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**INSTITUTIONAL SELF-ASSESSMENT  
OF THE  
CENTRE ON INTEGRATED RURAL  
DEVELOPMENT FOR  
ASIA AND THE PACIFIC (CIRDAP)**

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**Evaluation Unit /  
Section de l'évaluation**

**Centre on Integrated Rural Development for Asia and the Pacific  
(CIRDAP)  
Chameli House, 17 Topkhana Road  
GPO Box 2883, Dhaka 1000  
Bangladesh**

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**This project was carried out with the aid of a grant from the  
International Development Research Centre (IDRC), Ottawa, Canada**

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PART - A

REPORT ON THE  
INSTITUTIONAL SELF-ASSESSMENT OF CIRDAP

# **A Report on Institutional Self-Assessment of the Centre on Integrated Rural Development for Asia and the Pacific**

**30 November 1996**

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

**Chameli House, 17 Topkhana Road  
GPO Box 2883, Dhaka 1000  
Bangladesh**

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# **EXECUTIVE SUMMARY**

## **Introduction**

1. In April 1996, the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) started its own institutional self-assessment process with support from the International Development Research Centre (IDRC) of Canada. In undertaking the self-assessment process, technical assistance was provided by the Universal Management Group of Canada and the Asian Institute of Management (AIM) of the Philippines.
2. The institutional self-assessment process was primarily meant to develop an in-depth profile of an organization to allow development agencies like IDRC to target resources in areas of greatest need in their partner institutions. The concept, however, can be used by agencies like CIRDAP to undertake their own self-analysis of the organization.
3. This is the Centre's first attempt to undertake such as an organizational self-analysis. Although periodic assessment is being carried out to assess the Centre's performance, an internal systematic approach to continuously monitor and assess its organizational capacity and performance is lacking. The self-assessment process does not pretend to meet or replace the procedural standards or rigors of the external evaluation. It is an attempt to complement the external evaluation by developing the organization's "internal system and language" to monitor and evaluate its performance on a continuing basis and improve participation within the organization in doing the organizational performance review process.
4. In the review process, the Centre's performance is analyzed along three areas: effectiveness, efficiency, and relevance. It also included an analysis of certain aspects of the organization's external and internal environment. Data and information were obtained from varied sources such as CIRDAP publications, reports, secondary data, and interviews and surveys of key stakeholders.

## **Mission**

5. Promoting and strengthening IRD programmes and activities in the region was the Centre's main purpose when it was created 17 years ago. In the mid-1980s, a new dimension was added to this. Alleviating rural poverty and ensuring participation of the rural poor in the development process have become primary concerns of the Centre.

## **External and Internal Environment**

6. A cursory look at the external environment imply a significant role for CIRDAP depending on conditions within and outside the organization which can promote or hamper its ability to become an effective development player in the region.

7. The analysis of the Centre's external environment and institutional capacity revealed the following:

- The overall policy and technological environment is generally conducive to CIRDAP operation. There is scope for CIRDAP to play an important role in the field of rural development and poverty alleviation in view of the continuing priority given to these concerns. The state of technological infrastructure in areas relevant to the implementation of CIRDAP activities such as communication, office automation, trained manpower, and innovation in rural development approaches are accessible to the Centre;
- improvement in membership, although the Centre still has to invite membership in the Pacific;
- The Centre's network of contact ministries and link institutions has been very helpful in facilitating the implementation of the Centre's activities. It is considered vital to the Centre's success and as such, the network has to be strengthened to fully benefit from the network mechanism given the highly coordinative nature of the Centre's activities;
- The donor partnership environment has added a new dimension to CIRDAP's relationship with the donor. The donors are now using the Centre as a resource base for qualified experts to undertake studies in rural development and macroeconomic research. Its inter-country resources and network is being used as an effective training, research and discussion forum.
- The environment offers great challenge to the Centre as more and more development players are becoming involved in rural development work. Such an environment leads to increased focus on quality of service, efficiency in the use of resources, and effectiveness of output. CIRDAP, therefore, must be able to choose the strategy that will enable it to respond to this challenge.
- The organizational value is based on a clear understanding of the Centre's work, a relatively good working relationship, and a shared belief in the importance of an environment that encourages learning and innovative thinking. But, there is also a need to improve inter-divisional relationship by encouraging joint activities and projects. The organization also believes in placing a strong emphasis on the quality of service and innovation to set the Centre apart from other regional bodies. This has to be combined with strong regional cooperation and collaboration with the link institutions.
- The Centre's organizational strength lies in the following: (a) a governing structure that facilitates implementation of CIRDAP activities; (b) a reorganized structure that is meant to respond better to changing needs and priorities; (c) a sub-regional office in SEA which is expected to assist in expanding membership

in the region; (d) a relatively well-functioning communication and feedback system; (e) a core of professional staff who provides multi-country experience and support to the Centre's activities; and (f) an office and physical facilities that are adequate to support the Centre's activities.

- Institutional weaknesses were observed in the following areas: (a) the absence of a critical mass of technical staff to help carry out the Centre's activities; (b) inadequate salary/incentive system; (c) a weak in-house planning system to assist the Centre in its strategic planning activities; (d) a weak in-house M & E system to support management information requirements. To address these weaknesses, a combination of organizational and management restructuring; increased financial support; and an improved salary/incentive structure and personnel policies are needed.

### **Performance**

8. The interplay of forces in the Centre's external and internal environment and its organizational motivation affects its performance. A review of CIRDAP performance revealed the following:

- The Centre's effectiveness is analyzed in terms of its level of outputs and services and whether such outputs lead the Centre to achieve its objectives. Output-wise, the Centre initiated a total of 176 projects from 1979 to 1996, with member countries participating in an average of 97 projects, except Afghanistan and Myanmar. The total amount of funds expended for implementing these projects was nearly double at US\$9.06 million compared to US\$4.73 million. This indicates a net benefit to the CMCs for participating in CIRDAP activities.
- On whether the Centre's activities lead CIRDAP to fulfill its objectives, the findings were: (a) the focus of the activities implemented are consistent with the Centre's main concerns such that IRD related topics were pursued in the early years of its operations while activities in the late 1980s until now gravitated towards addressing issues of rural poverty and participation in the development process; and (b) the impacts of several CIRDAP projects indicate positive but limited contributions to the CMCs rural development policies, human resource development, and regional cooperation efforts. In addition, concerns have been raised on the replicability and sustainability of action research projects; inadequacy of follow-up activities in training; and implementation of too many projects which leads CIRDAP to spread its resources too thinly to be able to achieve an impact.
- Administrative expenditure has been kept to a minimum in order not to increase membership contribution. However, this has led the Centre to postpone recruitment of technical staff which puts tremendous pressure on the existing personnel who spend most of their time ensuring timely initiation of new



projects and implementation of on-going projects with very little time left to prepare plans for their respective divisions, develop new ideas and project proposals for funding, and initiate follow-up actions on the recommendations of the completed projects. Along the same line, the low salary structure and incentive system render the Centre less competitive with other similar international bodies to attract highly qualified and experienced professionals. These are areas that need to be improved.

- Except for three biennia, funds received from donors for programme budget have always fallen short of the target. It was also noted that the proportion of unlisted projects receiving funding support often exceeds those listed in the PWB. These apparent gaps in project funding needs to be addressed and measures such as adequate planning and careful project formulation are recommended to ensure better chances of obtaining funding support for projects. The number of regular donors has declined overtime. This needs close review to enable the Centre to take necessary actions to improve donor partnership.
- To improve the overall financial situation of CIRDAP, aggressive campaign for membership should be pursued not only among developing countries of the Asia-Pacific region but also among developed countries who have interest in supporting rural development and poverty alleviation efforts in the region. The concept or scheme of CMC's providing funding support for a region-wide project implementation should be vigorously pursued in the near future.
- To remain relevant is to keep the Centre's mission and programmes and activities aligned with the priorities of its key stakeholders. Evidence from a number of specific projects pointed to the significant contributions of CIRDAP in meeting CMC needs or in assisting and complementing their actions. However, the need to ensure complementation of projects to address the thematic areas was raised so that the goals of addressing, say, poverty alleviation can be better achieved.

### **Niche Management**

9. In today's situation and in consideration of the above findings, CIRDAP needs to take a more proactive stance if it intends to establish a particular role in the field of rural development and poverty alleviation. This will require taking stock of its particular organizational competence and comparative advantage; utilizing its experience and the gains realized in the past; and looking beyond its internal affairs to consider the wider environment and issues in which the Centre is working. The Centre's ability to use this information to make strategic decisions concerning its role and activities in this area can spell the Centre's success or failure in meeting its organizational objectives.

- The Centre is said to be well-positioned to act as a servicing institution for countries of the region in view of its multi-country experience; the ability to transfer knowledge, technology and resources from one sub-region to another or from country to another; and access to key rural development personnel and organizations in member countries.
- To assess whether CIRDAP has been able to establish a strategy or is in the process of establishing a strategy at identifying its niche, activities at the functional or programme units were analyzed. The findings revealed the following:
  - The Centre's successful research collaborations with donors such as the ADB, UNFPA, FAO and IDRC enable CIRDAP to market its experience and expertise in the field of macro-level policy studies on poverty alleviation in the region. This has led the Centre to be increasingly involved as project initiators and/or implementors of Macro-adjustment Policies in the South Asia region. Thus, with regard to concern on macro-level policy studies on poverty alleviation at the regional level, CIRDAP has been effective in establishing a particular role in this field in the region.
  - The regional training course series have been successfully implemented and there is potential for the Centre to emerge as a strong trainer with a regional resource base. In the same manner, the in-country training programme has the potential to assist CMCs in their capacity building efforts. However, evidence suggest that not enough emphasis has been placed on developing a regional resource base of trainers and that assistance to in-country programme has been limited. Lately, a reorientation of the approach to the in-country programme is being developed to create better impact and make the programme more sustainable. Therefore, insofar as the Centre's training programme is concerned, it has yet to establish its potential role as a strong trainer with regional resource base.
  - The action research component of the Centre's activity developed the CIPS concept to incorporate people's participation in the development process. It has been acknowledged for its potential in institutionalizing people's participation in rural development programmes but its use has been limited. The Centre can therefore built on this by further developing the concept and promoting its use in rural development work.
  - On information and documentation activities, the Centre has been able to perform its tasks of disseminating research findings and action research outcomes but has not given a strong focus on documenting multi-country experience on innovative rural development and poverty alleviation programmes. This is one area where the Centre can emerge as a strong regional base for multi-country information and experience on rural development.

- By and large, while the Centre can develop a particular role in specific areas of rural development as shown by the significant and potential contributions of its work, there has been no conscious effort to develop this niche in the “market place”.

### Key Issues

10. The rural development situation now is very much different from the situation in the 1980s when the Centre first begun its operation. New challenges and problems emerge which led to introduction of new ideas and development approaches. The Centre, just like any organization, has to face these changes within the context of its organizational mandate and capacity. In this light, a number of key issues need to be addressed in order for the Centre to clarify or identify its role in rural development.

- Niche Specialization vs. Diversified Activities in Delivering Key Services. Given the limited financial and human resource capacity of the Centre, the issue of whether the Centre should continue to deliver a wide range of activities to meet the diverse needs of its key stakeholders or should attempt to identify its niche and develop its specialization that matches its expertise, needs to be addressed.
- Absence of a stable, long term financial base which makes the Centre's projects highly donor-dependent and therefore, more susceptible to external shocks. In this regard, the Centre needs to embark on a more aggressive campaign to increase membership and develop innovative, high impact programmes that will attract participation from development partners and raise the Centre's financial base for a more self-reliant operation.
- Absence of a critical mass of technical staff who will provide the Centre's human resource base to carry on its projects and activities. Along this line, training/staff development, career development and salary/incentive system are seen as areas that need to be improved. It was also observed that too much emphasis on regional representation rather than technocratic abilities detracts the Centre from the more relevant concern of credibility and rigor needed from staff to deliver the Centre's projects and activities.
- Collaboration with existing network and other rural development players/organizations. One of the recognized strength of the Centre is its regional network. It is to the interest of the Centre as well as the link institutions and contact ministries to continue improving this relationship for better implementation of programmes and projects. On the other hand, the proliferation of rural development providers in the Asia-Pacific region, majority of which have organizational motives similar to that of CIRDAP, needs to be closely looked into for possible areas of collaboration. It can strengthen the Centre's capacity to expand its network and outreach at the field level.

However, emphasis on efficiency imply that certain organizational criteria must prevail in order to establish a degree of collaboration with other organizations. To a large extent, joining forces must imply a “win-win” situation for both parties concerned. In this sense, CIRDAP must be able to offer something valuable to prospective partner organization and the same goes for the prospective partner. To date, despite scattered evidence of collaboration with other rural development players in the past, CIRDAP needs to strengthen relationship with former partners and seriously develop or pursue new collaboration with other organizations working in rural development.

## **Conclusion**

11. In conclusion, the external environment presents certain difficulties but the overall trend seems to suggest that there is scope for CIRDAP to assume an important role in rural development and poverty alleviation efforts in the region. It is therefore crucial for CIRDAP to be constantly informed of developments in the field so that it can determine the appropriate direction and strategies to take to meet emerging issues and challenges in rural development. Along this line, CIRDAP needs to clarify its role and identify actions needed to remain a key player in the field of rural development in the region. On the other hand, while the internal capacity seems to indicate immense limitations, the leadership and staff were able to rise above these constraints and deliver outputs and services within acceptable levels and quality as perceived by its link institutions, partner organizations and donors. However, if CIRDAP wants to pursue a stronger presence in the field of rural development and poverty alleviation, it has to take actions and measures to enhance its organizational capacity to deliver outputs. This would require looking into its leadership/governing structure, human resource capacity, management of organizational processes, inter-institutional linkages, and financial resource base. In all these aspects, the Centre’s survival depends on the support system provided by its key stakeholders - either through financial contribution, participation in the Centre’s projects, provision of experts/technical assistance, information and data sharing, etc.

12. Finally, the way ahead may not be as easy as when CIRDAP started operation in the 1980s. The challenge is much greater but given CIRDAP’s resilience over time, it should be able to face this challenge and emerge as a key player in rural development.

## **Background Paper**

# **A Report on the Institutional Self-Assessment of the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP)**

## **1.0 Introduction**

In April 1996, the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) started its own institutional self-assessment process with support from the International Development Research Centre (IDRC) of Canada. The Centre's self-assessment exercise consisted of the following major phases: Phase I, the start-up or introduction of the concept to CIRDAP; Phase II, the diagnosis or assessment; Phase III, the strategic planning workshop; and Phase IV, documenting and reporting the process. For Phases I and II, the Centre was assisted by the Universalia Management Group of Canada, who have been involved with IDRC in developing the framework for organizational self-assessment while in Phase III, the Asian Institute of Management of the Philippines was engaged to assist the Centre in the strategy session. The final phase involves the Centre documenting and reporting its experience in undertaking the process.

### **1.1 Rationale for Getting Involved in the Institutional Self-Assessment Process**

The self-assessment process was primarily meant to develop an in-depth understanding (profile) of an organization that will allow development agencies like IDRC to target resources or development assistance in areas of greatest need in its partner institutions to ultimately result in strengthening its capacity for increased performance.

This concept can be extended to development organizations like CIRDAP. Given the very dynamic environment in which the Centre operates, a clear understanding of its organizational context will help the Centre to take stock of its resources; address weak areas or capacity gaps; and plan for its strategies and activities which ultimately leads to better performance.

The institutional self-assessment exercise was introduced to CIRDAP by IDRC at a time when the Centre is undergoing some organizational and management restructuring to

streamline its operation. The process appealed to CIRDAP in terms of the possibility of helping the Centre in its restructuring efforts and later, in further developing the institution's strategic plan. Other reasons for getting involved in the process include:

- (a) The long term benefits to CIRDAP would be the development of its own tool and internal system for organizational analysis which will enable the Centre to regularly monitor and assess performance so that CIRDAP can better respond to the changing needs and environment;
- (b) The experimentation offers an opportunity for the Centre to learn the process and possibly, a scope for the Centre to transfer the same knowledge and techniques to the link institutions for their own organizational assessment should they decide to undertake the self-assessment process; and
- (c) As a partner institution of IDRC, there is scope for CIRDAP to contribute to IDRC's project, particularly in field testing the concept by documenting the Centre's own experience.

## **1.2 Methodology**

The institutional self-assessment approach to organizational analysis is a systematic process on how the organization assess itself by developing its own "internal system and language" to evaluate its performance. The framework (see Appendix 1) was developed by IDRC with assistance from the Universalia Management Group in Canada to assist IDRC in profiling its partner institutions to be able to provide assistance in areas of greatest need to their partners so that maximum benefit can be derived from its development assistance. While certain definitions of basic concepts and procedures were developed for common understanding, the process provides enough flexibility to participating institutions to develop its own methodology, tools and system to make it more suited to the particular context of the organization. The self-assessment process does not pretend to meet or replace the procedural standards or rigors of the external evaluation. Instead, it attempts to complement the external evaluation by helping the organization develop its own mechanism and methodology to continuously monitor and evaluate performance and at the same time improve participation within the organization by allowing the staff and key members of the organization to be involved in the organizational review process.

### **1.2.1 Approach**

**1.2.1.1 Steps Followed.** Considering the specific context of the organization, CIRDAP approached the self-assessment exercise using the following steps (see Appendix 2):

- (a) **Project Start-Up.** As a follow-up of the visit of IDRC staff to the Centre, a more in-depth discussion of the framework was made by Universalia and AIM to introduce the concept to the staff and assess its readiness to undertake the process. The organization

was made to understand the kind of commitment needed to engage in the process. Since the whole staff cannot be fully engaged in the process, a core team was constituted by CIRDAP Director to be directly involved in the process. Its terms of reference was formulated to identify responsibilities. The team then worked with the Universalia team in mapping out the process and in developing the workplan. As part of the project start-up, the core team spent time learning some of the tools to be used to gather data and information for the organizational assessment. The progress of the activities were reported to the Director and the staff in the general staff meeting (GSM).

(b) **Diagnosis and Assessment.** This involved primarily three major activities: the development of tools and instruments to be used for the assessment; the collection of the data and information using these instruments; and the analysis and writing of assessment report. In developing the instruments and tools for data collection, the Centre formulated first its self-assessment matrix. The matrix is an important tool since it contains the major issues and questions about the Centre's performance, the indicators to measure performance, and the list of possible sources of data and information. On the basis of this matrix, several instruments were developed to enable the Centre to collect the data and information needed for the assessment.

(c) **Analysis and Strategy Workshop.** The data and information were analyzed and organized into a report on the "Institutional Self-Assessment Process of the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP)". The report will be presented in a strategic planning workshop. The strategic planning workshop is envisaged to assist the Centre in formulating its strategic directions on the basis of the discussions and findings of the report.

**1.2.1.2 Tools/Instruments Used for Data Collection.** In order to enable the core team to focus and systematically collect the data and information for the assessment, the following instruments were formulated for the diagnosis and data collection phase (see Appendices 3 to 6 for these instruments).

(a) A self-assessment matrix was formulated prior to the data collection activity. It consists of four major elements, namely: the issue or aspect of performance to be assessed (e.g., effectiveness); the major questions relating to effectiveness and performance; the sources of data; and the relevant indicators to address the questions, in this example, the measure of effectiveness.

