started
11. New members and partners assessed for engagement	New Membership				
	1. Identification of countries and their institutions for membership mobilization (through stakeholder mapping).	X	X	X (Q1-Q4)	Ongoing
	2. Thematic mapping to identify stakeholders of newly initiated projects (value chains, pesticide mitigation), as well as ongoing APCoAB		X	X (Q2-Q4)	Updated contacts
	3. Consultations with identified institutions (CARDI, Cambodia; IAARD, Indonesia; MOALI, Myanmar, etc).	X	X		Efforts on-going
	New Partnership				
	1. Project development and scoping for funding in partnership for the Forum for Agricultural Research in Africa (FARA).	X			<ul style="list-style-type: none"> Meeting with FARA in Belgium, 13-15 May 2019 to follow up on the partnership

	2. Building partnership with the European Commission (EC) Directorate-General for International Cooperation and Development (DG-DEVCO).	X			<ul style="list-style-type: none"> Meeting with EU in Belgium, 13-15 May 2019 to follow up on the partnership
	3. Development of new strategic partnerships with Europe-based institutions for APAARI participation in the 2019 Horizon 2020 call(s)	X			<ul style="list-style-type: none"> Meeting with various Europe-based agencies in Belgium, 13-15 May 2019 The Horizon 2020 discussions led to EU's recommendations to CIRAD to include APAARI in the new ASSET project
	4. Scoping for involvement of APAARI expertise for Africa through STDF/ WTO project on pesticide mitigation - South Africa Development Community Biopesticide Project		X	X (Q2-Q4)	<ul style="list-style-type: none"> The project was approved in February 2021, involving APAARI in the project's technical and functional trainings APAARI included in this new project funded by STDF to provide technical backstopping on the development of functional capacity
INPUTS FOR ACTIVITIES					
1. Were project funds provided? If not why not?	1. Ensure timely receipt of project funds from donors		X	X (Q1-Q4)	<ul style="list-style-type: none"> Project status review Fund already received Funds received from COA, IFPRI/ACIAR, FSII-CLA, FAO ROME, USDA, GFAR, ACIAR, IFPRI, NC University, CLA, COA, Project.
	2. Submit acquittals, invoice, project updates		X	X (Q1-Q4)	<ul style="list-style-type: none"> STDF Six Monthly Report, FAO RAP, CDAIS FAO
2. Have APAARI program/project management arrangements been established? If not why not?	1. Contracts/Agreements with implementing NARIs/Countries signed		X	X (Q1-Q4 as required for new partners etc)	<ul style="list-style-type: none"> Contracts signed with all donors Contracts signed with implementing partners. For instance, with projects below: <ul style="list-style-type: none"> STDF - 11 partners ASSET - 25 partners GFAR-5 Partners CLA-FSII-2 NCUniversity-1 USDA-1 ACIAR - 1
	2. Need based expertise outsourced for writing success stories and events	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> Ongoing

Governance					
1. Were membership fees paid? If so what %n and if not why not?	1. Follow-up with members for annual payment	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> -2020 85% received 15% yet to received till Feb 2020 -2021 14 % only up till Feb. Last year Feb was 26% Due to Covid 19 many members fee where delayed, APAARI is doing necessary follow-up with members.
	2. Member Category - NARS - Associate - Affiliate (2 categories) - Reciprocal •- Total	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> NARS -21 Associate -27 Affiliate (2 categories) -14 Reciprocal - 16 Total 78
2. Have contracts been signed and are funds available?	1. Projects developed and submitted <ul style="list-style-type: none"> Developed Developed and submitted Submitted and secured Secured and started 	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> Projects: ongoing – 8 (ASTI- Bridge Fund, USDA, STDF, ASSET, ACIAR, MUF) Recently completed – 3 (ASTI PH-1 & FAO LOA RAP, FAO Rome LOA) secured (started) -6 (AST Bridge Fund-FAO CDIAs, ACIAR) Secured (Not Started)-1 NC State University, CLA, GFAR, STDF PPG, -recently submitted – 1 (ASTI Ph 2) Further Details in Annexure 1 Agenda 9.
	2. Contracts signed with donors	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> Contracts signed with COA, IFPRI/ACIAR, STDF/WTO, IR4 Asian, FAO RAP, FSII-CLA, FAO ROME, USDA, GFAR, CoSAI
3. Strategic, Impact Pathway, engagement, communications and Monitoring, Evaluation, Reporting and Learning plans developed	1. An Implementation Plan for the MERL Plan developed and implemented. 2. MERL plans for STDF and USDA projects developed and implemented	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> Next MERL reporting for APAARI to be done at the end of the year

4.APAARI Governance and status arrangements established and strengthened	1. Work towards securing legal status for APAARI	X	X	X (Q1-Q4)	<ul style="list-style-type: none"> • New Legal consultants appointed • Preliminary report from legal consultants. • Informal meetings are being planned with MOFA to move the process in right direction. • Regular communication with DOA for update and future actions. • On-going
	2. Constitution amendment	X	X		<ul style="list-style-type: none"> • Completed
	3. Administrative reforms, management standards and Rules and Regulations		X	X (Q2-Q4)	<ul style="list-style-type: none"> • 1 Management standards (Executive Committee) • 1 Rules and Regulations for General Assembly). • Total documents is 15
	4. Finance and Audit report		X	X (Q4)	<ul style="list-style-type: none"> • Audit report 2020 to be presented to EC. 2021 report to be done in Q4.
	5. Medium Term Review of the Implementation of the APAARI Strategic Plan		X	X (Q3-Q4)	<ul style="list-style-type: none"> • To be completed in later half of 2021.
5.Partnerships/relationships agreed and established	1. Implementation of the Resource Mobilization Strategy	X	X	X (Q2-Q4)	<ul style="list-style-type: none"> • Refer to annexure 1 agenda 7 ++ COSAI
	2. Strengthening Partnership with Pacific Countries through APAARI presence in the region		X	X (Q1-Q4)	<ul style="list-style-type: none"> • Presence of APAARI staff in the Pacific • SPC being contacted • Strategy plan developed • PNG partners and ACIAR Country Manager contacted
6. Annual and half Annual meetings and General assembly held, documented, reported and evaluated	1. One Executive Committee Meeting (online) 2. One GAM Meeting	X	X	X (Q1, Q3)	<ul style="list-style-type: none"> • ECM to be held in Q1 and GAM in Q2
	3. Steering Committee Meeting of APCoAB (online)	X	X	X (Q3)	<ul style="list-style-type: none"> • SCM held and report submitted.
	4.. Steering Committee Meeting of STDF project (online)		X		<ul style="list-style-type: none"> • Inception workshop held with project partners. • 2 SC meetings held for STDF- • Half-yearly Report submitted to STDF
	5.. Inception Workshops with following partners: USDA ASTI Ph-1 FAO-RAP- LOA FAO Rome LOA Asset		X X X X X		<ul style="list-style-type: none"> • Inception workshop held with project partners. • Final Technical and financial report submitted • Final Technical and financial report submitted • Final Technical and financial report submitted • Prefinance report Submitted

	6. TAP Steering Committee meetings		X	X (Q3)	<ul style="list-style-type: none"> Positive views from TAP SC towards APAARI leading to APAARI Executive Secretary nominated as the next TAP SC Chair SC Meeting on 14 July
	7. GCHERA committee meetings		X	X (Q2-Q4)	<ul style="list-style-type: none"> Positive views of GCHERA on APAARI leading to interest expressed by GCHERA to partner with APAARI on events
7. APAARI Administration	1. HR management and Staff Performance Reviews		X	X (Q1-Q4)	<ul style="list-style-type: none"> KPA and KPI of 10 staff done as per management standard PRF for 10 staff completed, 6 Consultancy contracts issued. 9 (head count) report submitted to management 9 Payroll Processed till 28th Feb 2021. All assets updated. New assets are updated in Asset register and Physical verification of the same had been done. Asset Custody slip is been prepared for staff. <p>Challenges:</p> <ul style="list-style-type: none"> Mental Health and Wellbeing Managing Remote Work Employee Engagement Employee Communication Motivate and support Employees. Handling mental pressure on employee due to connectivity moving online. Employees will need flexibility and understanding as they try to re-establish a work-life balance.

	2. Finance management		X	X (Q1-Q4)	<ul style="list-style-type: none"> • Audit of 2020 completed and the report on the same submitted to management • 9 Monthly Reconciliation of accounts completed • 27 Bank Reconciliation done till 28th Feb 2021. • 9 months Budget vs actual variance report completed for all projects. • Aging done for all the AP and AR • 12 Project Finance report Submitted <p>Challenges:</p> <ul style="list-style-type: none"> • Comply with agreed reporting and use time for donor • Effect on Membership revenue due to COVID-19 • Prepare for financial implications • Search for funding opportunities • Stay Informed
	3. Logistics/Operations management		X	X (Q1-Q4)	<ul style="list-style-type: none"> • Visa, ticketing other Logistics done for staff 5 staff. Arrangements were made for online Training. <p>Challenges:</p> <ul style="list-style-type: none"> • Flight Limitations. • Every day changing visa formality. • Stay, isolation and quarantine in covid 19 • Documentation process

Summary of Progress January 2019 – February 2021

Development Outcome Challenges

A number of theme level development areas were highlighted in the APAARI Strategic Plan which APAARI identifies also as its challenges. These include: Agrobiodiversity Management and Utilization, Biotechnology (application for genetic gain and high nutritive value), Market Risks, Climate Change Effects, Agro-industries/Agri-business, Biosecurity on Farm and at Borders, Integration of Producers/Women into Value Chains, Postharvest, Policy/Socioeconomics/Market Access, Investment in Agriculture Research. In all its efforts, APAARI has observed that it could only address a few of these while all others need resources and collective actions from the APAARI community to effectively deliver on.

Below are the major efforts by APAARI in 2019-2020

- Developed and/or documented and distributed a number of reports/publications including:
 - ✓ 9 success stories (GM Maize in Philippines, Banana Tissue Culture in India, Sheep and Goats in Fiji and PNG, Induced Systemic Resistance-A New Hope for Malaysian Pawpaw Industry, Raised Apple Root Stock in India, etc)
 - ✓ 9 proceedings/status/strategic papers (Conservation and Prospecting of Bioresources in the Asia Pacific region, Plant Cryopreservation, Underutilized Animal Genetic Resources and Amelioration, Dryland Agrobiodiversity for Adaptation to Climate Change, Drylands-Converting Dryland Areas from Grey into Green, Gene Editing in Agriculture and its Regulation, Agriculturally Important Microorganisms etc)
 - ✓ 8 country reports (on Agricultural Research Spending, Spending Intensity and Researchers in Cambodia, Indonesia, Laos, Malaysia, Myanmar, Papua New Guinea, Thailand, Vietnam)
 - ✓ 1 regional report (on Agricultural Research in Southeast Asia: A Cross-Country Analysis of Resource Allocation, Performance, and Impact on Productivity)
 - ✓ 4 KM and communication strategies;
 - ✓ Facilitated documentation of 4 analytical studies by partners on ASTI project;
- Organized a number of technical trainings including on:
 - ✓ Genome Editing Technologies, Invitro and Cryopreservation Approaches
 - ✓ Biotechnological Tools in Aquatic Genetic Resources Management, and *Ex Situ* Conservation
 - ✓ Good Laboratory Practices
 - ✓ Propagation of Microorganisms for Biopesticides
- Providing regular updates on news and events on bioresources developments, highlights of works done by partners and members in the region
- Organizing and/or co-organizing more than 10 expert consultations/workshops/symposium in the region including:
 - ✓ SEAVEG conference in Malaysia
 - ✓ CGIAR Germplasm Health Workshop in Morocco
 - ✓ Smart Food and Value Chain conference in Taiwan
 - ✓ Innovation in Agribusiness Workshop in Taiwan
 - ✓ Development of Drylands and Satellite Symposium in India
 - ✓ Underutilized Animal Genetic Resources workshop in Malaysia
 - ✓ Underutilized Fish and Marine Genetic Resources and their Amelioration in Sri Lanka

- ✓ Expert Consultation on Gene Editing and its Regulation
 - ✓ Expert Consultation on Agriculturally Important Microorganisms
 - ✓ International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling
 - ✓ Regional workshop on Youth as Torch Bearers of Business
 - ✓ Online survey to assess a number of these events were also done
- Linking with the Tertiary Sector on AIS perspectives, transforming education for youth employment, experiential learning in agricultural education
 - Assessing agricultural innovation systems -Thailand/China on hold
 - Coordinating project on pesticide residue mitigation across 7 countries in Asia
 - Providing KM and functional capacity trainings to partners in more than 10 countries in 4 different projects
 - Facilitation KM and functional trainings on the project Agroecology and Safe Food System Transitions in 4 countries South East Asia
 - Coordinate project on agriculture science technology indicators across 10 countries in Asia and Pacific. In 2020, major outreach events were launched at the regional level and across several countries
 - New partnerships including: Tropical Agriculture Platform (APAARI appointed as Chair in 2020), CIRAD-EU-AFD, USDA, FARA, EC, DG-DEVCO, STDF/WTO, FSIL-CLA, FAO ROME, CLA, NC University

Type of Agreements	Count	Organizations
MOU	6	HLAF, ICRISAT-FARA-CORAF-FANRPAN, NCHU, AFMA, YSRHU, ICAR
MOA	2	CLA-2019, CLA-2021
LOA	7	FAO-e-Agriculture, CDIAS-I, TAP, CDIAS-II, Sectoral Review of Agriculture, EU-DeSIRA, AIS-Thailand
Partnership Statement	25	IFPRI, FARA, ISAAA, ACIAR, ASSET, USAID, BCIL, CoSAI, STDF-WTO PPG, STDF-WTO Project, STDF-WTS-9 (IAARD, SLCARP, DOA, MARDI, DGH, Thailand, DOE, Bangladesh, NARC, CARDI), MUF4 (MARD, MARDI, DOA, Thailand, IAARD)

Knowledge Management – Progress Report (2019-2020)

Background

Knowledge management (KM) is APAARI's key overarching programme integrated in all projects, programmes and thematic areas stated in the Strategic Plan (SP) 2017-2022. The key functions of APAARI's KM include:

- (i) sharing knowledge and experiences from and within the Asia-Pacific region in priority thematic areas;
- (ii) facilitating cross-regional learning on agri-food issues with crucial importance to the region;
- (iii) disseminating research outputs of the members to enhance visibility of their work and new evidence;
- (iv) developing capacity, skills and attitudes of members and partners towards innovation in technical, policy and functional areas;
- (v) providing communication support to all APAARI activities and members to share good practices, lessons from experience, opportunities for learning and collaboration; and
- (vi) undertaking advocacy actions in the areas of investment, role of research and innovation in agri-food systems, agricultural education and skills of women and youth, but also innovative technologies and processes.

The main KM instruments (tools and infrastructure) through which APAARI is delivering the above-mentioned functions include: (i) workshops, expert consultations, training, seminars and policy dialogue conducted face-to-face or through webinars; (ii) APAARI website – main communication tool; (iii) six-monthly APAARI Newsletter targeting all stakeholders; (iv) bi-monthly APAARI Network Highlights targeting members and partners; (v) Social Media (Facebook, Twitter, Linked In); and (vi) publications. Furthermore, the KM activities would be impossible to implement without strong partnerships and collaboration with members and partners within the context of APAARI key programmes and projects. This includes the Food and Agriculture Organization of the United Nations (FAO) in the context of the Tropical Agriculture Platform (TAP), Australian Centre for International Agricultural Research (ACIAR), and French Agricultural Research Centre for International Development (CIRAD).

2019-2020 Progress

Knowledge sharing and cross-regional learning

Throughout 2019-2020, APAARI organized, promoted and engaged in KM activities that improved access of APAARI members, partners and other stakeholders to knowledge and information on agricultural innovations, solutions, challenges, opportunities and innovative capacity development initiatives. A **stakeholder survey** was conducted and discussed with the Executive Committee (EC) members to identify key knowledge and capacity development needs of members where APAARI can fill the gap. The survey results fed into APAARI's KM work plan, which due to COVID-19, had to be undertaken mostly through webinars during 2020.

In line with its **Knowledge Management Strategy**, at the beginning of 2019, APAARI developed a plan of action on to support its various programmes and projects. A KM/Com group was formed with KM communication focal points from APAARI member institutions to share upcoming events, publications, and news to enable improved integration of members' knowledge resources into APAARI's knowledge and information products, hence make outreach efforts more effective.

In collaboration with FAO/TAP, A **Workshop on Innovation Strategies for Sustainable Agricultural Development** was organized on 14 June 2019, Bangkok, Thailand. It brought together various APAARI members representing diverse stakeholder groups, to explore trending innovative agri-food initiatives and opportunities in Asia – Pacific region; identify priority areas for agricultural innovation; and make recommendation for decision makers to integrate agricultural innovation strategies in policy and legal framework. The workshop demonstrated improved interest for collaboration and understanding of innovation not just in terms of technology but various processes that can contribute to innovation. A policy brief on "Agricultural Innovation Systems: The way forward for Asia-Pacific" was developed, though still unpublished.

Throughout 2019-2020, five articles on **success stories on capacity development (CD) for agricultural innovation systems (AIS)** were collected, edited and finalized. Through this process APAARI learned, that many initiatives promoting the AIS perspectives through the development of functional capacities (soft skills) are already happening, in parallel to the ongoing work of the TAP partners on scaling up the Common Framework on CD for AIS.

In May 2019, APAARI participated in the **final meeting of the FAO/TAP CDAIS project** in Belgium where it shared lessons learned. The meeting significantly improved visibility of APAARI at the global level. In addition to APAARI's active contribution to the programme and CDAIS' evaluation, it took part in constructive discussions with the European Commission and CIRAD, which led to the inclusion of APAARI in a EU-funded project titled Agroecology and Safe Food Systems (ASSET). The meeting also strengthened APAARI's engagement with the European Commission.

In collaboration with the Agricultural Research, Education and Extension Organization (AREEO), Iran, APAARI also conducted a webinar on "**A perspective on Capacity Building in Knowledge Management Development in Agricultural Sector of Iran**". The webinar conducted in August 2020 brought together over 200 researchers from Iran but also across Asia to enable AREEO staff to reflect on their organizational KM, particularly key challenges and possible solutions to improve AREEO's performance; improve the participants' understanding and knowledge about the role of KM in agricultural innovation system (AIS) and the need to move away from traditional linear KM models towards facilitation of learning and collaboration; inspire the participants with successful examples of KM transformation in a similar organization in Asia-Pacific to initiate building an organizational culture open to more knowledge sharing, learning and collaboration; take stock of key KM-related issues as a basis for the prioritization of future KM-related webinars and capacity development of AREEO; and recommend the way forward for KM in AREEO.

A study of **Tertiary Sector Perspectives on Agricultural Innovation Systems (AIS) for Sustainable Development in Asia-Pacific Tropics** was conducted, providing a baseline for APAARI's work in the agricultural education sector. A concept note for engaging with Higher Education Institutions (HEIs) to encourage their interest in the adoption of the Common Framework on CD for AIS was prepared and shared with FAO. To support these efforts, two webinars related to **agricultural education** were conducted on 'Experiential Learning in Agricultural Education' (2 June 2020) and 'Experiential Learning in the Face of COVID-19' (5 November 2020) as a collaborative initiative of APAARI, Kellogg Foundation's Project on Transformation of Higher Education, Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA), Earth University in Costa Rica and the American University of Beirut (AUB). The objective was to learn about current practices in experiential learning applied in various universities around the world aiming to address agriculture and food security issues through education of youth. Each event brought together around 250 agricultural university professors from Asia-Pacific.

From 16-20 November 2020, APAARI actively contributed to the **TAP Partners' Assembly**. Specifically, APAARI chaired the main meeting, where it presented the integration of the Common Framework in the Asia Pesticide Residue Mitigation Project (APRMP). Furthermore, APAARI participated and contributed to two panel discussions during two side events, specifically on the following topics: (i) Assessment of

Agricultural Innovation Systems and Development of Country Profiles: Sharing Experiences from the Inception Phase of the TAP-AIS Project; and (ii) Agricultural Science and Technology Indicators (ASTI) project: a Critical Resources for Agricultural System Capacity Development; and (iv) Regional Dialogue on Capacity Development in Agricultural Innovation Systems in Asia, Africa, and Latin America: Lessons and Experiences from the JRA. Furthermore, throughout 2020 APAARI actively contributed to the FAO CD Expert Group through e-discussions on the improvement of the TAP Common Framework.

In addition to the above knowledge-sharing activities, APAARI participated in a numerous knowledge sharing and learning activities organized by partners.

Dissemination and communication

Throughout 2019-2020, APAARI continued its **stakeholder mapping exercise** to better target its stakeholders and audience for dissemination and communication of knowledge. However, the mapping became more focused on specific themes, particularly pesticide mitigation and value chains. This led to an improved **contact management** system in APAARI, and development of internal guidelines on the use of Contact Management system. Internal training was also conducted on the use of web-based tools and infographics.

The **APAARI website** underwent a major transformation with re-organized look and feel, as well as the content, to enable easy navigation and access to knowledge resources. A new space was created for the APRMP, which has been regularly updated with project activities and outputs.

Four issues of **APAARI newsletter** were developed and disseminated, with much improved design and content focused on results. The newsletter's outreach improved over the two years, now reaching 2,066 stakeholders in Asia-Pacific and beyond. Twelve issues of APAARI Network Highlights (ANH) were compiled and disseminated to all members, providing a compilation of stories and learning opportunities. The news from the APAARI Secretariat have been regularly shared through these communication tools as well.

APAARI's **Social Media outreach** has improved with 1,454 followers on Facebook, 985 on Twitter and 1,153 connections on Linked In by the end of 2020. Furthermore, APAARI developed communication campaigns for ASTI and APRMP to share knowledge emerging from the project work with target audience. These efforts have been enriched which the development of infographics to share key messages in more concise and attractive ways.

Some key publications developed and disseminated by the APAARI KM team includes: Report of the KM workshop in Laos; Report of the Training Workshop on Transformation of Agricultural Education through Knowledge Management and Capacity Development for More Effective Agricultural Innovation Systems in the Tamil Nadu Agricultural University (TNAU); APAARI Knowledge Management Strategy; APAARI Resource Mobilization Strategy; and APAARI Membership Strategy. Furthermore, webinar synthesis have also been developed and shared through a new 'Webinars' space accessible through 'Resources' on the APAARI website.

Capacity development

Throughout 2019-2020, APAARI has continued to be an active partner of FAO through TAP. The focus of this partnership is on capacity development (CD) for agricultural innovation systems (AIS), with the development of functional capacities and KM focus on facilitation and engagement, play the key role. Throughout 2019-2020, APAARI and FAO worked in the context of four Letters of Agreement (LOA). The year 2019, started with a **Training Workshop on Transformation of Agricultural Education through Knowledge Management and Capacity Development for More Effective Agricultural Innovation Systems in TNAU, India** – APAARI coordinated and organized this workshop in collaboration with TNAU, FAO and GCHERA. The training evaluation revealed that the training improved the thinking of TNAU participants from the AIS perspective, as well as (functional) capacities to work together, reflect and learn jointly, and engage with their Senior Management on the needed university transformation. The value of collective learning through which professors, administrators and students worked together to prepare a joint action plan for university transformation was well demonstrated. Participation and contribution of women at TNAU improved too.

The TNAU workshop, as well as the knowledge-sharing innovation workshop summarized above, led FAO to appoint APAARI to lead and conduct the **testing of newly-developed Guidelines on AIS Assessment in Thailand**. As such, APAARI organized defined key informants in Thailand and organized an inception workshop to define the initial entry points for filling the capacity gaps. These gaps were further explored through a desk study and structured interviews with diverse stakeholders including from the Government of Thailand, research agencies, universities, civil society and the private sector. The assessment looked into both structural and functional obstacles to capacity development in Thailand, which are impeding the effective strengthening of AIS in the country. As a result, APAARI developed a Country Profile for Thailand, which included a mapping of various stakeholder groups involved in CD for AIS, their roles and interaction to facilitate innovation generation and diffusion; and an analysis on the policy and enabling environment along with policy implications. APAARI also developed a note on lessons learned from the assessment with practical implications on the guidelines refinement.

In 2020, **APAARI was appointed as a Chair of TAP**, which greatly improved APAARI's visibility among the TAP partners, and at the EU level, leading to new partnerships and opportunities. An example is a new partnership with the Asia-Pacific Islands Rural Advisory Services Network (APIRAS), which worked with APAARI on a **Joint Rapid Appraisal (JRA) on CD for AIS in Asia** in the second half of 2020. Jointly, APAARI and APIRAS contributed to the JRA methodology; conducted various review meetings; conducted interviews with key informants from member institutions across Asia; and completed desk reports for South and Southeast Asia, as well as a summary report and joint action plan.

In 2020, APAARI also began implementation of the STDF-funded **Asia Pesticide Residue Mitigation Project (APRMP)** in collaboration with Rutgers University, USA. A pre-inception survey was conducted assessing the areas for functional capacity development most needed by the project participants. A pre-inception webinar was organized with Rutgers University and STDF on 4 March 2020 to provide essential information about the project to the project participants. The project workplan for 2020 was agreed and finalized. The actual inception workshop took place on 6-7 August 2020 due to COVID-19. Technical training on Good Laboratory Practices was conducted from 10-14 August 2020 followed by online field training workshop on 25-26 August 2020. All project meetings were successfully delivered virtually. A KM assessment survey was conducted and its results used to develop the project's draft KM Strategy. The integration of business plan development and related functional areas in a microbial training (to be conducted in 2021) was discussed and agreed with the project partners.

Lastly, APAARI supported ten participants from Asia-Pacific for the **Crawford Fund Master Class** in Agricultural Research Leadership and Management.

Partnership, networking and advocacy

APAARI's partnership with **GCHERA** at the global level opened up opportunities for collaboration with various academic institutions in the context of agricultural education. It also enabled APAARI to influence GCHERA's governance through participation in its Steering Committee, as well as jointly contribute to global advocacy efforts on transformation of higher education. In addition to joint activities in TNAU, India, and webinars, APAARI facilitated participation of TNAU in GCHERA conference on 'Commitment and Advances on University Transformation by Partner Institutions of Transforming Higher Education Project' in Beirut. APAARI also participated in the World Agriculture Prize Award Ceremony of GCHERA, for which APAARI organized an active communication campaign to attract candidates from Asia-Pacific. Lastly, APAARI participated in GCHERA General Assembly in Nanjing, China from 27-30 October 2019; and various SC meetings to develop a new GCHERA roadmap and strategy in 2020. Under the KM programme, APAARI also provided guidance to GCHERA on conducting webinars, and the development of a new roadmap for its Strategic Plan through a series of consultations and meetings; and assisted GCHERA in dissemination of the call for the GCHERA Agriculture Award 2020;

Through an MOU, APAARI joined a new partnership called "**Afro-Asian Consortium with ICRISAT/FARA/ CORAF/ FANRPAN on Smart Food**" which increased APAARI's visibility at the regional and global level, and enabled APAARI to better promote and advocate the important role of smart food in strengthening agri-food systems in the region.

In the context of APAARI-TAP partnership, APAARI initiated **discussions with the Chinese Academy of Agricultural Sciences (CAAS)** on collaboration in developing CAAS capacity in conducting AIS assessment in one of the provinces in China. APAARI prepared and shared guidelines for scoping study and finalized the LOA with FAO, which unfortunately did not materialize due to unexpected bottlenecks.

A strategic knowledge partnership with **CIRAD**, AFD, EU and 26 national and regional partners started through APAARI's inclusion in the **ASSET** project funded through EU DeSIRA. APAARI contributed substantively to the design document and the project's overall methodology. For example, in November 2019, APAARI participated in the Methodological Workshop of ASSET, where it contributed to the definition of vision and specific objectives of the project, as well as project methodologies. APAARI reviewed and agreed on the partnership and project administration modalities (e.g. re-negotiated the activities and budget, and provided comments on administrative manuals), hosted ASSET's Inception Workshop (10-12 November 2020) providing facilitation, administration and substantive support to the meeting organization, developed APAARI's staff profiles for the ASSET Directory, prepared and presented (with ITC) the first year Work Plan, and conducted first internal communication meetings contributing ideas, guidance and support.

Another strategic partnership formed with **SAARC**, enabling APAARI to influence SAARC's regional strategy and improve its visibility. Through various expert consultations, APAARI shaped the Multi-Sectoral Program Development for SAARC Agriculture Centre.

Finally, APAARI re-engaged with **GFAR** by participating in its 34th GFAR Steering Committee on 30 May 2019. Consequently, it helped GFAR develop a 'Manifesto on Neglected Food' as a basis for a design of a new project funded by IFAD. This collaboration strengthened APAARI-GFAR knowledge partnership.

Through the establishment of a **Centre of Excellence on Value Chains** in Taiwan, APAARI strengthened its partnership with the National Chung Hsing University. It was further strengthened through a joint IAIC Conference that was organized in August 2019 in Oulu, Finland, as well as IAAS: Taipei Conference on Smart Food and Value Chain, and Workshop of Innovation in Agribusiness in Taipei, Taiwan, conducted during the same year. A draft Strategy for the Centre of Excellence on Value Chains was developed.

A new knowledge partnership initiated with the **International Centre for Genetic Engineering and Biotechnology (ICGEB) in South Africa and Southern Africa Network for Biosciences** in the area of pesticide mitigation. APAARI contributed to the new project design, with the project being recently

approved for funding from STDF. The implementation starts in 2021 and APAARI will play a role by providing technical backstopping on developing functional capacities.

Resource Mobilization

Furthermore, the KM team was also engaged in mapping potential APAARI donors, based on which a Resource Mobilization Strategy was developed. Complementary to the strategy, a document was developed mapping potential areas of engagement of APAARI in the Pacific. An 'Overview of the Asia-Pacific Association of Agricultural Research Institutions (APAARI): Genesis, Progress and Prospects' was also developed targeting potential donors. APAARI Membership Strategy was developed, and together with the Resource Mobilization Strategy both documents were presented at the ECM for endorsement of EC members.

Progress of the Asia-Pacific Consortium on Agrobiotechnology and Bioresources (APCoAB) (Jan.1 -Dec. 31, 2019)

A. Expert Consultation/Conference/Workshop (8)

The brief reports about activities accomplished under the period of report are discussed below in chronological order.

1. 13th International Conference on Development of Drylands was organized by ICAR-Central Arid Zone Research Institute, Jodhpur, India and Arid Zone Research Association of India (AZRAI), Jodhpur, India, at Jodhpur, from February 11-14, 2019. APAARI and APCoAB were also the co-organizers of 13th ICDD. The Conference was inaugurated by Shri Gajendra Singh Shekhawat, Minister of State for Agriculture and Farmers Welfare (Govt of India) on February 11, 2019. The conference was attended by 379 participants, researchers and policy makers including 91 foreign delegates from 37 countries covering five continents. In this conference, 5 plenary sessions having 17 lectures from global experts were organized, in addition to two evening lectures from highly reputed international experts. A total 55 theme-wise oral lectures and 242 e-posters presentations were organized concurrently in 11 technical sessions. Likewise, five half-day satellite symposia (as concurrent sessions) were also organized on topics of contemporary importance in drylands.

Of the above, a satellite symposium on ‘Dryland Agrobiodiversity for Adaptation to Climate Change’, was also co-hosted by the Indian Society of Plant Genetic Resources (ISPGR), New Delhi, India, Bioversity International (BI), New Delhi, India and APAARI, Bangkok, Thailand with support from United Nations Environment Programme (UNEP) and APCoAB. The symposium was organized during the 13th ICDD. Dr Rishi Tyagi, APCoAB Coordinator, participated and Co-Chaired a technical session the main 13th ICDD Conference on agrobiodiversity.

The **Major Recommendations** emerged out of the Satellite Symposium are mentioned as below:

- (i) It is imperative that a clear Road Map is developed and implemented for the efficient conservation and sustainable use of dryland agrobiodiversity, to ensure food and livelihood security in the drylands specially in the changing climate scenario.
- (ii) Agrobiodiversity conservation and use should be comprehensive, not limited to crops on farm land, but include other components of dryland ecosystem, especially trees, shrubs, grasses and animal biodiversity.
- (iii) For mitigation of climate change in dryland ecosystems, research on the distribution, collecting, documentation, conservation and legal protection of agrobiodiversity requires to be intensified. Development of a Red Data Book for dryland diversity would be an important requirement to determine conservation priorities and minimize genetic erosion.
- (iv) Collection, characterization and evaluation animal and crop diversity of arid region that already withstand abiotic and biotic stresses must be undertaken on priority. Use of new tools and techniques like phenomics, genomics, space and robotic technologies should facilitate identification of valuable traits and genotypes better adapted in the drylands despite climate change scenario.
- (v) There is need to promote and strengthen mixed cropping and agroforestry as well as silvi-pastoral systems (horticultural trees, multipurpose perennials, bushes, grasses and livestock)

to reduce the risk and stabilize income support to resource poor farmers, despite adverse conditions on account of climate change.

- (vi) Precision water management technologies (such as conservation agriculture, precision land levelling, micro-irrigation including sub-surface drip and field bunding) should be popularized and promoted through appropriate policy and programs. The list of crops suitable for growing in drylands need to be reviewed especially with respect to water requirement.
- (vii) Primary agro-processing units need to be established in rural and peri-urban areas to minimize the losses of farm produce and fetching better prices to farmers. Entrepreneurship involving youth and women at local level need to be created and supported.
- (viii) Models to incentivize farmers need to be developed for facing ecological burden, in order to promote agroecology based cropping/farming and other agriculture systems. Also, environmental services for in situ and on-farm conservation of biodiversity and agrobiodiversity in the dryland ecosystems should be indexed and both incentives and reward systems be developed to support farmers promoting these sustainable practices. Crops and varieties adapted to local environments need to be mainstreamed to harness the benefits of their resilience to climate change and nutritional significance.
- (ix) Circular bio-economy needs to be promoted, which is based on reduced use of inputs, recycling and reutilization for sustainable mode of renewal form of economy. Modification of the traditional integrated farming system and introduction of modern technologies need to be reassessed for small and marginal farmers in developing countries, by increasing subsidies or other means of compensation.
- (x) A more balanced approach in terms of policy is required for increased public funding/support to dryland farming and farmers, laying greater focus on research and development, production and marketing, on par with crops in the irrigated region.
- (xi) The need to develop effective cooperation and partnership through either a consortium or a network was also recognized for knowledge and germplasm sharing as well as for capacity building and sustainable use. For this, the role of international centers like Bioversity International and APAARI was recognized.

3. Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration

The Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration was held on March 4-6, 2019 at MARDI Headquarters in Serdang, Malaysia. The workshop was organized by the APAARI, Malaysian Agricultural Research and Development Institute (MARDI), APCoAB, COA, and Australian Centre for International Agricultural Research (ACIAR) in collaboration with Department of Veterinary Services (DVS), Malaysia; Department of Wildlife and National Parks (WILDLIFE), Malaysia and Ministry of Agriculture and Agro-based Industry (MOA), Malaysia. Dr Zunika Bt Mohamed, Deputy Secretary General (Policy), Ministry of Agriculture and Agro-based Industry, Malaysia, inaugurated the Workshop. Opening remarks were presented by Dr Mohamad Roff Mohd Noor, Director General, MARDI; Dr Chung-Hsiu Hung, Director General, COA and Dr Ravi Khetarpal, Executive Secretary, APAARI.

The objectives of the workshop were to assess the current status of underutilized animal genetic resources (AnGR) at sub-regional level and R&D status of priority native breeds that are needed to promote the use of underutilized AnGR in the Asia-Pacific region, to identify the knowledge gaps and way forward in defining regional priorities concerning underutilized AnGR, to create

awareness on the role and value of underutilized AnGR that have potential for diversification of the food basket and to formulate strategies to strengthen the institutional, legal and policy framework for sustainable utilization of underutilized AnGR.

A total of 63 participants from 14 countries in the Asia-Pacific region (Bangladesh, Bhutan, China, India, Iran, Kenya, Laos, Malaysia, Nepal, Philippines, Pakistan, Sri Lanka, Taiwan and Thailand) attended the workshop. The participants were from a number of national organizations such as research institutes, universities and research councils dealing with the management and conservation of underutilized AnGR.

The **Major Recommendations** arising from the workshop are:

- (i) On **conservation, improvement and use** of underutilized AnGR, each country within the Asia-Pacific region is recommended to have in place an enabling policy to protect and conserve AnGR. The assessment of underutilized AnGR has to be carried out at national level to gather information on geographical distribution, population dynamics, risk status, and indigenous knowledge and experience in the management of underutilized AnGR. The rights of smallholder farmers owning these underutilized AnGR are to be safeguarded through filing of their intellectual property rights and agreement on sharing of benefits.
- (ii) On **value addition, marketing and export**, that improvement of technology, facility, training and education on value-added products of indigenous AnGR are highly recommended. Farmers engaged in keeping underutilized species should be provided with enhanced skill and knowledge to enable them to develop and commercialize these value-added products. Steps should be taken to initiate and develop–branding and national certification to promote products derived from indigenous species. The public should be exposed to these products through awareness campaign to promote these products. The governments of APAARI member countries are recommended to provide the legal provisions to protect the originality and exclusivity of indigenous animal products. The marketing of products from indigenous animals should be enhanced and their production be made more consistent and their high quality maintained through R&D and training modules.
- (iii) On **partnership and capacity development**, it is recognized that many stakeholders of special groups, NGOs, entrepreneurs, farmers and research institutions are to be included in the management of underutilized AnGR. To ensure sustainable partnership, the stakeholders need to be identified and engaged at national and regional levels based on priorities identified on underutilized AnGR. To build partnership, a networking of interest groups and institutions could be initiated to collaborate on selected key issues such as expertise development, methods/technologies, deliverables and budget, and identify areas of common interest or current challenges of underutilized AnGR. Sharing of data and knowledge in specific areas of AnGR management including food security, is recommended to be strengthened through involvement of country personnel in workshops, seminars and training courses. A centralized data bank, also acting as repository of contributed information on AnGR, could provide easy access to member countries. Exchange of genetic materials of indigenous breeds is very crucial and should be given priority. For capacity building, awareness on the importance of status, risk issues and conservation methods of AnGR should be shared through seminars and workshops and hands-on trainings on modern biotechnologies. Selected advanced technologies in the

preservation of genetic materials and multiplication of breeding animals may assist in the sustainable management of underutilized AnGR in member countries.

- (iv) On **biotechnology for enhancing utilization**, the issues constraining the use of biotechnological methods in livestock production are lack of expertise, data, financial support and facilities. It is highly recommended that an Asia-Pacific Regional Genebank for gametes and embryos to facilitate regional sharing of genetic materials and enhance the mechanism for intra-regional exchange of AnGR be formed. A consortium for Asia-Pacific for underutilized AnGR is recommended as a common platform for regional collaboration and networking in underutilized AnGR. Collaborative projects among countries in the Asia-Pacific region are proposed on specific areas such as breed characterization, genomic profiling, sexing and cryo-preservation of gametes and value-added products of underutilized AnGR. Hands-on training for researchers, extension agents and farmers should be organized to upgrade their skills and knowledge in the multiplication and management of AnGR. Knowledge in management of AnGR could also be imparted through conferences, seminars and newsletters. Awareness programs could be conducted to expose farmers to easy-to-do biotechnological methods in the identification and breeding of underutilized AnGR. APAARI may facilitate the scoping for partners and fund providers from public and private sectors for financial support through regional-wide proposals in the conservation and utilization of underutilized AnGR.
- (v) On **regional information sharing system and focal points**, there is a need to tailor the AnGR information system to meet each country's specific attributes. A regional information system should have defined objectives (kinds of data to share, end users and involvement of local communities), be user friendly in its usage and promote public awareness to educate the local community on AnGR. It is recommended that an Asia Pacific AnGR information system which meets the regional requirements be set up. The information system is suggested to be linked to DAD-IS and DAGRIS to facilitate the systematic gathering of AnGR information in the region.

4. Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration

The Regional Workshop on Underutilized Fish and Marine Genetic Resources (FMGR) and their Amelioration was held on July 10-12, 2019 at National Aquatic Research Agency (NARA), Sri Lanka. The workshop was organized by the APAARI under its programme on APCoAB, Sri Lanka Council of Agricultural Research and Policy (SLCARP), COA, in collaboration with National Aquatic Resource Research and Development Agency (NARA). Mr P Harison, Hon'ble Minister of Agriculture, Rural Economic Affairs, Livestock Development, Irrigation and Fisheries and Aquatic Resources Development, Government of Sri Lanka, participated as Chief Guest who inaugurated the workshop and delivered inaugural address. Mr Dilip Wedaarachchi, Hon'ble State Minister of Ministry of Agriculture, Rural Economic Affairs, Irrigation and Fisheries & Aquatic Resources Development, Government of Sri Lanka was also participated as Guest of Honour and delivered his speech. Opening remarks were presented by Dr Kingsley Bernard, Chairman, SLCARP, Sri Lanka; Er. EASK Edirisinghe, Chairman, NARA, Sri Lanka; Dr Hsin-ming Yeh, COA, Taiwan; and Dr Rishi Tyagi, Coordinator, APCOAB, APAARI, Bangkok.

Expected outcomes of the workshop were: (1) The Regional Workshop will provide a platform for sharing experiences/knowledge relating to underutilized FMGR those are important for food and agriculture in Asia-Pacific, (2) Assessing the importance of most potential FMGR, status of their

R&D for exploring the possibilities of their commercial use and eventual benefit to rural and coastal population of Asia-Pacific, (3) Developing a Road Map to ensure efficient management including conservation and sustainable use of underutilized FMGR, and (4) Exploring the possibilities of project formulation and establishing a regional network for knowledge sharing and other related issues at regional level.

A total of 94 participants from 12 countries in the Asia-Pacific region (Bhutan, Fiji, India, Iran, Laos, Malaysia, Nepal, Philippines, Pakistan, Sri Lanka, Taiwan and Thailand) attended the workshop. The participants were from a number of national organizations such as research institutes, universities and research councils dealing with the management and conservation of underutilized FMGR. Out of 94, some 30% participants were women scientists/researchers.

Major recommendations arising from the workshop could be summarized as follows:

Thematic Presentations on Underutilized Fish and Marine Genetic Resources : Application of genetic tools for identification and stock assessment of marine species that subjected to over utilized; implement regulations and policies to establish species specific MSY; dissemination of knowledge on sustainable utilization FMGR among different stake holders; identify degraded fishing grounds and restoration of them; establish genome resource banks; application of biotechnological methods to promote aquaculture practices; establish partnerships among countries within the regions to share knowledge and technical support.

Value Addition, Marketing, and Export : Introduce simple and cost effective methods/technology at household levels and improve infrastructure facilities to produce alternative value added food sources; improve and promote culture based methods association with genetic tools to reduce the pressure on natural fishery resources and introduce alternative livelihoods; establish methods to gather data and data sharing within the country and among regional countries; maintain regionally accepted common standards for branding the products and initiate trade negotiations among regional countries to expand international markets.

Biotechnology for Enhancing Utilization: Establish central germplasm banks to develop better breeding programs via exchanging resources; develop captive breeding techniques in cooperating genetic tools to establish selective breeding programs; identify and establish suitable micro-propagation methods of selected seaweed types to enhance the seaweed farming; establish policies and regulations for exchange the knowledge on biotechnology, techniques and resources among countries to enhance the utilization and development of marine resources in the region.

Partnership and Capacity Building (PCB): Establish an inter-governmental/ regional cooperation body to assess the capacity building needs and gaps of the regional nations; establishment of a body to support to develop national and international work plans for PCB; create regional economic partnerships to identify potential value of resources for utilization; create regionally managed funded programs between countries to identify research capacities of regional partners; set up material transferring protocols (genetic or live samples) and repositories to facilitate safe custody of germplasm accessions and exchange for research; initiate PCB activities between countries for sharing water and genetic resources for harmonize policies on introduction of aliens/exchange of germplasm within the region and outside the region; and implementation of access benefit sharing of programs.

Regional Information Sharing System and Focal Point: Existing commodity wise national database to be enriched with other relevant metadata of the species including the conservation status in a standard format; mechanism to be developed for sharing the information in accordance to IPR and other national laws; a duplicate set of database should be maintained preferably in more than one country; addition of any information subjected to approval of an administrator and expert committee of the Focal Point which should be established in each country and the region; stimulate and coordinate the maintenance and further development of databases (commodity wise) at country and regional level in a standard format.

The detailed Proceedings and Recommendations and Country Status Reports are under compilation and publication.

5. Workshop on Innovations in Agribusiness for Young Entrepreneurs

The Asian Productivity Organization (APO) in cooperation with the China Productivity Center (CPC) and COA and APAARI under its programme on APCoAB, organized a workshop on 'Innovations in Agribusiness for Young Entrepreneurs' on July 1-5, 2019 in Taipei, Taiwan. The main objective of workshop was to promote discussion on innovations in agribusiness which create an attractive environment for the young, digital-savvy generation. A total 29 participants (from 13 countries) - 12 from APO members; seven from the APAARI member countries attended the workshop. Participation of seven participants from APAARI-member countries i.e. Fiji, India, Iran, Malaysia, Philippines, Sri Lanka, Thailand), were financially supported under COA and APAARI collaborative programme on APCoAB.

The workshop was steered by three international and three local resource persons, namely, Dr Wynand Bodewes, Associate Professor of Entrepreneurship, Maastricht School of Management, the Netherlands; Senior Consultant Jun Chanoki, 5 Plus 2 Corporation, Ltd., Japan; Dr Karl Behrendt, Professor, Elizabeth Creak Chair in Agri-Tech, Harper Adams University, UK; CEO Alice Hsieh, Niyu Life International Co., Ltd., ROC; Cheng-Ray Yang, Department of Farmers' Service, COA, ROC; and Manager Ya-Yin Yang, Julia Floratech Co., Ltd., ROC. After welcome addresses by Director General Dr Chung-Hsiu Hung of the Department of International Affairs, COA, and Executive Secretary Dr Ravi Khetarpal of the APAARI, the resource persons spoke on various aspects of agribusiness to attract young entrepreneurs in various interactive sessions. Technical agenda included 6 Sessions on (1) Introduction to innovations, entrepreneurship, and the youth generation; (2) Agribusiness development through youth entrepreneurship; (3) Accelerating youth entrepreneurship through systemic facilitation; (4) Field visits; (5) Country paper presentations; (6) Group discussion and presentations. These included, new business models, procuring financing for agri-entrepreneurial startups, overview of policies on youth in agribusiness, alternative food resources, and examples of support offered to young entrepreneurs by the COA were also discussed.

6. Regional Expert Consultation on Gene Editing and its Regulation was held on October 10-11, 2019 at International Crop Research Institute for the Semi-Arid Tropics (ICRISAT), Hyderabad, India. The Expert Consultation was organized by Asia-Pacific Association of Agricultural Research Institutions (APAARI), under a program on Asia-Pacific Consortium on Agricultural Biotechnology and Bioresources (APCoAB), in collaboration with ICRISAT, Council of Agriculture (COA), Federation of Seed Industry of India (FSII), Research Program on Grain Legumes and Dryland Cereals (RP-GLDC). Dr Renu Swarup, Secretary, Department of Biotechnology, Government of India was the Chief Guest and delivered the inaugural address on

Gene Editing in India during the of the Opening Session. Remarks were also given by Drs Peter S Carberry, Director General, ICRISAT; Kiran K Sharma, Deputy Director General (Research), ICRISAT; Ram Kaundinya, Director General, FSII; Rajeev K Varshney, RP Director, Genetic Gains. Dr Rishi K Tyagi, Coordinator, APCoAB, spoke about the rationale and expectations from the Expert consultation.

The objectives of the Expert Consultation are: (1) Review the status of regulatory policies around gene editing across the globe particularly in countries of Asia-Pacific region; (2) Provide a platform to promote adoption of science-based predictable policies for regulating gene edited crops and breeds; (3) Provide a platform to discuss the impact of regulatory hurdles, delays and associated high cost on technology adoption; and (4) Discuss on communication strategies, enabling policies for plant and animal breeding innovations.

The Expert Consultation is expected to bring about:

1. Record opinions and inputs from public and private sector regarding the regulatory framework in relation to gene edited products.
2. A white paper on recommendations for science-based, consistent, predictable regulatory policies.
3. Recommend the best regulatory path forward for India, considering its unique status and influence in the region, and other countries of Asia-Pacific region.

A total of 110 participants attended the Opening Session belonging from 9 countries (Australia, India, Japan, Philippines, Papua New Guinea, Switzerland, Taiwan, Thailand, Vietnam). Total 70 participants were present throughout 2-day meeting. Out of 70 participants, 26% were women researchers. Participants included researchers, representatives of various public institutions and private sector; policy makers and scientists from member countries of APAARI; FAO; CGIAR centres; government departments and bodies including Department of Biotechnology, Ministry of Agriculture & Farmers' Welfare. Recognized diverse set of experts also attended and made presentations and participated in panel discussion.

7. International Hands-on Training on Genome Editing Technologies was organized on October 19-25, 2019 at ICRISAT. The training was organized by Asia-Pacific Association of Agricultural Research Institutions (APAARI), under a program on Asia-Pacific Consortium on Agricultural Biotechnology and Bioresources (APCoAB), in collaboration with ICRISAT, BioNcube (DBT), and Research Program on Grain Legumes and Dryland Cereals (RP-GLDC). The training was inaugurated by Dr Peter Carberry, Director General, ICRISAT who delivered the inaugural address. Remarks were presented by Drs Rajeev Varshney, RP Director, Genetic Gains, ICRISAT; Rajeev Gupta, ICRISAT, and Jan Debenae, ICRISAT. Dr Rishi Tyagi made a presentation about the expectation from the training programme. A total 22 participants, belonging to public (NARS) and private sectors of 11 countries (Egypt, India, Kenya, Malaysia, Namibia, Philippines, Senegal, Taiwan, Thailand, Uganda, Vietnam) attended the training. Out of 22 participants, 36% were women scientists/researchers involved in gene editing research programmes. Five trainees (from Malaysia, Philippines, Taiwan, Thailand, Vietnam) were sponsored by APAARI under APCoAB programme.

A comprehensive 2-week schedule of training comprising theory and practical sessions was designed. Five theory lectures were given by the experts on various aspects of gene editing. The trainees were exposed to laboratory practical on various aspects of gene editing - Bioinformatics tools for guide RNA designing; cloning of the guide RNA and Cas9 in to the plant transformation

vector; genetic transformation; Confirmation of the recombinant clones by colony PCR; plasmid DNA isolation for the colony PCR positive colonies; Agrobacterium transformation-electroporation; bacterial transformation for the Gateway LR ligated reactions; Demo Arabidopsis/Tobacco transformation; functional characterization of gene-edited plants; surveyor assay/Nano pore sequencing for identifying the Indels in gene edited plants; surveyor assay/Nano pore sequencing data analysis. Visits to Centre for Cellular and Molecular Biology (CCMB) and ICRISAT facilities – Phenotyping Platform, and Centre of Excellence in Genomics and System Biology (CEGSB) were also arranged for the trainees. In addition to developing the capacities in gene editing research, it is also expected that interaction among the trainees and between trainees and scientists of ICRISAT will pave the path to develop the new partnerships and collaborative research programmes on gene editing at regional level.

8. International Training Course on ‘*In Vitro* and Cryopreservation Approaches for Conservation of Plant Genetic Resources’ was jointly organized by ICAR-National Bureau of Plant Genetic Resources (NBPGR) and Bioversity International, India Office, New Delhi in collaboration with the APAARI, Bangkok, Thailand under its program on APCoAB.

The 2-week duration course was held from November 5-19, 2019 at the Tissue Culture and Cryopreservation Unit (TCCU) of ICAR-NBPGR, New Delhi. The TCCU was established to carry out research on *in vitro* conservation and cryopreservation of difficult-to- conserve crops and species, leading to the development of techniques for their short-, medium-, and long-term germplasm conservation in the *In Vitro* Genebank (IVGB) and Cryogenebank. The TCCU has been designated as a Centre of Excellence (CoE) in 2006 under the NBPGR-Bioversity International workplan, for undertaking international training programmes on *in vitro* conservation and cryopreservation of PGR, to enhance the capacity of national programs especially in the developing countries.

The present training was held this year was attended by 22 trainees from 13 countries including Africa (Algeria, Madagascar, Senegal), Central Asia (Uzbekistan, Kazakhstan, Ukraine, South and East Asia (Bangladesh, India, Philippines, Taiwan) and Pacific Region (Fiji, PNG, Samoa).

The training was structured to cover all the aspects of *in vitro* and cryopreservation of germplasm, through 21 lectures and 14 practical sessions. Lectures were delivered by resource persons from within NBPGR along with four International faculty, namely, Dr Hugh Pritchard (Royal Botanic Gardens, Kew, UK), Dr Bart Panis (Bioversity International, Leuven, Belgium), Dr Takao Niino (Japan) and Dr Kanchit Thammasari (Mahidol University, Bangkok, Thailand). Trainees got a hands-on experience of handling vegetatively propagated crops and difficult to conserve recalcitrant plant species. In addition, lectures were also delivered by the co-organizers namely Dr R.K. Tyagi (APCoAB, APAARI, Thailand), Dr N.K. Krishna Kumar and Dr J.C. Rana (Bioversity International-India).

Apart from the lectures and practicals, trainees also visited the National Genebank and the National Herbarium of Cultivated Plants (NHCP), both housed within the ICAR-NBPGR Campus.

Trainees gave their feedback which is presented in one of the following sections. The training ended on a high note, with appreciation by the participants and opened up newer avenues for collaboration with institutes in various other countries working on similar lines or setting up their research facilities in the area of *in vitro* and cryopreservation. The training provided the opportunities for South-South Cooperation as well as North-South collaboration in capacity

development in the area of biotechnology for conservation of PGR, as faculty are also drawn from other nations like Belgium, Japan, Thailand and UK.

3. Feedback from the Participants of Regional Workshops on Underutilized (i) Animal and (ii) Fish and Marine Genetic Resources and their Amelioration, (iii) Regional Expert Consultation on Gene Editing and its Regulation, (iv) International Hands-on Training on Genome Editing Technologies and (v) International Training Course on *In Vitro* and Cryopreservation Approaches for Conservation of Plant Genetic Resources.

A simple Evaluation Form was developed to obtain the feedback from the participants of the workshops for evaluation of the workshop regarding organization, logistics, scientific programme content, technical sessions, speakers and suggestions from participants for further improvement. Feedback is analyzed and summarized below:

(i) Regional Workshops on Underutilized Animal Genetic Resources and their Amelioration held in Malaysia on March 4-6, 2019

Some 80-98% participants gave the high commendation (Excellent or Very Good) for logistics, meeting venue and facilities, all technical sessions and overall scientific programme.

- a) Quality of invited speakers, World café Discussion, Panel discussion, Plenary Session was rated as Excellent or Very Good by 82-84% participants.
- b) Country Status Report session was rated as Excellent or Very Good by 72% participants.
- c) Overall evaluation of the workshop was recorded as Excellent or Very Good by 88% of participants.
- d) In general, it was inferred by the participants that the workshop was a very good platform for networking and collaboration
- e) Some suggestions were also received from the participants:
 - Technical visits to farm where underutilized animals are maintained.
 - APAARI should organize the workshops/events in collaboration with member countries.
 - More time should be given for general discussion.

(ii) Regional Workshops on Underutilized Fish and Marine Genetic Resources and their Amelioration held in Sri Lanka on July 10-12, 2019

- a) Some 60-79% participants gave the high commendation (Excellent or Very Good) for logistics, all technical sessions and overall scientific programme.
- b) Quality of invited speakers, World café Discussion, Panel discussion, Plenary Session was rated as Excellent or Very Good by 71-79% participants.
- c) Country Status Report session was rated as Excellent or Very Good by only 48% participants.
- d) Meeting venue and facilities were rated as Excellent or Very Good by 60% participants.
- e) Overall evaluation of the workshop was recorded as Excellent or Very Good by 72% of participants.
- f) In general, World café Discussion and Policy Framework session were much appreciated by all the participants.
- g) Some suggestions were also received from the participants:
 - Country Status Reports were not consistent by all presenters.

- Biotechnology of marine resources should have been elaborated for discussion.
- Scope of improvement in meeting venue facilities.

(iii) Regional Expert Consultation on Gene Editing and its Regulation

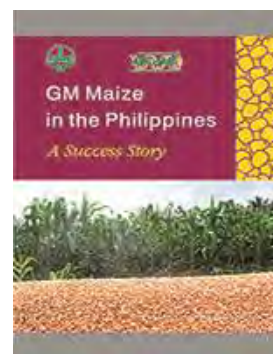
- Some 80%-100% participants gave the high commendation (Excellent or Very Good) for logistics, meeting venue and facilities, all technical sessions and overall scientific programme.
- Quality of Invited speaker sessions, Panel discussion, Plenary session was rated as Excellent or Very Good by 84%-94% of participants.
- Country Status Report session was rated as Excellent or Very Good by 85% of participants.
- Overall evaluation of the workshop was recorded as Excellent or Very Good by 90% of participants.
- In general, invited speaker sessions and Regulatory framework were much appreciated by all participants.
- Some suggestions were also received from the participants:
 - More time for critical topics.
 - More case studies, especially people from the U.S.A. who has done commercialization of products.

