



Central Asia Regional Economic Cooperation Program

Reference Document for Session 6

CAREC Institute: Draft Terms of Reference for CI Personnel

**Consultation Meeting with the CAREC National Focal Points
25–26 September 2014
Issyk Kul, the Kyrgyz Republic**

TERMS OF REFERENCE

Director, CAREC Institute

Central Asia Regional Economic Cooperation (CAREC) Institute has established as a knowledge institution for implementing the CAREC Program. CAREC Institute (CI) is expected to be at the intellectual forefront of economic cooperation in the CAREC region and will focus on three sets of initiatives, i.e., regional, multi-sectoral, and common sector issues. The mission of the CI is to enhance the quality of the CAREC Program through the generation of knowledge products and services for effective regional cooperation needed to achieve CAREC's strategic goals and accelerate economic growth in the CAREC region. CI will need to support the CAREC Program's strategic goals more directly and effectively in all aspects of its knowledge program including working more closely with sector coordinating committees, and being strategic, practical and results-oriented in the design and implementation of its operations. Services of the CI will be distributed equitably based on the country needs for capacity building to further enhance regional cooperation.

CI, located in Urumqi, Xinjiang Uygur Autonomous Region, People's Republic of China (PRC), is calling for candidates for its Director position, an international staff as head who is responsible for the overall operations of the CI.

The Director of CI will report directly to the Governing Council that has the mandate and responsibility to guide, oversee and supervise the CI operations. The CI Governing Council reports to the Ministerial Conference (MC) of ten CAREC countries.¹ The position will have, among others, the following functions and responsibilities:

Functions and Responsibilities

- Guide the preparation of the medium-term strategy, guide the formulation of annual work program, and annual budget of the CI for review and approval by the Governing Council;
- Guide the preparation of an annual report on the previous year's operations for submission to the Ministerial Conference (MC) for its approval through the Governing Council during MC's annual Conference;
- Mobilize resources and funds required to support CI's programs and projects;
- Oversee and implement the approved work program by prudently utilizing the approved budgetary resources;
- Review organizational structure when needed, and recommend changes and realignments, where necessary, to ensure an efficient CI operations through optimum allocation of available staffing resources;
- Sharpen the knowledge focus on the relevant sectors and themes contributing to achieving improved knowledge management results in the CAREC region;
- Build working relationships with various stakeholders in the CAREC region;
- Report regularly to the Governing Council convening at least once a year;
- Negotiate arrangements mainly with CAREC governments, and international as well as public and private agencies with a view to offering and receiving services and supports related to the sector-focused activities and programs within the mandate of the Institute;
- Direct the staff of the CI and supervise its overall operations; and

¹ Ten CAREC countries consist of Afghanistan, Azerbaijan, People's Republic of China (PRC), Kazakhstan, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

- Coordinate the work of the CI with other national, regional, international and bilateral programs and sector committees engaged in similar activities.

Qualifications and Selection Criteria

- Suitability to undertake the responsibilities mentioned above as head of the CI operation.
- A university degree in economics, business administration, finance, social science or related fields; preferably a post-graduate degree in economics with substantial management training.
- At least 15 years of combined professional work experience with strong and proven leadership, management skills, sound judgment and strategic thinking.
- High proficiency in English, both oral and written communication skills.
- Experience and interest in knowledge management and results-based management.
- As a Management-level international staff, having a strong global view with extensive international and regional experience, including effective interactions with bilateral and multilateral institutions, will be taken into consideration.
- Applicants must be nationals of Kyrgyz Republic.

Immediate Reporting Relationships

- The position reports to the Governing Council of the CI.

Application Procedures

- This is a non-renewable 2-year fixed term appointment based in Urumqi, Xinjiang Uygur Autonomous Region, PRC.
- The CAREC member countries will take turns for the position of the Director, in alphabetical order, starting from the Kyrgyz Republic, the current Chair of the 13th Ministerial Conference. Applicants must, therefore, be a competent individual from nationals of Kyrgyz Republic.
- At the end of the 2-year term, the appointee will not be eligible for continuing appointment or for an immediate appointment to other posts or consultancies at the Institute.
- CI offers an internationally competitive compensation package paid in US dollars. Salaries and expatriate benefits are generally free of tax except for citizens of some countries.
- Applicants are invited to apply by mail or fax [to be provided] with a cover letter and curriculum vitae to CI marked to the attention of _____, CAREC Institute.
- Applications should be submitted by 5:00 p.m., Urumqi time, Friday, _____ 2014.
- No telephone submissions.
- CI is an equal employment opportunity institution and women are encouraged to apply.
- Only short-listed candidates will be notified.

