

2021-2024



**Centre on Integrated Rural Development for Asia and the Pacific
(CIRDAP)**



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S.W.O.T. Matrix of CIRDAP in 2017

STRENGTHS	WEAKNESSES
- CIRDAP has policy bodies such as GC/EC/TC to be represented by top policy makers of RD and PA in CMCs. They have been organized regularly and sense of ownership has grown among CMCs. - All CMCs have IRD research and training centres with government support. These centres can be further developed for generating knowledge on various topic of IRD, which can be discussed at national and regional level. - Training has been organized regularly for the benefit of CMCs. It has produced a large of number of trainees in all CMCs. As follow ups, some CMCs have offered national level training programs in their respective countries. - As of 2016, out of 15 CMCs, 14 CMCs have paid their annual contribution regularly. 9 CMCs have contributed to Regional Cooperation Fund. - CIRDAP is functioning as a clearing house and data bank information on IRD by creating an exclusive portal, Info RD and having a functional ICT Centre. CIRDAP has been publishing APJORD and CDD regularly. - CIRDAP has good institutional and physical infrastructure.	- Strengthening CLIs, which are the top research and training institutions of RD/PA, could not get priority attention of CMCs. Hence, it could not generate knowledge of policy research for attracting higher level of participation in the policy body meetings. - Cooperation in research between CIRDAP and IRD is limited. Sharing research funding through CCM in TC approved projects is limited. - CIRDAP is heavily depended on India's generous contribution through NIRD. Other CMCs should also be persuaded for such support. - Heavily dependent on CMCs contribution, limited capacity to generate own income due to limited HR capacity to compete. Declining aid from development partners. - Only limited countries provide quality papers for APJORD and CDD. - Limited professional staffs, more general staff due to comparatively less attractive salary package and other benefits.

OPPORTUNITIES	THREATS
TC could be redesigned to fully play its role as a platform for generating pioneering ideas and experiences in RD and PA of CMCs. Cooperation	Diversity of capacity of CLIs and a lack of policy priority for strengthening CLIs could be a serious threat to the idea of

between/among CLIs should be strengthened by agreeing on a common theme to be discussed in a conference/workshop. CIRDAP-CLIs need to create knowledge sharing forum beyond TC for CLIs based on certain thematic issue.

- CIRDAP can benefit from research knowledge generated by its CLIs in order to organize regional policy dialogue and international workshops. Limited available funding from RCF can be an opportunity to share research findings among CLIs.
- The offer by some CLIs to host training programme in their countries can be a good start to the full engagement of other countries. CIRDAP can start designing full package of paid international training programme in collaboration with other international organizations for its CMCs and private sectors.
- CIRDAP can persuade other regional bodies through CMCs, to collaborate regional level programs. CIRDAP needs to revive its linkage with its former funding partners, while exploring new partners and new member countries.
- CLIs could be the networking point for collecting good research articles in CMCs. Discussion with Swiss Development Cooperation (SDC) is going on to get financial support to organize international networking workshop of local government training centres of CMCs.
- CIRDAP can create a pool of Professional Associate, Senior Fellow, Junior Fellow, Visiting Fellow schemes to enable professional resources from CMCs, for short term, in order to fill the professional gap. CIRDAP may consider involving private sectors in some programs and activities as appropriate.

regional cooperation among CMCs through CIRDAP.

- Limited information about ongoing research and lack of qualified professionals in several CMCs can be serious obstacle to fully benefit from research organized by CLIs.
- The failure to find the ways to fund international travelling cost for participants of the training programme will make the offer from CMCs a losing opportunity. Lack of qualified professional staffs in CLI can be a challenging task.
- Limited number of qualified professional staffs in CIRDAP Secretariat can be the challenges for competitive international aid fund. CIRDAP Rules and Staff Operation Manual needs revision and updated.
- More cost-effective packages need to be offered to survive in the competitive market of ICT.
- CIRDAP needs to demonstrate a visible impact in order to survive in the competitive world.



Review of SWOT analysis and Strategic Plans 2018-2022

Thursday 22 October 2020

10.00 – 16:00 hrs.

Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP)

Background:

At the Virtual Meeting of the Executive Committee of CIRDAP held on 24th August 2020 and the Virtual meeting of the Technical Committee of CIRDAP held on 26th August 2020, DG CIRDAP proposed that SWOT analysis and Strategic Plans for 2018-2022 of CIRDAP should have a mid-term reviewed in 2020 and in particular on the impacts of the COVID-19 pandemic on the strategic plans. Both Committees agreed on the proposal.