(iv) International Hands-on Training on Genome Editing Technologies

- Above 90% of participants gave the high commendation (Excellent or Very Good) for logistics, meeting room, laboratories and overall training programme.
- The accomplishment of learning objectives was rated as Excellent or Very Good by 100% of participants.
- The relevance of topics was rated as Excellent or Very Good by 100% of participants.
- Overall, the balance of ratio between theory, practical and visits was recorded as Excellent or Very Good by 100% of participants.
- Some 95% of participants said this training will be useful in their work.
- In general, visits to core faculties and lab session were much appreciated by all participants.
- Some suggestions were also received from the participants:
 - Wi-fi access in the conference room was limited.
 - More trainings in the future such as Usage of bioinformatic tools and data analysis, Phenotyping, Speed breeding and Genome sequencing.

(v) International Training Course on *In Vitro* and Cryopreservation Approaches for Conservation of Plant Genetic Resources

- Some 98% trainees rated overall training as Excellent or Very Good.
- The accomplishment of learning objectives was rated as Excellent or Very Good by 86% of participants.
- Course content was scored as excellent or very good by 93% participants.
- Hands-on practical and demonstration and expertise of faculty were rated as training facilities by 98% trainees rated as excellent or very good.

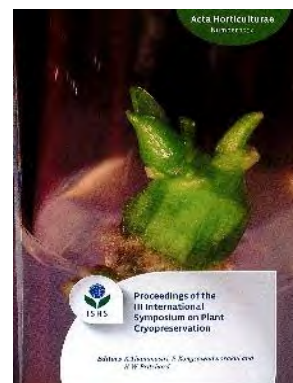


- e) In addition to the newly-acquired knowledge, the participants appreciated the training as a platform for opening up new ways for collaboration with other institutes in other countries.

Additionally, it was also an opportunity for South-South Cooperation, as well as North-South collaboration in capacity development on biotechnology for conservation of plant genetic resource.

B. Publications (12)

(i) GM Maize in Philippines – A Success Story was documented and published. it comprised 11 chapters – Introduction, Laying the Foundations for Modern Agricultural Biotechnology, An Evolving Regulatory System for Modern Biotechnology, The First GM Crop: MON810 Maize, GM Maize: On the Farm and in the Market, Public Perception and Media Monitoring, Trend of GM Maize Cultivation, Economic Impacts of GM Maize, Science-based Policy Support for Prolonging benefits of GM technology through Insect Resistance Management, Lessons Learned and Looking Forward and References. The soft copy of the document was distributed to all concerned stakeholders and can be accessed on: http://www.apaari.org/web/wp-content/uploads/downloads/2019/GM%20Maize%20in%20Phillippines-Success%20Story_28-3-2019.pdf



APAARI (2019) GM Maize in Philippines – A Success Story. Asia-Pacific Association of Agricultural Research Institutions, Bangkok, Thailand. xx+79 p. (ISBN : 978-616-7101-15-6)

(ii) International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region – Biography and Abstracts, pp 59. This publication was made by Academia Sinica containing biography of the speakers and the abstracts of the papers presented during the Seminar, Technical Program, and other logistic details.

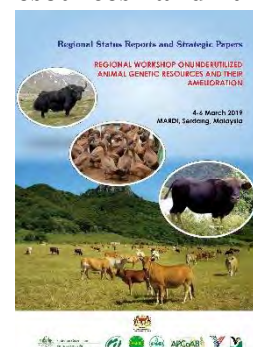
(iii) Proceedings of the III International Symposium on Plant Cryopreservation. APAARI and APCoAB were the co-organizers of the above symposium. Selected contributed paper presented during symposium were reviewed by the Editorial Board and published as above proceedings (ISBN: 0567-7572). Dr Rishi Tyagi was member of the Scientific Committee, International Advisory Committee of symposium and Editorial board of this volume of Acta Horticulturae (1234). <https://www.actahort.org/books/1234/>

(iv) Proceedings and Recommendations - Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration, held at Kuala Lumpur, Malaysia, Thailand, held on March 4-6, 2019, has been published (ISBN 978-616-7101-17-0). The publication can be accessed on http://www.apaari.org/web/wp-content/uploads/downloads/2019/Underutilized%20Animal%20Genetic-Proceedings%20&%20Recommendations_19-6-2019.pdf

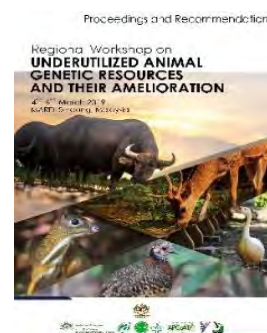
M Ariff Omar, Ainu Husna MS Suhaimi, Rishi Kumar Tyagi, Amie Marini Abu Bakar, Habsah Bidin, Siti Masidayu Mat Saad, Noraini Samat and Ravinder Kumar Khetarpal

(2019). Regional Workshop on Underutilized Animal Genetic Resources and Their Amelioration - Proceedings and Recommendations. Asia-Pacific Association for Agricultural Research Institutions (APAARI), Bangkok, Thailand; March 4-6, 2019, xviii+64 p.

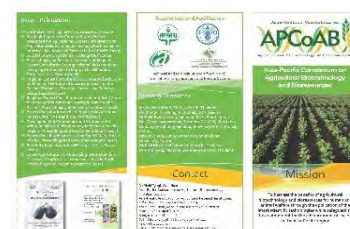
(v) Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration – Regional Status Reports and Strategic Papers, has been published (ISBN 978-616-7101-20-0). The compilation has a total of 14 chapters including strategic papers and status reports of underutilized AnGR for Food and Agriculture in South and West Asia, Southeast Asia, East Asia, the Pacific. The different chapters for each sub region bring out the status of AnGR utilization in different countries of each of the sub region, highlights the unique AnGR in the sub region and provides information on their economic and socio cultural importance, production and consumption, import and export statistics, inventorization and future thrust areas for their optimal utilization and research. The publication can be accessed on: http://www.apaari.org/web/wp-content/uploads/downloads/2019/Underutilized%20Animal%20Genetic-Regional%20Status%20Report_24-10-2019.pdf



M. Ariff Omar, Rishi K. Tyagi, Amie Marini Abu Bakar, Habsah Bidin, Noraini Samat, Ainu Husna M.S. Suhaimi and Ravi K. Khetarpal (2019). Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration – Regional Status Reports and Strategic Papers. Asia-Pacific Association for Agricultural Research Institutions (APAARI), Bangkok, Thailand; March 4-6, 2019, xviii+150 p.

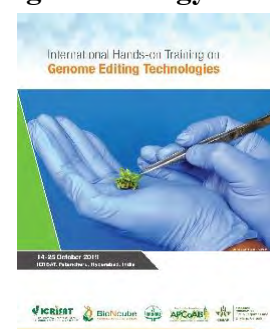


(vi) Revised Brochure of Asia-Pacific Consortium of Agricultural Biotechnology and Bioresources (APCoAB) with updated information was published. Brochure contains the concise information on mission, genesis, revised objectives, organization structure and steering committee, recent activities and publications and supporters and facilitators of APCoAB. The brochure was distributed to all concerned stakeholders and can be accessed on:



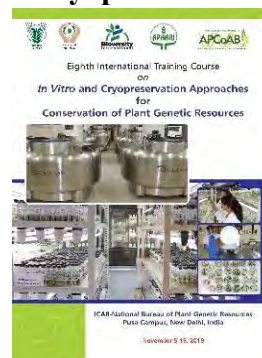
<http://www.apaari.org/web/wp-content/uploads/2018/08/2018-APCoAB-Brochure.pdf>

(vii) Brochure of International Hands-on Training on Genome Editing Technology was designed, developed and published. It contains the concise information on about the course and organizers (ICRISAT, APAARI, APCoAB), objectives of training, lectures and practical sessions, eligibility criteria of applicants, and application form. The brochure was posted on APAARI/APCoAB website for the benefit of the applicants and distributed to all concerned stakeholders which can be accessed on: http://www.apaari.org/web/wp-content/uploads/2019/08/Genome_editing_tech_training_Brochure.pdf



(viii) Brochure of International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources was developed and published. In addition to the brief description about the organizers (ICAR-NBPGR, Bioversity International, APAARI and APCoAB), the brochure contains the details of objectives and course contents (theory and practical sessions), resource persons, eligibility criteria of applicants, course fee details and application form. The brochure was posted on APAARI/APCoAB website for the benefit of the applicants and distributed to all concerned stakeholders which can be accessed on:

<http://www.apaari.org/web/wp-content/uploads/downloads/2019/CoE%20Training%20Brochure%20300519.pdf>



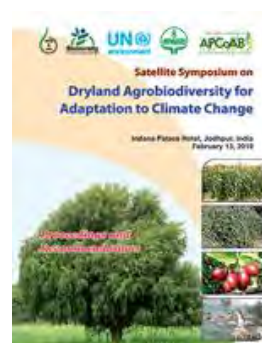
(ix) Training Manual on International Hands-on Training on Genome Editing Technology was published and printed. The Manual contains a combination of lectures, discussions with hands-on laboratory instructions and technology demonstrations for helping the participants stay ahead imparting both theory and practical aspects of CRISPR based genome-editing technologies. The course covered a basic gene editing workflows, from design and cloning of target specific guide RNAs (gRNAs), delivery of gRNAs in plant cells, detection through to analysis of gene editing efficiencies. design the genome editing experiments. It is envisaged that this will help the trainees, after completion, to design their own experimental workflows in their respective laboratories. The soft copy of manual was shared by all APAARI member countries and other stakeholders which can be accessed on



(x) Training Manual on International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources was published and printed. The Manual contains the protocols involved in the development and use of in vitro and/or cryopreservation techniques for the medium- to long-term conservation of germplasm of vegetatively propagated and non-orthodox seed species. The protocols are freely available to all APAARI members and other stakeholders which can be accessed on: <http://www.apaari.org/web/wp-content/uploads/downloads/2019/Laboratory Manual for In Vitro and Cryopreservation of PGR-2019.pdf>



(xi) Proceedings and Recommendations of the Satellite Symposium on 'Dryland Agrobiodiversity for Adaptation to Climate Change' was published and printed. The Proceedings and Recommendations contain the summary of keynote lectures presented by speakers/experts on agrobiodiversity management in the Indian, Central and West Asian and North African dryland regions and the required policy interventions to overcome the threats and challenges. and the key recommendations emerged out from the deliberations and discussions. The soft copy of manual was shared by all APAARI member countries and other stakeholders which can be accessed on:



(xii) Banana Tissue Culture in India - A Success Story was published and printed. This document provides detailed information on banana, its different varieties grown across India, cultivation practices, various constraints faced in the conventional propagation of banana and how these can be overcome by the use of banana TC plants. Production of TC plants viz., mother plant selection, initiation, multiplication and hardening are briefly described. Protocols used for virus indexing and genetic fidelity testing for successful implementation of certification system has been provided in detail. The molecular and serological based methods standardized under NCS-TCP for virus indexing of the four major viruses infecting banana have been described. The various challenges encountered during certification procedure of banana TC plants have been discussed with reference to emergence of new diseases, particularly the occurrence of Fusarium wilt caused by the soilborne fungus *Fusarium oxysporum* in G9 cultivar, the production and distribution of plantlets, technology transfer for TC production and adoption of the technology by the farmers. This document is available to all APAARI members and other stakeholders which can be accessed on: http://www.apaari.org/web/wp-content/uploads/downloads/2019/Banana_Tissue_Culture-Success_Story_29-11-2019_For_Circulation.pdf



C. APCoAB Website

(i) Content update of databases

- (a) Institutional database: 57 new institutions from 12 countries (total: 376 institutions)
- (b) Educational Institutions: 142 new institutions from 12 countries (total 142 institutions)
- (c) Experts database: 103 new contacts from 13 different countries (total 138 experts)

(ii) Regular update

News, events, announcements, uploading of publications, event proceedings updates, etc. Distribution of resource material (proceedings, country status reports, PowerPoint presentations etc. of workshops to the participants and different stakeholders.

(iii) @Tweets: About 350 Tweets were posted relating to the application and benefits of new innovations in agricultural biotechnology and conservation and use of bioresources.

D. Governance

(i) Steering Committee of APCoAB

XXth Steering Committee Meeting was organized on June 12, 2019. The Action Taken Report, Progress Report (for period of May 1, 2018 to May 31, 2019), Work Plan and statement of Account (January-December 2019) was presented which was approved by the Committee. Suggestions made by the experts were incorporated into the Work Plan.

Progress of the Asia-Pacific Consortium on Agrobiotechnology and Bioresources (APCoAB)

(January 2020-February 2021)

A. Expert Consultation/Conference /Training/Online Feedback Surveys (6)

- 1. Regional Expert Consultation on Agriculturally Important Microorganisms** was organized virtually in collaboration with Indian Council of Agricultural Research (ICAR) and ICAR-National Bureau of Agriculturally Important Microorganisms (ICAR-NBAIM), India, on October 28, 2020. The Expert Consultation was attended by 134 participants from 16 countries (Australia, Bangladesh, Bhutan, Fiji, Iran, Japan, Republic of Korea, Malaysia, Nepal, Philippines, Papua New Guinea, Samoa, Sri Lanka, Taiwan, Thailand, and Vietnam) including from NARS, universities, related ministries, and CG Centre. Of 134 participants, 24% were women scientists/experts. The objectives of the Expert Consultation were (i) to discuss the knowledge gaps and way forward in defining regional priorities concerning AIMs, and (ii) To formulate strategies for strengthening the institutional framework for AIMs management of AIMs, and legal and policy framework to promote conservation and sustainable use of AIMs at regional level. Expert Consultation comprised of 3 Technical Sessions – (i) Thematic Presentations on AIMs, (ii) Strategies for Conservation and Utilization of AIMs, and (iii) Panel Discussion - Regional Priorities for AIMs for Asia-Pacific. A total 7 presentations were made by the experts related to status, regulatory policies, sub-regional linkages, public-private partnerships, role of biotechnology, and conservation strategies and sustainable use of AIMs. A panel discussion was held covering the areas of Value addition, commercialization and export; Biotechnology for enhancing utilization and IPRs; South-South Cooperation for enabling policy development and advocacy; Partnership and capacity development; Digital sequence information and sharing system; Microbial taxonomy issues and information system. The website, Common Microbial Biotechnology Platform (CMBP) Network, developed by CIAT-Bioversity Alliance, Vietnam, was also introduced to the participants with the aim to foster collaboration and partnership in research and capacity development in AIMs at Asia-Pacific level.

The Major Recommendations arising from the Expert Consultation were related to research priorities, policy advocacy, regional priorities related to value addition, commercialization and export; biotechnology for enhancing utilization and IPRs; South-South Cooperation for enabling policy development and advocacy; partnership and capacity development; digital sequence information and sharing system; microbial taxonomy issues and information system. The Proceedings and Recommendations are being finalized for further distribution among the various stakeholders in the Asia-Pacific region.

Feedback from the Participants of Regional Expert Consultation on AIMs

An online feedback form was developed composing simple questionnaire to collect their feedback about their organizations, objectives, rating of the different sessions, most valued and least valued sessions, how they will use gained knowledge in their research work, possible areas of collaboration, relevance of the deliberations to the contemporary issues in AIMs. The summary of the feedback is presented below:

- Of 134 participants, 42% (56) responded to and submitted their feedback; 56% participants belonged to National Agricultural Research System followed by 39% from academia/universities from 16 countries of Asia-Pacific.
- Some 43% participants attended the Expert Consultation either to develop networking or exchanging the knowledge about AIMs; 48% attended for acquiring more knowledge or updating their knowledge in subject areas of actinomycetes, conservation policies,

- commercialization, to explore possibilities of collaboration in areas of biofertilizer and biopesticides research and to learn about linkages in various fields of AIMs.
- (iii) About 91% rated the thematic presentation and strategies for conservation and utilization as excellent or very good; whereas 82% mentioned as excellent or very good to Panel discussion.
 - (iv) A total of 95% participants felt that the Expert consultation was highly informative and useful in one or the other related to following major areas:
 - a. Networking and potential collaboration (11%)
 - b. Conservation and utilization (24%)
 - c. To understand global/regional status (18%)
 - d. Microbial biotechnology, policy discussion, South-South cooperation (13%)
 - (v) However, up to 5% participants mentioned that they did not get any additional knowledge or difficult to understand the topics or not understand the values of AIMs in general from this expert consultation.
 - (vi) About 82% participants agreed that they will integrate/take forward the information/knowledge received during Expert Consultation:
 - a. To develop collaboration and networks in different research areas with experts through South-South collaboration (27%)
 - b. Sharing gained knowledge/information with their networks/collaborators on various aspects of AIMs (49%)
 - c. Policy issues related to conservation, documentation, exchange of knowledge and genetic resources (ABS), capacity building, quality control (9%)
 - (vii) Some 81% of the participants identified the experts/countries for future collaboration - (a) 21% with India, (b) 16% with Australia, (c) 13% with Taiwan, 7% with Japan.
 - (viii) About 96% mentioned that the Expert consultation was relevant to contemporary issues related to AIMs.
 - (ix) Following major suggestions were made by the participants:
 - a. Online meeting should be of two days to facilitate the participants of the Pacific region due to time difference.
 - b. Time duration of the speakers should be effectively monitored by Chairs.
 - c. Video recording of the presentations should be provided to the participants.
 - d. Future consultation may include – regulations on exchange of AIMs in different countries; Microbial red-data bank; Functional microbial diversity; Microbial Biodiversity Heritage Sites; quality control on microbial inoculants.
 - e. Funding opportunities for collaborative research projects

2. International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling was organized jointly by the Food and Fertilizer Technology Center for the Asian and Pacific Region (FFTC) and the Taiwan Livestock Research Institute (TLRI), Council of Agriculture on November 5-6, 2020 in Taipei, Taiwan. In light of the COVID-19 pandemic, the symposium was held both onsite and online. In addition to the keynote session, the symposium had four sessions on the following themes: 1) New Challenges and Opportunities to Minimize Agricultural and Food Wastes and Residuals; 2) Modern Technologies of Agricultural Waste and Residual Recycling and “Low External Input Farming”; 3) New Aspects on “Optimization of the Use of All Resources and Value-adding”; and 4) Small Farmers’ Material Matching, Basic Education and Policy Promotion. The 2-day Symposium attracted more than 200 participants (off-site and on-site), with many speakers from Taiwan, the Netherlands, Denmark, South Korea, Japan, Indonesia, and Vietnam with focus on Circular Agriculture. APAARI as co-organizer, under its programme APCoAB, facilitated the participation from its member-countries

in Asia-Pacific region. A total of 40 participants were sponsored from 7 APAARI-member countries (Fiji, India, Iran, Malaysia, Nepal, Thailand and Vietnam). Of 40 participants, 44% were the women scientists/researchers. Policy makers, scientists, researchers, students, agriculturists, members of the private sector participated in the symposium. Experts from the Dutch Ministry of Agriculture, Nature and Food security, Wageningen University & Research and Lely emphasized that the key to the success of circular agriculture lies in the responsibility of all sectors in the value chain and the consumers. Also, it was emphasized that companies should sell and produce products that are beneficial to a sustainable environment. Examples of possible solutions on livestock circular agriculture, and technology such as big data and sensors application was also brought to the audience.

Following were the major recommendations emerged out from the symposium

1. Minimize food loss and wastes and efficiently utilize all resources under the food systems by harnessing innovative technologies. These are particularly important to feed the growing world population which is projected to be 9 billion people in 2050.
 2. Link and involve the private sectors, policymakers, enterprises, and farmers, with good policy, to successfully transform linear agriculture to circular agriculture. The great potential of future circular agriculture market will be opened by the rapid technological innovation and expanding connections.
 3. Reduce food loss and wastes in the Asian and Pacific region to generate multiple dividends: such as creating economic values and new jobs, avoiding lots of greenhouse gas emissions, reducing waste of freshwater use, and recovering meals for food security.
 4. “Internationalize” science investments to maximize efficiencies and facilitate collaboration.
 5. Emphasize co-benefits for sustainable development to achieve buy-in and remove barriers to the action of achieving the goal of circular agriculture.
 6. Scale-up investments in both public and private sectors to retain human capability and research infrastructure.
 7. Establish regional industrial symbiosis parks as an important model for industrialized utilization.
 8. Make value-added final products to maximize circular agriculture.
3. **Regional Capacity Building Programme on Biotechnological Tools in Aquatic Genetic Resource Management and *Ex Situ* Conservation** was jointly organized in virtual mode with ICAR, on December 7-18, 2020, at ICAR-National Bureau of Plant Genetic Resources (NBFGR), India - one of the best institutes for aquaculture resources in the Asia with experts and technologies which are in vogue for characterization and ex situ conservation of fish genetic resources. A total of 35 scientists/researchers attend the course from 14 countries (Bangladesh, Bhutan, Fiji, Iran, Malaysia, Nepal, Philippines, Pakistan, Papua New Guinea, Samoa, Sri Lanka, Taiwan, Thailand, and Vietnam of Asia-Pacific region). All the 35 participants were mid-career active researchers; and 72% of those were women scientists/researchers. In addition from ICAR institutes, the faculty was also drawn from USA, FAO, NACA, SPC, and WorldFish Centre.

This 10-day training covered comprehensive course content on AqGR and its management comprising the state of the world's aquatic genetic resources for food and agriculture; Aquatic food systems: Integrating biodiversity and ensuring sustainability; Ornamental marine genetic resources, conservation and livelihood promotion; Utilizing genetic diversity through selective breeding for genetic improvement; taxonomy, radiography, morphometry; shape morphometric analyses; chromosome preparation and karyotyping; Strategies and sampling procedures for genetic diversity studies; Basic molecular biology, Demo: Designing of PCR primers; DNA to Genomics; DNA sequencing procedures, sequence quality check and processing for application; Analysis and application in genetic diversity; species delineation, intra-specific diversity; Intraspecific genetic divergence using codominant markers; Microsatellite markers: isolation, development, genotyping (PAGE), automated genotyping; Genotype data analysis and interpretation; Gene expression: RNA isolation, quality check; Quantitative PCR, gene-expression procedure and analysis and interpretation; Surveillance, disease diagnosis and cell culture; Aquaculture certification and standards; *Ex situ* conservation: sperm cryopreservation, procedure and quality; *Ex situ* conservation of fish genetic resources; Biological traits and intra-specific diversity, parameters and tools. Fish scale data, age and growth analysis; Repository of Fish Cell lines and FisOmic Portal.

The training was concluded by distributing the Certificates of Successful Completion to the participants. Dr T Mohapatra, Director General, ICAR; Dr Ravi Khetarpal, Executive Secretary, APAARI; and Dr JK Jena, Deputy Director General, ICAR delivered addresses and encourage the trainees to use the gained knowledge on AqGR management in their research work and develop new partnerships with other countries. Trainees also gave their feedback in person and also online through feedback form, which is being analysed. The training ended on a high note, with appreciation by the participants and opened up newer avenues for collaboration with institutes in various other countries working on similar lines or setting up their research facilities in the area of management of AqGR. The training provided the opportunities for South-South Cooperation and collaboration in capacity development in the area of biotechnology for conservation of AqGR.

4. Online Survey on Impact of Regional Expert Consultation on Underutilized Crops

A multi-stakeholder "Regional Expert Consultation on Underutilized Crops for Food and Nutrition Security in Asia and the Pacific" was organized with other partners – COA, CFF, ICRISAT, ICARDA, and Bioversity International during November 13-15, 2017 at Bangkok, Thailand. An online survey was conducted after about 3 years to analyze its impact. A simple questionnaire was designed to have feedback from the participants of the above Expert Consultation to analyze the impact on individual participant and their organizations. Questionnaire comprised 20 questions broadly related to general information about individual and respective organization; existing knowledge of about the underutilized crops (UUC); improvement in participants' knowledge and skills; how this expert consultation impacted their research programmes and recognitions to individual or organization; and UUC-related expectations from APAARI in future.

The questionnaire link was created and shared with all the participants (40) by email and polite reminders were also sent twice. Due to change in email IDs or transfer to other organizations 10 emails bounced back meaning thereby that only 30 participants received the emails. A total of 18 participants (60%) responded online and some questions were answered by 15 participants only. The responses have been analyzed on the basis of responses of 18 or 15 participants. and a summary is presented:

- (i) Some 67% of participants work in organizations of the federal governments; 72% working in organizations with ≥ 100 employees.
- (ii) About 44% of respondents work as the researchers/scientists, followed by 39% as the research managers and 17% as policy makers. Most of the researchers work in areas of crop improvement or germplasm management. Currently only 67% of participants work in the same organization in area of underutilized crops other either transferred or changed the crops.
- (iii) Some 60% of participants have provided consultancy on underutilized crops to the public sector of organization and 13% to either private sector or NGOs.
- (iv) About 47% of participants felt major improvement of knowledge about underutilized crops and 40% mentioned minor improvement after participating the Expert Consultation. A total of 74% mentioned that they have implemented the gained knowledge and observed major or minor improvement in their ongoing programmes after participation.
- (v) Between 60-93% of participants mentioned that their knowledge and skills gained during the Expert Consultation helped their organization to (i) create awareness about underutilized crops; (ii) to promote underutilized crops; to develop a sustainable vision for underutilized crops; (iii) to improve dialogue about underutilized crops with external stakeholders.
- (vi) Some 33% of respondents mentioned that their organizations gain some formal recognition for research work on underutilized crops whereas 40% mentioned that they have been awarded individually also while working on underutilized crops.
- (vii) About 53-60% of participants expected advanced sector-specific workshop/training in future to enhance their knowledge and skill about promoting underutilized crops.
- (viii) Some 60-67% of participants expressed their views to attend other workshop/training/webinar on value addition, marketing and export; value chain system; germplasm management; and partnership and networking related to underutilized crops.

5. Online Survey on Impact of Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnerships to Improve Livelihoods of Farmers in Asia and The Pacific

A Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnerships to Improve Livelihoods of Farmers in Asia and The Pacific was held on May 29-31, 2018 at Bangkok, Thailand. The meeting was in partnership with Council of Agriculture (COA), Taiwan, Australian Centre for International Agricultural Research (ACIAR), Australia and CGIAR Research Programme on Grain Legumes and Dryland Cereals (CRP-GLDC), Hyderabad, India. Other collaborators were the Department of Agriculture (DOA), Thailand and Biotech Consortium of India Limited (BCIL), Delhi, India. An online survey was

conducted after about two and half years to analyze its impact. A simple questionnaire was designed to have feedback from the participants of the above Expert Consultation to analyze the impact on individual participant and their organizations. Questionnaire comprised 20 questions broadly related to general information about individual and respective organization; existing knowledge of about the agri-biotechnology; improvement in participants' knowledge and skills; how this expert consultation impacted their research programmes and recognitions to individual or organization; and agribiotech-related expectations from APAARI in future.

The questionnaire link was created for online use and shared with the participants (45) by email and polite reminders were also sent thrice. Due to change in email IDs or transfer to other organizations 7 emails bounced back meaning thereby that only 38 participants received the emails. In spite of three reminders, the response was very poor. It is observed that most of the speakers chose not to respond. Only 8 participants (21%) responded online. The responses have been analyzed on the basis of responses received from 8 participants, and a summary is presented below:

- (i) Of the total respondents, 38% belonged to or the federal government organizations, other either CG or private organizations; organizations of 50% participants had ≥ 100 employees; 63% of respondents working as the researchers/scientists, followed by 25% as the Policy makers, and 13% as research managers.
- (ii) Most of the respondents (63%) were working in Plant Biotechnology and 75% currently working in same organization from where they were deputed to participate in the Expert Consultation; 63% have provided consultancy on agricultural biotechnology for the public sector of organization.
- (iii) Some 75-100% of the respondents felt there were major improvement of knowledge of the agricultural biotechnology within their organization and individually after participating in Expert Consultation, particularly through strategic case studies and country status reports.
- (iv) Some 88% of respondents felt there were major improvement of knowledge/skills of how to develop partnerships at national/regional level in areas of agricultural biotechnology after participating the Expert Consultation. However, additional support about networking to exchange experience and ideas among other participants would have been required much more in future.
- (v) About 75% of respondents have implemented/practiced or planning to use improved knowledge and skills they gained, to directly or indirectly to prioritize their research projects and to contribute to promote agricultural biotechnology for improving livelihoods of smallholder farmers and incomes at high level; 50% of respondents mentioned that their knowledge and skills gained helped them in terms of improving dialogue about agricultural biotechnology with external
- (vi) stakeholders. However, 63% of respondents mentioned that of all the related stakeholders, policy makers are most difficult to communicate about the benefits of agricultural biotechnology.

- (vii) About 63% of respondents mentioned that the individual as well as their organizations gain formal recognition/award for research work on agricultural biotechnology.
- (viii) Some 75% of respondents expected to attend other workshop/training/webinar on networking and partnership related to agricultural biotechnology; 63% of respondents would like to attend other workshop/training/webinar on gene editing related to agriculture; 50% of respondents would like to attend other workshop/training/webinar on conservation of bioresources related to agriculture; 50% of respondents would like to attend other workshop/training/webinar on trait discovery; 50% of respondents would like to attend other workshop/training/webinar on biofertilizer and biopesticides; 50% of respondents would like to attend other workshop/training/webinar on public awareness and policy development related to agricultural biotechnology.

6. Online Survey on the Perception of Gene Editing for Food and Agriculture

Gene editing has great potential and evidently has very special role in agriculture to increase the qualitative and quantitative agricultural production and productivity. The success and potential of this technique to contribute towards developing new varieties/breeds will depend on the prevailing regulation for gene editing and public acceptance of the products derived from the gene editing technology in a given country. While many Asian countries are investing a lot of resources in research for development using gene editing and are at different stages of developing the regulatory guidelines for gene edited products in their respective countries. Whereas usage of new technologies, generally, bring some issues about its adoption and scaling up. Equally important is acceptance of the public about products developed using gene editing. An online survey on the Perception of Gene Editing for Food and Agriculture was conducted to get the feedback from the different stakeholders about the acceptance of gene editing technologies.

The email IDs to prepare the contact lists of various stakeholders - researchers (1304), academicians (411), industry (335), policy makers (58), journalists (14) from India and researchers (99), academicians (351), industry (211), policy makers (165) from Philippines, were collected from the websites of different organizations related to agricultural biotechnology in respective countries. All the above stakeholders were contacted through emails to respond a simple online questionnaire and a polite reminder is also sent. Many of the emails bounced back, due to either server errors or the person has changed the organization or the email ID. However, responses are being received gradually.

All the responses from stakeholders will be analyzed which may be useful for developing the resource document on gene editing. The document will be shared with the researchers and policy makers involved in agricultural biotechnology in Asia-Pacific countries to facilitate the formulation of the regulatory guidelines of gene editing on the basis of the public opinion to benefit the society.

B. Publications and e-Training Manual (6+5*)

- (i) **Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration – Country Status Reports** (ISBN: 978-616-7961-40-8). The present document specifically focuses on Country Status Reports belonging to 12

countries ((Bhutan, Fiji, India, Iran, Lao PDR, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Taiwan) of Asia-Pacific region. The publication can be accessed on: [http://www.apaari.org/web/wp-content/uploads/downloads/2020/CountryStatus_Reports-on_FMGR\(Final\)_7-8-2020_High_Resolution.pdf](http://www.apaari.org/web/wp-content/uploads/downloads/2020/CountryStatus_Reports-on_FMGR(Final)_7-8-2020_High_Resolution.pdf)



Rishi K. Tyagi, D.H.N. Munasinghe, K.H.M. Ashoka Deepananda, Frank Niranjana and Ravi K. Khetarpal (2020) Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration – Country Status Reports. Asia-Pacific Association for Agricultural Research Institutions (APAARI), Bangkok, Thailand, xiv+129 p.

- (ii) **Regional Capacity Building Programme on Biotechnological Tools in Aquatic Genetic Resource Management and Ex Situ Conservation – Brochure (7 pages).** The brochure contains the needs for aquatic genetic resources (AqGR) management; genesis and purpose of the training; objectives; principal components of the training; and application form to invite the trainees from APAARI-member countries (14).



- (iii) **e-Material for Demonstration for AqGR Management**

The demonstration video capsules were developed for virtually organized Regional Capacity Building Programme on Biotechnological Tools in Aquatic Genetic Resource Management and Ex Situ Conservation for participants during December 7-18, 2020. A training manual will also be prepared for the benefits of the participants. The above training material will be available in open access (<https://e-nbfggr.nbfggr.res.in>) to be used by any country in Asia-Pacific and beyond.

***Publications in under preparation (5)**

- (i) Success Story on Sheep and Goats in Fiji and PNG (in Press)
- (ii) Success Story on Induced Systemic Resistance: A New Hope for Malaysian Papaya Industry (Under Review)
- (iii) Policy Paper on GM Maize in Emerging Economies (Under Review)
- (iv) Regional Expert Consultation on Agriculturally Important Microorganisms (Under Review)
- (v) Success Story of Tissue Culture Raised Apple Root Stock in India (Under Review)

C. APCoAB Website

(i) Content update of databases


- (a) Institutional database: 54 new institutions from 14 countries (total: 302 institutions)

(b) Educational Institutions: 81 new institutions from 15 countries (total 209 institutions)

(c) Experts database: 258 new contacts from 20 different countries (total 404 experts)

(ii) Regular update

News (96), events, announcements, infographics (255), uploading of publications, event proceedings updates, etc. Distribution of resource material (proceedings, country status reports, PowerPoint presentations etc. of workshops/Expert Consultations to the participants and different stakeholders.

(iii)  Tweets: 785 with 352.9 K impressions were posted relating to the application and benefits of agricultural biotechnology, and conservation and use of bioresources.

D. Governance

(i) Steering Committee Meeting of APCoAB

The XXI Steering Committee Meeting (SCM) of the Asia-Pacific Consortium on Agricultural Biotechnology and Bioresources (APCoAB) was held on July 7, 2020 virtually under the chairmanship of Dr Peter Horne, ACIAR, Australia. Mr Vincent LIN, COA, Taiwan, was Co-chair. The SCM was attended by 21 participants, comprising the Chairman, Vice Chairman, Members of the SC, Special Invitee and observers including APAARI Secretariat Staff. After that following agenda items were presented by Dr Rishi Tyagi, Coordinator, APCoAB for discussion/approval in SCM:

Final Approval of Minutes of XX SC Meeting; 2. APCoAB Program – Background, Status, Action Taken Report and Progress Report (June 1, 2019-May 31, 2020); 3. APCoAB Work Plan (January-December 2020); 4. Administrative Matters (Recruitment of Technical Associate, Intern, Extension of Coordinator, APCoAB); 5. Re-constitution of Steering Committee for year 2020-2021; 6. Financial Statement (January-December 2019); 7. General Discussion and Any Other Matters.

**List of Webinars/Conferences/Expert Consultations/Workshops /Meetings
Organized/Co-organized by APAARI
(January 2019 – February 2021)**

No.	Agency/ Location	Purpose/Event	Date	
1	Croplife Asia Singapore	STDF Project Preparation Grant Planning Meeting	21 January 2019	Co-organized
2	Tamil Nadu Agricultural University (TNAU), Coimbatore, India	Training Workshop on Transformation of Agricultural Education through Knowledge Management and Capacity Development for More Effective Agricultural Innovation System (AIS)	23-25 January 2019	Co-organized
3	ICDD, India	The 13th International Conference on Dryland Development "Converting Dryland Areas from Grey into Green"	11-14 February 2019	Co-organized
4	MARDI, Selangor, Malaysia	Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration	4-6 March 2019	Co-organized
5	Bluejeans	Webinar on “How to Make Agricultural Lectures more Interactive for Agricultural Students”	4 June 2019	Co-organized
6	APAARI, Bangkok	Executive Committee Meeting (ECM 1/2019)	13 June 2019	Organized
7	APAARI, Bangkok	Innovation Strategy Workshop	14 June 2019	Organized
8	NCHU, Taichung, Taiwan	International Conference on Smart Food and Value Chain	27-28 June 2019	Co-organized
9	APO/COA, Taipei, Taiwan	Workshop on Agribusiness for Young Entrepreneurs	1-5 July 2019	Co-organized
10	Melaka, MARDI, Malaysia	SEAVEG 2019: Addressing Agricultural Value Chain Towards Achieving the SDGs in Asia Pacific	9-11 July 2019	Co-organized
11	SLCARP, Sri Lanka	Workshop on Underutilized Fish and Marine Resources of Asia-Pacific and their Amelioration	10-12 July 2019	Organized
12	SAC/SAARC, Dhaka	SAARC-APAARI Expert Consultation to develop Multi-sectoral Policy and Strategic Framework of SAARC Agriculture Centre for 2020-2030	16-18 July 2019	Organized
13	IAAS, Oulu, Finland	International Agriculture Innovation Conference (IAIC 2019)	8-9 August 2019	Co-organized
14	APAARI, Bangkok	Inception Meeting with DOA, DOAE and NIA to discuss on assessment guidelines for Agriculture Innovation System (FAO project)	13 September 2019	Organized

15	ICRISAT, Hyderabad	Regional Expert Consultation on Gene Editing and its Regulation	10-11 October 2019	Co-organized
16	ICRISAT, Hyderabad	International Hands-on Training on Genome Editing Technologies	14-25 October 2019	Co-organized
17	Telangana, India	Regional Workshop: Youth as Torch Bearers of Business Oriented Agriculture in South India	21-22 October	Co-organized
18	ICAR-NBPGR, New Delhi, India	International Training Course on 'In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources'	5-19 November 2019	Co-organized
19	Bangkok, Thailand	APAARI Executive Committee Meeting 2/2019	7 November 2019	Organized
20	Bangkok, Thailand	Steering Committee Meeting of STDF/ WTO Project - Virtual	21 February 2020	Organized
21	Bangkok, Thailand	Pre-Inception Webinar: Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and for Enhancement of Trade Opportunities	4 March 2020	Organized
22	Virtual	Webinar: "Experiential Learning in Agriculture Education"	2 June 2020	Co-organized
23	Virtual	Online APCoAB Steering Committee Meeting	7 July 2020	Organized
24	Virtual	Online APAARI Executive Committee Meeting	8-10 July 2020	Organized
25	Virtual	STDF Residue Mitigation, Virtual Inception Workshop	6-7 August 2020	Organized
26	Virtual	Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade Opportunities (APRMP) Virtual Laboratory Training, APAARI, USDA, IR-4 Project, STDF	10-14 August 2020	Organized
27	Virtual	Webinar: "A perspective on Capacity Building in Knowledge Management Development in the Agricultural Sector of Iran"	17 August 2020	Co-organized
28	Virtual	Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade Opportunities (APRMP) Virtual Field Training, APAARI, USDA, IR-4 Project, STDF	25-26 August 2020	Organized
29	Virtual	Webinar meeting on the Agricultural Science Technology Indicators (ASTI) - LAO PDR	4 September 2020	Organized
30	Virtual	Webinar meeting on the Agricultural Science Technology Indicators (ASTI) of the Cambodian Agricultural Research System	8 September 2020	Organized

31	Virtual	Regional Expert Consultation on Agriculturally Important Microorganisms	28 October 2020	Co-organized
32	Virtual	Webinar: Experiential Learning in time of COVID-19: Where do we go from here?	5 November 2020	Co-organized
33	Virtual	International Symposium on Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling	5-6 November 2020	Co-organized
34	Virtual	ASSET Project- Launching Workshop	10-12 November 2020	Co-organized
35	Virtual	ASTI Outreach Activities and Upcoming Regional Seminar	24 November 2020	Organized
36	Virtual	Regional Capacity Building Programme on "Biotechnological Tools in Aquatic Genetic Resource Management and Ex Situ Conservation"	7-18 December 2020	Co-organized
37	Virtual	Online Conference: Future Agriculture: Introduction of Space Farming (Seed x AI x Space)	8 December 2020	Co-organized
38	Virtual	Virtual Seminar on “Agricultural Research in Southeast Asia: Resource Allocation, Performance and Impact on Productivity”	11 December 2020	Organized
39	Virtual	Regional Consultation Meeting on “Developing SAARC Agriculture Vision – 2030”	14-15 December 2020	Co-organized
40	Virtual	APAARI Special Executive Committee Meeting	22 December 2020	Organized
41	Virtual	APAARI-CoSAI Interactional Meeting	28 January 2021	Co-organized
42	Virtual	APRMP – Virtual Lab training in two phases for two groups	15 February -11 March 2021	Co-organized
43	Virtual	Inception Workshop: Improving Phytosanitary Trade Compliance in Bangladesh	24 February 2021	Co-organized

 **APAARI as Organizer (18)**

 **APAARI as Co-organizer (25)**

APAARI Participation in Events Organized by other Fora
(January 2019 – February 2021)

No.	Location	Event	Date
1	ICRISAT, India	Smart Food Executive Council Meeting and Smart Food High Level Workshop	13-14 January 2019
2	CIAT, Hanoi, Vietnam	CMBP Partnership Meeting	22-23 January 2019
3	NAAS and IARI, India	XIV Agricultural Science Congress on Innovations for Agricultural Transformation at NASC Complex	20-23 February 2019
4	Jorhat, Assam	35th Tocklai Conference: SustainabilityTea (Challenges & the Way Forward)	22-23 February 2019
5	MARDI, Malaysia	MARDI Colloquium on Genome Editing for Crop Improvement: Recent Advances in Agriculture	23 April 2019
6	MARDI, Malaysia	16 th Meeting of the ASEAN Genetically Modified Food Testing Network, MARDI, Malaysia	24 April 2019
7	ICARDA, Rabat, Morocco	The 4th International Workshop of the CGIAR Germplasm Health Units (GHU)	28 April - 3 May 2019
8	Khon Kaen, Thailand	Mekong Forum 2019: Bridging Borders – GMS Connectivity for Inclusivity and Sustainability	24-25 July 2019
9	Kathmandu, Nepal	The Asian Agriculture Summit and Exhibition 2019 (online participation)	11-13 August 2019
10	Bangkok, Thailand	Phytosanitary Collaboration in the Asia Pacific Region (Asia-Pacific Seed Association – APSA)	28-29 August 2019
11	Taichung, Taiwan	International Conference on Under Climate Change Agricultural Sustainable System and Construction of Circular Economy Conference (National Chung Hsing University – NCHU)	23 September 2019
12	Dharwad, India	Symposium on Microbial Based Strategies for Improvement of Soil and Plant Health, ISMPP	24 -26 September 2019
13	Taipei, Taiwan	2019 Yushan Forum: Asia Dialogue for Innovation and Progress	8-9 October 2019
14	ICRISAT, Hyderabad	Regional Expert Consultation on Gene Editing and its Regulation	10-11 October 2019
15	CAAS, Chengdu, China	6 th Global Forum of Leaders for Agricultural Science and Technology (GLAST) (Panelist)	11-14 October 2019

16	ICRISAT, Hyderabad	International Hands-on Training on Genome Editing Technologies	14-25 October
17	Nanjing, China	10 th GCHERA Conference on “Transforming Higher Education” in conjunction with the World Agriculture Prize Award Ceremony	28-29 October
18	Bangkok, Thailand	Asia Precision 2019 (Panelist)	5 November 2019
19	Bangkok, Thailand	IAAS Annual Meeting – The Innovation and Sustainability of Agriculture (Speaker)	9 November 2019
20	CAAS, Chengdu, China	6 th Global Forum of Leaders for Agricultural Science and Technology (GLAST) (Panelist)	12-14 November 2019
21	FAO, Rome, Italy	Technical Workshop on Assessment Metrics for Agricultural Innovation Systems (AIS) and Extension and Advisory Services (EAS)	18-20 November 2019
22	ICGEB, Trieste, Italy	Workshop on “Genome Editing Applications and Beyond”	19-21 November 2019
23	Bangkok, Thailand	SIANI Annual Meeting 2019	28 November 2019
24	ICAR - IPS, New Delhi, India	7 th International Conference on Phytopathology in Achieving UN Sustainable Development Goals (Keynote Speaker)	16-20 January 2020
25	AIT, Bangkok	Invited Lecture on “Connecting Research to Impact Agri-Business in Next Decade”	7 February 2020
26	Virtual Meeting (FAO-RAP)	World Food Safety Day Joint FAO/OIE/WFP/WHO Webinar in Asia and the Pacific Food safety in the “new normal”	3 June 2020
27	Virtual Meeting (Cornell University, USA)	Perspectives on the New USDA Regulation on GM crops	5 June 2020
28	Virtual Meeting (ISAAA, Philippines)	Genome Editing: Healthcare and Industrial Applications and Regulation, ISAAA	19 June 2020
29	Virtual Meeting (RIS, India)	Socio-Economic Impact Assessment of Genetically Modified Crops: Global Implications	6 July 2020
30	Virtual Meeting (ICAR, ISPGR, PPVFRA, NBA, India)	Implementation of Access to Plant Genetic Resources and Benefit Sharing (ABS) (Panelist)	27 July 2020
31	Virtual Meeting (APSA)	6 th Phytosanitary Expert Consultation	26 August 2020
32	Virtual Meeting (CFNS, CTARA and IIT Bombay)	Nutri-Garden: Bridging Agriculture and Nutrition	5 September 2020

33	Virtual Meeting (ICRISAT, India)	One CGIAR Global webinar series on Genome Editing in Agriculture: Innovations for Sustainable Production and Food Systems	6 and 13 September 2020
34	Virtual Meeting (MARDI, Malaysia)	APEC-High Level Policy Dialogue on Agricultural Biotechnology (APEC-HLPDAB) Invited Lecture on Strengthening Regulatory Cooperation for Innovative Biotechnology Products (Invited Speaker)	8 October 2020
35	Virtual Meeting (GFAR)	GFAR Ad hoc Steering Committee	14 October 2020
36	Virtual Meeting (ICRISAT, India)	One CGIAR Global webinar series on Genome Editing in Agriculture: Innovations for Sustainable Production and Food Systems	20 October 2020
37	Virtual Meeting (COA, FFTC and TLRI)	International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling	5-6 November 2020
38	Virtual Meeting (IAAS)	5 th International Agriculture Innovation Conference	6-9 November 2020
39	Virtual Meeting (ICGEB, Italy)	ICGEB Board of Governors Meeting, ICGEB, Italy	18-19 November 2020
40	Virtual Meeting (MARDI, Malaysia)	Keynote Lecture on Regulatory Cooperation for Promoting Innovative Biotechnology Products in National Conference on Precision Biotechnology in Agriculture (Keynote speaker)	8-10 December 2020
41	Virtual Meeting (CAU)	Web Workshop cum Training: Edible Insect and non-conventional foods as a nutrient pack and livelihood security"	27-29 January 2021
42	Virtual Meeting (CGIAR)	CGIAR IYPH Webinars – Germplasm health in preventing transboundary spread of pests and pathogens	17 February 2021

Some Key Meetings Attended by APAARI
(January 2019 – February 2021)

No.	Agency/Location	Purpose/Event	Date
1	UNESCAP, Bangkok	Sixth session of the Committee on Trade and Investment, UNCC	13-14 March 2019
2	UNESCAP, Bangkok	The 6th Asia-Pacific Forum on Sustainable Development (APFSD), UNCC	29 March 2019
3	VASS, Vietnam	Meeting with Focal Point (ASTI)	16 April 2019
4	NAFRI, Lao PDR	Meeting with Focal Point (ASTI)	25-27 April 2019
5	PCAARRD, Philippines	Meeting with Focal Point (ASTI)	28 April – 1 May 2019
6	CDAIS, Gembloux, Belgium	CDAIS International Forum: Strengthening Functional Capacities in Agricultural Innovation Systems Sharing the Now and Shaping the Future	13-14 May 2019
7	ICGEB, Trieste, Italy	Participated in 25 th Session of the ICGEB Board of Governors, held at Trieste, Italy	19-24 May 2019
8	STDF/WTO, Geneva	2nd Strategy Development Workshop	18-19 June 2019
9	UNESCAP, Bangkok	Expert Group Meeting on “Navigating Non-Tariff Measures toward Sustainable Development”	11 July 2019
10	FAO, Rome (Virtual)	TAP Steering Committee Meeting (Virtual)	26 July 2019
11	DBT, India	Discussion for future collaboration in areas of agricultural biotechnology and potential membership of APAARI with BIRAC (DBT)	2 August 2019
12	ICAR, India	Discussion on future collaboration to develop an MoU	2 August 2019
13	MOFA, Bangkok	To discuss on legal status of APAARI	Various dates
14	TECO, Bangkok	Strengthening APAARI-Taiwan collaboration	23 August 2019
15	COA, Taipei	Discussions on Strengthening APAARI-COA relationship	20 September 2019
16	NCHU, Taichung	Discussions on Steering Committee and work plan of Center of Excellence	22 September 2019
17	UAS, Dharwad, India	Discussions on APAARI membership	25 September 2019

18	DDG (Edn), ICAR, New Delhi	Discussions on collaboration under the World Bank- aided NAHEP project.	27 September 2019
19	KU, Bangkok	Discussions on APAARI membership and allocation of space for APAARI office	16 October 2019
20	APSA, Bangkok, Thailand	Visit the Executive Director of APSA to discuss ongoing collaboration in building and enhancing seed- sector capacity and phytosanitary measures in the Asia-Pacific region	16 October 2019
21	Hanoi, Vietnam	ASSET Regional Workshop on the project methodology	18-20 November 2019
22	FAO, Rome	Discussions with Dongxin Feng (FAO) and Xiang Ping (CAAS, China) for collaboration with APAARI	19 November 2019
23	Nairobi, Kenya	Discussions with ICRISAT partners for active collaboration and scoping of new projects on empowering women and youth for scaling up the technology in drylands areas under CRP GLDC program	25-30 November 2019
24	RDA, Korea	Meeting with RDA for ASTI Project	19 November 2020
25	UNESCAP, Bangkok	Regional Consultation in Preparation for WTO MC 12	2 December 2019
26	PCAARRD, Philippines	Meeting with PCAARRD for ASTI Project	17 December 2020
27	Virtual – FAO Rome	TAP-Steering Committee meeting	1 April 2020
28	FAO Bangkok	1:1 meeting with Dr Sridhar Dharamapuri for enhancing partnership with FAO-RAP	5 May 2020
29	Virtual- GCHERA	GCHERA Steering Committee Meeting	15 May 2020
30	Virtual- Rockefeller Foundation	1:1 meeting with MD, Rockefeller Foundation, Bangkok, for exploring funding opportunities	19 May 2020
31	Virtual Meeting (Agriculture 4.0)	Agriculture 4.0 Conference and Exhibition	7-10 September 2020
32	Virtual Meeting (DeSIRA, EU)	DeSIRA Initiative Launched Virtually	8 September 2020
33	Virtual Meeting (Smart Food)	Smart Food Executive Council Meeting	3 November 2020
34	Virtual Meeting (TAP)	APAARI chairs the TAP Partners' Assembly and contributes to panel discussions	16-20 November 2020
35	Virtual Meeting	8 th FARA General Assembly	24 November 2020

36	Virtual Meeting (FAO RAP office, Bangkok)	Visited the Chief, Administrative Support Group, FAO RAP for Legal Status	16 December 2020
37	Virtual Meeting	Had a meeting with Dr. Khan Ram-indra, Rockefeller, Bangkok for APAARI-Rockefeller collaborations	13 January 2021
38	Virtual Meeting (BCIL, India)	Preparation of Resource Document on Applications of Gene Editing	14 January 2021
39	TECO, Bangkok	Visited the First Secretary, Political Division, TECO for Legal status	25 January 2021
40	JIRCAS, Bangkok	Visited Representative of JIRCAS	25 January 2021
41	Virtual Meeting (ISMPP)	41 st Annual Conference and National e-symposium on Innovative Approaches in Plant Health	28-29 January 2021
42	Virtual Meeting (RIS)	Disaster Risk Management	5 February 2021

**The Outline of Interim Report Mid-Term Review (MTR)
of Implementation of APAARI Strategic Plan 2017-22,
Interim Progress report - March 2021**

- I APPARI Strategic Plan 2017-22
 - 1.1 Design and Structure of the Plan
 - 1.2 Implementation of the Strategic Plan
- II. Genesis and Background of MTR
- III. Key Considerations for and Scope of MTR
 - 3.1 Key Considerations
 - 3.2 Scope of MTR
- IV. Reviewed Theory of Change (TOC) – APAARI Strategic Plan
- V. Refined Impact Pathway on APAARI Contribution to Development
- VI. Steps and Processes Planned for Implementation of MTR
- VII APAARI Programmes and Collective Action Areas
 - 7.1 Knowledge Management and Partnership & Networking
 - 7.2 APCoAB Programme
 - 7.3 Advocacy – ASTI and Other Projects
 - 7.4 APAARI Governance and Development
- VIII Key APAARI Challenges (Based on Interim Results of MTR)
 - 8.1 Acquiring Legal Status of APAARI
 - 8.2 Transforming APAARI Governance and Management
 - 8.3 Resolving Status of APCoAB
 - 8.4 Effective Implementation of Resource Mobilization Strategy
 - 8.5 APAARI as an Effective Knowledge Broker
 - 8.6 APAARI as an Effective Policy Advocate
- IX Towards Synthesis of Results and Implications from the MTR
 - 9.1 Interim Accomplishments
 - 9.2 MTR Paused
 - 9.3 Looking Forward

**MID-TERM REVIEW (MTR) OF IMPLEMENTATION OF APAARI
STRATEGIC PLAN 2017-22
Interim Progress Report - March 2021**

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**MID-TERM REVIEW OF IMPLEMENTATION OF APAARI
STRATEGIC PLAN 2017-22
Interim Progress Report¹ - March 2021**

I. APPARI Strategic Plan 2017-22

1.1 Design and Structure of the Plan

The Strategic Plan 2017-2022 was designed in 2016 to deliver on the key pathways in strengthening agri-food research and innovation systems (AFRIS), so as to develop agri-food systems and to bring about sustainable agricultural development in Asia and the Pacific. These developments were considered fundamental requirement in the post-2015 development agenda and in realization of the Sustainable Development Goals (SDGs) by 2030 in the Asia-Pacific Region.

The Strategic Plan directed APAARI, its partners and overall stakeholders to focus on four main development themes: i) Mobilization, management and use of natural resources for sustainability; ii) Management of risks and uncertainties; iii) Inclusive development and integration of value chains targeted at benefiting smallholders; and iv) Analysis, strengthening and formulation of public policies and overarching regulatory frameworks in support of the transformation and development of Agri-food Systems (A)

The main implementation focus areas of APAARI and its partners, termed as APAARI programmes, have been: i) Knowledge management, ii) Partnership and networking, iii) Capacity building, and iv) Advocacy and two cross-cutting areas of i) Foresight and visioning, and ii) Women and youth and an overall umbrella support programme on Governance and Development. Each of these programmes and cross-cutting areas have been adequately enriched with key strategies, specific strategies and indicative activities that can be pursued as both guidance and directions in implementing the Strategic Plan through subsequent biennial operational plans. (Executive Summary of APAARI Strategic Plan 2017-22, as a reference document in a separate Attachment 3 is available with this document.)

1.2 Implementation of the Strategic Plan

In successfully developing the Strategic Plan 2017-2022, APAARI had realized a watershed accomplishment in strategically addressing the post-2015 development agenda towards 2030. It

¹ *This interim report is prepared for submission to the APAARI Executive Management and the APAARI Executive Committees for their perusal and comments/suggestions.*

was assumed, if the Strategic Plan was implemented with sincerity, conviction and rigor, APAARI would prove to be a successful platform of its kind in addressing and contributing to the 2030 development agenda in Asia and the Pacific.

As per the approval of the Strategic Plan by the APAARI in its 14th General Assembly Meeting in November 2016, the Strategic Plan was to be implemented effective from January 2017, lasting over the next 6 years until the end of December 2022. However, the then Executive Secretary of APAARI could not continue in the job after completion of his tenure in December 2016, because of his ill health. Also the staff strength at APAARI Secretariat was at a low ebb, as two positions of Programme Coordinators and one position of Administrative staff were unoccupied. That required substantial adjustments in the management of APAARI Secretariat by having an interim Executive Secretary for almost 8 months in early 2017, during which efforts were made to recruit the position of Executive Secretary and two positions of the Programme Coordinator. Thus the real implementation of the Strategic Plan began in September 2017, and the momentum in the implementation was picked up in 2018 with one more programme co-ordinator and a number of associate staff joining the APAARI Secretariat. Thus, a reasonable efforts and progress were maintained over the next three half years until the end of 2020.

II Genesis and background of MTR

As an internal management exercise of planning and reviewing, the Executive Secretary of APAARI made a proposition in April 2020 to undertake a Mid-Term Review (MTR) of implementation of APAARI Strategic Plan 2017-22. The purpose was to assess and review the performance of APAARI in addressing and delivering on the strategies/ actions outlined in the Strategic Plan and to identify any gaps and priority areas for implementation through the future operational plans of APAARI, including the design of biennial operational plan 2021-22.

