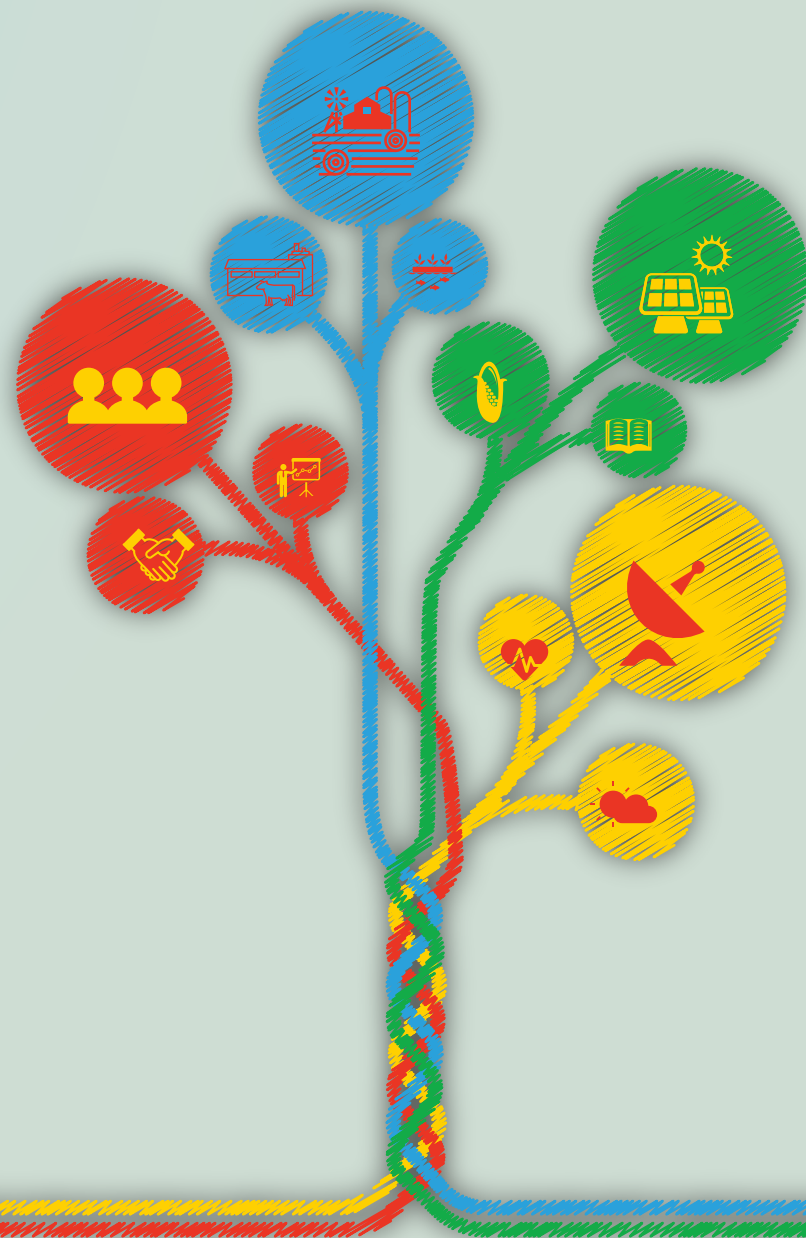


CIRDAP

STRATEGIC PLAN
2018-2022



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



CIRDAP STRATEGIC PLAN 2018-2022



CIRDAP

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

FOREWORD

Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) has been in existence for 38 years since its establishment in 1979. Over these years, CIRDAP has encountered several challenges and opportunities brought about by globalization and free market processes. Its member countries have responded by formulating Legislative and Policy initiatives to promote economic growth and address unintended negative consequences, basically under the umbrella of Millennium Development Goals (MDGs) and recently the Sustainable Development Goals (SDGs). Likewise, CIRDAP has also and should continue to reposition itself in terms of its mandated roles by resetting its platform in response to these changes particularly in rural development. For this reason, the Governing Council (GC-20) has decided that a review of CIRDAP's framework and processes be undertaken.

Accordingly, a high-level Review Team was constituted to conduct the review based on the recommendations of Technical Committee (TC-31) in its meeting in Kuala Lumpur, Malaysia in May 2016. This Review Report has been prepared by the Review Committee based on CIRDAP Evaluation Committee (CEC) 2009 report and it contains a Strategic Plan and an Action Plan.

This report therefore will certainly guide CIRDAP to become more relevant and visible to its member countries to realigning its priority and approaches in terms of strategies, programmes and future interventions. The key requirement for the whole process is strong and active partnership among CIRDAP members Countries, Development partners and other stakeholders;

I believe CIRDAP, with its commitment and dedication towards its member countries, will be able to prove itself as a catalyst in achieving sustainable and inclusive development in the Asia and the Pacific region.