(b) Survey questionnaires for CIRDAP staff, link institutions/contact ministries, donors, and collaborators and partner institutions were developed to obtain information on key stakeholders' perceptions and comments on CIRDAP performance.

(c) Interview and focus group protocols consisted of guide questions to obtain additional information and perception on the Centre's performance from sample interviewees and select group. Documentation of the interview and focus group discussions were made.

(d) Group exercise for the Centre's staff were undertaken to analyze the Centre's strengths, weaknesses, threats and opportunities. The results were tabulated and documented.

**1.2.1.3 Sources of Data and Information.** Multiple sources of data and information were used to analyze CIRDAP's performance and obtain a better understanding of the elements and issues involved. These sources include: (a) primary sources which were basically the responses received from the survey questionnaires, interviews conducted, informal discussions, and the group exercise conducted for the staff members; and (b) secondary data from published or mimeographed documents and reports.

## **1.2.2 Coverage**

The self-assessment exercise looked at CIRDAP's performance from three aspects: effectiveness, efficiency and relevance. In analyzing these elements of performance and whenever feasible, the assessment considered the Centre's activities since its inception. The analysis also included certain aspects of CIRDAP's external and internal environments. With regard to the survey questionnaires and interviews conducted, the assessment covered the link institutions and contact ministries; donors of CIRDAP projects; collaborators and partner institutions in member countries; and the staff members of the Centre.

## **1.2.3 Duration and Timetable**

CIRDAP's self-assessment exercise is expected to be completed in nine months. The activity commenced in April 1996 with the visit to CIRDAP by a team commissioned by IDRC to discuss the process and assess the Centre's readiness to undertake the self-assessment exercise. It will be completed in December 1996, after a strategic planning workshop is conducted in Dhaka, Bangladesh.

The timetable of activities during the nine-month period is as follows:

April, 1996	: Visit of Universalia and AIM to CIRDAP Identify CIRDAP core team for the Self-Assessment Develop the workplan
May-July, 1996:	Develop the instruments for the self-assessment
Aug-Oct, 1996 :	Data collection Organize and analyze the data Write the report
November, 1996:	Preparation for the workshop Strategic planning workshop



December, 1996: Write the final report

#### **1.2.4 Limitations**

While the duration of the self-assessment exercise seems long at nine months, the activity was not done on a continuous and full time basis. The members of the core team have to divide their time between their respective division's work and the self-assessment. Hence, there were instances during the exercise that the deadlines set were not met. This resulted in either sliding the schedule forward for some of the activities or reducing the time allocated for certain activities.

In terms of performance indicators to be used for the assessment, some of the data and information were not readily available and cannot be accessed within the limited time. Response to the survey questionnaire was also low. The low turnout was partly attributed to the short time allotted for the distribution and retrieval of the questionnaire since by CIRDAP experience it would require at least two months to receive and send back the questionnaires to the Centre.

## 2.0 Organizational Profile

The Centre on Intergrated Rural Development for Asia and the Pacific (CIRDAP) is a regional, intergovernmental and autonomous institution established in July 1979 by the countries of Asia and the Pacific region at the initiative of the Food and Agriculture Organization (FAO) of the United Nations with support from the Government of Japan and the Swedish International Development Agency (SIDA).

In the early 1970s, most of the countries in the Asia and Pacific region have initiated rural development programmes of various kinds and are in the process of adopting an integrated approach to the planning and implementation of these programmes. These countries realized that the promotion and success of such integrated rural development (IRD) programmes can be best facilitated through cooperation in establishing national IRD institutions as well as the creation of an intergovernmental centre whose activities will be carried out in collaboration with countries, organizations and agencies that may be able to provide financial or technical support.

The idea for the Centre received the support of the 1974 World Food Conference and of the Ad Hoc Consultation on Collaboration in Selected Rural Development Activities held in 1975. The decision to establish CIRDAP with Bangladesh as Host State was made by the Asian Group of Permanent Representatives to FAO in 1977. The Agreement to establish CIRDAP was adopted by the Conference of Plenipotentiaries during the 14<sup>th</sup> FAO Regional Conference for Asia and the Far East held in Kuala Lumpur, Malaysia in 1978. CIRDAP came into being in 1979 with the ratification of the Agreement by Bangladesh and five other member states of the region.

From an original six member countries in 1979 (Bangladesh, India, Indonesia, Pakistan, Philippines and Vietnam), its membership expanded to 13 countries (Table 1).

**Table 1 - CIRDAP Membership, As of 30 October 1996**

Country	Date of Joining
Afghanistan	December 1995
Bangladesh	September 1978
India	January 1979
Indonesia	April 1979
Lao PDR	January 1980
Malaysia	November 1979
Myanmar	May 1995
Nepal	June 1979
Pakistan	April 1979
Philippines	March 1979
Sri Lanka	June 1980
Thailand	May 1982
Vietnam	February 1979

## 2.1 Mission, Objectives and Functions

At the time of its establishment in 1979, the motivating spirit behind the Centre's creation was to promote and strengthen integrated rural development (IRD) programmes and activities in the region . As such, its objectives are stated as:

- (a) to assist national action and to promote regional cooperation relating to integrated rural development through a network of national institutions in Member States in the Asia and Pacific Region, with the aim, in particular, of improving the production, income and living conditions of small-scale farmers and other needy rural groups, and of encouraging their participation in social and economic life; and
- (b) to act as a servicing institution for its Member States with respect to integrated rural development, by providing them with technical support, by fostering the exchange of ideas and experience and by encouraging such joint or collaborative activities as may benefit those States individually and collectively.

To carry out these objectives, the Centre has been tasked to perform the following functions:

- (a) conduct, where appropriate through the national IRD centres, promote or assist research on various aspects of integrated rural development in the region, with emphasis on alternative approaches leading to more effective field action programmes;
- (b) hold consultative conferences or other meetings enabling national decision-makers, research workers, planners and executives to exchange ideas and experience on integrated rural development and to identify areas in which joint collaborative efforts would be for the mutual benefit of member states;
- (c) organize training courses in the planning, implementation and evaluation of training programmes for integrated rural development, and assist the national IRD centres in conducting their own training courses and workshops;
- (d) provide other technical support to IRD centres, and maintain liaison with such centre's and with national or international organizations or agencies concerned with integrated rural development;
- (e) serve as a clearing house and data bank for information on integrated rural development in the region and promote the dissemination of information through publications and the preparation of documentation, including the translation of significant publications on integrated rural development; and

- (f) perform such other functions as may be necessary or useful for the attainment of its objectives

In the mid-1980s, while CIRDAP continued to pursue activities relating to IRD programmes, a new dimension was added to its purpose. Alleviating rural poverty and ensuring the participation of the rural poor in the development process became the Centre's prime concerns. Since then, these concerns served as basis for formulating its programme priorities and in designing and implementing its projects and activities. The statement of objectives remained the same and there was no change in the Centre's main functions.

## 2.2 The External Environment

This section looks at the external environment in which CIRDAP operates. These external forces include: the administrative/legal, political and technological context of its environment; the Centre's key stakeholders for rural development services; and other development players in rural development. The interplay of these external forces influences how the Centre operates; how it defines its thrusts, programme areas and strategies; and the area in which the Centre is able to function.

CIRDAP member states represent varied economic, cultural, and political systems. Apart from being of two different sub-regions of Asia, the member countries differ markedly in size and resource endowments. Ten of the 13 countries are classified as low income countries, two are lower-middle income class, and one upper middle income. However, despite these differences rural development and poverty alleviation are common overriding concerns in these countries. As such, the policy environment in these countries is hospitable to the kind of work that CIRDAP is doing. In fact, member countries during the recent 10<sup>th</sup> GC meeting in Lao PDR affirmed CIRDAP's role in supplementing their respective poverty alleviation programmes.

In general, the member countries, despite their internal political situations has consistently supported and assisted CIRDAP in its activities, be it representation at one of the GC, EC, TC meetings, project formulation, project implementation and monitoring. However, in some instances, timely implementation and coordination of projects and related activities were hampered by procedural bottlenecks and delayed feedback. Within the host country, CIRDAP is accorded "privileged persons" status which facilitates the importation of necessary office equipment and acquisition of relevant technologies needed by the Centre for its operation.

With respect to administrative and legal support, CIRDAP's operation is bounded by the agreement made by member states which gave rise to the Centre's establishment. These rules and regulations govern the organization's mandate, structure and leadership. As such, CIRDAP has to operate within the following framework:

- The Contact Ministries and Link Institutions are the designated organizations within which CIRDAP has to coordinate the implementation of its projects and activities;
- Activity focus is on the Asia Pacific region. Interestingly enough, the membership in its 17 years of existence has not included a Pacific country.
- Recruitment of directorial and professional staff is limited to nationals of the member countries;
- The constitutional structure of CIRDAP is three-tiered. The Governing Council (GC) is the policy-making body, the Executive Committee (EC) is the recommendatory and the Technical Committee is the advisory body. The GC membership comprise of the Ministers of all members states in charge of agriculture and rural development. The TC membership include among others heads of all national CIRDAP Link Institutions (CLIs), relevant donor representatives, and other experts in the field of rural development. While the CIRDAP secretariat provides the technical inputs, decisions about the Centre's overall policy and programme direction is undertaken by the GC;
- According to the legislative makeup of CIRDAP, the CIRDAP director is the legal representative of the Centre. He directs the work of the Centre in accordance with the policy and decisions adopted by the GC and under the guidance of the EC.

The technological environment in the context of CIRDAP broadly refers to the relevant infrastructure support in member countries and the processes used by the Centre to implement its activities to obtain the desired outcomes. For instance, CIRDAP activities and operation require access and transfer of knowledge, data and information to and from member countries. The existence of communication infrastructure and the recent acquisition and use of on-line communication facilities in the Centre ensured an easy inflow and access of information to and from the Centre. However, to a certain extent, the use of this on-line communication technology within the CIRDAP network is still limited due to a lack of similar services and infrastructure in most CLIs with whom CIRDAP attributes the bulk of communication and information networking. In many member countries, financial constraints along with as yet underdeveloped communication facilities constrain the quick adoption and realization of the benefits of this important information highway.

Other relevant technologies, both in the host state and member countries, are available for the Centre's use to support implementation of its activities. For instance, increasing automation in the office environment is possible because of the availability of automation technology and trained manpower in this field. In the case of access to methods, techniques and tools developed to promote rural development and poverty alleviation programmes, the host state offers a good "laboratory" for poverty alleviation knowhow and experience which can be used by the Centre for dissemination to other

member countries. The presence of “state of the art” facilities for training and research coupled with a pool of trained manpower in rural development in member countries, can be tapped through the Centre’s network. This network is helpful in facilitating the Centre’s activities.

CIRDAP’s survival and ability to fulfill its mission are likewise dependent on the following groups of stakeholders who are directly concerned with the Centre and its performance:

- CIRDAP Contact Ministries (CCM)/CIRDAP Link Institutes (CLIs)
- Donors (Country or international levels)
- Other Development Players in Rural Development

The Centre’s **Contact Ministries and Link Institutions** represent very different institutions in member countries. Some of them come from the central planning agency - as in the case of the Philippines - or from a department in charge of agriculture as in the case of Malaysia, Myanmar, Lao PDR, and Vietnam; or from an agency principally involved in research and training in the field of rural development - as in Nepal, India and Sri Lanka (refer to Appendix 8). They have continually supported the Centre through various mechanisms since its establishment. These include: attendance in GC, EC, TC meetings; yearly membership contributions; loaning of national personnel to the Centre for a period of time; participation in training, regional seminars, national workshops and brainstorming fora; project design, monitoring and implementation. Their assistance in information dissemination also ensure regional dialogues and information exchange.

With regard to the host country, Bangladesh has since the establishment of the Centre provided office location, house rent for professional staff, and accorded diplomatic status to the Centre and its international personnel. The construction and completion of a new CIRDAP office building complete with an auditorium in 1995, is an affirmation of the continuing support of the host country to CIRDAP.

Donor partnership comes in the form of technical and funding support for CIRDAP projects. To date, most of the CIRDAP projects have been either totally or partially funded by international donors. Among the various donors, the Government of Japan has generously contributed to the project funds of the Centre every year during the past 17 years. As of 1995, the total projects funds was about US\$ 15 million, out of which the contribution of the Government of Japan alone was US \$ 4 million. Other donor partners include: FAO, EDI of the World Bank, IFAD, ILO/ARTEP, ADB, ESCAP, CIDA, UNCRD, APDC, IDRC, the Commonwealth Secretariat, the Netherlands, UNDP, UNFPA, Asia Foundation, Ford Foundation, INSTRAW, AusAID, WHO, AIRD, UNCHS, SIDA, ARMTI, JALDA and Comilla Proshika (refer also to Table 9).

In recent years, a new dimension has been added to the relationship between CIRDAP and development partners. The Centre’s expertise and services are being tapped by donors to assist them in their project implementation. Examples of these are the

technical assistance projects with ADB and ILO (SAAT), the joint publications with UNFPA and UNCRD; and the organization of the CIRDAP/ESCAP national workshop on sustainable development strategies in Bangladesh.

Another aspect of the Centre's external environment which has a bearing on its operation is the presence of a large number of other development players in rural development at the regional, national, and local levels. As such, international donors are increasingly focusing partnership not only with governments but also with other international institutions and NGOs. The latter, due to their direct links at the grassroots level and by nature having a more direct implementation channel, are considered to be effective development partners. Several NGOs have likewise developed their expertise in certain areas and as a result are now increasingly being involved in specialized services such as training, research, credit management, education, community organizing, etc. More recently, advances in information technology have enabled NGOs to increase the sophistication of their networks and further enhances their competitiveness in service delivery. The rise in donor-NGO partnership is very much evident in the amount of development assistance channeled through the NGOs. For example, by 1993, international NGOs represented 14 percent of all development assistance, or US\$ 8.5 billion per annum.

The above situation may imply two things for CIRDAP: one, it suggests increased competition for projects and donor funds; and two, it offers wider scope for collaboration with more rural development players in the implementation of projects. In either way, such an environment could lead to increased focus on the quality of the service, efficiency in the use of resources and effectiveness of the output. CIRDAP must be able to choose the appropriate strategy that will assist it in meeting its objectives.

## **2.3 Institutional Motivation and Capacity**

CIRDAP operates in an environment which is very dynamic and rapidly changing. Under these circumstances, knowledge of its environment, both internal and external, is important. For CIRDAP, an understanding of its internal environment and how it affects the Centre's operations and performance is necessary. In most cases, the internal strength of an organization helps cushion the impact of unexpected externalities brought about by a change in the organization or its external environment. Equally important is the organizational motivation (culture and incentives) that drives the organization to perform and rise above its constraints.

### **2.3.1 Organizational Culture/Motivation**

While the Centre's mandate formally articulates its organizational purpose, the Centre's culture provides life to its mandate. The Centre's culture finds expression in terms of the collective vision, values and beliefs of members about the organization. This culture is what distinguishes it from other organizations and helps shape its character and influence the Centre's performance.

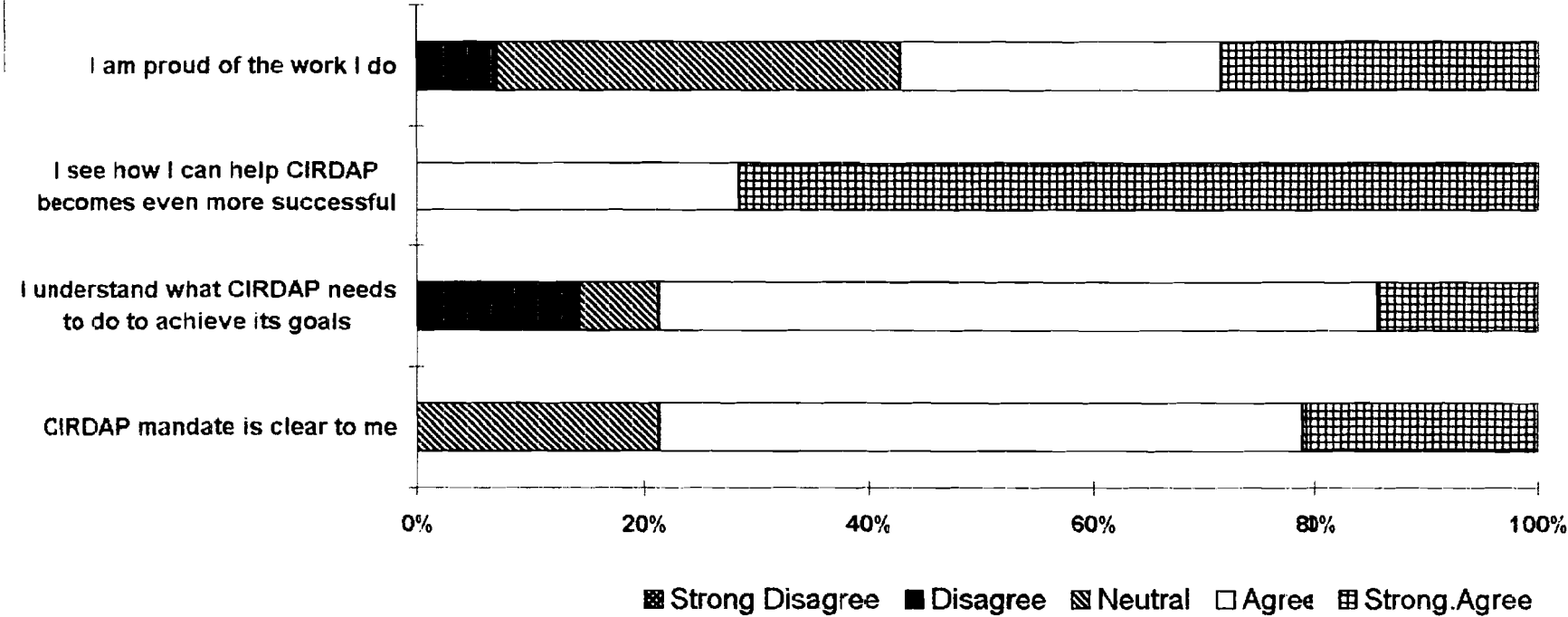
Understanding the Centre's organizational culture is a tall order. Information about it cannot be easily found in documents and directives. The interviews, surveys, and focus group discussions conducted revealed certain aspects of the organization's culture and how it can influence organizational performance.