This proposition was shared with the first ECM of 2020 held from 8-10 July 2020. Also shared with the EC was the draft of modified impact pathways as a “Deep Dive Exercise on Impact Pathways”. The EC encouraged the APAARI Secretariat in undertaking such MTR and also provided a number of suggestions /recommendations on some strategic areas of focus, such as i) major challenges that APAARI might face and address over the next 5 years), ii) associated research and capacity building needs in the region, and iii) pathways that APAARI could follow to fulfil APAARI’s main role as a regional networker and knowledge broker. Also recommended by the EC was reviewing of the impact pathways and theory of change.

III. Key Considerations for and Scope of MTR

3.1 Key Considerations

The following are key considerations underlying the MTR and design of the biennial operational plan 2021-22.

- i) **Internal Management Exercise:** The MTR is going to be an internal management exercise, as undertaken by the APAARI Secretariat, as consoled and guided, from time to time, by the Executive Committee. An internal APAARI team, as headed by the Policy Coordinator had been formed, with the other members being the Senior Advisor, Executive Secretary, APCoAB Coordinator, Knowledge Management Coordinator, and Finance Coordinator; as assisted by Technical Associates, and Technical Assistants.
- ii) **APAARI Collective Actions** (activities, projects, programmes, efforts, inputs, resources and organization, partnership, networking, etc.) here include:
 - Collective actions led by APAARI Secretariat with APAARI members and partners, and other stakeholders working within AFRIS,
 - Independent actions implemented by APAARI Secretariat,
 - Collective actions led by others and participated by APAARI Secretariat, and
 - Actions implemented in enhancing effectiveness of APAARI's management, development and governance.
- iii) **Key Areas of Actions:** Key areas of APAARI actions are co-ordination, promotion, facilitation, networking, and organizing, and may have some work in project/programme mode (e.g. ASTI as project, APCoAB as programme, and any others).
- iv) **Complexity Involved:** This being complex, interactive and collective exercise, would require some substantial time, efforts and ownership from the project and programme coordinators, the Executive Secretary, and other staff of the APAARI Secretariat, as well as due consideration and attention by the Executive Committee.
- v) **APAARI Influence:** The influence and control of APAARI Secretariat reduces as one moves from inputs/ activities to outputs, immediate outcomes, development outcomes and impacts, and thus the contribution of APAARI collective actions reduces as one moves to the realization of higher level results.
- vi) **Availability of Time and Efforts:** APAARI coordinators are heavily involved in the implementation of the currently planned activities and that might not allow them to undertake a modest but satisfactory exercise on reviewing the implementation of SP and designing o the biennial operational plan.
- vii) **Basic Guidance and Appreciation** are as follows:
 - The MTR exercise shall be a learning, training, pragmatic, and creative with ownership.
 - The Exercise is going to be unique as APAARI is dealing with unique situation and environment, unlike other organizations.
 - The Exercise can be somewhat heavy but shall be easy to sail through once one gets into the hot seat of involvement.
 - The exercise, to an extent, can be subjective, judgmental, with sense of reasoning.

3.2 Scope of MTR

The broad scope of the MTR has been determined as below:

- i) **The Review Period** shall (theoretically) be from January 2017 – December 2020 (48 Months). However, the actual period proposed for the review has been from September 2017 to December 2020 (40 months), i.e. after the joining of the new Executive Secretary in late August 2017 and a couple of Programme Coordinators in later part of 2017.
- ii) **The Main Purpose** of the Mid-Term Review has been i) to assess the progress made on the implementation of the Strategic Plan, during review period, and ii) to commend adjustments/ re-prioritization, as and if required, during the remaining tenure of the plan, including design of biennial operational plan 2021-22.
- iii) **The Focus** of the MTR will be on the project and programme level activities, outputs and outcomes on the basis of annual, biennial, and periodical work/operational plans, as reflected in the results of the IPMERL² (PM&E) framework. Key considerations will also be time, efforts and resources available, limitation, constraints, assumptions, and risks involved, and any changes that may have occurred in operating environment of APAARI.
- iv) **Stock-take of Collective Actions** (activities³/ projects under APAARI programmes, including governance and development) that are planned, completed, and being implemented during the review period. These also include all such activities and projects where APAARI Secretariat contributed as partner.
- v) **APAARI's 2017-2018 Workplan and Performance Framework, and the IPMERL Framework** (designed in November 2018) and further formatted by APAARI, capture planned actions (activities and projects) for the review period. APAARI has been periodically reporting to the EC on the progress made on planned actions (activities/output) of APAARI during 2018 and the biennium (January 2019-December 20). The last report being until May 2020 (as presented in July 2020). This reporting system could be used to include further period of 7 months (from June to December 2020), especially highlighting the specific major activities, specific outputs, and specific outcomes resulting from individual actions.

² IPMERL (Impact Pathway and Monitoring and Evaluation Reporting and Learning) plan was designed by the Strategy Evaluation and Engagement for Development (SPEED) Pty Ltd, as engaged by APAARI during the second half of 2018. The plan is based primarily on APAARI Strategic Plan 2017-22, that was embarked on providing pathways to strengthened agri-food research and innovation systems in Asia and the Pacific.

³ During the review period, APAARI has been putting greater efforts to promote innovation among its members and partners – which is overarching all APAARI programme and development listed in the SP. As such, innovation will require special analysis of APAARI's contribution in this area. The results of the Rapid Assessment planned to be jointly conducted with FAO and APIRAS in July-August 2020, will feed into this analysis and that will be an excellent contribution to MTR..

- vi) **Evaluation /Assessment** of the actions (completed and being implemented) for **outcomes** (in light of programmes themes and development themes (SP Annex 2)) and moving backwards to outputs, milestones, inputs, efforts, activities (as monitored through conventional project planning/ evaluation approach and/ or through IPMERL frame). The IPMERL framework gives 13 generic outputs as relevant to biennium 2019-20. A template for stock take of actions has been generated and made available to coordinators/ staff for their reference and use (refer to Annex 1).
- vii) Points iv, v and vi shall become the **Basis for the Review of Implementation of SP** by APAARI. The review results may include effectiveness of actions (activities/projects) in achieving outputs, realizing outcomes; extent of contributions to the SP-end outcomes and higher level development outcomes; determination of gaps, if any, in terms of effectiveness and activity/project portfolios, etc.
- viii) **Identification/Determination Actions** (activities / projects) that are seen to be of priority for implementation during the forthcoming biennial plan 2021-22. Such actions (activities/ projects) may include those being currently implemented (under SP or otherwise), newly planned (under SP or otherwise)⁴.
- ix) It is likely that APAARI may be exposed to some **Serious Challenges** at the level of APARI Governance and APAARI Technical programmes. As part of MTR processes, it would be essential to identify such challenges, issues involved and ways to address such challenges during short-, mid- and long-terms.
- x) The scope of MTR is also to make **Assessments of Collective Actions** to be implemented in **Short to Medium terms** by using objective processes of priority setting by considering limitations, constraints, resources, and overall decision making environments. Specific processes have been seen to be the five criteria along with standards set for decision making and D-DAKI (Defer, Drop, Add, Keep and Improve) perspective applied either retrospectively or recurrently).

IV. Reviewed Theory of Change (TOC) – APAARI Strategic Plan

APAARI's Strategic Plan 2017-22 was based on APAARI's assumed change strategy, which was to make contributions toward the strengthening of AFRIS through enhanced collaboration, facilitation, promotion and advocacy in the region. APAARI Theory of Change (TOC) as envisioned in the APAARI Vision 2030 (and as depicted in Annex 2 of this document) was followed through in the design and development of its Strategic Plan 2017-22.

In this theory, reflected are a set of strategies and results that respond to current and emerging priority constraints and opportunities in the AFS development in the region as highlighted during

⁴ Make use of results from the APAARI Stakeholder Survey results.

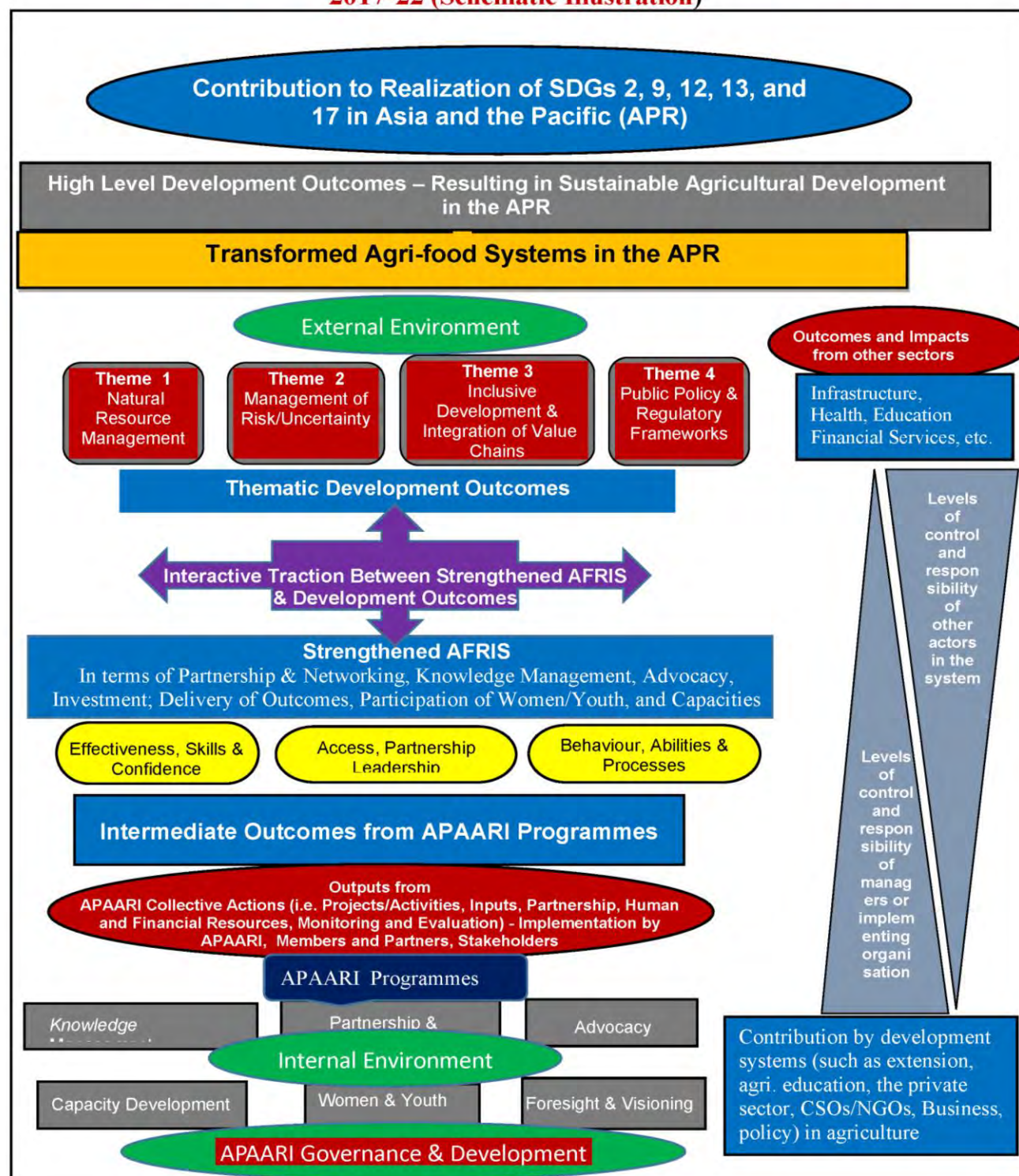
stakeholder consultation in 2016. Achievement of these results would make a major contribution towards the transformation of AFS and sustainable agricultural development (development outcomes), which is a pre-condition for achieving relevant SDGs. The basic assumption for this TOC is that platform members, partners and key/primary stakeholders effectively work with APAARI and also use APAARI contributions.

As part of the MTR, an early efforts were made to review the stated Theory of Change and to see how effectively it considers and reflects various stages of outcomes and types of contributions through APAARI collective actions, in delivering on the eventual change, i.e. to contribute to the realization of select SDGs in Asia and the Pacific region. These efforts helped in generating and illustrating the schematic diagram as in Figure 1, to depict the reviewed Theory of Change.

The reviewed TOC now reflects much stronger focus on APAARI's governance and development and revitalization of APAARI technical programmes and enhanced partnership and collaborations with members, partners and stakeholders so as to generate outputs and contributions to various levels of outcomes (intermediate outcomes to strengthening of AFRIS). Also reflected more concisely is the need for strongly linking the strengthened AFRIS to thematic development outcomes so as to boost transformation of AFS through contributions coming from technical, policy and institutional innovations. Clear link is thus seen to the high level development outcomes, reflecting changes in quality and quantum of contributions towards overall standards of living for people not only in agri-food systems but those in rural and other sectors. The ultimate aim being contribution to the realization of some select SDGs in the APR.

Although the quantum of contributions from APAARI collective actions are seen to be drastically declining at higher levels of development, the catalytic role played by such contributions is visualized through interactions with and contributions from the other development sections at national and regional levels.

Figure 1. Reviewed Theory of Change –APAARI Strategic Plan 2017-22 (Schematic Illustration)



V. Refined Impact Pathway on APAARI Contribution to Development

APAARI Strategic Plan 2017-222, based on APAARI Theory of Change, depicted APAARI's contribution to development (as outlined in Annex 1 of SP), showing how effectively APAARI could contribute to, in a stepwise progression, to the realization of SDGs in the Asia and the Pacific. The IPMERL Plan also provided impact pathway, showing how, APAARI projects, programmes, activities under APAARI Strategic Plan, could contribute to the development outcomes. However, the IPMERL plan stopped at the End of SP Outcomes (strengthened AFRIS) and did not go any further to reach the theme level development outcomes, the higher level development outcomes and impacts at the realization of Sustainable Development Goals. The MTR exercise, therefore, revisited and reviewed the impact pathways by considering both the APAARI contributions, based on Theory of Change, and the IPMERL framework provided by the SPEED Pvt. Ltd). and redesigned a comprehensively logical impact pathway as illustrated in the Table 1 below.

Table 1. Illustration of Refined Impact Pathway showing APAARI Contribution to Development	
Level/Nature of Result	Results /Outcomes / Indicators of Success
1. Development Impact- Realized SDGs in APR	Impact at realization of SDGs 2, 9, 12, 13 and 17 in APR as shown by quality and quantity of various results
	SDG 2 - Ending hunger and achieving food and nutrition security
	SDG 9 - Industry innovation and infrastructure, industrialization in food and beverages (agro-industry)
	SDG 12 - Ensuring sustainable consumption and production, reducing food losses and wastes (pre- and post-harvest)
	SDG 13 - Climate change (Enhanced investment in climate change – mitigation and adaptation)
	SDG 17 - Partnership for goals, strengthened implementation of global partnership for sustainable development.
2. Higher Level Development Outcome - SAD Contributing towards SDGs	1. Affordable, safe and nutritious/healthy foods are utilized and consumed
	2. Reduced food losses and wastes and post-harvest losses
	3. Increased availability of sustainable agricultural inputs
	4. Enhanced resource (including bio-resource) productivity and profitability
	5. Increased generation and utilization of renewable energy including bioenergy)
	6. Enhanced environment and tourism services
	7. Increased real incomes to small producers, and rural communities

3. Theme Level Development Outcomes - Transformed AFS towards SAD (Refer to development outcomes as in Annex 2 of APAARI Strategic Plan and as reproduced in Annex 4 of this document)	Development Themes
	1. Mobilization, management and use of natural resources for sustainability of AFS
	2. Management of risks and uncertainties in the AFS
	3. Inclusive development and integration of value chains targeted at benefiting smallholders
	4. Analysis, strengthening and formulation of public policies and overarching regulatory frameworks to support the transformation and development of AFS
4. Strengthened AFRIS	1. AFRIS innovative and strategic partnership and networking strengthened
	2. AFRIS knowledge management improved
	3. AFRIS investment increased
	4. AFRIS delivery of AFRIS outcomes improved
	5. Greater productivity and rewarding participation by women and youth in AFRIS
	6. Increased human, organizational and institutional capacity in AFRIS
5. Intermediate Outcomes (1) such as positive change in behavior, abilities, processes	1. AFRIS more recognized as a priority investment by funders
	2. Use of evidence for AFRIS policy development improved
	3. AFRIS capacity for delivery of its outcomes improved
	4. AFRIS networking, collaboration and partnership processes and policies improved
6. Intermediate Outcome (2) Such as increased access, participation and leadership	1. Access to AFRIS knowledge and information increased
	2. Higher level education institutions increase focus on AFRIS
	3. Key individual leaders (institutions/persons) practicing better AFRIS knowledge management and sharing, leading AFRIS advocacy events and networking
7. Intermediate Outcome (3) such as enhanced effectiveness, skills, and confidence	1. AFRIS knowledge sharing effectiveness increased
	2. Agri Food Research and Innovation Systems knowledge management skills of stakeholders increased
	3. Skills in networking, collaboration, program and organizational management improved
	4. Confidence of institutional leaders in AFRIS advocacy and collaboration increased
8. Specific Outputs from APAARI Collective Actions as linked to 13 Generic Outputs as below.	- Specific outputs, contributing to outcome(s) (to be identified /assessed by Coordinators/ Project/Activity Leaders)
	- Here specific output is a result that directly contributes to a specified outcome. Such output may be a direct result of an activity or a number of activities within an action.

9. Generic Outputs as per IPMERL Frame and APAAI Plan	1. Baseline Agri Food Research and Innovation Systems research studies completed and reported
	2. APCoAB program completed
	3. ASTI program outputs achieved
	4. Key APAARI stakeholders analyzed for engagement and communications plan development
	5. Agri Food Research and Innovation Systems knowledge platforms documented and assessed
	6. APAARI website and ancillary vehicles, communication approaches assessed, maintained and renovated
	7. Annual and half Annual assemblies held, documented, reported and Evaluated
	8. Agri Food Research and Innovation Systems expert consultations held, documented and evaluated
	9. Women's groups engaged and participating in Agri Food Research and Innovation Systems activities
	10. Agri Food Research and Innovation Systems advocacy models assessed and extended to members
	11. Trend and priority of Agri Food Research and Innovation Systems investment documented and shared
	12. Member executive groups working and reporting on APAARI projects and Agri Food Research and Innovation Systems
	13. Skills built in impact pathways analysis, MERL, governance, AFRIS networking and knowledge management.

VI. Steps and Processes Planned for Implementation of MTR

Systematically developed and structured steps and processes are necessary to gather well categorized data and information, discerning contributions to outcomes, qualitative and quantitative assessment of effectiveness, analysis and synthesis of results so as to demonstrate the extent of accomplishments, gaps if any, and recommendations to future course of corrections and actions. Also need to be covered are various approaches, procedures, interactions and consideration to various limitation and restriction in arriving at realistic and forward looking plans. Detailed steps, processes and guidance for undertaking MTR of implementation of Strategic Plan 2017-22 and design of biennial operational Plan 2021-22 are given in Annex 5.

VII. APAARI Programmes and Collective Action Areas

As provided under the APAARI SP, the following Collective Action Areas from APAARI programmes have been identified and segregated for taking stock, specifying outputs, outcomes, addressing specific strategies and developing data/information, analysing and synthesizing of various aspects under the review processes. These data are also being used for deriving constraints/problems, gaps, issues, and challenges.

7.1 Knowledge Management/Partnership-Networking (13 Actions)

- i) FAO/APAARI LoA (May – December 2017) - “Services contributing to the implementation of the Action Plan of the Tropical Agriculture Platform (TAP) in the Asia and Pacific Region
- ii) Knowledge Management Nov. – Dec. 2017
- iii) FAO/APAARI LoA (May – December 2018) – Services contributing to the implementation of the Action Plan of the Tropical Agriculture Platform (TAP) in the Asia and Pacific Region
- iv) FAO/APAARI LoA (2015-18) - Support to E-Agriculture
- v) FAO/APAARI LOA (December 2018- June 20) - A Sectoral Review of Agriculture and Rural Statistics in Asia and the Pacific
- vi) KM 2018
- vii) FAO/APAARI LoA (April – December 2019) – Services contributing to the implementation of the Action Plan of the Tropical Agriculture Platform (TAP) in the Asia and Pacific Region
- viii) KM 2019
- ix) FAO/APAARI LoA (August – October 2019) on Testing of the guidelines for assessing agricultural innovation systems in Thailand
- x) KM 2020
- xi) FAO-CAAS-APAARI LOA (December 2019- May 2021) - Strengthening Agricultural Innovation Systems in China – Baseline studies and Capacity Building
- xii) (2020-2023) Asia Pesticide Residue Mitigation through the Promotion of Bio-pesticides and Enhancement of Trade Opportunities (APRMP)
- xiii) (2020-2024) Agro-ecology and Safe food System Transitions (ASSET) in Southeast Asia

7.2 APCoAB Programme (14 Actions)

Expert Consultations, Workshops and Trainings

- i) Regional Expert Consultation on Underutilized Crops (UUC) for Food and Nutrition Security in Asia and the Pacific (Bangkok, Nov. 13-15, 2017)
Objectives

- ii) The III International Symposium on Plant Cryopreservation; Bangkok; Mar. 26-28, 2018 Objectives
- iii) Regional Expert Consultation on Agricultural Biotechnology - Scoping Partnership to Improve Livelihoods of Farmers in Asia-Pacific; Bangkok; May 29-31, 2018
- iv) Sixth Annual South Asia Biosafety Conference; Dhaka; Sep. 15-17, 2018
- v) International Seminar on Conservation and Prospecting of Bioresources in the Asia-Pacific Region; Taipei; Dec. 18-21, 2018
- vi) 13th International Conference on Development of Drylands and Satellite symposium on Dryland Agrobiodiversity for Adaptation to Climate Change (Jodhpur, India; Feb.11-14, 2019
- vii) Regional Workshop on Underutilized Animal Genetic Resources and their Amelioration; (Kuala Lumpur, Malaysia, Mar. 4-6, 2019
- viii) Regional Workshop on Underutilized Fish and Marine Genetic Resources and their Amelioration; (Colombo, Sri Lanka July 10-12, 2019
- ix) Workshop on Innovations in Agribusiness for Young Entrepreneurs; (Taipei, Taiwan July 1-5, 2019
- x) Regional Expert Consultation on Gene Editing and its Regulation; (ICRISAT, India; Oct. 10-11, 2019
- xi) International Training Course on In Vitro and Cryopreservation Approaches for Conservation of Plant Genetic Resources; November 5-19, 2019
- xii) Regional Expert Consultation on Agriculturally Important Microorganisms (Virtual; October 28, 2020)
- xiii) International Symposium on the Practice and Benefits of Circular Agriculture in Waste Reducing and Recycling (Virtual; Organizers: COA, FFTC-TLRI, Taiwan; November 5-6, 2020
- xiv) Regional Capacity Building Program on Biotechnological Tools in Aquatic Genetic Resource Management and Ex Situ Conservation (Virtual; Co-organizer: ICAR, NBFGR, India; December 7-18, 2020

Common Support areas

- i) Knowledge Generation and Dissemination
- ii) Social Media
- iii) Networking and Partnership

7.3 Advocacy - ASTI and Other Projects (5 Actions)

- i) Agricultural Science and Technology Indicators (ASTI) Project (November 2017 – June 2021)
- ii) SDG Sectoral Review SDG (2019)
- iii) Testing of the guidelines for assessing Agricultural Innovation Systems in Thailand (2019)

- iv) Leadership Training via Crawford opportunities
- v) SAARC 10 year multi-stakeholder plan for SAC and developing SAARC Vision 2030 (Jan 2019 to June 2021)

7.4 **APAARI Governance and Development (28 Actions)**

- i) Apprise the General Assembly (September 2017 – April 2021)
- ii) Apprise the Executive Committee (September 2017 – April 2021)
- iii) Membership portfolio management (August 2017 – March 2021)
- iv) Necessary steps for applying for independent legal status of APAARI (January 2021 to continuing)
- v) MoUs, MoAs and LoAs with country partners and project partners and donors (Throughout)
- vi) Review and Reform of APAARI Constitution (March 2018- September 2019)
- vii) Administration and Management - APAARI Secretariat (September 2017 - March 2021)
- viii) Risk Management Registering
- ix) APAARI finance management systems (July 2018 to December 2020)
- x) Development of APAARI Membership Strategy (March 2018- June 2020)
- xi) APAARI Management Standard: Membership (March 2018- March 2019)
- xii) Management Standard: Performance Review and Development of APAARI Staff (October 2019- April 2020)
- xiii) Management Standard: Executive Committee (May 2020 - April 2021)
- xiv) General Assembly: Rules and regulations (May 2020 - April 2021)
- xv) Management Standard: Chief Executive Officer (June 2020 - April 2021)
- xvi) Resource Mobilization Strategy (January 2018 to December 2019)
- xvii) Development and Implementation of APAARI Monitoring, Evaluating, Reporting and Learning (MERL) program (On-going)
- xviii) Pacific Plan of APAARI (July 2020 to continuing)
- xix) Mid-term review of implementation of strategic plan 2017 – 2022 (December 2020 to March 2021)
- xx) Biennial Workplan 2017-18 (August 2017-18)
- xxi) Biennial Workplan 2019-20 (January 2019- Dec. 2020)
- xxii) Biennial Workplan 2021-2022 (January 2021- Dec. 2022)
- xxiii) Facilitation of partnership for engagement with various stakeholders (August 2017 to March 2021)
- xxiv) Scoping, developing and securing multi stake holder competitive projects from various global donors projects (August 2017 to March 2021)
- xxv) Facilitation of Afro-Asian Consortium for Smart Food initiative led by the ICRISAT (January 2019 to March 2021)

- xxvi) Partnership with SAARC agricultural committee for development of 10-year multi-sectoral workplan for SAARC (January 2019 to March 2021)
- xxvii) Facilitation of a renewed partnership with CG system organization (November 2019 to January 2021)
- xxviii) Development of SAARC Agriculture Vision 2030 (October 2020- August 2021)

VIII. Key APAARI Challenges

As one of the efforts of the MTR was to identify issues involved and arising major challenges that need to be addressed by APAARI during the upcoming period of 4 to 5 years. Such challenges along with the issues involved are presented below.

8.1 Acquiring Legal Status of APAARI

APAARI was established in 1990, and has since enjoyed the patronage of FAO. However, since a couple of year, FAO has been asking APAARI to become legally independent. Recently FAO has withdrawn administrative support (for facilitation of Thai visa to expat employees, etc.). APAARI's attempt made since 2019 to obtain legal status as International Quasi-Governmental Organization (IQGO) through MOFA in Thailand, has not succeeded. Legal Status is urgently needed for APAARI to have its identity, recognition, responsibility and existence for various purposes such as for banking norms, operations and accountability, and so also to project to the donors, partners, peer organizations and stakeholders. Hence the biggest challenge APAARI is facing now is to obtain its legal status. Efforts are being made to contact MOFA again with the support of Legal Consultants and see what best can be done to obtain the legal status, which can be that of an International Quasi-Governmental Organization or an International Cooperation Forum (ICF). The DOA, Thailand (APAARI member) has committed to provide all necessary support to APAARI, while pursuing the process of obtaining an appropriate legal status. The process, however, is going to be a bit tedious and time consuming and may take about a year or so.

8.2 Transforming APAARI Governance and Management

APAARI is currently working as an Association with its own Constitution and administrative and financial processes, which were largely adopted from FAO and have been progressively adapted to emerging circumstances. Once the legal status of APAARI is achieved, it will be yet another challenge to adapt to the new status of APAARI and that may require selective or overall amendments to the APAARI Constitution, appropriately modified management standards, need-based staff recruitments, aligned financial policies, and a risk management plan. The overall Governance model and corporate restructuring (including APCoAB positioning), would also need an attention and the involvement of host government needs to be made more explicit and intense. This is going to be a crucial challenge in coming years and that needs to be dealt with very strategically.

8.3 Resolving Status of APCoAB

APAARI and FAO established APCoAB for creating an autonomous Consortium, on 1 January 2004 to promote biotechnology in Asia-Pacific region with defined functions and expected outputs. It was decided at the initial stages that APCoAB should be taken over by a NARS or a CGIAR Institute in the region. It is noted that ICRISAT (New Delhi) later hosted APCoAB and provided some logistic and administrative support (from year 2004 to 2014 (to be specific to February 2015) to carry out its mandated activities.

The copy of the Agreement or any other document signed by ICRISAT and APAARI is not traceable in Bangkok office and is being traced in India to know the nature of understanding or agreement between the two parties. As per 13th General Assembly Meeting (GAM) Decision APCoAB was shifted to Bangkok in 2015 and was managed by APAARI Secretariat as one of its Programs.

Recently while pursuing the legal status of APAARI, it was pointed out by the Legal Advisor (after his discussions with MoFA, Thailand) that it will be wise not to reflect a Consortium (APCoAB) into APAARI's fold which in itself is an Association as that will have implications and raise many questions.

So our challenge now is how do we recognize APCoAB and its activities, as APAARI programme or an independent consortium? If it is APAARI Programme, then what happens to its nomenclature, (consortium in APCoAB)? If it is to be an independent Consortium then what is the arrangement for its hosting, who will host it? There may also be any other likely options and these need to be explored. Also important consideration will be how and how best we need to be resolving these issues especially when there is an urgency to acquire legal status of APAARI. Therefore, we need to focus on this important challenge in immediate short-term and so also for long term.

8.4 Effective Implementation of Resource Mobilization Strategy

The Strategic Plan (2017-2022) is an ambitious and a comprehensive plan to realize the vision and mission of APAARI. In order to achieve the strategic objectives, the resources (financial, manpower and partnership) are not at all adequate at present. In fact, when the Strategic Plan was presented to the 14th General Assembly in 2016, it was mentioned that a minimum of USD 2.0 million per annum would be required to implement it. However, at that time, APAARI had only membership fee and some grants from ACIAR and COA, totalling an amount of USD 0.45 million (and some flexible levels of reserve funds) for undertaking all technical activities, including the maintenance of APAARI Secretariat.

APAARI began implementation of its strategic plan in a modest way and also developed its resource mobilization strategy. Attempts were also made to approach ICDF, Taiwan and other agencies for a grant for implementation of Strategic Plan in a holistic manner. However, the attempts were not successful. In the meantime APAARI strived to get resources through global competitive projects from (FAO, WTO, USDA, EU/AFD), with a reasonable success.

However, this created some kind of bias in implementing the plan, as only those projects were attended to which received funding. There is thus a need to ensure an overall mega funding for addressing the various thematic areas and programmes of APAARI. This would imply a more aggressive and systematic approach in implementation of resource mobilization strategy, in seeking resources as one-time grants/core funds and/or getting sponsored manpower for specific thematic areas.

8.5 APAARI as an Effective Knowledge Broker

Knowledge management (KM) is APAARI's key overarching programme integrated in all projects, programmes and thematic areas stated in the Strategic Plan (SP) 2017-2022. The key functions of APAARI's KM include: (i) sharing knowledge and experiences from and within the Asia-Pacific region in priority thematic areas ; (ii) facilitating cross-regional learning on agri-food issues with crucial importance to the region; (iii) disseminating research outputs of the members to enhance visibility of their work and new evidence; (iv) developing capacity, skills and attitudes of members and partners towards innovation in technical, policy and functional areas; (v) providing communication support to all APAARI activities and members to share good practices, lessons from experience, opportunities for learning and collaboration; and (vi) undertaking advocacy actions in the areas of investment, role of research and innovation in agri-food systems, agricultural education and skills of women and youth, but also innovative technologies and processes. .

The main KM instruments (tools and infrastructure) through which APAARI is delivering the above-mentioned functions include: (i) workshops, expert consultations, training, seminars and policy dialogue conducted face-to-face or through webinars; (ii) APAARI website – main communication tool; (iii) six-monthly APAARI Newsletter targeting all stakeholders; (iv) bi-monthly APAARI Network Highlights targeting members and partners; (v) Social Media (Facebook, Twitter, Linked In); and (vi) publications.

APAARI has developed a strong membership and partnership base and drive in the region since its establishment in 1990. Through this network, it is well positioned to reach out to different types of stakeholders involved in agri-food and innovation systems in the region. Deploying agricultural research and science for innovation and development requires capacity and strong links among users of research outputs, as well as innovative processes to make those links work. Key KM challenges are related to the two areas of APAARI's comparative advantage – i) facilitation of knowledge sharing and ii) brokering/advocacy of knowledge.

Firstly, facilitation of knowledge sharing, learning and cooperation has not become part of APAARI's 'routine' KM work. As such, APAARI has not been able to fully leverage its resources, such as skills of its Secretariat staff, knowledge and expertise of its members and partners, and its regional network, to develop a regular and systematic learning mechanism to effectively document good practices and lessons, and feed them into regional decision and policy making processes.

Secondly, APAARI has also not been able to effectively capitalize on its large regional network of national agricultural research system (NARS) institutions, international agricultural research centres, international organizations, regional fora, civil society (including NGOs, farmer and women organizations), as well as private sector stakeholders, to translate its collective actions into a more coordinated and consistent regional communication and advocacy action that leads to change.

Therefore APAARI would need to address these two key challenges on priority basis by strategic interventions in terms of resources both funding and manpower; advanced tools, techniques and processes; enhanced capacities and necessary organizational skills, and expanded partnership and networking over the next 4 to 5 years.

8.6 APAARI as an Effective Policy Advocate

Policy advocacy is a process of communicating evidence and ideas from policy research to a target group, most often decision makers, to inform and convince them, so that they take ownership of the ideas, and take action on them.

In its Strategic Plan 2017-22, APAARI has identified a number of strategies for advocacy in the region. These include: increasing political recognition of the role of agri-food research and innovation in the socio-economic development; engaging social and broadcast media to strengthen advocacy efforts; strengthening capacity for advocacy; developing advocacy tools; on-going dialogue on promoting investment; and developing skills and capacities for mobilizing investment. Besides, policies and policy research include areas such as input output pricing policy, minimum support price, agri-trade policy, policy on subsidies, credit policy, research and innovation policy, contract farming policy, cooperative enterprising, etc.

By implementing such strategies, APAARI aims to work with its members and stakeholders to generate/document policy research evidences, and to raise awareness on important agricultural development issues, have conducive policies and right priorities, which will enable favorable agricultural development outcomes.

APAARI is well-placed in the region to support members, partners and stakeholders in bringing important evidences on policies and technologies to the attention of decision makers. It has the comparative advantage to undertake the role as policy advocate given its broad mandate, wide network, and strong links with members, partners and stakeholders, and a well-defined set of strategies.

However, APAARI has not been an effective Policy Advocate due to a number of challenges related to limited resources, limited manpower, inadequate skills, inadequate capacities, insufficient policy research, unwilling partnership/networking, etc. These inadequacies need to be addressed to ensure APAARI become an effective Policy Advocate over the next 4 to 5 years.

IX Towards Synthesis of Results and Implications from the MTR

9.1 Interim Accomplishments

As systematically scoped and planned, the MTR processes were effectively implemented in terms of both path followed and progress made. The key accomplishments include taking stock of collective actions (numbering over 60 during the review period of 40 months), enumeration of specific outputs and outcomes, addressing of specific strategies both under APAARI programmes and thematic development outcomes, identification of constraints, problems, and issues; assessment of gaps and high priority areas of strategies to be addressed.

Also emerged were key high priority six challenges in APAARI governance and development. These challenges needed to be addressed over short to medium terms. Efforts were made i) to review the APAARI Theory of Change and to refine the impact pathway, leading to various types and kinds of outcomes/developments. Development of the biennial operational plan: 2021-22, is yet another significant accomplishment. This interim report itself is a significant accomplishment which can guide APAARI on the way forward from here on.

9.2 MTR Paused

Although it was further planned to analyse and synthesize, the data and information collected /gathered thus far, by using simple frequency distribution methods, the process of MTR had to be paused on 25th February 2021, because of paucity of time and efforts available with the co-ordinators/leaders. A decision was made to focus on developing biennial operational plan 2021-22 based on preliminary results from MTR and to defer the remaining part/ processes of MTR to future convenient date.

9.3 Looking Forward

Continuing efforts on MTR are envisaged to be undertaken in the second half of 2021, with systematic analysis and synthesis of data/information gathered/developed so far and deriving implications for future understanding and emerging actions. This will require further internal consultation and interactions within the APAARI Secretariat and necessary need-based guidance from the Executive Committee. The key anticipated outcomes are i) extent and level of overall accomplishments in addressing specific strategies as given in Strategic Plan; ii) level of gaps and actions addressing such gaps for future; iii) necessary adjustments to the current biennial operation plan 2021-22, refinement; and iv) confirmation of major challenges in APAARI governance and development; v) review of the current Strategic Plan for its possible revision/ replacement; vi) possibility of APAARI's external review, and vii) a concise report of the MTR..

Annex 1. Reporting Template for Taking Stock of APAARI Collective Actions, Specific Outputs, and Contributions to Outcomes and addressing Specific Strategies

Col.	Column Title	Additional Details
A	Period of Implementation	Beginning and ending month and year
B	Project/Action Name	Including objectives
C	Components/Activities/Sections	All major items bundled together
D	Implementation Status	Fully completed, partially completed, Not initiated
E5	APAARI Programme Number	Seven programmes – 4 Programmes 2 cross cutting areas and 1 overall programme on Governance and Development
F	Specific Programme Strategies being addressed	Being addressed, planned to be addressed
G	Specific Outputs	Being realized, planned to be realized expected outputs
H	Contributions to Specific Outcomes along Impact Pathway	Could be intermediate outcomes, end of SP outcomes, thematic development outcomes, or any unspecified outcomes.
I	Manifestation of Contribution	Additional details of contributions
J	List of Constraints/Problems/Issues	Listing of such constraints/problems as emerging in implementing project/activity as well as any overall issues in the area of responsibility/ leadership.
K	Assess and list of specific strategies that should have been addressed but were not addressed during the review period	Help identifying the gaps in addressing specific strategies and including such specific strategies for addressing
L	List specific strategies from SP (or outside of SP) that you consider of high priority for you to address/ continue to address within the next 4 years	SSs can emerge under various scenarios (currently addressed. not addressed, new environments/changes, past recommendation/outputs/outcomes) and may be basis for short to medium term operational plan(s), considering APAARI's five decision making criteria. and 3 set of standards as commended under IPMERL. .
M	List specific strategies and corresponding actions that can be addressed over the biennium period 2021-22.	Basis can be gaps, high priorities and D-DAKI (as proposed under IPMERL Framework, in consultation with Secretariat Team and Executive Management
N to ??	Specific Strategies	One column each for Programme level Specific strategies, thematic development Specific strategies, and blank columns for any new specific strategies (both under programmes and thematic development outcomes for frequencies under various categories

Annex 2. APAARI Theory of Change as the Basis for APAARI Strategic Plan 2017-22

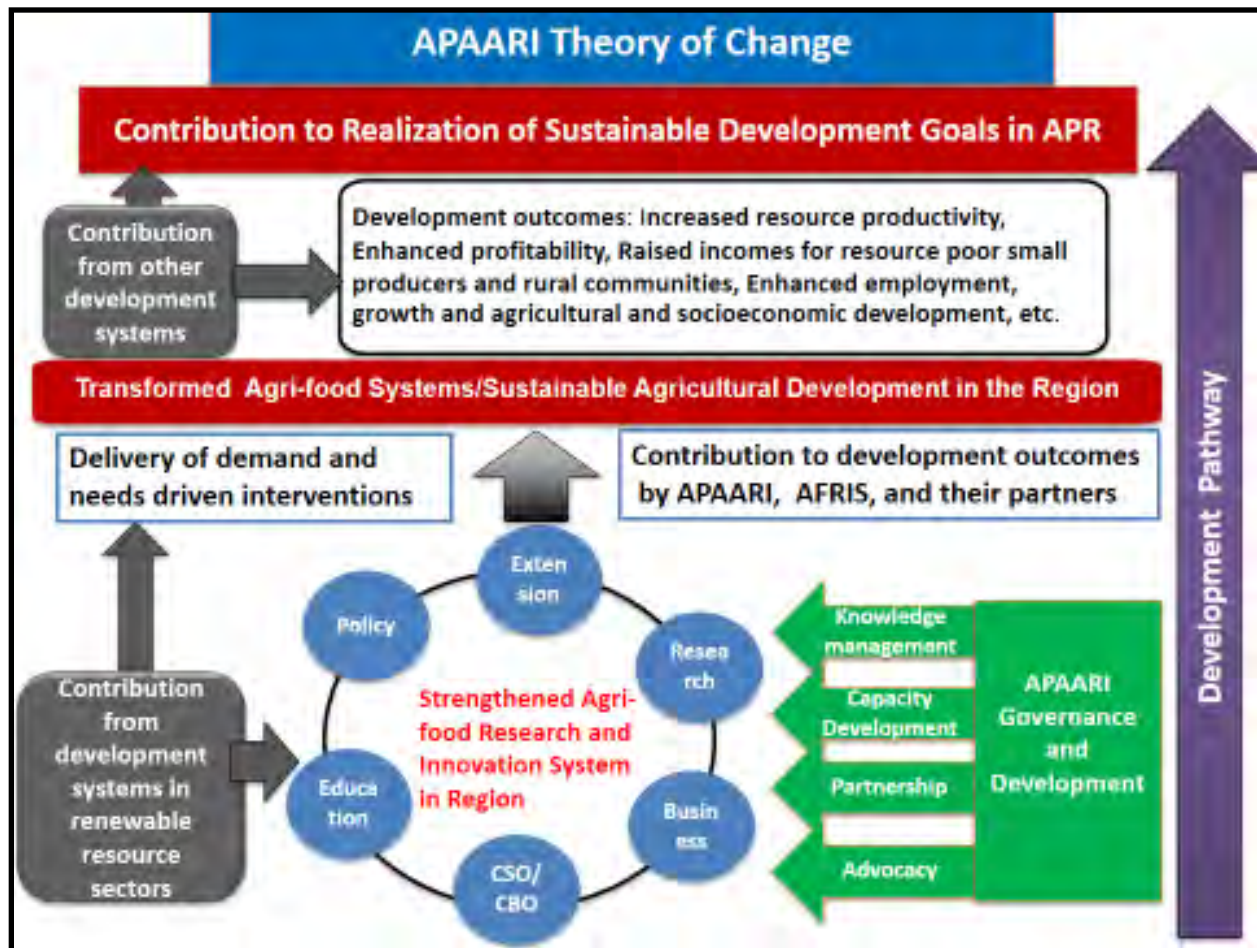


Figure. APAARI theory of change

EMPTY SPACE

Annex 3. Five Decision Making Criteria, Set of Standards and D-DAKI as Proposed by IPMERL

A) Five criteria for decision-making whether, or not, APAARI has been / or will participate in an opportunity/action:

1. The potential opportunity is clearly aligned with APAARI's strategic plan outcomes (mandate) and a context or system analysis has been undertaken.
2. The potential opportunity is clearly aligned with APAARI's comparative advantage / 'Unique Selling Points'
3. APAARI has strong potential to influence or make a valuable contribution to this opportunity
4. APAARI Secretariat and members/partners have sufficient capability and resources specific to this opportunity (through partnerships / the Secretariat or the broader APAARI community) and the scale of impact will be sufficient as a foundation for a next step
5. Potential for sustainable changes that will be maintained without ongoing APAARI Secretariat support.

B) Matching with Set Out Standards

1. Consider the opportunity against each criterion.
2. For each criterion, describe how the opportunity matches the standards set out.
3. When you have done the overall assessment:
 - if there are mostly '0' descriptors highlighted, do not proceed
 - If there are a mix of '0', '3', but lots of '2', consider proceeding with the opportunity but think about how you could strengthen it for the criteria's that have been identified as weakest.
 - If there are mostly '3' descriptors highlighted, proceed to a fully developed activity design, and get the Executive Management's endorsement

C) D-DAKI

1. D-DAKI - (Defer-Drop, Add, Keep and Improve) process as suggested by SEE4D under IPMREL.

Annex 4. High priority development themes, development outcomes and specific strategies (as deduced from Annex 2 of APAARI Strategic Plan)	
Note: Specific Strategies, Indicative Activities and Indicators of Success as given in Annex 2 of APAARI SP can be referred to/useful for providing descriptions of contributions to development outcomes.	
Intermediate Development Outcomes	Specific Strategies
1. Mobilization, management and use of natural resources for sustainability of AFS	
1.1 Land and water resources are managed and used effectively for sustainable productivity and environmental protection.	1.1.1 Design and adapt improved land and water management technologies with intrinsic soil management and sustainability (soil fertility, salinity, organic matter, soil structure, water infiltration, etc. 1.1.2 Assess and support adoption of CA options and resource conservation technologies (RCT) and systems)
1.3 Agro-biodiversity is effectively managed and utilized for increased agricultural productivity, efficiency and sustainability.	1.3.1 Ensure special focus on the conservation and use of underutilized and neglected species for enhanced food and nutritional security, healthy living, environmental protection and sustainability 1.3.2 Promote the use of efficient information and data systems supporting the exchange of genetic resources in the region
1.4 Biotechnologies and related regulatory systems are promoted and applied for improved productivity, nutritional quality, and sustainability of AFS.	1.4.1 Create awareness of biotechnology as an integral component to achieving food and nutritional security and overcoming the impacts of climate change amongst policy makers and stakeholder 1.4.2 Improve underutilized species (crop, animal and other bio-resources) of potential value through biotechnologies based on needs and feasibility
2. Management of risks and uncertainties in the AFS	
2.1 Policies and strategies for managing (minimizing) price and market risks in agriculture and AFS are developed and adapted.	2.1.1 Develop and apply policy innovations, regulations and strategies for minimum support and guaranteed prices 2.1.2 Develop tools to provide early warning on risks and updates on price, covering national regional and global scenarios
2.2 Tools for coping with uncertainties arising from the effects of climate change, sea level rise, natural disasters and man-made catastrophes are developed and improved.	2.2.1 Develop and support adoption of climate smart technologies and management solutions to cope with production uncertainties and build resilience in crop, livestock, and fisheries sectors 2.2.2 Develop and apply commodity and enterprise insurance schemes

3. Inclusive development and integration of value chains targeted at benefiting smallholders	
3.1 Small producers, rural communities and women are integrated with other value chain actors so they receive the benefits of integrated markets.	3.1.1 Support the involvement of smallholder producers in contract farming in multilateral and bilateral markets on competitive basis 3.1.2 Establish and enforce food safety and quality policies, standards and regulations
3.2 Innovative best practice for reduced harvest and postharvest loss and wastage is applied and integrated.	3.2.1 Design and support adoption of on-farm harvest and postharvest strategies and technologies for reduction of loss and waste 3.2.2 Develop, assess and up-scale successful innovations on value addition, post-harvest and value chain approaches for reducing loss and waste
3.3 Smallholder agriculture is integrated into manufacturing and service sectors, especially agro-industries, agri-business and agri-services to ensure employment for rural communities.	3.3.1 Generate cost effective inputs and services necessary for efficient primary production. 3.3.2 Promote agriculture and agro-tourism as options for retaining youth in agriculture and rural areas.
4. Analysis, strengthening and formulation of public policies and overarching regulatory frameworks to support the transformation and development of AFS	
4.1 Research into policy, socioeconomics and markets is supported to assist with developing and implementing policies and strategies to increase agricultural growth and development.	4.1.1 Enhance agricultural policy research for effective design of agricultural policies and strategies 4.1.2 Promote and support socio-economic research that contribute to socioeconomic development 4.1.3 Use results of marketing research on inputs, outputs and services to create integrated and effective marketing systems

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Annex 5. Steps and Processes: MTR of Implementation of APAARI Strategic Plan 2017-22 and Design of BOP 2021-22		
#	Steps	Processes /Guidance
1	Taking stock of APAARI Collective Actions / Specific Outputs /Contribution(s) to Outcomes during the review period (as per Reporting Template in Annex 1)	<p>1.1 List/specify all collective actions (projects/activities) within specified/ assigned APAARI programme. (All activities/components/sections to be bundled together)</p> <p>1.2 Identify specific output(s) realized (or expected to be realized/planned to be realized) from the action. e.g. HLPD on investment outputs: dialogue proceedings; dialogue highlights; evaluation of dialogue results; structure for way forward; results fed into GCARD 3; country reports and synthesis papers; resource group for advocacy and assistance; advocacy toolkit; platform for on-going dialogue; and ASTI project.</p> <p>1.3 Identify to which outcome (s) the output(s) contribute to. (Refer to list of Outcomes in Impact Pathways in Table 1).</p> <p>1.4 If above output(s)/outcome(s) contribute to Theme Level Development Outcome, identify such theme level development outcome(s) and corresponding specific strategies)</p>
	Stage I Submission and Following Preliminary Interactions/Feedback: by 12 February 2021 (Mostly Accomplished)	
2	Assess and report on effectiveness of contribution(s) of collective action(s) to various types and levels of outcomes (Intermediate, End of SP Outcomes and Theme Level Development Outcomes)	<p>2.1 Considering extent, intensity, quality and quantity, timeliness, cost-efficiency, etc. of contributions.</p> <p>2.2 This may cover how effectively action was/has been implemented and how effectively contribution is seen/felt to be made to outcomes.</p> <p>2.3 This step was considered crucial yardstick in any review and assessment of APAARI performance.</p> <p>2.4 This step was not pursued due to complexities involved and paucity of time at the time.</p>
3	Listing any constraints/problems/ issues in implementing actions; and also identification of gaps in addressing Specific Strategies	<p>3.1 Constraints can include financial constraints, human resources, partnership, operational, and any other constraints/ issues that pose limitation and may require corrections/attention</p> <p>3.2 Listing of specific strategies that should have been addressed but were not addressed during the review period (leading to identification of gaps).</p> <p>3.3 These constraint/problems/issue / gaps may give rise to key challenge (s)</p>

4	Assess and List specific strategies from SP (or outside of SP) that you consider of high priority for you to address/continue to address within the next 4 years.	<p>4.1 Specific strategies can include those which have been addressed and which have not been addressed.</p> <p>4.2 Such fresh strategies may arise due to events such as Covid -19 or any other changes (policies, technologies and environments) with agri-food systems.</p> <p>4.3 Such strategies may also arise from any recommendations, select specific outputs/outcomes that may have been emerged from earlier actions but may not have been followed through by APAARI Secretariat/Community.</p> <p>4.4 Apply as necessary five decision making criteria and set-of-standards (as given by IPMERL Framework), in deciding priority (Refer to Annex 3).</p>
	Stage II Submission and Advanced Interaction, by 18 th Feb 2021 (Partially Accomplished and Further Progress Paused)	
5	On the basis of above steps and other relevant considerations, prioritize and suggest collective actions (projects/activities) that you wish to initiate/continue/explore during the biennium 2021-22	<p>5.1 Such can be strategic collective actions that will address high priority constraints problems, challenges/opportunities.</p> <p>5.2 Considerations will be given to availability of financial and other resources (skills, capacities, partnerships, legality, etc.</p> <p>5.3 Apply D-DAKI (Defer-Drop, Add, Keep and Improve) process as suggested by SEE4D.</p> <p>5.4 Considerations in design of BOP 21-22)</p>
	Collective Decision by APAARI Secretariat: 25 Feb (I Session) and 28 Feb - 1 Mar (II Session) 2021 (Not Done)	
6	Develop action/work (project/activity) plan to go into the biennial operational plan (2021-22) .	6.1 Such action/work plan could be an outline of plan, containing title, objectives, activities, expected results (outputs/ outcomes), partners, financial and other resources, time frame, etc.
7	<p>7.1 Drafting of MTR report and Finalization of Submission to ECM (Norah, Ravi and Raghunath) Not Progressed.</p> <p>7.2 Drafting of BOP and Submission to ECM (APAARI Secretariat Team): During 2 to 8 Mar 2021 Done</p>	
8	<p>8.1 Presentation of MTR Progress Report to ECM</p> <p>8.2 Presentation of BOP 2021-22 to ECM</p> <p>8.3 Considerations and follow up from ECM (To consider at a later date)</p>	

Executive Summary of APAARI Strategic Plan 2017-22¹

The Asia-Pacific Association of Agricultural Research Institutions (APAARI) was established in 1990 with the overall objective of fostering agricultural research and development and contributing to addressing hunger, poverty, environmental degradation and sustainability of agricultural production in the Asia Pacific region (APR). In the past 25 years, APAARI has been promoting and strengthening agriculture and agri-food research and innovation systems (AFRIS) through partnership and collaboration, capacity development and advocacy for sustainable agricultural development. APAARI has contributed to addressing agricultural research needs and consequently enhancing food and nutrition security in the APR.

In 2014, the APAARI General Assembly sought to revisit the APAARI Vision 2025, and reprioritize its activities to meet the needs of a changing development context. In response, APAARI developed its Vision 2030, which outlines the Association's vision for strengthened research and innovations for sustainable agricultural development beyond 2015. The APAARI Vision 2030 aligns to the United Nations (UN) Sustainable Development Goals (SDG) and suggests a strategic direction for the future of AFRIS development in the region.

The Vision 2030 provides the basic framework for developing APAARI Strategic Plan 2017-2022 and the Association's future strategies and operational plans. The vision outlines the overall goal, mission and vision of APAARI. This Strategic Plan creates a road map through which APAARI and its partners and stakeholders can collectively contribute to the realization of the vision. The Strategic Plan provides a resource for decision making, funding allocation and activity prioritization.

The strategies outlined in the Strategic Plan respond to the changing needs of the APR. Whilst the region has experienced rapid economic growth in recent years and consequently made impressive progress against the Millennium Development Goals (MDGs), large disparities persist and the poorest continue to be denied their share of the benefits. Eighteen per cent of the APR population (or 772 million people) still live on less than USD 1.25 per day. Rising incomes and purchasing power are placing pressure on food supplies, driving an increase in income inequality and raising questions of future sustainability. Many of the poorest people in the region are still small producers, hampered by low productivity and inadequate access to input and output markets. Gender inequality and disengagement of youth in agriculture also persist to hamper rural development efforts. The agri-food system (AFS) remains at the centre of the region's key challenges, making APAARI and this Strategic Plan crucial to realizing many of the newly designed SDGs. Companion

The APAARI Strategic Plan has been developed following consultation with APAARI stakeholders and relevant agricultural experts. Using the thematic thrusts described in APAARI's Vision 2030 and an analysis of the current development context, fourteen specific Themes were described and eventually refined into **four priority Themes**. The implementation focus areas of APAARI identified in Vision 2030 were also refined and updated into **four programmes and two cross-cutting areas**. Strengthening APAARI's contribution through improved governance and development of APAARI itself will be the key to transforming AFRIS in the region. Hence, this area is given special attention in the plan.

¹ Submitted as a reference document along with the Interim Report of the Mid-Term Review of Implementation of APAARI Strategic Plan 2017-22.

The four priority Themes set out below (in Table) provide the association and its partners with direction on where they can best contribute to development outcomes, and ultimately the UN Sustainable Development Goals.

Table 0. Priority themes and development outcomes

Theme	Development outcomes
1. Mobilization, management and use of natural resources for sustainability of AFS	1.1 Land and water resources are managed and used effectively for sustainable productivity and environmental protection.
	1.2 Forests, agro-forestry and trees are utilized and integrated for the transformation and development of AFS.
	1.3 Agrobiodiversity is effectively managed and utilized for increased agricultural productivity, efficiency and sustainability.
	1.4 Biotechnologies and related regulatory systems are promoted and applied for improved productivity, nutritional quality, and sustainability of AFS.
	1.5 Systems of sustainable generation and use of energy, including bio-energy and biomass are designed and adapted to local conditions.
2. Management of risks and uncertainties in the AFS	2.1 Policies and strategies for managing (minimizing) price and market risks in agriculture and AFS are developed and adapted.
	2.2 Tools for coping with uncertainties arising from the effects of climate change, sea level rise, natural disasters and man-made catastrophes are developed and improved.
	2.3 Systematic processes of and partnerships in biosecurity at borders and on farms in preventing and managing the spread of transboundary pests and disease are developed.
3. Inclusive development and integration of value chains targeted at benefiting smallholders	3.1 Small producers, rural communities and women are integrated with other value chain actors so they receive the benefits of integrated markets.
	3.2 Innovative best practice for reduced harvest and postharvest loss and wastage is applied and integrated.
	3.3 Smallholder agriculture is integrated into manufacturing and service sectors, especially agro-industries, agri-business and agri-services to ensure employment for rural communities.

4. Analysis, strengthening and formulation of public policies and overarching regulatory frameworks to support the transformation and development of AFS	4.1 Research into policy, socioeconomics and markets is supported to assist with developing and implementing policies and strategies to increase agricultural growth and development.
	4.2 Policies and strategies for accessing and mobilization of land and water resources by smallholder producers and landless rural communities are developed and adopted.

APAARI programmes – knowledge management, partnerships and networking, capacity development and advocacy - and its cross-cutting areas – women and youth, and foresight and visioning are aligned with and designed to contribute to the four priority themes and their development outcomes. Through these programmes, APAARI seeks to strengthen AFRIS in the Asia Pacific region.

The key strategies, specific strategies and indicative activities under each programme area are summarised below. In the main body of the Strategy, indicators of success are also set out for each strategy. APAARI will undertake these activities over the life of this strategy to implement the core mandated functions of the Association, as given in Vision 2030 and set out in its constitution, in order to contribute to the development outcomes in Table A. The strategies under governance and development describe the internal organizational changes required so that APAARI can contribute more effectively in strengthening AFRIS within the region.