September 2017



Tevita G. Boseiwaqa Taginavulau
Director General

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ABBREVIATIONS

ADB	Asian Development Bank
APJORD	Asia Pacific Journal of Rural Development
APO	Asian Productivity Organization
ASAP	As soon as possible
ASEAN	Association of Southeast Asian Nations
BDCs	Nationally Determined Contributions
BIMSTEC	Bay of Bengal Initiatives for Multi Sectoral and Technical Cooperation
CBOs	Community Based Organizations
CCM	CIRDAP Contact Ministry
CDD	CIRDAP Development Digest
CEC	CIRDAP Evaluation Committee
CIRDAP	Centre on Integrated Rural Development for Asia and the Pacific
CLIs	CIRDAP Link Institutions
CMCs	CIRDAP member Countries
CSOs	Civil Society Organizations
DG	Director General
EC	Executive Committee
ECO	Economic Cooperation Organization
ESCAP	Economic and Social Commission for Asia and the Pacific
FAQ	Food and Agriculture Organization
GC	Governing Council
GTZ/GIZ	German International Cooperation
HR	Human Resources
ICD	Information Communication Division

ABBREVIATIONS

ICT	Information Communication Technology	TC	Technical Committee
IDRC	International Development Research Centre	TFNet	Tropical Fruits Network
ILO	International Labour Organization	UN	United Nations
IRD	Integrated rural development	UNDP	United Nations Development Programme
IRMA	Institute of Rural Management Anand	UNEF	United Nations Environmental Programme
IT	Information Technology		
JICA	Japan International Cooperation Agency		
LAO PDR	Lao Peoples' Democratic Republic		
MDGs	Millennium Development Goals		
MOU	Memorandum of Understanding		
NGOs	Non-governmental Organizations		
NIRD	National Institute of Rural Development		
NORAD	Norwegian Agency for Development		
OECD	Organization for Economic Cooperation and Development		
PA	Poverty Alleviation		
PRMU	Programme Resources Mobilization Unit		
RCF	Regional Cooperation Fund		
RD	Research Division		
RD	Rural Development		
SAARC	South Asian Association for Regional Cooperation		
SDC	Swiss Development Cooperation		
SDGs	Sustainable Development Goals		
SOCSEA	Sub-regional Office of CIRDAP Southeast Asia		
SOCWA	Sub-regional Office of CIRDAP West Asia		

INTRODUCTION

The Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) is a regional, intergovernmental and autonomous organization, established in July 1979 by the countries of the Asia and Pacific region at the initiative of the Food and Agricultural Organization (FAO) of the United Nations (UN) with financial support from the CIRDAP Member Countries (CMCs) and several other UN bodies and a few donor countries.

From the original six member countries, CIRDAP's membership has expanded to fifteen countries namely Afghanistan, Bangladesh, Fiji, India, Indonesia, Iran, Lao PDR, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. Of the fifteen CIRDAP Member Countries (CMCs), seven countries are also members of the Association of Southeast Asian Nations (ASEAN), six of the Bay of Bengal Initiatives for Multi Sectoral and Technical Cooperation (BIMSTEC) and six are members of South Asian Association for Regional Cooperation (SAARC) with Iran and Afghanistan also being members of Economic Cooperation Organization (ECO). Fiji is currently the only member from the Pacific region.

At the time of its establishment, the underlying spirit behind the Centre's creation was to promote and strengthen the integrated rural development (IRD) programs and activities in the region which were being pursued by different countries. The idea was to promote and strengthen IRD activities in the countries concerned through mutual collaboration by creating an intergovernmental organization to work as a regional think tank as well as a servicing institution providing technical support, fostering exchange of ideas and encouraging collaborative activities.

CIRDAP was thoroughly reviewed in 2009 by a CIRDAP Evaluation Committee to identify scope for further improvement. The Report of the CIRDAP Evaluation Committee (CEC) was submitted in 2009 and considered in depth within CIRDAP, including its General Council, which passed a resolution in this respect in 2015. After taking over the assignment in July 2016, the new DG of CIRDAP Mr. Tevita G. Boseiwaqa Taginavulau constituted a Review Committee to carry the recommendations of the 2009 CEC Report forward. The present document has been prepared by the Review Committee, based on review and analysis of the CEC 2009 report and it contains strategic plan and an action plan identifying some of the important areas where CIRDAP needs to initiate immediate action. The scope of work of the Review Committee is given in Annex 1.