Objectives:

CIRDAP will carry out the review of SWOT analysis and strategic plans for 2018-2022 and will propose the draft review to the GC meeting (Virtual) at the end of 2020 and at the TC 36 meeting in Indonesia in July 2021.

Expected Outcome:

It is expected that CIRDAP will obtain the revised SWOT matrix and Strategic Plans for 2018-2022 by November 2020.

Programme

10:00 – 10:15 hrs.	Opening and Introduction by DG CIRDAP
10:15 – 10:45 hrs.	Review of SWOT Analysis and Strategic Plan 2018-2022 by Associate Prof. Wasin Inkapatanakul, CIRDAP Mentor on Strategic Planning
10:45 – 12:00 hrs.	SWOT Analysis Review
12:00 – 13:00 hrs.	Strategic Position of CIRDAP
13:00 – 14:00 hrs.	Break for Lunch
14:00 – 15:30 hrs.	Strategic Plan 2018-2022 Review
15:30 – 16:00 hrs.	Conclusion and Closing

Note:

Join Zoom Meeting

<https://us02web.zoom.us/j/87458473556?pwd=dzZrQ2dGS1NCZjZzUnBqM1drM0lPd09>

Meeting ID: 874 5847 3556

Passcode: 050217

Find your local number: <https://us02web.zoom.us/j/87458473556?pwd=dzZrQ2dGS1NCZjZzUnBqM1drM0lPd09>

Mentor Profile



Associate Prof. Wasin Inkapatanakul, CIRDAP Mentor on Strategic Planning

Education:

Bachelor Degree of Science in Forest Management, Kasetsart University, Bangkok, Thailand

Master Degree of Science in Environmental Science, Kasetsart University, Bangkok, Thailand

Ph.D. in Environmental Science and Management, University of Leeds, United Kingdom

Professional Career:

Former Vice President for Quality Assurance in Education, Silpakorn University, Thailand

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New SWOT of CIRDAP in 2020

STRENGTHS

- S1. CIRDAP has policy bodies represented by top policy makers of IRD which meet regularly.
- S2. Most CMCs have IRD research and training centres with government support. (These centres can be further developed for generating knowledge on various topic of IRD, which can be discussed at national and regional level).
- S3. CIRDAP has been publishing APJORD and electronic publication regularly.
- S4. CIRDAP has good institutional and physical infrastructure (research division's better human resources, website, IT system, e-library).

WEAKNESSES

- W1. Cooperation in research between CIRDAP and IRD is limited. Sharing research funding through CCM in TC approved projects is limited.
- W2. CIRDAP is yet to develop flagship training of its own.
- W3. Heavily dependent on CMCs contribution, limited capacity to generate own income due to limited HR capacity to compete.
- W4. Due to COVID-19, CICC income generation has been reduced drastically.

OPPORTUNITIES

- O1. Utilization of experts in IRD from CMCs and from Asia-Pacific region in a more effective way.
- O2. CIRDAP can benefit from research knowledge generated by its CLIs in order to organize regional policy dialogue and international workshops.



O3. The offer by some CLIs to host training programme in their countries after the COVID-19 can be a good start to the full engagement of other countries. CIRDAP can start designing virtual training in collaboration with other international organizations for its CMCs and private sectors.

O4. CIRDAP can persuade other regional bodies through CMCs, to collaborate regional level programs. CIRDAP needs to revive its linkage with its former funding partners, while exploring new partners and new member countries.

O5. Having channels to apply for funding from international donors for IRD in collaboration with CMCs and CLIs and other partners.

O6. After the COVID-19, CIRDAP can create a pool of Professional Associate, Senior Fellow, Junior Fellow, Visiting Fellow schemes to enable professional resources from CMCs.

THREATS

T1. Policy instability

T2. Global economy crises during COVID-19

T3. Socio-economic disparities, technological divides

T4. Natural disasters (Disease outbreaks, climate change, earthquakes, tsunamis)

T5. Limited external sources of funding

SWOT Matrix Matching

WO

Weaknesses

W1. Cooperation in research between CIRDAP and CLIs in IRD is limited. Sharing research funding through CMCs in TC approved projects is limited.

W2. CIRDAP is yet to develop flagship training of its own.

W3. Heavily dependent on CMCs contribution, limited capacity to generate own income due to limited HR capacity to compete.

