



Centre on Integrated Rural Development for Asia and the Pacific

# STRATEGIC PLAN

## 2026 – 2029



## 1. Introduction

### 1.1 Background

The Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), established in 1979 under the aegis of the UN- Food and Agriculture Organization (FAO) and with support from member countries, has been a pivotal intergovernmental organization focused on improving the quality of life in rural areas across the Asia-Pacific region.

### 1.2 Purpose of the Strategy Plan

This plan outlines a four-year roadmap (2026-2029) to reposition CIRDAP as a center of excellence for Integrated Rural Development (IRD). It aims to enhance programme delivery, strengthen institutional capacity, and foster greater collaboration with member countries (CMCs), link institutions (CLIs), and international partners.

### 1.3 Scope

The plan covers CIRDAP's major mandated activities ie Research, Pilot Projects, Training, and Information and Communication—and addresses Policies, Systems, Programmes, Institutions, Innovations, sustainability, Capacity building, Learning platforms, Partnerships in CIRDAP Member countries.

## 2. Vision, Mission and Core Values of Strategic Plan of CIRDAP 2026-29

### 2.1 Vision

To be a leading regional hub of excellence driving Integrated, Sustainable, Inclusive, and Enterprising Rural Development in the Asia-Pacific.

### 2.2 Mission

To empower rural communities in CIRDAP Member Countries through research, capacity building, pilot projects, and knowledge dissemination, fostering collaboration and policy advocacy for Integrated Rural Development.

### 2.3 Core Values

- **Inclusivity:** Ensuring equitable participation of all stakeholders
- **Sustainability:** Promoting environmentally and economically viable solutions.
- **Collaboration:** Strengthening partnerships with CMCs, CLIs, and global entities.
- **Innovation:** Leveraging technology and new methodologies for rural advancement.
- **Accountability:** Maintaining transparency and effectiveness in all operations

- **Institution Building:** Capacity building of CLIs and partners through learning platforms

### 3. Situational Analysis

#### 3.1 Strengths

- Established network of 15 CMCs and CLIs.
- Direct contact with Policy makers, Administrators and National Institutions
- Proven track record in training
- Repository of Research and IRD Models
- Regional expertise in IRD policy and practice.
- Established regional platform for exchanging good practices in IRD

#### 3.2 Weaknesses

- Financial constraints and reliance on CMC contributions.
- Inadequate compensation compared to other UN organizations
- Uneven programme implementation across CMCs.
- Limited visibility of research and pilot project impacts.
- Frequent changes in policy bodies
- Slow communication and response system

#### 3.3 Opportunities

- Scope to increase CMCs
- Space to Increase CMCs contribution
- Alignment with Sustainable Development Goals (SDGs)
- Potential for partnerships with multilateral agencies (e.g., UNDP, ADB, JICA).
- Growing demand for digital solutions in rural development
- Climate change adaptation as a priority area.
- Scope for transplantation of successful IRD models
- Potential to build sound Link Institutions

#### 3.4 Threats

- Political and Economic instability affecting CMCs contributions.
- Competition from other regional development organizations.



## **4. Strategic Goals and Objectives**

### **4.1 Goal 1: Enhance Programme Effectiveness and Relevance**

**Objective 1.1:** Increase the relevance of Research to CMC needs through wider circulation of findings and webinars

**Objective 1.2:** Expand training programmes to reach more the number of participants including online training

**Objective 1.3:** Improve the visibility of CIRDAP's output through digital platforms

**Objective 1.4** Strengthen or establish link institutions in CMCs through CIRDAP Knowledge CIRCUIT

### **4.2 Goal 2: Strengthen Institutional Capacity**

**Objective 2.1:** Filling professional positions

**Objective 2.2:** Maximizing the output of each employee through multi-tasking

**Objective 2.3:** Upgrade infrastructure and utilities to meet international standards

**Objective 2.4** Strengthen CIRDAP experts and MoU partners to use their services effectively by CIRDAP

### **4.3 Goal 3: Ensure Financial Sustainability**

**Objective 3.1:** Increase CMCs funding through addition of more member countries

**Objective 3.2:** Increase CMC contribution periodically

**Objective 3.3:** Increase non-CMC funding

**Objective 3.4:** Establish a robust resource mobilization strategy through CIRDAP Project Facilitation Centre

### **4.4 Goal 4: Foster Regional and Global Partnerships**

**Objective 4.1:** Formalize partnerships with new international organizations.

**Objective 4.2:** Host regional policy dialogues on SDGs and IRD

**Objective 4.3:** Strengthen CLI coordination through annual joint planning sessions i.e. CIRDAP Knowledge Circuit

## **5. Strategies and Action Plans**

### **5.1 Focus Area**

#### **5.1.1 Livelihoods and Economic Empowerment**

- Promote climate-smart agriculture and agribusiness development.
- Enhance skill development and entrepreneurship through digital platforms.
- Improve access to financial services via mobile banking and microfinance initiatives.