Rural development and poverty alleviation are concerns strongly shared by majority of the countries of the Asia-Pacific region, including CIRDAP member countries. Among the staff, most of them indicated that they clearly understand the Centre's mandate, they are proud of the work they do and know how they can help CIRDAP to succeed. Such awareness and attitude is an indication of the positive value they placed on the organization (Figure 1). Majority of the staff members also intimated that a working environment that encourages learning and innovative thinking is important to motivate the staff to engage in intellectual and innovative endeavors

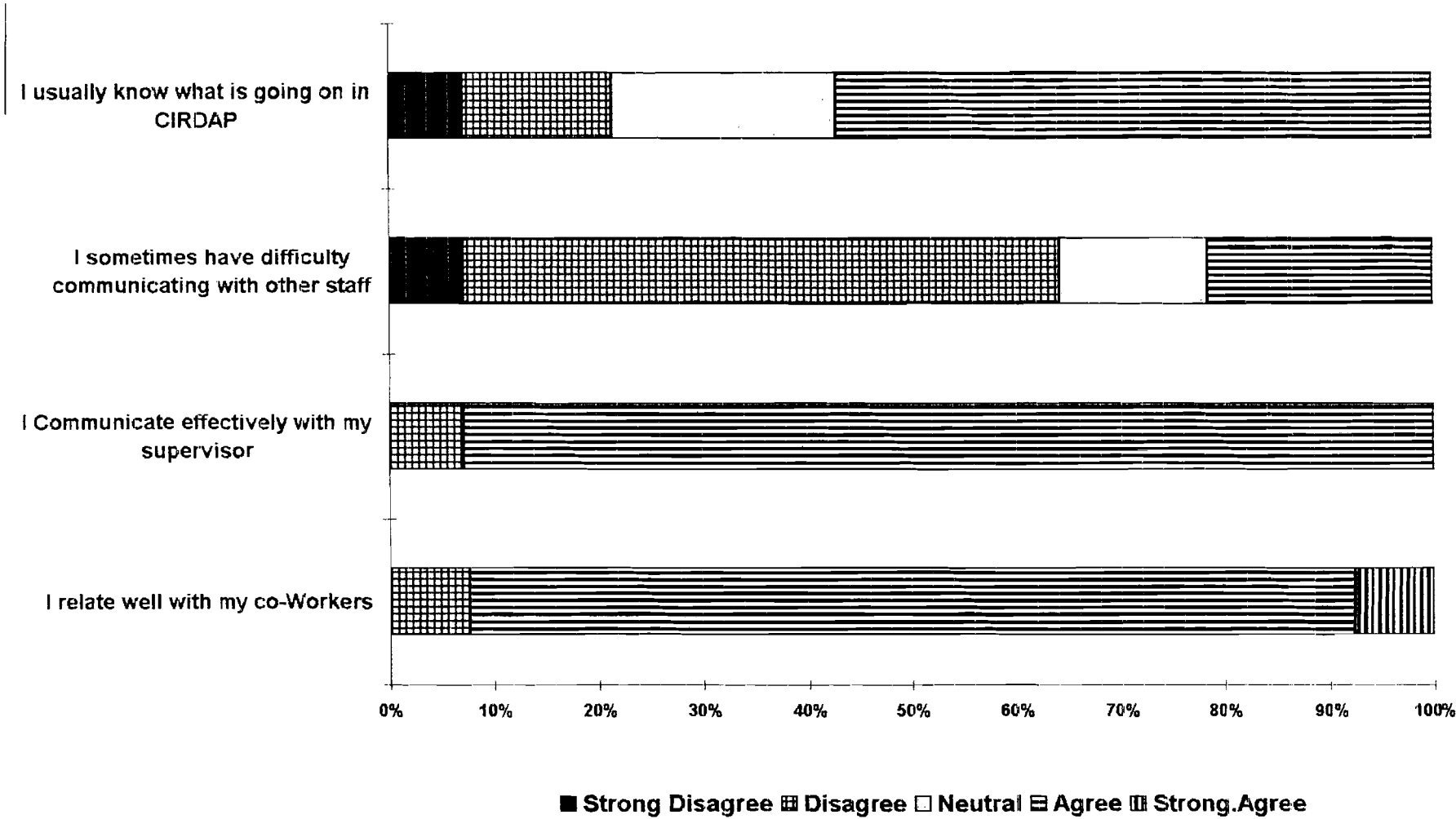
Given the highly coordinative nature of the Centre's activities, it is important that the members recognize and share the value of a well-functioning communication and coordination system. The Centre stands to benefit from good communication and coordination within the Centre as well as with key stakeholders. Majority of the professional and technical staff feel that communicating and relating with other staff member is not a problem. Most have indicated that communication and working relationship with supervisors are good (Figure 2). However, interdivisional relationship have to be improved since there is a tendency to be compartmentalized in light of the very limited joint inter-division activities and projects. Majority intimated that improving this working relationship can facilitate the Centre's work and improve the delivery of services.



Fig. 1 Staff Survey on Organizational Value



**Fig. 2 Staff Survey on Communication and Working Relationship**



Since the link institutions and contact ministries in member countries are part of the Centre's network and mechanism for implementing projects and activities, establishing a strong communication link and a shared understanding of the value of their contribution to the Centre are very important.. Their support can spell the success or failure of the Centre's programmes and projects in their countries. As pointed out by donors and other partner institutions, a well functioning network is crucial to the Centre's success in meeting its mandate. Link institutions and contact ministries have often expressed their government's commitment to contribute to the Centre's resources and participate/cooperate in the implementation of its plans, programmes and projects. However, it has been observed that gaps exist between this expression of support/commitment and actual support provided. While the network has been very helpful in the past, it has to be looked at more closely if the Centre is expected to make a substantial headway in achieving its organizational goals.

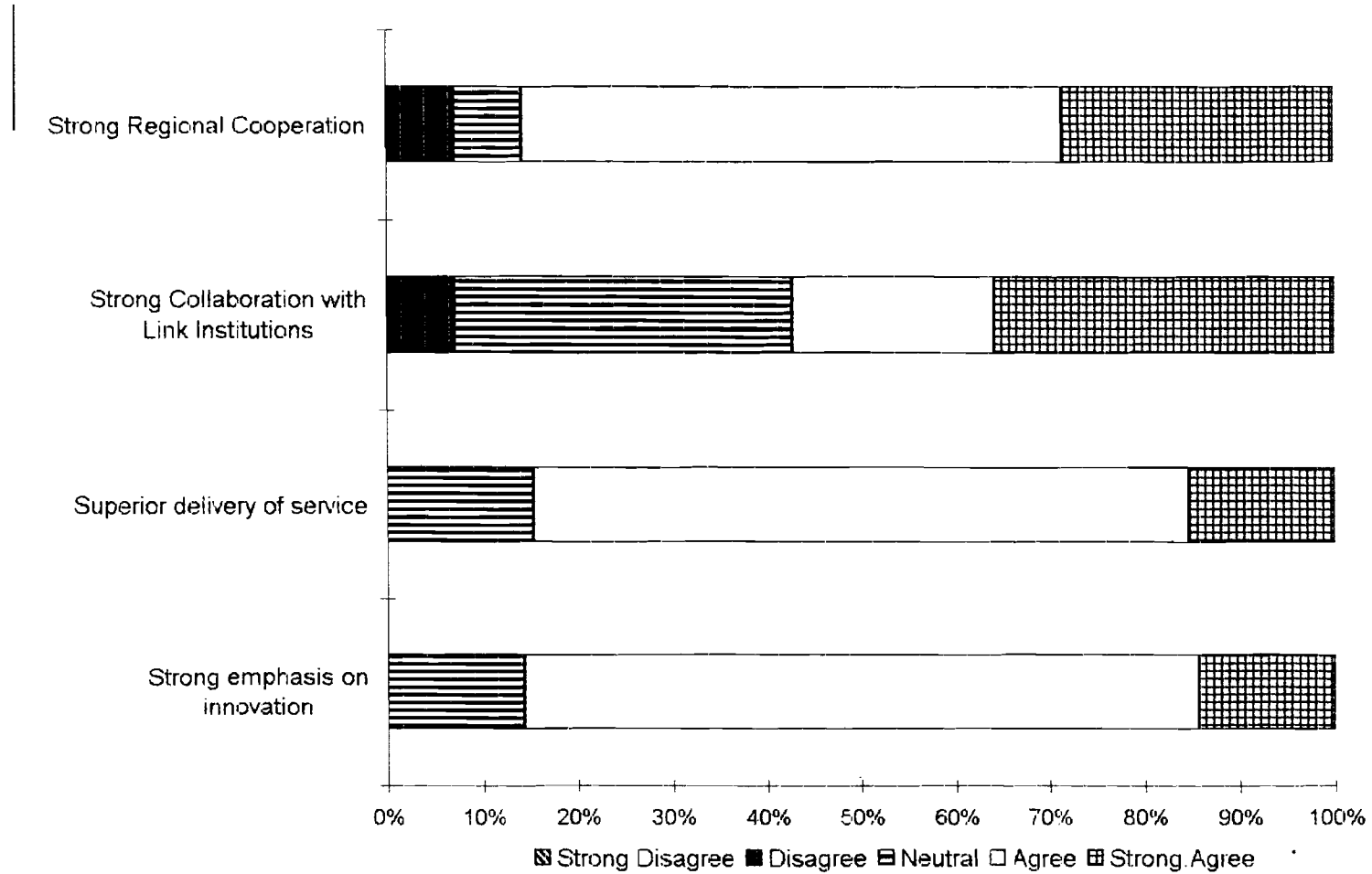
The Centre's services are not exactly unique in the region. The Centre's staff therefore believes in placing a strong emphasis on quality of outputs and services and innovation to set the Centre apart from other regional bodies working in the same area. The need for strong regional cooperation and collaboration with link institutions and contact ministries is likewise encouraged to facilitate implementation of activities and projects (Figure 3).

Flexibility and adaptability, even to a limited extent, have endured the Centre over the years. Notwithstanding the Centre's precarious financial position and limited human resource, it has shown its resolve to respond to the needs of its key stakeholders within the resources available to the Centre. This is clearly recognized by the Centre's link institutions and development partners based on their response to the recent CIRDAP survey. Link institutions in general consider the Centre's activities helpful in meeting their clients needs and responsive to their changing needs and priorities even if it is limited.

As a regional intergovernmental organization involved in multi-disciplinary type of activities and dealing with member countries of diverse needs and interests, the majority of the Centre's key stakeholders believe that CIRDAP should possess the following organizational qualities to ensure success:

- A clear organizational vision;
- A strong emphasis on communication, cooperation and collaborative endeavours;
- A strong emphasis on quality of service;
- An environment that encourages learning and innovation;
- A core group of highly motivated and committed staff with expertise and knowledge in various disciplines relating to rural development; and
- A flexible and adaptable working environment.

**Fig. 3 Staff Survey on Quality of Outputs and Collaboration**



### **2.3.2 Structure and Functions**

As an inter-governmental organization, CIRDAP consists of four organizational bodies, namely: the Governing Council; the Executive Committee; the Technical Committee; and the CIRDAP Secretariat. These organizational bodies perform distinct roles and functions in relation to the operation of the Centre's activities (see Appendix 7 for the organizational and functional framework of CIRDAP).

#### **2.3.2.1 The Governing Bodies**

**The Governing Council (GC).** As provided for in the Agreement establishing CIRDAP, the Council is the highest policy- and decision-making body of the Centre. It sets the overall policy and programme direction for the Centre and makes decisions concerning membership, contributions, amendments to the Agreement, operational rules and regulations of the Centre, and others which may be necessary to carry out the Centre's activities. At present, the Council is composed of 13 Member States. The Minister/Secretary in charge of CIRDAP's contact ministry sits in the Council. The Council meets once every two years.

**The Executive Committee (EC).** The Committee's primary role is to review and make recommendations to the Governing Council on matters concerning the management and operation of the Centre's activities. It is also entrusted with the role of providing guidance to the Centre on the implementation of policies and decisions adopted by the Council and on the management and development of the Centre. The Committee is composed of the 13 Member States, each represented by the Head of CIRDAP's contact ministry. It meets at least once a year.

**The Technical Committee (TC).** This Committee is in-charge of providing technical advice on matters concerning funding and implementation of the Centre's activities and the interrelationship and coordination of activities carried out by the Centre under the member countries' auspices. Its membership includes CIRDAP's 13 link institutions; representatives from a non-member state which has contributed financially to the activities of the Centre, FAO, Inter-Agency Committee on IRD for the Asia and the Pacific, an agency or organization which has contributed financially to the activities of the Centre; an IRD Expert; and the Director of CIRDAP. The Committee holds regular session once a year.

The Centre's governing mechanism is considered to be an ideal framework or organizational strategy to facilitate the implementation of the Centre's activities and projects. It is composed of members drawn from national institutions involved in rural development activities which can serve as the Centre's link and coordinating institutions in the implementation of its activities. Since the Centre's inception, 10 GC sessions, 16 EC sessions, and 13 TC sessions were held to discuss and decide on matters pertaining to the Centre's directions, programmes, projects, activities and operations. In general, the governing structure is considered very helpful in addressing major issues involving the Centre's activities and operations in the past. The network that was created as an offshoot

of this governing framework is considered to be one of the Centre's major strengths as a regional organization (see Appendix 8). However, concerns are also raised about the structure and functioning of this governing structure. The Evaluation Report of June 1995, articulated some important issues about the structure and functioning of the governing structure:

- It may be necessary to further separate and clarify the responsibilities and authorities of these bodies. The GC is the highest policy level body, and its deliberations often relate to the national level policy issues. Because of the level of representation, its decisions in so far as matters relating to CIRDAP operations are concerned, are invariably guided by the EC recommendations. It was suggested that the meeting of these two bodies be held together once in two years at which recommendations of the EC could be considered and final decisions arrived at by the GC.
- A look at the representation in the TC and EC indicate that they represent very different institutions. Some of them come from the central planning agency - as in the case of the Philippines - or from a department in charge of agriculture as in the case of Malaysia, Myanmar, Lao PDR, and Vietnam; or from an agency principally involved in research and training in the field of rural development - as in Nepal, India and Sri Lanka. A cursory review of available documents from CIRDAP and from information gathered during the evaluation indicate that in some member countries, there exist other institutions which are principally involved in providing basic and direct services for rural development. While it may be argued that the responsibility of designating the link institution is a prerogative of the member country, it will be in the interest of CIRDAP and the member states if representations in the GC/EC can be reviewed with the end in view of improving CIRDAP links with relevant policy and research level institutions.

In the self-assessment exercise conducted among CIRDAP staff, majority indicated a growing concern on what seems to be an existing gap between proclamation of support and actions of member countries ( see Appendix 9). A manifestation of this gap is often reflected in the delayed, if not non-response to the Centre's request for information. As the Centre faces new challenges in its environment and begun to create new strategies for the future, this organizational mechanism has to be looked at with greater interest.

#### **2.3.2.2 The CIRDAP Secretariat**

The Secretariat, headed by the Director and assisted by the Deputy Director, executes the policy and programme decisions of the Governing Council. It also assist the Council in providing directions on IRD by giving policy and planning inputs. The Secretariat likewise implements the plan and programme of work set by the Council. The Secretariat has three divisions, namely: research, pilot project, and training; two support divisions, information and communication and administrative and finance; and one support unit, the planning unit.

In 1995, the Governing Council (GC 10) approved the following organizational restructuring of the Secretariat to further streamline its operation in the light of new changes and directions to be implemented by the Centre:

- Evolving Action Research Division into a Pilot Project Division;
- Reorganization of the Information and Documentation Division;
- Creation of a Planning Unit; and
- Establishment of Sub-Regional Office of CIRDAP for Southeast Asia in Indonesia.

To implement these GC decisions, certain actions which can be immediately implemented within the existing resources of the Centre have been undertaken, as follows:

- Action research activities have been transferred to the Research Division. This is in line with the new direction of incorporating more research components in small scale action research projects. On the other hand, the former Action Research Division has been evolved into Pilot Project Division to focus on project of larger scale (approximately 200-500 household). The intension is to focus on developing a project that could be easily replicated by the implementing country without any additional or further study needed;
- The Information and Communication Division was reorganized to make it more responsive and effective as a clearing house for information on rural development. Its functions were reorganized, as follows: communication and data base development and information. Attempts are also being made to allocate a regular budget for its acquisition of documents and materials on rural development to upgrade the Centre's library;
- A Planning Unit, which is temporarily attached to the Office of the Director, was also set-up to spearhead the Centre's regular planning activities in coordination with the other programme units. It has also been assigned to undertake regular monitoring and assessment of the Centre's plans and projects and assist in the resource mobilization activities of the Centre; and
- Another important development, although it still has to be formally set-up, is the establishment in Indonesia of a Sub-regional Centre for Southeast Asia (SOCSEA). The sub-regional office is primarily designed to assist the headquarters in enlarging CIRDAP membership in that part of the region, in mobilizing resources and in monitoring, coordinating and implementing CIRDAP projects and activities. The Government of Indonesia is providing the operational cost of the office for the first two years.

However, implementing the remaining decisions would require more time, additional financial and manpower resources. Unless these are provided, the Centre will be

constrained to implement its other organizational and management restructuring activities which have implications on further expansion of the Centre's activities. All these changes have been directed to build the capacity of the Centre to better respond to the needs of its CMCs and other key stakeholders.

### 2.3.2.3 CIRDAP Personnel

As of 30 September 1996, the Centre has a total staffing complement of 43. Of the total number of staff, 10 are directorial and professional staff, 7 technical staff in the general service category, and 26 general service staff. The Centre is also assisted by one JICA Expert.

The Office of the Director and Deputy Director has four staff. With respect to programme units, Research Division has four (excluding project staff); Information and Communication Division has eight; Pilot Project and Training Division has four each; and Administration and Finance Division has 19, which include support staff consisting of messengers, janitors, drivers, watchmen to provide common services and maintenance of CIRDAP campus (Table 2).

In terms of regional representation, the present staffing complement, particularly in the professional category, is relatively spread out among its member countries. Historically, this recruitment policy has been enforced to provide as wide a geographical representation in the Centre owing to the nature of its activities. The need and acceptability of this policy is reinforced in the survey response obtained from the Centre's various stakeholders. They indicated that this is very important to CIRDAP's success and crucial for its coordination activities. A donor however commented that too much preoccupation with regional representation rather than technocratic abilities may detract the Centre from credibility and rigor.

**Table 2: Distribution of CIRDAP Staff By Programme Units/Office,  
As of 30 October 1996**

Programme Unit/Office	Dir./Professional	General Service	
		Technical	Other
Directorial	2	-	2
Research	2	1	1
Pilot Project	2 <sup>a/</sup>	1	1
Training	2	1	1
Information and Communication	2	4	3
Administration and Finance	1	-	18 <sup>b/</sup>
Total	10	7	26

<sup>a/</sup> The post of Asst. Administrative Officer was assigned to work with the Pilot Project Division as Asst. Programme Officer.

<sup>b/</sup> The General Service Staff under Administration and Finance include 11 support staff consisting of drivers, watchman, messengers and janitors to provide common service and maintenance of the campus.



For the past several years, the Centre has exercised extreme caution in hiring its staff due to financial constraints. Thus, out of the 61 sanctioned posts, only 43 posts have been filled (Table 3). Except for the Deputy Director post, all the professional posts have been filled. However, only 50% of the sanctioned technical posts in the General Staff category have been hired. These posts are needed to provide the technical support to the Directorial and professional staff in programme and project activities.

**Table 3: CIRDAP Sanctioned and Hired Posts, As of 30 October 1996**

Category	Sanctioned	Hired
Directorial	2	2
Professional	8	8
General Service		
Technical	14	7
Admin/Finance/ Secretarial/Others	37	26
Total	61	43

In Comparison with similar regional organizations such as the International Centre for Integrated Mountain Development (ICIMOD) and the Asia Pacific Development Centre (APDC), the number of CIRDAP staff are far below the number of staff in these two organizations (Table 4).