1. Knowledge Management

Asia-Pacific agri-food systems increasingly depend on the use of knowledge to strengthen innovation processes, such as technology generation, adaptation and application. Stronger processes for collecting, analysing, organizing, accessing, using and sharing scientific information for knowledge creation, problem solving and decision making are required. Combined with partnership and networking, capacity development and advocacy, knowledge management can better facilitate engagement and collaboration that contribute to improved scaling up and out of successful agricultural practices, enhanced agricultural investment, and a higher level of trust among stakeholders.

APAARI strives to use improved knowledge management as an overarching programme to strengthen AFRIS and is well positioned to do so. Through collective action, APAARI has a critical role in informing strategic investments, policies and programmes that can underpin sustainable agri-food systems. APAARI will contribute to knowledge management through the following strategies (Table 1).

Table 1. Knowledge management

Key Strategy 1.1 AFS made more knowledge intensive to effectively contribute to sustainable agricultural development	
Specific strategies	Indicative activities
1.1.1 Promote processes for knowledge sharing, learning and collaboration between primary stakeholders	<ul style="list-style-type: none"> • Coordinate face-to-face interactions • Facilitate participation of primary stakeholders in regional and global events • Share timely information on learning opportunities among primary stakeholders

1.1.2 Promote tools for enhanced knowledge sharing, learning and collaboration	<ul style="list-style-type: none"> • Revamp the APAARI website and social media tools by updating and organizing content • Create new tools for knowledge sharing, learning and communication e.g. online discussions • Link with knowledge tools of members and partners to enable increased outreach
1.1.3 Promote innovative ways to use Information & Communication Technology (ICT) in AFS	<ul style="list-style-type: none"> • Share solutions and experiences in using ICT in agri-food systems for faster scaling up e.g. through workshops, meetings, policy dialogue and online tools • Facilitate participation of primary stakeholders in ICT-related activities (including e-agriculture)
Key Strategy 1.2 AFRIS strengthened through more effective knowledge management	
Specific strategies	Indicative activities
1.2.1 Enhance knowledge sharing and engagement to enable faster technology, innovation and policy development	<ul style="list-style-type: none"> • Facilitate face-to-face and on-line meetings for knowledge sharing and engagement • Make knowledge-sharing and learning processes more interactive and learning oriented • Facilitate engagement between farmers, scientists and policymakers to enrich policy debate • Host multi-stakeholder consultations on technology and innovation
1.2.2 Develop skills and capacity of stakeholders in knowledge management	<ul style="list-style-type: none"> • Train and mentor primary stakeholders on the use of social media
1.2.3 Improve scientific data management to make it available for analysis and knowledge creation	<ul style="list-style-type: none"> • Support projects that improve data collection for research, compilation, management, analysis, evaluation and application e.g. Agricultural Science and Technology Indicators (ASTI) Project • Improve APAARI publication quality, relevance, packaging and outreach

2. Partnership and Networking

The transformation of AFS and the realization of SDGs cannot be achieved by APAARI alone. Multiple organizations from private, public and civil sectors need to be comprehensively linked at local, national, sub-regional, regional and global levels to bring about large-scale change. APAARI is well positioned to connect national bodies to each other, and to regional and global fora, fostering partnerships and networking through face-to-face events and online communities.

APAARI intends to build partnerships and networks through the following strategies (Table 2).

Table 2. Partnerships and networking

Key Strategy 2.1 Innovative and strategic partnerships and networking strengthened	
Specific strategies	Indicative activities
2.1.1 Facilitate technical cooperation in key Themes	<ul style="list-style-type: none"> • Initiate and implement strategic partnerships for effective resource mobilization, policy support, knowledge generation, and technology transfer • Coordinate the development of partnership proposals
2.1.2 Develop public-private-community partnerships to improve efficiency of adaptation and application of agricultural technologies and innovations	<ul style="list-style-type: none"> • Bring public, private and community sectors to expert consultations and policy dialogue • Facilitate engagement between public, private and community stakeholders
2.1.3 Facilitate networking and collaboration between national, sub-regional, regional and global-level organizations within AFS	<ul style="list-style-type: none"> • Facilitate engagement of national stakeholders at regional and global events • Promote engagement of national stakeholders in existing agri-food networks
2.1.4 Facilitate partnership with sub-regional and regional organizations	<ul style="list-style-type: none"> • Create new ways of coordinating and delivering support to AFRIS through sub-regional organizations, such as ASEAN, SAARC and SPC • Facilitate collective development actions through regional organizations, such as ADB, APEC, UNESCAP and FAO
2.1.5 Facilitate networking and collaboration between AFS and regional and global multi-sector development partners to collectively work towards development outcomes	<ul style="list-style-type: none"> • Facilitate engagement with regional and global partners working in development sectors such as health, rural development, infrastructure and finance • Promote partnership with regional and global initiatives, such as G20, The World Economic Forum, Committee on World Food Security, COP 21 and GCARD
2.1.6 Map primary stakeholders to enable better targeting and stronger engagement in collective action	<ul style="list-style-type: none"> • Identify potential stakeholders and assess their possible contribution to and benefits from AFRIS • Assess the contribution from and benefits to APAARI members

3. Capacity Development

Capacity is the ability of the individual or group to perform their responsibilities. For effective and timely development outcomes, the transformation of AFS in the APR needs to be built on scientific advances, improved and validated technologies and adoption at scale. This can only be achieved by developing and strengthening capacity at three levels; individual, organisational and institutional.

APAARI is well positioned to contribute to strengthening capacity by working with its members, partners and other stakeholders to collectively identify and improve individuals, organisations and institutions in areas where capacity is lacking. APAARI intends to contribute to capacity building through the following strategies (Table 3).

Table 3. Capacity development

Key Strategy 3.1 Institutional arrangements for effective delivery of outcomes from AFRIS strengthened	
Specific strategies	Indicative activities
3.1.1 Strengthen institutional capacity for the development of agri-food research and innovation system	<ul style="list-style-type: none"> • Use online and face-to-face interactions to create a culture of discussion and communication amongst members, partners and other stakeholders • Encourage the sharing of resources – knowledge, human, technical and financial – to strengthen institutional arrangements • Share successful models to reinforce capacity in leadership, governance, transparency, accountability, integrity and human resources
3.1.2 Strengthen databases on human capacity to enhance sharing of talent	<ul style="list-style-type: none"> • Create and improve existing databases • Share opportunities for training, scholarships, and staff exchange programmes
Key Strategy 3.2 Organizational capacity for good governance, effective management and delivery of research and innovations enhanced	
Specific strategies	Indicative activities
3.2.1 Improve capacity of leaders and research managers in monitoring, evaluation and impact pathway analysis	<ul style="list-style-type: none"> • Coordinate training programmes on planning, M&E and impact pathways • Develop and share guidelines on M&E and impact pathways
3.2.2 Develop and use improved skills and competency in managerial and organizational roles	<ul style="list-style-type: none"> • Coordinate training in e.g. leadership, management, governance, transparency, accountability, enabling infrastructure, communication, advocacy, and human resources
3.2.3 Develop basic skills and competency of researchers in small, island and mountainous countries, and new/emerging organizations	<ul style="list-style-type: none"> • Create learning opportunities for small, island and mountainous countries and new/emerging organizations • Facilitate participation of disadvantaged stakeholders in training programmes • Provide post-training mentoring
3.2.4 Address organizational capacity development needs in knowledge management, partnership and networking and advocacy	<ul style="list-style-type: none"> • Facilitate training, consultations and publications to develop organizational capacity in knowledge management, partnership, networking and advocacy

Key Strategy 3.3 Technical competency developed	
Specific strategies	Indicative activities
3.3.1 Build capacity of researchers and policy makers in technical areas	<ul style="list-style-type: none"> • Coordinate training in conservation agriculture, conservation and use of neglected species, options for recycling agricultural biomass, coping with uncertainties and/or cost-effective inputs and services for primary production • Facilitate policy dialogue on land and water resources, market integration and biotechnology • Organize expert consultations on developing/adapting options for improved land and water management, agro-forestry, on-farm conservation of underutilized crops, biotechnology, recycling agricultural biomass, climate-smart technologies and/or on-farm harvest and postharvest strategies
3.3.2 Improve collaboration in areas requiring regional cooperation	<ul style="list-style-type: none"> • Organize policy dialogue on standards and regulations on agrobiodiversity, integration of value chains and/or cost-effective production of inputs and services • Facilitate sharing of expertise in technical and managerial areas, such as managing agrobiodiversity and transboundary pests and disease

4. Advocacy

Economic growth originating from agriculture has been shown to be 2-4 times more effective at reducing poverty than growth originating from other sectors. Despite this trend, in the regions where hunger and poverty are the most widespread today, there are declining or stagnant levels of investment in agriculture. Increasing investment and improving understanding on the crucial role of agri-food research and innovation in development requires advocacy.

APAARI can play a role in advocating for investment in agricultural research at a regional level, and is well positioned to lead this coordinated action through the following strategies (Table 4).

Table 4. Advocacy

Key Strategy 4.1 Understanding of the role of agri-food research and innovations in AFS and socio-economic development improved	
Specific strategies	Indicative activities
4.1.1 Increase political recognition of the role of agri-food research and innovation as a major driver of socio-economic development	<ul style="list-style-type: none"> • Monitor the contribution of agri-food research and innovation to socioeconomic development through data analysis • Conduct studies and policy research on issues related to agri-food research and innovation • Share results with policymakers through events, online and publications, such as policy briefs

4.1.2 Improve the voice and engagement of disadvantaged stakeholders involved in AFS	<ul style="list-style-type: none"> • Improve representation of disadvantaged stakeholders in regional events • Provide face-to-face and online opportunities to share issues and success stories • Facilitate documentation and dissemination of experiences of disadvantaged stakeholders
4.1.3 Strengthen capacity for advocacy	<ul style="list-style-type: none"> • Develop an advocacy resource kit • Provide training on different advocacy tools
4.1.4 Engage social and broadcast media to strengthen advocacy efforts	<ul style="list-style-type: none"> • Ensure participation of journalists from national, regional and/or global media in APAARI events • Promote APAARI events through social media • Encourage primary stakeholders to use APAARI blog for greater outreach
Key Strategy 4.2 Investment in agri-food research and innovations improved for development of AFS	
Specific strategies	Indicative activities
4.2.1 Enhance understanding of agri-food stakeholders and policy makers on the need, scope and return of improved investment	<ul style="list-style-type: none"> • Use events, policy dialogue and communication campaigns to sensitize agri-food stakeholders and policy makers on the need, scope and return (actual and potential) of improved investment • Facilitate socioeconomic and policy studies
4.2.2 Assess the status, trend and priority for investment, and use the data to attract investment and improve decision making	<ul style="list-style-type: none"> • Work with IFPRI to plan and implement the ASTI project • Assess and use investment data for improved advocacy to mobilize investment for priority areas
4.2.3 Develop advocacy tools and on-going dialogue on promoting investment	<ul style="list-style-type: none"> • Develop advocacy tools, such as policy briefs and fact sheets, to promote improved investment • Establish a resource group to facilitate dialogue on improved investment
4.2.4 Assess and develop skills and capacities for mobilizing investment	<ul style="list-style-type: none"> • Coordinate training on mobilizing investments • Develop guidelines to feed into the advocacy toolkit
4.2.5 Assess and adopt innovative funding and partnership mechanisms	<ul style="list-style-type: none"> • Document and share experiences with innovative funding and partnership mechanisms in APAARI-supported events • Initiate innovative partnerships e.g. with the private sector, regional and sub-regional organizations

Cross-Cutting Areas

5. Women and Youth

Agriculture is underperforming in many Asia-Pacific countries. One reason for this is the “gender gap” in agricultural productivity. Across the Asia-Pacific, women are food producers and entrepreneurs, but they can rarely access productive resources, markets and services as easily as their male counterparts. This hinders their productivity and reduces their contribution to the agriculture

sector and to the achievement of broader economic and social development goals. Women are also underrepresented in agricultural research and forums for decision making.

Over 20 per cent of the Asia-Pacific population are youth and although only one in five workers are between the ages of 15 and 24, this group accounts for almost half the region's jobless. Employment and entrepreneurial opportunities for young people, especially those in rural areas are limited, and most of the jobs available are poorly remunerated and generally unattractive to young people. Young people are also under-represented in decision-making.

APAARI recognizes the lost opportunities created through the gender gap and the disengagement of rural youth in agriculture. Women are talented farmers, entrepreneurs and scientists, and youth have enthusiasm and inherent aptitude for technology adoption and innovation. These attributes are being undermined and underutilized. APAARI can be a forum where women and youth can have their voices heard and make a bigger contribution through the following strategies (Table 5).

Table 5. Women and youth

Key Strategy 5.1: Women and youth are engaged in productive and rewarding activities in AFS	
Specific strategies	Indicative activities
5.1.1 Strengthen the engagement of women and youth in agricultural value chains, to enable them to receive a higher share of benefits from integrated markets	<ul style="list-style-type: none"> • Document and share success stories on value adding activities that are attracting women and youth • Involve more women and youth in expert consultations related to value chains • Promote engagement of women and youth through communication campaigns and social media
5.1.2 Improve opportunities for women and youth in agri-food research	<ul style="list-style-type: none"> • Promote research scholarships and other work opportunities for women and youth • Involve more women and youth in analytical work, including in APAARI • Promote success stories about women and youth working in agricultural research
5.1.3 Build capacity of women and youth in AFRIS	<ul style="list-style-type: none"> • Coordinate training for women and youth in value addition, agri-food research and extension, entrepreneurship, ICT and KM
Key Strategy 5.2: Women and youth are appropriately represented in policy and decision making in AFS	
Specific strategies	Indicative activities
5.2.1 Strengthen organizations of women and youth at national and regional levels to give them greater voice	<ul style="list-style-type: none"> • Create opportunities for women and youth to engage in regional and global dialogue • Encourage women and youth to learn and share experiences at APAARI events • Collect gender and age disaggregated data on participants at capacity development events
5.2.2 Ensure inclusive representation of women and youth in APAARI	<ul style="list-style-type: none"> • Recognize and include women and youth as active members and staff of APAARI • Include women and youth in APAARI governance and policy decision making

6. Foresight and Visioning

Foresight and visioning will allow APAARI to analyse changes in the development context, trends, challenges and opportunities emerging over time and space and adjust its priorities and implementation plans accordingly. This realignment will occur through on-going foresight and visioning exercises. Such exercises will also encourage innovation and analysis that can be turned into actions to effectively address the future development of AFS. These will focus on development themes and APAARI programmes and will also include the community-based foresights and prioritization of regional needs to set the agenda for collective action.

Table 6. Foresight and visioning

Key Strategy 6.1 Developments, trends and changing needs that may impact on the realization of Vision 2030, are continuously monitored and evaluated and turned into actions

7. APAARI Governance and Development

Good organizational governance and continual efforts to develop the capacity and effectiveness of APAARI will drive the results sought and described in this strategic plan and help fulfil the ambitions set in the APAARI Vision 2030.

This will require appropriate refinements in APAARI governance and increased capacity in securing and managing financial, material, and human resources. To strengthen its capacity APAARI also needs to improve its management systems with a special focus on planning, monitoring and evaluation (PM&E), and decision making through relevant policies and management standards. Stronger governance will be pursued through the strategies outlined in Table 7 below.

Table 7. APAARI governance and development

Key Strategy 7.1: APAARI is efficient and effective in contributing to strengthening of AFRIS in the APR	
Specific strategies	Indicative activities
7.1.1 Develop and effectively utilize the human capacity of the APAARI Secretariat	<ul style="list-style-type: none"> Acquire and develop human talent in accordance with strategic priorities Develop human resources through staff exchange, secondment, in-service training, and graduate training
7.1.2 Effectively mobilize and utilize APAARI's financial and material resources	<ul style="list-style-type: none"> Mobilize funding through proactive revenue measures, and optimal use of reserves Develop partnership and engagement strategy and standard to guide resource mobilization efforts Allocate funding in accordance with strategic priorities
7.1.3 Develop APAARI Secretariat competency in the four programme areas	<ul style="list-style-type: none"> Support existing staff to participate in professional development and training
7.1.4 Implement a PM&E and outcome assessment system	<ul style="list-style-type: none"> Develop and implement effective PM&E systems for performance assessment of APAARI programmes
7.1.5 Develop effective leadership and management, incorporating appropriate systems, structure and processes	<ul style="list-style-type: none"> Refine policies and management standards for management of resources Develop an enabling environment within the association for efficiency and effectiveness Apply principles of transparency, accountability, prudence and due diligence in all APAARI operations

7.1.6 Reform APAARI to deliver on APAARI's mission and vision	<ul style="list-style-type: none"> • Build an inclusive environment with more stakeholders and wider representation • Focus on women, youth and CSOs that represent small producers • Assess and refine decision making and governance mechanism of APAARI to maximize efficiency • Change/amend APAARI constitution when necessary in accordance with the provision of Article 16 of the Constitution to deliver on APAARI mission and vision
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APAARI views the development and implementation of an effective PM&E system as an important part of the implementation of the Strategic Plan. APAARI will develop biennial PM&E frameworks consistent with respective biennial operational plans, having quantitative and qualitative performance indicators on activities, inputs, milestones and outputs. These indicators will follow 'Specific, Measurable, Achievable, Realistic and Time-bound' (SMART) criteria with adequate flexibility, including appropriate allowances for changes in resource availability, assumptions and risks. The outcomes from projects and activities within operational plans will be consolidated to assess their contributions to the development outcomes outlined. This process will allow continuous refinement and adjustments to the M&E framework presented.

The APAARI Strategic Plan 2017-22 is a starting point for many subsequent actions of the Association in delivering on APAARI Vision 2030. Successful implementation will depend on effective partnership and co-operation between APAARI, agri-food research and innovation organizations, and primary stakeholders as identified in the plan. APAARI core values of vision, excellence, learning and growing, inclusiveness and accountability, will continue to serve its members, partners and stakeholders, ensuring commitment to the highest level of professionalism to strengthen AFRIS in Asia and the Pacific

Biennial Work Plan (2021-2022)

1. KNOWLEDGE MANAGEMENT							
Key Strategy 1.1 AFS made more knowledge intensive to effectively contribute to sustainable agricultural development.							
Specific strategies	Projects/Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
1.1.1 Promote processes for knowledge sharing, learning and collaboration between primary stakeholders	Strengthen the linkages with regional KM/Com focal points to learn about and better facilitate thematic knowledge-sharing and capacity development of APAARI members	Improved participation of APAARI members in key thematic (particularly regional) meetings and webinars of other members and partners	Participation of APAARI members in at least 5 regional events	Long-term	KM	Yes/ ACIAR	All
	Facilitate participation of APAARI members in thematic activities of the ASSET Project	Participation in events related to agroecology and safe food systems	Participation of APAARI members in at least 2 ASSET technical meeting was facilitated	2020-2024	KM	EU/AFD	1,3
	APAARI Projects Workshop (an event for project partners to share project progress, findings, challenges, ideas etc. before ECM/GAM)	Reports of workshops	Workshop reports; Number of participants	2022	KM and ALL	APAARI	All
1.1.2 Promote tools for enhanced knowledge sharing, learning and collaboration	Improve the APAARI Website in terms of attractiveness, organization and content	Improved features of the website	Increase in No. of visitors from current (16,620) to 20,000	Long-term	KM	ACIAR	All
	Improve the use of Social Media to share knowledge from activities of APAARI members, but also from	Key stakeholders of ASTI, APCoAB, APRMP and ASSET reached through Linked In, Facebook and	Increase in likes on Facebook by 5%; Increase of followers on	Long-term	KM	ACIAR, CoA Taiwan, STDF and EU/AFD	All

	APAARI projects to benefit the region	Twitter; linkages made with potential members and partners or APAARI; new content promoted in attractive ways (e.g. infographics, short narratives of coordinators)	Twitter by 5%; Increase of connections on Linked in by 10%				
	Promote the use of APAARI's webinar platform among APAARI members	APAARI members using the APAARI platform; APAARI's assistance with hosting and technical facilitation	At least two APAARI members use the APAARI platform for an online meeting	Long-term	KM	Yes/ACIAR	All
	APCoAB website	Regular updated news and events on agricultural biotechnology and bioresources developments, of specific relevance to Asia-Pacific	No. of News and No. of Events selected and uploaded/ updated	2021	APCoAB	Yes/COA/ USD 2,000	1.3.1; 1.3.2; 1.4.1; 1.4.2
		Updated databases (existing, other content and additional databases)	No. of databases (institutions, experts, educational institutes) updated from No. of countries; No. of documents uploaded	2021	APCoAB	Yes/COA/USD 2,000	1.3.1; 1.3.2; 1.4.1; 1.4.2
		Outreach and communication strategy for gene editing	No. of write-up in print/electronic media, No. of infographics, blogs, GiFs, short video	2021	APCoAB	Yes/CLA-FSII/USD 29,500	1.3.1; 1.3.2; 1.4.1
		Regular updates on agricultural biotechnology and bioresources developments, news and events of specific relevance to Asia-Pacific	No. of News and No. of Events selected and uploaded/ updated	2022	APCoAB	COA/ USD 2,000	1.3.1; 1.3.2; 1.4.1; 1.4.2

		Update of existing databases; Regular updates of other content and additional databases	No. of databases) institutions, experts, educational institutes) updated from No. of countries; No. of documents uploaded	2022	APCoAB	COA/ USD 2,000	1.3.1; 1.3.2; 1.4.1; 1.4.2
1.1.3 Promote innovative ways to use Information & Communication Technology (ICT) in AFS	Optimize the use of webinar features to bring online interaction among APAARI stakeholders	Interactive webinars through breakout rooms, polls, integrated interactive apps	Each webinar organized by APAARI includes at least two interactive sessions using innovative Zoom features	Long-term	KM	ACIAR	All
Key Strategy 1.2 AFRIS strengthened through more effective knowledge management							
Specific strategies	Projects/ Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
1.2.1 Enhance knowledge sharing and engagement to enable faster technology, innovation and policy development	Development of six-monthly APAARI Newsletter	Rich and informative newsletter informing APAARI stakeholders about activities of the Secretariat and APAARI Members	5% increase in the No. of Newsletter recipients; 5% increase in the No. Of downloads	Long-term	KM	ACIAR	All
	Development of bi-monthly APAARI Network Highlights (ANH)	Compilation of key stories/news of APAARI Members, as well as learning opportunities, upcoming events and recent publications	5% increase in the No. Of ANH recipients	Long-term	KM	ACIAR	All
	Webinars on gene editing	Awareness creation; knowledge sharing by experts on regulatory aspects; engagement of participants /countries and women researchers	No. of webinars; No. of participants; No. of engagement of countries and women researchers; feedback	2021-2022	APCoAB	Yes/COA/ USD 15,000	1.4.1

	Regional Expert Consultation on Agroforestry to Improve Quality of Rural People in Asia-Pacific	Knowledge sharing and exchange; status on agroforestry management; platform for partnership and networking; engagement of participants/countries and women researchers; policy recommendations	No. of participants; No. of engagement of countries and women researchers; feedback; policy recommendations	2021-2022	APCoAB	Yes/COA/USD 30,000	1.3.1; 1.3.2
	Investment in agricultural biotechnology and its impact on livelihoods of farmers in Asia-Pacific region	Knowledge sharing and exchange; status agri-biotech investment; case studies on impacts; platform for partnership and networking; engagement of participants/countries and women researchers; policy recommendations	No. of participants; No. of engagement of countries and women researchers; feedback; policy recommendations	2021-2022	APCoAB	Yes/COA/USD 30,000	1.4.1; 1.4.2; 1.4.3
	Biotechnological tools for conservation of aquatic resources	Knowledge sharing and exchange; developing technical competencies; platform for partnership and networking; engagement of participants/countries and women researchers; practical manual	No. of participants; No. of engagement of countries and women researchers; feedback	2021-2022	APCoAB	Yes/COA/USD 30,000	1.4.1; 1.4.3
	COA suggested Activity	TBD	TBD	2021-2022	APCoAB	Yes/COA/USD 15,000 per year	TBA

	Proceedings/ Status Reports/Success stories	Proceedings/status paper of Expert Consultation/Workshop organized during 2021 and remaining of 2020	No. Printed documents; No. of copies shared with stakeholders; No. of downloads from website	2021-2022	APCoAB	Yes/COA/ USD 40,000	1.3.1; 1.4.1;
		Proceedings/ Status reports from Expert Consultations and Workshops organized during 2020/policy paper	No. of Printed documents; No. of copies shared with stakeholders; No. of downloads from website	2021-2022	APCoAB	Yes/COA/ USD 60,000	1.3.1; 1.3.2; 1.4.2; 4.1.1
		Success Story on Induced Systemic Resistance: A New Hope for Malaysian Papaya Industry; Tissue Culture Raised Apple Root Stock in India	No. of copies printed and shared with stakeholders; No. of downloads from website	2021-2022	APCoAB	Yes/COA/ USD 30,000	1.4.2
		Success stories on successful adoption of biotechnology and bioprospecting of bioresources	No. of copies printed and shared with stakeholders; No. downloads from website	2021-2022	APCoAB	Yes/COA/ USD 30,000	1.3.1; 1.4.1
	Webinar on Use of certified tissue-cultured planting material	Awareness creation; knowledge sharing by experts on micropropagation and certification of planting material; engagement of participants/ countries and women researchers	No. of webinars; No. of participants; No. of engagement of countries and women researchers; feedback	2021-2022	APCoAB	Yes/COA/ USD 5,000	1.4.1

	Regional Expert Consultation on Opportunities and challenges in synthetic biology in Asia-Pacific:	Knowledge sharing and exchange by experts on synthetic biology; platform for partnership and networking; engagement of participants/countries and women researchers; policy recommendations	No. of participants; No. of engagement of countries and women researchers; feedback; policy recommendations	2021-2022	APCoAB	Yes/COA/ USD 30,000	1.4.1; 1.4.2; 1.4.3
	Impacts of ITPGRFA in accelerating the germplasm exchange and use in Asia-Pacific region	Knowledge sharing and exchange by experts on ITPGRFA; assessment of impacts on exchange and use of germplasm; platform for partnership and networking; engagement of participants/countries and women researchers; policy recommendations	No. of participants; No. of engagement of countries and women researchers; feedback; policy recommendations	2021-2022	APCoAB	Yes/COA/ USD 30,000	1.3.2
	Biotechnology and bioresources for bioeconomy in Asia-Pacific	Knowledge sharing and exchange by experts to promote bioeconomy towards sustainable development; platform for partnership and networking; engagement of participants/countries and women researchers; policy recommendations	No. of participants; No. of engagement of countries and women researchers; feedback; policy recommendations	2021-2022	APCoAB	Yes/COA/ USD 40,000	1.3.2; 1.4.2; 1.4.3
1.2.2 Develop skills and capacity of stakeholders in knowledge management	Organized one KM webinar for all APAARI members to enable them to learn about good practices of KM and trends in agricultural research and innovation	Information shared on KM good practices agricultural research and innovation	One KM webinar organized and delivered to the members	2020	KM	ACIAR	All

	Improve the quality of APAARI reporting and publications	Training of APAARI staff	One training for APAARI staff organized; the publication preparation and review time of staff reduced by 30%	2020	KM	ACIAR	All
	Use the Community of Practice of KM/Com focal points from the Agroecology and Safe food System Transitions (ASSET) in Southeast Asia to develop their functional capacities, particularly KM, communications, and advocacy	KM and communication capacities of ASSET partners improved	5 targeted interactions with the ASSET KM/Com focal points (on 5 topics)	2020-2024	KM	EU/AFD	1,3
	Make use of data from the joint rapid appraisal on capacity development for agricultural innovation systems (AIS) in the work of partners	Developed joint action plan with APIRAS, analysis used in the work of CoSAI and ACIAR	The data from JRA shared through 5 events; used by 3 APAARI partners	2020-2021	KM	Existing projects	4
1.2.3 Improve scientific data management to make it available for analysis and knowledge creation	Online Survey on Perception of Gene Editing and data analyses of survey and Feedbacks of Events	Data for perception/impact analyses of feedbacks on gene editing from various stakeholders/participants of events from various countries	No. of feedback received from stakeholders; No. of engagement of countries	2021-2022	APCoAB	Yes/COA/USD 5,000	1.3; 1.4
	Online feedback data collection and impact analyses of above activities	Data for impact analyses of feedbacks from various stakeholders/participants of events from various countries	No. of feedback received from stakeholders; No. of engagement of countries	2021-2022	APCoAB	Yes/COA/USD 2,000	1.3; 1.4

2. PARTNERSHIPS AND NETWORKING							
Key Strategy 2.1 Innovative and strategic partnerships and networking strengthened							
Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
2.1.1 Facilitate technical cooperation in key Themes	Coordination and implementation of the technical component of the Asia Pesticide Residue Mitigation Project	Development of functional capacities of project participants through mainstreaming functional areas within the technical project component	Progress reports developed. New national stakeholders trained by the trainers whose skills were built by the project	2020-2022	KM	STDF/WTO	
	Coordination of the project on Improving Phytosanitary Trade Compliance in Bangladesh	Development of a knowledge hub Development of technical and functional capacities	Progress reports Knowledge hub established	2021-2023	KM	FAS/USDA	2
	Contribution to the implementation of SADC Biopesticides Project	Development of functional capacities of project participants through mainstreaming functional areas within the technical project component	Technical inputs in the Steering Committee, Inception Workshop, training to the project team on the integration of functional capacities in the project	2021-2023	KM	STDF/WTO	2
2.1.3 Facilitate networking and collaboration between national, sub-regional, regional and global-level organizations within AFS	Facilitation of Afro-Asian consortium for Smart Food initiative led by the ICRISAT, jointly with FARA, CORAF, FANRPAN and APAARI	Funding of Asia chapter of the program to be secured by APAARI	Agreement signed; inputs provided in Executive council; workplan for Asia chapter being developed; 5 key messages disseminated in the region and beyond	Q3-4, 2021	ES	APAARI	All

	Re-engagement with GFAR in a strategic partnership on forgotten food	Regional manifesto developed to feed into global manifesto	Webinar organized	Long-term	KM	EU DeSIRA	3
	Knowledge partnership in agricultural education with GCHERA	Greater access to knowledge sharing and learning on processes to transform agricultural education (webinars and face-to-face meetings), as well as opportunities for exchange of students (internships)	Two joint webinars organized	Long-term	KM	Kellogg Foundation ACIAR	All
	Knowledge partnership with FAO and APIRAS under the Tropical Agriculture Platform	Capacity developed for AIS with focus on researchers and rural advisory services	Report on trainings and joint actions taken	2020-2021	KM	EU DeSIRA	All
	Knowledge partnership with CoSAI	Exchange of knowledge and expertise on agricultural research, innovation and development, with a focus on the exchange of knowledge as the result of commissioned research; consultation in the development of commissioned studies, reports and projects where there is mutual benefit and share these within networks; co-organization/co-hosting of meetings and other regional engagements with stakeholder of mutual	Agreement signed; MOU signed and key activities identified; No. of meetings	2020	KM	CoSAI/ APAARI	1,4

		interest in fulfillment of their common goals; synergies in activities on mutually agreed priority areas in agricultural innovation system and investment and strengthening of systemic capacities for innovation; engagement with relevant governance bodies of the other party when appropriate					
	Facilitation of a renewed partnership with CG system organization keeping in view the one CG system approach	Partnership established with One CG and parties working towards shared outcomes	Agreement signed; workplan and reports on activities implemented	Q1, 2021	ES	Yes	All
2.1.4 Facilitate partnership with sub-regional and regional organizations	Engagement with regional partners (SAARC, ASEAN, SPC) on agreed Actions and facilitation of their participation in the TAP	Regional partners engaging in learning activities on capacity development for AIS; visibility of partners at the global level	No. and type of engagement; No. of events and corresponding reports	Long-term	KM	Membership fees?	All
2.1.5 Facilitate networking and collaboration between AFS and regional and global multisector development partners to collectively work towards	Facilitation of partnership for engagement with various stakeholders (for resource mobilization, policy support and engagement through activities and multi-partner projects)	Partnerships established and active engagement with project donors, policy makers of member countries on project development and implementation	Partnership agreement/ MOU/ LOA developed and signed; 9 Agreements signed (ASSET, STDF, GFAR, CLA-FSII, NC University, USDA, ACIAR, ICAR, CoSAI); resources mobilized incl.\$52M (xx)	Q-3 & Q-4, 2020 Q-1, 2021	ES, Coordinators	Existing projects	All

development outcomes							
2.1.6 Map primary stakeholders to enable better targeting and stronger engagement in collective action	Stakeholder mapping	Enhanced use of stakeholder mapping to ensure greater outreach of APAARI to current stakeholders and potential members, and enhanced regional expert pool	Contact database includes new (project) categories, regional expert pool is developed,	Long-term	KM	ACIAR	All
3. CAPACITY DEVELOPMENT (CD)							
Key Strategy 3.1 Institutional arrangements for effective delivery of outcomes from AFRIS strengthened							
Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
3.1.1 Strengthen institutional capacity for the development of agri-food research and innovation system	Scaling up of the TAP Common Framework on CD for AIS	Capacity building through webinars; CD for AIS integrated in technical projects and meetings, regional forum on innovation (2022)	CD for AIS integrated in at least 5 APAARI capacity development webinars	2020-2024	KM	EU DeSIRA	All
	Coordination and implementation of the functional component of the Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade	Enriched technical training through blending with functional capacity development (soft skills)	Project partners demonstrate improved functional capacities (learning, sharing, reflection, collaboration and engagement); Functional capacity development integrated to four technical events of the project; Functional KAP conducted indicating an	2020-2022	KM	STDF/WTO	2

			increased level of technical skills and confidence to undertake project activities				
	Coordination and implementation of the functional component of the Project on Improving Phytosanitary Trade Compliance in Bangladesh	Development of knowledge hub, technical and functional capacities in the context of phytosanitary trade compliance in the form of webinars, workshops and harmonization event with policy makers	Functional capacity development integrated to the technical events of the project Knowledge hub with technical resources developed	2021-2023	KM	FAS/USDA	2
	APAARI Contribution to the integration of functional capacities in the technical component of SADC Biopesticides Project	Development of functional capacities of project participants through mainstreaming functional areas within the technical project component	The project team trained on the integration of functional capacity development in the project	2021-2023	KM	STDF/WTO	2
3.1.2 Strengthen databases on human capacity to enhance sharing of talent	Development of a regional expert database	Regional expert database hosted by APAARI	Regional database developed; at least 30 new entries made	Long-term	KM	Membership fees	All
Key Strategy 3.2 Organizational capacity for good governance, effective management and delivery of research and innovations enhanced							
Key Strategy 3.3 Technical competency developed							
Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS

3.3.1 Build capacity of researchers and policy makers in technical areas	Coordination and implementation of the technical component of the Asia Pesticide Residue Mitigation through the Promotion of Biopesticides and Enhancement of Trade	Development of technical capacities of project participants developed Application of technical skills in the participants' institutions	Training synthesis reports developed; Technical KAP conducted indicating an increased level of technical skills and confidence to undertake project activities; Online discussion group established for post-training mentoring	2020-2022	KM	STDF/WTO	2
	APAARI's technical contribution to the implementation of SADC Biopesticides Project	Development of technical capacities	Technical backstopping provided to the project team	2021-2023	KM	STDF/WTO	2
	Coordination of a technical component of the Project on Improving Phytosanitary Trade Compliance in Bangladesh	Development of technical skills Development of a knowledge hub for technical resources		2021-2023		FAS/USDA	2

4. ADVOCACY

Key Strategy 4.1 Understanding of the role of agri-food research and innovations in AFS and socioeconomic development improved

Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
4.1.1 Increase political recognition of the	Strengthening Agricultural Innovation System in China	Report with recommendations for strengthening AIS in china	Report	Put on hold	KM/CP/ES	FAO/	All

role of agri-food research and innovation as a major driver of socio-economic development	Webinars facilitated by APAARI based on stakeholder survey (1.Risk communication to raise awareness of different stakeholders, including consumers, about the risks and benefits of pest mitigation and biopesticides; 2. Food security with minimum contamination by hazardous chemicals; 3. New plant breeding technologies; 4. Use of certified tissue-cultured planting material; 5. KM and networking tools for agricultural researchers; 6. KM in the context of pesticide mitigation and biopesticide promotion)	Reports of webinars	No. of webinar events; No. and type of key messages; No. of participants and key stakeholders	2021, 2022	All	APAARI	All
	High-Level Policy Dialogue on Gene Editing in Asia-Pacific	Finalization of guidelines for regulatory policies on gene editing; communication strategies; engagement of policymakers/research managers; dissemination and exchange of knowledge; policy recommendations	Proceeding of the Dialogue	2021-2022	APCoAB	Yes/COA/ USD 30,000	1.4.1; 1.4.3;

	Policy Documents	Resource Document on Applications of Gene Editing in Sustainable Agriculture and Food Security in Asia Pacific Region	No. of copies shared with different stakeholders; No. of downloads from website	2021-2022	APCoAB	Yes/COA/ USD 15,000	4.1.1
		Policy paper on GM Maize	No. of copies shared with different stakeholders; No. of downloads from website	2021-2022	APCoAB	Yes/COA/ USD 5,000	4.1.1
4.1.2 Improve the voice and engagement of disadvantaged stakeholders involved in AFS	Coordination and highlight disadvantaged stakeholders of APAARI through membership network activities	Relevant event including conference/ seminars identified for members on topics of interest	Report on events	Long term	KM		All
4.1.3 Strengthen capacity for advocacy	Linking research to policy to improve economic, social and environmental systems	Information on research to policy pathway; extent of engagement by research institutions in the process; and factors influencing outcomes of the pathway	Report on the study; No. of reports distributed	2021	PC, NTP, MN, KM team	ACIAR/20K AUD	4.1
4.1.4 Engage social and broadcast media to strengthen advocacy efforts	Social and broadcast media engaged by APAARI to strengthen advocacy efforts	Awareness raised on important issues related to APAARI's substantive activities	3 press releases developed and disseminated to regional media; An accompanying message is prepared for any major APAARI Social Media post; 20 Infographics are developed and disseminated	Long term	KM and Technical staff as required		4

Key Strategy 4.2 Investment in agri-food research and innovations improved for development of AFS							
Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
4.2.2 Assess the status, trend and priority for investment, and use the data to attract investment and improve decision making	ASTI Phase 1 (Nov 2017-Dec 2019) and Bridging Phase July 2020-June 2021	Decision makers/ researchers made aware of ASTI evidence and importance of investing in agricultural research (through a number of knowledge sharing events), and are committing to support and/or increasing investment in agricultural research	No. of outreach events (webinars, postings, etc) No. and type of decision makers/ researchers reached (national/regional levels); commitment on integrating ASTI evidence in policy processes	Extended to June 2020 Bridging phase July 2020-June 2021	PC/ASTI Team	ACIAR/USD 0.492 M	4
	ASTI -PNG Case Study	Report (on outreach activities, process of linking research to policy/decision makers, institutionalization of ASTI, creating awareness on ASTI to partners in PNG)	Report on process of linking research to decision makers; No. of awareness events; institutionalizing of ASTI	April-June 2020	PC	ACIAR	
5. WOMEN AND YOUTH							
Key Strategy 5.1: Women and youth are engaged in productive and rewarding activities in AFS							
Specific strategies	Projects/Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS

5.1.2 Improve opportunities for women and youth in agri-food research	Organization of a webinar targeting women in all APAARI member institutions to take stock of their knowledge and capacity needs, success stories and scope for a women-focused activity of APAARI	Report documenting knowledge, capacity needs and success stories of women; 1-2 activities identified for implementing with APAARI	Webinar report; at least 2 activities identified	2022	APAARI Women Technical Team	APAARI	All
5.1.3 Build capacity of women and youth in AFRIS	Development of a concept note based on the findings of the webinar for women, to develop relevant capacities of women and youth	Development of a concept note for capacity development of women in APAARI member institutions	Concept note developed. Donors approached				All
Key Strategy 5.2: Women and youth are appropriately represented in policy and decision making in AFS							
Specific strategies	Projects/Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/Source	TLDO SS
5.2.2 Ensure inclusive representation of women and youth in APAARI	Sharing success stories of women/youth leaders' projects through webinars, interviews, and videos	Success stories documented; personal messages from women leaders in APAARI website	No. and types of success stories; No. of postings and downloads	2021-2022	KM and APAARI Female Staff		All
6. FORESIGHT AND VISIONING							
Key Strategy 6.1 Developments, trends and changing needs that may impact on the realization of Vision 2030, are continuously monitored and evaluated and turned into actions							

7. APAARI GOVERNANCE AND DEVELOPMENT							
Key Strategy 7.1: APAARI is efficient and effective in contributing to strengthening of AFRIS in the APR							
Specific strategies	Projects/ Key Activities	Output(s)	Key (final) Output Indicators	Implementation Period	Team Responsible	Fund Availability/ Source	TLDO SS
7.1 Develop and effectively utilize the human capacity of the APAARI Secretariat	Training in IT, Donors Reporting and Admin	Improved knowledge and skills of APAARI staff in IT, donor reporting and admin	KAP report on knowledge and skills gained and applied	Q-3, Q-4, 2020	ES, F&HR C	APAARI	
7.2 Effectively mobilize and utilize APAARI's financial and material resources	Scoping, developing and securing multi stake holder competitive projects from various global donors' projects	Project proposals (in the areas of risk mitigation, knowledge management, communications, innovations, agroecology and policies) submitted to and accepted for funding by donor agencies	No. and types of project proposals, developed, submitted and funded		ES, Coordinators	APAARI	
7.4 Implement a PM&E and outcome assessment system	Monitoring Evaluation, Reporting and Learning Plan	Report on progress of APAARI actions toward program outcomes, and evidence of achievements towards program, end of strategic plan and theme level development outcome	MERL report for each review period	Ongoing	PC, ES, Coordinators and respective teams	APAARI	
	Medium Term Review of the Strategic Plan	Report on the review detailing the assessment done, gaps and challenges identified, renewed focus of APAARI, biennial workplans and processes taken to do the review	Review Report; Revised Biennial workplans	End 2020-End 2021	ES, PC, RG, Coordinators and respective teams	APAARI	

	Biennial Workplan 2021-2022	Two-year workplan highlighting Actions to be undertaken within in APAARI's thematic areas, programmers and cross-cutting areas	2-year Biennial workplan 2021-22	2021	ES, Coordinators, RG	APAARI	
7.5 Develop effective leadership and management, incorporating appropriate systems, structure and processes	Membership portfolio management	Up-to-date list of members; members informed of benefits and participating in up-coming and ongoing projects/knowledge sharing events	<p>List of members NARS - 21, Associate -27, Affiliate (2 categories) - 14, Reciprocal – 16, Total – 78</p> <p>No. and type of awareness events with members (Conference – 5; Expert Consultation – 2; Project Meeting – 9; Training – 4); No. and types of members participating in APAARI events (All Members and Project Partners)</p>	2021	Admin team, ES	APAARI	
	Signing of MoUs, MoAs and LoAs with country partners, project partners and donors	Agreements signed	No. and type of agreements signed (Partnership Agreements – 15: BCIL, CoSAI, CDIAS, EU-DeSIRA, GFAR, ACIAR, PPG-STDF-WTO, ICAR, IAARD, CARDI SLCARP, MARDI, DGH, DOA, Thailand, DOE, Bangladesh; MoA – 1: CLA)		ES, Admin Team		

	Monthly Activity Report	Monthly reports from staff on activities implemented	No. of reports received (50 monthly reports received)	On-going	RM and all staff	APAARI	
	Risk management	Risk matrix detailing likelihood, impact at structural, functional and statutory compliance level, and nodal person(s) for mitigations	Risk management strategy (A draft register prepare)	On-going	ES, Coordinators	APAARI	
	Management Standard: Executive Committee	Guidelines for EC formation and functions	EC guidelines	2021-2022	ES, RG	APAARI	
	General Assembly: Rules and regulations	Guidelines for GA functions	GA guidelines	2021	ES, RG	APAARI	
	Management Standard: Chief Executive Officer	Guidelines for CEO appointment and duties	CEO guidelines	2021	ES, RG	APAARI	
	Steering Committee Meeting of APCoAB (2021)	Review the progress and suggestions for improvement and fund-raising strategies	Approval of progress and work plan	2021-2022	APCoAB	Yes/COA/ USD 12,000	
	Steering Committee Meeting of APCoAB (2022)	Review the progress and suggestions for improvement and fund-raising strategies	Approval of progress and work plan	2021-2022	APCoAB	Yes/COA/ USD 12,000	
7.6 Reform APAARI to deliver on APAARI's mission and vision	Documentation for submission to MOFA through DOA and MOAD for applying for International Cooperation Forum Status which provides immunities and privileges at apar with UN Organizations	Legal status approved and APAARI utilizing given privileges	Signed legal status	2021	ES	APAARI	

	Pacific Plan of APAARI	Sub-regional office (SRO) established and APAARI strengthening partnerships with stakeholders in the region and working towards shared target outcomes	Physical location of SRO; MOUs/ agreements signed with partners; No. and type of programs developed	2021-2022	ES, PC		
	General Assembly Meetings	Recommendations and directions for well implemented APAARI actions towards desired outcomes	GAM reports and Recommendations	2021	ES, all staff	APAARI	
	Executive Committee Meetings	Recommendations and directions for well implemented APAARI actions towards desired outcomes	ECM reports and EC Recommendations	2021-2022	ES, all staff	APAARI	

Note: Refer to the annexure 1 on Theme Level Development Outcomes (TLDO) to align Outputs to TLDO specific strategies. Write only the index referring to the TLDO SS.

APAARI Project Status (From January 2019 to February 2021)			
Status /Project	Title & Donor	Beneficiary	Thematic Area*
On-going	Revised COA – APAARI Collaborative Project for APCoAB activities (COA) (Budget US\$ 960K, Period 1 January 2019 to 31 December 2022)	Asia-Pacific	APCoAB (NRM and related KM and PA)
	Project on Agriculture Science Technology Indicator (IFPRI-ACIAR) (Budget US\$ 428K, Period 5 December 2017 to 30 June 2020) (Budget US\$ 63.7K, Period June 2020 to July 2021)	South East Asia and Pacific	PA and KM
	Asia Pesticide risk mitigation for promotion of biopesticides for facilitation of trade (STDF/WTO)- Rutgers University, USA and USDA as collaborative partners (Budget US\$ 900K, Period March 2020 to March 2023)	South and South East Asia	RM and related KM and PA
	IR4-ASEAN pesticide residue detection under Support for activities for Minor Use Foundation (USDA) (Budget US\$ 75K, Period May 2020 to May 2021)	Malaysia, Vietnam, Indonesia and Thailand	RM
	Outreach and communication strategy for Gene Editing acceptance in India (FSII-CLA)-II (Budget US\$ 29.5K, Period February 2021 to July 2021)	India and all members	NRM, KM, PA
	Research to Policy – ACIAR Alumni Research Support Facility (Budget US\$ 15K)	Asia Pacific	PA, KM
	Agroecology and Safe food System Transitions (ASSET) in Southeast Asia (CIRAD-EU-AFD) (Budget Euro 197K, Period October 2020 to September 2024)	South East Asia	KM, RM
	Phytosanitary capacity building in Bangladesh (USAID/USDA) (Budget US\$ 195 K, Period Jan to Dec, 2021)	Bangladesh	RM, KM, PA
	Global Plan of Action on Forgotten Foods and Community of Practice as part of the GFAR Collective Action on Forgotten Foods (FAO under GFAR – APAARI) (Budget US\$ 18.35K, Period Feb. to Dec. 2021)	Asia Pacific	KM, NRM

	Strengthening Agricultural Innovation Systems in China – Baseline studies and Capacity Building – CAAS as collaborative partner (FAO- Rome) ON HOLD (Budget US\$ 25K, Period December 19 to August 2020)	China	KM
Recently completed	FAO-APAARI LOA - Conduct of a joint rapid appraisal for uptake of TAP approaches and tools by research and extension organizations in the Asia-Pacific region – Completed in December 2020 (Budget US\$ 25K, Period August – December 2020)	South and South East Asia	KM
	Outreach and communication strategy for Gene Editing acceptance in India (FSII-CLA) (Budget US\$ 59K, Period March 2020 to December 2020)	India and all members	NRM, KM, PA
	Sectoral Review of Agriculture and Rural Statistics in Asia and the Pacific (FAO-RAP) – Completed in July 2020 (Budget US\$ 35K, Period April 2019 to July 2020)	Asia Pacific	PA and KM
	Project Preparation Grant: Asia Pesticide risk mitigation for promotion of biopesticides for facilitation of trade – project preparation grant (STDF/WTO)- Rutgers University, USA and USDA as collaborative partners – Completed in December, 2019 (Budget US\$ 35K, Period December 2018 to December 2019)	South and South East Asia	RM and related KM and PA
	Capacity Development for Agricultural Innovation Systems (TAP, FAO-Rome)	All members	KM across thematic areas
	Asia Pesticide risk mitigation for promotion of biopesticides for facilitation of trade – project preparation grant (STDF/WTO)- Rutgers University, USA and USDA as collaborative partners	South and South East Asia	RM and related KM and PA
	Testing of the guidelines for assessing agricultural innovation system in Thailand (FAO-Rome) – Completed in December, 2019 (Budget US\$ 23K, Period August 2019 to October 2019)	Thailand	KM
	APAARI as a partner in a new FAO/APIRAS project (post-CDAIS) funded by the EU-DeSIRA (Budget US\$ 100K, Period April 2020 to March 2024) 0.75 ? (project code)	Asia-Pacific	KM across thematic areas

Submitted (Back burners)	Transformation of Agricultural Education (in partnership with GCHERA)	South East Asia	KM across thematic areas
	Making Education Work for Agriculture Graduates (NUFFIC, Netherlands) – ICRA, Netherlands as partner	Bangladesh and Nepal	KM
	Knowledge Consortia partner in Mega Seed Park of Andhra Pradesh, India (Iowa State University, USA/AP Government)	India, Private sector	KM across ID
	Strengthening Knowledge and Capacity for Agricultural Innovation Systems in the Asia-Pacific to the International Cooperation and Development Fund (ICDF)	All members across Asia Pacific	NRM, RM, ID, PA, KM
	Mapping and Assessing ASEAN Higher Agriculture Education, Research and Extension (HAERE) To Achieve SDGs in Southeast Asia (ASEAN/UNESCO)	South East Asia	KM
	Policy dialogue on: Empowering women and youth as innovation champions for smart agriculture and sustainable smallholder farming (SEI/IITB/MI) (Budget US\$ 40K)	Asia-Pacific	KM
	Enabling coordination among selected APAC countries for alignment of regulatory policy for gene edited crops (APCoAB- USAID) (Budget US\$ 2000K)	Asia-Pacific	APCoAB
	SDC project on Agrobiodiversity-based Food and Nutrition Security through Market-led Strategies (Budget US\$ 10646K)	Asia Pacific	PA, KM
Secured (not started)	Public-private partnership for enhancing global seed supply chain and seed trade of Asia -Pacific post covid19 (Project Preparation Grant for STDF/WTO)	Asia-Pacific	RM, KM, PA
Recently Submitted	Monitoring agricultural research investments, capacity, and impact in the Pacific (ICDF) (Budget: USD 425K)	Pacific	PA
MoUs signed (Funding being explored)	Center of Excellence in Value Chain (NCHU, APAARI)	All members, Private sector	ID, KM
	Smart Food Initiative (ICRISAT- APAARI)	Asia Pacific	KM

*Thematic areas: KM – Knowledge Management; NRM- Natural resource management; RM – Risk mitigation; ID – Inclusive development; PA- Policy and Advocacy

**Status of Membership Payment
Contributions by Core Members (21)
As on 28 February 2021**

S. No	Country	Cate- gory	Payment											
			2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Sub-Category I (A)														
1	ACIAR – Australia	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec	Rec.	Rec.	Rec.	Rec.	
2	COA – Taiwan	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
3	DOA – Thailand	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
4	ICAR – India	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
5	JIRCAS – Japan	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
6	MARDI - Malaysia	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
7	PARC – Pakistan	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		
8	PCAARRD - Philippines	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
9	RDA – Rep. of Korea	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
Sub-Category I (B)														
1	AREEO – Iran	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec	Rec.	Rec.			
2	BAR – Philippines	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		Rec.	
3	BARC – Bangladesh	IA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec	Rec.	Rec.	Rec.	Rec.	
4	SLCARP – Sri Lanka	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		
5	IAC – New Caledonia	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
6	MoA – Fiji	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
7	NARI – Papua New Guinea	IB	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		
Sub-Category I (C)														
1	DOA – Bhutan	IC	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
2	MARD/VAAS -Vietnam	IC	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
3	MAF – Samoa	IC	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
4	NARC – Nepal	IC	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	*	Rec.	Rec.	Rec.	Rec.	
5	NAFRI - Lao PDR	IC								Rec.	Rec.	Rec.	Rec.	Rec.

Status of Contribution by Associate Members (28)
As on 28 February 2021

S.No	Associate Members	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1	ICRAF India	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	One CGIAR
2	BI, Italy	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
3	CIMMYT, Mexico	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		
4	ICARDA, Syria	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
5	ICRISAT, India	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
6	IFPRI, USA	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
7	ILRI, Kenya	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
8	IRRI, Philippines	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.		
9	WorldFish, Malaysia	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	X	Rec.	Rec.	Rec.	
10	CIP, Peru						Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
11	CIFOR, Indonesia*						Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
12	WorldVeg, Taiwan	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
13	ICIMOD, Nepal	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
14	CABI South Asia, India				Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
15	SAC, Bangladesh	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
16	UniTech, Papua New Guinea	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	X	Rec.	Rec.	**	
17	IAUA, India		Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
18	SHUATS, India				Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
19	CAU, India						Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
20	AAU, India						Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
21	TNAU, India							Rec.	Rec.	Rec.	Rec.		
22	PJTSAU, India								Rec.	Rec.	Rec.	Rec.	Rec.
23	IAAS, Singapore									Rec.	Rec.	Rec.	Rec.
24	AAI & FSII, India									Rec.	Rec.	Rec.	
25	ABRC, Taiwan										Rec.	Rec.	
26	KGF, Bangladesh										Rec.	***	
27	UAS, India										Rec.	Rec.	
28	BIRAC, India										Rec.	Rec.	

* CIFOR wishes to withdraw its membership from the Association

** UniTech, PNG was unable to provide any contribution in 2020

*** KGF-administration is not interested to continue its membership with APAARI

Status of Contribution by Affiliate Members (15)
As on 28 February 2021

S. No.	Affiliate Members	Category	Years											
			2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1	ARIA, Afghanistan *	III A	X	X	X	Rec.	Rec.	Rec.						
2	AAU, India	III A	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
3	UPM, Malaysia	III A	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.
4	CSK HPKV, India	III A		Rec.	Rec.	X	X	Rec.	Rec.	Rec.	Rec.	Rec.	Rec.	
5	SDAU, India	III A							Rec.	Rec.	Rec.	Rec.		
6	IITB, India	III A								Rec.	Rec.	Rec.		
7	JAU, India	III A									Rec.	Rec.		
8	PAU, India	IIIA									Rec.	Rec.	Rec.	
9	NCHU, Taiwan	III A									Rec.	Rec.	Rec.	
10	SKUASST (Jammu), India	III A									Rec.	Rec.		
11	IGKV, India	III A									Rec.			
12	NTU, Taiwan	III A										Rec.	Rec.	
13	KU, India	III A										Rec.		
14	CIRAD, Vietnam	IIIA											Rec.	