#### **5.1.2 Access to Basic Services**

- Ensure food and nutrition security through sustainable farming practices.
- Expand access to clean water, sanitation, renewable energy, and rural transportation.
- Integrate ICT for education, health, and governance in rural areas.

#### **5.1.3 Climate Change and Resilience**

- Build adaptive capacity through climate-resilient infrastructure and early warning systems.
- Mitigate adverse impacts via reforestation and sustainable land management projects.

#### **5.1.4 Governance and Inclusion**

- Strengthen local governance structures with a focus on gender equality and youth participation.
- Support policy frameworks for inclusive rural-urban transitions.
- Promote Community organizations

#### **5.1.5 Rural Areas in Transition**

- Address urbanization challenges by developing peri-urban development models.
- Urban facilities in Rural areas
- Facilitate migration support programs for rural workers moving to urban centers.

## **6. Strategy**

### **6.1 Strategy 1: Targeted Research and Pilot Projects**

#### **Action Plan:**

- Conduct thematic research based on CMCs and regional priorities
- Disseminate output via social media, APJORD journal, Bulletins with updates.

### **6.2 Strategy 2: Expanded and Inclusive Training Programmes**

#### **Action Plan:**

- Increase Fully funded, Self-financed and online training programmes
- Enhance the partnership programmes

### **6.3 Strategy 3: Human Resource Development**

#### **Action Plan:**

- Revise recruitment policies for merit-based hiring
- Train limited staff available for multi-tasking
- Make staff digital friendly and technology-enabled organization
- Offer Capacity Building Opportunities
- Establish a career progression framework

### **6.4 Strategy 4: Financial Resource Mobilization**

#### **Action Plan:**

- Expansion of CMCs base
- Enhance membership contribution
- Increase self-financed programs
- Partnership for service and generate revenue
- Develop income-generating initiatives, such as online training modules

### **6.5 Strategy 5: Enhanced Partnerships and Advocacy**

#### **Action Plan:**

- Expanding CIRDAP Experts base

- Increase MoU partners
- Be part of Regional and Global Network-Strengthen partnerships with regional bodies (e.g., ASEAN, SAARC, BIMSTEC, ECO) and international organizations (e.g., FAO, UNDP, ILO) to co-design programmes on climate adaptation, food security, and digital inclusion.
- Collaborate with private sector entities and tech innovators to pilot rural digital infrastructure projects
- Be part of Regional and Global network

## 7. Monitoring and Evaluation

### Indicators:

- Number of research outputs disseminated to CMCs
- Training and participant's number
- Number of webinars
- Number of Publications

### Mechanisms:

- Regular progress reports to GC and TC.
- Commission for Reforms in CIRDAP

## 8. Resource Requirements

- **Total Budget:** USD 1.5 million annually
- **Funding Sources:**
  - CMC contributions
  - Donor grants
  - Partnership co-financing
  - CIRDAP internal funds.
- **Infrastructure:** Upgrade Infrastructure

## 9. Risk Management

- **Risk:** Delayed CMC contributions.
  - **Mitigation:** Diversify funding, Strengthen Corpus fund.
- **Risk:** Staff dissatisfaction.
  - **Mitigation:** enhance work environment.
- **Risk:** Low programme uptake.
  - **Mitigation:** Tailor programmes to CMC needs, increase advocacy.

## 10. Stakeholder Engagement

- **Key Stakeholders:** CIRDAP Member Countries (CMCs), Governing Council (GC), Executive Committee (EC), Technical Committee (TC), CIRDAP Link Institutes (CLIs), donors, rural communities; Micro, small, and medium enterprises (MSMEs) in rural areas
- **Engagement Plan:**
  - Annual CLI coordination meetings like TC and CIRDAP Knowledge Circuit
  - Bi-annual GC and Annual TC consultations.
  - Establish community-level innovation hubs in CMCs, in partnership with national NGOs, CBOs, and local governments, to co-create solutions for livelihoods and resilience.
  - Community feedback sessions in pilot project areas.

## 11. Conclusion

The CIRDAP Strategy Plan 2026-2029 is a forward-looking framework that addresses the 2016-2020 evaluation report's recommendations, including enhanced research focus, staff motivation, financial sustainability, and partnership building. The Biannual action plan proposed by CIRDAP for the year 2026-27 ( Monthly webinars – 24, APJORD Publication – 4, RDR Publication – 1, Publication of Books – 7, Research Projects – 2, CIRDAP Rural Development Idea Challenge, International Training Programmes including 2 CIRDAP Knowledge Circuit – 4, Consultancy- Self-financed training Programmes – 1, Study visit – 1, CIRDAP Project Facilitation Centre- individual category- 15, CIRDAP Project Facilitation Centre- institution category- 6, Online Training Programme – 5, Participation in International conference / seminars – 10, Website Development – 1, Dissemination of Knowledge through social media) is in line with CIRDAP strategic plan for 2026-29. By 2029, CIRDAP aims to be a resilient, impactful organization driving rural transformation in the Asia-Pacific region.