W4. Due to COVID-19, CICC income generation has been reduced drastically.

Opportunities

O1. Utilization of experts in IRD from CMCs and from Asia-Pacific region in a more effective way.

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O6. After the COVID-19, CIRDAP can create a pool of Professional Associate, Senior Fellow, Junior Fellow, Visiting Fellow schemes to enable professional resources from CMCs.

Strategy

S1. Virtual regional policy dialogue, international workshops, training during the COVID-19 (W1, O1, O2, O3, O6).

S2. Fund raising through project/research proposals and jointly with CMCs (W3, W4, O5).

S3. Develop flagship training jointly with CLIs (W2, O3).

SO

Strengths

S1. CIRDAP has policy bodies represented by top policy makers of IRD which meet regularly.

S2. Most CMCs have IRD research and training centres with government support. (These centres can be further developed for generating knowledge on various topic of IRD, which can be discussed at national and regional level).

S3. CIRDAP has been publishing APJORD and electronic publication regularly.

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Opportunities

O1. Utilization of experts in IRD from CMCs and from Asia-Pacific region in a more effective way.

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O5. Having channels to apply for funding from international donors for IRD in collaboration with CMCs and CLIs and other partners.

O6. After the COVID-19, CIRDAP can create a pool of Professional Associate, Senior Fellow, Junior Fellow, Visiting Fellow schemes to enable professional resources from CMCs.

Strategy

S1. Persuade funding on IRD programmes through regional donors/funding agencies in CMCs and country-wise support (S1, S2, O3, O4, O5).

S2. Launching publication in CLIs for knowledge transfer supported by CLIs (S3, O1, O2, O6).

S3. Strengthen website, IT system, e-library, InfoRD Portal, and establish expert network (S4, O4, O5, O6).

WT

Weaknesses

W1. Cooperation in research between CIRDAP and CLIs in IRD is limited. Sharing research funding through CCM in TC approved projects is limited.

W2. CIRDAP is yet to develop flagship training of its own.

W3. Heavily dependent on CMCs contribution, limited capacity to generate own income due to limited HR capacity to compete.

W4. Due to the COVID-19, CICC income generation has been reduced drastically.

W5. Limited partnership.

Threats

T1. Policy instability

T2. Global economy crises during the COVID-19

T3. Socio-economic disparities, technological divides

T4. Natural Disasters

T5. Limited external funding

Strategy

S1. Establish reserve fund for CIRDAP (W3, W4, T1, T2, T4, T5).

S2. Invited new country members (W3, W4, T2, T5).

S3. Establish partnerships with regional organizations, academic institutions, NGOs, CSOs to share costs (W5, T5).

ST

Strengths

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S3. CIRDAP has been publishing APJORD and electronic publication regularly.

S4. CIRDAP has good institutional and physical infrastructure (research division's better human resources, website, IT system, e-library).