* Due to some technical issue ARIA, Afghanistan unable to make payment

Reciprocal Members (16)
(No Fee - Mutually waived)
As on 28 February 2021

#	Organizations – Country
1	Association of Agricultural Research Institutions in the Near East and North Africa (AARINENA), Jordan
2	Asian Farmers Association for Sustainable Rural Development (AFA), The Philippines
3	Asian Institute of Technology (AIT), Thailand
4	Asia-Pacific Association of Forestry Research Institutions, (APAFRI), Malaysia
5	Asia and Pacific Seed Association (APSA), Thailand
6	Bangladesh Rural Advancement Committee (BRAC), Bangladesh
7	Central Asia and the Caucasus Association of Agricultural Research Institutions (CACAARI), Uzbekistan
8	Forum on Agricultural Research in Africa (FARA), Ghana
9	Global Open Data for Agriculture and Nutrition (GODAN), United Kingdom
10	Network of Aquaculture Centers in Asia-Pacific (NACA), Thailand
11	Secretariat of the Pacific Community (SPC), Fiji
12	Biotech Consortium India Limited, India
13	Trust for Advancement of Agricultural Sciences (TAAS), India
14	Human Life Advancement Foundation (HLAF), Malaysia
15	Agricultural and Food Marketing Association for Asia and the Pacific (AFMA), Thailand
16	Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA)

Agenda 9 – Annexure 2

Status of Membership and Fees Received as on 31 December 2019

Membership Category	Number	Total to be Received with Arrear (USD)	Fees Received (USD)	Yet to be received (USD)
1. Core	21	173,000	145,000	28,000
2. Associate	31	170,000	145,000	25,000
3. Affiliate	15	39,000	18,000	21,000
4. Reciprocal	16			
Total	83	382,000	308,000	74,000
Per cent			81%	19%

Agenda 9 – Annexure 3

Status of Membership and Fees Received for the year 2020 until 28 February 2021

Membership Category	Number	Total to be Received with Arrear (USD)	Fees Received (USD)	Yet to be received (USD)
1. Core	21	175,000	119,000	56,000
2. Associate	28	140,000	110,000	30,000
3. Affiliate	14	30,000	12,000	18,000
4. Reciprocal	16			
Total	79	345,000	241,000	104,000
Per cent			70%	30%

Membership Benefit Analysis on Quantitative Basis (2010 to 2019)

Analysis of 10 years Membership Received vs Expenditure done on Members									
Years	No of APAARI sponsored events	Membership Fee actual Received during the year in (USD)	Expenditure in different heads						Total expenditure in (USD)
			Events / Training Cost	Publications	Knowledge Management cost	Admin, Finance, Hr & IT Cost	Facility Cost	Secretariat Cost	
2019	20	306500	160173	43779	23599	67564	58581	120320	477016
2018	21	335,500	186649	72347	18764	51543	58674	119853	507830
2017	9	266,000	136598	42034	18680	35326	44207	107487	384332
2016	13	275,532	143661	46902	9407	34751	37588	162428	434737
2015	12	221,529	270964	16162	14435	41472	55572	150966	549571
2014	10	228,485	253093	39255	13470	23709	39893	132855	502275
2013	13	212,835	131537	35274	7909	22708	56472	148000	401900
2012	15	235,000	78613	88766	7909	21708	82112	137000	416108
2011	17	197,758	170374	42916	7980	20708	44168	152126	438272
2010	13	185,236	100949	31008	7900	19718	22623	152126	334324
Total	143	2,464,375	1,632,611	458,442	130,051	339,207	499,891	1,383,161	4,446,363
	Total		2,091,053		2,352,311				
Percentage indicator (%)			85		95				

Membership Received vs Expenses						
As per Total Membership Received	Secretariat Cost %	Admin, Finance, HR & IT Cost %	Facility Cost %	Knowledge Management Cost %	Exp. % on Member	% Total Expenditure
Total 10 Years	56	14	20	5	85	180
Out of 100	31	8	11	3	47	

Head-wise Expenditure Details

As per Total Expenditure	% Exp on APS	% Exp on APO	% Exp on APF	% Exp on AP-KM	% Exp on Mem
2019	25	14	12	5	43
2015	27	8	10	3	52
Max. on Head	38	14	20	5	57
10 Years Ave.	31	8	11	3	47

Budget Head Count

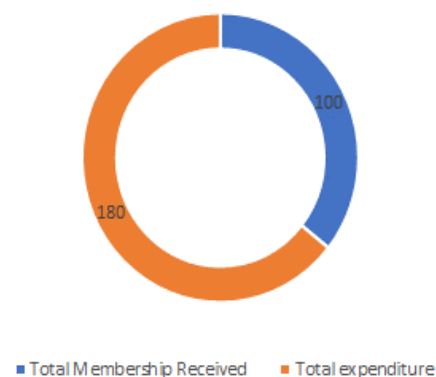
Years	Head Count	Budget top Line in ten thousand	Budget Top Line	Increase in Head Count %	Increase in Budget Top Line %
2010	6	35	352339		
2011	6	62	621640		
2012	6	60	603779		
2013	6	45	447001		
2014	6	53	529998		
2015	7	60	595126		
2016	7	60	595126		
2017	6	37	374539		
2018	8	85	845639		
2019	9	88	879171	50	151

Region-wise Expenditure

Year	Pacific (New Caledonia, Fiji, Samoa, Papua New Guinea)			South Asia & West Asia (Sri Lanka, Pakistan Afghanistan, Bangladesh, Nepal, India, Bhutan, Iran)			South-East and East Asia (Malaysia, Philippines, Laos, Thailand, Vietnam, Japan, Taiwan, South Korea)		
	Amount Received	Expenditure		Amount Received	Expenditure		Amount Received	Expenditure	
		Events/ Training	Publication/KM		Events/ Training	Publication/KM		Events/ Training	Publication/KM
2019	21000	17442	5675	32000	36458	7580	66000	35898	6828
2018	21000	32387	7116	44000	49083	11385	72000	40563	11386
2017	21000	22297	5143	44000	31759	8229	72000	16192	8229
2016	21000	14975	5381	44000	45821	8610	72000	15435	8610
	84000	82101	23316	164000	163121	35805	282000	108088	35053
Percentage indicator (%)	125			121			51		

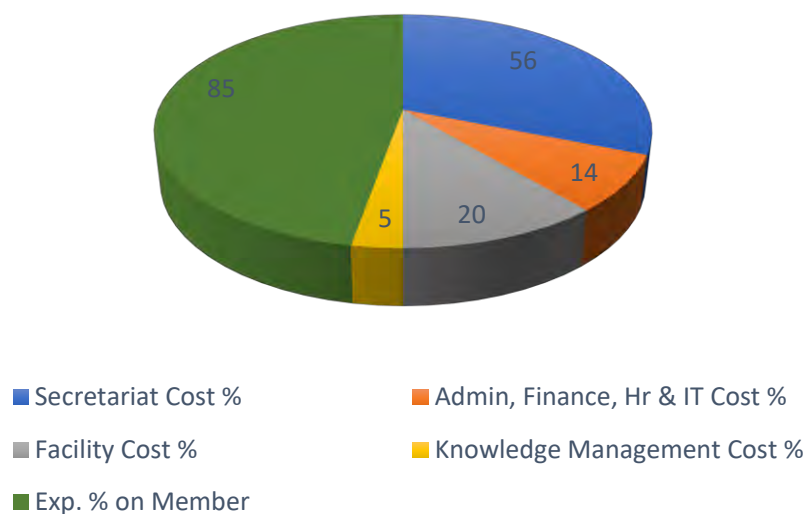
Membership Received vs Expenditure		
As per Total Membership Received	Total Membership Received	Total expenditure
Total 10 Years in %	100	180

Membership Received vs Expenditure on Members
For the Period 2010 – 2019 (total 10 years in %)

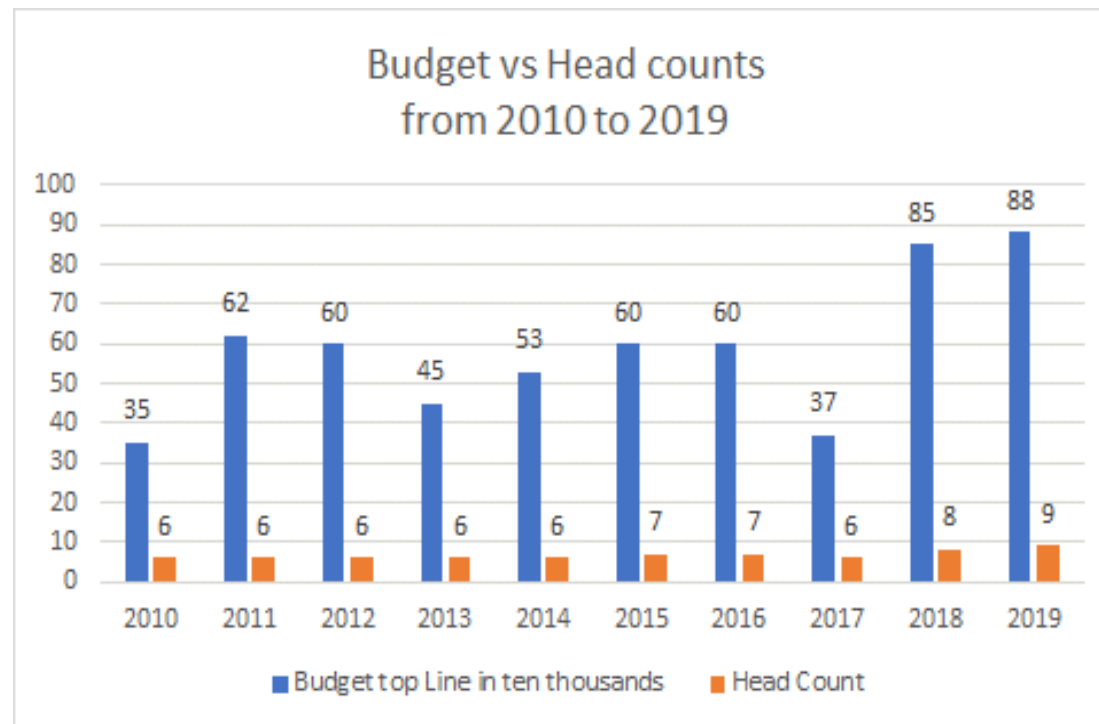


As per Total Membership Received	Head-wise Expenditure Details (%)					
	Secretariat Cost %	Admin, Finance, HR & IT Cost %	Facility Cost %	Knowledge Management Cost %	Exp. % on Member	% Total Expenditure
Total 10 Years	56	14	20	5	85	180
Out of 100	31	8	11	3	47	

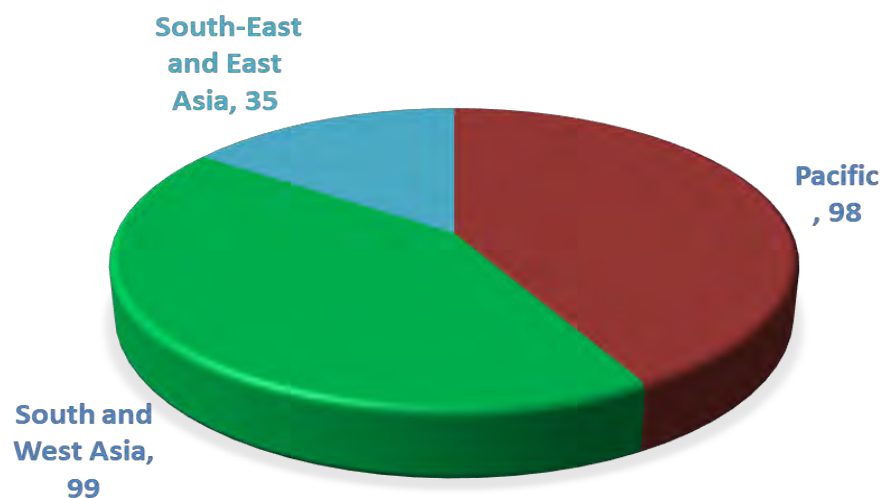
Head-wise Details of Expenditure (%) from 2010 - 2019



Years	Budget top Line in ten thousand	Head Count
2010	35	6
2011	62	6
2012	60	6
2013	45	6
2014	53	6
2015	60	7
2016	60	7
2017	37	6
2018	85	8
2019	88	9



Event expenditure by sub-region from 2016 to 2019						
	Pacific		South and West Asia		South-East and East Asia	
Year	Membership Received	Expenditure on Events/ Training	Membership Received	Expenditure on Events/ Training	Membership Received	Expenditure on Events/ Training
2019	21000	17442	32000	36458	66000	35898
2018	21000	27387	44000	49083	72000	32563
2017	21000	22297	44000	31759	72000	16192
2016	21000	14975	44000	45821	72000	15435
	84000	82101	164000	163121	282000	100088
Percentage indicator (%)	98		99		35	



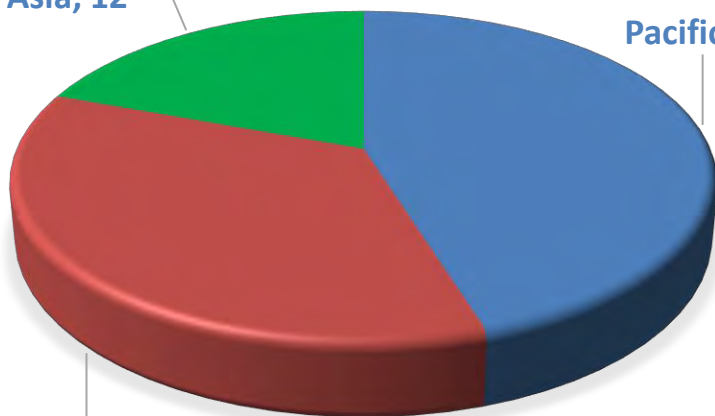
*Pacific: New Caledonia, Fiji, Samoa, Papua New Guinea
South and West Asia: Sri Lanka, Pakistan Afghanistan, Bangladesh, Nepal, India, Bhutan, Iran
South-East and East Asia: Malaysia, Philippines, Laos, Thailand, Vietnam, Japan, Taiwan, South Korea
*Australia is Donor so it is not included in Pacific

Publication cost by sub-region from 2016 to 2019						
	Pacific		South and West Asia		South-East and East Asia	
Year	Membership Received	Publication/KM	Membership Received	Publication/KM	Membership Received	Publication/KM
2019	21000	5675	32000	7580	66000	6828
2018	21000	7116	44000	11385	72000	11386
2017	21000	5143	44000	8229	72000	8229
2016	21000	5381	44000	8610	72000	8610
	84000	23316	164000	35805	282000	35053
Percentage indicator (%)	28		22		12	

South-East and East Asia, 12

Pacific, 28

South and West, 22



*Pacific: New Caledonia, Fiji, Samoa, Papua New Guinea

South and West Asia: Sri Lanka, Pakistan
Afghanistan, Bangladesh, Nepal, India, Bhutan, Iran

South-East and East Asia: Malaysia, Philippines,
Laos, Thailand, Vietnam, Japan, Taiwan, South Korea

*Australia is Donor so it is not included in Pacific

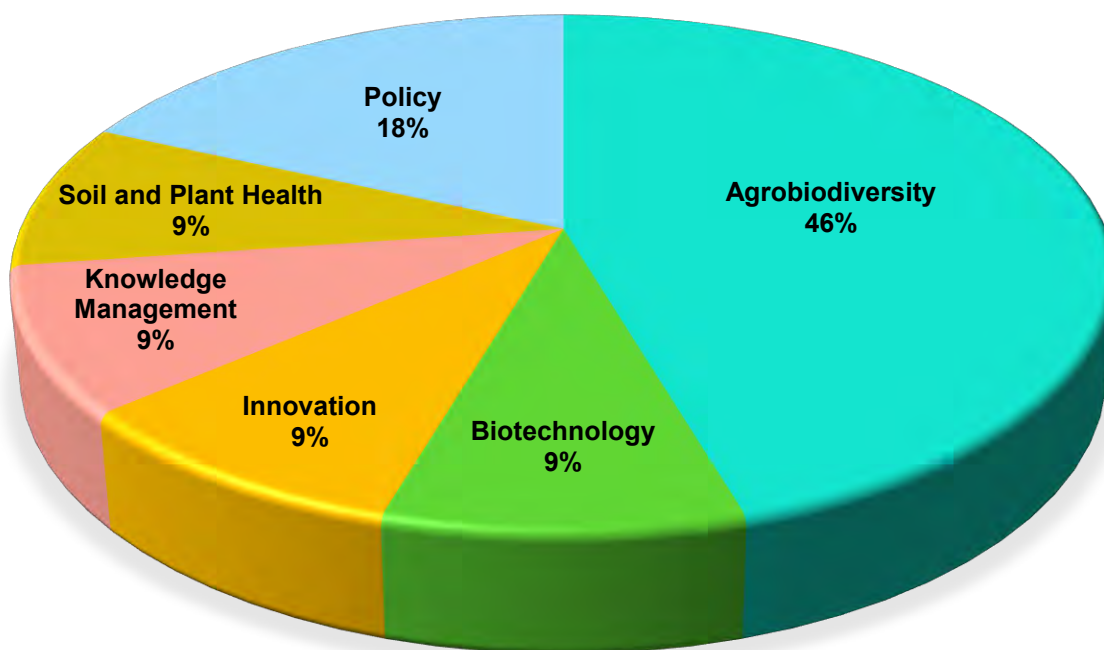
Benefit to APAARI Members (2016-2020) on Qualitative Basis

Benefit to Members through Publications:

a. Proceedings

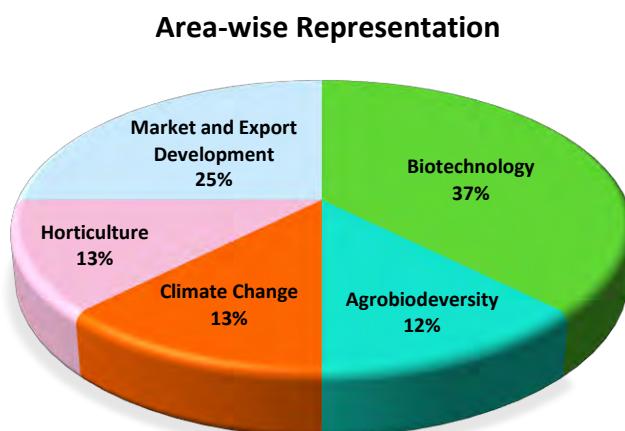
Subject-wise Proceedings Published	
Agrobiodiversity	5
Biotechnology	1
Innovation	1
Knowledge Management	1
Soil and Plant Health	1
Policy	2

Proceedings published in different fields

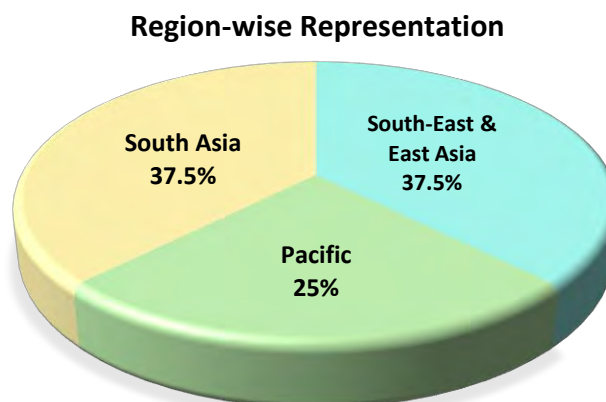


b. Success Stories

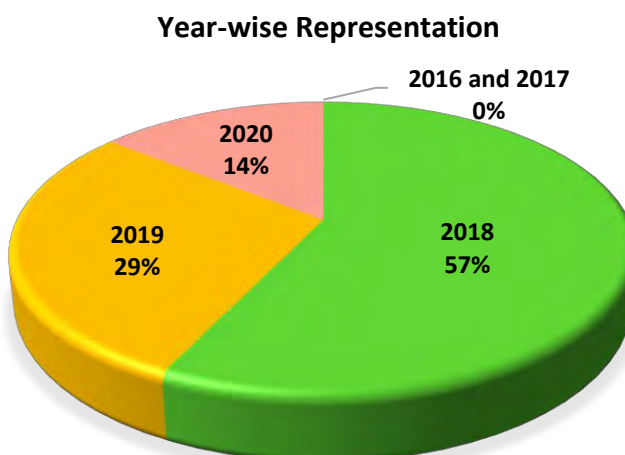
Success Stories published in different areas	
Area of Success Story	No. of Success Stories
Biotechnology	3
Agrobiodiversity	1
Climate Change	1
Horticulture	1
Market and Export Development	2



Success Stories published in different regions	
Region	No. of Success Stories
South Asia	3
Pacific	2
South-East and East Asia	3

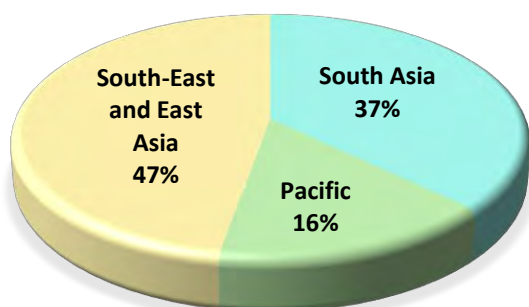


Success Stories published in different years	
Year	No. of Success Stories
2016	0
2017	0
2018	4
2019	2
2020	1

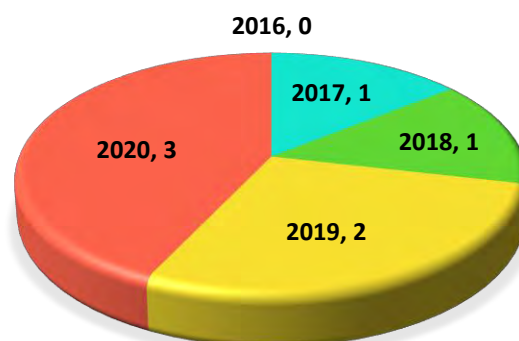


c. Country Status Report

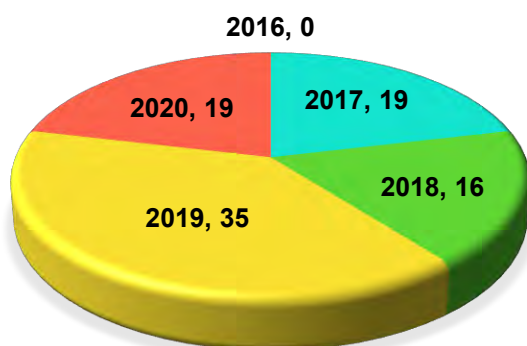
Region-wise Representation



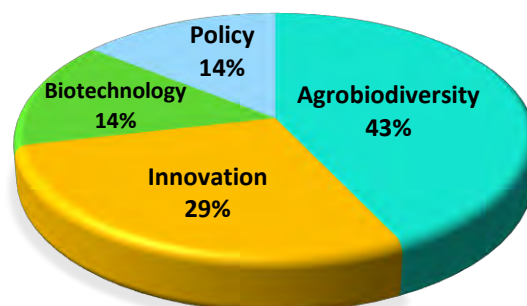
Representation by year and no.



Representation by countries covered (year-wise)

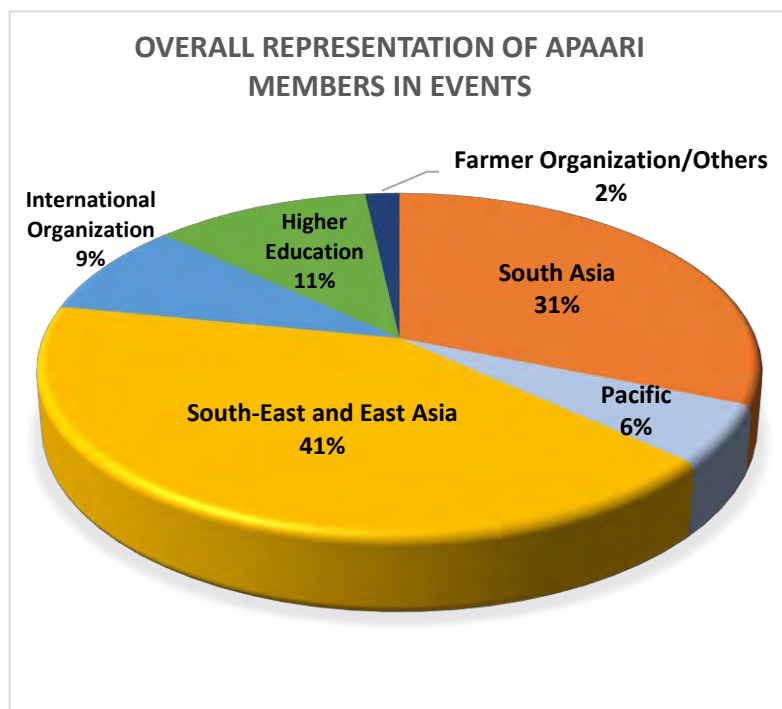


Subject-wise representation

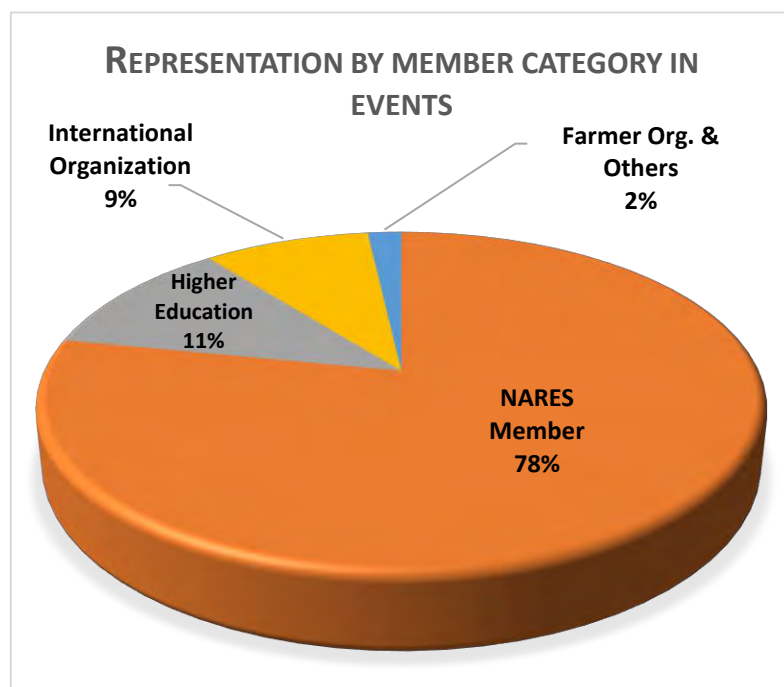


Benefit to APAARI Members through events (2016-2020)

Overall representation of APAARI Members in Events	
South Asia	384
Pacific	69
South-East and East Asia	510
International Organization	109
Higher Education	139
Farmer Organization/Others	22

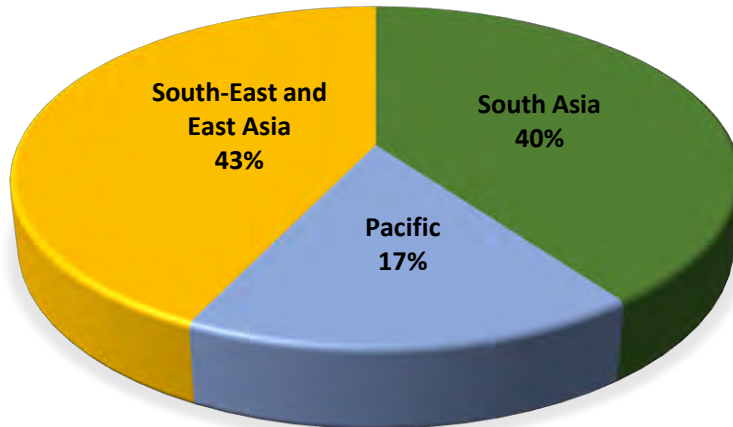


Representation by Member Category	
NARES Member	963
Higher Education	139
International Organization	109
Farmer Org. & Others	22



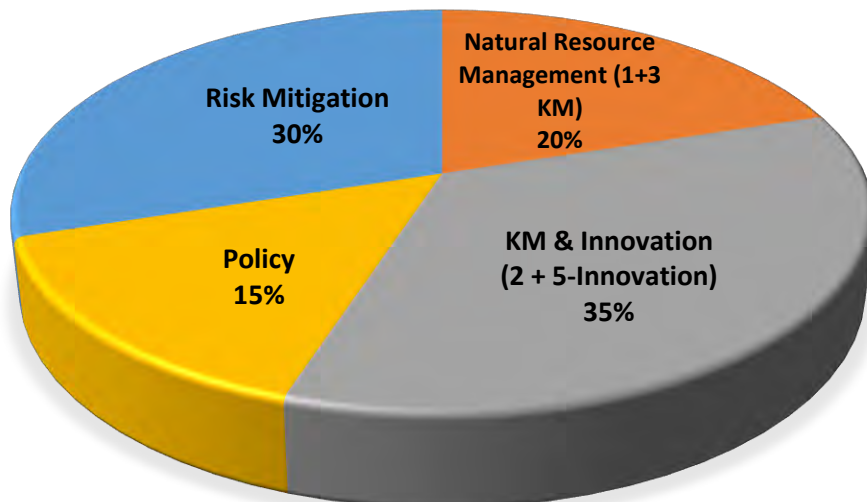
**Benefit to APAARI Members through different projects
(2016-2020)**

BENEFIT TO MEMBERS THROUGH DIFFERENT PROJECTS (20)



Representation of APAARI Members through different projects (2016-2020)

PROJECT BASED ON SPECIFIC AREA



Asia Pacific Association of Agricultural Research Institutions

APAARI, Bangkok

Proceedings of Special Online EC Meeting

22 December 2020

The Special Executive Committee (EC) meeting was called at short notice to discuss an urgent matter related to the legal status of APAARI (Agenda notes, **Annexure 1**). The list of EC members who attended the meeting is given in **Annexure 2**.

At the outset, Dr Peter Horne (PH), APAARI Chair of EC welcomed all the members and highlighted the purpose of the special meeting. He briefly described the APAARI – FAO meeting held on 16th December which he attended (online), along with Dr Ravi Khetarpal (RK), Executive Secretary APAARI, and wherein FAO requested APAARI's position and progress on seeking independent legal status in Thailand. He also described how FAO enquired about visas of expat APAARI employees. PH emphasized that he concluded from the tone and substance of the meeting that FAO will withdraw institutional support for APAARI in the near future. It is for that reason this matter has become urgent.

While thanking FAO for providing support to APAARI over many years, PH also highlighted the importance of the relationship with the host country with special reference to DOA, Thailand. He emphasized that in this meeting the EC needed to provide concrete guidance to APAARI about the pathway (or pathways) for obtaining its independent legal status which APAARI should follow as a matter of urgency. This will allow APAARI to present a paper to the General Assembly meeting in April and concurrently inform FAO.

RK highlighted briefly the actions taken by APAARI in this matter with special reference to the last 2 years. He then highlighted the challenges of each of the options that EC recommended as below:

- **To remain with FAO**

It is now clear that APAARI can expect institutional support from FAO for a very short period only;

- **To relocate to another country**

APAARI would need to shortlist which country to relocate very quickly and it is not easy to estimate how much time it will take;

- **To integrate with a global organization based in Bangkok**

APAARI would need to shortlist which organization very quickly and it is not easy to estimate how much time this will take, if indeed there are any candidate organisations;

(1)

- **To register as Foreign Private Organization**

While this path may be possible, there may be reputational risks, the status may require renewal every two years, and it would come with tax implications.

RK suggested a detailed SWOT analysis of all the options but also informed the EC of an additional option. RK mentioned that he recently approached a Senior Legal Professional who advised him that APAARI should consider seeking legal status as an **International Cooperation Forum (ICF)** under the *Geneva of the East Act* (2018). This status also provides privileges and immunities as given to UN organizations and for this there is a need to have a Thai Government agency to be the Principal Applicant to MOFA. More details are needed on the functions of ICF and the process may require legal support.

RK sought advice from the EC on whether one or more of the five options should be pursued.

The presentation was opened for discussion by the Chair and summarised below:

- Dr Lin asked about the deadline from FAO. PH responded that FAO wants a concrete deadline and we need to narrow down to one realistic option.
- Dr Jackie Hughes asked if we are seeking permission from FAO for the option to be finalized. PH replied that this is not the case.
- Dr Azeem Khan enquired as to why the earlier legal consultant left us with 3 options and did not advise which was the best option to be pursued. RK responded that this was not in the TORs of the legal consultant as the options were to be discussed by APAARI members.
- PH suggested that a detailed SWOT analysis of all the options may not be the best way forward as we are facing a tight time constraint. What we need at this stage is to identify the concrete pathway(s) that appear to be feasible and achievable in a short period.
- Dr Jackie Hughes suggested that, with support from institutions such as WorldVeg, CIRAD and the ASEAN Secretariat, APAARI should approach MOFA to apply for ICF status. She also mentioned an additional option might be for APAARI to apply for legal charitable registration in a European Country and then come back to Thailand under that status (as was done by the Sustainable Rice Platform).
- Dr Jackie Hughes also offered that ICRISAT in India could possibly provide a stop gap arrangement to facilitate visas for expats of APAARI as an interim arrangement. PH expressed appreciation for this gesture of support.
- Dr Margaret Yoovatana mentioned that the legal consultant whom RK contacted later also contacted DOA to discuss the possibility of applying for ICF status, and emphasized that going for ICF status may be the best option to move ahead. She mentioned that she had a discussion with DDG (DOA) and was advised that if the EC agreed on this option, then this matter will be reported to the DG of DOA for his consideration and support. On this regard, RK has requested DOA to arrange a meeting with APAARI on 11 January 2020.

(2)

- She also highlighted the need for knowing more details on ICF and for working on this with APAARI in coming days.

Dr Azeem Khan strongly endorsed DOA's suggestion.

- PH mentioned that Dr Marco Wopereis (who could not attend the meeting) suggested that we could also look at APSA's legal status based at Kasetsart University and noted that APSA has a similar governance structure and constitution to APAARI. RK mentioned that he had already discussed with APSA which is registered in Singapore as a private entity and has majority of its members as multinational, national and private seed companies.
- Dr Ritesh Dass highlighted that we need a solution that follows a path of least resistance. He asked if someone can provide advice on the feasibility of legal pathways quickly. He also expressed the possibility of getting a waiver for APAARI which is working since many years for the cause of agriculture in the region.

Recommendations:

Based on the discussions and valuable inputs from EC members, the following key recommendations were made:

- The option of relocating is a very last resort and so APAARI should not pursue it at this time. The primary goal is to remain with Thailand.
- The option of integration with another organisation within Thailand will likely take a very long time and so APAARI will not pursue it at this time.
- APAARI should actively pursue the option of attaining International Cooperation Forum status under the 2018 *Geneva of the East Act*. Specifically, the EC suggested that APAARI should work with DoA and senior independent legal advice as a matter of urgency to scope this option in terms of:
 - **Feasibility:** does APAARI fall into the category of an International Cooperation Forum as defined by the Act
 - **Process:** what steps need to be followed to attain International Cooperation Forum status
 - **Timeline:** what is the best guess of how long each step will take?
 - **Cost:** How much will this process cost APAARI?
 - **Implications of International Cooperation Forum status on all aspects of APAARI**, especially the role of ICFs under the Act, governance structures, the Constitution, financial liabilities, ability to hire staff and how often status would have to be renewed, etc.



APAARI will report back to the EC on these matters within a month of this meeting to allow us to map next steps.

The meeting ended with the vote of thanks to Chair and the EC members for their active participation and very useful support and comments

Annexure 1
Agenda Notes
APAARI Special Online EC Meeting
(22nd December, 2020)

Purpose: To discuss the legal status of APAARI and to identify next steps based on the outcome of the recent FAO-APAARI meeting.

Highlights of APAARI FAO Meeting: The meeting was held on 16 December, 2020 where FAO again highlighted its stand on discontinuing admin support to APAARI (for visa purposes of expats) and the urgency for APAARI to take further necessary actions (Annexure 1)

Legal Status of APAARI: The Executive Committee in July 2020 recommended that APAARI halts efforts towards attaining international organization status in Thailand. Instead, it needs to vigorously pursue other options, especially: (i) relocation (ii) integration with a regional/global organization, with the option of continuing the current status with FAO in the long term being the top priority; and (iii) the foreign private organization status.

Preliminary comparison of the implications of each of the options

OPTIONS	Legal	Governance	Admin	Financial
Relocation	Depend on the country chosen. Suggestions from the EC invited. Possible countries may be e.g. Laos, Vietnam, Cambodia, Myanmar.	APAARI's existing governance mechanism	APAARI's existing admin procedures	APAARI's nearly same existing financial system
Integration	APAARI Constitution to be integrated into the parent Organization. Parent organization to be explored (EC suggestions invited).	Will be based on the Organization absorbing APAARI, but likely to retain its own EC and General assembly.	The admin rules, management standards, staff salaries, etc will have to be in sync with the parent Organization	APAARI may maintain its resources from membership fee, grants and projects. Financial management will need to follow those of the parent organization.
Foreign Private Organization	To be registered with Ministry of Labour	APAARI's existing governance mechanism largely with some changes in Constitution	Renewal indefinitely every two years. Requiring a work permit for non-local staff	Service tax, corporate tax and personal income tax

A Detailed SWOT analysis of the above options to be initiated with Legal Consultant(s)

Discussion Points:

- Renew effort by asking FAO to write to MOFA what really they want for APAARI to qualify as quasi-governmental organization.
- DOA as host country to suggest its views for the next steps (appointment 11 January)
- Along with DOA possibly scope for International Cooperation Fora at MOFA, Thailand
 - Requirements for International Cooperation Fora status... to know from DOA/MOFA.
- Need for further legal support
- **Any other option? Suggestions invited for next step (s).**
- **Shall we pursue more than one option at a time to gain time?**

Annexure 2

Participants in the EC Meeting

(22nd December, 2020)

Chair	Dr. Peter Horne	ACIAR, Australia	Attended
Vice-Chair	Dr. Trilochan Mohapatra	ICAR, India	Apologies
Members	Mr. Chih-Hung Lin	COA, Taiwan	Attended
	Dr. Mohamad Roff Bin Mohd Noor	MARDI, Malaysia	Attended
	Dr. Marco Wopereis	WorldVeg, Taiwan	Apologies (comments by email)
	Mr. Ritesh Dass	MOA, Fiji	Attended
	Dr. B.S. Dhillon	IAUA, India	Apologies
	Mr. Phichet Wiriyapaha (Apologies) Dr. Margaret C. Yoovatana	DOA, Thailand (Ex-Officio)	Attended (Representative)
	Dr. Mohammad Azeem	PARC, Pakistan (Ex-Officio)	Attended
	Dr Jacqueline d'Arros Hughes	CG Center	Attended
	Mr. Raffaele M. Maiorano	GFAR, Italy	Apologies
Member Secretary	Dr. Ravi Khetarpal	ES, APAARI	Attended

Asia-Pacific Consortium on Agricultural Biotechnology (APCoAB)¹

(A Strategic Initiative for Agricultural Development in the Asia-Pacific Region)

(A Concept)

Preamble

“An Expert Consultation on the status of Biotechnology in Asia and the Pacific”, was organized jointly by FAO and APAARI in Bangkok from March 21 to 23, 2002, to assess the potential of agricultural biotechnology for increasing both productivity and profitability in the region, and to address concerns for adoption of this technology for the benefit of both the farmers and consumers. The meeting recognized that application of biotechnology will be a key factor to ensure sustainable food and nutrition security in the future. The participants also felt that biotechnology at present is both, knowledge and cost-intensive, and needs alliances between both public and private institutions engaged in biotech research. It was also realized that each developing countries national research system needs right institutions in place, right human resource, enabling environment, access to right knowledge and also the required inter-institutional, inter-regional and international linkages. The meeting also took cognizance of the fact that all the National Agricultural Research Systems (NARS) and agricultural research institutions in the region differ in their capacity to apply biotechnological tools for agricultural productivity (crop/livestock/fisheries) improvement and also to deal with testing and release procedures. It was also recognized that the progress in biotechnology research and promotion of biotechnologies for the ultimate benefit in the developing countries is faced with certain impediments such as lack of clear priorities and how best to integrate research results with broader objectives set for agricultural development, and how to deal with concerns for the much hyped issues of biosafety and bioethics. The meeting, therefore, unanimously recommended for the establishment of an Asia Pacific Consortium on Agricultural Biotechnology (APCoAB) involving the key stakeholders in the region to pool their synergies, harness comparative advantages and ensure judicious use of limited resources to promote application of biotechnology for sustainable agricultural development in the region.

Introduction

The population of Asia-Pacific region, from the present 3.2 billion (approximately 55% of world's population) is expected to reach 4.1 billion by the year 2010. Nearly, 57% of this population derives its livelihood from agriculture, cultivating around 32% of the global agricultural land, comprising of small farm holdings of less than an acre. The other limiting factors in agriculture include, unfavourable land / farmer ratio; deteriorating natural resources; vast risk prone areas; diverse farming systems; conversion of agricultural land to non-agricultural uses; fragmentation of land holdings; inadequate support services-markets, credit, extension, and post production facilities/technologies.

¹ A draft concept note prepared by APAARI Secretariat for discussion among all key stakeholders with regard to the possibility of establishing APCoAB to promote agricultural biotechnology in the Asia-Pacific region.

Further, as per IFPRI estimates, the demand for food in the sub-regions of East Asia and South Asia is likely to be 27.27 and 19.12 per cent, respectively of the increased global demand of 957 mt for cereals. Obviously, a second green revolution is needed to increase food production to match the needs of burgeoning population. Agricultural research also needs to address the challenge of improving the livelihood of rural poor in order to ensure the increased availability of nutritious food at affordable prices for the urban poor. Since agriculture in the region is seriously constrained by several factors, the increase in food, feed, fuel and fiber production will have to come mainly through increase in productivity and improved efficiency of production systems.

Biotechnology applications integrated into traditional systems hold a great potential to augment conventional agricultural production and productivity in a sustainable manner. Recent advances in classical genetics and plant molecular biology have opened new ways for dramatic modification of crop plants for agricultural and consumer needs. These developments have added a new dimension of biosafety to human and animal health as well as the environment in the deployment of biotechnology. Many societies in this region find themselves at cross roads with these technologies, often due to the lack of information, and more often, due to misinformation. On the whole, the regulatory systems currently in force do not favour an easy spread or popularization of agri-biotechnology. Promoting the use of biotechnology will call for some important changes in the policy framework and also general public attitude which could be possible through general public awareness concerning technological, health, environmental and socio-economic considerations. Considering the new options and opportunities that this new science offers, we need to move aggressively to address all concerns and be got convinced either to or not to reap the likely benefits for the advancement of society.

Since, the coming decades will see a greater role of biotechnology in agriculture, the societies need to be educated and better informed to make right judgments for themselves. Equitable distribution of benefits from biotechnology will require global access and adoption of the technology and the support and participation of all the key players involved. Major challenges associated with these technologies are that these are often patented and are under the domain of private sector mainly. The multi-dimensional issues of biotechnology are scientific and ethical, and those concerning biosafety and environmental safety, partnerships, economics, intellectual property and trade. The challenge is for the public and private sector, in both industrialized and developing countries, to work together in new and creative partnership towards common goals of food security, poverty alleviation and a better quality of life.

In reviewing the capacity and capability of biotechnologies in developing countries, vis a vis developed countries, a vast technological divide appears evident which is quite difficult to bridge. The lack of trained human and financial resources coupled with poor infrastructure and congenial research environment are the impediments in application of biotechnology. Therefore, bi- or multi-lateral partnership arrangements, among the countries to share the individual strengths of NARS/Institutions and the Private Sector could prove to be a viable mechanism in the development and popularization of agricultural biotechnologies in the region. Under these circumstances, formation of a consortium by the stakeholders can provide common

platform to facilitate identification of policy issues, problems and opportunities, strategic planning and implementation of programmes for the larger benefit of all concerned.

As a neutral facilitator and integrator, APAARI and FAO could catalyze the key partners engaged in biotechnology to join hands in establishing an Asia-Pacific Consortium on Agricultural Biotechnology (APCoAB) by bringing together countries of the Asia-Pacific, the universities, the bioscience industry, civil society organizations, foundations, and non-profit public interest organizations of the farmers and NGOs. Once formed, APCoAB will serve as a neutral platform and catalysts for forging new alliances providing policy guidance, addressing public concerns and above ensuring benefits of new technologies for the farmers and consumers alike.

Mission

The **Asia-Pacific Consortium on Agricultural Biotechnology (APCoAB)** will act as a neutral platform to promote the required scientific interactions and partnerships among the institutions/organizations to achieve the following mission:

“To harness the benefits of agricultural biotechnology for the advancement of society in the Asia-Pacific region.”

Goals

The major goal of the **APCoAB** is to enhance the benefits of biotechnologies for the sustainable agricultural development in the Asia-Pacific region, through greater stakeholder partnerships, improved policy environment, enhanced capacity building and greater public awareness.

Objectives:

- To serve as a neutral forum to bring together the key partners engaged in research, development, and commercialization of agricultural biotechnology in the Asia-Pacific region.
- To facilitate and promote the process of greater public awareness and understanding relating to important issues of IPRs, Sui generis systems, biosafety, risk assessment and benefit sharing in order to set at rest various concerns and doubts relating to adoption of agricultural biotechnology.
- To encourage development of competent human resource for meaningful application of agricultural biotechnologies for improved crop productivity and income for small scale farmers.
- To promote and harness novel biotechnologies for the benefit of resource poor farmers in the developing countries.

Table 1. Summary of the goals and benefits of APCoAB

<u>Goals</u>	<u>Benefits</u>
<p><i>Research:</i></p> <ol style="list-style-type: none"> 1. Be a service-oriented focal point to promote biotech research and development in the Asia-Pacific 2. Research prioritization exercise involving all stakeholders 3. Provide extended research opportunities for NARS personnel/institutions in the region 4. Facilitate the access to and promotion of new agricultural biotechnology innovations through strong partnership initiatives 	<ul style="list-style-type: none"> - Access to new technology - Problem-solving research to enhance productivity and profitability - Create new partnership opportunities for biotech research between public and private institutions
<p><i>Education:</i></p> <ol style="list-style-type: none"> 1. Facilitate public awareness and conduct of short-courses, workshops and conferences on: <ol style="list-style-type: none"> (i) Biosafety related issues, (ii) Institutional capacity to deal with issues of Intellectual Property Rights, patenting, and benefit sharing 	<ul style="list-style-type: none"> - Proper understanding regarding benefits and concerns about adoption of agricultural biotechnology
<p><i>Policy Advocacy:</i></p> <ol style="list-style-type: none"> 1. Convince national policy makers and planners on bio-safety issues of Genetically Modified Organisms and other biotech products 2. Disseminate science-based information concerning agricultural bio-technology - Enlighten public on bio-safety issues of Genetically Modified Organisms and other agricultural products 	<ul style="list-style-type: none"> - Promote use of agricultural biotechnology by the society. - Amplify the voice relating to benefits of biotechnology in various public fora.
<p><i>Technology Dissemination:</i></p> <ol style="list-style-type: none"> 1. Effective technology transfer 	<ul style="list-style-type: none"> - Facilitate transfer of proven biotechnologies backed by adequate biosafety, awareness and adoption measures

Programme strategy

Research: APCoAB will serve as a facilitator for biotech researchers in the regional NARS/Institutions, both private and public, to share facilities and expertise in relevant subject matter and technologies. An Advisory Steering Committee will provide recommendations on critical research, human resource development and education needs in agricultural biotechnology for the countries in the region. In addition, by sponsoring symposia and workshops, the APCoAB will identify researchable issues in agricultural biotechnology relevant for the region. The

APCoAB will assist the countries in organizing consortia to tackle more complex or long-term projects. In plant biotechnology research, where IP issues often govern the access to proprietary technologies, APCoAB will strive to bring together the owners of technologies and the users on amicable terms to develop and deploy technologies for the benefit of the general public. The APCoAB will seek mutually beneficial licensing agreements with the plant biotechnology industry.

Education: The APCoAB will cooperate with the universities and other institutions in the region to promote short courses and workshops on relevant topics, such as bioinformatics, new molecular techniques, biosecurity, benefit sharing etc. Short courses in these areas will expand the knowledge of researchers, development officials and the farmers. As this technology is becoming more complex, the APCoAB will work with stakeholders to keep them updated on latest advances and developments.

Public Service: The APCoAB will educate the general public about benefits of agricultural biotechnology. It will work with NGOs, farmers and organizations such as ISAAA, IARCs, GFAR, ARIs and Foundations interested in promoting biotechnology and organize in developing countries public fora and workshops/seminars and debates. The APCoAB will try to organize a biennial symposium to bring together all key national and international players in the field of agricultural biotechnology.

Technology transfer: The APCoAB will facilitate systematic dissemination and adoption of agricultural biotechnology through creation of awareness and understanding among producers and consumers of products.

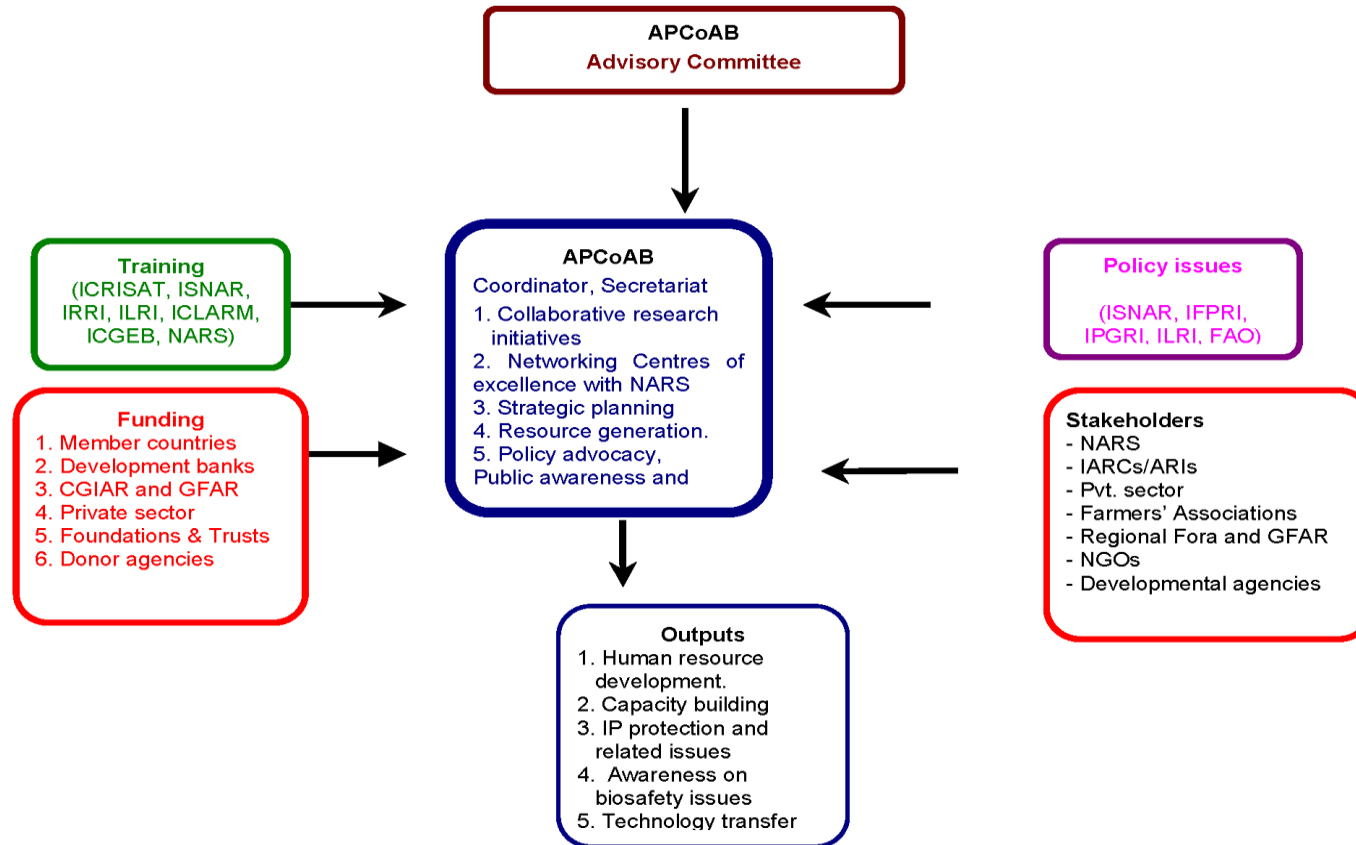
Funding strategy

Funding for administrative/operations will come from the member countries and if possible with a startup grant from UN organizations like FAO, UNDP, Banks such as World Bank, ADB, IFAD etc. and Foundations such as Rockefeller, Ford, UN Foundation, Syngenta, Sasakawa, Aga Khan TATA, Crawford etc. and Private Sector organizations such as Monsanto, Syngenta, Pioneer, MAHYCO, etc. In addition, funding for grants and alliances will be generated from a variety of sources including member countries, development banks such as the World Bank and Asian Development Bank, CGIAR's Challenge Programme initiative, GFAR, private seed and biotechnology sectors, charities, trusts and foundations. It is proposed that the APCoAB will develop its own funding programme that can be used to support the agreed activities through Networks/Consortia and bilateral/multilateral partnerships initiatives. The APCoAB will manage these funds according to guidelines devised and agreements with the donors/grantors.

Expected outcome

Biotechnology is both inter- and multi-disciplinary as also inter-institutional. Also both public and private sector institutions are the key players. APCoAB will play a critical role in unifying efforts of these organizations. APCoAB can serve as a unifier and promoter since the knowledge so gained can be applied for improving both the products and profits, and ultimately benefit the general public with a better quality of life.

Fig.1: Asia Pacific Consortium on Agricultural Biotechnology - Functions, Inputs and Expected outcome



APAARI General Assembly: Rules and Regulations

APAARI

The Asia-Pacific Association of Agricultural Research Institutions (APAARI) was established in 1990 at the initiative of the Food and Agriculture Organization of the United Nations - Regional Office for Asia and the Pacific (FAO-RAP) and several National Agricultural Research Institutions (NARIs) and National Agricultural Research Organizations (NAROs) of the Asia-Pacific Region. In its establishment, APAARI's basic character has been ingrained as a membership-based, non-profit, apolitical and multi-stakeholder regional organization in the Asia-Pacific Region. Its strategic objective is to promote and strengthen agri-food research and innovation systems (AFRIS) through collaboration, partnership and networking, capacity development and advocacy for sustainable agricultural development in the Asia-Pacific Region.

This document on '**APAARI General Assembly: Rules and Regulations**' provides a set of agreed procedures, rules and regulations, guidelines, and processes for performing the functions of the General Assembly of APAARI in line with its Constitution, to enable the Association to enhance its governance and development.

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Interpretation

In this document on ‘APAARI General Assembly: Rules, Procedures and Regulations’, unless the context otherwise specifies, the following abbreviations, acronyms, expressions and terms are used:

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

“AIRCA” is the Association of International Research and Development Centers for Agriculture;

“APAARI” is the Asia-Pacific Association of Agricultural Research Institutions;

“CGIAR” is the Consultative Group on International Agricultural Research;

“Chairperson” means the Chairperson of the Executive Committee, and the Chairperson shall be presiding over the General Assembly;

“CSO” is Civil Society Organization;

“EC” means the Executive Committee of APAARI;

“ECM” means an Executive Committee Meeting;

“ES” means the Executive Secretary of APAARI;

“FAO-RAP” means the Food and Agriculture Organization of the United Nations - Regional Office for Asia and the Pacific

“FO” is Farmers’ Organization;

“GA” means the General Assembly of APAARI;

“GAM” means a General Assembly Meeting;

“GFAR” is the Global Forum on Agricultural Research and Innovation;

“Host Country” means the Host Country of APAARI and it is Thailand;

“IARC” is International Agricultural Research Centre;

“Member” means a representative of a member organization of APAARI General Assembly on the Executive Committee;

“NARC” is National Agricultural Research Council;

“NARI” is National Agricultural Research Institution;

“NARO” is National Agricultural Research Organization;

“NGO” is Non-Government Organization;

“Vice-Chairperson” means the Vice-Chairperson of the Executive Committee; and

“Secretariat” means the Secretariat of APAARI.

APAARI General Assembly: Rules and Regulations

I Introduction and Background

At its establishment in December 1990, the founding members (comprising 14 members as in Annexure 1) of the Association met and approved the Constitution of APAARI (referred to as First Edition printed in 1991). Besides setting basic provisions (rules, regulations, procedures, etc.), the Constitution made provision for a General Assembly (comprising all members) for policy directions and overall governance of the Association. The recent version (Seventh Edition of 2019) of the Constitution further improved /updated basic provisions, including those that are pertinent to the establishment, membership, composition, roles and responsibilities, conduct of business, and performance of the APAARI General Assembly (GA). However, there has been a felt need to develop additional (supplementary and complementary) provisions and integrate them along with the basic provisions in an articulated stand-alone document on the rules and regulations.

This document on ‘APAARI General Assembly: Rules and Regulations’ has thus been designed in line with Article XIV – Rules and Regulations, of the APAARI Constitution.

These Rules and Regulations aim to guide the Association, especially the members and officials of the General Assembly, the Executive Committee, Executive Secretary, APAARI Secretariat, and relevant stakeholders in following their roles, responsibilities, and contributions to enhance APAARI’s governance, development and performance.

The following sections reproduce the basic provisions as referred to by Articles and Paragraphs (items) from the Constitution, while various additional provisions (as developed in this document) are given in paragraphs in *italics*.

II APAARI General Assembly (GA)

As the number of members grew over time, the structure of the constituencies/categories of APAARI membership evolved as given in the APAARI Constitution (Seventh Edition of July 2019) and as reproduced in Annexure 2 to this document.

2.1 Membership of the General Assembly

1. Membership of APAARI shall be open to organizations/institutions engaged in, responsible for, and promoting agricultural research and innovation in the Asia-Pacific Region (APAARI Constitution, Article VI, Paragraph 11). 1
2. 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)¹.

3. *The incumbent Chief Executive Officer/Head of the member organization shall be designated by his/her position as main representative of the member organization².*
4. *The main representative may nominate any of his/her colleagues as an alternative person to represent his/her organization as member of APAARI. Member organizations are, however, strongly encouraged to nominate the same person for all representative roles with APAARI.*
5. The Member Organizations shall be classified in the following four main categories; i) Country Core Member Organizations, ii) Associate Member Organizations, iii) Affiliate Member Organizations, and iv) Reciprocal Member Organizations. Details of these categories/sub-categories and annual membership subscriptions shall be as specified in Schedule 1 and Schedule 2 of Annexure 1 - APAARI Membership Categories and Subscriptions (Article VI, Paragraph 13).
6. Annual membership subscription shall fall due in January every year (Article VI, Paragraph 15).
7. 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).
8. *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.*
9. 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).
10. There shall be a General Assembly of APAARI, wherein each member organization shall be represented by one delegate (Article VIII, Paragraph 19).