**Table 4: Comparison of Staffing Complement with Similar Organizations:**

Organization	No. of Professional/ Technical Staff	No. of Support Staff	Ratio of Support Staff to Professional Staff
CIRDAP	17	26	1.53
APDC	22	54	2.45
ICIMOD	40	78	1.95

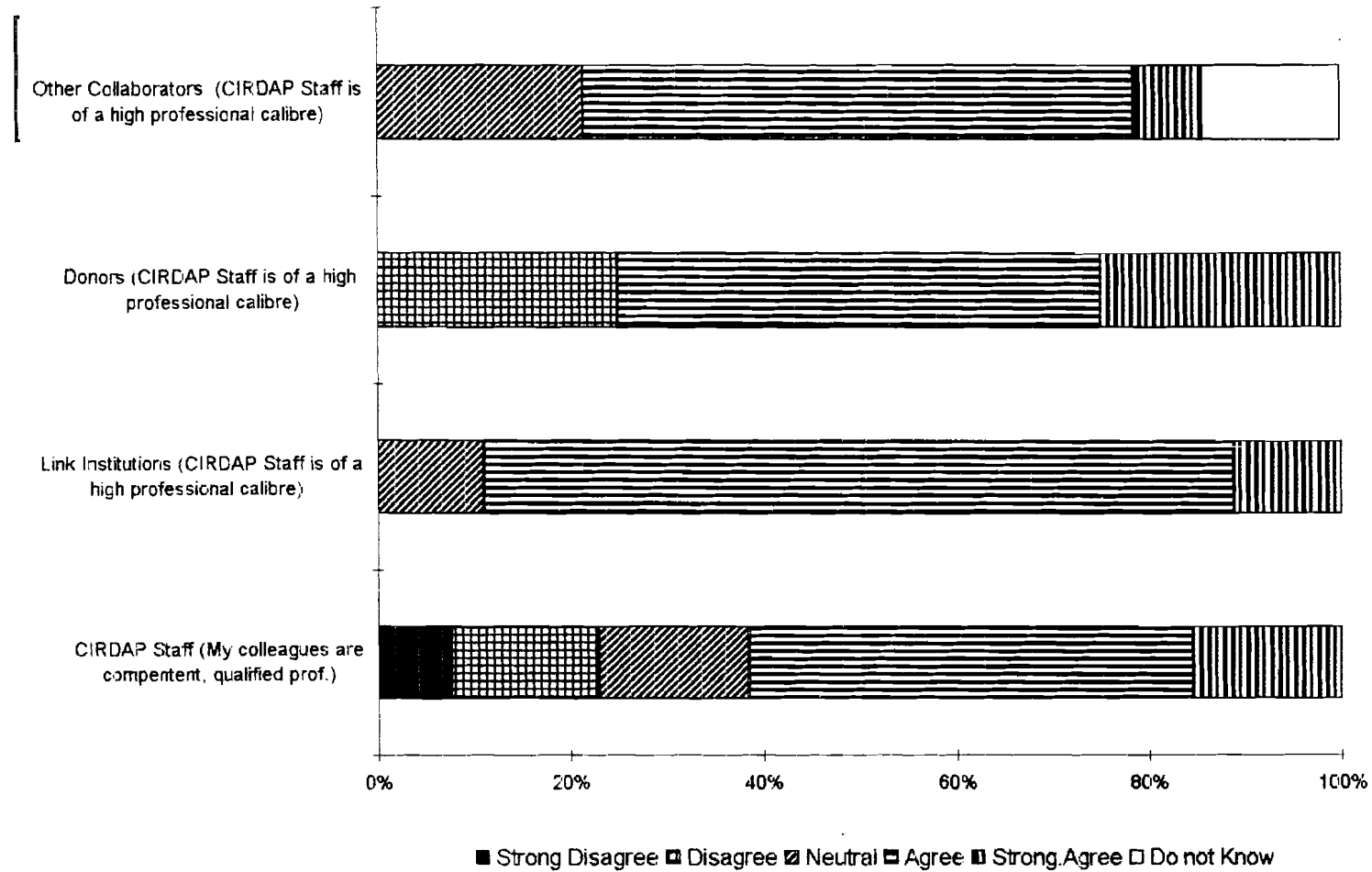
With respect to the general staff, the Centre has kept it to the minimum level. Its ratio of 1.53 Support Service staff to Professional staff is far below than that of comparable regional bodies such as APDC and ICIMOD. As it is now, some of the general staff has to take on additional functions aside from their present job responsibilities. Moreover, with the construction of the new building, its regular maintenance has to be covered by the Centre's existing pool of janitorial staff.

However, in spite of the tremendous pressure placed on the limited number of staff which somehow limits its absorptive capacity to implement projects, the Centre was able to implement some 35 projects; 11 seminars/workshops and training courses; organized the

evaluation of CIRDAP; and arranged TC, EC, GC meetings during the 1994-1995 biennium. However, if CIRDAP is expected to pursue more vigorous efforts in developing and implementing new strategies and activities in the future, this staffing constraints has to be addressed in the immediate future. As it is now, the professional staff mostly spend their time ensuring timely initiation of new projects and implementation of on-going projects with very little time left to prepare plans for their respective divisions, develop new project ideas and proposals for funding, and initiate appropriate follow-up actions on the recommendations of the completed projects.

Apart from the issue of number of staff, another major concern for the Centre is the quality of its staff. A cursory look at the academic and work experience of the staff showed that most of them have completed higher degrees in one of the following areas: economics, business administration, development studies, statistics, animal science and husbandry. Most of them have worked in various capacities in the field of rural development in their respective countries before joining CIRDAP (see Appendix 10). However, in spite of their academic background and experience, there still concern about whether CIRDAP staff, in particular, the professional staff, possess the necessary experience and skills appropriate for the work they do at the Centre. While the perception of majority of those who were asked about the capability of the staff considered the professional staff capable for the job, others expressed that the pool of professional staff are not at par with the requirements of the posts (Figure 4).

Fig.4 Survey on the Perception on the Quality of Staff



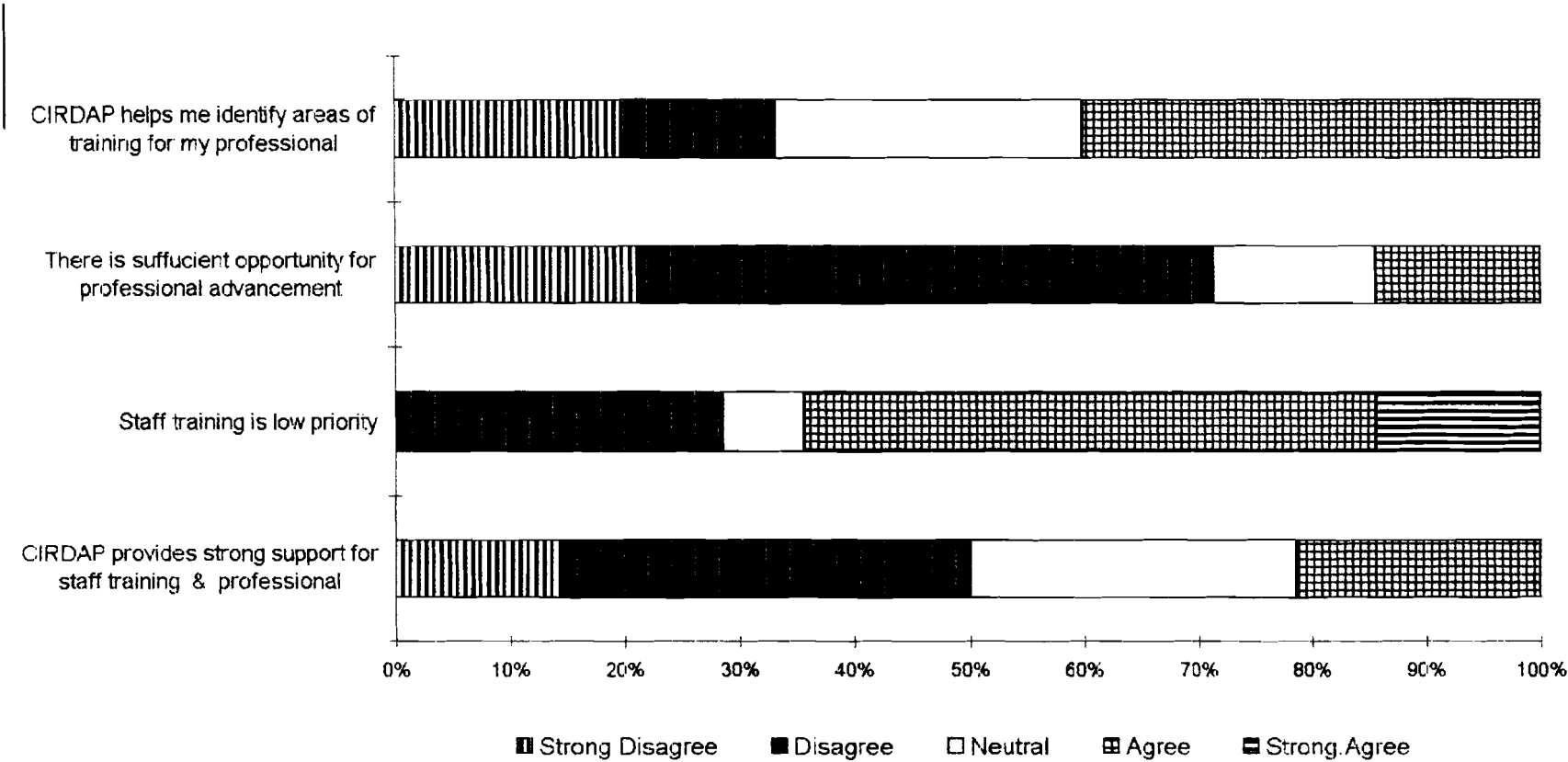
### 2.3.2.4 Incentive and Reward System

The Centre's remuneration, incentive and reward system leaves much to be desired in terms of its competitiveness with similar regional bodies working in the field of rural development. Incentives are important to the members of the Centre given the inherent uncertainty and absence of long-term career prospects in CIRDAP. An appropriate incentive and reward system can likewise help create an environment of highly motivated and productive personnel.

**Staff and Career Development.** Staff development is one motivating force that is seen to have a positive impact on developing staff competence and performance. The Centre's professional and technical staff generally possess the educational qualifications needed for the job, although her/his job or professional experience may not exactly match her/his work in the Centre. This would therefore require some degree of staff development, particularly in areas of her/his current work to improve performance. Even among administration and support services staff, their productivity can be improved if the appropriate training can be given to enhance their skills and competence. A look at CIRDAP's record for staff training and development showed that very limited training were provided to the Centre's existing personnel (Appendix 11). This need for training and staff development is an aspiration shared by most of the Centre's staff. At present, majority of the staff expressed that the Centre does not provide adequate support for training and professional development. It is a low priority in the Centre's activities (Figure 5). A cursory glance at the Centre's budgetary allocation supports this observation since no specific budget item is provided for staff development. This is largely attributed to the Centre's generally inadequate budgetary resources which is hardly enough to meet the regular operational costs of the Centre. Thus, in most cases, staff training is treated on an ad-hoc basis. If the training cost is within acceptable amount, it is charged against miscellaneous expense. The absence or uncertainty of budgetary allocation for staff training also makes it difficult for the Centre to formulate a staff development programme.

Another aspect of staff development that the Centre needs to consider is the recipient of the training programme. Since each staff may have different requirements, the training has to be based on needs in relation to their work in the Centre. For those with adequate experience and academic preparations prior to joining CIRDAP, training may not be a priority but they would rather be concern more about career growth in the organization. However, among professional and technical staff, majority do not see a long-term prospect in CIRDAP for two reasons: (i) most of the professionals are on loan from their government and there is only a maximum time allowed for them to stay with the Centre; and (ii) CIRDAP's hiring policy which generally subscribed to the idea that no particular professional staff occupies a post for a long time. Many feels that there is insufficient opportunity for professional advancement. Given the limited scope for increasing compensation and incentive package to a desired level, the staff indicated that providing career development opportunities within the organization can improve job satisfaction and may compensate for the lesser competitive salary scale. For the junior professional and technical staff, training is important for them to further upgrade their knowledge and skills in the field where they are currently working on.

Fig. 5 Staff Survey on Career and Staff Development



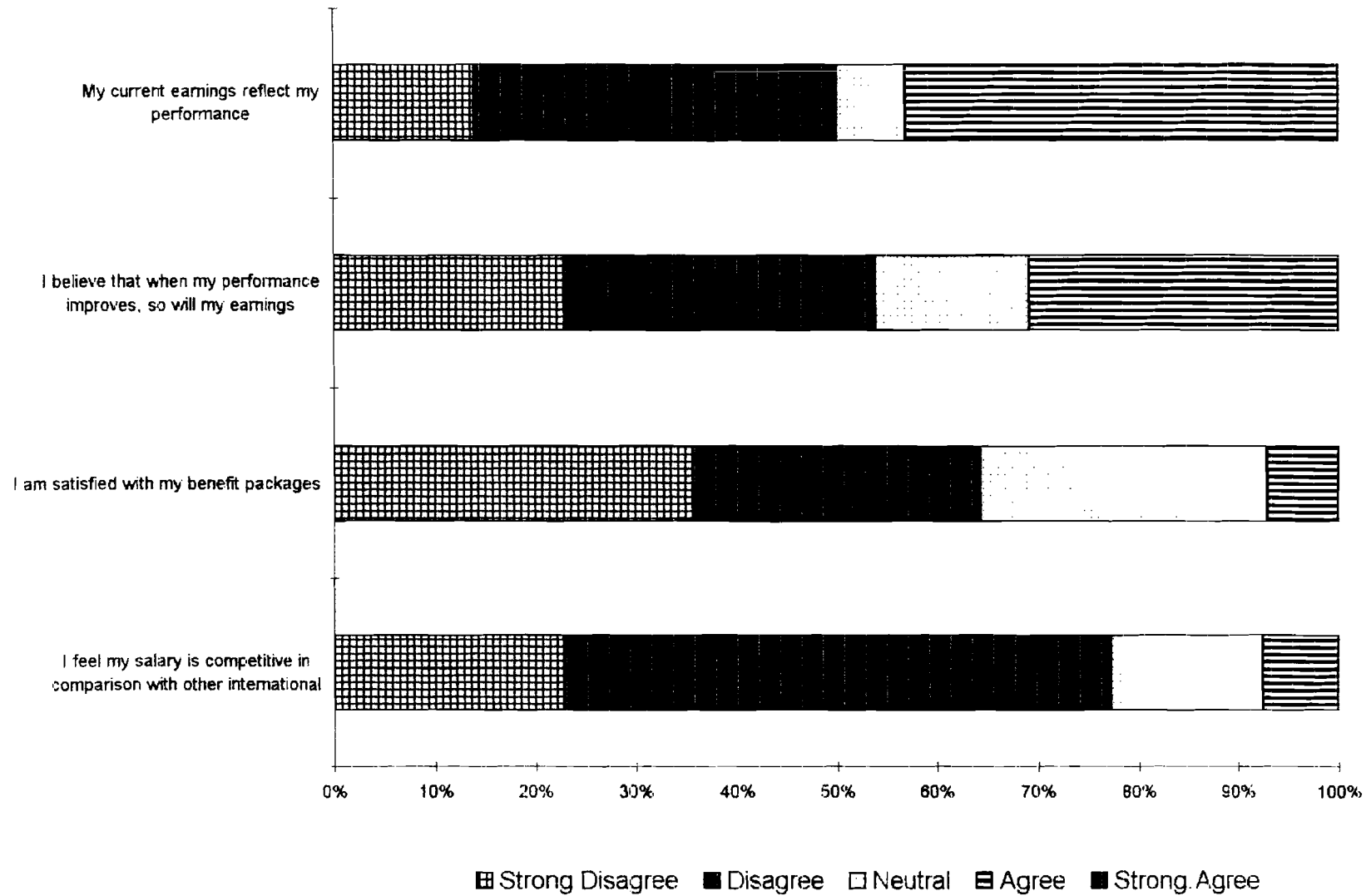
Since the prospects of immediately recruiting highly qualified and experienced professional and local technical staff will take some time to happen, it would very much help the Centre if it can provide regular training to its present pool of professional and technical staff in areas that will assist them in their work. As CIRDAP aims to become a Centre of Excellence in rural development, it needs to strengthen its human resource capacity to be able to perform their respective roles in the Centre.

**Compensation.** When the GC decided in 1980 on the salary and benefits package for its staff, the idea was that it will follow the UN Salary Scale in order to attract professional talent. However, due to financial constraints, the plan was not implemented. Over the years, the Centre has seen its compensation, incentive and benefits package sharply failing in comparison even with other similar organizations in the region which are not following the UN package. As reported in the EC Working Paper on CMC Contribution, Personnel Policies and Staff Emoluments (August 1996) noted that even with the five upward revisions in the salary scale of the professional staff, the salary scale is only about 27% of the UN Scale. With respect to the Centre's general service staff salaries and benefits, the existing package is now only 55% of the UN Scale. The salaries and other fringe benefits of professional staff in some CMCs with qualifications and experiences similar to the Directorial and Professional posts in CIRDAP, are higher than those of CIRDAP; besides experts/professionals in most CMCs have the opportunity to earn additional incomes by undertaking consultancy services for various international agencies.

The evaluation report of 1995 indicated that the low salary structure (following standards from comparable international organizations) cannot attract highly qualified and experienced professional talent who can look forward for a career growth in the Centre.

The feeling that the Centre is losing its competitiveness in terms of providing appropriate remuneration and incentives is recognized by the staff. Majority of the staff felt that their salary is not competitive with similar international agencies. They also expressed dissatisfaction over their current benefit package. It is interesting to note that the staff consider it that even when their performance improve, they do not expect their earnings to increase accordingly (Figure 6). This stems from the awareness that for quite sometime now, the Centre has not been able to really implement a substantial change in the salary scale as originally plan due to financial constraints. The low remuneration scheme however does not necessarily serve as a stumbling block for the members of the organization to perform less of their respective tasks and activities. Since most of the professional staff are on loan from their respective governments, they are motivated to contribute as much as they can while working as a representative of their governments in CIRDAP.

**Fig. 6 Staff Survey on Incentive System**



### 2.3.3 Organizational Processes

The Centre's mandate requires numerous external coordination and consultation activities as well as a strong internal system to operate and manage the activities well. In this regard, four elements are considered crucial to the Centre's organizational processes: (a) policy and decision-making process; (b) planning; (c) monitoring and evaluation; (d) communication; and (d) inter-institutional linkages.