TERMS OF REFERENCE

Deputy Director 1, CAREC Institute

Central Asia Regional Economic Cooperation (CAREC) Institute has been established as a knowledge institution for implementing the CAREC Program. The mission of the CAREC Institute (CI) is to enhance the quality of the CAREC Program through the generation of knowledge products and services for effective regional cooperation needed to achieve CAREC's strategic goals and accelerate economic growth in the CAREC region.² CI will need to support the CAREC Program's strategic goals more directly and effectively in all aspects of its knowledge program including working more closely with sector coordinating committees, and being strategic, practical and results-oriented in the design and implementation of its operations. Services of the CI will be distributed equitably based on the country needs for capacity building to further enhance regional cooperation.

CI, located in Urumqi, Xinjiang Uygur Autonomous Region, People's Republic of China (PRC), is calling for candidates for its Deputy Director 1 (DD1), a Management level position and an international staff, who is responsible for strategic planning, administration, finance, and human resources (HR) of the CI. DD1 will ensure the efficiency, relevance and impact of CI's operations through effective planning, managing and monitoring of budgetary resources for CI, including administrative support, budgetary matters, human resources management, overall management and coordination, and liaison with the Host Country at a high level.

DD1 reports to the Director of the CI and will have, among others, the following functions and responsibilities:

Functions and Responsibilities

- Initiate the preparation of strategic plan for the CI in coordination with the appropriate internal and external bodies;
- Lead the formulation of the CI budget and of budget reports and the process of reallocating resources and reprioritizing programs with quality results within the available budgetary resources;
- Guide the formulation of financial guidelines, administrative procedures and HR policies, administrative orders, and other relevant policies and procedures;
- Lead and guide the implementation of policies on recruitment, selection, appointment, promotion and termination of staff, salaries and other benefits;
- Lead, develop, and oversee the implementation of the business process and work program of the CI;
- Develop a cost and expenditure monitoring system in support of a budgetary planning and control measures; manage for results by planning staff resources, implementing, monitoring, and reporting outcomes;
- Lead and oversee the development and implementation of CI's treasury and accounting information systems and reporting requirements in compliance with the Generally Accepted Accounting Principles (or the International Financial Reporting Standards), and ensure the accuracy and consistency of such reports;
- Oversee and direct all accounting and audit works and liaise closely with CI's internal and/or external auditors;

² Ten CAREC countries consist of Afghanistan, Azerbaijan, People's Republic of China (PRC), Kazakhstan, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

- Evaluate soundness of financial and internal control measures;
- Lead, oversee, review and direct CI's internal procurement and expenditure requirement activities;
- Authorize and supervise financial transactions and payments;
- Develop a network of institutions in the CAREC region, as well as outside, that could collaborate in delivering and financing the CI work program;
- Supervise the relevant units and report their activities to the Director;
- Anticipate and manage issues of strategic importance for CI's finance, administration, and HR related activities and assist the Director in the overall performance of functions at CI;
- Coordinate with the Host Country on all matters pertaining to the operations of the CI, including office premises and facilities, office lease and security arrangements; and
- Oversee and supervise CI's information disclosure and overall communication services.

Qualifications and Selection Criteria

- Suitability to undertake the responsibilities mentioned above as DD1.
- A university degree in accounting, finance, business administration, and social science with multiple skills gains through work experience at high level; a post-graduate degree in business administration or related field will be an advantage.
- At least 15 years of combined professional work experience with strong leadership, management skills, sound judgment and strategic thinking.
- High proficiency in English, both oral and written communication skills.
- Experience and interest in handling financial and administrative support services, HR management, strong client orientation, and good at management and cooperation work.
- As a Management-level international staff, having a strong global view with extensive international and regional experience, including effective interactions with bilateral and multilateral institutions, will be taken into consideration.
- Experience and interest in knowledge management and results-based management.
- Applicants must be nationals of the People's Republic of China, the host country of the CI operations.