¹ Provisions as referred to by Articles and Paragraphs are basic provisions as in the APAARI Constitution. All further references in this document to “the Constitution” refer to the 7th 2 edition of July 2019.

² Provisions as expressed in italics are additional provisions as developed in this document.

2.2 Roles and Responsibilities of the General Assembly

11. To fulfill the objectives of APAARI, the General Assembly shall perform the following roles and responsibilities (Article IX, Paragraph 24):
- i) Consider and endorse biennial work plan, income expenditure plan, strategic plan, audited financial statements, progress and performance reports, human resource development report as presented by the Executive Committee;
 - ii) Consider and approve policies, directives, rules of procedures, and regulations made in accordance with this Constitution;
 - iii) Nominate/elect the Executive Committee, appoint any specific purpose committee(s)³, appoint any member of the Assembly to serve on such specific purpose committee, delegate any required authority to the Executive Committee, and exercise other powers/duties as conferred upon the General Assembly under this Constitution;
 - iv) Consider and approve recommendations of the Executive Committee for effective functioning and governance of APAARI;
 - v) As and when needed, consider and approve amendments to the Constitution for enhancing the performance and effectiveness of APAARI.
 - vi) *Provide general guidance to the Executive Committee and the Executive Secretary, as consistent with the Constitution.*
 - vii) *As required by the Constitution, approve and/or modify rules and regulations for effective functioning and performance of the Association.*
 - viii) *The GA shall recognize that during Force Majeure situations (as caused by pandemics, earthquakes or any other disasters) the EC can be asked by the ES to assist with decisions on contractual obligations and performance of APAARI.*

³ Such specific purpose committee(s) may deal with subject matters such as finance, reform, membership, audit, etc.

- ix) May advise to establish sub-regional offices in any of its member countries on an as-needed basis to carry out any of the functions of APAARI, for a period determined by the General Assembly (Article IV, Paragraph 8).
- x) *As and when necessary, shall provide the required support and facilitation for APAARI's functioning and governance in any geographical location for effective strengthening of agri-food research and innovation systems in the Asia-Pacific Region.*

2.3 Conduct of Business by the General Assembly

- 12. 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).
- 13. 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 41).
- 14. 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 (Article XIII, Paragraph 42).
- 15. General rules of procedure, financial management procedures, and regulations shall be prepared, modified and proposed by the Executive Committee and approved by the General Assembly (Article XIV, Paragraph 43).
- 16. *The General Assembly may approve rules and regulations by a simple majority (more than 50%) of the votes at its meeting.*
- 17. Modifications to the rules, procedures, and regulations shall be adopted by a simple majority (more than 50%) of the votes at any meeting of the General Assembly (Article XV, Paragraph 44).
- 18. Amendment of the Constitution shall be considered only at a meeting of the General Assembly (Article XVI, Paragraph 46).
- 19. No proposal for the amendment of the Constitution shall be included in the agenda of any General Assembly meeting unless notice thereof has been

dispatched by the Executive Secretary to members at least 60 days before the opening of the meeting (Article XVI, Paragraph 47).

20. 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 in the EC (Article XVI, Paragraph 48).
21. The Association may amend this Constitution by a two-third majority (66% or more) of the votes cast, provided that such majority is more than half (more than 50%) of the countries from which the country core membership of APAARI is drawn (Article XVI, Paragraph 49).
22. The Association can only be dissolved by a resolution approved 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 of the APAARI Constitution (Article XVII Paragraph (50)).

2.4 Code of Conduct by Members of the General Assembly

23. *Expressed in the form of guidance for members of the General Assembly the key principles of conduct by members are summarized as follows.*
 - i) *As much as possible, the main representative (the incumbent Chief Executive Officer /Head) of the member organization shall participate in the GA meeting (s);*
 - ii) *If alternative person is nominated to represent the member organization, the same individual (alternative person) should be attending the GA Meeting(s), unless otherwise the main representative is available to attend the GA meeting(s);*
 - iii) *Always act in the best interest of APAARI.*
 - iv) *Make reasonable efforts to become familiar with the affairs of APAARI, including its vision, mission, goal, objectives and functions.*
 - v) *Attend GA meetings regularly, read Assembly documents, and take an active part in the business of the Assembly.*
 - vi) *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 an Assembly member to be fair and unprejudiced on any issue before the Assembly.*

- vii) *Never divert, divulge or make improper use of APAARI's business opportunities, property or confidential information, or otherwise compete with APAARI.*
- viii) *The Assembly members have a duty to avoid actual and/or potential conflicts of interest and to declare the nature of their interest(s) in the performance of their duties as a member of the Assembly, including while participating in the GA meeting(s).*
- ix) *The Assembly members need to have all APAARI documentation and can always seek such documents through the Executive Secretary/ APAARI Secretariat.*
- x) *The General Assembly is obliged to treat all APAARI information/data with confidence.*
- xi) *All General Assembly 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 General Assembly Meeting (GAM)

- 24. The General Assembly shall meet at least once every two years. The meeting of the General Assembly shall be presided over by the Chairperson of the Executive Committee, as assisted by the Vice-Chairperson of the Executive Committee (Article VIII, Paragraph 20).
 - i) *As and if required, the General Assembly may meet more than once in two years, on any urgent/special subject matter. Such meeting shall be termed as an 'Extra-ordinary Meeting' of the GA.*
 - ii) *As necessary, the members of the General Assembly shall interact, through correspondence, for exchanging suggestions/comments/responses.*

3.1 Planning of General Assembly Meeting (GAM)

- 25. *Following are the key planning processes.*
 - i) *The Executive Secretary in consultation with the Chairperson of the Executive Committee shall plan (date, venue, agenda, and documentation) and prepare and organize GA meeting.*

- ii) *The GAM shall be convened by the Chairperson of the Executive Committee in consultation with the Executive Secretary and preferably through a process of survey for dates from the members.*
- iii) *Announcement of date of a GAM to the members (member organizations) of the GA and others shall be made at least six (6) months in advance of the meeting date. An extra-ordinary GAM may be called by giving a shorter notice as approved by the Executive Committee.*
- iv) *The Chairperson and/ or Executive Secretary may invite special person(s) and /or observer(s), with specific expertise, experience, or interest, to participate in specified sessions only of the GAM.*
- v) *The agenda for GAM shall broadly cover areas such as opening session (welcome and introduction, opening statement), approval of agenda, disclosure of interest, action taken report, membership status, work plan and progress, audit and finance report, reforms and governance, administrative matters, formation of the EC, closing statement and vote of thanks.*
- vi) *A draft agenda of GAM shall be shared with the members (member organizations) of the GA and others (as necessary) at least six weeks in advance of such meeting.*
- vii) *Members of the GA may suggest any new agenda item and/ or modification to agenda item(s) at least four weeks in advance of the planned date of GAM.*
- viii) *Those members who suggested any agenda item(s), shall prepare and/or assist in preparing the documentation on such agenda item(s) in consultation with the Executive Secretary and /or the Chairperson and submit such documentation to the Executive Secretary at least two (2) weeks in advance of the meeting.*

3.2 Documentation for GAM

- 26. *The following style and format is to be followed for the submission of documentation to the GAM.*
 - i) *The Executive Secretary in consultation with the Chairperson of the Executive Committee shall plan (date, venue, agenda, and documentation)*

- ii) *The submission page at the top should identify the meeting number, year, agenda number, and agenda title.*
 - iii) *The main body of the submission shall comprise three parts; A) Purpose, B) Facts and Considerations, and C) Recommendations.*
 - iv) *The Purpose shall be specified in numbered points, mentioning what is intended to happen and what is to be accomplished in terms of output/outcome of the submission.*
 - v) *The Facts and Considerations should cover background, context, rationale, benefits, implications, if any, including financial implications.*
 - vi) *The Recommendations should be precise and concise and shall clearly state if the submission is for information, noting, endorsement, approval or some combination of these.*
 - vii) *The submission can have necessary attachments, annexures, with details of data and information, tables, charts, graphs, etc.*
27. *In the annotated agenda, each agenda item should briefly reflect the purpose, content, presenter and who is to take decision on output/outcome.*
 28. *It is important to include a separate report (agenda item) on follow up/ actions taken as arising from the decisions/ recommendations of the previous GA meeting. It should be ensured that the decisions/recommendations and reported actions as taken are specific, and clear.*
 29. *It shall be mandatory to include an agenda item on 'Formation of the Executive Committee' for the upcoming biennium.*
 30. *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 GA and /participants of the GAM at least seven days in advance of the date of the meeting.*
 31. *A separate set of additional documents, booklets, pamphlets, posters, and other materials, may be provided at the venue of the GAM to complement and aid the participants in the process of the meeting.*

3.3 Processes and Deliberations at GAM

32. *If for any reason, both the Chairperson and Vice-Chairperson are unavailable for the planned and/or on-going GA meeting, the Chairperson (or if unavailable, the Vice-Chairperson) shall nominate one or two members to preside over the meeting.*
33. *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 XIV, Paragraph 45)⁴.*
34. *In absence of the quorum, the Chairperson of the GAM in consultation with the Executive Secretary and available members of the GA at the venue of the GAM may record the lack of quorum and decide to continue the meeting. However, such meeting shall not deliberate and/or make decision(s) with regards to amendment of the Constitution, approval/ modification of rules and regulations, and dissolution of the Association.*
35. *After welcome and introduction by the Executive Secretary, the GAM shall be formally opened by the Chairperson with his/her opening statement.*
36. *Although not mandatory, the opening session may have a guest speaker to address the General Assembly.*
37. *As an official record of the GAM, 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.*
38. *After the opening session, the first agenda item (the draft agenda), covering suggested agenda items, time slots, and their sequencing will be presented to and approved by the General Assembly. Any suggested modifications will be considered and accepted for appropriate inclusion/ mentioning.*
39. *The second agenda item shall be 'Disclosure of Interest' before any matters of business are discussed. A member of the GA should also be able to declare any conflict of interest, if such a matter arises at any other time during the meeting.*
40. *Common content for presentation of each agenda item shall be: 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 Chairpersons and decision(s) as moved by a member and as seconded by one or more members. Precise wording of the*

⁴ *As affiliate and reciprocal members and special invitees/ observers do not have voting right, these members/persons are not counted for the purpose of quorum.*

decision, arising actions, and names of the mover and seconder(s) shall be recorded by the rapporteur(s)/Executive Secretary.

41. Each member organization under Membership Category I (Country Core Member Organizations) and Category II (Associate Member Organizations) shall have one vote at the General Assembly meetings. Member organizations under Category III (Affiliate Member Organizations) and Category IV (Reciprocal Member Organizations) shall not have voting right at the General Assembly meetings (Para 21).
42. *A special invitee person/observer and any other non-member participants at the GA meeting shall **not have** voting right nor participate in discussions unless invited.*
43. 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).
44. *The GAM shall strive to reach all decisions by consensus. In situations where consensus is not possible, decisions shall be achieved through a simple majority vote (more than 50% of votes in favor), except for those relating to amendment of the Constitution, and dissolution of the Association, wherein the decision shall take place as under Article XVI and Article XVII of the APAARI Constitution (Para 23).*
45. *If the GAM does not arrive at its final decision on any matter/issue of significant urgency due to some impinging conditions/situations/inadequacies, the General Assembly may agree/ resolve to make an appropriate decision at a later date (outside of the GAM), or it may authorize the Executive Committee to make an appropriate decision, provided that the impinging conditions/situations/ inadequacies are removed.*

3.4 Proceedings of GAM

46. *The Executive Secretary may arrange a small team, preferably from the Secretariat, for recording the minutes of the GAM.*
47. *The record of proceedings of the GAM should ideally include brief contents of the presentation, summary of discussion/deliberation highlighting issues/concerns/ significance, decision(s)/recommendation(s) agreed, name of the mover and name(s) of the seconder(s). Names of members and participants in the discussion/deliberations may **not be** recorded in the proceedings.*

48. *A typical proceedings shall include front pages with title, group photo, a paragraph about APAARI, content page, main proceedings covering agenda-wise details as outlined under the preceding paragraph of this document, finally approved and implemented agenda, list of all participants with their contact details, opening statement, and annexes/attachments (on data, information, tables, facts and figures) as presented/corrected at the meeting.*
49. *The draft proceedings, as prepared by the Executive Secretary and as cleared by the Chairperson of the GAM, shall be circulated preferably within a period of eight weeks after the GA meeting, to the members (member Organizations) of the GA and others as necessary for their review and comments.*
50. *The members and participants shall provide their feedback within four weeks of the circulation of the draft proceedings. Such comments/suggestions shall need be considered and appropriately reflected by the Executive Secretary in the refined draft of the proceedings.*
51. *Such revised draft shall go through the Chairperson of the GAM and/or the Chairperson of the Executive Committee for vetting and final approval.*
52. *Once finally approved (as per the preceding paragraph of this document), the proceedings shall be circulated as soft and/or hard copies/online downloads to the members of the General Assembly, partners and select stakeholders, and also be made available on the APAARI website/ social media as necessary.*
53. *The final proceedings can be used as the reasonable basis to take actions on the agreed decisions/ recommendations.*

IV APAARI Executive Committee (EC)

4.1 Composition of the Executive Committee

The recent version of the APAARI Constitution (its Seventh Edition of July 2019) gives some basic provisions and authority (as in Article X: Executive Committee) to the General Assembly on the establishment, composition and formation of the Executive Committee. The basic provisions are as in the main paragraphs, while additional (supplementary and complementary) provisions are given (as in paragraphs in *italics*) as below.

54. The Association shall have an Executive Committee, composed of the following fourteen (14) members (Article X, Paragraph 25 of the Constitution):
 - 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 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.

4.2 Formation of the Executive Committee

- 55. The members (of the Executive Committee) 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).
- 56. *The respective member organizations from each constituency may have consultations among themselves on whom they wish to elect/nominate as their representative on the Executive Committee.*
- 57. *While electing/nominating, the member organizations may follow a rotation so that each member organization from their constituency gets periodical opportunity to represent their constituency on the Executive Committee. The Chairperson of the GAM and the Executive Secretary shall guide the members on this specific process.*

58. *As designated, the host country of APAARI is Thailand. APAARI shall have its Head Office in Bangkok, Thailand (Host Country of APAARI) (Article III, Paragraph 5).*
59. *The current members representing higher education sector institutions shall choose one of the Associate Members to represent them on the Executive Committee.*
60. *A member representing CGIAR Centers shall be nominated by the Director (Chief Executive Officer) of the CGIAR Systems Organization.*
61. *One of the AIRCA institutions shall be chosen by the AIRCA institutions that are current Associate Members of APAARI.*
62. *One of the private sector organizations, who are members of APAARI, shall be nominated/elected/invited to serve as a member on the Executive Committee.*
63. *One of the organizations/agencies providing funds/finances to APAARI, shall be nominated /invited by the General Assembly/Executive Committee, to serve as a member of the Executive Committee.*
64. *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).*
65. *The position of the Chairperson of the Executive Committee shall be a rotating position between the three sub-regions - i) South Asia and West Asia, ii) Southeast Asia and East Asia, and iii) the Pacific of the Asia-Pacific Region, each sub-region serving as Chairperson for the period of two years.*
66. *Care shall be taken to have the Chairperson and the Vice-Chairperson from two different sub-regions. When the Chairperson is chosen from one of the sub-regions, the Vice-Chairperson shall come from one of the other two sub-regions.*
67. *The Chairperson of the GAM and the Executive Secretary shall guide the members to ensure the above processes.*
68. *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).*

69. *Such vacant seat shall be filled within the first six months of the biennium for which such a member is to be nominated.*
70. The Executive Secretary of APAARI shall be appointed in accordance with Article XII of this Constitution (Article X, Paragraph 29).
71. 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).
72. 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).
73. *If remaining tenure is less than three months, such vacant member position of the Executive Committee, shall not be filled.*
74. 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).

V Concluding Remarks

The Rules and Regulation for the APAARI General Assembly, as presented in this document, have been reasonably well articulated in terms of their coverage such as procedures, processes, guidelines and compliance for efficient and effective conduct and performance of the APAARI General Assembly. All those involved and responsible for managing, functioning and performance of the General Assembly, need to be reasonably familiar not only with the APAARI Constitution but also with these rules and regulations.

As provided in Article XIV- Rules and Regulations, of the APAARI Constitution (Seventh Edition of July 2019), these rules and regulations (as in this document) be perused, suitably modified and endorsed by the Executive Committee. Such endorsed document shall be circulated to the members of the General Assembly for their considerations in approving it during the upcoming General Assembly meeting.

Annexure 1. Foundation Members (Country Core Member Organizations)* of APAARI in 1991-92				
#	Country**	Member Organization	Constituency	Comment
1	Bangladesh	BARC	NARI	Council under Ministry
2	China	CAAS	NARI	Academy under Ministry
3	Fiji	Ministry of Primary Industries	NARO	Division of Agri. Research
4	India	ICAR (Council)	NARI	DARE, Ministry of Agriculture
5	Iran	Ministry of Agriculture	NARO	Research Division
6	Malaysia	MARDI	NARI	Research and Development Institution
7	New Zealand	Ministry of Agriculture	NARO	MAF Technology
8	Pakistan	PARC (Council)	NARI	Council under Ministry
9	PNG	Department of Agriculture	NARO	Later NARI
10	Republic of Korea	Rural Development Administration	NARO	Tropical Agricultural Division
11	Sri Lank	CARP	NARI	Council under Ministry
12	Thailand	Department of Agriculture (DOA)	NARO	Ministry
13	The Philippines	PCARRD (Council)	NARI	Socioeconomic Research Division
14	Samoa	Department of Agriculture, Forestry and Fisheries	NARO	Ministry
	FAO Supported	Dr. R. B. Singh – Regional Plant Production and Protection Officer	Executive Secretary	FAO, RAP Bangkok

** Country Core Members were referred to as regular members.*

*** Three countries - Indonesia, Japan and Vietnam – were present as observers.*

Annexure 2. Constituencies and Categories of APAARI Members (Member Organizations) as drawn from APAARI Constitution: Annexure 1- Schedule 1

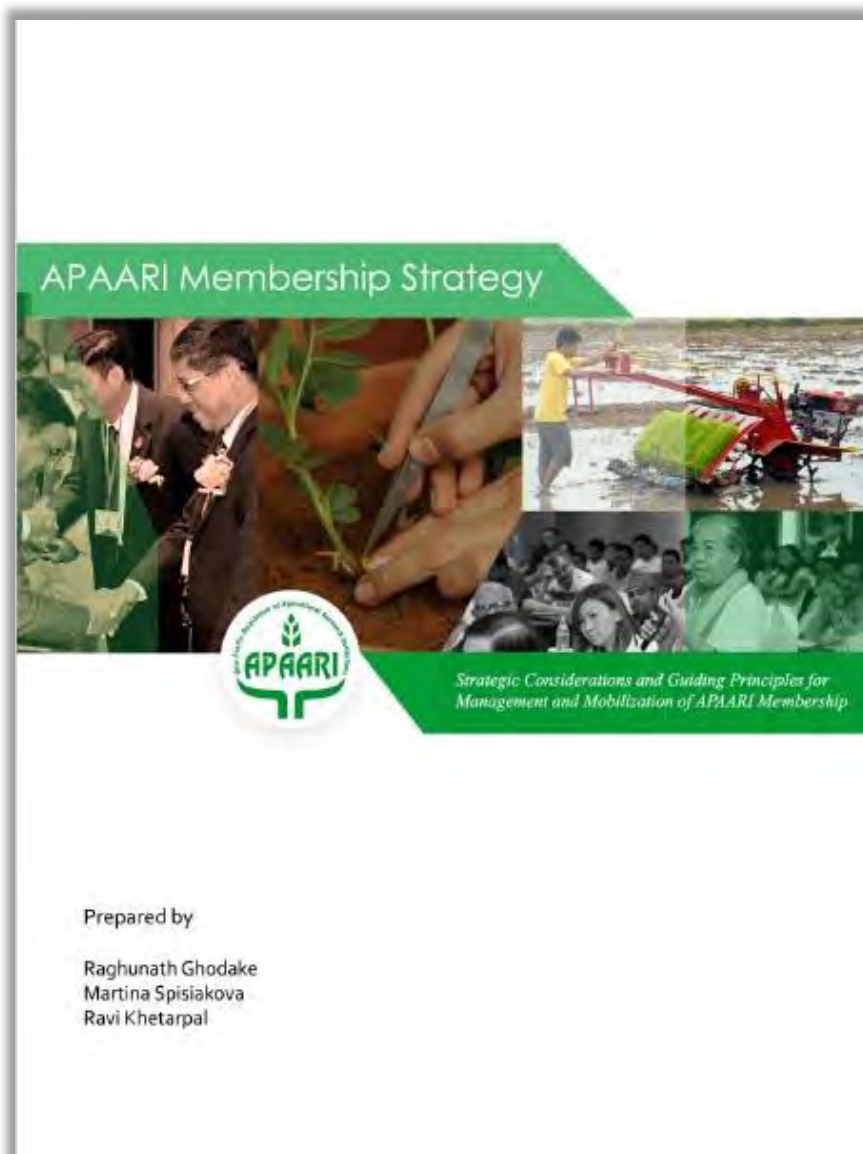
#	Type of Organizations	Member Constituency	Member Category
1	Government (apex) national organizations (NARIs, NAROs, NARCs, departments/ministries)	Country Core Member Organizations	Country Core Member
2	Ag. Universities /Institutions	Higher Education Sector Organizations	Associate Member
3	International 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.*

Development of Key Strategies

APAARI Membership Strategy

http://www.apaari.org/web/wp-content/uploads/downloads/2021/APAARI_Membership_Strategy_Final_17-12-2020.pdf



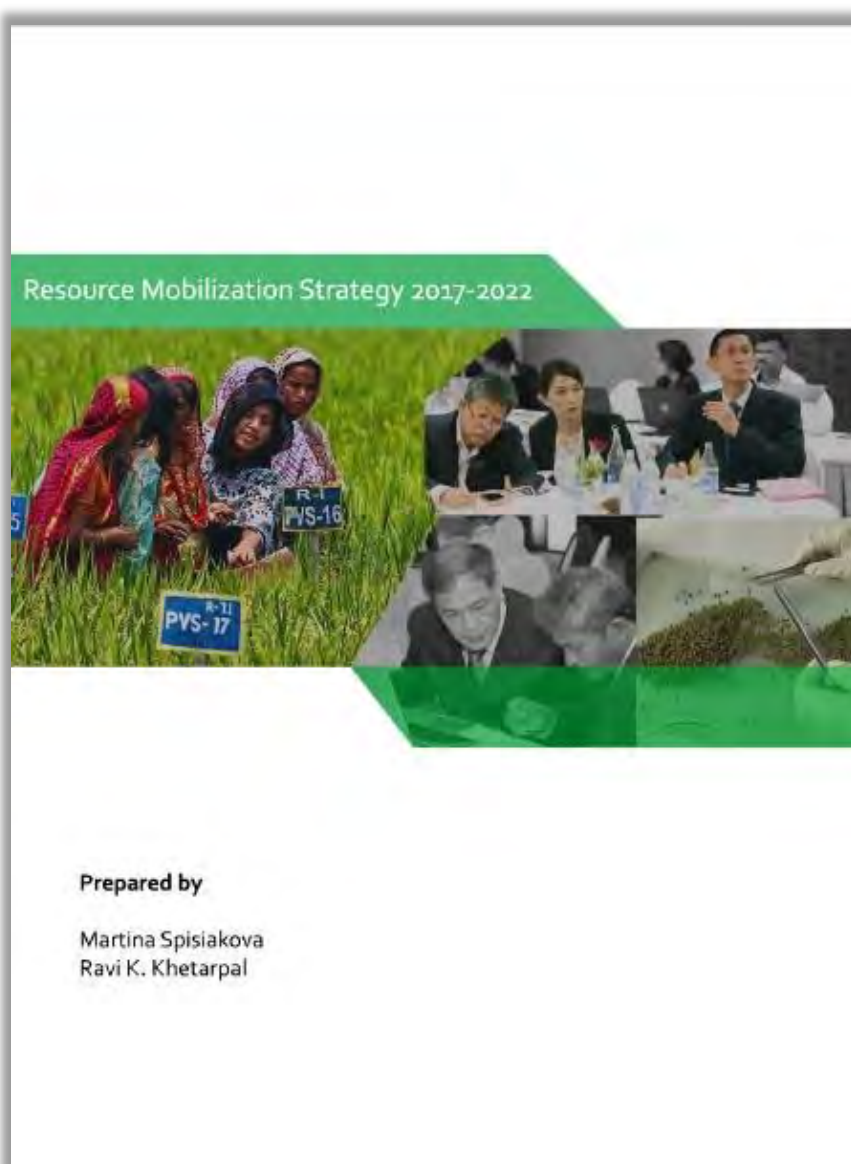
APAARI Knowledge Management and Communication Strategy 2017-2022

http://www.apaari.org/web/wp-content/uploads/downloads/2021/KM_Strategy_2020_Final_17-12-2020.pdf



Resource Mobilization Strategy 2017-2022

http://www.apaari.org/web/wp-content/uploads/downloads/2021/APAARI_Resource_Mobilization_Strategy_Final_17-12-2020.pdf



Procurement Policy and Procedures

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Procurement Policy and Procedures

Version: 1.0 June 13, 2019
Approved by: APAARI Executive Committee June 13, 2019

1) Purpose

These guidelines delineate the policy and procedure for procurement of goods and services to ensure transparency, reasonable quality of goods and services and fair procurement prices.

2) Scope

The policy applies to all procurements of goods and services relating to general operating activities including security, infrastructure and project activities.

The policy does not apply to human resources, collaborator contracts and projects if specific procurement procedures and rules are stipulated by the donor/sponsor. In case of property related transactions exceeding USD25,000/-, the EC will need to be informed and prior approval obtained.

In case of an acute emergency the Executive Secretary may seek approval through email to EC or may take a decision as considered appropriate.

3) Procurement Process

The procurement process includes the following stages:

- Identification of need for supplies
- Identify, evaluate potential suppliers and endorsement to proceed
- Request for quotations/proposals and selection of supplier
- Authorization for procurement
- Specific time limits at each stage of procurement
- Receipt of goods or services
- Contracts Management
- Lessons learnt

a) Identification of Need for Supplies

The identification of supplies to be procured requires a clear analysis to ensure that there is no better alternate solution. The procurement may be considered, keeping in view the timing of assessed need, optimal reorder level/period, cash flow constraints, administration cost, and residual budget available under the relevant line item. The need for procurement is to be identified and dept/project charge code submitted by the indenter. Budget available is to be informed by finance. The endorsement to proceed will be granted by the Executive Secretary. Please refer Annexure I - Procurement Request Form.

b) Identify, Evaluate Potential Suppliers and Endorsement to Proceed

The Operations Associate will identify and evaluate potential suppliers, based on the indent requirements (Please refer Annexure II - Supplier Registration Form). Potential suppliers as identified and evaluated, will be recommended by the indenter for calling of quotations and endorsed by the Executive Secretary. Initially, the list of existing suppliers for goods or services may be reviewed for adequacy, reasonableness and the possibility of further negotiation to save on administration cost and time.

Procurement Policy and Procedures

c) Request for Quotations/Proposals and Selection of Supplier

It is essential that supplies requested should be described clearly and in sufficient detail to allow suppliers to determine whether they can compete for the same. There should be no scope for interpretation in the supplies description. It is mandatory that quotations are obtained from at least three potential suppliers for purchases in excess of USD 1,000(unit Price). In case of repeat purchases the quotations may be reviewed and obtained annually. The process, timelines, documentation and supplier requirements should be made clear to the selected potential suppliers. There should be no discrimination, all candidates are to be given equal access to information relevant to the quotation. On receipt of quotations a fair price may be negotiated. The type of written contract (i.e. fixed price, cost reimbursable plus profit, time and material) to be executed with relevant terms and conditions will need to be decided and informed to the potential suppliers. In case an advance payment is to be released, proforma invoice is to be obtained (should not be more than 50% of total cost), Comparison Statement for Quotations received shall be prepared, quotations ranked and recommendation of indenter obtained. The aforesaid process will be undertaken by the Operations Associate and documents submitted for authorization of the Executive Secretary. On receipt of approval, Purchases order/ work order (Po/Wo to be issue for suppliers excess of USD 1,000) for supplies will be issued, based on the financial limits as aforesaid for quotations. Please refer Annexure III – Procurement Check List.

d) Authorization for Procurement

Given the organization size and structure and the pertinent need to monitor the quality of procurements, authorization is to be obtained from the Executive Secretary. The Executive Secretary may delegate authority, if considered necessary. Payments to suppliers will be made through bank, unless due to business expediency cash payment is necessary.

e) Specific Time Limit at Each Stage of Procurement

The time limits for each stage of procurement are given below:

S.No.	Stage	Specific Time Limit (Working days)
1	Indent with Executive Secretary authorization received, identify, evaluate suppliers, invite quotations and submit Comparison Statement.	3 days
2	Procurement order issued to supplier on receipt of recommendation from indenter and approval from ES.	2 days
2	Operations Associate to follow up with supplier and ensure delivery of goods.	3 days
3	Goods received, delivered to indenter, GRN/SRN obtained, entries made in inventory register as per requirement.	1 day
4	Operations Associate compiles all documents (as per check-list) and submits to finance for processing and payment	1 day
5	Finance processes and makes payment to supplier	3 days

f) Receipt of Goods or Services

The goods or services received will need to checked by the Operations Associate to confirm compliance to specifications, quality, cost and other terms and conditions of contract. Thereafter acceptance from the indenter is to be obtained.

Procurement Policy and Procedures

g) Contracts Management

This includes managing of the contract throughout the contracting process. It begins from the pre-purchase activity of identifying prospective suppliers and end with the closure of contract. It includes ensuring contract compliance, safe keeping of related correspondence and records, change management, problem solving, performance reports, acceptance of deliverables, closure etc. The Operations Associate will be responsible and accountable for the same. All contracts will be signed by the Executive Secretary. Digitized copies of all contracts are to be shared with finance.

h) Lessons Learnt

Feedback on supplies is to be obtained by the Operations Associate from the user office staff and passed on to the supplier with a view for improvement. This will also aid in monitoring and rating the performance of the supplier and decide on continuance.

4) Audit Trail

A trail of every procurement transaction for seven years with all underlying records should be maintained in original and also digitized.

5) Procurement Ethics

Conflict of interest in procurement, if any, should be declared before the commencement of a procurement process. The Procurement policy is to be read with APAARI Code of Business Conduct, Anti-Fraud and Bribery Policy. Confidentiality of information obtained during the procurement process is to be maintained. Integrity is of prime importance. Maintaining good relationship with suppliers is necessary, however accepting of favors and gifts should be avoided as it may prevent the operating of fair competition. Any supplier who has been found guilty of misrepresentation in supply of information or deficient in quality of supplies shall be excluded from the procurement process and delisted.

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Annexure I – Procurement Request Form

Date	
Indenter's Name & Designation:	
Dept/Project Charge Code:	
Description of Supplies with recommendation	
Signature of Indenter	
Budget Availability (Finance Coordinator)	Balance Amount Signature:
Endorsed by Executive Secretary and handed over to Operations Associate for obtaining of supplies as per procedure	Date: Signature:
On receipt of supplies: Indenter confirms the receipt of supplies as per description in the indent and quotation.	Date: Signature of Indenter

Procurement Policy and Procedures

Annexure II - Supplier Registration Form

Date	
Business Name	
Correspondence Address	
Brief Description of Supplies	
Contact person	
Telephone Numbers	
Email Address	
Website Address	
Income Tax Registration Number	
GST/VAT Registration Number	
Address for Delivery of Supplies	
Bank details: Account Name Type of Account Address SWIFT Code Thailand Financial System Code	
Signature and Stamp of Supplier	
Supplier identified and evaluated, Income Tax Registration & GST/VAT Registration Verified – Operations Associate (Signature and Date)	
Supplier recommended by indenter (Signature with date)	
Supplier endorsed by Executive Secretary (Signature with date)	

Procurement Policy and Procedures

Annexure III - Procurement Checklist

S.No.	Particulars	Please Checkmark √/x
1	Procurement Request Form	
2	Supplier Registration Form	
3	Supplier Invoice	
4	Authorization for Procurement	
5	Supplier Quotations (Original, Signed)	
	Up to USD 1000- 1 quotation	
	Above USD 1000 - 3 quotations	
	Comparative Statement (3 quotations)	
6	Procurement Order for the Approved Quote	
	Up to USD 1000 - Not required	
	Above USD 1000 – Compliance needed	
7	Proforma Invoice (for release of advance)	
	Not Required - Procurement of goods or services paid upfront.	
	Required – Suppliers to be GST/VAT registered	
8	Goods/Services Received Note from Indenter	

All the above documents have been verified by me and found to be correct – Operations Associate, APAARI (Signature and Name) Date :	Approved by: Executive Secretary, APAARI (Signature and Name) Date:
--	--



Staff Travel and Other Expenses Policy and Procedures

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Staff Travel and Other Expenses Policy and Procedures

Version: 1.0 June 13, 2019
Approved by: APAARI Executive Committee June 13, 2019

Purpose

- Provide policy and procedures for reimbursement of staff travel and other expenses
- Outline the expense claim process
- Brief employees on their responsibility to exercise cost effective options and
- Ensure that the claims are coded to the relevant cost objective.

Scope

The staff Travel and Other expenses Policy is applicable to all APAARI Staff and includes staff duty travel and other reimbursable expenses. Other expenses exclude the procurement of goods and employee benefits.

General Guidelines

Authorization for travel and other expenses must be obtained in advance and Dept/Project charge code submitted with balance budget available. In case of incomplete/incorrect submissions, the same will be returned to the staff for resubmission.

The level of expenditure incurred and reclaimed should be moderate and reasonable keeping in view the location, nature of expenses and APAARI not-for-profit status. Employees are expected to exercise their good judgement in compliance.

Economy class air travel by the shortest route, lowest fare and minimum layover time is admissible to all staff. Air travel by business class or first class is not admissible unless travel is paid/sponsored by other organization than APAARI. During travel long stopovers resulting in loss of worktime will not be allowed unless unavoidable. All travel tickets are to be booked from APAARI Authorized Travel Agent(s), unless permission is granted otherwise. Staff in administration will be responsible for booking of travel tickets and arranging hotel accommodation. As far as possible travel is to be scheduled at least two to three weeks in advance to avail discounted airfares.

The use of Multi-Currency Forex Card is encouraged for international travel APAARI will try to arrange the Multi-Currency Forex Card from the Bank. Payments in cash are to be kept at a minimal.

Submission of false claims will amount to gross neglect of work ethics and is liable for disciplinary action.

All travel and other expense claims are to be submitted to the Finance Coordinator for verification and validation. The Finance Coordinator will obtain approval from Executive Secretary for claims submitted and also the release of payments. Travel and other claims are to be submitted within seven days from end of trip. In the case of back-to-back trips, travel claim is to be submitted within 14 days from end of trip. Delayed submission of expense claims will require approval from the Executive Secretary.

Expenses incurred in contravention of this policy will not be reimbursed.

Staff Travel and Other Expenses Policy and Procedures

Advance for Expenses

In case an advance for expenses is to be availed, prior notice is to be given to enable make arrangements for the same. The quantum of advance approved will be need based. In case of international travel, it is advisable that multicurrency forex cards be obtained to minimize the risk in carrying currency notes. When employees purchase foreign currency in transit an exchange receipt is to be attached with the claim. Balance in foreign currency (Cash)-other than USD, should be exchanged in to USD at the departing airport or carried over to future trips. On submission of travel claim, the unexpended balance of cash advance is to be returned to APAARI please note that coins will not be accepted (Staff is requested to change or use it in respective country). In case the balance remains outstanding for a period of more than thirty days, the same will be informed by the Finance Coordinator to the respective staff and adjusted as a payroll deduction in the relevant period. A monthly statement of advances outstanding will be furnished by the Finance Coordinator to staff for signoff.

Please refer Annexure I – Staff Advance Request Form

Reimbursement of Expenses

All expense claims must be supported by receipts. Purchase of travel bags, expenses at airport lounge and laundry expenses are not reimbursable. Expenditure on hospitality (Hotel/restaurant) must be supported with a note to serve as an evidence of business expense. Long distance telephone calls should be made judiciously. Use of local sim card may be considered to control costs. During travel, per diem of USD 50 per day (to the participants) is admissible. Per diem covers food, drinks, laundry (if Breakfast, Lunch & Dinner is provided by organizers the amount will be adjusted accordingly) and USD 150 is paid as incidental expenses (This is including VISA fee, Taxi both ways). All other expenses are to be reclaimed by submission of receipts. It is necessary that the boarding pass and copies of air tickets be attached with the claim. All receipts are to be numbered and cross referenced into the claim form. Timely submission of expense claims is necessary to ensure costs are recorded in the month they were spent. Please refer Annexure II – Travel Claim Form and Annexure III – Other Claims Form

The receipt obtained at the time of conversion of funds/money should be attached to the expense report.

Expenses incurred in a currency other than the reporting currencies without adequate supporting documentation will be converted using the published daily OANDA interbank rate

NON-ALLOWABLE TRAVEL EXPENSES

- Babysitter fees, kennel fees.
- Personal travel or luggage insurance.
- Personal entertainment (tours, newspapers, magazines, books, sporting events, or activities, hotel fitness centers, barber, beauty salon, etc.).
- Traffic violations.
- Items for personal use (calculator, brief case, typewriter, suitcases, etc.).

Staff Travel and Other Expenses Policy and Procedures

- Purchase of clothing and personal grooming items Expenses incurred for personal convenience.
- Medicines, vitamins and perfumes.
- Airborne telephone charges.
- Membership or single entrance in airline airport lounges

Local Conveyance/Incidental Expenses

For local Incidental Expenses /travel, taxi or other available modes of transport used for official purpose as considered appropriate by ES will be admissible. APAARI staff using personal vehicle for official purposes on regular bus by ES will be admissible. It will be reimbursed a fixed monthly allowance, as considered appropriate by the Executive Secretary. Please refer Annexure IV – Local Conveyance Form

Payments

The staff expense claim reimbursements will be credited to their respective bank accounts within a week. Copy of bank advice will be given to the claimant by the Finance Coordinator.

Staff Advance and Claim Forms are formatted in Excel for ease in use and are attached.

Travelling with a spouse

APAARI will only pay the cost of participants.



Collaborator Policy

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Collaborator Policy

Version: 1.0
Approved by: APAARI Executive Committee, June 22, 2019

Purpose

Project management identifies project needs which can best be met or should be met by acquiring services from an external organization termed as Collaborator or Partner. The purpose of this policy is to provide guidelines for evaluation of potential collaborators, outline procedures and processes and mitigate operational, financial and other risks in such arrangements.

Scope

The Policy applies to all donor funded projects where project works are permitted to be sub-contracted to an external agency as per contract. The Project Manager/Coordinator will be accountable for implementation and the Executive Secretary will ensure compliance of this policy.

Responsibilities of Project Manager/Coordinator

Request shall be made by the Project Manager/Coordinator to the Executive Secretary for outsourcing of project work. The selected collaborator is to be recommended by the project manager/coordinator and approved by the Executive Secretary. The Project Manager/Coordinator will be accountable for initiating, planning, executing, monitoring, controlling contract performance, managing the relationships with stakeholders, organizing and conducting project meetings, obtaining and maintenance of project records, timely performance review and reporting to donors and other stakeholders and ensure that the sellers performance meets the contracted requirements. Payments due as per contract must to be recommended by the Project Manager/Coordinator to the Executive Secretary for approval. Please refer **Annexure I – Collaborator Request Form**

Planning and Conducting

The potential collaborator(s) are to be recommended by the Project Manager/Coordinator and authorized if considered appropriate by the Executive Secretary. The statement of work to be outsourced must be developed to provide the potential collaborator with clear specifications of deliverables, quality levels, requisites of work performance data, performance period, work location, performance reporting, outcomes and other requirements based on the donor contract. The type of contract document to be used are decided. The contract document is connected to the statements of works and contract terms to form the final contract document and is sent to the potential collaborators. Please refer **Annexure II – Collaborator Information Form**

Pre-award Survey

On response from the potential collaborator(s), it is mandatory to conduct a fiduciary and technical evaluation as a prerequisite to selection and signing of contract. During fiduciary assessment documents like statutory registrations, tax exemptions, past three years audited financial statements, list of managing committee and board members, information on reliability of financial system and controls, procedure for safeguarding of assets, compliance to laws and other documents considered relevant must be obtained. Skill assessment of the personnel, track record of similar projects completed, reference letters and any other

Collaborator Policy

document considered relevant must to be obtained for technical assessment. In addition to the aforesaid expert judgement and Information interchange meetings are essential to substantiate documentary findings, as documents may not provide the complete information for a decision. Project Manager/Coordinator will undertake overall collaborator risk assessment based on the above information, highlight significant risk areas and initiate dialogue for mitigation of the same. Collaborator risk can also be mitigated by contractual arrangements and modulating of cash disbursements. The Project Manager/Coordinator and Finance Coordinator will responsible for the same.

Contractual Arrangements

APAARI can limit collaborator risk by entering into an appropriate type of contract. All collaborator agreements should be supported by signed written contracts. The major components of a contract are statement of work or deliverables, schedule baseline, performance reporting, period of performance, roles and responsibilities, place of performance, price, payments terms, confidentiality, intellectual property rights, inspection and acceptance criteria, bank details, compliance to laws and regulations, right to audit the project accounts, limitations of liability, penalties, sub-contracting, change request handling, dispute resolution, termination etc.

Payments to Collaborators

Invoices will be raised by the collaborator and submitted to APAARI as per contract. In the alternative Utilisation Certificates on letterhead and Statement of Project Receipts and Expenditure must be signed by a director and submitted in original for the previous payment at every milestone, when a further release as per contract is requested. At the end of the each financial year or on project closure, whichever is earlier, Utilisation Certificate for current financial year is to signed by Finance head/ head/Project incharge of that 299rganization and certified by the collaborator's auditor. Disbursements will be made by bank transfer. Annexure III – Utilization Certificate-Project title.

Donor Selected Collaborator(s)

In case the donor has designated a specific collaborator in the contract. The relevant scope of work and other terms and conditions as stated donor contract will take precedence.

Audit

If specified in the contract, audit shall be conducted during execution of the project to verify compliance in the collaborator's work processes or deliverables. This may also include APAARI personnel. In the case of a suspected malpractice the audit of project accounts will be conducted by APAARI's Auditor.

Formal Acceptance and Closure of Procurements

The Project Manager/Coordinator after verifying that all work and deliverables are accepted and finalizing all open claims, shall notify the collaborator that the contract has been completed.

Lessons Learnt

Lessons learnt are to be documented to help improve the process in future.



Collaborator Policy

Annexure I – Collaborator Request Form

Date	
Project Manager/Coordinator – Name & Designation:	
Project Charge Code:	
Description of Project Work with recommendation	
Signature of Project Manager/Coordinator	
Budget Availability (Finance Coordinator)	Balance Amount Signature:
Endorsed by Executive Secretary and handed over to Project Manager/Coordinator	Date: Signature:
On closure of Collaborator Contract: Project Manager/Coordinator confirms the verification and acceptance of deliverables as per contract.	Date: Signature of Project Coordinator



Collaborator Policy

Annexure II – Collaborator Information Form

Date	
Business Name	
Correspondence Address	
Brief Description of Project Work	
Contact person	
Telephone Numbers	
Email Address	
Website Address	
Income Tax Registration Number	
GST/VAT Registration Number	
Place of Delivery of Service	
Bank details: Account Name Type of Account Address SWIFT Code Financial System Code	
Signature and Stamp of Collaborator	
Collaborator Identified, Evaluated, Recommended, Income Tax Registration & GST/VAT Registration Verified – Project Manager/Coordinator (Signature and Date)	
Collaborator endorsed by Executive Secretary (Signature with date)	



Collaborator Policy

Annexure III – Utilization Certificate – Project Title

Certified that an amount of USD/AUD/EURO/ _____ was received towards Instalment No(s) _____, on _____, vide Contract dated _____ in favor of _____, for the project _____. We certify and confirm that the said instalment(s) of USD/AUD/EURO/ _____ have been utilized for carrying on of project activities as per the aforesaid contract. The Certified Statement of Receipts and Expenditure is attached for information and record.

Certified that I have verified the project books of accounts and underlying documents. I further confirm that proper books of accounts and supporting documents have been maintained to evidence the transactions. The expenditures incurred were for the project activities as stated in the contract.

Director
(Name and Signature)

Chartered Accountant

Date :

Place



Code of Conduct

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Code of Conduct



Version: 1.0
Approved by: APAARI Executive Committee
June 15, 2019
, 2019

Introduction

APAARI Mission is promoting, coordinating and strengthening agriculture and agri-food research and innovation systems (AFRIS) with a vision to improve research and innovations for sustainable development.

Purpose

APAARI is committed to the highest possible ethical business standards as an underpinning to success. The purpose of this policy is to lay down fundamental Code of conduct for its management and employees and includes the compliance to applicable laws. It is intended that the Code of conduct be followed in spirit and letter.

Scope

This policy applies to management, employees and representatives of APAARI. They are expected to know and follow the policy. Failure to follow the policy may result in disciplinary action including termination of employment or services or relationship. It is not possible to spell out every possible ethical scenario, hence in such circumstances best judgement to uphold the integrity of the organization and self should prevail.

Business Conduct

The Asia-Pacific region benefits from and values APAARI's leadership and contribution, this established trust is its most valued asset. APAARI will serve to the best and continue to earn this trust by conducting its operations with honesty, integrity and transparency. APAARI will recognize and respect relevant feedback and take timely action to improve services to its members, donors, sponsors and other stakeholders.

Governance

APAARI will conduct its operations in accordance with the core principles of good corporate governance.

Regulatory Compliances

APAARI will comply with the applicable laws, rules and regulations of the country and orders of the government and other regulatory agencies.

Members, Partners and Allied Organizations

APAARI is accountable and committed to foster long-term relationships and provide quality services to its members, partners and allied institutions to pursue its mission. APAARI will collect, collate and disseminate authentic research information and strive to promote collaborative research among members, partners and other similar organizations. APAARI will maintain strong links with agencies, institutions, or organizations and other entities undertaking similar activities within and outside the region including donor institutions and other beneficiaries of its work.



Code of Conduct

Employees and Representatives

Employees and representatives are expected to conduct their relationships with APAARI, each other and outside entities with objectivity and honesty. APAARI is committed to provide its employees and representatives a congenial work environment where there is mutual trust, respect, dignity and a sense of responsibility for performance to full potential. APAARI endeavour to recruit, employ and promote employees based on their competence to fulfil the expectations of the position. Harassment and bullying will not be tolerated and be subject to disciplinary action. APAARI is committed to provide healthy and safe working conditions to its employees and representatives.

Conflict of Interest

A conflict of interest occurs when there are competing loyalties which influence and impair the individuals ability to exercise objectivity and perform their employment responsibilities in the best interests of APAARI. APAARI will avoid such circumstances where any personal benefit ensues and disclose conflicts of interest, if any. Examples include transactions with related parties, outside directorships, outside employment, receiving of personal gifts or financial benefits, bribes, entertainment, travel or any other personal benefit or improper advantage of significant value either directly or indirectly. Gifts received of nominal value USD 25 or less are excluded.

Procurement of Supplies

Suppliers make a significant contribution to the success of APAARI. APAARI will establish mutually beneficial relations with its suppliers and will not attempt to influence any supplier to obtain any personal benefit. APAARI will ensure fair competition and procure supplies based on need, quality and price as considered most advantageous to APAARI.

Compliance, Monitoring and Reporting

Compliance to the Code of conduct Code of conduct is vital for APAARI operations. The Executive Secretary, APAARI will be responsible for monitoring and ensuring compliance to the Code of conduct. The disclosures or concerns about suspected violations/breach of this policy shall be reported as per the procedure in APAARI's Whistleblower Policy.

Acknowledgement of Code of conduct

I hereby acknowledge that I have received a copy of APAARI's Code of conduct. I have read and understand that compliance to the Code of Conduct is vital for APAARI's business success. I hereby agree to comply with the Code of conduct and to the extent that I reasonably suspect there is a violation of Code of conduct, I will report the same as per procedure laid down in the Whistleblower Policy. I am signing this agreement with my free consent and after having read and understood APAARI's code of conduct.

Employee/Representative Signature _____

Employee/Representative Name _____

Designation _____

Date _____



Anti-Fraud Policy

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Anti-Fraud Policy

Version: 1.0
Approved by: APAARI Executive Committee, June 18, 2019

Purpose

The objective of APAARI is to promote an organizational culture bereft of fraud. The policy seeks to strongly communicate APAARI's zero tolerance stance on fraud, the investigation process and resultant disciplinary action. The policy promotes awareness among employees and other stakeholders that response plans have been devised to deal with and mitigate damage in the event of a fraudulent attack. APAARI desires to make an unequivocal statement that all fraud or attempted fraud offenders will be persecuted and exemplary punishment awarded.

Scope

The policy applies to employees, representatives, collaborators, contractors, suppliers, management or other stakeholders or outside agencies having any type of business relationship with APAARI. Fraud in the context of APAARI operations includes a willful act, omission, active concealment of any material facts or connivance with an intent or inducement to deceive, gain undue advantage from or any other act fitted to deceive or injure the interests of APAARI and its stakeholders. Fraud includes all types of frauds, attempted frauds and suspected frauds. Examples of fraudulent acts are forgery, misappropriation of organizational funds, supplies and assets, theft, corruption, unauthorized alteration of any document or account, embezzlement, falsification of accounts, false claims of expenditure, false representation, utilization of organizational funds for personal purposes, destruction and removal of records, abuse of position of trust, inferior quality of supplies etc.

The concentration of information technology system asset and records enhances the exposure that can arise from computer abuse. The scope includes fraudulent manipulation of computer programs and database, unauthorized permitting or sharing of computer/application or computer database passwords or the unauthorized access to computer and computer applications and computer database, as it escalates the risk of manipulation, etc. Personal browsing on the internet either using a personal gadget or official computer during working hours will be considered a theft of official time and unauthorized use.

Management Responsibility

It is the responsibility of the Executive Secretary to identify fraud risk areas in day-to-day operations, institute requisite controls for prevention and detection of fraud, manage, monitor compliance, take corrective action, report fraud, recover wrongfully obtained assets or loss caused due to fraud as feasible and award disciplinary punishments based on findings. The Executive Secretary will be responsible for creating an ethical and transparent environment bereft of fraud. Examples of requisite controls as stated aforesaid are segregation of duties, physical inspection, surprise checks, periodical evaluation, surveillance system, initial screening of staff, suppliers, contractors etc.

Responsibility for Prevention of Fraud

It is the responsibility of employees, representatives, contractors, suppliers or any other agency having business relationship with APAARI to ensure there is no fraudulent act



Anti-Fraud Policy

attempted or committed in their domain of responsibility and maintain high levels of integrity.

On becoming aware of a fraud, attempted fraud or suspected fraud the same should be immediately apprised to the Executive Secretary.

Reporting of Fraud

The policy encourages and enables employees, representatives, volunteers to make a disclosure of any fraud, attempted fraud or suspected fraud internally so that APAARI can address and correct inappropriate conduct and take remedial action. Any willful failure to report a concern or make a disclosure of known fraud, attempted fraud or suspected fraud as required by this policy will also render the employee or representative to appropriate disciplinary action. The disclosures or concerns for the purpose of this policy will be reported to the Executive Secretary, APAARI, by confidential email to ravi.khetarpal@APAARI.Org. The reported concerns are to be precisely stated and related evidence specified. In reporting a concern or making a disclosure, it is imperative that the organizational hierarchy be followed.

Assurance to Whistleblower

The Whistleblower and other participants assisting in the suspected fraud investigation are assured by APAARI for protection against retaliation. Please refer to the Whistleblower Policy.

Investigation Process

The concern or disclosure of suspected fraud will be investigated and disciplinary action initiated by the Executive Secretary. The Executive Secretary shall take immediate steps to secure the relevant records or physical assets to prevent contamination, tampering, removal or destruction of evidence by the suspected perpetrators of fraud or any other individual under his influence. The Executive Secretary may request for assistance of a team from the office, if considered appropriate. Staff and representatives as requested will be required to cooperate in furnishing of information during investigation. Refusal to cooperate in the investigation or submission of false information may result in termination of services. In case it is established prima facie that reasonable ground exists for suspected fraud and the perpetrator is an employee or representative of APAARI, the alleged employee or representative may be suspended to facilitate investigation. However, the suspension of a suspected employee or representative will not be treated as disciplinary action unless subsequently proved guilty. Detailed record of the investigation and submissions made during interrogation and discussions should be maintained in chronological order. Anyone participating in the investigation is to disclose their conflict of interest in the matter, if any. The investigation findings and decision of the Executive Secretary shall be notified to Chairman of APAARI and later presented to the Executive Committee. In case there is no further information required by the Chairman, the findings will be communicated to the perpetrator of fraud and disciplinary action initiated by the Executive Secretary.

Reporting of Fraud to Law Enforcement Agencies

In cases where it warrants that the fraud, attempted fraud or suspected fraud is to be reported to a law enforcement agency, APAARI is committed to take necessary action, provide the necessary information on fraud, assist and coordinate with the respective law enforcement agencies. Thereafter the law enforcement agency rules, regulations and procedures as applicable will take precedence and prevail over this Policy.



Whistleblower Policy

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Whistleblower Policy



Version: 1.0
Approved by: APAARI Executive Committee
June 15, 2019
, 2019

Purpose

APPARI is committed to compliance of its Code of Business Conduct, enforcement of its other internal policies and procedures and transparent governance. It requires its employees and representatives to observe high standards of business and personal ethics in the discharge of their duties and responsibilities. Any violations from the aforesaid may result in the damage of its reputation and raise stakeholder concerns on the stewardship of resources. This policy encourages and provides guidance on the procedure to raise concerns of suspected malpractice when the interests of APAARI or its stakeholders are at risk, without the fear of retaliation. This will help identify, investigate and mitigate the malpractice by early redressal.

Scope

The policy facilitates the reporting of suspected malpractice when the interests of APAARI or its stakeholders are at risk. It includes malpractices like the manipulation of records and reports, fraud, theft, bribery, harassment or discrimination of employees and other unfair practices. The policy applies to all employees and representatives of APAARI.

Reporting Responsibility

The policy encourages and enables employees, representatives, volunteers to make a disclosure internally so that APAARI can address and correct inappropriate conduct and actions. Management will exercise due diligence however, it is also the responsibility of the employees and representatives of APAARI to report suspected malpractices which they should be reasonably aware of during the discharge of duties and responsibilities. Any failure to report a concern or make a disclosure as required by this policy will also render the employee or representative to appropriate disciplinary action. The disclosures or concerns for the purpose of this policy will be reported to the Executive Secretary, APAARI, by confidential email to ravi.khetarpal@APAARI.Org. The reported concerns are to be precisely stated and related documents/provision of law/aspect of policy stated in evidence. In reporting a concern or making a disclosure, it is imperative that the organizational hierarchy be followed.

Investigation Process

The concern or disclosure will be investigated and resolved by the Executive Secretary. The Executive Secretary shall take immediate steps to secure the relevant records or physical assets to prevent contamination or destruction of evidence. The Executive Secretary may request for assistance of a team from the office, if considered appropriate. Staff and representatives as requested will be required to cooperate in furnishing of information during investigation. Refusal to cooperate in the investigation or submission of false information may result in termination of services. In case it is established that reasonable ground exists for suspected malpractice, the alleged employee or representative may be suspended to facilitate investigation. However, the suspension of a suspected employee or representative will not be treated as disciplinary action unless subsequently proved guilty. Detailed record of the investigation and submissions made during interrogation and discussions should be maintained in chronological order. Anyone participating in the investigation is to disclose their conflict of interest in the matter, if any. The investigation findings and decision of the Executive Secretary shall be notified to Chairman of APAARI and later presented to the

Whistleblower Policy



Executive Committee. In case there is no further information required by the Chairman, the findings will be communicated to the accused individual and disciplinary action initiated by the Executive Secretary.

Confidentiality

APAARI is committed to the Whistleblowers confidentiality. The reports or disclosures of suspected malpractices will be kept confidential as far as possible and will be consistent with the need for adequate investigation. In case disclosure of the identity of Whistleblower is critical for the investigation to proceed, this will be informed to the individual before proceeding.

Assurance to Staff

The Whistleblower and other participants assisting in the investigation are assured by APAARI for protection against retaliation. APAARI will not tolerate retaliation and initiate severe disciplinary action in all such cases. Anyone filing a report shall have reasonable belief and act in good faith. If the disclosure is ultimately found to be mistaken, there shall be no adverse action initiated against the Whistleblower nor will the same be subject to disciplinary action.