#### 2.3.3.1 Policy and Decision-Making

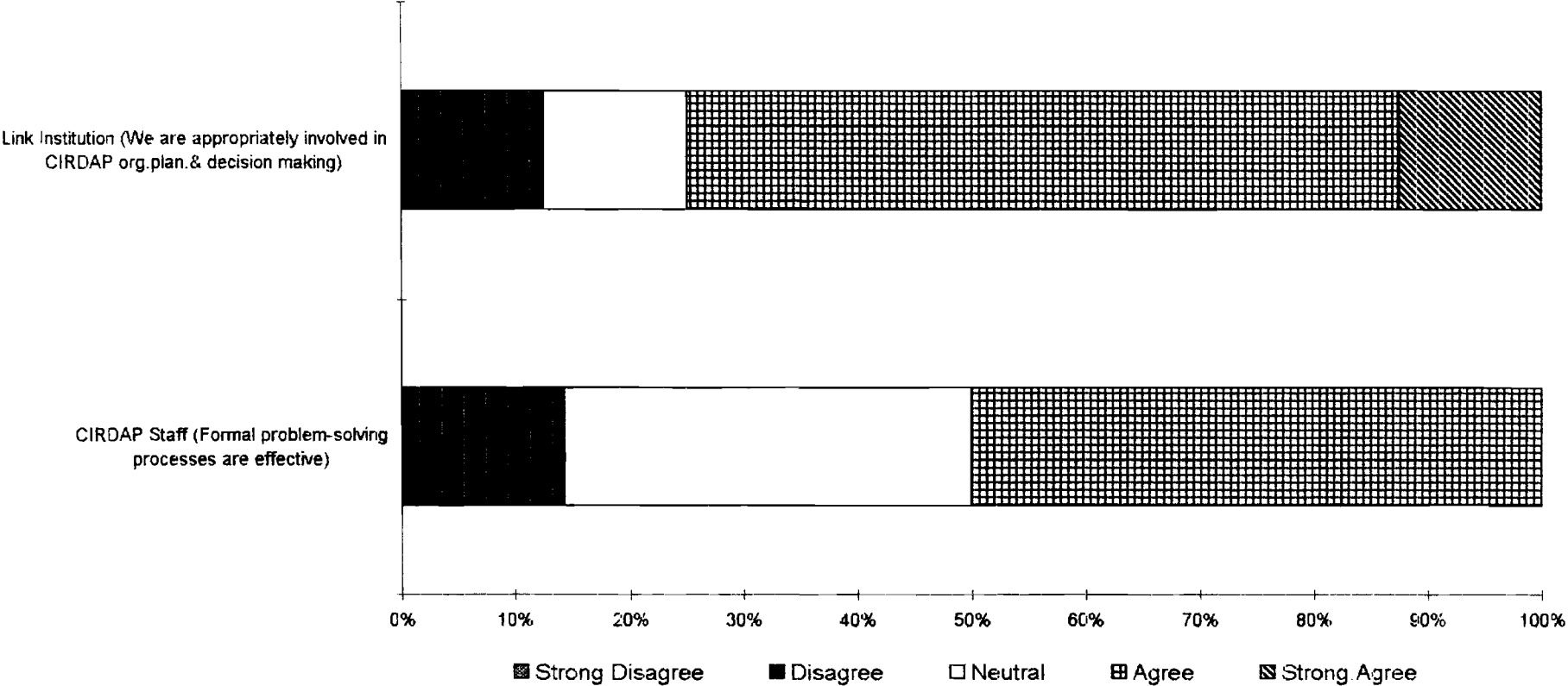
Within CIRDAP's organizational context, the major policy and decision-making activities occur at two levels - **at the Governing Council level**, which decides on the overall direction and policies of the Centre and **at the Secretariat level**, which decides on the day-to-day operation of the Centre (Appendix 12).

Given the nature of the Centre's activities, the Governing Council provides an ideal mechanism for policies and decisions to take place inasmuch as most of the activities involve the participation of member countries. However, since the Council meets only once in two years, a major concern was how to ensure timely decisions on important policies without compromising the Council's decision-making authority. This is particularly important in initiating or implementing new projects not in the approved Programme of Work and Budget (PWB) since Council approval is required. The issue was resolved when in the last GC meeting in Vientiane, Lao PDR, a decision was reached to delegate the responsibility of approving unlisted projects to CIRDAP Director after prior information to the EC members. This is seen as a way of facilitating management of CIRDAP activities. It also enables the Director to act in a timely fashion on projects that can be taken up by the Centre as a result of donor agencies' approval of these projects. This is a very crucial decision in view of the need to mobilize more resources for the Centre's activities. Majority of the link institution who responded to the survey indicated that they are appropriately involved in CIRDAP organizational planning and decision-making. However, some feel that they are not sufficiently involved in decision-making at project selection stage (Figure 7).

At the Secretariat level, the Director provides the overall direction and decisions on the operation of the Centre. However, in certain instances where further study and additional technical inputs are required, working or ad hoc committees are created. For instance, the Personnel Advisory Committee reviews renewal or promotion of staff prior to the Director's approval. Other mechanisms that can assist the Director in his decision-making functions are the regular division heads meeting, the general staff meeting, and the one-on-one consultation/meeting with the staff. When asked to assess the effectiveness of the process, the staff are divided in their response (see Figure 7). One comment, is that, while the GSM per se is a good mechanism for feedback, the extent to which the staff are open and comfortable about the system is another matter. One suggested that more open discussion about the organization should be encouraged and there should be transparency in the decision-making process, particularly on administrative matters where staff welfare is involved.



Fig. 7 Survey on CIRDAP Policy and Decision Making Processes



### 2.3.3.2 Planning

The Centre has three major Plan documents to speak of: the Six-Year Plan, the Programme of Work and Budget, and the Division or Programme Units' plans. The six-year plan is a medium-term plan that articulates the programmes of the Centre over a period of six years while the other two plans are considered operational plans which translate the Centre's six-year plan into measurable targets and specific programmes, projects, and activities.

Prior to the establishment of a Planning Unit in CIRDAP in 1996, planning is the responsibility of the Deputy Director in addition to the other activities this office has to perform to assist the Director in the overall management of the Centre. However, in the absence of a unit to support the Deputy Director, the planning activities as envisaged cannot be fully undertaken. Hence, certain arrangements emerged such that planning is either performed by an adhoc group created for a particular planning purpose or by any of the Centre's programme units temporarily assigned to spearhead a special planning tasks. For instance, CIRDAP's In-House Annual Review and Planning Seminar (CIARPS), which produces the operational plan of each division is coordinated by the Office of the Deputy Director. On the other hand, the Programme of Work and Budget (PWB) which is prepared on a biennial basis, is formulated by the Administrative and Finance Division, in coordination with the other programme units.

The absence of a unit that is responsible for developing the basic parameters in planning and in overseeing the preparation of both the strategic and operational plans of the Centre has given the impression that the Centre's activities are not focused. For example, the First Six-Year Plan was merely a listing of projects with no articulation of strategies, objectives, and basis for the projects chosen.

It is clear from the above that the planning process is not well coordinated and different units are being made responsible for certain planning functions. There is also no clearly established planning calendar by which the Centre can follow closely to undertake its planning activities. CIARPS, which is designed to enable each of the programme units to come up with an annual plan for the coming year is held during the first quarter of the year in which the plan is supposed to be implemented.

The Evaluation Report (1995) underscored the need for greater emphasis on planning to provide the strategic direction in which the Centre can focus and draw its activities to achieve its mission and goals. This is particularly useful to the Centre in the light of new challenges brought about by changing priorities among stakeholders and declining donor support for its activities.

As a positive step towards improving its planning activities, the Centre established the Planning Unit at the beginning of 1996 to set the tone for a more coordinated and well-functioning planning system in the Centre. One of its first major and immediate tasks is to review and refine the Second Six-Year Plan, 1996-2001 which was formulated a year ago. The six-year plan has to be formulated in a way that will provide clear objectives and long-

term visions for the Centre and help identify its niche in the field of rural development. In addition to its planning and monitoring activities, the planning unit is also envisaged to assist in planning for mobilization of resources to finance programmes and projects of the Centre.

### **2.3.3.3 Monitoring and Evaluation**

Closely linked to the Centre's planning and decision-making activities is the monitoring and evaluation of its projects and activities. CIRDAP has to be given adequate feedback or information on its performance in relation to its mandate and objectives. It is through this system that CIRDAP can learn and improve on its performance.

**Monitoring and Evaluation of Projects.** Monitoring at CIRDAP is primarily done by concern programme units with respect to their programmes and projects. At this level, the emphasis of CIRDAP's monitoring activities is to keep track of the progress of project implementation (whether it is being implemented according to schedule or funds are disbursed in time) and identifying implementation problems so that necessary actions can be taken. Hence, the monitoring indicators used are those that would provide the Centre information on the status of implementation of scheduled activities. In the case of action research projects, another level of monitoring is being done. This is the monitoring of project performance indicators to establish whether the objectives of the projects are being met. However, this project performance monitoring system is yet to be fully developed. In the same manner, an integrated project monitoring and evaluation system has to be developed and maintained in CIRDAP for effective monitoring of project performance.

**Monitoring and Evaluation of Activities of Programme Units.** Internal monitoring of the activities of each division is likewise being undertaken through formal and informal mechanisms. A monthly status report is submitted by each division to the Office of the Director indicating activities undertaken, completion dates and an explanation if necessary on any deviation from the original plan. It is found to be useful in terms of tracking progress of crucial activities of each division.

In the past, the Office of the Deputy Director regularly collects information on projects and activities implemented by each division which are used as inputs during CIARPS and even in preparing for the Director's report on CIRDAP activities for the TC, EC and GC meetings. Similarly, the Information and Communication Division accumulates information of the same nature when they prepare for the annual reports and project highlights. Each division also maintain its own data and information. What is seen as lacking in all these monitoring activity is a monitoring and evaluation system that will consolidate and process this information on a regular basis to support management information requirements. To support this effort, a system has to be developed and maintained in the planning unit as part of its management information support system.

#### 2.3.3.4 Communication

An organization like CIRDAP, requires a well-functioning information and communication system. In view of its largely coordinative and consultative activities, the continuous exchange of information is vital to the Centre's operation.

Internally, the flow of information is channeled through several means: interoffice memoranda, regular general staff meetings, dialogues, division head meetings, informal discussions and consultations among staff and one-on-one discussions between concerned staff.

In comparison with other similar regional organizations, CIRDAP is small, both in the size of staff and financial resources. It does not require a complicated communication system to convey information to the staff members. Over the years, it has adopted a combination of formal and informal means of communication to inform staff members about work, activities of the Centre, problems and developments concerning the Centre. The daily general staff meeting per se is considered a good mechanism for informing staff members on the activities of the Centre and in facilitating some degree of feedback. To some extent, the staff members feel that through this they generally know what is going on in the organization (refer to Figure 2).

Within programme units, communication is generally considered effective, particularly in giving feedback about work performance. Working relationship within the staff of the programme units is also satisfactory. However, between programme units, communication, information sharing and interaction are quite limited. This is primarily attributed to the limited, and sometimes lack of joint programmes or activities between and among divisions which leads to very "compartmentalized and fenced in" attitudes. This problem is somehow reflected in the surprisingly large number of staff members who indicated that they have some difficulty communicating with other staff of the organization (refer to Figure 2).

Thus, it would be important for the organization to continue working on establishing a more collegial environment that encourages transparency and openness in resource sharing, interactions and better communication.

#### 2.3.4 Inter-Institutional Linkages

Over the last 17 years of its existence, CIRDAP operates within its network of link institutions and other collaborating organizations in implementing its activities. The Centre coordinates with its 13 link institutions and close to about 70 collaborating organizations for its projects and activities. It has also cultivated contacts with a number of funding agencies which continue to support CIRDAP up to this day. Having access to these institutions proved helpful to CIRDAP in the past in several ways: sharing of scarce resources (facilities, data and information, experts/resource persons); co-funding of activities and projects; and serving as monitors of CIRDAP projects which is an important source of

feedback for the Centre. The heads of these contact ministries, link institutions and selected donors and collaborating partners are members of GC, EC, and TC, where they are part of the direction-setting, decision-making and planning mechanism of CIRDAP.

This network of link institutions is considered as one of the Centre's strongest assets. The Evaluation Report has aptly described the strategic role of the link institutions to the activities of the Centre, as follows:

"The link institutions serve as the focal point of all the activities of CIRDAP in member states. They serve as the most important link insofar as expressing the needs of member states in rural development and also for coordinating the planning, implementation and monitoring and evaluation activities of CIRDAP. The linkage between CIRDAP and these institutions is vital for the successful implementation of CIRDAP projects as well as for the articulation of CIRDAP objectives"

The recent survey results likewise underscored the importance of this network. The key stakeholders consider this as a source of strength for CIRDAP and is key to its success. The network contributes to the Centre's resources; it participates in the implementation of its plans, programmes and projects; and it facilitates information exchange among countries of the region.

Paradoxically, while the network is considered one of the Centre's major strengths, concerns were also raised about it and its relationship with the Centre. Some of these insights include:

From the link institutions:

- Insufficient involvement of LIs in decision-making at project selection stage; there is tendency for the Centre to compete with the link institution to get funding from donor agencies; weak networking and monitoring system; and gaps that exist between statement of support and actual assistance provided.

From donor agencies:

- CIRDAP have to work within bureaucratic procedures of member countries; the LIs as it appears are not pro-active; CIRDAP should evolve a system to make the LIs the real noddle points for rural development and to strengthen the institutional capabilities of these institutions.

Communicating with the contact ministries, link institutions and other collaborating partners offers the biggest challenge to the Centre, given the highly coordinative and consultative nature of its relationship with these cooperating institutions. Since they are spread over the region, the Centre has to link up with them through various ways and means to ensure regular exchange of information. The TC, EC, and GC meetings, newsletters, publications, and occasional visits and conversation over the phone are means of communicating with member countries and partner organizations. However, more than the means of communication, it is important to establish shared understanding on the

importance of each others cooperation to ensure maximum benefit from the projects, services or assistance provided by the Centre to its member countries. It is in this area that more efforts has to be exerted by concerned parties to fully benefit from this network arrangements. It is obvious that the Centre has to strengthen its relationship with the link institutions through frequent interactions, resource sharing, and better communications and information flow.

### **2.3.5 Physical Assets and Facilities**

CIRDAP's campus at Chameli House, Dhaka consists of two buildings and one tin shed. The Office of the Director, Deputy Director and Administrative unit are located in the main building while the programme units staff, library, and conference facilities are housed in the new two-story building. The reproduction unit, cafeteria and lodging facilities are located in the tin shed. Prior to the construction of the new building in 1995, the professional and technical staff shared the main building while the information and documentation office as well as the library were located in the tin shed.

With the new building, additional facilities were provided to the Centre such as the auditorium and conference room. The Library was also allocated a bigger and better space to arrange its collection. The auditorium has given the Centre its own venue for the workshops, seminars and meetings it organized on a regular basis. On some occasions when the auditorium is not being used by the Centre, it is being rented out to institutional users to maximize the use of its space. Meanwhile, the staff are generally satisfied with their working space since each of the professional and technical staff has been provided with their own office compared to the previous arrangement where 2-3 staff have to seat in one room.

Given the highly coordinative nature of its activities, telecommunication facilities are a must to enable CIRDAP to communicate with its key stakeholders. In this regard, the Centre is equipped with the following communication facilities: 9 direct dial telephone lines; 2 ISD lines, one of which also serve as fax line; PABX system; telex; and e-mail. The Centre is also planning to connect into the internet facility to intensify information dissemination on CIRDAP related activities.

In line with its plan to strengthen the training and information and communication units, the Centre with assistance from JICA is gradually acquiring additional audio-visual equipment to support its auditorium and conference facilities with "state of the art" equipment.

Computer facilities have become an important support system for the Centre's activities. Since the Centre's outputs are mostly in the form of written communication and publications, the use of computers have generally facilitated the production of these outputs. In addition, the Centre's financial and accounting system are now computerized which makes it easier to process and access financial information. All of these require a good system of hardware and software packages. Moreover, majority of the Centre's professional, technical and support staff (clerical/typist) are knowledgeable on the use of

computer as well as the various software packages. To date, the Centre is equipped with 23 computers of varying capacity, ranging from 486 machines to 8088 XT machines. There are 28 users and potential users of these computers in CIRDAP. However, some of these equipment need to be upgraded to optimize their use and to standardize the software technology being used by the Centre.

## **2.4 Summary**

This section provides a profile of the Centre by looking at the major external and internal forces that shape and influence how the Centre operates, define its thrusts, and drives its performance.

- CIRDAP was established in 1979 primarily as a Centre to promote and strengthen IRD programmes and activities in the region. In the mid-1980s, a new dimension has been added to its purpose. Alleviating rural poverty and ensuring participation of the rural poor in the development process became its primary concerns in the 1990s.
- The Centre operates within the framework of the agreement made by member states for its establishment. As such, the Contact Ministries and Link Institutions are the designated organizations within which CIRDAP has to coordinate implementation of its activities. This network has been very helpful in facilitating the implementation of the Centre's activities through various mechanisms, although at times, procedural bottlenecks and delayed feedback hampered the timely implementation and coordination of projects.
- The overall policy and technological environment is generally conducive to CIRDAP operation. There is scope for CIRDAP to play an important role in the field of rural development and poverty alleviation in view of the continuing priority given to these concerns. The state of technological infrastructure in areas relevant to the implementation of CIRDAP activities such as communication, office automation, trained manpower, and innovation in rural development approaches are accessible to the Centre. To a certain extent, however, the use of some of these technological advancement (e.g., communication and office automation) is limited within the CIRDAP network due to financial constraints along with as yet underdeveloped services and infrastructure in some member countries.
- The donor partnership environment has added a new dimension to CIRDAP's relationship with the donor. The donors are now using the Centre's as a resource base for qualified experts to undertake studies in rural development and macroeconomic research. Its inter-country resources and network is being used as an effective training, research and discussion forum. On the other hand, the environment also offers great challenge to the Centre as more and more development players are becoming involved in rural development works. Such

an environment leads to increased focus on quality of service, efficiency in the use of resources, and effectiveness of output. CIRDAP, therefore, must be able to choose the strategy that will enable it to respond to this challenge.

- The organizational value reflects a clear understanding of the Centre's work and the value of their contribution to the Centre's activities, a relatively good working relationship, and a shared belief in the importance of an environment that encourages learning and innovative thinking. However, there are also concerns about the need to improve inter-divisional relationship because of the tendency to be compartmentalized in light of the very limited joint inter-division activities and projects. The staff also believes in placing a strong emphasis on the quality of service and innovation to set the Centre apart from other regional bodies. They also encourage strong regional cooperation and collaboration with the link institutions. While the network has been supportive to CIRDAP activities in the past, there has been concern about the apparent gaps between expression of support and actual assistance provided. It is in this light that the working relationship and collaborative endeavors have to be closely looked at to strengthen coordination.
- Among the positive aspects of the organization's capacity include: (a) a governing structure that facilitates implementation of CIRDAP activities; (b) a reorganized structure that is meant to respond better to changing needs and priorities; (c) a sub-regional office in SEA which is expected to assist in expanding membership in the region; (d) a relatively well-functioning communication and feedback system; (e) a multi-national staff that is supportive of the nature of the Centre's activities; and (f) an office and physical facilities that are adequate to support the Centre's activities.
- Among the institutional weaknesses that were observed include: (a) the absence of a critical mass of technical staff to help carry out the Centre's activities; (b) inadequate salary/incentive system; (c) a weak in-house planning system to assist the Centre in its strategic planning activities; (d) a weak in-house M & E system to support management information requirements. To address the weak in-house planning and monitoring system and as recommended by the 1995 Evaluation Report, a planning unit has been established to set the tone for a more coordinated and well-functioning planning system in the Centre and to assist in mobilizing financial resources. The problems of personnel and salary/incentive system require a combination of financial support, staff development programme and improved salary/incentive structure and personnel policies.



## **3.0 Review of Performance**

In recent years and in several occasions, concern has been raised about CIRDAP's role and activities. There have been questions about the Centre's seemingly lack of focus because of its too diverse activities, the limited impact of its projects, and the inadequacy of its assistance to members. These issues are being raised at a time when the Centre is experiencing financial difficulties and a growing pressure from its stakeholders to demonstrate performance more thoroughly.