Immediate Reporting Relationships

- The position reports to the Director of the CI.

Application Procedures

- This is a 3-year fixed term appointment based in Urumqi, the PRC, with a possible extension of two to three years subject to satisfactory performance as determined by the Governing Council.
- CI offers an internationally competitive compensation package paid in US dollars or possibly in RMB. Salaries and benefits are generally free of tax except for citizens of some countries.
- Applicants must be nationals of the PRC.
- Applicants are invited to apply by mail or fax [to be provided] with a cover letter and curriculum vitae to CI marked to the attention of _____, CAREC Institute.
- Applications should be submitted by 5:00 p.m., Urumqi time, Friday, _____ 2014.
- No telephone submissions.

- CI is an equal employment opportunity institution and women are encouraged to apply.
- Only short-listed applicants will be notified.

TERMS OF REFERENCE

Deputy Director 2, CAREC Institute

Central Asia Regional Economic Cooperation (CAREC) Institute has been established as a knowledge institution for implementing the CAREC Program. CAREC Institute (CI) is expected to be at the intellectual forefront of economic cooperation in the CAREC region³ and will focus on three sets of initiatives, i.e., regional, multi-sectoral, and common sector issues. The mission of the CI is to enhance the quality of the CAREC Program through the generation of knowledge products and services for effective regional cooperation needed to achieve CAREC's strategic goals and accelerate economic growth in the CAREC region. CI will need to support the CAREC Program's strategic goals more directly and effectively in all aspects of its knowledge program including working more closely with sector coordinating committees, and being strategic, practical and results-oriented in the design and implementation of its operations. Services of the CI will be distributed equitably based on the country needs for capacity building to further enhance regional cooperation.

CI, located in Urumqi, Xinjiang Uygur Autonomous Region, People's Republic of China (PRC), is calling for candidates for its Deputy Director 2 (DD2), a Management level position and an international staff, who is responsible for knowledge generation, knowledge services, and knowledge management of the CI.

DD2 reports to the Director of the CI and will have, among others, the following functions and responsibilities:

Functions and Responsibilities

- Guided by the strategic knowledge framework endorsed at the 11th CAREC Ministerial Conference in 2012, implement the program budgets for knowledge generation, knowledge services, and knowledge management through the relevant Unit Heads;
- Sharpen the knowledge focus in CI operations, and coordinate closely with CAREC Program including the sector coordinating committees in implementing the knowledge related work plans;
- Communicate with CAREC member countries and assist to identify and apply feasible approaches to address development challenges;
- Contribute toward the development of capacity for knowledge solutions in CAREC countries;
- Initiate external knowledge partnerships and promote the quality and effectiveness of CI knowledge products and services based on feedback from internal and external clients and lead to further improvement;
- Enhance staff learning and technical skills development;
- Monitor the progress and results of deliverables of knowledge generation, services, and management;
- Supervise the relevant units and reports their activities to the Director; and
- Anticipate and manage issues of strategic importance for CI's knowledge related activities, and assist the Director in the overall performance of functions at CI.

³ Ten CAREC countries consist of Afghanistan, Azerbaijan, People's Republic of China (PRC), Kazakhstan, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

Qualifications and Selection Criteria

- Suitability to undertake the responsibilities mentioned above as DD2.
- A university degree in economics and social science with multiple skills gained through work experience at high level; a post-graduate degree in economics, preferably at Ph.D. level.
- At least 15 years of combined professional work experience with strong leadership, management skills, sound judgment and strategic thinking.
- Experience and interest in knowledge management and results-based management.
- Able to apply technical and management skills in a leadership role to support internal and external client groups.
- Has experience in managing research, capacity building and training, and outreach programs related to development issues in the CAREC region.
- As a Management-level international staff, having a strong global view with extensive international and regional experience, including effective interactions with bilateral and multilateral institutions, will be taken into consideration.
- High proficiency in English, both oral and written communication skills.
- Has a high level of understanding of the needs of key clients (e.g., government agencies, international organizations, research and capacity building institutions) in promoting knowledge products, services and management.
- Applicants must be from nationals of 10 CAREC member countries excluding the host country (i.e., PRC).

Immediate Reporting Relationships

- The position reports to the Director of the CI.