Acceptance of Whistleblower Agreement

I hereby acknowledge that I have received a copy of APAARI's Whistleblower Policy. I understand that the management will exercise due diligence, however it is also the employee or representative responsibility to report any suspected malpractice when the interests of APAARI or its stakeholders are at risk. I further understand that the APAARI is committed to a work environment, free of retaliation against employees or representatives who have made disclosures as stated in this Policy. I hereby agree that to the extent I am reasonably aware or suspect there is a malpractice including any retaliation related to the reporting of such concerns, I will immediately report such conduct in accordance with APAARI's Whistleblower Policy. I further agree that I will not retaliate against any employee or representative for reporting a reasonably suspected malpractice in good faith. I am signing this agreement with my free consent and after having read and understood APAARI's Whistleblower Policy.

Employee/Representative Signature _____

Employee/Representative Name _____

Designation _____

Date _____



Financial Controls

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Financial Controls

Version: 1.0
Approved by: APAARI Executive Committee, June 20, 2019

Purpose

The primary objective of introducing financial controls is to improve efficiency and effectiveness in operations, safeguarding of assets, prevention and detection of fraud, ensure accuracy and completeness of books of accounts and provide reasonable assurance on the reliability of financial reporting with compliance to international accounting standards. The purpose of this policy is to give an overview on the financial controls adopted by APAARI.

Scope

The policy applies to employees and representatives of APAARI. The Finance Coordinator and Executive Secretary will be responsible for the implementation and also to ensure compliance of the said financial controls.

Books of Accounts and Budgeting

- a) Accounting must be based on international accounting standards. (Not for profit international organization) Books of accounts must be maintained on accrual basis, facilitate financial control and comply with statutory obligations. The books of accounts include the Bank Book, Petty Cash Book, Journal Proper and Ledgers.
- b) Annual accounts must be finalized, financial statements drawn up and audited completed within three months from the end of the relevant financial year.
- c) Annual budget for the following year will be prepared and presented to Executive Committee before the close of the current financial year. The budget will be forecasted during the relevant year.
- d) The function currency will be USD.

Management Accounts and Other Financial Reports

- a) Management Accounts and project reports in the designated format must be prepared on monthly basis in comparison to budget. Management Accounts should be accompanied with a brief commentary containing financial insights and presented to the Executive Secretary and project coordinators respectively.
- b) Project team meetings must be conducted on a monthly basis and project financial reports discussed.
- c) The interim financial statements in comparison to budget will be presented twice during the financial year to the Executive Committee.
- d) All balance sheet accounts must be reconciled on quarterly basis.

Banking Arrangements and procedures

- a) Bank Account may be opened or closed on recommendation by the Executive Secretary to the Executive Committee. Approval will be accorded by Executive Committee and minutes recorded.
- b) Every bank payment will be authorized by two signatories. The primary signatory to bank accounts will be the Executive Secretary. The second signatory to bank accounts will be the Finance Coordinator. In the absence of one of the aforesaid signatories to bank accounts an additional signatory may be nominated. The signatories to bank accounts will be recommended and approved by the Executive Committee and minutes recorded.



Financial Controls

- c) Bank statements will be reviewed on monthly basis by the Finance Coordinator and monthly bank reconciliations performed.
- d) Any unusual transactions will be investigated in a timely manner and reported to the Executive Secretary.
- e) The bank book and bank reconciliations will be countersigned by the Executive Secretary on a monthly basis and balance amount will be informed to the Coordinators of respective projects.

Authorization

Given the organization size and structure and the pertinent need to strictly monitor and control expenses, authorization for payments is to be obtained from the Executive Secretary. The Executive Secretary being the budget holder will be accountable for unfavorable variances from budget. The Executive Secretary may delegate authority, if considered necessary. Payments will be made through bank, unless due to business expediency cash payment is necessary. Expenditure beyond the budget allocated is not permitted unless approved by the Chairman, APAARI.

Receipts

All business receipts will be acknowledged, receipt issued and accounted for promptly. In the case of receipt of membership subscriptions, the listing as maintained will be updated promptly and presented on a monthly basis to the Executive Secretary. The Project Coordinators will be responsible for prompt collections of Funds as per contract and verify the expenditure made under the project. Any other receipts are to be accounted for promptly. Executive Secretary is to be apprised on all business receipts into bank account or in cash.

Bank Payments

- a) Authorization for expenses must be obtained in advance and Dept/Project charge code submitted with balance budget available.
- b) Every request for payment must be evidenced by an original invoice, pre-approval and other relevant documents. In the case of an advance a proforma invoice is to be attached.
- c) Blank cheques will not be signed nor will cheques be signed or payments released without complete documentation.
- d) Cheque-leaf stubs will be completed in English language.
- e) Copies of cheque(s) issued or bank payment advice shall be attached with relevant transaction documents.

Petty Cash Procedures

- a) Authorization for expenses must be obtained in advance and Dept/Project charge code submitted.
- b) Ensure petty cash will be kept in a cash safe and held in a secure location.
- c) Petty cash float as decided will be maintained. During replenishment cheque will be drawn to equal the approved cash float.
- d) Ensure that cash receipts are to be recorded into the books of account promptly.
- e) Petty cash payments are to accounted for on a daily basis.



Financial Controls

- f) The physical cash balance in hand will be tallied with the ledger balance on a regular basis.
- g) Perform monthly petty cash reconciliation.

Payroll

- a) Ensure salary and other benefits released are in accordance with employee contracts.
- b) Ensure that recharges to project/grant/member direct costs are recharged on monthly basis in a uniform manner.
- c) The statutory pay deductions should comply with the local labour laws and be deposited on timely basis.
- d) Payroll payments are to be kept confidential.
- e) Pay increments as applicable will be based on performance ratings and as per terms and reference of the contract.
- f) Payroll reconciliation is to be performed on monthly basis.
- g) New posts are to be recommended by the Executive Secretary and sanctioned by the Executive Committee.
- h) Salary advance can be given based on merit as decided by ES, Hr & Finance. This should be clear in same months.**
- i) In case any staff is leaving proper documentation for clearance is to be obtained and other formalities completed before the release of final payment as per the terms and references of the contract.

Procurements

Please refer to the APAARI Procurement Policy and procedures

Staff Travel and Other Expenses

Please refer to the APAARI Staff Travel and Other Expenses Policy

Fixed Assets

- a) Purchase of any fixed asset as approved by Executive Committee in the budget will be authorized by the Executive Secretary.
- b) The Finance Coordinator will ensure adequate documentation and maintain the Fixed Assets Register stating the date of purchase, cost, serial numbers, brief description and normal location of assets.
- c) Ensure that all organisational assets are checked periodically and safeguarded.
- d) Any assets given to employees or representatives should be returned to the APAARI when the individual ceases to be an employee or representative of APAARI.

Code of Conduct

APAARI is committed to the highest possible ethical business standards as an underpinning to success. APAARI's stance to conduct its operations with honesty, integrity and transparency and its resolve to deal with unethical practices is reflected in the following policies:



Financial Controls

a) Code of Business Conduct

Please refer to the APAARI Code of Business Conduct

b) Anti-Fraud Policy

Please refer to the APAARI Anti-Fraud Policy

c) Whistle blower Policy

Please refer to the APAARI Whistle-blower Policy



APAARI Management Standard: Membership

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Interpretation

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

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

“AFS” means agri-food systems;

“AIRCA” is the Association of International Research and Development Centers for Agriculture;

“APR” is the Asia-Pacific Region;

“CGIAR” is the Consultative Group on International Agricultural Research;

“Chairperson” means the Chairperson of the APAARI Executive Committee;

“CSO” is Civil Society Organization;

“EC” means the Executive Committee of APAARI;

“ECM” mean the Executive Committee Meeting;

“ES” means the Executive Secretary of APAARI;

“FAO-RAP” means Food and Agriculture Organization of the United Nations- Regional Office for Asia and the Pacific;

“FO” is Farmers’ Organization;

“GA” means the General Assembly of APAARI;

“GAM” means the General Assembly Meeting;

“GFAR” is the Global Forum on Agricultural Research and Innovation;

“Host Country” means the Host Country of APAARI;

“IARC” is International Agricultural Research Center;

“Member” means a representative of a member organization of APAARI General Assembly on the Executive Committee;

“NARC” is National Agricultural Research Council;

“NARI” is National Agricultural Research Institution;

“NARO” is National Agricultural Research Organization;

“NGO” is Non-Government Organization;

“Vice-Chairperson” means the Vice-Chairperson of the Executive Committee; and

“Secretariat” means the Secretariat of APAARI.

APAARI Management Standard: Membership

I Introduction and Importance of APAARI Membership

1.1 The Document

This document titled “APAARI Management Standard⁶: Membership⁷” presents the crucial significance and strategic elements of the APAARI membership; and provides various rules, regulations, procedures, and processes, that are pertinent in the operational management of APAARI membership. Also presented are key guidelines for strategic management of APAARI membership. Overall purpose is to help attracting, mobilization, retention and management of APAARI membership in delivering on the Association’s collective actions.

This standard is based on and derived largely from a specially developed document titled “APAARI Membership Strategy⁸: Strategic Considerations and Guiding Principles for Management and Mobilization of APAARI Membership”, as approved by the APAARI Executive Committee in its meeting held on 13 June 2019.

The standard is aimed at helping and guiding the Association, its Secretariat, its Executive Committee, members, partners and stakeholders in understanding and following their roles, responsibilities, and contributions in APAARI’s operations, performance and impacts.

1.2 Establishment of APAARI

APAARI was established in 1990 at the initiative of the Food and Agriculture Organization (FAO-RAP) of the United Nations and several National Agricultural Research Institutions (NARIs) and National Agricultural Research Organizations (NAROs) of the Asia-Pacific Region (APR). In its establishment, APAARI’s basic character has been ingrained as a membership-based, non-profit, apolitical and multi-stakeholder regional organization in the Asia-Pacific Region. As articulated

⁶ *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 Membership Management Standard here concerns about mobilization, management and participation of members in the operations and performance of the Association.*

⁷ *The term ‘APAARI Membership’ is used here to refer to entities (organizations) that are enrolled as individual members of APAARI and those members have an active stake, ownership and custodianship of the Association.*

⁸ *The document titled “APAARI Membership Strategy” prescribes and presents an overall strategy for the mobilization and management of membership in the Asia-Pacific Association of Agricultural Research Institutions (APAARI). The strategy, encompasses key strategic considerations and basic guiding principles as the basis in the mobilization and management of members in the Association.*

in APAARI Vision 2030 and APAARI Strategic Plan 2017-2022, APAARI's strategic objective is to promote and strengthen agri-food research and innovation systems (AFRIS) through collaboration, partnership and networking, capacity development and advocacy for sustainable agricultural development in Asia and the Pacific.

1.3 Members of APAARI

During its first General Assembly Meeting held on 13 December 1990, APAARI adopted its Constitution (First Edition). The Constitution set out basic rules, regulations, roles, responsibilities and processes, including membership categories and subscription levels.

To begin with the APAARI membership was open to the national agricultural research institutions/councils/ organization/universities from the countries of the Asia-Pacific Region. The membership was also open to such other organizations or bodies as decided by the General Assembly. At the beginning of its operations in 1991, APAARI had 14 country government organizations (termed Country Core Member Organizations in this document) as its members (Annex 1). Of the 14 member organizations, seven countries were represented by NARIs and the other seven by NAROs.

1.4 Growth of APAARI Membership: 1991 to 2018

Changes in the number of members and structure of APAARI governance, happened slowly and steadily. The number of country core member organizations increased from 14 in 1991 to 21 by 2004 and then remained at that until now (in 2018). In the year 1994 and onwards, a number of CGIAR Centers, agricultural universities, AIRCA institutions joined APAARI as associate members, while some agricultural universities joined as affiliate members. Also a new category of reciprocal members was created to accommodate sub-regional/ regional and global fora, which are akin to APAARI in terms of their roles and responsibilities in other regions and sectors. Thus, the number of total member organizations increased considerably, reaching 42 during the biennium 2007-2008. The number got beefed up and increased substantially, reaching 55 in 2011-12 and further increased to 80 by December 2018. The summary of category/constituency-wise member organizations is given in Annex 2, while the detailed list of member organizations is presented in Annex 3.

1.5 Membership as APAARI Strength

Since APAARI's establishment, the share of its membership subscription has been the major and assured source of revenue for the Association. At the establishment in 1991, 14 country core member organizations subscribed USD 50,000 in the total revenue of USD 130,000, thus contributing 38% to the total revenue. Eighty (80) member organizations in 2018 were expected to annually contribute a total subscription of USD 312,000 in an estimated revenue of USD 902,000, thus showing 35% share in the total revenue⁹.

⁹ The subscription level over the period 1991-2018 averaged at USD 200,500 per year in the average total revenue of USD 480,500, showing an average of 42% contribution.

Thus, APAARI as membership-based subscription paying organization is considered as unique and has its real strength (unlike such other regional fora). This reflects not only the interest of the APAARI member organizations but also their willingness to participate in APAARI's operations and performance. The Association is also self-sustaining based on equity, participation and ownership by its members and constituencies. This allowed APAARI to sustainably develop and improve its performance in agricultural research for development and also in working towards strengthening agri-food research and innovation systems in the APR.

1.7 Need for Expansion of Membership

Recently APAARI has embraced its Vision (APAARI Vision 2030) of perceiving the 'strengthened agri-food research and innovations for sustainable agricultural development in Asia and the Pacific' and also adopted its Strategic Plan 2017-2022, showing the pathways to strengthened agri-food research and innovation systems in the APR. These are to help contribute in enhancing agriculture and agri-food systems (AFS) in the region. To work towards the vision and to implement such strategic plan (s), APAARI will need to consider the vital importance of the membership of APPARI (as emphasized in the above paragraphs). It is therefore crucial to have considerably improved management of the APAARI membership and also to have much expanded membership so that the membership has a broader, diverse and stronger ownership of APAARI as the multi-stakeholder organization.

II Strategic Elements of APAARI Membership

This Section provides key strategic elements of APAARI membership, covering the significance, attributes, roles/contributions, benefits and management of membership towards APAARI's performance and impact.

2.1 Attributes of Membership

1. APAARI is a membership-based fee-paying regional organization with members responsible for crucial contributions in terms of finance, in-kind support, participation in collective actions, and management and governance of the Association. Thus the membership is considered as a unique strength of APAARI and therefore this prime attribute be emphasized in development and performance of APAARI.
2. The founding members of APAARI have been NARIs and NAROs (recently termed as country core members) with the basic intention to create APAARI as an inter-governmental organization in the Asia-Pacific region. Thus, the country core members need to be and have been recognized as having primary ownership of and stake in the Association and they should be having major role, responsibility and authority in management and governance of the Association.
3. The country core members as represented by NARIs and NAROs usually comprise autonomous/statutory government supported/owned organizations and therefore the

Association should stand to be recognized as quasi inter-government (regional) organization.

4. The other categories of APAARI membership, such as associate members and affiliate members also play very vital role in the performance of the Association and they stand to benefit immensely from the outcomes and impacts of the Association. These categories be considered for appropriate roles and responsibilities in APAARI's management and governance.
5. The mapping¹⁰ exercise proposed under the stakeholder engagement strategy¹¹ provides for a two-way grid (stakeholder positive influence over AFRIS and their level of interest in APAARI) be considered a good approach (analytical tool) for attracting, retaining and managing APAARI members and stakeholders.
6. Various types and categories of membership have different needs, priorities, strengths and resources and that would be the good basis to determine the extent of benefits expected by the members and what could be potentially offered/delivered by APAARI. Such determination be undertaken periodically by APAARI to pursue and target such stakeholders for APAARI membership and its performance.
7. Yet another key attribute of APAARI membership is of making sure that all members contribute effectively in APAARI collective actions so that the Association, its members, its partners, and overall stakeholders benefit optimally and sustainably.

2.2 Key Roles and Contributions of Members

Besides having the ownership of the Association as its members and shareholders, the APAARI members have the following key strategic roles to perform and contributions to make:

1. **Membership Subscriptions and Sustainability:** The members of APAARI are being seen as the real strength of the Association. The Association needs to be self-sustaining through its assured regular membership subscriptions and also its forthcoming and active partnership in collective actions. This encourages donors and collaborators to provide equity support in terms of funding, sponsorship and partnership to APAARI led/participated collective activities.
2. **Mobilizing Resources for their Benefits:** APAARI members need to avail opportunities, through interaction and collective actions with APAARI, of mobilizing and enhancing their own resources such as skills, infrastructure, organizational arrangements, partnerships, finances and overall capabilities. Towards these, APAARI will need to play an active role in organizing/ delivering in-country capacity development activities of member

¹⁰ In recently undertaken exercise (in 2018) on designing a stakeholder engagement strategy for APAARI, Martina Spisiakova assembled and mapped details (data and information) for more than 470 primary stakeholders of APAARI.

¹¹ APAARI's in-house document containing data, information, mapping and PPT, covering various aspects of the proposition on APAARI Stakeholder Engagement Strategy.

organizations. It is understandable that such member organizations provide their in-kind support as necessary to such activities.

3. **Focal Points for Resource Mobilization:** APAARI member organizations, including country core members, IARCs, higher education institutions, need to serve as focal points in their respective countries, regions, sectors, constituencies for strategizing and mobilizing financial and other resources. Necessary facilitation and support for this should be forthcoming from APAARI. Such specific areas, may include scoping for joint collective actions with APAARI, e.g. through a joint response to calls for proposals and project formulation.
4. **Proactive and Willing Participation by APAARI Members:** In voluntary membership-based organization such as APAARI, the primary pre-requisite is to have proactive and willing participation by its members in APAARI supported and led collective actions¹². Although this role is most sought after, this contribution has not been forthcoming to the extent of any desired level. This area needs to be reviewed and relooked at, so that there is effective partnership and collaboration between APAARI members, agri-food research and innovation organizations, and primary stakeholders. To forge such partnership, APAARI needs to embark on a series of awareness activities with *modus operandi* of having regular events for member organizations about their needs and appreciation of their involvement both in participating and in leading the APAARI collective actions.
5. **Effective Benefit Sharing from APAARI Collective Actions:** APAARI members (being member organization) are better placed in strategically considering the comparative advantages and benefits of their participations in APAARI activities (technical meetings, policy dialogues, networking events, capacity development events) both to the individual organizations and the Association. Therefore, the member organizations will need to be selective in deciding appropriate individuals (officials/scientists, researchers, etc.) for participating in APAARI events.
6. **APAARI Governance and Development:** Member organizations represent their constituencies as members of the APAARI Executive Committee and thereby get actively involved in contributing to good governance and effective development of the Association. During the initial period of 15 years (until 2006), the membership of the Executive Committee (EC) was mainly comprised the members from the category of country core members. However, in 2007, CGIAR Centers and GFAR were allotted seats on the EC. The membership of the EC got further expanded to other diverse constituencies such as the ARICA member institutions, the private sector organizations, and higher education institutions. The membership of the EC has been recently rationalized and updated as provided in Paragraph 25, Article X of the amended APAARI Constitution (Seventh Edition). This diversity of interests needs to be periodically reviewed and broadened to accommodate other stakeholder constituencies such as NGOs, women, and youth.

¹² *This participation can be through partnership, collaboration, resource sharing, resource mobilization, benefit-sharing, etc. aimed at benefiting APAARI members, stakeholders and wider beneficiaries.*

7. **Populating APAARI Membership:** Although APAARI has diversity of membership constituencies, these constituencies have not been adequately populated to a reasonable extent. There are hardly any members in constituencies such as NGOs, Fos, Wos (women organizations), Yos (youth organizations), and the private sector. So concerted efforts need to be put into mobilizing and populating members in these constituencies. The current members of the Association obviously have the major role and responsibility in commending and mobilizing APAARI stakeholders to join the Association as its members.

2.8 Managing Benefits to Members

As an integral part of the management of the APAARI membership, the following broadly scoped benefits¹³ to APAARI members need to be facilitated /assured.

1. APAARI member organizations need to get the best possible opportunities for overall strengthening of agri-food research and innovations systems, their partner organizations and their stakeholders. This in-turn should help the members in enhancing the outputs and outcomes of their targeted agri-food systems.
2. Member organizations need to avail enhanced scope for networking, knowledge sharing, collaboration and partnership through synergized collective efforts of APAARI and its partners and stakeholders.
3. Members need to get avenues for disseminating their research and innovation outputs/outcomes and their appropriate integration in national, regional and global knowledge base, and thereby increasing the visibility of the members and their activities and accomplishments.
4. Members need to get opportunities to participate in contributing to and influencing on the enhanced performance, governance and development of APAARI.
5. They (member organizations) must benefit from capacity development activities, organized by APAARI and its partners, so as to strengthen their technical, policy, and managerial skills/expertise. In these efforts, special focus could be accorded to specific targets such as women, youth, disadvantaged organizations and countries.
6. By sharing and benefiting from a wide range of experiences and lessons of APAARI members and partners, APAARI member organizations should enhance their own skills, capacities and abilities in serving their stakeholders and clients.

¹³ *Specific benefits for each category of membership need to be worked out from time to time and delivered as needed.*

III Management of APAARI Membership

This Section provides the APAARI management standard, giving rules, regulations, procedures, and processes for operational management; and guidelines for strategic management, pertaining to the mobilization, management and participation of APAARI members (member organizations) in the Association's collective actions.

3.1. Operational Management of APAARI Membership

The recent version of the APAARI Constitution (its Seventh Edition as approved by the APAARI Executive Committee in June 2019) makes basic provisions (as in Article VI: Membership) on the membership specification, process of enrollment, categorization, subscription, discontinuation/withdrawal, and provision of management standard, and involvement of members (organizations) in APAARI collective actions. These provisions are given below in main paragraphs. While various supplementary provisions for providing additional and explicit explanation/clarity, as developed in this management standard, are provided below (*as in italics*) in sub-paragraphs.

1. Membership of APAARI shall be open to organizations/institutions engaged in, responsible for, and promoting agricultural research and innovation in the Asia-Pacific Region (Article VI, Paragraph 11).
 - 1.1 *APAARI members by definition should be organizations (with laws, articles, scope and jurisdictions to function and get governed, etc.) and not be individuals. Even the private sector entities should be such legally set organizations/ corporates, having well specified structures for their functioning and governance.*
 - 1.2 *The word “promoting” included in item 1 above is to encompass supporting roles of member organization, comprising sponsoring, encouraging, stimulating, and endorsing.*
 - 1.3 *Such member organizations are expected to be within the APR. But some others may be located outside the APR, provided that these organizations are engaged in, responsible for and promoting agricultural research and innovations in the APR.*
2. 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).
 - 2.1 *Potential members and primary stakeholders should be made aware of specific benefits that they and their stakeholders (i.e. AFRIS in the APR) will be able to get through their membership of APAARI and participation in APAARI activities. This should also include normative costs incurred by members and benefits accrued to them.*

- 2.2 *Members/stakeholders should be made aware of the process of applying for membership, categorization/ constituency of membership, rights, roles and obligations of members, payment procedure, membership withdrawal process, and basic information about APAARI (constitution/brief/ website/ communication addresses, etc.).*
- 2.3 *Application for the APAARI membership shall be made in a prescribed format as given in Annex 7 of the document on “APAARI Management Standard – Membership Management”.*
- 2.4 *As and if necessary, the Executive Committee may meet virtually to consider the application(s) for the membership.*
- 2.5 *The Executive Committee shall make decision of acceptance/rejection of membership, on the basis of well-considered rationale and justification.*
- 2.6 *The Executive Committee shall not be required to provide any such rational or reason for rejection.*
3. The Member Organizations shall be classified in the following four main categories: i) Country Core Member Organizations, ii) Associate Member Organizations, iii) Affiliate Member Organizations, and iv) Reciprocal Member Organizations. Details of these categories/sub-categories and annual membership subscriptions shall be as specified in Schedule 1 and Schedule 2 of Annexure 1 – APAARI Membership Categories and Subscriptions (Article VI, Paragraph 13).
 - 3.1 *To qualify as member organization in the Country Core Category, such applicant organization should be a government (apex) national organization in the country as decided /commended by the government/ authority (usually concerned authorizing ministry) in the country. Any other organizations from that country could join the APAARI membership in any other category, such as associate or affiliate categories.*
 - 3.2 *Membership approval with category of membership and quantum of subscription shall be communicated to the applicant (organization) by the Executive Secretary.*
4. 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).
 - 4.1 *Updated Annexure 1 shall either be inserted in the existing version of the APAARI Constitution or be available as a leaflet to go with the Constitution.*
5. Annual membership subscription shall fall due in January every year (Article VI, Paragraph 15).

- 5.1 *The annual subscription payment for all members falls due on 1st of January of the year. However, the payments can be received any time (January to December) within that year. Some members may delay their payments to the following year. This generally happens due to different financial years and internal cash management processes of member organizations. The process of issuing invoice and sending reminders by APAARI be routinely followed to assure payments.*
- 5.2 *Membership subscription for an organization can be waived by the Executive Committee if such organization or country of the organization gets affected because of natural or man-made disaster of a serious nature.*
- 5.3 *Besides waiving the subscription, APAARI should be able to organize/ provide appropriate assistance and help to the affected areas/people through appropriate technical contributions by APAARI members, partners and collaborators.*
6. 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).
 - 6.1 *While deciding on the discontinuation of the membership, care shall be taken by the Executive Committee to consider the rationale and circumstances under which the member organization was unable to pay its subscription.*
 - 6.2 *The Executive Committee may consider and arrive at any alternative decision of allowing the membership to continue or of finding ways to solicit subscription through any other way(s).*
7. 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, Para 17).
 - 7.1 *The intention to withdraw membership shall be considered by the Executive Committee and an appropriate response shall be provided to the concerned organization by the Executive Secretary.*
8. APAARI shall seek and receive funds from various sources to carry out its functions. Such sources may comprise of:
 - (i) Membership subscriptions received from APAARI member organizations (Article VII, Paragraph 18 (i));
 - 8.1 *Besides membership subscriptions, many member organizations may contribute financial resources to support projects and collaborative/ partnership activities such as conferences, workshops, net-workings, and training events. The APAARI Management will need to explore and pursue such resourcing options in an organized and need-based manner.*

9. One of the specific duties of the Executive Committee shall be to suggest and approve the necessary standards of management to enhance functioning, performance and governance of APAARI (Article XI, Paragraph 34 (iii)).

9.1 *The rules, regulations and processes provided in this Management Standard shall be periodically reviewed and updated/ modified by the Executive Committee.*

9.2 *Modifications to this Management Standard shall be adopted by an absolute majority (two third votes) at any meeting of the Executive Committee.*

3.3 Strategic Management of APAARI Membership

This sub-section gives key strategic guidelines for attracting, mobilization, retention and management of APAARI membership as follows.

3.2.1 Retention and Management of Existing Members

In order to retain and manage the APAARI membership for effective performance and benefit-sharing, a systematic assessment, using a two-way grid¹⁴ of influence and interest of members, could be used in designing relevant actions.

1. Members (member organizations) having high influence over AFRIS and high interest with APAARI will need intensive efforts by APAARI to engage them closely in terms of their involvement in APAARI governance, strategic decision-making and events, partnership in key collective actions/ projects, representation of APAARI in regional and global events, as beneficiaries of capacity development activities; and targeting them for all APAARI knowledge sharing /exchange activities.
2. Members with low interest in APAARI and also having low influence over AFRIS, may need effective monitoring by targeting them through APAARI Newsletters, ANH, Social Media, etc. Such members need continued monitoring for their interests, especially for any changes in their circumstances/ environments. This will help APAARI in taking appropriate actions, with regards to supporting/expanding their involvement and contributions in APAARI and AFRIS.
3. Those members with high influence over AFRIS but low interest in APAARI, need to be satisfied with APAARI's on-going actions such as engagement/ re-engagement of such members through dialogue (meetings, e-mail communication, and interactions), raising APAARI's profile, targeting them through APAARI Newsletter, ANH and Social Media. The objective should be to enhance their interest in APAARI.

¹⁴ A systematic assessment, using a two-way grid of influence and interest of members was used by Martina Spisiakova in designing appropriate actions for managing APAARI stakeholders and membership.

4. Similarly, those members with low influence over AFRIS but high interest in APAARI, may need to be kept engaged in APAARI actions such as their involvement in APAARI-supported capacity development activities, their participation in key events, joint projects, and targeted of APAARI publications, such as APAARI Newsletter, ANH and Social Media.

3.2.2 Attracting and Mobilizing Membership

In order to attract and mobilize membership and also to make membership effective, APAARI may follow the following guidelines:

Target the already mapped set of primary stakeholders¹⁵ as given in the APAARI stakeholder engagement strategy [474 as listed in Annex 6])¹⁶, and connect and interact with them so that they have been provided with access to data, information and knowledge as emerged/generated out of APAARI current and past activities.

1. The stakeholder contacts should also allow APAARI to assess and understand the attributes, needs, and priorities, expectations, etc. of these stakeholders. That in turn should equip APAARI to targeting and meeting the priority needs of these stakeholders and also to bank on their support in APAARI collective actions.
2. This can then be followed with a systematic effort of engaging and encouraging high priority groups of stakeholders to become APAARI members in appropriate categories/constituencies.
3. There has been an on-going process in APAARI to manage and help support small economies and weak institutions to participate in many of the APAARI sponsored/ led activities such as dialogues, conference, capacity development, and knowledge sharing. This process needs to be strengthened and continued with support from APAARI donors, collaborators and partners.
4. Based on specific priorities/needs of stakeholders/ members, coupled with specific interests of donor organizations/funders, APAARI could create partnership arrangements between donors and such stakeholders/members, whereby the donors/funders could provide funding support to such members/ stakeholders for their participation in APAARI collective actions/activities.

¹⁵ Primary stakeholders are a focused group of pre-identified organizations that have potential to be involved in APAARI as members and partners; namely NARIs, NAROs, CGIAR Centers, AIRCA member institutions, Higher Education Institutions, CSOs (NGOs, FOs, Youth Organizations, Women Organizations), the private sector organizations, and development organizations (national, regional, global and intergovernmental), that have been used for targeting and sharing of resources, partnership, information, benefits as arising from APAARI collective actions.

¹⁶ Listings of current members and primary stakeholders, as have been mapped under APAARI stakeholder engagement strategy, are cleaned and reproduced as in Annex 3 (80 members).

3.2.3 Knowledge Sharing as Encouragement to Stakeholders

As part of its vital benefit-sharing activity and also membership management / mobilization strategy, APAARI needs to have an optimal program on knowledge sharing/exchange to adequately engage its primary stakeholders and members. The following are the key elements of such knowledge sharing/ exchange.

- 1 Key resources for sharing should be APAARI Newsletters, APAARI News Highlights, contemporary materials on social media tools, webinars (e-conferences), and mass emails through online applications and based on searches, and any other resources as available from advanced technologies.
- 2 Some materials included could be the systematically assessed and analysed data and information sets (available online through websites), as emerged from the current and past activities/ publications of APAARI and also of its members and partners.
- 3 E-conferences and consultations on topics of collective interest between APAARI and its members/ stakeholders and partners, can be organized through webinars.
- 4 Some advanced engagement with selective groups of members and stakeholders, based on their needs and interests, can also be undertaken in the areas of joint project, capacity development/ training programs, representations and participations in regional and global events, resource and benefit sharing, networks, fora, and special dialogues.
- 5 The stakeholders should also be involved in two-way communications so that they can express their needs and expectations from APAARI and also share their contributions with APAARI and its partners.
- 6 There should also be systematic periodical assessments on feedbacks from members and stakeholders on such knowledge sharing efforts.

3.2.4 Restructuring of Membership Categories and Subscriptions

1. As part of an effective strategy for mobilization and management of APAARI membership, it is considered crucially essential to have appropriately specified and rationalized membership categories, constituencies and subscription levels. This will help not only to widen the membership base and representation but also to have distinct and specific groups/constituencies recognized and participating in APAARI's performance and impact.
2. As presented in Annex 4 – Schedule 1, it is suggested to have four sub-categories (A, B, C, and D) under the Main Category I (Country Core Member Organizations), with the corresponding levels of subscriptions (as shown in Schedule 2 of Annex 4), at USD 10,000, USD 6,000, USD 3,000 and USD 1,500 per annum, respectively. With low and affordable level of subscription at USD 1500, the new sub-category 'I (D)' would allow government (apex) national organizations from least developed small island economies, such as Cook Islands, Federated States of Micronesia (FSM), Maldives, Marshall Islands,

Niue, Palau, Republic of Kiribati, Tokelau, Tonga, and Tuvalu to join and benefit as members of APAARI.

3. The second part of the restructuring is to rationalize the subscription levels by dividing the Category III (Affiliate Member Organizations) into two sub-categories. One is the sub-category III (A), with the subscription level of USD 1,500, comprising organizations from the higher education sector. While the second sub-category III (B), with the modest subscription level at USD 1,000, allowing Civil Society Organizations (CSOs) such as NGOs, Fos, Women organizations and youth organizations, to join APAARI.
4. The third part of the restructuring is to have an additional category (Category V) of membership to have Support Group Member Organizations, comprising national, regional, international organizations promoting/supporting agricultural development through aid, donor funding, technical assistance, policy initiatives, collaboration, and partnership in the APR. As enumerated in Annex 6, there are a considerable number (28) of regional and international development organizations with potential to play pivotal role as partners of APAARI by providing technical assistance, policy initiatives, funding, and collaboration. This membership will be voluntary and such member organizations shall not pay any subscriptions.
5. The inclusion of sub-categories III (A) and III (B) has been considered and effected in the recently amended APAARI Constitution (Seventh Edition). However, the Sub-category I (D) and Main Category V have not been considered and reflected in the recently amended Constitution. Further efforts are needed to pursue such strategic reform and its recognition through the necessary constitutional amendments.

3.2.5 Membership Expansion under Country Core Membership

Out of the total 80 members of APAARI during 2018, twenty-one (21) members are in the country core membership category. Some 45 countries/territories in the APR (as listed in Annex 5), have sizable area under agri-food systems and have substantial population dependent on agriculture. Of these, 24 countries/ territories are not members (non-members) of APAARI as shown in Annex 5. Of these, some 18 countries have potential (high priority level as mentioned in the last column of Annex 5) to be members of APAARI. However, this will need facilitation, encouragement and congenial environment for them to join APPARI as members. Remaining 6 countries have relatively low potential (low priority level) to become APAARI members, and these could be invited as guest organizations and partner beneficiaries to PAARI collective actions.

Efforts be made to solicit government (apex) national organizations from these 18 countries/territories to take up APAARI membership in the Country Core Membership Category. Since the bulk of these countries/ territories are small sized and least developed economies with harsh and isolated environments, these countries/organizations will need some kind of organized external funding support (at least for initial 4 to 5 years) for their membership subscriptions. Some global/ regional donor/aid agencies could be persuaded in providing such financial support.

3.2.6 Primary Stakeholders as Potential Members

The databases of primary stakeholder organizations used under the stakeholder mapping exercise (as referred to in Section 2.1 above) have been cleaned up and sorted out to come up with main ten constituencies, covering some 474 organizations, as presented in Annex 6.

1. These ten constituencies are i) National government organizations, ii) Higher education organizations (agricultural universities/ academic institutions), iii) Regional/international agricultural research centers/organizations, iv) NGOs, v) Farmer organizations, vi) Women organizations, vii) Youth organizations, viii) The private sector organizations, ix) Sub-regional/regional/global fora, and x) National, regional and international development organizations.
2. The last column of the Annex 6 suggests possible APAARI membership category for such organizations. These stakeholders need to be targeted and encouraged to become APAARI members. Any remaining stakeholders should continue to be APAARI beneficiaries and partners.
3. The approach using the two-way grid (under stakeholder mapping and stakeholder engagement exercise) should be applied in assessing primary stakeholders (listed 474 as mapped and shown in APAARI Membership Strategy) so as to be targeted for encouraging and convincing them to become APAARI members under appropriate membership categories/ constituencies. The stakeholder mapping exercise needs to be periodically reviewed/ updated as APAARI's membership expands and changes.
4. It is also important to develop understanding of the needs, priorities, expectations, and strengths of individual or groups of the primary stakeholders so that appropriate APAARI partnership actions (such as projects, resource mobilization, webinars, moderated discussions, and participation in events) can be targeted to such stakeholders both for benefit-sharing and for resource-sharing. This will help attracting and winning such stakeholders, becoming APAARI members.
5. From the exercise of stakeholder mapping, about 25 stakeholders are found to have medium to high potential of becoming APAARI members. This needs to be reconfirmed by using detailed data-bases for these stakeholders.
6. APAARI membership expansion should also consider many additional/relevant organizations; representing nationally, regionally and even globally, that are essentially needed to be involved and participating in APAARI collective actions. These include consumers' organizations, agricultural co-operatives, marketing and trade blocks, finance and investment institutions, facilitating/promoting organizations, regional and international private sector networks, rural advisory services, national and regional governments, and national and regional banks. This will require a systematic assessment of potential categories/ constituencies of such membership, an understanding of the process of their mobilization, and the necessary enabling constitutional provisions.

IV Conclusion

This document presents (i) the significance of APAARI membership, (ii) key strategic elements of the APAARI membership, and provides (iii (a)) rules, regulations, procedures, and processes for operational management of membership, and (iii (b)) guidelines for strategic management of membership, which are highly pertinent in the mobilization, management and participation of APAARI members (member organizations) in the Association's collective actions.

These rules, regulations and processes; and guidelines need to be followed / used by the Association (its secretariat, EC, members, partners and stakeholders) in understanding and following their optimal roles and contributions in APAARI's operations and benefit-sharing from its performance and positive impacts.

This document 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 practicing/implementation by the Association.

Annexes

APAARI Membership Management Standard

Annex 1. Foundation Members (Country Core Member Organizations)* of APAARI in 1991-92				
#	Country**	Member Organization	Constituency	Comment
1	Bangladesh	BARC	NARI	Council under Ministry
2	China	CAAS	NARI	Academy under Ministry
3	Fiji	Ministry of Primary Industries	NARO	Division of Agri. Research
4	India	ICAR (Council)	NARI	DARE, Ministry of Agriculture
5	Iran	Ministry of Agriculture	NARO	Research Division
6	Malaysia	MARDI	NARI	Research and Development Institution
7	New Zealand	Ministry of Agriculture	NARO	MAF Technology
8	Pakistan	PARC (Council)	NARI	Council under Ministry
9	PNG	Department of Agriculture	NARO	Later NARI
10	Philippines	PCARRD (Council)	NARI	Socioeconomic Research Division
11	Republic of Korea	Rural Development Administration	NARO	Tropical Agricultural Division
12	Sri Lanka	CARP	NARI	Council under Ministry
13	Thailand	Department of Agriculture (DOA)	NARO	Ministry
14	Samoa	Department of Agriculture, Forestry and Fisheries	NARO	Ministry
	FAO Supported	Dr. R. B. Singh – Regional Plant Production and Protection Officer	Executive Secretary	FAO, RAP Bangkok

*Country Core Members were referred to as regular members.

** Three countries – Indonesia, Japan and Vietnam – were involved as observers.

Annex 2. Number of APAARI Members (Member Organizations) in Various Categories and Constituencies (as in December 2018)									
#	Category	Constituencies							Total
		NARIs	NAROs	HE	IARCs*	NGOs	Fos	For a	
1	Country Core Members	14**	7	–	–	–	–	–	21
2	Associate Members	-	1	11	17	-	-	-	30
3	Affiliate Members	-	-	13	-	-	-	-	13
4	Reciprocal Members	-	-	-	-	2	1	13	16
	Total	14	8	24	18	2	1	13	80

* IARCs – International Agricultural Research Centers.

** Afghanistan- ARIA is shown under the country core category though it is an affiliate member.

Annex 3. Members of APAARI in Various Categories / Constituencies (as in December 2018)			
No.	Membership Category/ Constituency/ Organization	Abbreviation	Country/Territory
I	Country Core Member Organizations / National government agricultural research institutions/ organizations		
1	Agricultural Research, Education and Extension Organization	AREEO	Iran
2	Agriculture Research Institute of Afghanistan	ARIA	Afghanistan
3	Australian Centre for International Agricultural Research	ACIAR	Australia
4	Bangladesh Agricultural Research Council	BARC	Bangladesh
5	Council for Agricultural Research Policy	SLCARP	Sri Lanka
6	Council for RNR Research for Bhutan	CoRRB	Bhutan
7	Council of Agriculture	CoA	Taiwan
8	Department of Agriculture	DoA	Thailand
9	Indian Council of Agricultural Research	ICAR	India
10	Institut Agronomique Neo-Caledonien	IAC	New Caledonia
11	Japan International Research Center for Agricultural Sciences	JIRCAS	Japan
12	Malaysian Agricultural Research and Development Institute	MARDI	Malaysia
13	Ministry of Agriculture and Rural Development	MARD	Vietnam
14	Ministry of Agriculture, Fisheries and Forest	MAFF	Fiji
15	Ministry of Agriculture, Forest, Fisheries and Meteorology	MAFFM	Samoa
16	National Agricultural Research Institute	NARI	Papua New Guinea
17	National Agriculture and Forestry Research Institute	NAFRI	Lao PDR
18	Nepal Agricultural Research Council	NARC	Nepal
19	Pakistan Agricultural Research Council	PARC	Pakistan
20	Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development	PCAARRD	Philippines
21	Rural Development Administration	RDA	Republic of Korea
	Category Total – Country Core Member Organizations	21	
II	Associate Member Organizations /Higher Education Sector		
22	Assam Agricultural University	AAU	India
23	Central Agricultural University	CAU	India
24	Dr Balasaheb Sawant Konkan Krishi Vidyapeeth, India	DBSKKV	India
25	Indian Agricultural Universities Association	IAUA	India
26	Kamdhenu University	KU	India
27	Papua New Guinea University of Technology	UNITECH	Papua New Guinea

28	Professor Jayshankar Telangana State Agricultural University	PJTSAU	India
29	Punjab Agricultural University	PAU	India
30	Sam Higginbottom University of Agriculture Technology & Sciences	SHUATS	India
31	Tamil Nadu Agricultural University	TNAU	India
32	Uttarakhand University of Horticulture and Forestry	UUHF	India
	Sub-category total – Higher Education Sector	11	
	Associate Member Organizations/ International Agricultural Research Centers		
33	Alliance for Agri Innovation (AAI) and Federation of Seed Industry of India (FSII)	AAI/ FSII	India
34	Bioversity International	BI	Italy
35	Center for International Forestry Research	CIFOR	Indonesia
36	Centre for Agricultural Bioscience International	CABI	UK
37	Crops for the Future	CFF	Malaysia
38	International Association for Agricultural Sustainability	IAAS	Singapore
39	International Center for Agricultural Research in the Dry Areas	ICARDA	Lebanon
40	International Centre for Integrated Mountain Development	ICIMOD	Nepal
41	International Crops Research Institute for Semi-Arid Tropics	ICRISAT	India
42	International Food Policy Research Institute	IFPRI	USA
43	International Livestock Research Institute	ILRI	Kenya
44	International Maize and Wheat Improvement Center	CIMMYT	Mexico
45	International Potato Center	CIP	Peru
46	International Rice Research Institute	IRRI	Philippines
47	SAARC Agriculture Centre	SAC	Bangladesh
48	The World Fish Center	WorldFish	Malaysia
49	World Agroforestry Center	ICRAF	Kenya
50	World Vegetable Center	WorldVeg	Taiwan
51	Bureau of Agricultural Research	BAR	Philippines
	Sub-category Total – International Agricultural Research Centers	19	
	Category Total – Associate Member Organizations	30	
III	Affiliate Member Organizations		
52	Anand Agricultural University	AAU	India
53	Himachal Pradesh Krishi Vishwavidyalaya University	CSK HPKV	India
54	Indian Institute of Technology Mumbai	IITB	India
55	Indira Gandhi Krishi Vishwavidyalaya Raipur	IGKV	India

56	Junagadh Agricultural University	JAU	India
57	Mahidol University	MU	Thailand
58	National Chung Hsing University-GLORIA, Taiwan (R.O.C.)	NCHU	Taiwan
59	Navsari Agricultural University	NAU	India
60	Sardarkrushinagar Dantiwada Agricultural University	SDAU	India
61	Sher-e-Kashmir University of Agricultural Sciences and Technology (Jammu)	SKUAST	India
62	University of Agricultural Sciences, Bangalore	UAS	India
63	University of Agricultural Sciences, Dharwad	UAS	India
64	University Putra Malaysia	UPM	Malaysia
	Category Total – Affiliate Member Organizations	13	
IV	Reciprocal Civil Society Organizations (CSOs) – Non-governmental organizations (NGOs)		
65	Bangladesh Rural Advancement Committee	BRAC	Bangladesh
66	Trust for Advancement of Agricultural Sciences	TAAS	India
	Reciprocal Civil Society Organizations (CSOs) – Farmers’ organizations (Fos)		
67	Asian Farmers’ Association for Sustainable Rural Development	AFA	Philippines
	Sub-category Total – CSOs	3	
	Reciprocal Member Organizations /For a		
68	Agricultural and Food Marketing Association for Asia and the Pacific	AFMA	Thailand
69	Asian Institute of Technology	AIT	Thailand
70	Asia-Pacific Association of Forestry Research Institutions	APAFRI	Malaysia
71	Asia-Pacific Seed Association	APSA	Thailand
72	Association of Agricultural Research Institutions in the Near East and North Africa	AARINENA	Jordan
73	Biotech Consortium India Limited	BCIAL	India
74	Central Asia and the Caucasus Association of Agricultural Research Institution	CACAARI	Uzbekistan
75	Forum for Agricultural Research in Africa	FARA	Ghana
76	Global Confederation of Higher Education Associations for Agricultural and Life Sciences	GCHERA	Canada
77	Global Open Data for Agriculture and Nutrition	GODAN	UK
78	Human Life Advancement Foundation	HLAF	Malaysia
79	Network of Aquaculture Centers in Asia-Pacific	NACA	Thailand
80	Secretariat of the Pacific Community	SPC	Fiji Islands
	Sub-category total For a	13	
	Category total – Reciprocal Member Organizations	16	
	Total number of members – Grand Total	80	

Annex 4. APAARI Membership Categories and Subscriptions

Schedule 1. Categories and Sub-Categories of APAARI Membership

Category/Sub-category	Organizations /Countries/Territories
Category I (Country Core Member Organizations)	Government (apex) national organizations like NARIs, NAROs, NARCs (National Agricultural Research Councils, national departments/ministries of agriculture and extension from the countries/territories of the region.
- Sub-Category I (A) Countries*	Large, developed or developing economies, such as Australia, China, India, Indonesia, Japan, Malaysia, Pakistan, Republic of Korea, Taiwan, Thailand, and the Philippines (Details in Annex Table 5).
- Sub-Category I (B) Countries*	Small to middle sized and/or developing economies, such as Bangladesh, Brunei, DPR Korea, Fiji, Iran, New Caledonia, New Zealand, Papua New Guinea, Singapore, and Sri Lanka (Details in Annex Table 5).
- Sub-Category I I Countries*	Small sized and less developed economies, such as Afghanistan, Bhutan, Cambodia, French Polynesia, Guam, Lao PDR, Mongolia, Myanmar, Nepal, Samoa, Solomon Islands, Timor-Leste, Vanuatu, and Vietnam (Details in Annex Table 5).
- Sub-Category I (D) Countries*	Least developed small-island economies, such as Cook Islands, Federated States of Micronesia, Maldives, Marshall Islands, Niue, Palau, Republic of Kiribati, Tokelau, Tonga, and Tuvalu (Details in Annex Table 5).
Category II (Associate Member Organizations)	Higher education sector (agricultural universities and institutions), IARCs, CGIAR centers, AIRCA member institutions, sub-regional, regional and global research and development organizations, the private sector associations, and donor/funding organizations.
Category III (Affiliate Member Organizations)	Sub-categories specified as below.
- Sub-Category III (A)	Higher education sector (agricultural universities and institutions)
- Sub-Category III (B)	CSOs such as NGOs, Fos, women's organizations, and youth organizations from the region.
Category IV (Reciprocal Member Organizations)	Regional and global agricultural research and development fora/bodies akin to APAARI, and inter-governmental research development agencies.
Category V (Support Group Member Organizations)	National, regional, international organizations supporting development through aid, technical assistance, policy initiatives, collaboration partnership in the APR.

** List of countries as per categories given here includes such countries that are either current members or potential members of APAARI.*

Schedule 2. APAARI Membership Subscription per Member Organization

Membership Category/ Sub-Category	Membership Subscription (USD/ Annum)
Category I (Country Core Member Organizations)	As given under sub-categories
- Sub- Category I (A)	10,000
- Sub- Category I (B)	6,000
- Sub- Category I I	3,000
- Sub- Category I (D)	1,500
Category II (Associate Member Organizations)	5,000
Category III (Affiliate Member Organizations)	As given under sub-categories
- Sub- Category III (A)	1,500
- Sub- Category III (B)	1,000
Category IV (Reciprocal Member Organizations)	No any subscription (Mutually waived).
Category V (Support Group Member Organizations)	Without any subscription.

Note to Annex 4: The contents of Annex 4 (Schedule 1 and Schedule 2) are evolving, progressive and adaptable in nature. These contents may be modified and/ or updated and approved, from time to time, by the APAARI Executive Committee. Such updated version of Annex 1 shall be available with the APAARI Constitution.

Annex 5. Current and Proposed Membership under Country Core Membership Category

#	Sub Region/Country/ Territory	Current Membership/ Subscription Category	Type / Constituency	Proposed Subscription Category	Priority Level
I	South Asia and West Asia				
1	Afghanistan	Affiliate	NARI	Cat. I I	
2	Bangladesh	Cat. I (B)	NARI	Cat. I (A)	
3	Bhutan	Cat. I I	NARO	Cat. I I	
4	India	Cat. I (A)	NARI	Cat. I (A)	
5	Iran	Cat. I (B)	NARO	Cat. I (B)	
6	Maldives	Non-Member		Cat. I (D)	High
7	Nepal	Cat. I I	NARI	Cat. I I	
8	Pakistan	Cat. I (A)	NARI	Cat. I (A)	
9	Sri Lanka	Cat. I (B)	NARI	Cat. I (B)	
II	Southeast Asia and East Asia				
1	Brunei	Non-Member		Cat. I (B)	High
2	Cambodia	Non-Member		Cat. I I	High
3	China	Non-Member		Cat. I (A)	High
4	Indonesia	Non-Member		Cat. I (A)	High
5	Japan	Cat. I (A)	NARI	Cat. I (A)	
6	Lao PDR	Cat. I I	NARI	Cat. I I	
7	Malaysia	Cat. I (A)	NARI	Cat. I (A)	
8	Mongolia	Non-Member		Cat. I I	High
9	Myanmar	Non-Member		Cat. I I	High
10	DPR Korea	Non-Member			Low
11	Philippines	Cat. I (A)	NARI	Cat. I (A)	
12	Rep. of Korea	Cat. I (A)	NARO	Cat. I (A)	
13	Singapore	Non-Member		Cat. I (B)	High
14	Taiwan	Cat. I (A)	NARI	Cat. I (A)	
15	Thailand	Cat. I (A)	NARO	Cat. I (A)	
16	Timor-Leste	Non-Member		Cat. I I	High
17	Vietnam	Cat. I I	NARO	Cat. I I	

**Annex 5. Current and Proposed Membership under Country Core Membership Category
(Continued)**

#	Sub Region/Country/Territory	Current Membership/ Subscription Category	Type / Constituency	Proposed Subscription Category	Priority Level
III	The Pacific				
1	Australia	Cat. I (A)	NARI	Cat. I (A)	
2	Cook Islands	Non-Member			Low
3	Fiji	Cat. I (B)	NARO	Cat. I (B)	
4	French Polynesia (Territory)	Non-Member		Cat. I I	High
5	FSM – Federated States of Micronesia	Non-Member		Cat. I (D)	High
6	Guam (Territory)	Non-Member		Cat. I I	High
7	Marshall Islands	Non-Member		Cat. I (D)	High
8	New Caledonia (Territory)	Cat. I (B)	NARI	Cat. I (B)	
9	New Zealand	Non-Member		Cat. I (B)	High
10	Niue	Non-Member			Low
11	Palau	Non-Member			Low
12	Papua New Guinea	Cat. I (B)	NARI	Cat. I (B)	
13	Rep. of Kiribati	Non-Member		Cat. I (D)	High
14	Samoa	Cat. I I	NARO	Cat. I I	
15	Solomon Islands	Non-Member		Cat. I I	High
16	Tokelau (Territory)	Non-Member			Low
17	Tonga	Non-Member		Cat. I (D)	High
18	Tuvalu	Non-Member			Low
19	Vanuatu	Non-Member		Cat. I I	High
45	Total Numbers	21 current members		18 proposed members	

1.

Annex 6. Constituencies /Categories of APAARI Primary Stakeholders as Potential Members of APAARI				
#	Broad Stakeholder Constituency	Number of Organizations	Nature/ Type of Organizations	Potential Membership Category
1	Government national organizations engaged in agricultural research and innovations	35	Government (apex) national organizations, such as NARIs, NAROs, NARCs, ministries, departments of agriculture and extension, agencies, boards in the countries/territories of the APR	Some will qualify to join in Category I – Country Core Members, while others can join other categories of the membership.
2	Higher education sector organizations (agricultural universities/institutions)	58	Degree awarding agricultural universities/institutions and also undertaking agricultural research, innovations and development	May join Category II – Associate Members, while some may join in Category III as Affiliate Members.
3	Sub-regional, regional and international agricultural research and development centers / organizations the private sector organizations, and aid/donor organizations	17	Sub-regional, regional and global research, innovation capacity development organizations, contributing to the APR, such as CGIAR centers and AIRCA member institutions, sub-regional, regional and global research and development organizations, the private sector organizations, and donor/funding agencies.	May join Category II – as Associate Members.
4	Non-government organizations (CSOs)	99	NGOs, Networks of NGOs in the region and around the globe, contributing to agricultural research and development in the APR	Many may join in Category III – Affiliate Members, while some may get in Category II as Associate Members.
5	Farmer organizations (CSOs)	95	Fos, Networks of Fos in the region as well as globally, contributing to agricultural research and development in the APR	Many may join in Category III – Affiliate Members
6	Women organizations (CSOs)	40	Women Organizations, Networks of Women organizations in the region and around the globe, contributing to agricultural research and development in the APR	Many may join in Category III – Affiliate Members

#	Broad Stakeholder Constituency	Number of Organizations	Nature/Type of Organizations	Comment/ Membership Category
7	Youth organizations (CSOs)	18	Youth Organizations, Networks of Yos in the region, also globally, contributing to agricultural research and development in the APR	Many may join in Category III – Affiliate Members
8	The private sector organizations	48	The Private Sector associations, networks (in the region and globally), engaged in research, innovations and up-scaling/ out-scaling towards development in the APR.	Need to invite and encourage such organizations to be in Category II - Associate Members
9	Sub-regional, regional and global Fora	36	Sub-regional, regional/global agricultural research and development fora/networks/ bodies, akin to APAARI, engaged in strengthening their members/stakeholders and inter-governmental organizations, prepared to be APAARI members on a reciprocal basis.	May join in Category IV – as Reciprocal Members. They do not pay subscription and do not have voting right in APAARI governance.
10	National/ regional/international development organizations	28	National/regional/international organizations supporting development through aid, funding, technical assistance, policy initiatives, collaboration partnership in the APR.	May join in Category V – as Support Group Members, a specially formed category’ (without any membership subscription).
	Total	474		

Note: The above primary stakeholders of APAARI, as scoped/mapped under APAARI stakeholder engagement strategy, be targeted and encouraged to become APAARI members. Any remaining stakeholders will continue to be APAARI beneficiaries and partners as its stakeholders.

Annex 7. Specimen of Application Form for APAARI Membership

APAARI MEMBERSHIP APPLICATION FORM

Letterhead of the Applicant Organization

Date: _____

Dear Sir/Madam

We have the honor to apply for membership of the Asia-Pacific Association of Agricultural Research Institutions (APAARI). We subscribe and commit ourselves to the objectives for which the Association has been established. We further agree to adhere to the Constitution of the Association, particularly regarding our obligations to the Association.

We enclose herewith a Bank Draft/ Cheque No. _____
dated _____ drawn in favor of APAARI from the Bank _____
for an amount of USD _____
representing membership fee for the year _____.

Or

We enclose herewith the money transfer receipt/details of the bank
_____ for an amount of USD _____ towards the payment of
membership fee for the year _____

Sincerely yours,

Name of institution:

Address:

Tel: _____ Fax: _____

E-mail:

Contact Person:

Position: _____

(Authorized Signature)

Kindly fill in the above-mentioned form and return to:

THE EXECUTIVE SECRETARY
ASIA-PACIFIC ASSOCIATION OF AGRICULTURAL RESEARCH INSTITUTIONS (APAARI)
4TH FLOOR, FAO ANNEX BUILDING, 202/1 LARN LUANG ROAD
POMPRAK SATTRUPAI DISTRICT, BANGKOK 10100 THAILAND
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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 (KPA)s 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 (KPA)s – for individual category of employees. The KPA)s 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.

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
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.