In a broader sense, the Centre's organizational performance can be viewed in terms of three major areas: (a) performance as it relates to the Centre's mission and mandate (effectiveness); (b) performance in relation to utilization of resources available to the organization (efficiency); and (c) performance as it relates to viability and sustainability over the long-term (relevance).

### **3.1 Effectiveness**

One aspect of CIRDAP performance relates to its outputs and organizational purpose. The extent to which these outputs and services are helping the Centre achieved its mission can be considered as a measure of its effectiveness. While the Centre does not maintain a central database for its performance data, indicators about its level of outputs and services can be obtained from the programme units as well as published documents. On the other hand, it is more difficult to ascertain whether such outputs and service move the Centre towards achieving its objectives.

#### **3.1.1 Level of Outputs and Services.**

The most discernible aspects of the Centre's performance relates to the level of outputs and services that the Centre implements with respect to its four major functions, namely, research, action research/pilot project, training, and documentation and information dissemination activities. These projects and activities are the means by which the Centre is able to extend technical support, foster exchange of ideas and experience, and encourage collaborative activities.

Over the last 17 years of its operation, CIRDAP has initiated a total of 176 projects distributed into 63 research, 20 action research, 67 training and 26 documentation and information projects. These projects are carried out by the Centre in three ways: (a) CIRDAP provides funding and technical assistance to member countries who implement the project themselves; (b) CIRDAP and member countries jointly implement the project; and (c) CIRDAP implements the project itself with member countries serving as participants such as in workshops, meetings, seminars and in some cases, training.

Except for Afghanistan and Myanmar, who recently joined the Centre, member countries have implemented or participated in an average of about 97 projects (refer to Table 5). In seminars, workshops, and training, non-member states have also participated.

Country-wise distribution of these projects from 1979 to 1996 is shown in Figure 8. While it is difficult to achieve equal distribution of projects among member states for technical and financial reasons, the Centre is aware of the need to spread projects and activities as widely as possible to cover more member countries.

In terms of major activities, the distribution of projects implemented or participated in by member countries is shown in Table 5. This data, however, cannot be used to draw enough conclusion about member countries preference or priorities for certain type of activity. In most cases, the limited budget is a major determinant in the allocation of projects among member states along with the criteria or priorities of funding agencies.

**Table 5: Participation of Member Countries in CIRDAP Projects, As of 30 September 1996**

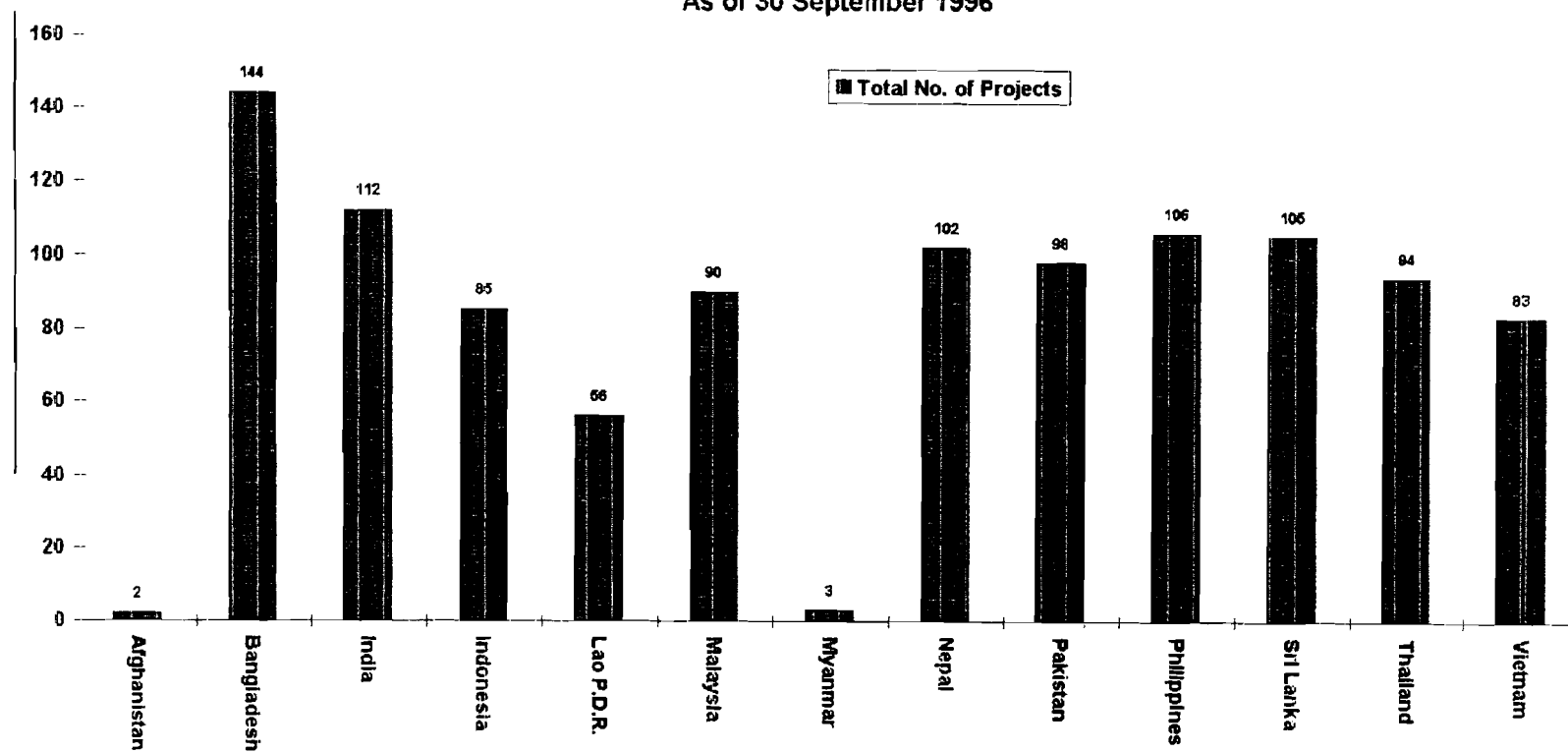
Member Country	Research	Action Research	Training	Documentation	Total
Afghanistan	-	-	2	-	2
Bangladesh	47	16	57	24	144
India	38	7	48	19	112
Indonesia	24	5	38	18	85
Lao PDR	11	5	24	16	56
Malaysia	23	7	41	19	90
Myanmar	3	-	-	-	3
Nepal	32	9	42	19	102
Pakistan	29	6	44	19	98
Philippines	34	8	45	19	106
Sri Lanka	28	8	50	19	105
Thailand	32	4	39	19	94
Vietnam	23	6	35	19	83

For the Centre's research activities, collaboration with link institutions and other reputable national institutions are established over the years. In addition to the 13 link institutions, the Centre has worked with about 65 national rural development institutions in CMCs as well as international organizations.

With regard to the Centre's 18 action research projects, about 20,900 household beneficiaries in 142 villages in member countries have been covered from 1984 to 1996. For the same period, the total amount of seed fund provided under these action research projects is about US\$160,000.

Training, on the other hand, is conducted at three levels - regional, national and individual through attachment programmes. The 67 training programmes conducted so far were participated in by about 3,400 participants from CMCs and non-member countries. Of this total, some 25% are women.

Fig. 8 Participation of CMCs in CIRDAP Projects  
As of 30 September 1996



CIRDAP's information and documentation activities are very important in promoting and disseminating ideas and experience in integrated rural development which may be beneficial to member states as well as other developing countries in the region. To date, the Centre has established linkage with about 25 institutions all over the world under its exchange programme for publications on rural development.

In keeping with the spirit of fostering exchange of ideas and experience as well as promoting regional cooperation, the Centre organized national and international seminars and workshops. Most of these seminars and workshops were implemented jointly with the CMCs, international agencies, or NGOs.

In terms of the total funds expended for implementing these projects in the member countries, the amount was nearly double at US\$ 9,063,732 compared to the CMC contribution of US\$ 4,732,555 from 1979 to 1995 (Figure 9 and Appendix 13). This indicates a net benefit to the CMCs by participating in the Centre's project/activities. The CMCs who responded to the survey questionnaire likewise recognized CIRDAP's contribution along this line by indicating their agreement to the statement that "the benefits of being a CIRDAP member are worth the costs."

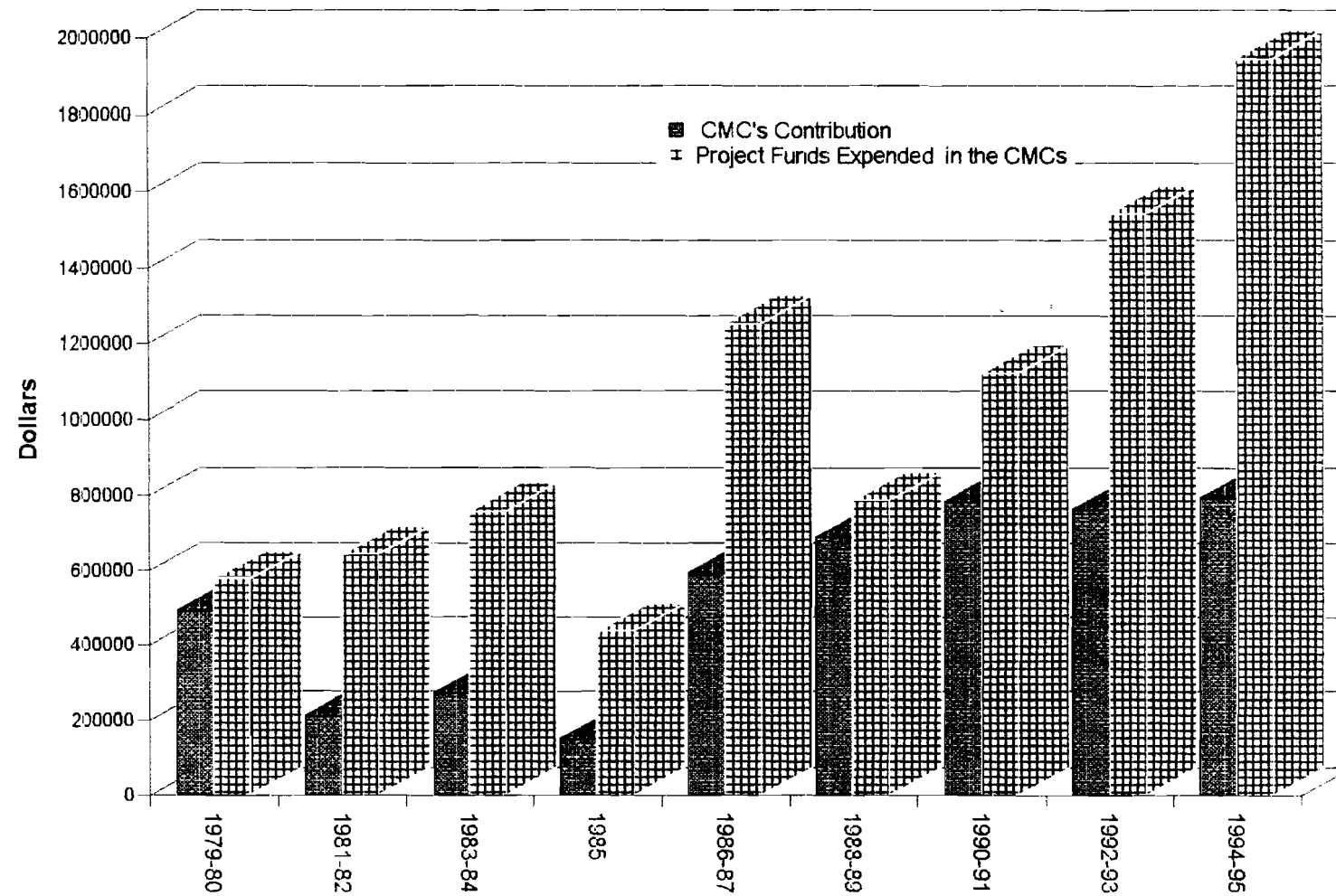
### **3.1.2 Effectiveness of CIRDAP Projects and Services**

More than the number and amount expended on these projects and activities, it is more important to know whether these projects and activities lead the Centre towards achieving its objectives.

Immediately after its establishment in 1979, the Centre initiated projects which are geared towards addressing its main concerns of promoting and strengthening IRD activities in the region, as evidenced by the following:

- Research initiated a project to collect baseline data of country profile and inventory of IRD programmes and institutions. In succeeding years, the research projects implemented projects on documenting cases of field level implementation of IRD programmes; role of youth in IRD; integration of women concern in IRD; formulation of M and E for IRD projects; multi-level information system for IRD; and integrated agro-industrial development;
- Training, on the other hand, implemented national and sub-regional IRD training programmes and seminars for rural development functionaries in member countries on topics like planning, implementation and evaluation of IRD projects; community participation in IRD through CIPS; and training methodology for IRD functionaries;

Fig.9 CMCs Contrbution and Funds Expended for Pro jects in CMCs (1979-80 to 1994-95)



- Action research initiated projects on integrated national action for rural children and their families; developing village community by integrating basic needs and ecological resource perspectives; community participation in IRD through CIPS; and action programme on social forestry in IRD; and
- Information and documentation engaged in documenting and disseminating IRD information and activities such as the state of the art report series on IRD situation in the region.

Towards the end of 1980s, the focused of CIRDAP's activities gravitated towards addressing the issues of alleviating rural poverty and ensuring participation of the rural poor in the development process. Projects implemented along this line include, among others:

- Research on alternative strategies for removing/reducing socio-economic disadvantages of rural poor; implications of non-farm employment and income generating activities on the rural poor; impact of technology transfer, including energy on the rural poor; impact of decentralization on the rural poor; case studies of cooperatives as institutions for development of the rural poor; and monitoring adjustment and poverty;
- Action research projects on kitchen gardening, home level processing of food and other community development activities for rural women; water resources development for small scale irrigation and household purposes; and economic impact of peripheral infrastructure for rural poor;
- Training projects on organizing the rural poor; post-harvest loss prevention; integration of environmental concerns in rural development; seminars and workshops on poverty alleviation through agricultural projects; and expansion of employment and income through resource mobilization;

On a periodic basis, the Centre's projects and activities are evaluated to assess its impact and determine whether the activities are able to fulfill the Centre's mandate and meet the needs of its CMCs. The latest Evaluation Report (1995) pointed out the following positive contributions as well as limitations of CIRDAP projects and activities:

- The Monitoring Adjustment and Poverty (MAP) project contributed to Bangladesh and is being replicated in other CMCs
- The CDS/ISIS training course contributed to the development of skill among information personnel who participated in the training on creating computerized data bases. In fact, a CDS/ISIS group of user institutions have been formed in Dhaka.

- The opportunity created by CIRDAP for interaction among the professionals working in the field of rural development by way of conferences, meetings, seminars, training, and documentation and information dissemination helped accelerate the transfer of technology and information not only to member states but to the rest of the developing world;
- CIRDAP training played a role in improving the skills and knowledge of rural development functionaries in most member countries;
- Regular follow-up of past participants of training course are not undertaken such that in most cases they cannot be utilized as resource persons for training;
- CIRDAP action research projects like WRD, CIPS, and PFP-IRD which even with limited success have exhibited potential in improving health and sanitation practices as well as economic activities of individual farmers and the community as a whole; and
- Sustainability and replicability of action research projects taken up is inadequate.
- Despite CIRDAP's attempt to focus on only four major programme areas, there are still so many projects CIRDAP is engaged. Meager resources is spread too thinly to really achieve an impact.

There are other specific projects where their outcomes have influenced policies or practices in some member countries. The recommendations of the project on Development of Monitoring and Evaluation (M&E) Mechanism for Impact of Cooperatives (RF 37) were considered and incorporated by the Government of Bangladesh in their policy. The OMASA projects (RF 39 and RF 46) had an impact on the delivery system of farm inputs in Bangladesh, particularly at the institutional level of cooperatives and promoted the networking of many concerned agencies including banks. Recently, CIRDAP was approached by an NGO who expressed interest in adopting the system in their project. The technical impact of M&E in Agrarian Reform and Rural Development (RF 36, RF 38, and RF 43) on data collection systems in Bangladesh and Malaysia. These projects synchronized the national policy efforts for the development of data banks in Bangladesh, Malaysia and India. It contributed in enhancing the capabilities of statistical personnel in various agencies in Malaysia.

The Centre's link institution in Sri Lanka also indicated that CIRDAP training programmes have been replicated at the national level and that the Model Village in Rural Development has now been linked with Sri Lanka's agricultural policy.

The Centre, on many occasions, have been invited to regional and national workshops, international conferences and meetings, and training to serve as lecturers, paper presenters and technical experts in the field of rural development and poverty alleviation.

The Centre's library facilities are being used by close to about 500 students and professionals in Bangladesh and international organizations. Moreover, in recognition of its pivotal role in disseminating information on rural development in the Asia Pacific region and its wide network of link institutions who may benefit from the availability of rural development publications, the World Bank (WB) and the Asian Development Bank (ADB) had designated CIRDAP as depository of their publications. The Centre's Asia-Pacific Journal of Rural Development has about 65 regular individual and institutional subscribers all over the Asia Pacific region as well as in other parts of the world. The Centre also has a fee distribution list of the journal and other CIRDAP publications to 100 institutions. At this stage, CIRDAP is devising ways and means to further improve its circulation and increase the number of subscribers.

### **3.1.3 Other Evidences from the Recent Survey**

Results from the survey also provided indications on how the link institutions and other partner organizations perceived certain aspects of CIRDAP's performance. Four major categories of assessment were considered, namely: quality of client service, impact of services, and inter-institutional linkages.

#### **3.1.3.1 Quality of Client Service**

Overall perception on the quality of client service provided by the Centre was positive (Figures 10 and 11). Among the link institutions, majority agreed that research, action research, training and information and documentation activities have been useful, beneficial and responsive to their needs and priorities. Accessibility and timeliness of providing these services are considered important qualities of the Centre's service to them. In the case of collaborators/partner institutions based on their experience and association with certain CIRDAP projects and activities, they generally agree that CIRDAP places emphasis on quality of its service.

#### **3.1.3.2 Impact of Services**

There is general agreement among the respondents about the positive impact of CIRDAP's services (Figure 12). In particular, the Centre's services scored high in terms of assisting link institutions in their capacity building efforts, promoting regional cooperation, and promoting gender equity. With regard to CIRDAP's functional areas, most link institutions agreed that research, action research, training, and information and documentation activities have been helpful and effective in assisting them. On the issue of innovativeness in its approach to rural development, majority of the respondents, except the donors, considered the Centre to be innovative.