CHALLENGES AND ACHIEVEMENTS

A notable feature in the decades after the creation of CIRDAP in 1979, is the tremendous change in the policy context at national and international level. Several regional level bodies such as ASEAN, BIMSTEC, SAARC, ECO etc. have emerged for regional cooperation, with higher levels of political participation. On the other hand, the Paris Declaration of Aid effectiveness in 2005 raised concerns that development aid has failed to generate sustainable livelihoods, particularly in the rural areas. Several international organisations such as ILO, FAO, UNEP etc. reported that little progress has been made in food security, employment creation and natural resources management, despite the availability of development aid, as well as substantial allocation from receiving countries.

The first Ministerial Meeting (1987) organised by CIRDAP stressed, and the Second Ministerial Meeting (2010) reiterated, the need for integrated rural development (IRD) as a holistic approach to poverty alleviation and improving the quality of life of the poor. Gratifyingly, has been a consistent trend in CMCs that RD and PA policies and programs, being implemented under several ministries and departments, be given ever increasing priority. As a result, there is a growing need for professional services facilitating coordination among implementing agencies, development of operational manuals, capacity building of the functionaries, monitoring the implementation process, reviewing the achievements and constraints, and feedback to the policy makers. Similarly, at the regional level, a need for learning from the experiences of other countries and regional cooperation to address regional issues has also been raised in several regional and international forums. In the year 2000, the Millennium Summit agreed upon the MDGs as part of the global strategy of poverty reduction and socio-economic development.

Though partly successful, the actual achievements were varied across indicators and countries. The tasks ahead are to build on the progress as well as the unfinished work in the MDGs; to integrate the economic, social, and environmental dimensions of sustainable development; and to aspire for everyone to have full opportunities to participate in growth processes in the post-2015. To pursue these aspirations, a new agenda “Transforming our world: the 2030 Agenda for Sustainable Development” was adopted by the world leaders at the United Nations Sustainable Development Summit held on 25–27 September 2015 in New York. Globally, countries will be aligning their development policies with the SDGs. This is particularly true in the case of CMCs. It is, therefore, a good opportunity for CIRDAP to align its approaches with the SDGs, so as to increase its relevance to its member countries.

CHALLENGES AND ACHIEVEMENTS

The above perspective offers a wide range of opportunities for CIRDAP initiatives. Indeed, in different forums, the policy makers of CMCs have unanimously stated that CIRDAP will have a great opportunity if and once it can bring substantive agenda and issues of RD & PA for solution to the attention of decision makers through GC/EC, there will be positive response from CMCs as well as from the donor community. Hence, there is a great demand for policy packages. The three policy level bodies of CIRDAP, i.e. GC, EC and TC, represented by the top officials and policymakers of rural development in CIRDAP Member Countries are the unique strength of CIRDAP, which can be further developed as regional-level platforms for continuous interaction and policy dialogue for sharing experiences and identifying emerging areas for regional cooperation.

This element of commonality of membership of CIRDAP and that of other regional bodies of the Asia-Pacific region could provide CIRDAP a unique opportunity to build strategic partnerships with them and expand her networking activities. Similarly, the corresponding solutions may not be easily developed, but it is certain that CIRDAP is in the group of front runners in the race of searching solutions as it has a large stock of expertise accumulated in the past 37 years. CIRDAP can even address trans-boundary, regional and even global agenda and issues because it has a regional forum of top-ranking decision makers of 15 CMCs encompassing West, South and Southeast Asia. This is indeed a unique organizational strength and advantage.

The CEC Report 2009 has made several recommendations in consonance with the above (Annex 2). The decade-wise achievements of CIRDAP and the challenges facing it can be seen in Annex 3. These findings form the basis for the SWOT analysis that follows.