Table 5. Proposed Step-wise Base Salaries for Various Categories/Grades of APAARI Coordinator Staff (USD/Annum)*						
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
I V (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:-
Significantly Exceeds Expectations Meets all goals and exceeds expectations for most of them	<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
Exceeds Expectations Meets all goals and exceeds expectations for some of them	<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
Meets Expectations Meets all key goals	<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
Meets Most But Not All Expectations Meets most goals	<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
Does Not Meet Expectations Fails to meet all or most goals	<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

APAARI Management Standards: Executive Committee

APAARI

The Asia-Pacific Association of Agricultural Research Institutions (APAARI) was established in 1990 at the initiative of the Food and Agriculture Organization of the United Nations – Regional Office for Asia and the Pacific (FAO-RAP) and several National Agricultural Research Institutions (NARIs) and National Agricultural Research Organizations (NAROs) of the Asia-Pacific Region. In its establishment, APAARI's basic character has been ingrained as a membership-based, non-profit, apolitical and multi-stakeholder regional organization in the Asia-Pacific Region. Its strategic objective is to promote and strengthen agri-food research and innovation systems (AFRIS) through collaboration, partnership and networking, capacity development and advocacy for sustainable agricultural development in the Asia-Pacific Region.

This **Management Standard for the APAARI Executive Committee** is a set of guidelines to assist effective management, governance and development of the Association. It covers agreed procedures, rules, regulations and processes for performing the overall role, functions and conduct of the APAARI Executive Committee.

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Interpretation

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

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

“AIRCA” is the Association of International Research and Development Centers for Agriculture;

“APAARI” is the Asia-Pacific Association of Agricultural Research Institutions;

“CGIAR” is the Consultative Group on International Agricultural Research;

“Chairperson” means the Chairperson of the Executive Committee, and the Chairperson shall be presiding over the General Assembly;

“CSO” is Civil Society Organization;

“EC” means the Executive Committee of APAARI;

“ECM” means an Executive Committee Meeting;

“ES” means the Executive Secretary of APAARI;

“FAO-RAP” means the Food and Agriculture Organization of the United Nations – Regional Office for Asia and the Pacific

“FO” is Farmers’ Organization;

“GA” means the General Assembly of APAARI;

“GAM” means a General Assembly Meeting;

“GFAR” is the Global Forum on Agricultural Research and Innovation;

“Host Country” means the Host Country of APAARI and it is currently Thailand;

“IARC” is International Agricultural Research Centre;

“Member” means a representative of a member organization of APAARI General Assembly on the Executive Committee;

“NARC” is National Agricultural Research Council;

“NARI” is National Agricultural Research Institution;

“NARO’ is National Agricultural Research Organization;

“NGO” is Non-Government Organization;

“Vice-Chairperson” means the Vice-Chairperson of the Executive Committee; and

“Secretariat” means the Secretariat of APAARI.

APAARI Management Standard: Executive Committee

I Introduction and Background

At its establishment in December 1990, the APAARI General Assembly approved the APAARI Constitution (1st 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 (7th 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 7th 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)²⁴:
 - 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

²⁴ *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 7th 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)²⁵.
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*²⁶.
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.*

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

²⁶ 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)²⁷.
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.*

²⁷ *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.*

Risk Register (Draft)

APAARI - Bangkok Risk Assessment December 2021										
Risk						Bangkok				
Ref	Type	The Risk	Likelihood	Impact	Controls	2021 Key Internal Controls Currently in Bangkok	Risk Leader	Actions/Control Required 2021	Deadline	Response Strategy
Structural Risk										
1.01	1. Asset	A major fire or earthquake in the Bangkok office affecting operations	1	3	3	Property All Risk. Life insurance. Antifire system and training in place. Office safety and security roles are checked and followed. Office part of the Institute infrastructure.	/Manish /Thansita	(A) Fire extinguishers, fire alarms, escape routes from premises , fire and first aid training (B) insurance policy for Staff & Fixed Asset is in place Life and medical insurance under Pacific Cross is taken	Being done annually (B) Insurance valid till 1/03/2022 for182 Larn Luang Road Pomprab Sattrupai District Bangkok 10100 Thailand Being done annually	<div></div> Controlled
1.02	1. Asset	Terrorist attack on APAARI location because seen as a International institution	2	4	3	Medical and life policy. Insurance for staff , Medical files per IRS employee. Staff emergency contact information	Manish /Thansita	(A) For Terrorist attack is also covered in Office insurance Policy (B)Staff emergency contact information needs to be updated on timely basis.	Action Completed Action Completed	<div></div> Controlled
1.03	1. Asset	Theft of equipment / laptops / other by internal or external parties	4	3	3	The Property Insurance Policy was reviewed and updated, assets are also covered by the policy.	Ravi Khetrapal/ Manish Rai	The Property Insurance Policy was reviewed and updated, actual fixed assets including farm equipments are covered by the policy.	Being done annually	<div></div> Controlled
1.04	1. Asset	Damage to leased APAARI office	2	2	3	Fire extinguishers, fire alarms, escape routes from premises, insurance policy, training		Fire extinguishers, fire alarms, escape routes from premises worked for 182 Larn Luang Road Pomprab Sattrupai District Bangkok 10100 Thailand Insurance policy for staff and fixed assets are in place	Being done annually Being done annually	<div></div> Controlled
2. Statutory Risk										
2.01	2. Compliance	Allegation of illegality - e.g. violation of local laws (Bangkok)	3	2	3	Following local procedures	Ravi Khetrapal/ Manish Rai	As of now, background checks are done for all positions since 2019. However, these checks need to be done at all functional levels. Compliance and whistleblower policy is being done for any existing employee issues. Information related to change in local law is shared by Employee at the time of change.	Being done annually	<div></div> Controlled
2.02	2. Compliance	Cost to APAARI (e.g. of unnecessary taxes, penalties for proper Legal status , and processing delays	4	3	3	Taxes and legal requirements are reported on time to government. Mails sent by government.		Finance Controls are in place Legal Compliances will be taken care of after the APAARI Legal Status is clear and work out on compliances that need to be followed by APAARI	Being done on a regular basis Being done on a regular basis	<div></div> in process

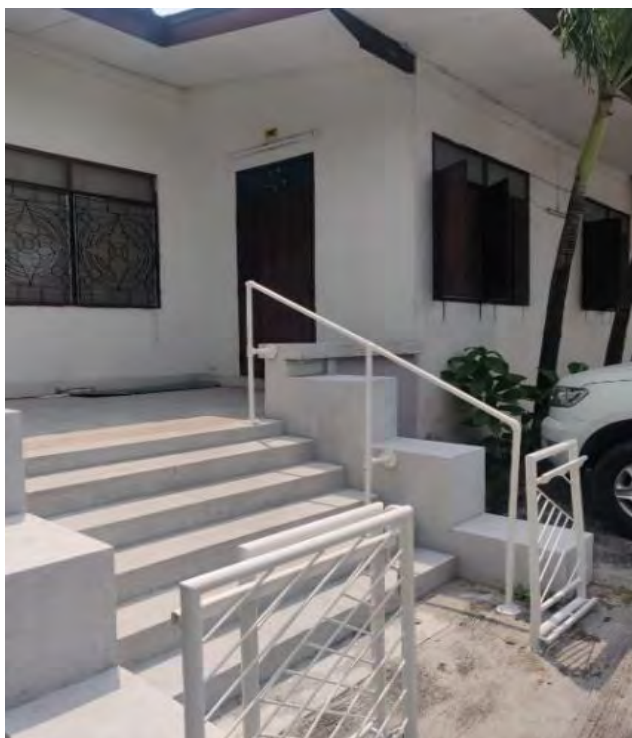
operational risk										
a) Management										
3.01	3. General Management	Inadequate emphasis on training / development / succession planning causes inefficiencies	3	2	3	General training is provided.	Ravi Khetrapal/ Manish Rai	Training needs are being identified by supervisor based on feedback & performance appraisal and these are being captured by the HR	Being done on a regular basis	 Controlled
3.02	3. General Management	Staff health (chronic diseases such as diabetes, high blood pressure, cancer, obesity, stress) and its impact on work performance / family health and additional absenteeism.	3	3	3	HR/Admin.	Taraphip/Sah	All staff is covered under the Pacific Cross medical insurance policy and the revised policy is more comprehensive . Employee health checkup plann annual based on availability of Budget.C		 Pending
3.03	3. General Management	Reputational Risk	5	5	3	Regular communication with stakeholders to avoid any impact on earnings and enterprise value arising from negative stakeholder opinion	Ravi Khetrapal/ All coordinators	On regural basis APAARI communicate with stakeholders, Members and partners to avoid any kind of mis-communication	Being done on regular basis	 Controlled
3.04	3. General Management	Risk of decreased Membership /donor financial support ,	3	4	3			Regular contact with the donors to keep communications open.	Being done on regular basis	 Controlled
3.05	3. General Management	Business Continuity Plans APAARI suffers loss due to lack of Business Continuity Plans (BCP)	2	4	3	Business Continuity Plans is in process		Ravi Khetrapal/ All coordinators	BCP is being handled at the level of EC with support from ES. Coordinators will provided Necessary inputs .	This has not completed.
b). People										
4.01	4. People	Injury to staff due to aggression / assault / theft / civil disorder / dangerous travel conditions / kidnapping	3	3	3	Medical & Life Insurance. Public services (Red Cross, Police).Medical service first aid. Emergency groups (first aid, evacuation). Accident investigation procedure.	Sah/ Thansita	Medical & life insurance	Being done on regular basis	 Pending
								Also to include Domestic/Intnl Travel in the insurance plan for staff	Being done on regular basis	
								First aid kit to be made available at all Meeting/ Workshop sites and first aid training to be carried out in Future for all staff including	Action taken	
4.02	4. People	Injury to visitor e.g. university students, workshops	2	3	3	Medical Insurance. All Risks Property Insurance. Contact with Red Cross, fire department. Medical service in labor days. Personnel trained in first aid (security staff).	Manish/Sah/ Thansita	Insurance is compulserly for visitors	Action taken	 Controlled

4.03	4. People	Inadequate Medical Insurance Coverage	4	3	3	Medical Insurance with Pacific Cross	Ravi Khetrapal/ Manish Rai /Thansita	Travel Insurance is currently for International Trips	Being done on regular basis	 Controlled
C) Financial										
5.01	5. Financial	Risk of delayed receipt of committed funds that causes impact on operations	3	3	3	Communication between Finance and Research Program to control the risk	Ravi Khetrapal/ All coordinators	Periodic Review of Cash and Bank Balance is done in conjunction with the anticipated operational fund requirements over the next two months.	Ongoing	 Controlled
5.02	5. Financial	Local issue - overreliance on partners . Reputational impact in donors	3	2	3	Mentoring partners and all programmes	Ravi Khetrapal/ All coordinators	Regular contacts are being maintained with local partners including national systems.	Being done on regular basis	 Controlled
5.03	5. Financial	Change of contacts in local partner organizations	2	2	3	Contact with people in different organizations. High turnover in other organization but contact is kept at different levels.	Sah/Cel/Jack	Regular updation of focal person and respective contact person are being maintained with local partners including national systems.	Being done on regular basis	 Controlled
5.04	5. Financial	Liquid Assets	4	3	3	Controls for purchases must be strengthened and insisted upon. Monthly revisions.	Manish/Taraphip/Sah	All purchases are done as per the APAARI Procurement Policy	Being done on regular basis	 Controlled
5.05	5. Financial	Inefficiencies in reconciling accounts	5	3	3	Every months expenses reports are Reconciled	Thansita/Manish	Expense reports/ Bank Reconciliation Statements received from outreach locations are being reviewed on monthly basis to ensure that all the transactions of the period have been captured and Cash & Bank balances as per books are matching with the physical balances at the locations.	Being done on regular basis	 Controlled
d) Others										
6.01	6. Product / Service	Procurement process improvement,	4	3	3	Procurement Process are followed as per policy	Manish/Sah/ Thansita	Procurement process is done by APAARI staff . Timely procurement action being ensured	Being done on regular basis	 Controlled

6.02	6. Technology	Online Fraud	5	5	3	Security Software	Cel/Sah	Secutity Software updated	Being done on regular basis	 Controlled
6.03	6. Technology	Information Technology Risks: software security and integrity, inadequate firewalls, anti virus, content filters, etc.	5	2	3	An external company provides IT server	Sah/Cel/Jack	Server backup for emails; antivirus softwares are updated along with data Backup of staff computers. ICT staff is in place to oversee the activities of APAARI Office		 Controlled
6.04	6. Technology	Loss of data due to inadequate handling / storage on network	5	3	3		Sah/Cel/Jack	Staff have been provided with Backup devices for storing their data . ICT staff is in place to oversee the activities of APAARI Office		 Controlled

Agenda 11 – Annexure 1





Photographs of New Office



Agenda 11 – Annexure 2

Renewal of Contract and Performance Review Status of Staff and Interns in APAARI as on February, 2021

Staff	Designation	Date of Joining	Contact Up to
Ravi Khetarpal	Executive Secretary	1 Aug 2017	31 July 2023
Rishi Tyagi	APCoAB Coordinator	11 Aug 2017	10 Aug 2023
Norah Omot	Policy Coordinator	11 Nov 2017	10 Nov 2023
Martina Spisiakova	KM Coordinator	08 Apr 2019	07 Apr 2022
Celilu Bitong	KM Officer	01 May 2016	30 Apr 2023
Manish Rai	Finance and Admin Coordinator	08 July 2019	07 July 2022
Thansita Tanaphatrujira	Accounts and Operations Associate	14 Dec 2015	13 Dec 2022
Vishwanath Kumar Sah	Sr Admin & IT Associate	27 Feb 2014	31 Mar 2022
Tarathip Sanboonkrong	Executive Assistant	01 Jan 20	31 Dec 2024
Chieh-Cheng, Lin	Technical Associate	12 Sep 2019	11 Sep 2021
Raghunath Ghodake	Senior Advisor (retainer basis)	01 Jan 2021	31 Dec 2021
Grisana Linwattana	Consultant (Govt Relations)	01 Apr 2019	30 Oct 2019
Saliltorn Thongmeensuk	Legal Consultant	01 Nov 2019	30 Apr 2020
Bhadrakorn Garapim	Legal Consultant	01 Jan 2021	30 Jun 2021
Saranyu Viriyavejakul	Legal Consultant	01 Jan 2021	30 Jun 2021
Nguyen Thi Pham	Project Consultant	01 Sep 2020	31 May 2021
Mehjabeen	Project Consultant	01 Jan 2021	30 June 2021
Sasireka Rajendran	Project Consultant	01 Jan 2021	30 June 2021
K S Varaprasad	Project Consultant	01 Jan 2021	31 Dec 2021
Ahsan Ullah	Project Consultant	01 Jan 2021	31 Dec 2021

-  Contact Renewed
-  New Appointment
-  APAARI Consultant
-  Project Consultant

Audit Reports for 2020

PUAL AUDITING

Pual Auditing CO., LTD.
289/125 Ratchapattana road, Ratchapattana, Saphanvong, Bangkok, 10240
Mob : +66 (0) 81 4418762

INDEPENDENT AUDITOR'S REPORT

To the Executive Committee of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**,

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, which comprise the statement of financial position as at December 31, 2020, and the statement of income then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statement present fairly, in all material respects, the financial position of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, as at December 31, 2020, and its financial performance for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) for Non-Publicly Accountable Entities (NPAEs).

Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (TSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, in accordance with Federation Accounting Profession (FAP) under H.M. patronage, and we have fulfilled our other ethical responsibilities in accordance with the other Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards (TFRSs) for Non-Publicly Accountable Entities (NPAEs), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the consolidated financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the auditing of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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PUAL AUDITING

Pual Auditing CO., LTD.
289/125 Ratchapattana road, Ratchapattana, Saphanvong, Bangkok, 10240
Mob : +66 (0) 81 4418762

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

We exercise professional judgment and maintain professional skepticism throughout the audit. We also identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

► Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

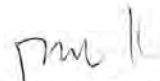
► Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

► Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

► Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

► Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



(Mr. Pramual Kotcharat)
Certified Public Accountant (Thailand)
Registration No.7823

Office Pual Auditing Co., Ltd.
289/125 Ratchapattana road, Ratchapattana, Saphanvong, Bangkok
Date February 1, 2021

Asia-Pacific Association of Agricultural Research Institutions

Statement of financial position

As at December 31, 2020 and 2019

		Unit : USD	
	Note	2020	2019
<u>Assets</u>			
<u>Current assets</u>			
Cash on hand and cash at bank	4	997,865.01	832,598.61
Receivable trade & other	5	153,022.01	115,757.86
Total current assets		<u>1,150,887.02</u>	<u>948,356.47</u>
<u>Non current assets</u>			
Property, plant & equipment - net	6	18,552.91	571.77
Total non current assets		<u>18,552.91</u>	<u>571.77</u>
Total assets		<u>1,169,439.93</u>	<u>948,928.24</u>
<u>Liabilities and equity</u>			
<u>Current liabilities</u>			
Payable trade & other	7	296,865.57	120,658.36
Total current liabilities		<u>296,865.57</u>	<u>120,658.36</u>
Total liabilities		<u>296,865.57</u>	<u>120,658.36</u>
<u>Equity</u>			
Capital fund - brought forward		828,269.88	879,117.57
Plus Profit (loss) for the year		<u>44,304.48</u>	<u>(50,847.69)</u>
Total equity		<u>872,574.36</u>	<u>828,269.88</u>
Total liabilities and equity		<u>1,169,439.93</u>	<u>948,928.24</u>

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Certified that true and correct



Dr. Ravi Khetarapi
Executive Secretary

Asia-Pacific Association of Agricultural Research Institutions

Statement of profit and loss

For the year. Ended December 31, 2020 and 2019

		Unit : USD	
	Note	2020	2019
<u>Income</u>			
Membership & subscription		268,258.34	337,441.90
Grants and donation		62,230.89	98,588.00
Project income		520,516.20	427,993.67
Interest income		3,414.61	4,201.66
Miscellaneous income		5,267.50	10,945.49
Total income		<u>859,687.54</u>	<u>879,170.72</u>
<u>Expenses</u>			
<u>Direct cost</u>			
Members		141,064.56	226,385.81
Grants and Donations		62,230.00	98,588.00
Direct Costs-Projects		465,570.50	485,023.97
Total direct cost		<u>668,865.06</u>	<u>809,997.78</u>
Gross profit		190,822.48	69,172.94
<u>Indirect costs</u>			
Directorate & Consulancy fee		114,108.00	74,981.00
Facilities		32,410.00	45,039.63
Total indirect cost		<u>146,518.00</u>	<u>120,020.63</u>
Net profit (loss)		<u>44,304.48</u>	<u>(50,847.69)</u>

pm

Certified that true and correct



Dr. Ravi Khetarapl
Executive Secretary

Asia-Pacific Association of Agricultural Research Institutions

Note of financial statements

For the year. Ended December 31, 2020 and 2019

1) Basic information


The Asia-Pacific Association of Agricultural Research Institutions (APAARI) was established in 1990 at the initiative of Food and Agriculture Organization of the United Nations (FAO) and most of the National Agricultural Research Systems (NARS) of the Asia-Pacific region and a voluntary, membership-based, apolitical and multi-stakeholder regional organization. It is bridging national, regional and global stakeholders to bring about collective change in agri-food systems of Asia and the Pacific. APAARI's wide network of members and partners comprises of national agricultural research institutes (NARIs) and national agricultural research organizations (NAROs), CG centres, Association of International Research and Development Centers for Agriculture (AIRCA), universities, extension service providers, civil society organizations, (farmers' organizations – FOs and non-governmental organizations – NGOs), international development organizations and the private sector. The close links and collaboration with these stakeholders are instrumental in strengthening agri-food research and innovation systems towards more sustainable development in Asia and the Pacific region.

2. Basis of financial presentation

The financial statement is prepared in Thai by Accounting Act C.E.2000 according to General Accepted Accounting Principle. The accounting principle was announced by Federal Accounting of Profession. However, the juristic person is not the Publicly Accountable Entities : PAEs. The juristic person has to conduct according to the announcement of Federal Accounting of Profession no. 20/2011 "Standard of Financial Reporting for Non-Publicly Accountable Entities NPAEs as announced in Royal Gazette dated May 6, 2011 including Announcement of Federal Accounting of Profession No. 28/2011 "Description regarding to conducting to the announcement of the financial reporting for Non-Publicly Accountable Entities: NPAEs. If the juristic person does not require to follow with this financial reporting, the juristic person has to conduct the financial statements based on Thai Financial Reporting Standard (TFRSs). Moreover, these financial reports are also conducted with the announcement of Department of Business Development "Abbreviation items as required in the financial reports dated September 28, 2011" as mandated with the financial reports starting from January 1, 2011

The preparation of financial statements in conformity with NPAEs requires management to make judgements, estimates and assumption that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The actual results may differ from estimates. However, the estimation and underlying assumption are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which estimates are revised and in any future periods affected.

Certified that true and correct



Dr. Ravi Khetarapi
Executive Secretary

Asia-Pacific Association of Agricultural Research Institutions

Note of financial statements

For the year. Ended December 31, 2020 and 2019

3. Accounting Policies

3.1) Income recognition

Income is recognized to the extent it is certain that economic benefits will flow to the organization. Members Subscriptions are recognized over the period of subscription. Project income has been recognized based on stage of completion. Grants are recognized based on the period as per agreement.

3.2) Revenue expenditure

Revenue expenditure is recognized on accrual basis and provision is made for all known losses and liabilities

3.3) Cash at Bank and in-hand

Cash in hand and bank in THB (Thai Baht) is revalued at the closing rate to USD on the reporting date.

3.4) Receivable

Trade and other receivables are recognized based on invoice value or amount recoverable.

3.5) Property, plant and equipment - net

Fixed assets are depreciated in straight line method evenly over the estimated life of the asset.

3.6) Income in advance

Income received to the extent work will be done in the following period has been classified as a current liability at the reporting date.

3.7) Taxation

APAARI is established by FAO of United Nation and hence income not taxable.

4) Cash at bank and cash in hand consisted of

	Unit : USD	
	2020	2019
Cash in hand (THB)	2,541.15	548.36
Cash in hand (USD)	5,000.00	-
Cash at Bank -Saving account (USD)	168,710.98	5,651.70
Cash at Bank -Saving account (THB)	1,569.95	1,550.00
Cash at Bank -Current account (THB)	1,044.50	3,673.29
Cash at Bank -Fixed account (USD)	818,998.43	821,175.26
Total	<u>997,865.01</u>	<u>832,598.61</u>

Certified that true and correct



Dr. Ravi Khetarapl
Executive Secretary

Asia-Pacific Association of Agricultural Research Institutions

Note of financial statements

For the year. Ended December 31, 2020 and 2019

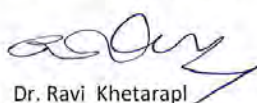
		Unit : USD	
		2020	2019
5) Receivable trade & other	consisted of		
Receivable trade		152,119.00	110,945.52
Receivable trade-WIP		-	-
Receivable other			
Security deposit		-	2,621.72
Staff advance		-	165.62
Prepayment expenses		903.01	2,025.00
	Total	<u>153,022.01</u>	<u>115,757.86</u>

6) Property, plant & equipments consisted of

	Unit : USD			
	31/12/2019	Increased	Decreased	31/12/2020
Historical cost				
Furniture	1,075.59	-	(1,075.59)	-
Office equipment	811.58	14,642.63	-	15,454.21
Computer hardware & software	5,744.38	4,382.48	(5,744.38)	4,382.48
Total historical cost	7,631.55	19,025.11	(6,819.97)	19,836.69
Accumulated depreciation	(7,059.78)	(1,043.97)	6,819.97	(1,283.78)
Property, plant & equipments - net	571.77	17,981.14	-	18,552.91

		Unit : USD	
		2020	2019
7) Payable trade & other	consisted of		
Payable trade & accrual expenses		36,498.77	32,005.10
Payable other			
Income in advance		260,366.80	88,653.26
	Total	<u>296,865.57</u>	<u>120,658.36</u>

Certified that true and correct



Dr. Ravi Khetarapl

Executive Secretary

Audit Report for 2019

PUAL AUDITING

Pual Auditing CO., LTD.
289/125 Ratchapattana road, Ratchapattana, Saphanvong, Bangkok, 10240
Mob : +66 (0) 81 4418762

INDEPENDENT AUDITOR'S REPORT

To the Executive Committee of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**,

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, which comprise the statement of financial position as at December 31, 2019, and the statement of income then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statement present fairly, in all material respects, the financial position of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, as at December 31, 2019, and its financial performance for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) for Non-Publicly Accountable Entities (NPAEs).

Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (TSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of **Asia-Pacific Association of Agricultural Research Institutions (APAARI)**, in accordance with Federation Accounting Profession (FAP) under H.M. patronage, and we have fulfilled our other ethical responsibilities in accordance with the other Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards (TFRSs) for Non-Publicly Accountable Entities (NPAEs), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the consolidated financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the auditing of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:



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We exercise professional judgment and maintain professional skepticism throughout the audit. We also identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

► Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

► Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.


► Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

► Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

► Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.




(Mr. Pramual Kotcharat)
Certified Public Accountant (Thailand)
Registration No.7823

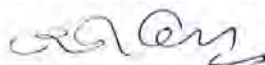
Office Pual Auditing Co., Ltd.
289/125 Ratchapattana road, Ratchapattana, Saphanvong, Bangkok
Date February 19, 2020

Asia Pacific Association of Agricultural Research
Statement of financial position
As at December 31, 2019 and 2018

		Unit : USD	
	Note	2019	2018
<u>Assets</u>			
<u>Current assets</u>			
Cash on hand and cash at bank	4	832,598.61	982,418.45
Receivable trade & other	5	115,757.86	82,768.35
Total current assets		<u>948,356.47</u>	<u>1,065,186.80</u>
<u>Non current assets</u>			
Property, plant & equipment	6	571.77	3,143.42
Total non current assets		<u>571.77</u>	<u>3,143.42</u>
Total assets		<u>948,928.24</u>	<u>1,068,330.22</u>
<u>Liabilities and equity</u>			
<u>Current liabilities</u>			
Payable trade & other	7	120,658.36	189,212.65
Total current liabilities		<u>120,658.36</u>	<u>189,212.65</u>
Total liabilities		<u>120,658.36</u>	<u>189,212.65</u>
<u>Equity</u>			
Capital fund - brought forward		879,117.57	995,409.95
Plus Profit (loss) for the year		(50,847.69)	(116,292.38)
Total equity		<u>828,269.88</u>	<u>879,117.57</u>
Total liabilities and equity		<u>948,928.24</u>	<u>1,068,330.22</u>

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Certified that true and correct



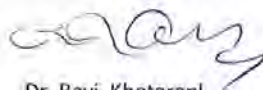
Dr. Ravi Khetarapl
Executive Secretary

Asia Pacific Association of Agricultural Research
Statement of profit and loss
For the year Ended December 31, 2019 and 2018

		Unit : USD	
	Note	2019	2018
Income			
Membership & subscription		337,441.90	351,000.00
Grants and donation		98,588.00	98,274.92
Project income		427,993.67	379,728.86
Interest income		4,201.66	4,221.85
Miscellaneous income		10,945.49	12,413.18
Total income		<u>879,170.72</u>	<u>845,638.81</u>
Expenses			
Direct cost			
Members		226,385.81	292,277.84
Grants and Donations		98,588.00	76,068.08
Staff Costs-Projects		187,251.66	151,162.72
Direct Costs - Projects		297,772.31	253,605.89
Total direct cost		<u>809,997.78</u>	<u>773,114.53</u>
Gross profit		69,172.94	72,524.28
Indirect costs			
Directorate		74,981.00	119,852.91
Technical Staff		-	3,221.79
Administration and Finance		-	4,583.05
Facilities		45,039.63	61,158.91
Total indirect cost		<u>120,020.63</u>	<u>188,816.66</u>
Net profit (loss)		<u>(50,847.69)</u>	<u>(116,292.38)</u>

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Certified that true and correct



Dr. Ravi Khetarapi
Executive Secretary

Asia Pacific Association of Agricultural Research
Note of financial statements
For the year Ended December 31, 2019 and 2018

1) Basic information

The Asia-Pacific Association of Agricultural Research Institutions (APAARI) was established in 1990 at the initiative of Food and Agriculture Organization of the United Nations (FAO) and most of the National Agricultural Research Systems (NARS) of the Asia-Pacific region and a voluntary, membership-based, apolitical and multi-stakeholder regional organization. It is bridging national, regional and global stakeholders to bring about collective change in agri-food systems of Asia and the Pacific. APAARI's wide network of members and partners comprises of national agricultural research institutes (NARIs) and national agricultural research organizations (NAROs), CG centres, Association of International Research and Development Centers for Agriculture (AIRCA), universities, extension service providers, civil society organizations, (farmers' organizations – FOs and non-governmental organizations – NGOs), international development organizations and the private sector. The close links and collaboration with these stakeholders are instrumental in strengthening agri-food research and innovation systems towards more sustainable development in Asia and the Pacific region.

2. Basis of financial presentation

The financial statement is prepared in Thai by Accounting Act C.E.2000 according to General Accepted Accounting Principle. The accounting principle was announced by Federal Accounting of Profession. However, the juristic person is not the Publicly Accountable Entities : PAEs. The juristic person has to conduct according to the announcement of Federal Accounting of Profession no. 20/2011 "Standard of Financial Reporting for Non-Publicly Accountable Entities NPAs as announced in Royal Gazette dated May 6, 2011 including Announcement of Federal Accounting of Profession No. 28/2011 "Description regarding to conducting to the announcement of the financial reporting for Non-Publicly Accountable Entities:NPAs. If the juristic person does not require to follow with this financial reporting, the juristic person has to conduct the financial statements based on Thai Financial Reporting Standard (TFRSs). Moreover, these financial reports are also conducted with the announcement of Department of Business Development "Abbreviation items as required in the financial reports dated September 28, 2011" as mandated with the financial reports starting from January 1, 2011

The preparation of financial statements in conformity with NPAs requires management to make judgements, estimates and assumption that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The actual results may differ from estimates. However, the estimation and underlying assumption are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which estimates are revised and in any future periods affected.

Certified that true and correct



Dr. Ravi Khetarap
Executive Secretary

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Asia Pacific Association of Agricultural Research
Note of financial statements
For the year Ended December 31, 2019 and 2018

3. Accounting Policies

3.1) Income recognition

Income is recognized to the extent it is certain that economic benefits will flow to the organization. Members Subscriptions are recognized over the period of subscription. Project income has been recognized based on stage of completion. Grants are recognized based on the period as per agreement.

3.2) Revenue expenditure

Revenue expenditure is recognized on accrual basis and provision is made for all known losses and liabilities

3.3) Cash at Bank and in-hand

Cash in hand and bank in THB (Thai Baht) is revalued at the closing rate to USD on the reporting date.

3.4) Receivable

Trade and other receivables are recognized based on invoice value or amount recoverable.

3.5) Property, plant and equipment - net

Fixed assets are depreciated in straight line method evenly over the estimated life of the asset.

3.6) Income in advance

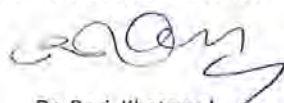
Income received to the extent work will be done in the following period has been classified as a current liability at the reporting date.

3.7) Taxation

APPARI is established by FAO and hence income not taxable.

		Unit : USD	
		2019	2018
4) Cash at bank and cash in hand consisted of			
Cash in hand		548.36	21,102.11
Cash at Bank -Saving account (USD)		5,651.70	27,903.90
Cash at Bank -Saving account (THB)		1,550.00	1,017.16
Cash at Bank -Current account (THB)		3,673.29	12,117.67
Cash at Bank -Fixed account (USD)		871,175.26	920,277.61
Total		832,598.61	982,418.45

Certified that true and correct



Dr. Ravi Khetarapl
Executive Secretary

Asia Pacific Association of Agricultural Research
Note of financial statements
For the year Ended December 31, 2019 and 2018

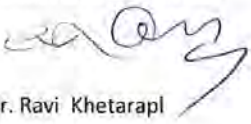
		Unit : USD	
		2019	2018
5) Receivable trade & other consisted of			
Receivable trade		110,945.52	76,585.35
Receivable other			
Security deposit		2,621.72	2,621.09
Staff advance		165.62	1,761.91
Prepayment expenses		2,025.00	1,800.00
	Total	<u>115,757.86</u>	<u>82,768.35</u>

6) Property, plant & equipments consisted of

		Unit : USD			
		31/12/2018	Increased	Decreased	31/12/2019
Historical cost					
Furniture	1,075.59	-	-		1,075.59
Office equipment	811.58	-	-		811.58
Computer hardware & software	3,741.24	2,003.14	-		5,744.38
Total historical cost	5,628.41	2,003.14	-		7,631.55
Accumulated depreciation	(2,484.99)	(4,574.79)	-		(7,059.78)
Property, plant & equipments - net	3,143.42	(2,571.65)	-		571.77

		Unit : USD	
		2019	2018
7) Payable trade & other consisted of			
Payable trade		32,005.10	90,120.35
Payable other			
Membership subscription in advance		-	3,000.00
Income in advance		88,653.26	96,092.30
	Total	<u>120,658.36</u>	<u>189,212.65</u>

Certified that true and correct


Dr. Ravi Khetarapl
Executive Secretary

Income & Expenditure Statement and Fixed Deposit

Summary for the Period of 2019-2020			
Particulars	Amount	Particulars	Amount
Revenue for the year 2019	879,170.72	Direct Expenditure for the year 2019	809,997.78
		Indirect Expenditure for the year 2019	120,020.63
Revenue for the year 2020	859,687.54	Direct Expenditure for the year 2020	668,865.06
		Indirect Expenditure for the year 2020	145,518.00
Total Revenue	1,738,858.26		1,744,401.47
Total loss for 2019 to 2020	-5,543.21		

APAARI						
Contribution Statement						
(in USD)						
	Rev Budget 2020	Actual Jan- May 20	Actual June -Dec 2020	Actual Jan - Dec 2020	Actual Jan - Feb 2021	Rev Budget 2021
Revenue income						
Membership Subscription	300,000.00	114,504.86	153,753.48	268,258.34	40,855.02	250,000.00
Grants and Donations	75,000.00	62,230.00	0.89	62,230.89	15,000.00	65,000.00
Invoiced Project Income	656,280.00	165,081.00	355,435.20	520,516.20	49,875.00	705,350.00
Interest on Deposits	3,000.00	775.00	2,639.61	3,414.61	284.00	3,000.00
Miscellaneous Income	7,000.00	5,267.50	0.00	5,267.50		10,000.00
Gross Revenue	1,041,280.00	347,858.36	511,829.18	859,687.54	106,014.02	1,033,350.00
Direct costs						
Members	200,000.00	49,406.32	91,657.68	141,064.00	21,428.00	180,000.00
Grants and Donations	70,000.00	29,496.29	32,733.71	62,230.00	9,000.00	62,000.00
Staff Costs-Projects	250,635.00	78,425.00	133,477.00	211,902.00	44,184.00	338,260.00
Direct Costs - Projects	339,200.00	78,782.00	174,886.00	253,668.00	4,000.00	334,090.00
Publications						
Total Direct Costs	859,835.00	236,109.61	432,754.39	668,864.00	78,612.00	914,350.00
Gross Contribution	181,445.00	111,748.75	79,074.79	190,823.54	27,402.02	119,000.00
Indirect Costs						
Directorate	90,000.00	44,036.00	70,072.46	114,108.46	20,250.00	120,000.00
Technical Staff	0.00	0.00	0.00	0.00		
Administration and Finance	0.00	0.00	0.00	0.00		4,000.00
Facilities	45,000.00	24,235.57	8,174.43	32,410.00	18,401.00	49,000.00
Total Indirect Costs	135,000.00	68,271.57	78,246.89	146,518.46	38,651.00	173,000.00
Net Contribution (Surplus/(Deficit))	46,445.00	43,477.18	827.90	44,305.08	(11,248.98)	(54,000.00)
Total head count	10	10	10	10		10
*Fix Deposit Amount as on 28 Feb 2021 is 809179.56 (821178+3414.56-15413 for legal work)						

APAARI						
Membership						
(in USD)						
	Rev Budget 2020	Actual Jan to May 20	Actual June to Dec 20	Actual Jan- Dec 2020	Actual Jan- Feb 2021	Budget 2021
Membership Subscription Received/Expected to Received	300000	114504.86	153753.48	268258.34	40855.2	250000
Salary costs	100,000.00	39,606.67	36,680.82	76,287.49	21428.54	120,000.00
Consultancy	50,000.00	5,400.00	22,690.24	28,090.24		34,600.00
Telephone	200.00	0.00	300.00	300.00		200.00
Internet & Data Card	200.00	0.00	442.56	442.56		200.00
Travel and Subsistance	10,000.00	1,400.00	1,591.01	2,991.01		5,000.00
Local Transport	1,000.00	0.00	0.00	0.00		1,000.00
Computer Hardware & software	6,000.00	0.00	3,521.73	3,521.73		4,000.00
Equipment Maintainance	5,000.00	0.00	1,500.00	1,500.00		2,000.00
Staff Amenities and Welfare	17,600.00	0.00	2,183.05	2,183.05		3,000.00
Bad Debts written off(pendind membership)	0.00		19,980.41	19,980.41		0.00
Workshop, Conerances and Traning	10,000.00	3,000.00	2,767.88	5,767.88		10,000.00
Miscellaneous Expense			0.00			
Total	200,000.00	49,406.67	91,657.70	141,064.37	21,428.54	180,000.00

APAARI – Gross Project Contribution 2021

APAARI								
Gross Project Contribution 2021								
(in USD)								
Project Title	Status		Invoiced Sales	Net Revenue	Staff Costs	Direct Costs	Total	Gross Project Contribution
USDA	Secured and Started	Actual Feb 2021	10,000.00	10,000.00	5,000.00	4,000.00	9,000.00	1,000.00
		Budget 2021	190,000.00	190,000.00	48,100.00	122,940.00	171,040.00	18,960.00
ASTI	Secured and Started	Actual Feb 2021	12,400.00	12,400.00	12,400.00	-	12,400.00	-
		Budget 2021	50,000.00	50,000.00	79,500.00		79,500.00	(29,500.00)
MUF	Secured and Started	Actual Feb 2021				-	-	-
		Budget 2021	65,000.00	65,000.00		60,000.00	60,000.00	5,000.00
WTO-STDF	Secured and Started	Actual Feb 2021	6,635.00	6,635.00	6,144.00	-	6,144.00	491.00
		Budget 2021	162,000.00	162,000.00	61,440.00	88,560.00	150,000.00	12,000.00
APCOAB-COA	Secured and Started	Actual Feb 2021	18,840.00	18,840.00	18,840.00	-	18,840.00	-
		Budget 2021	170,000.00	170,000.00	85,220.00	100,000.00	185,220.00	(16,550.00)
CLA	Secured and Started	Actual Feb 2021	-	-	-	-	-	-
		Budget 2021	29,500.00	29,500.00	4,000.00	22,590.00	26,590.00	2,910.00
GFAR	Secured and Started	Actual Feb 2021		-			-	-
		Budget 2021	19,000.00	19,000.00	17,100.00	-	17,100.00	1,900.00
ASSET	Secured and Started	Actual Feb 2021	2,000.00	2,000.00	1,800.00		1,800.00	200.00
		Budget 2021	47,850.00	47,280.00	40,000.00		40,000.00	7,280.00
MISC	Pipeline/WTO							-
		Budget 2021	56,000.00	56,000.00	20,000.00		20,000.00	36,000.00
Total		Actual Feb 2021	49,875.00	49,875.00	44,184.00	4,000.00	48,184.00	1,691.00
		Budget 2021	705,350.00		338,260.00	334,090.00	672,350.00	33,000.00

APAARI								
Gross Project Contribution 2020								
(in USD)								
	Budget 2020				Actual 2020			
Name of Project	Budget 2020	Staff Cost	Direct	Income	Staff Cost	Direct	Income	Project Invoice
LOA.75 RAP	25,000.00	2,700.00	20,778.00	1,522.00	2,700.00	20,778.00	1,522.00	25,000.00
ASTI	120,000.00	52,700.00	43,710.00	23,590.00	52,700.00	43,890.00	23,590.00	120,180.00
MUF	75,000.00	1,052.00	70,000.00	3,948.00	1,052.00	9,000.00	(52.00)	10,000.00
WTO-STDF	90,000.00	28,000.00	51,000.00	11,000.00	28,000.00	51,000.00	8,000.00	87,000.00
APCOAB-COA	170,000.00	108,903.00	70,000.00	(8,903.00)	108,903.00	70,000.00	(8,903.00)	170,000.00
CLA	59,000.00	-	46,000.00	13,000.00	-	46,000.00	13,000.00	59,000.00
ACIAR Alu	15,000.00	10,000.00		5,000.00	10,000.00		5,500.00	15,500.00
CDIAC FAO	25,000.00	5,000.00	13,000.00	7,000.00	5,000.00	13,000.00	7,000.00	25,000.00
ASSET	47,280.00	27,280.00	14,712.00	5,288.50	3,547.50		5,288.50	8,836.00
MISC	30,000.00	15,000.00	10,000.00	5,000.00				-
	656,280.00	250,635.00	339,200.00	66,445.50	211,902.50	253,668.00	54,945.50	520,516.00

APAARI			
Grants and Donations			
(in USD)			
Grants and Donations	Budget 2020	Actual 2020	Budget 2021
Revenue Grant	75000	62230	65000
Total	75000	62230	65000
Grant Expenses			
Salary costs	90,000.00	98,555.00	100,000.00
Employer Insurances	3,363.00	3,363.00	3,363.00
Internships	1,000.00	1,000.00	1,000.00
Consultancy	0.00	0.00	18,000.00
Staff Costs Recharges to Project Direct Costs	(41,863.00)	(58,188.00)	(77,863.00)
Telephone	300.00	300.00	300.00
Internet & Data Card	200.00	200.00	200.00
Travel and Subsistence	0.00	0.00	0.00
Local Transport	1,000.00	1,000.00	1,000.00
Computer Hardware & software	15,000.00	15,000.00	15,000.00
Miscellaneous Expense	1,000.00	1,000.00	1,000.00
Total	70,000.00	62,230.00	62,000.00

APAARI						
Directorate						
(in USD)						
APD - Directorate	Rev Budget 2020	Actual Jan- May 2020	Actual June- Dec 2020	Actual Jan- Dec 2020	Actual Jan- Feb 2021	Budget 2021
Salary costs	142,196.00	56,061.00	82,794.30	138,855.30	21,799.00	139,560.00
Employer Insurances	3,000.00	708.33	2,005.08	2,713.41	0.00	3,000.00
Staff Costs Recharges to Project Direct Costs	(66,496.00)	(19,886.67)	(15,012.31)	(32,887.98)	(2,559.00)	(31,400.00)
Telephone	600.00	694.58	-137.58	557.00	39.88	600.00
Internet & Data Card	1,200.00	208.33	739.53	947.86	133.32	240.00
Travel and Subsistance	5,000.00	5,000.00	0.00	2,988.87	300.00	5,000.00
Local Transport	1,000.00	125.00	75.00	200.00	20.00	500.00
Hospitality	1,500.00	416.67	83.33	500.00	258.00	1,000.00
Miscellaneous Expense	2,000.00	500.00	-266.00	234.00	258.82	1,500.00
Total	90,000.00			114,108.46	20,250.02	120,000.00

APAARI					
Technical Staff					
(in USD)					
APT - Technical Staff	Rv Budget 2020	Actual Jan- May 2020	Actual Jan- May 2020	Actual Jan- Dec 2020	Rev Budget 2021
Salary costs	212,960.00	104,400.37	146,160.51	250,560.88	270,000.00
Employer Insurances	4,010.93	1,263.35	1,768.68	3,032.03	6,600.00
Internships		1,250.00	1,750.00	3,000.00	7,200.00
Staff Costs Recharges to Project Direct Costs	(149,402.85)	(82,227.78)	(115,118.89)	(197,346.66)	(225,800.00)
Staff Costs Recharges to Grants & Donations	(76,068.08)	(25,833.33)	(36,166.67)	(62,000.00)	(60,000.00)
Staff Training	3500.00	0.00	0.00		
Telephone	1,000.00	125.00	175.00	300.00	1,500.00
Computer Hardware & software	2,000.00	558.13	781.39	1,339.52	500.00
Miscellaneous Expense	2,000.00	464.26	649.97	1,114.23	
Total	0.00	0.00	0.00	0.00	0.00

APAARI Facilities (in USD)						
APF - Facilities	Rev Budget 2020	Actual Jan - May 2020	Actual June -Dec 2020	Actual Jan- Dec 2020	Actual Jan- Feb 2021	Rev Budget 2021
Accomodation Lease Costs	25000.00	13907.33	10126.84	24034.17	2749.00	12000.00
Bank Charges	700	4.31	510.53	514.84	90.00	1,000.00
Building Maintainance	1500	0	1,118.43	1118.43	440.62	1,200.00
Consultancy(Legal) *	7000	6300	0.00	6300	0.00	10,000.00
Courier	500	0	204.79	204.79		700.00
Website & Equipment Maintainance	500.00	163.36	3.59	166.95	3,729.67	500.00
Exchange Rate Gain/loss	3,000.00	331.00	2,255.00	2586		3,900.00
Hospitality	3,500.00	1,203.81	1,373.60	2577.41	205.00	3,500.00
Internet & Data Card	600.00	40.85	1,097.72	1138.57		1,200.00
Local Transport	2,000.00	509.15	1,009.82	1518.97		2,400.00
Miscellaneous Expense	1,000.00	76.46	177.29	253.75		1,000.00
Office Cleaning	3,500.00	1,299.66	1,865.24	3164.9	413.71	4,000.00
Other Charges	500.00		0.00	0		600.00
Photocopying	1,500.00	387.04	958.82	1345.86	500.15	1,600.00
Printing and Stationery	500.00	45.56	45.45	91.01	293.00	500.00
Security	7,000.00	2,832.46	2,921.70	5754.16		0.00
Staff Amenities and Welfare	500	48.63	0.00	48.63		1,000.00
Subscriptions and Books	400		135.57	135.57		400.00
Telephone	500	437.29	-126.38	310.91	92.71	500.00
Utilities	3,000.00	925.53	1,660.47	2586	687.97	3,000.00
Total	62,700.00	28,512.44	25,338.48	53,850.92	9,201.83	49,000.00
Less Charge from other projects		4276.87	8250.768	12527.638		
Recovery of Loss from Last year	17,700.00			8914	2800	
	45,000.00	24,235.57		32,409.28	6,401.83	
Leagal Fees					12000	
					18,401.83	

* Total to be taken 55K to 65K from FD for APAARI legal status

APAARI						
Administration and Finance						
(in USD)						
APO - Administration and Finance	Rev Budget 2020	Actual Jan- May 20	Actual June - Dec 20	Actual Jan - Dec	Actual Jan - Feb 2021	Rev Budget 2021
Salary costs	85,000.00	27,701.00	55,246.02	82,947.02	21,010.00	106,044.00
Employer Insurances	3,000.00	1,323.48	1,221.00	2,544.48	1,190.00	3,000.00
Staff Training	5,000.00	600.00	0.00	600.00	515.92	2,000.00
Staff Costs Recharges to Member Expenses	(75,000.00)	(31,327.90)	(40,830.92)	(72,158.82)	(24,191.05)	(78,000.00)
Staff Cost Recharges to Projects	(34,400.00)		(25,086.55)	(25,086.55)		(46,832.60)
Telephone	1,500.00	58.16	409.73	467.89	263.00	500.00
Internet & Data Card	1,000.00	68.18	0.00	68.18	67.72	2,089.00
Travel and Subsistance	5,000.00	422.48	3,109.67	3,532.15		5,000.00
Computer Hardware & software	2,000.00		1,888.54	1,888.54	60.00	3,000.00
Local Transport	2,500.00		2,125.99	2,125.99	10.41	2,500.00
Hospitality	1,200.00		1,012.00	1,012.00	200.00	1,500.00
Audit fee	1,200.00	50.00	875.00	925.00		1,200.00
Miscellaneous Expense	2,000.00	1104.6	29.52	1,134.12	874.00	2,000.00
Total	0.00	0.00	0.00	0.00	0.00	4,000.40

APAARI Constitution (Seventh Edition)
Article 10

APAARI Constitution

- iv. Consider and approve recommendations of the Executive Committee for effective functioning and governance of APAARI; and
- v. As and when needed, consider and approve amendments to the Constitution for enhancing the performance and effectiveness of APAARI.

Article X: EXECUTIVE COMMITTEE

25. The Association shall have an Executive Committee, composed of the following fourteen (14) members:

- 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 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.

26. 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.

27. 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.

28. 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.

29. The Executive Secretary of APAARI shall be appointed in accordance with Article XII of this Constitution.

30. 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.

31. 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.

32. 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 XI: DUTIES OF THE EXECUTIVE COMMITTEE

33. 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.

34. 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:

- 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;

APAARI EXECUTIVE COMMITTEES (1991-2020)

Executive Committee for 2019-2020

Chairman	:	Dr Peter Horne, ACIAR, Australia
Vice-Chairman	:	Dr T. Mohapatra, ICAR, India
Members	:	Mr Ritesh Dass, Fiji
		Dr Mohammad Azeem, PARC, Pakistan
		Dr Mohamad Roff Bin Mohd Noor, MARDI, Malaysia
		Dr Chih-Hung Lin, COA, Taiwan
		Mr Phichest Wiryapaha, DOA, Thailand
		Dr Jackie Hughes, ICRISAT, India
		Dr Marco Wopereis, WorldVeg, Taiwan
		Dr Matthew Montavon, GFAR, Italy
		Baldev Dhillon, IAUA, India
Executive Secretary	:	Dr. Ravi Khetarpal, APAARI, Thailand

Executive Committee for 2017-2018

Chairman	:	Dr. Yusuf Zafar, PARC, Pakistan
Vice-Chairman	:	Dr. Sergie Bang, NARI, PNG
Members	:	Dr. Suwit Chakiattiyos, DOA Thailand
		Mr. Vincent Lin, COA, Taiwan
		Dr. Baidya Nath Mahto, NARC, Nepal
		Mr. Tilafono David Hunter, MAF, Samoa
		Dr. Mark Holderness, GFAR Italy
		Dr. Barbara Wells, CIP, Peru
		Dr. Marco Wopereis, AVRDC, Taiwan
		Dr. N.C. Patel, IAUA, India
Executive Secretary	:	Dr. Ravi Khetarpal, APAARI Bangkok

Executive Committee for 2015-2016

Chairman	:	Dr. Suwit Chakiattiyos, DOA Thailand
Vice-Chairman	:	Dr. Abul Kalam Azad, BARC Bangladesh
Members	:	Ms. Mellissa Wood, ACIAR Australia
		Dr. Reynaldo Ebora, PCAARRD, the Philippines
		Dr. Hemantha Wijewardena, CARP Sri Lanka
		Dr. Jitendra Singh, MAFF, Fiji
		Dr. Mark Holderness, GFAR Italy
		Mr. Tony Simons, ICRAF Kenya
		Dr. Muhammad Musa, BRAC Bangladesh
		Ms. Esther Penunia, AFA the Philippines
		Ms. Heidi Gallant, APSA Thailand
Executive Secretary	:	Dr. Raghunath Ghodake, APAARI Bangkok

Executive Committee for 2013-2014

Chairman	:	Dr. Simon Hearn ACIAR, Australia
Vice-Chairman	:	Dr. Masa Iwanaga JIRCAS, Japan
Members	:	Dr. S. Ayyappan ICAR, India Dr. Iftikhar Ahmad PARC, Pakistan Dr. Cho Myoung – Rae RDA, Republic of Korea Mr. Misa Konelio MAFFM, Samoa Dr. Mark Holderness GFAR, Italy Dr. Thomas Lumpkin CIMMYT, Mexico Ms. Esther Penunia AFA, Philippines Dr. Mahabub Hossain BRAC, Bangladesh
Executive Secretary	:	Dr. Raj Paroda APAARI

Executive Committee for 2011-2012

Chairman	:	Dr. S. Ayyappan ICAR, India
Vice-Chairman	:	Mr. Mason Smith DoA, MPI, Fiji
Members	:	Dr. Abdul Shukor Abd Rahman MARDI, Malaysia Dr. Simon Hearn ACIAR, Australia Ms. Susan Chang CoA, Chinese Taipei Dr. Tashi Samdup CoRRB, Bhutan Mr. Raul Montemayor IFAP, Philippines Dr. Colin Chartres IWMI, Sri Lanka Fr. Francisco Lucas NAARAP, Philippines Dr. Mark Holderness GFAR, Italy
Executive Secretary	:	Dr. Raj Paroda APAARI

Executive Committee for 2009-2010

Chairman	:	Dr. Abdul Shukor Abd Rahman MARDI, Malaysia
Vice-Chairman	:	Dr. S. Ayyappan ICAR, India
Members	:	Dr. Raghunath Ghodake NARI, PNG Mr. Mason Smith MoA & PI, Fiji Mr. Somchai Charnnarongkul DOA, Thailand Dr. Wais Kabir BARC, Bangladesh Mr. Raul Montemayor IFAP, Philippines Dr. Robert S. Zeigler CGIAR-IRRI, Philippines Fr. Antonio Francisco Lucas NAARAP-ANGOC, Philippines Dr. Mark Holderness GFAR, Italy
Executive Secretary	:	Dr. Raj Paroda APAARI

Executive Committee for 2007-2008

Chairman	:	Dr. Raghunath Ghodake NARI, PNG
Vice-Chairman	:	Dr. Abdul Shukor Abd Rahman MARDI, Malaysia
Members	:	Prof. Rohan Rajapakse CARP, Sri Lanka Mr. Philip Tuivavalagai MAF, Samoa Dr. Mangala Rai ICAR, India Dr. Wen-Deh Chen CoA, Chinese Taipei Mr. Raul Montemayor IFAP, Philippines Dr. William Dar CGIAR Dr. Mark Holderness GFAR, Italy
Executive Secretary	:	Dr. Raj Paroda APAARI

Executive Committee for 2005-2006

Chairman	:	Dr. H.P.M. Gunasena Sri Lanka
Vice-Chairman	:	Dr. T. Mennesson New Caledonia
Members	:	Dr. Shinobu Inanaga Japan Dr. Badaruddin Soomro Pakistan Dr. M.E. Tusneem Pakistan Mr. Nicomedes P. Eleazar Philippines Mr. Luke Ratuvuki Fiji
Executive Secretary	:	Dr. R.S. Paroda India

Executive Committee for 2003-2004

Chairman	:	Dr. Mutsuo Iwamoto Japan Dr. Shinobu Inanaga Japan
Vice-Chairman	:	Dr. M. Nurul Alam Bangladesh
Members	:	Dr. R.P. Sapkota Nepal Mr. S. Charnnarongkul Thailand Dr. T. Mennesson New Caledonia Dr. Nguyen Van Bo Vietnam
Executive Secretary	:	Dr. R.S. Paroda India

Executive Committee for 2001-2002

Chairman	:	Dr. Dhruv Joshi Nepal Dr. R.P. Sapkota Nepal
Vice-Chairman	:	Mr. J. Kumar Fiji
Members	:	Dr. M. Nurul Alam Bangladesh Dr. Patricio S. Faylon Philippines Dr. S.H. Anang Malaysia Dr. Ian Bevege Australia Dr. Robert Clements Australia
Executive Secretary	:	Dr. R.S. Paroda India

Executive Committee for 1999-2000

Chairman	:	Dr. Ian Bevege Australia
Vice-Chairman	:	Dr. Ananta Dalodom Thailand
Members	:	Dr. Seong-Hee Lee Republic of Korea Dr. K.A. Malik Pakistan Dr. R.D. Ghodake Papua New Guinea Dr. D. Kirtisinghe Sri Lanka
Executive Secretary	:	Dr. R.S. Paroda India

Executive Committee for 1997-1998

Chairman	:	Dr. M. Akbar Pakistan
Vice-Chairman	:	Dr. Nobuyoshi Maeno Japan
Members	:	Dr. Z. Karim Bangladesh Dr. Ananta Doladom Thailand Mr. J. Kumar Fiji Dr. William D. Dar Philippines
Executive Secretary	:	Dr. Raj Paroda India

Executive Committee for 1995-1996

Chairman	:	Dr. William D. Dar Philippines
Vice-Chairman	:	Mr. Abbas Keshavarz Iran
Members	:	Dr. Md. Sharif Bin Ahmad Malaysia Dr. Shiva Bahadur Nepali Nepal Dr. Young Sang Kim Korea Dr. S.T. Semisi Western Samoa
Executive Secretary	:	Dr. Raj Paroda India

Executive Committee for 1993-1994

Chairman	:	Dr. Young Sang Kim Korea
Vice-Chairman	:	Mr. Balthasar M. Wayi PNG
Members	:	Prof. Wang Lianzheng China Dr. Zafar Altaf Pakistan Dr. William D. Dar Philippines Mr. Montri Rumakom Thailand
Executive Secretary	:	Dr. Raj Paroda India

Executive Committee for 1991-1992

Chairman	:	Dr. Md. Yusof bin Hashim Malaysia
Vice-Chairman	:	Dr. Keith W. Steele New Zealand
Members	:	Prof. W. Lianzheng China Mr. C.R. Mahapatra India Dr. Maripaz I. Perez Philippines Mr. Tubuola Tavita Western Samoa
Executive Secretary	:	Dr. R.B. Singh India