Threats

T1. Policy instability

T2. Global economy crises during the COVID-19

T3. Socio-economic disparities, technological divides

T4. Natural Disasters

T5. Limited external funding

Strategy

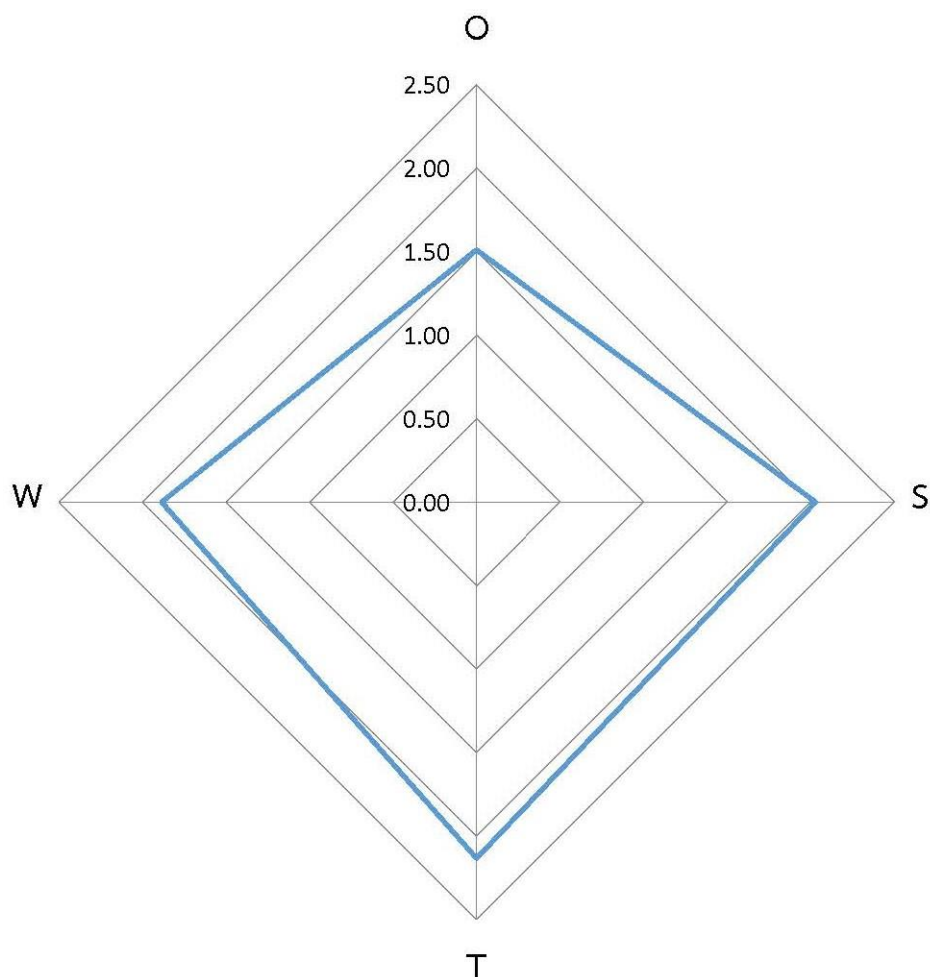
S1. Develop regional guidelines or sharing innovative experiences/ success cases on climate change mitigation and adaptation in IRD (S1, S2, T4).

S2. Organize webinars, expert consultation on natural disasters and climate change actions (S4, T4).

S3. "Leave No One Behind" digital platform for planning and management on socio-economic disparities and information and communication technology divides in CIRDAP member countries (S1, S4, T3).

S4. Fund raising through project/research proposals and campaign and jointly with CMCs (S1, S4, T5).