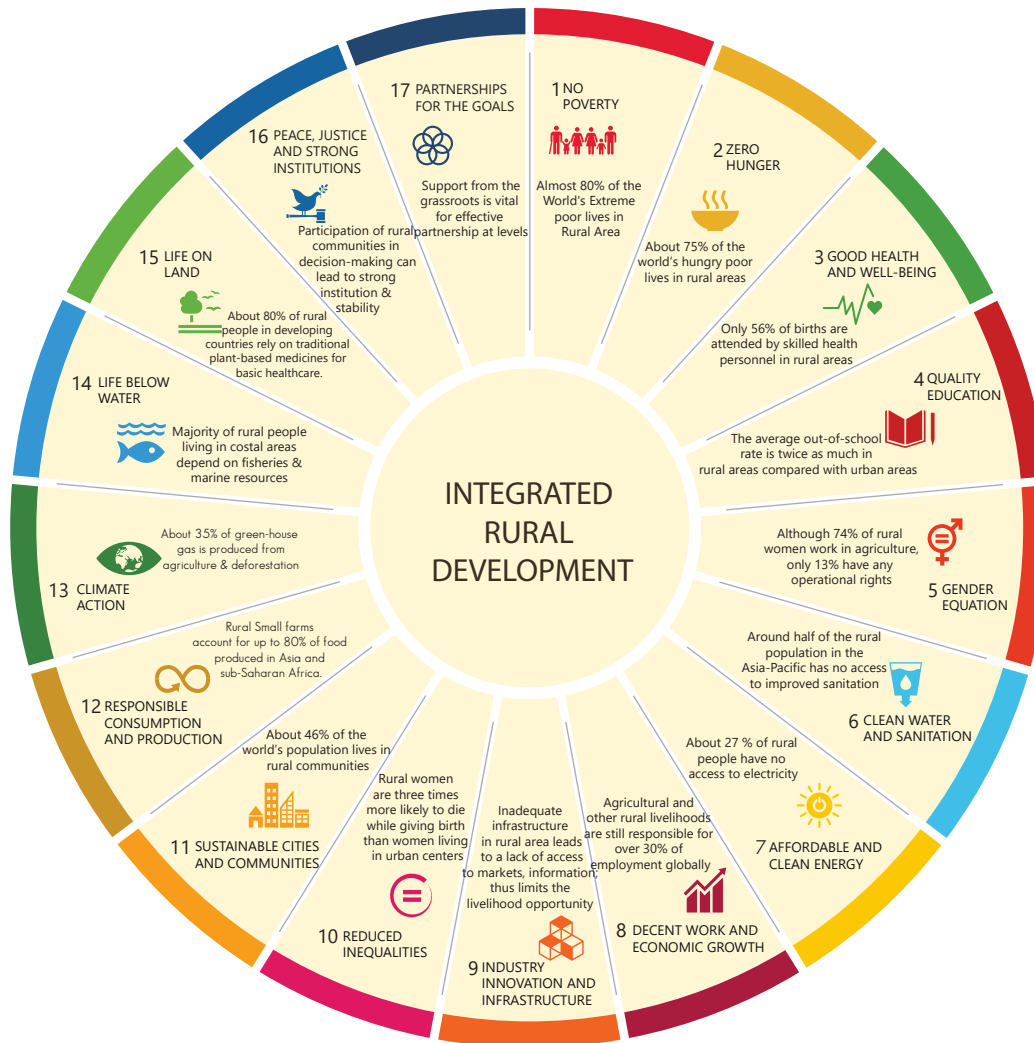
SWOT ANALYSIS

 <p>Strength</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
 <p>Weakness</p>	<p>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.</p>	<p>Cooperation in research between CIRDAP and IRD is limited. Sharing research funding through CCM in TC approved projects is limited.</p>	<p>CIRDAP is heavily depended on India's generous contribution through NIRD. Other CMCs should also be persuaded for such support.</p>
 <p>Opportunities</p>	<p>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 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.</p>	<p>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.</p>	<p>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.</p>
 <p>Threats</p>	<p>Diversity of capacity of CLIs and a lack of policy priority for strengthening CLIs could be a serious threat to the idea of regional cooperation among CMCs through CIRDAP</p>	<p>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.</p>	<p>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.</p> <p>Lack of qualified professional staffs in CLI can be a challenging task.</p>

SWOT ANALYSIS

 <p>Strength</p>	<p>As of 2016, out of 15 CMCs, 14 CMCs have paid their annual contribution regularly. 9 CMCs have contributed to Regional Cooperation Fund.</p>	<p>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.</p>	<p>CIRDAP has good institutional and physical infrastructure.</p>
 <p>Weakness</p>	<p>Heavily dependent on CMCs contribution, limited capacity to generate own income due to limited HR capacity to compete. Declining aid from development partners.</p>	<p>Only limited countries provide quality papers for APJORD and CDD.</p>	<p>Limited professional staffs, more general staff due to comparatively less attractive salary package and other benefits.</p>
 <p>Opportunities</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
 <p>Threats</p>	<p>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.</p>	<p>More cost-effective packages need to be offered to survive in the competitive market of ICT.</p>	<p>CIRDAP needs to demonstrate a visible impact in order to survive in the competitive world.</p>

LINKING RURAL DEVELOPMENT WITH SDGs



Based on the review, analysis and discussion on the issues and linkages of rural development with SDGs, the Strategic Plan was developed.

VISION, MISSION AND VALUES

VISION

CIRDAP, a Centre of Excellence in Integrated Rural Development.

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. In pursuing this mission

- (i) we shall strengthen collaboration with our link ministries, link institutions, development partners, private sector and other stakeholders.
- (ii) we shall adopt state of the art information and communication technology.
- (iii) we shall commit to mobilising resources; and.
- (iv) we shall embrace the values of Diligence, Integrity, Transparency and Accountability, Inclusivity, and Resilience to inculcate professionalism.