Application Procedures

- This is a 3-year fixed term appointment without extension. CI is based in Urumqi, Xinjiang Uygur Autonomous Region, PRC.
- CI offers an internationally competitive compensation package paid in US dollars. Salaries and benefits are generally free of tax except for citizens of some countries.
- Applicants are invited to apply by mail or fax [to be provided] with a cover letter and curriculum vitae to CI marked to the attention of _____, CAREC Institute.
- Applications should be submitted by 5:00 p.m., Urumqi time, Friday, _____ 2014.
- No telephone submissions.
- CI is an equal employment opportunity institution and women are encouraged to apply.
- Only short-listed applicants will be notified.

TERMS OF REFERENCE

Special Assistant to Deputy Director 1, CAREC Institute

Central Asia Regional Economic Cooperation (CAREC) Institute has been established as a knowledge institution for implementing the CAREC Program. The mission of the CAREC Institute (CI) is to enhance the quality of the CAREC Program through the generation of knowledge products and services for effective regional cooperation needed to achieve CAREC's strategic goals and accelerate economic growth in the CAREC region.⁴ CI will need to support the CAREC Program's strategic goals more directly and effectively in all aspects of its knowledge program including working more closely with sector coordinating committees, and being strategic, practical and results-oriented in the design and implementation of its operations.

CI, located in Urumqi, Xinjiang Uygur Autonomous Region, People's Republic of China (PRC), is calling for candidates as Special Assistant to Deputy Director 1 (DD1). As an international staff, the Special Assistant is required to provide full support to DD1 in a wide range of office administration, management and coordination. The position requires critical skills for efficient and effective coordination and communications with the host country government agencies on work relating to CI facility requirements in terms of budgetary resources, location, internal procurement, fitting-out work arrangements and supervision, and office management and maintenance.

This position reports to DD1 of the CI and will have, among others, the following functions and responsibilities:

Functions and Responsibilities

- Assist DD1 by providing effective coordination and communications with various agencies of the Host Country relating to the physical establishment and subsequent facility maintenance of the CI;
- Assist DD1 to initiate planning and preparation of the one-time establishment cost for CI's office facility in Urumqi, lead in the procurement and bidding process, monitor the work-in-progress of the fitting-out work, and ensure proper budgetary control in the use of resources allocated for the CI facility establishment and maintenance;
- Assist DD1 in the coordination with and supervision of contractors to ensure a timely completion of the fitting-out work of the CI's leased office facility within budget;
- Perform CI's internal procurement related activities, contract negotiations and outsourced office and basic IT related services in meeting CI's office facility and administrative services requirements;
- Assist DD1 in CI's overall facility management, and provide general administrative support pertaining to office premises including office furniture and equipment, communications and IT facilities, office lease and security arrangements; and
- Perform any other relevant duties as directed by DD1 based on business needs.

Qualifications and Selection Criteria

- Suitability to undertake the responsibilities mentioned above as directed by the DD1.
- A university degree in accounting, finance, business administration and social science.

⁴ CAREC countries consist of Afghanistan, Azerbaijan, People's Republic of China (PRC), Kazakhstan, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

- At least 12 years of work experience, including experience in handling finance, general administration, HR management, and budget formulation.
- Proven ability in coordination skills regarding work programs, resource mobilization and budget utilization.
- Strong leadership, management, and sound judgment and strategic thinking.
- High proficiency in overall communication skills.
- Experience and interest in rendering administrative services and support, finance and accounting, and HR related matters. Experience of working in the Chinese government will be an advantage.

Immediate Reporting Relationships

- The position reports to the DD1 of the CI.

Application Procedures

- This is a 3-year fixed term appointment based in Urumqi, the PRC, with a possible extension of no more than 2 years subject to satisfactory performance as determined by DD1.
- The CI offers an internationally competitive compensation package paid in US dollars or possibly in RMB. Salaries and benefits are generally free of tax except for citizens of some countries. Applicants must be nationals of the PRC.
- Applicants are invited to apply by mail or fax [to be provided] with a cover letter and curriculum vitae to CI marked to the attention of _____, CAREC Institute.
- Applications should be submitted by 5:00 p.m., Urumqi time, Friday, _____ 2014.
- No telephone submissions.
- CI is an equal employment opportunity institution and women are encouraged to apply.
- Only short-listed applicants will be notified.