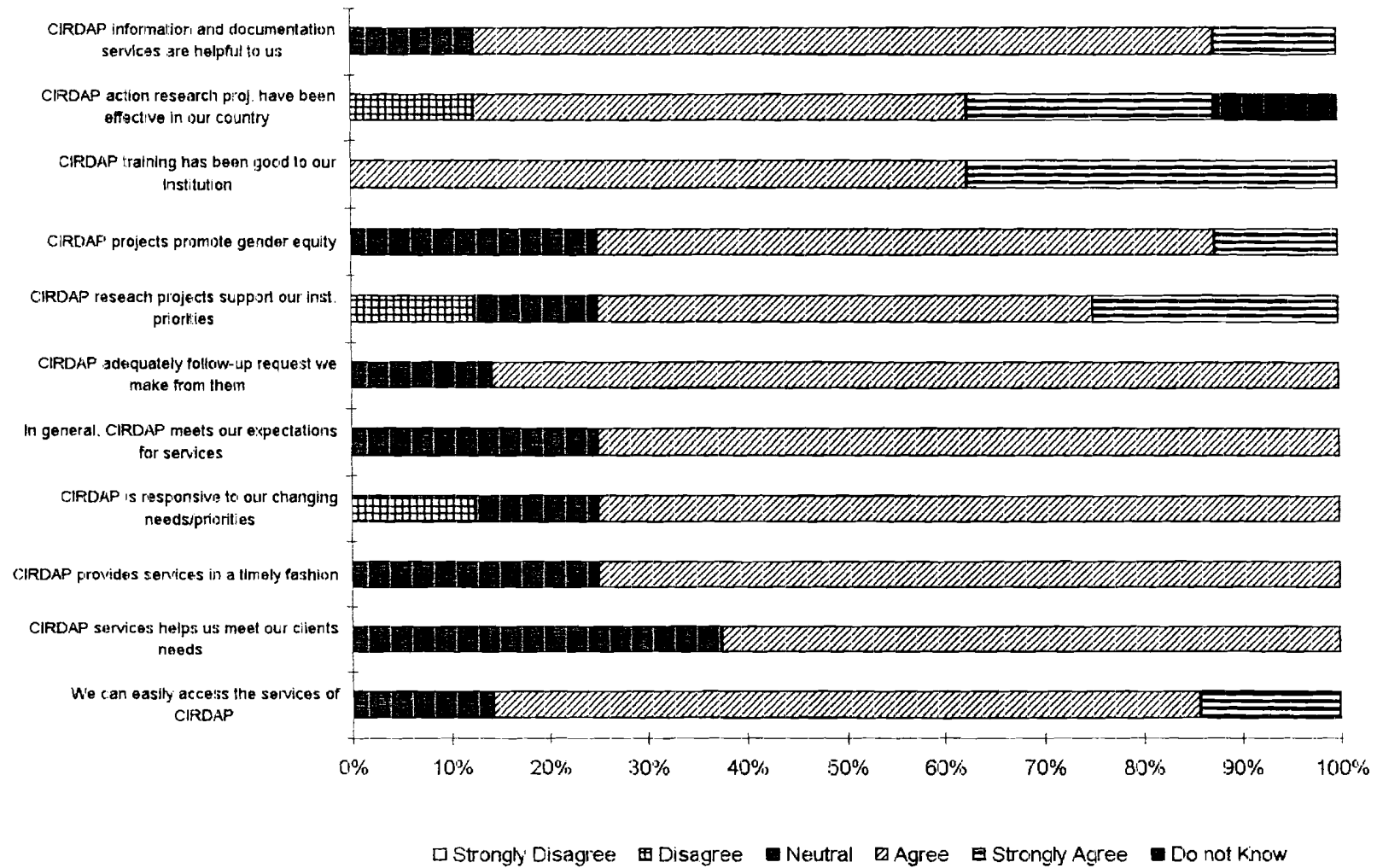
#### **3.1.3.3 Inter-institutional Linkages**

One important aspect of CIRDAP's activity is to foster strong collaboration or partnership with rural development institutions in the region. Majority of those who

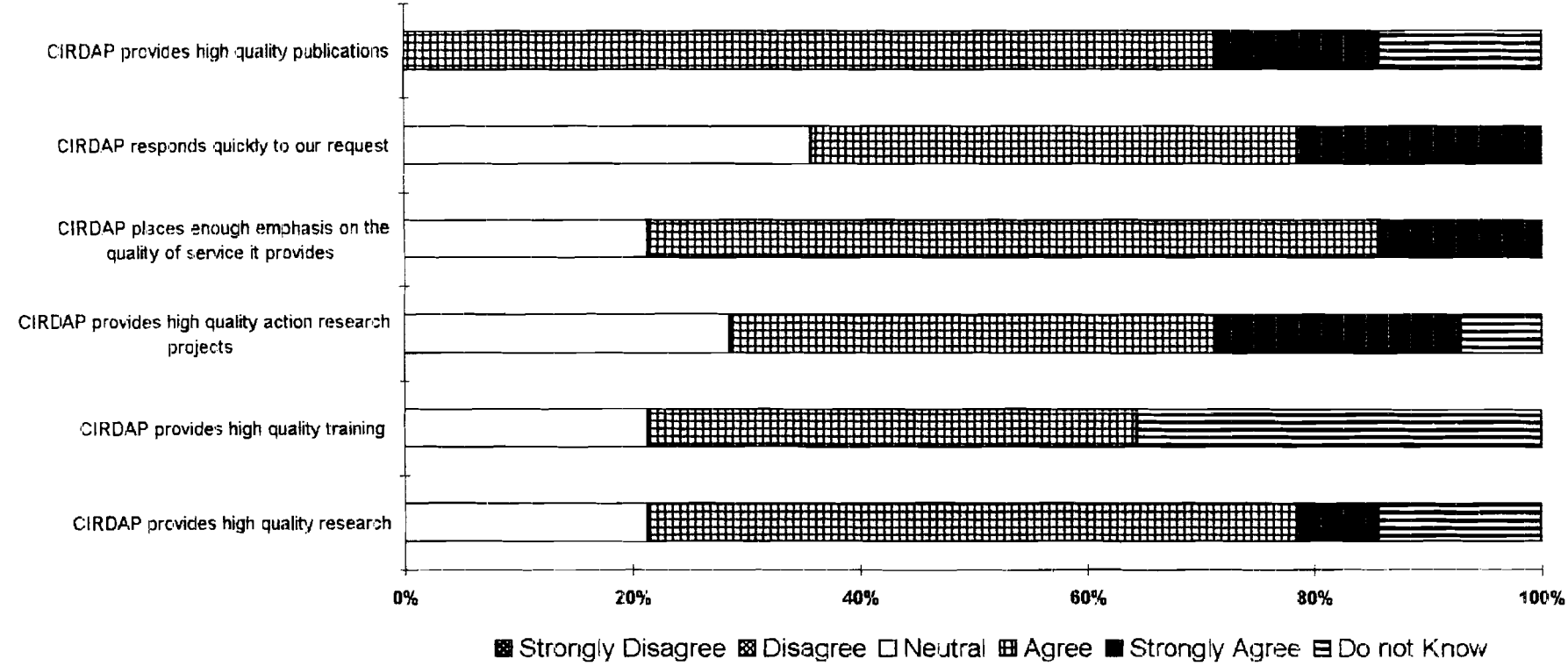


responded to the questionnaire agreed that a strong sense of partnership exists between them and the Centre. With this partnership and the perceived benefits of being a CIRDAP member, the link institutions indicated that their government supports the CIRDAP linkage and that the good contact between them and the Centre keeps them informed and involved in CIRDAP's activities.

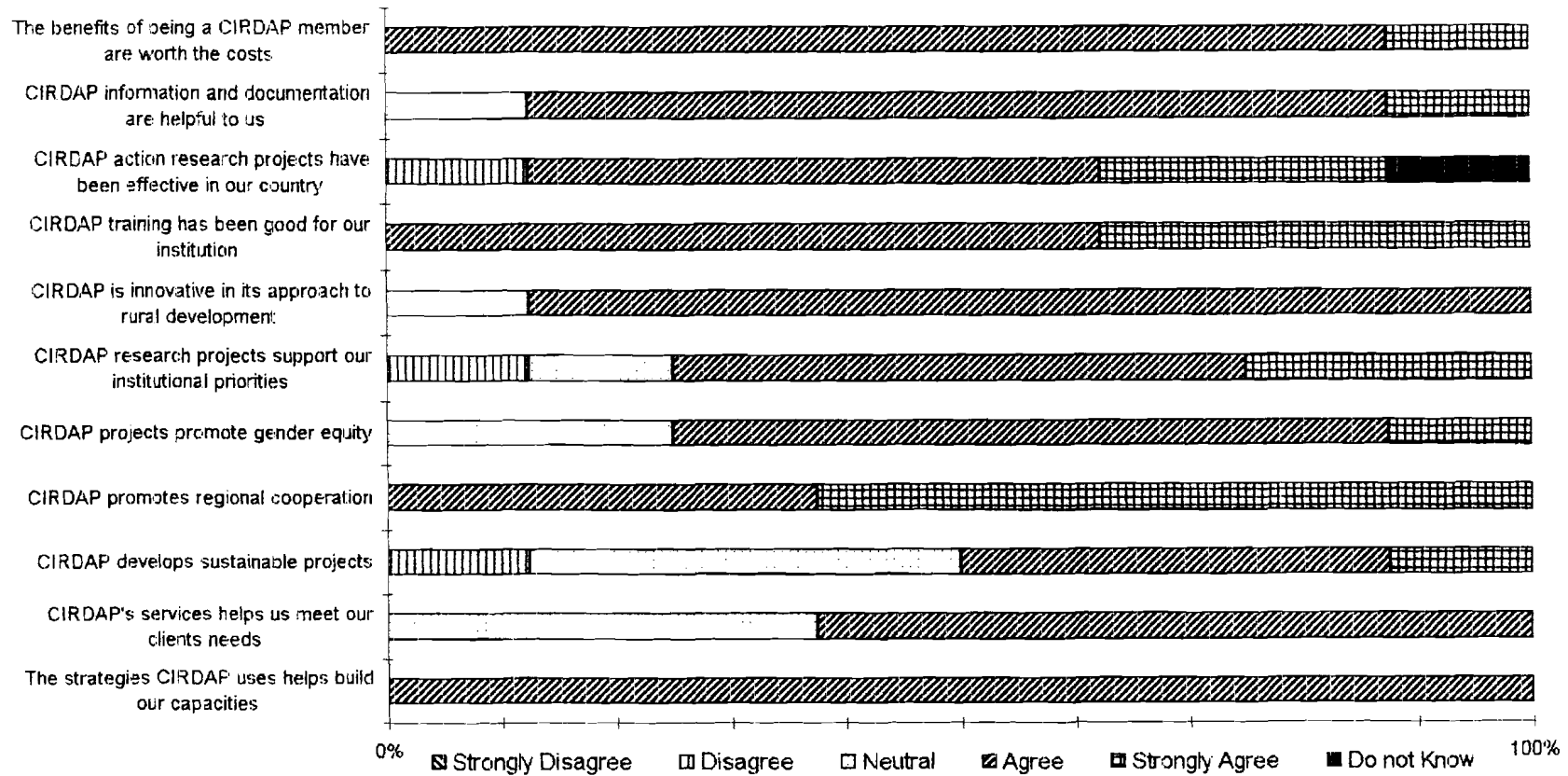
**Fig. 10 Link Institution Survey on Quality of Client Services**



**Fig. 11 Collaborators/Partner Institutions Survey on Quality of Client Services**



**Fig. 12 Link Institution Survey on Impact of CIRDAP Services**



## 3.2 Financial Performance

CIRDAP is not only expected to deliver its services more effectively but it has to perform these activities within the resources available to the Centre and at an appropriate cost structure. In a situation where donor funds are getting tight, the increasing donor reluctance to allow CIRDAP to charge overhead cost from project funds, and the CMCs contribution not increasing for the last three biennia (1990-91 to 1995-95), the Centre has to implement certain economizing measures to minimize administrative expenditures. The difficult financial situation also has an effect on the ability of the Centre to implement its existing programme of work and further expand its activities.

The financial resources required to operate the Centre and implement its programmes and projects are obtained from two major sources: the annual contributions of the member countries, which is mainly used for meeting the Centre's administrative costs and the project funds provided by donor countries and international agencies, which is mainly used to implement specific projects.

The Programme of Work and Budget (PWB) of CIRDAP is prepared on a biennial basis and approved by the Governing Council (GC). The PWB outlines the Centre's activities for one biennium and the budgetary sources to finance these activities. The budget has two major components: the General Fund (GF) for Administrative Budget and the Trust Fund (TF) for Programme Budget.

- (a) General Fund: annual contributions of the CIRDAP Members Countries (CMCs) and the Centre's earnings ( which include overhead and support service charges on projects and interests earned on deposits) ; and
- (b) Trust Fund: contributions made by various donor countries/agencies for specific projects and the Centre's Special Reserve Fund for Programmes (consisting mainly of interest earned on deposits)

### 3.2.1 Administrative Budget (General Fund)

CMCs are required to make contributions to the Administrative Budget (GF) of the Centre. The contributions by the CMCs are assessed and approved by GC based on procedure laid down in Article IX.3 of the CIRDAP Agreement. During the First Biennium, (1979-80), the GF Budget was fully financed by CMC contributions. Since then, the level of CMC contributions have been able to meet only a part of the Centre's administrative budget. During the last three biennia (1990-91 to 1994-95), the level of contribution has not increased. Meanwhile, administrative expenditure increased during the same period, largely due to inflationary pressure and normal annual salary increment of staff members. The shortfall has been met out of miscellaneous incomes derived from (a) overhead and support service charges on projects; (b) interest earned on General Fund (GF) and Working Capital Fund (WCF); (c) miscellaneous receipts; and (d) unspent balance at the end of each biennia.

To meet the expenditure requirement without increasing membership contribution in the last six years, the Centre implemented measures to economize on administrative expenditure by spending less than what is budgeted (Figure 13). The Centre has implemented certain economy measures such as temporarily freezing or delaying the recruitment of staff, minimizing the use of expensive supplies and materials, postponing acquisition of certain equipment and facilities, etc. It also drew partly from miscellaneous receipts, the level of which has declined during the last six years. The decline in miscellaneous receipts were due to the following reasons (from EC 17 Working Paper):

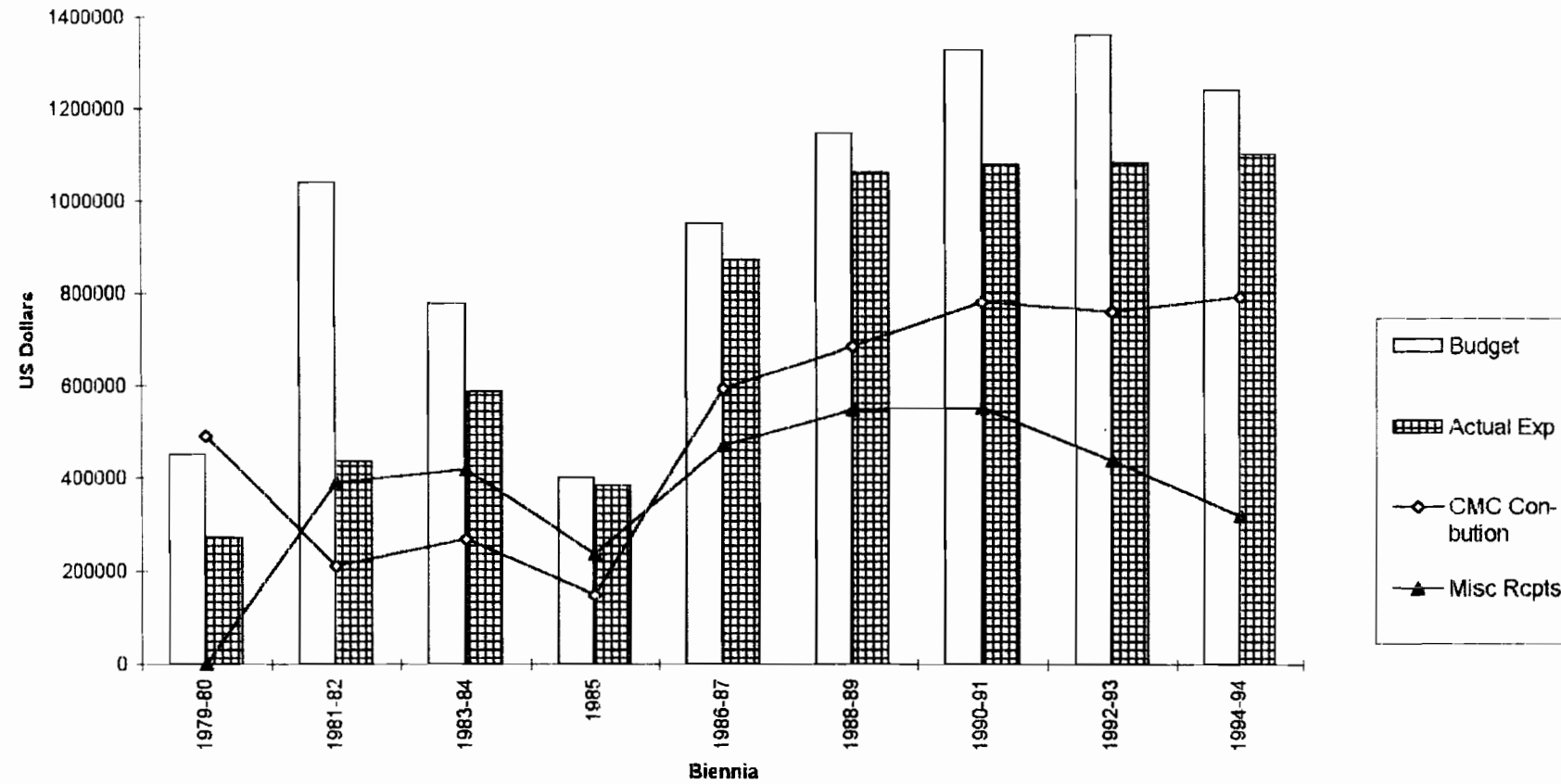
- Most of the donors are now reluctant to pay overhead charges to CIRDAP for project implementation. At best, some donors allow CIRDAP to charge a nominal amount as support service charge for the projects;
- Major donors now require CIRDAP to co-fund or provide counterpart funds for the projects to be funded by them;
- Some donors cover only a few CMCs under their funding requiring CIRDAP to mobilize own funding to cover other CMCs who are interested to participate in such project;
- Interests earned on foreign currency deposits have declined substantially during recent years ( from 18% in the 1980s to 3.5% at present); and
- Savings in the GF at the end of previous biennium to meet the administrative expenditures of the next biennium has declined since the Centre has been using such savings to partially meet its administrative expenditure.

The administrative budget, expenditures and sources of finance are given Appendix 15.

In comparison with similar regional organizations such as the Asia and Pacific Development Centre (APDC) and the International Centre for Integrated Mountain Development (ICIMOD), membership of these organizations include developed countries which provide substantial amount of contributions to their regular budgets (Table 6). APDC has 20 countries of the region, including some of the developed countries as members. The developed member countries make a substantial yearly contribution towards institutional expenditure, which was about 54% of the total in 1994. In the case of ICIMOD, the contributions of four of its developed member countries accounted for about 74% of ICIMOD's core fund.

A recent survey by CIRDAP of CLIs, CMs and select donors opined that no aggressive efforts have been pursued to invite membership in the Pacific and to increase membership in general. It is widely believed that the upcoming sub-regional office in Indonesia can play an important role in extending the membership further east into the Pacific region. Recognizing the need to mobilize funds to support the Centre's projects and activities, the imperative now is to expand membership not only among developing countries but also developed countries in the Asia Pacific region who are supporting rural development and poverty alleviation efforts in the region.