VISION, MISSION AND VALUES

VALUES

CIRDAP should be guided by the following values

- (i) **Diligence** - Commitment to careful and persistent work and effort to contribute to the achievement of CIRDAP goals;
- (ii) **Integrity** - Uphold moral or ethical code through honesty, faithfulness, sincerity and innocence;
- (iii) **Transparency and Accountability** - Ensure that all activities are undertaken through ways in which they can easily be visible by others and taking ownership of their processes and outputs;

VALUES

- (iv) **Inclusivity** - Ensure the inclusion of the most vulnerable rural people in terms of socio-economic status, gender, physical challenges in all activities undertaken;
- (v) **Resilience** - The ability to anticipate and manage challenges to sustain continuous progress.

TARGET GROUPS AND FOCUS AREAS

A good number of RD concepts, ideas, models and designs have evolved through research, pilot projects, experiments and practices. So many actors in the field, not only public sector but also NPOs, NGOs, CBOs and private sectors, have emerged by the end of last century. It is now really the time that a cohesive and all-pervasive model be worked out on the basis of experiences so far accumulated, which will ultimately fit into the imperatives of the future. Models must be based on, and should manifest a holistic approach towards RD, which eventually lead to poverty alleviation and prosperity for the teeming millions of Asia-Pacific region aligning with SDGs guidelines. Since the horizon of urban and rural divide are shrinking and many people are going to face problems in both the rural and urban areas, there is need to redefine the focus of CIRDAP. Hence, the following target groups and focus areas are suggested:

Target Groups	Focus Areas	Livelihoods
<ul style="list-style-type: none"> ■ Vulnerable communities in terms of Socio-economic status, Gender, Physically Challenged ■ Subsistence farmers and labourers in rural areas ■ Micro, Small and Medium Entrepreneurs in rural areas 	<p>Sustainable Development and Efficient use of Natural Resources</p>	<ul style="list-style-type: none"> ■ Land Administration and Management ■ Waste management ■ Natural resource management ■ Poverty reduction ■ Economic Productivity through Technological Innovation, Upgrading and Diversification and Related Policies ■ Skill development ■ Entrepreneurship ■ Access to Financial Services ■ Sustainable Tourism (Eco Tourism) ■ New Development and emerging issues of rural livelihood

TARGET GROUPS AND FOCUS AREAS

Access to Basic Services

- Food and nutrition security
- Safe and affordable drinking water and sanitation
- Health and education
- Affordable reliable and modern renewable energy
- Access and use of ICT for IRD
- Decent housing
- Rural transportation access

Climate Change and Impacts

- Strengthen resilience and adaptive capacity to climate change
- Mitigation of adverse impact

Governance

Strengthening local governance and CBO/CSOs
Gender Inclusive Governance

Management of Rural Areas in Transition

The target groups and above focus areas may transcend poor and disadvantaged people of rural and urban areas because of mobility and urbanization process.

EXPECTED OUTCOME

This Strategic Framework is expected to achieve the following interconnected outcomes:

- (i) Improved capacities of CIRDAP Member Countries supported by CIRDAP as a servicing institutions for research, training and knowledge development on cross cutting issues of rural development and poverty alleviation;
- (ii) Better integration of IRD with Sustainable Development Goals (SDGs) in order to address rural development and poverty alleviation through promotion of multi-sectoral and integrated approach ensuring inclusiveness, equity and sustainability with policy support from CIRDAP;
- (iii) Enhanced regional cooperation and effective collaboration to address common challenges related to rural development and poverty alleviation in the Asia-Pacific region through collective action and sharing of idea, information and resources; and
- (iv) Repositioning of CIRDAP as centre of excellence for integrated rural development through realignment of its priority and approach in response to the changes occurring in the area of rural development and poverty alleviation in order to maintain its relevance to need and demand of its member countries.

These can be illustrated as follows:



