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भारतीय कृषि अनुसंधान परिषद

INDIAN COUNCIL OF AGRICULTURAL RESEARCH

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Krishi Bhawan, Dr. Rajendra Prasad Road, New Delhi 110001

Krishi Bhawan, New Delhi

Dated the 02nd July, 2026

Office Memorandum

Subject: Strengthening the APAR System as a Performance Management and Capacity Building Tool – reg.

The undersigned is directed to state that the Annual Performance Assessment Report (APAR) system is one of the most important instruments for performance management, capacity building, career development, and ensuring accountability. However, it has been observed that in several cases APARs are being treated merely as a routine annual exercise rather than as a development tool for assessing performance, identifying developmental needs, and improving organizational effectiveness.

2. The issue has been deliberated in detail during the Zonal Meetings on Administrative and Financial Matters between ICAR Headquarters and ICAR Institutes held under the Chairmanship of the Secretary, DARE & Director General, ICAR. During the deliberations, it is observed that clear performance goals are often not defined at the beginning of the assessment year and assessments are at times carried out mechanically, or as a matter of routine. It was emphasized that the APAR system must be utilized in its true spirit as an instrument for performance improvement, capacity development, accountability, and organizational excellence.

3. Accordingly, all Institutes/Units of ICAR are advised to ensure strict compliance with the following guidelines w.r.t. setting of annual performance goals at the beginning of the APAR Year and using it as a tool for fair assessment of the concerned staff:

(a) At the beginning of the APAR year, each employee of ICAR (**Assistant & above level**) shall prepare their work plan for the year in close consultation with their Reporting Officer. The work plan should not only be relevant to the work role, specific and measurable but also be aligned to the National Priorities, Organisational Priorities, and Institutional Priorities.

(b) The Reporting Officer shall ensure that APAR work plans in respect of all the eligible employees has been prepared and duly approved so that there is no asymmetry of information between reporting officer and the officer reported upon.

(c) Any significant change in duties, responsibilities or work assignments during the year may be taken into account while doing mid-year reviews of the work plans so that the work plans can be suitably tuned. In cases of transfer of the reportee officer during

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the mid-year, a separate work plan be prepared as per change in the roles and authorities.


(d) The approved Workplan should be utilized for fair assessment of the employees. The APAR assessment should be based on the actual work performed, achievements, quality of work, efficiency, conduct, initiative, responsiveness and overall contribution of the employee in organizational development etc. The grading of "Outstanding" should be awarded only in exceptional cases and should be supported by specific achievements and recorded reasons.

3. It is further advised that for the current APAR year 2026-27, the above exercise for setting of Annual Performance Goals shall be completed mandatorily by 15th July, 2026. A compliance report in this regard may be furnished to ICAR Headquarters as under:

Category of Personnel	Report to be sent to	Remarks
Scientific Personnel of ICAR Hqrs & Institutes	JS (Personnel)	Institutes to send the same through respective DDGs
Technical Personnel of ICAR Hqrs & Institutes (T4 & above level)	JS (Technical)	Institutes to send the same through respective DDGs
Administrative Personnel of ICAR Hqrs & Institutes (Assistant & above level)	Director (Administration)	Institutes to send the same through respective DDGs

4. All the Directors of the Institutes and Heads of Divisions/Units/Sections at ICAR Hqrs are requested to bring these instructions to the notice of all concerned officers/officials for completing the goal-setting exercise strictly within the stipulated time limits and for sending the report to the concerned Nodal Units as indicated above.

This issues with the approval of the Competent Authority.


(Vampad Sharma)
Director (Admn)

Distribution:

1. The Directors/ Project Directors of all ICAR Institutes/ National Research Centres/Project Directorates/ ATARIs/ Bureaux
 2. All the DDGs of ICAR HQs
 3. All the officers and Divisions/Sections/Units of ICAR HQ/ Institutes
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