Strategic Position



Strategies & Action Plans, KPIs and Targets for 2021 - 2024

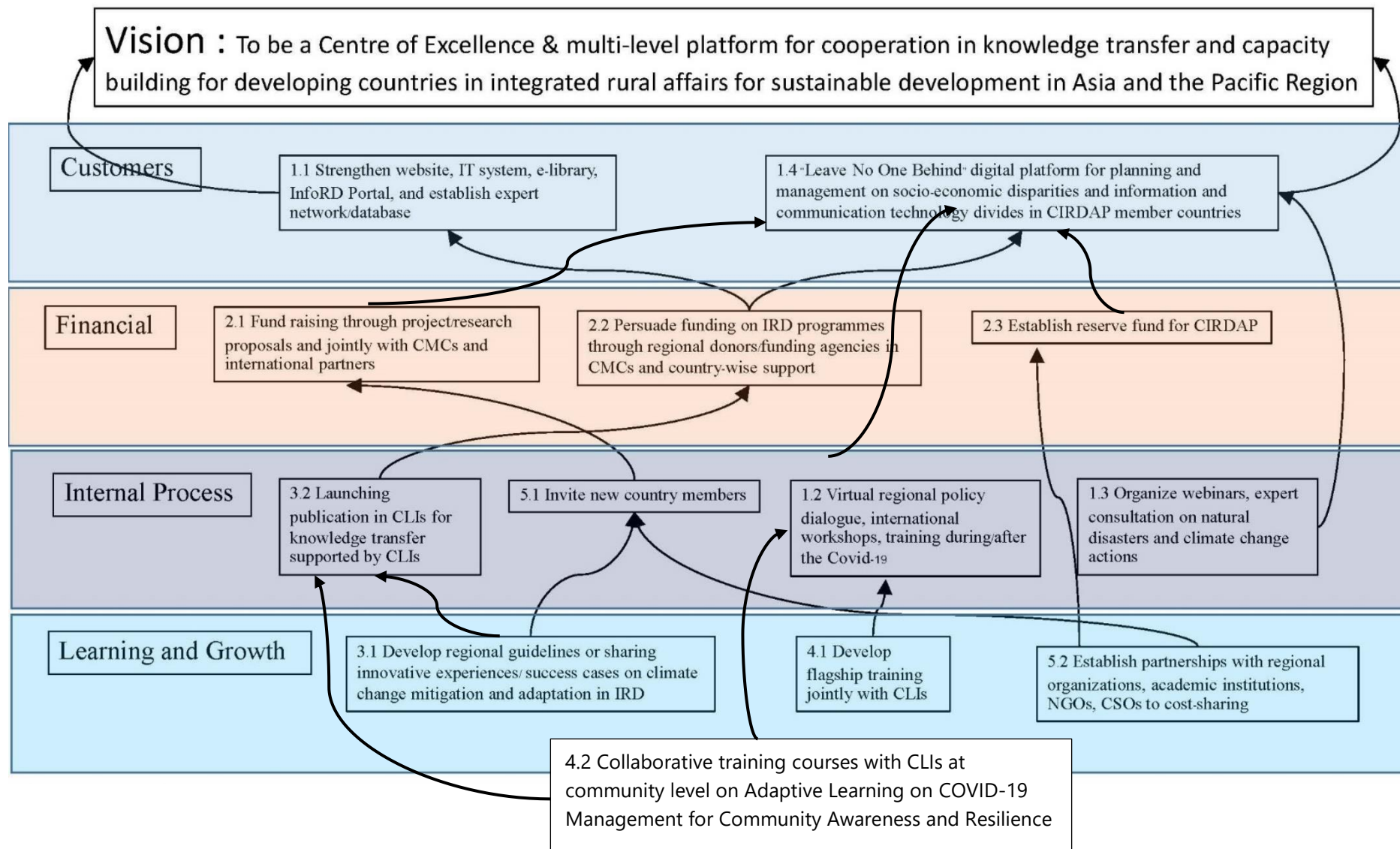
Strategies & Action Plans	KPIs	2021	2022	2023	2024
1. USE OF DIGITAL PLATFORM DURING THE COVID-19 PANDEMIC					
1.1 Strengthen website, IT system, e-library, InfoRD Portal, and establish expert network/database					
Website	Improve outlook and dynamic presentations	12 months	12 months	12 months	12 months
	Number of contents updated (At least 2 updates in a month) – 96 updates	24	24	24	24
IT system arrangements	Reactivated CCGARD	12 months	12 months	12 months	12 months
Webinars/meetings on expert consultation on CIRDAP Centre on Geoinformatics Application in Rural Development	12 Webinars/meetings	3	3	3	3
e-library	Improve access for all clients	20 organizations	25 organizations	30 organizations	35 organizations
InfoRD Portal	Improve active information	60	70	80	90
Expert network/database	200 identified experts in IRD and related areas	50	50	50	50
Webinars organized in collaboration with partner organizations and experts	18 webinars	3	5	5	5
Webinars organized in collaboration with CMCs & CLIs and experts	18 webinars	3	5	5	5
Engagement of Experts for APJORD articles and reviewing	18 Articles/Reviewing	3	5	5	5
Engagement of Experts on writing project proposals and consultancy	12 Proposals/Consultancy	3	3	3	3
Engagement of Experts in Flagship Training	20 Experts	5	5	5	5

Think Tank Meetings	20 Meetings	5	5	5	5
1.2 Virtual regional policy dialogue, international workshops, training during/after the COVID-19					
Webinar on International Day of Rural Development, 15 October	4 meetings	1	1	1	1
Webinar on contemporary issues	16 webinars	4	4	4	4
Consultative workshop for RDR	4 workshops	1	1	1	1
Celebration of World Ocean Day, 6 June	4 times	1	1	1	1
Celebration of World Rural Development Day, 6 July	4 times	1	1	1	1
1.3 Organize webinars, expert consultation on natural disasters and climate change actions					
Webinar: Expert consultation on building earthquakes resilient communities and societies for Bangladesh: sharing experiences and lesson learned from earthquakes around the world, a celebration of the United Nations International Day on Disaster Risk Reduction, 13 October 2020	4 meetings	1	1	1	1
1.4 "Leave No One Behind" digital platform for planning and management on socio-economic disparities and information and communication technology divides in CIRDAP member countries	Establish digital platform at CCGARD and network of ICT in 15 CIRDAP member countries	3 countries	3 countries	3 countries	6 countries
2. FUND RAISING AND FINANCIAL MANAGEMENT					
2.1 Fund raising through project/research proposals and jointly with CMCs and international partners	\$ 0.25 m US/yr.	\$ 0.25 m US/yr.	\$ 0.25 m US/yr.	\$ 0.25 m US/yr.	\$ 0.25 m US/yr.
Proposals under EU Horizon & other funds	3 proposals/yr	3	3	3	3
Sector Review of Bangladesh Agriculture for the Purpose of Designing an Agricultural Policy in line with Vision 2041 (To be informed)	\$80,000 US				
Strengthening the Bangladeshi Food Safety Regulatory System to Ensure the Safety of Food Produced Domestically. (To be informed)	\$700,000 US				
Evaluation of Economic incentives in agriculture in Bangladesh (To be informed)	\$150,000 US				