Figure: The theory of Change of the Strategic Plan

STRATEGIC PLAN 2018-2022

Goal	Strategy
<p>1. Strengthen CIRDAP Systems and processes for Collaboration at the Global, Regional, National and Community levels in order to effectively respond to the changing rural development paradigms;</p>	<p>1.1 Strengthen CIRDAP Framework by establishing CIRDAP Sub Centres or Units under contact Ministries in CMCs; expanding CIRDAP membership;</p> <p>1.2 Review the roles of CIRDAP Policy Bodies to provide policy direction;</p> <p>1.3 Strengthen strategic linkages with regional organizations and development partners in related areas.</p> <p>1.4 Establish partnership with National organizations that operate both in National and Community levels in order to closely engage with rural communities.</p>
<p>2. Reposition CIRDAP Secretariat in order to effectively carry out its mandated roles</p>	<p>2.1 Strengthen human and institutional capacity through the development of a hierarchal, flatter and professional organisational structure with a streamlined divisions and competent staff, both with well-defined roles and responsibilities, clear and well-coordinated processes through review of organizational structure in view of the current needs/demands;</p> <p>2.2 Strengthen resource base through internal controls and mobilisation of resources through divisional Programmes, expansion of membership, engagement with potential donors and partners, consultancy services, and income generation through CIRDAP infrastructures; as well as efficient and well-controlled management of resources by following in accordance with rules and procedure.</p> <p>2.3 Review CIRDAP International Conference Centre framework.</p>

STRATEGIC PLAN 2018-2022

Goal	Strategy
3. Enhance CIRDAPs visibility and relevance according to CMCs expectations.	<ul style="list-style-type: none">3.1 Strengthen the management of programme activities in order to meet the development needs of CMCs;3.2 Providing technical support and promote innovative best practices on sustainable IRD through the following:<ul style="list-style-type: none">a. Needs Assessments (NAs) either through cross country (CMCs) programmes;b. Professional services and capacity building of IRD functionaries/officials in CMCs;c. Documentation of case studies innovative best practices from member countries as benchmarks for CMCs to develop new or strengthen existing models;d. Use of state-of-art information and Communication Technology for optimum and efficient management of rural development initiatives;3.3 Generate and disseminate new knowledge on IRD in collaboration with CLIs and partner organisations at different levels by developing networking and spatial database systems, e-library, e-portal, e-learning, and other ICT tools and resources to share knowledge and information with CMCs and development partners;3.4 Providing Policy analysis and advice on identified focus areas through cross member country studies and dialogues.

ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
1.1 Strengthen CIRDAP Framework by establishing CIRDAP Sub Centres or Units under contact Ministries in CMCs; expanding CIRDAP membership;	1.1.1 Establishment of CIRDAP Sub Centres or Units under contact Ministries/CLIs in CMCs;	DGO; A&F	Ongoing	1.1.1 Number of Sub Centre Established
	1.1.2 Amendment of CIRDAP Agreement article to facilitate membership expansion;	DGO; A&F	2019	1.1.2 Amendment in the Agreement
	1.1.3 Expand CIRDAP membership either as permanent or associate members through review of the provisions on Membership in Articles of Agreement and invitations to potential members for participation in CIRDAP programmes; and	DGO; A&F	Ongoing	1.1.3 Number of Countries Approached
	1.1.4 Review on CIRDAP Membership provision in Article III of CIRDAP Agreement	DGO;	2019	1.1.3 Number of meeting organized
1.2 Review the roles of CIRDAP Policy Bodies to provide policy direction;	1.2.1 Review the roles of CIRDAP Policy Bodies	DGO; A&F	2019	1.2.1 Revised roles for policy bodies
1.3 Strengthen strategic linkages with regional organizations and development partners in related areas.	1.3.1 Identification of potential development partners with common RD&PA focus areas;	Research; Training and ICD	Ongoing	1.4.1 Number of partners identified
	1.3.2 Review existing MoUs with development partners and identify major partners;	DGO; A&F	December, 2017	1.4.2 Number of revised MoUs

ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
	<p>1.3.3 Develop appropriate Modus-Operandi and Guidelines for cooperation; and</p> <p>1.3.4 Develop capacity of staff on networking and collaboration.</p>	<p>A&F; All Divisions</p> <p>DGO; A&F</p>	<p>December, 2017</p> <p>Ongoing</p>	<p>1.4.3 Guidelines & Modus-operandi in practice</p> <p>1.4.4 Number of Training and Exposure visit</p>
<p>1.4 Establish partnership with National organizations that operate both in National and Community levels in order to closely engage with rural communities.</p>	<p>1.4.1 Conduct Research and identify the most appropriate national organizations for partnerships through signing of MoUs</p>	<p>DGO; All Divisions</p>	<p>Ongoing</p>	<p>Signed MoUs</p>
<p>2.1 Strengthen human and institutional capacity through the development of a hierarchal, flatter and professional organisational structure with a streamlined divisions</p>	<p>2.1.1 Review Operation Manual every four years;</p> <p>2.1.2 Review of Staff Rules and staff benefits</p>	<p>A&F; All Divisions</p> <p>DG Office, All Divisions (Consultant)</p>	<p>2022</p> <p>2019</p>	<p>2.1.1 Review Report</p> <p>2.1.2 Report by the Consultant, Revised Staff Rules and Staff Benefits</p>

ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
and competent staff, both with well-defined roles and responsibilities, clear and well-coordinated processes through review of organizational structure in view of the current needs/demands;	2.1.3 Formulate Annual Corporate Plan (ACP), Business Plans (BPs) and Individual Work Plans (IWPs);	A&F; All Divisions	December; annually	2.1.3 ACP,BP and IWP documents published
	2.1.4 Develop a Coordination Plan/Rules of Business for each Divisions;	DGO; All Divisions	December; 2017	2.1.4 Action Plans developed
	2.1.5 Develop a clear Monitoring & Evaluation and Reporting Guidelines for HR and financial resource management.	A&F; All Divisions	December; 2017	2.1.5 Guideline in practice
2.2 Strengthen resource base through internal controls and mobilisation of resources through divisional programmes, and engagement with potential donors and partners, consultancy services, and income generation through	2.1.1 Develop 'products' and its Marketing Plan through divisional activities;	DGO, All Divisions	Ongoing	2.2.1 Number of products and strategy
	2.1.2 Develop partnership with previous, existing and potential donors, private foundations and Philanthropic organizations;	DGO, All Divisions	Ongoing	2.2.2 Number of Partners
	2.1.3 Engage in consultancy services	DGO, All Divisions	Ongoing	2.2.3 No. of consultancy service provided;
	2.1.4 Conduct paid training/workshops by visiting Experts engaged in-country programmes	Training; DGO and Research	Ongoing	Generated income

ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
CIRDAP infrastructures; as well as efficient and well-controlled management of resources in accordance with rules and procedure.	2.1.5 Ensure maximum income from CIRDAP infrastructures and facilities such as Halls, Cafeteria etc.	A&F, CICC	Ongoing	2.2.4 Number of programmes
	2.1.6 Ensure effect and efficient management of funds in accordance with Rules and OM.	A&F; DGO	Ongoing	2.2.5 Generated income 2.2.6 Compliance with the rules and OM
3.1 Strengthened the management of programme activities in order to meet the development needs of CMCs;	3.1.1 Need Assessments (NAs) through cross country programme; and	DGO, All Divisions	Ongoing	3.1.1 Number of study conducted
	3.1.2 Develop a Monitoring & Evaluation and Reporting Guidelines for Programme activities.	A&F; All Divisions	Ongoing	3.1.2 Guidelines in Practice
3.2 Providing professional services and capacity building of IRD through the following: a. Professional services and capacity building of IRD functionaries/officials in CMCs;	3.2.1 Implementation of relevant and efficient programme activities;	DGO, All Divisions	Ongoing	3.2.1 No. of programs implemented
	3.2.2 Professional services and capacity building of IRD functionaries/officials in CMCs;	DGO, All Divisions	Ongoing	3.2.2 Number of programmes
	3.2.3 Documentation of case studies from member countries based on focus areas as benchmarks for CMCs to develop new or strengthen existing models;	Research; Training and KMD	Ongoing	3.2.3 Number of case documented; Number of Model Proposed