2.2 Persuade funding on IRD programmes through regional donors/funding agencies in CMCs and country-wise support	-				
Training on strengthening capacity of the Government officials in enhancing analytical capability under USAID meeting the undernutrition challenge (MUCH) project and FAO Bangladesh	29 successful trainees	-	-	-	-
A mid-term review workshop to assess the progress of research studies under meeting the undernutrition challenge (MUCH) project of FAO Bangladesh funded by USAID and EU	1 workshop with 50 participants	-	-	-	-
Final workshop organized to derive FNS policy recommendations from the research studies under meeting the undernutrition challenge (MUCH) project of FAO Bangladesh funded by USAID and EU	1 workshop with 70 participants	1			
Training for qualitative survey for Fecal pathogen in aquaculture value chain project	1 training				
Qualitative survey for Fecal pathogen in aquaculture value chain	1 survey				
2.3 Establish reserve fund for CIRDAP	Accumulated fund up to \$1 million US in 20 years	-	50,000 US	50,000 US	50,000 US
3. KNOWLEDGE MANAGEMENT					
3.1 Develop regional guidelines or sharing innovative experiences/ success cases on climate change mitigation and adaptation in IRD					
Regional climate change mitigation and adaptation in IRD: sharing innovative experiences	1 publication	-	1	-	=
3.2 Launching publication in CLIs for knowledge transfer supported by CLIs	a. Aspiring stories from Rural communities (Library product) b. Gender issue c. IRD good practices in CMCs	1 of each	1 of each	1 of each	1 of each

CIRDAP Exhibitions and Museum in Integrated Rural Development	Exhibit of 30 top IRD models in Asia-Pacific	-	15	10	5
Rural Development Report	4 Reports	1	1	1	1
Research Reports	10 reports	4	2	2	2
Publication of Asia Pacific Journal of Rural Development (APJORD)	8 issues published	2	2	2	2
4. FLAGSHIP TRAINING IN THE AFTERMATH OF THE COVID-19 PANDEMIC					
4.1 Develop flagship training jointly with CLIs					
Training programme on IRD, Governance, Trade and Sustainable Development for Asia and the Pacific in collaboration with BARD	60 successful and qualified trainees	-	20	20	20
4.2 Collaborative training courses with CLIs at community level on Adaptive Learning on COVID-19 Management for Community Awareness and Resilience and other important issues (include 1 international training course for each year)	9 courses	-	3	3	3
5. PARTNERSHIP & MEMBERSHIP					
5.1 Invite new country members	4 countries	1	1	1	1
5.2 Establish partnerships with regional organizations, academic institutions, NGOs, CSOs to cost-sharing	20 partners	5	5	5	5

Balance Score Card (BSC)



VISION & MISSION

VISION

To be a Centre of Excellence & multi-level platform for cooperation in knowledge transfer and capacity building for developing countries in integrated rural affairs for sustainable development in Asia and the Pacific Region.

MISSION

Our mission is to provide technical support and promote innovative best practices on sustainable IRD amongst member countries in Asia-Pacific in order to improve the lives of the rural people.

- ❖ To utilise state of the art information and communication technology;
- ❖ To provide flagship trainings and capacity development in the field of integrated rural development and related agricultural activities to serve the needs of rural communities in the region and sub-regions;
- ❖ To enhance the analytical capability of developing countries in formulating rural development policies, as well as, determining appropriate measures corresponding with impacts of the globalization, trade liberalization, climate change and disaster risks in the region and sub-regions, engagement communities by using community-based and adaptive management approach;
- ❖ To foster the cooperation on development between countries in the region and sub-regions through collaborative research projects;
- ❖ To collaborate with interagency departments, academic institutions, private sector, research funds, and other national and international organizations to disseminate knowledge gained and transfer of innovative technologies to developing countries in the region and sub-regions.



CIRDAP

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