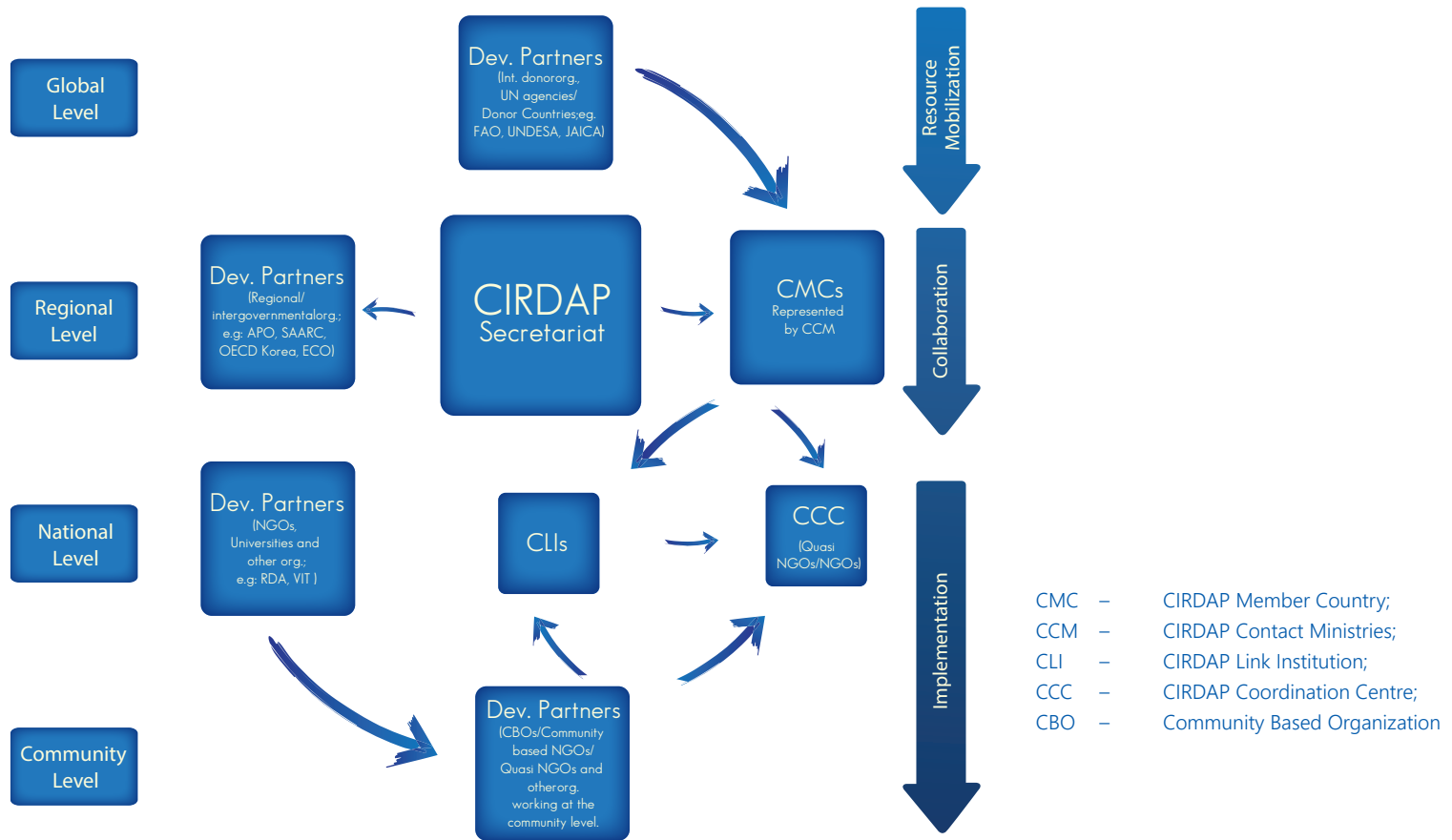
ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
<p>b. Documentation of case studies from member countries based on focus areas as benchmarks for CMCs to develop new or strengthen existing models; and</p> <p>c. Use of state-of-art information and Communication Technologies for optimum and efficient management of rural development initiatives.</p>	3.2.4 Use of state-of-art information and Communication Technology for optimum and efficient management of rural development initiatives;	KMD; Research, Training	Ongoing	3.2.4 Usage of ICT in IRD
	3.2.5 Conduct advocacy and campaign on IRD issue for policy intervention and awareness generation; and	KMD; All Divisions	Ongoing	3.2.5 Number of programmes
	3.2.6 Develop Communication and Branding Strategy.	DGO, All Divisions	December, 2017	3.2.6 Strategy in action
3.3 Generate and disseminate new knowledge on IRD in collaboration with CLIs and partner organisations at different levels by developing networking and spatial database systems, e-library,	3.3.1 Develop and update informatics applications and establish an interactive spatial database system to connect all CMCs;	KMD	Ongoing	3.3.1 Database in use
	3.3.2 Develop e-library system, e-Portal, Applications to share digital resources and dissemination of information; and	KMD	2018	3.3.2 e-resources in use

ACTION PLAN

Action/Output	Key Activities	Nodal and Collaborating Divisions	Time Period	Means of Verification
e-Portal, e-learning, and other ICT tools and resources to share knowledge and information with CMCs and development partners;	3.3.3 Develop Virtual Learning Centre (VLC) and to offer Digital Learning Programme courses in collaboration with a recognised university.	KMD;	2018	3.3.3 VLC in use
3.4 Providing Policy analysis and advice on identified focus areas through cross member country studies and dialogues.	<p>3.4.1 Serve as a regional platform for policy dialogue through identification of contemporary thematic issues; conduct country level studies by CLIs;</p> <p>3.4.2 Organise either ministerial retreat or Regional policy dialogue during EC/GC meeting; and combined forum for three policy bodies</p> <p>3.4.3 Organise Regional Rural Development Forum back to back TC meeting.</p>	<p>DGO; Research</p> <p>DGO; Training, Research</p> <p>DGO; Training</p>	<p>Ongoing</p> <p>Every 2 yrs.</p> <p>Annually</p>	<p>3.4.1 Identified Thematic areas, and Number of studies undertaken</p> <p>3.4.2 Number of Retreats/ dialogues organized</p> <p>3.4.3 Number of Forums organized</p>

FRAMEWORK FOR COLLABORATION





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