**Fig 13: CIRDAP Administrative Budget and Sources of Finance  
(1979-80 to 1994-95)**



**Table 6 : Comparison of CIRDAP and other comparable Regional Organizations in Terms of Members Providing Core/General Funds**

Organization	Member Countries/Donors providing Core or General Funds
CIRDAP (1994-1995)	Afghanistan, Bangladesh, India, Indonesia, Lao PDR, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam.
APDC (1994)	Austria, Bangladesh, Brunei Darussalam, Cook Islands, Fiji, Hong kong, India, Indonesia, Japan, Lao PDR, Macau, Malaysia, Nepal, Pakistan, Papua New Guinea, People's Republic of China, Philippines, Republic of Korea, Republic of Maldives, Sri Lanka, Thailand, and Vietnam
ICIMOD (1995)	Nepal, GTZ, Swiss Confederation, Denmark, China, Bangladesh, Austria, India, Myanmar

### 3.2.2 Programme Budget (Trust Fund)

In addition to the General Fund budget which is primarily used for administrative expenditure, the Centre has its Trust Fund to finance the implementation of its projects. From 1979 to 1995, the GC approved a programme budget of US \$ 19,613,008 to implement the Centre's projects in the PWB (Table 7). Of this amount, however, only US \$ 9,013,464 (or 46% of total budget) was mobilized from donors or development partners. Except for three biennia, funds received from donors fall short of the proposed budget.

**Table 7: CIRDAP Programme Budget (Trust Fund) 1979-80 to 1994-95**

Biennia	Budget Approved by GC	Total Fund Committed/Received	Percentage of Funds Committed to Budget Approved by GC
1979-80	439,620	576,900	130%
1981-82	1,530,000	643,862	42%
1983-84	2,728,111	757,140	28%
1985	358,850	436,768	122%
1986-87	913,740	1,253,457	137%
1988-89	2,815,000	787,277	28%
1990-91	3,831,787	1,121,029	29%
1992-93	2,640,700	1,434,543	54%
1994-95	4,355,200	2,002,488	45%
<b>TOTAL</b>	<b>19,613,008</b>	<b>9,013,464</b>	<b>46%</b>

With respect to project funding, the data indicate that a large proportion of CIRDAP projects under implementation are unlisted projects (Table 8). These are projects which are not listed in the PWB but were funded by donors upon submission.



A combination of factors may have contributed to this situation:

- The proposed projects in PWB do not match priorities and requirements of funding agencies;
- The lag time involved between submission to and approval of projects by donor is long such that proposed projects may not be approved during the same biennium that they were proposed;
- The formulation of new projects during the negotiation process with donor; and
- There are donors who approached CIRDAP to implement projects for them

Except for the last item, the rest can be addressed by adequate planning and careful project formulation. It is in this light that the establishment of a planning unit is envisaged to assist the Centre in its strategic planning, particularly in identifying projects and activities relevant to CMCs and at the same time match the priorities of the Centre as well as the development thrusts of prospective donors.

**Table 8: Number of Approved and Unlisted Projects and Funding Received**

Biennia	Approved Projects				Unlisted	
	Budget		Funded		Projects	Funded
	No.	Amount	No.	Funded	No.	Amount
1979-80	26	439,620	13	314,900	5	235,000
1981-82	19	1,530,000	6	330,000	8	313,852
1983-84	28	2,728,111	8	423,000	10	334,140
1985	8	358,850	8	367,000	7	69,768
1986-87	18	913,740	8	429,000	17	824,457
1988-89	33	2,815,000	9	657,082	4	130,195
1990-91	27	3,831,787	16	1,033,347	8	87,682
1992-93	18	2,640,700	7	722,922	25	818,385
1994-95	22	4,355,200	2	220,600	11	1,711,912

The Centre, during its organizational phase, received generous support from the Government of Japan and FAO for programme activities. SIDA made a lump sum contribution, through FAO, for implementation of some of the approved projects of the First Biennium. The yearly grant of Japan was increased from US\$165,000 to US\$265,000 in 1986. Since then, Japan's contribution was fixed at US\$250,000. The support from FAO has been varying from year to year.

Other countries/agencies who have provided funds for project implementation include: EDI of the World Bank, IFAD, ILO/ARTEP, ADB, ESCAP, CIDA, UNCRD, APDC, IDRC, the Commonwealth Secretariat, the Netherlands, UNDP, UNFPA, Asia Foundation, Ford Foundation, INSTRAW, AusAID, WHO, AIRD, UNCHS, ARMTI, JALDA and Comilla Proshika. A summary is provided below (Table 9):

**Table 9: Summary of CIRDAP Donor Countries/Agencies**

Divisions	Support of Agencies for	Donor Countries/ Projects
	One Project	More than one Project
Research	Ford Foundation, the Netherlands, CIDA, INSTRAW, APDC, WHO, UNFPA, AIRD, Commonwealth, Comilla Proshika	FAO, Japan, SIDA, IDRC, ADB, ILO/ ARTEP
Action Research	UNFPA, CIDA, FAO, JALDA	Japan, Australia
Training	Asia Foundation, ILO/ARTEP, CIDA, UNCHS, ADB, ARMTI, UNDP, IDRC	Japan, EDI of the World Bank, FAO, Commonwealth, IFAD, ESCAP, UNCRD, SIDA
Documentation	FAO, IDRC	Japan, CIDA

The number of regular donors has declined over time. For the last three years, the Centre's major donors were the Government of Japan, IDRC, UNFPA, FAO, and the Commonwealth Secretariat. This is a far cry from the number of donors who are providing funds to the Centre at any one time in previous years. In comparison, APDC and ICIMOD continue to have more donors funding or collaborating with them in their projects (Table 10).

Recently, positive steps are being initiated by the CMCs themselves to respond to CIRDAP appeals to provide project funds to allow more organization maneuverability and discretion in project implementation. The Government of India, through its Ministry of Rural Areas and Employment is currently funding a research project on rural water supply and sanitation in all CMCs. This concept or scheme of providing internal financial support by a member country for project implementation should be pursued more vigorously in the near future.

**Table 10: Comparison of CIRDAP and other Comparable Regional Organizations in terms of Donor Agencies Providing Project Funds**

Organization	Donor Agencies for Project Funds
CIRDAP (1994-1995)	Govt. of Japan, UNFPA, FAO, Canada, IDRC, Commonwealth Secretariat, Asian Development Bank
APDC (1994)	UNDP, ESCAP, CIDA, Ford Foundation, UNIFEM, World Bank, GTZ, PACE-E, SID, the Netherlands, SIDA, UNRISD, WWF, AusAid, Commonwealth, EDI of the World, Bank, ADB, DAWN, ILO, SEDP, New Zealand etc
ICIMOD (1995)	ADB, IDRC, Ford Foundation, the Netherlands, FAO, UNESCO, NORAD, GTZ, SDC, EEC, USAID, MacArthur Foundation, Japan, Austria, UNEP

Meanwhile, to enable the Centre to continue implementing projects in the CMCs despite financial difficulties, the Centre financed some of the projects by utilizing the Special Reserve Fund for Programmes (SRF), which was established by GC in 1980 out of interest earned on Trust Fund to fund projects. Due to high interest rate on US Dollar deposits during the 1980s, a substantial amount was accumulated in SRF. As per decision of GC, a number of approved projects of 1985 and 1986-87 were funded by utilizing SRF. The number of projects funded and amount provided from SRF is given at table 11.

**Table 11: Number of Projects Funded and Amount Provided from Special Reserve Fund**

Biennium	No. of Projects	Amount (US\$)
1983-84	2	3,030
1985	3	115,000
1986-87	9	243,370
1988-89	5	112,900
1990-91	8	160,800
1992-93	6	86,572
1994-95	2	51,976
Total	35	773,648

It should be noted that in implementing its projects, 10% of the project cost is used by the Centre for overhead expenses.

The Centre is committed to assist the CIRDAP member countries (CMCs) achieve its ultimate objective of eradication of rural poverty through its research, action research/pilot project, training, and information and documentation activities. Along this line, the Centre initiated a total of 176 projects from 1979 to 1995. The total funds

expended in implementing these projects in the CMCs amounted to US\$ 9,063,732, which is nearly double the total CMC contribution (US\$ 4,732,555) during the same period.

### **3.3 Relevance**

Seventeen years ago, CIRDAP was established to serve as a regional Centre for the promotion of integrated rural development in the Asia and Pacific region. Since then, it has endeavoured to establish itself as a unique network for rural development in the region through ways that consolidate its strengths, address its weaknesses, and adapt to changing contexts and capacities. Apart from the issue of effectiveness and efficiency, the Centre has to ensure that it remains relevant by keeping its mission, objectives, programmes, and activities aligned with its key stakeholders.

The Centre's performance in relation to ongoing relevance can be defined as:

- relevance to national/regional rural development;
- relevance of services to member countries, partner organizations, and donor communities;
- organizational innovation and adoptiveness to changing needs;
- institutional reputation among key stakeholders;

#### **3.3.1 Organizational Response to National and Regional Rural Development Concerns and to Changing Needs and Priorities of Key Stakeholders**

Since the inception of CIRDAP, CMCs have developed economically in varying degrees. However, problems of rural development and rural poverty are still major concerns among countries of the Asia-Pacific region. Even the economic development achieved by several ASEAN countries is uneven and could not be accompanied by the economic upliftment of all the rural poor. Poverty alleviation it seems, will continue to remain top priority in the development agenda of member countries.

CIRDAP addresses the rural development concerns of member states through a combination of research, action research (now pilot projects), training and information dissemination (now information and communication) efforts. In designing its programmes, CIRDAP has always been guided by the policy directives from the EC and GC with professional inputs from the TC and by the expressed needs of the member states. In the last 17 years of its existence, the underlying concern of CIRDAP is to assist member countries achieve its ultimate goal of rural development and eradicating rural poverty. Keeping this in mind, the Centre regularly reviews its programme priorities and activities and updates, whenever possible, its activities to respond to the needs of its member countries as well as address issues of significance to the region. The key issues therefore are as follows: what are the critical needs and problems in rural development in the region and the CMCs and to what extent is CIRDAP able to meet these over time and space.

In the early years of its operation, CIRDAP identified seven priority areas to fight

poverty. These were: (i) disadvantaged groups; (ii) people's participation and institutions; (iii) women and youth in development; (iv) rural development planning, implementation, monitoring and evaluation; (v) agrarian reform; (vi) ecology and resource development; and (vii) development support communication.

In 1987, the priority areas were reviewed and reformulated into four areas of concern in order to sharpen the focus of CIRDAP programmes and to project the inter-disciplinary nature of its activities. The four 'areas of concern' which emerged from this review were: (i) agrarian development; (ii) institutional and infrastructural development; (iii) resource development including human resources; and (iv) employment.

In 1995, the Evaluation Report indicated that CMCs claim to be facing the following problems:

- weak implementation and management;
- lack of proper institutions at local and grassroots level;
- inadequate resources and investment;
- lack of coordination among relevant organizations;
- lack of rural infrastructure support;
- lack of technical capability and business opportunities for rural people;
- poor project follow up and poor M&E;
- low agricultural productivity and incomes; and
- poor linkage with urban and industrial sector and poor dissemination of technical and agricultural know-how.

The identification of these problems helped shed some light on the needs of CMCs. With the wide variation of the member countries' expressed needs, the approaches to address them differ widely. As the economic levels in the member countries vary widely, the issues being addressed at national levels also vary. The recent evaluation observed that it might not be feasible for CIRDAP to address such a wide range of issues. In being selective, it must choose those which are relevant to the national governments, and are within the professional competence of CIRDAP.

Thus, in the same year, the Second Six-Year Plan was formulated and approved outlining among others, the focus of CIRDAP activities for 1996-2001 based on four thematic areas:

- Macro Policy Issues in Poverty Alleviation;
- Participatory Approaches to Employment Generation, Credit Provision of Infrastructure and Local Resource Mobilization;
- Gender and Development; and
- Environmental concerns for Sustainable Rural development.

Within these four major themes, the focus of the Centre's programme activities will be on the following:

- research programmes will emphasize on macro policies relevant to poverty alleviation, participatory approaches to rural development, gender and environmental concerns;
- training programmes will stress on skill development, in its regional, in-country and attachment training courses with the objective of creating a critical mass of development functionaries and managers who are able to engage the rural people as partners and beneficiaries of the development process;
- information and communication will concentrate on the development and management of databases relating to rural development, documenting and disseminating innovative rural development and poverty alleviation schemes and programmes, and development of information networks and training of information personnel in the use of information technology;
- pilot projects will emphasize on innovative experimental projects in rural development, using the CIPS methodology to ensure people's participation in the development process. These projects will cover greater area and a larger number of beneficiaries to obtain a more effective impact on poverty.

The refocusing of the Centre's activities is a response to an increasing realization that it is spreading its limited resources too thinly and in the process, the Centre is becoming less effective in creating high impact projects and activities.

### **3.3.2 Evidences from the Evaluation Report and Recent Survey**

The Evaluation Report of 1995 recognized CIRDAP's attempt to keep itself relevant to its key stakeholders. It indicated that CIRDAP activities continue to be of relevance to the countries of the region as well as to its member countries. In most of its projects poverty alleviation is directly or indirectly addressed. However, there was no evidence of the projects complementing each other in addressing the thematic areas. Within each division, a number of projects were taken up in phases with follow up actions being taken in subsequent phases. It was suggested that a mechanism may be developed to address the interrelationship among the projects so that the goals of alleviating poverty can be better achieved.

By functional activities, the following findings provide certain indications on the relevance of the Centre's projects and activities:

#### **3.3.2.1 Research**

- Research addressing policy level issues at national or sectoral level, have found greater interest in the countries for further follow up and implementation. However, results or recommendations of research projects are seldom followed-

up by the member countries, either at the level of the researching institution or at country level. This inability to convert recommendations into viable and effective programmes and projects in the countries concerned was attributed to lack of resources. The MAP, M&E of cooperatives and OMASA are exceptions since they have been institutionalized in the countries where these projects are being implemented.

- Based on prior work record, ADB recently shortlisted CIRDAP as one of the six international organizations and one of the two Asian organizations invited to submit a proposal for undertaking a multimillion dollar technical assistance project
- ILO-SAAT team approached CIRDAP to undertake a country paper on "Poverty, Macroeconomic Policies and Gender Issues in Bangladesh". The experience of CIRDAP with macroeconomic and poverty issues is well established.
- Research findings and results disseminated by the organization are used by both national and international bodies as a source of credible information. The CIRDAP-Bangladesh Bureau of Statistics (BBS) poverty findings seminars and reports are not only important data sources but also significant in policy overtones through the involvement of policy makers, researchers, and the international bodies.
- The likelihood of using successful research results have been observed to be high in projects which have good linkages between the researching organization and policy level bodies.
- The project on livestock as a component of rural development was observed to be relevant. However, since livestock development is a specialized subject the incorporation of relevant technology interventions could have been attempted in the project design.
- The development of monitoring and evaluation mechanism has been emphasized by CIRDAP but there is still a need to determine whether there is corresponding interest in the country on this activity.

#### **3.3.2.2 Action Research**

- The use of the CIPS concept in rural development programmes showed mixed results, but generally promising in involving the community in data collection, planning and identification of projects. To make it more useful and sustainable, it should be combined with other efficient schemes and enforced through some government leadership or by strengthening linkages and networks of relevant agencies.

- The project size are too small which affects impact as well as sustainability. Thus, they are seen as implementation projects by countries and donors.
- In some cases, the interventions taken up may not be addressing pressing problems of the country (social forestry and BNE are examples).
- The integration of rural development with poverty alleviation is poor and not clear in most action research projects; while one may be a subset of the other, the terms are not interchangeable.
- The linkage of PFP with IRD is a new initiative, but needs to be tested further over a larger clientele group.

### **3.3.2.3 Training**

- In-country training are found to be useful and may have greater impact in the member countries. Some of CIRDAP training programmes have been adapted by member countries.
- Training continues to be an ad hoc activity, and training programmes do not address country needs.
- Training courses which focused on skill development are more useful than awareness building programmes.
- Training in participatory approaches at the grassroots level and on CIPS might be relevant for better implementation of action research projects.
- There are many areas among research, action research and training which have strong linkages and symbiotic relationship. Training has to be a vital component of these projects. Apart from establishing linkages among various divisions of CIRDAP, training occupies a pivotal position in bringing about rural development.
- CIRDAP inter-country resources and network is used by donors as an effective training, research and discussion forum. The most recent seminar utilizing in-country network was the CIRDAP-ESCAP seminar on "Sustainable Agricultural Development Strategies in Bangladesh"

### **3.3.2.4 Documentation**

- The CDS/ISIS training courses designed to develop skills of information personnel in creating computerized data bases were found to be relevant as this



is now being used by institutions who sent their personnel to undergo training at CIRDAP. A group of CDS/ISIS user institutions have been formed, increasing the project's chances of being sustained.

- Awareness of CIRDAP reports and publications in member countries is low. Even in link institutions there is not much evidence of CIRDAP materials being used by researchers.
- Information from CIRDAP is not always reaching the relevant institutions in the member countries. No mechanism has been developed to identify institutions and individuals to whom information should be sent.
- Publicity for CIRDAP activities and project outcomes in CMCs (other than Bangladesh) is limited.
- The quality of publications is not fulfilling adequately the needs of researchers and other users in member countries.

The response to the survey questionnaire distributed among the Centre's key stakeholders in August 1996, provided additional insights on the Centre's relevance in rural development and poverty alleviation:

- Within the period after its establishments, CIRDAP made substantial contribution in the field of IRD in the region, member countries should support and contribute more to further strengthen the Centre.
- The Centre helps in building networks and promote regional cooperation and exchange of ideas and inputs.
- The Centre performs some lead role in introducing innovations.
- In certain countries, CIRDAP activities can be easily linked with their agricultural policy such as developing model villages in IRD and livestock as a component of rural development. Training programmes have also been replicated through in-country training courses.

### **3.4 Summary**

This section provides reviews the Centre's performance as it relates to three major areas: (a) performance in relation to the Centre's mission (effectiveness); (b) performance in relation to utilization of resources (efficiency); and (c) performance in relation to viability and sustainability in the long-term (relevance).

- The Centre's effectiveness is analyzed in terms of its level of outputs and services and whether such outputs lead the Centre to achieve its objectives.

Output-wise, the Centre initiated a total of 176 projects from 1979 to 1996. These projects are distributed into 63 research, 20 action research, 67 training, and 26 documentation and information projects. Excluding Afghanistan and Myanmar, member countries participated in an average of 97 projects during the same period. The total amount of funds expended for implementing these projects was nearly double at US\$9.06 million compared to US\$4.73 million. This indicates a net benefit to the CMCs for participating in CIRDAP activities.

- Indications of whether the Centre's activities lead CIRDAP to fulfill its major objectives suggest the following: (a) the focus of the activities implemented are consistent with the Centre's main concerns such that IRD related topics were pursued in the early years of its operations while activities in the late 1980s until now gravitated towards addressing issues of rural poverty and participation in the development process; and (b) the impacts of several CIRDAP projects indicate positive but limited contributions to the CMCs rural development policies, human resource development, and regional cooperation efforts. However, concerns have been raised on the replicability and sustainability of action research projects; inadequacy of follow-up activities in training; and implementation of too many projects which leads to spreading resources too thinly to be able to achieve an impact.
- Financial utilization is used as indicator of efficiency performance in the absence of comparable data from similar organizations. Administrative expenditure has been kept to a minimum in order not to increase membership contribution. However, this has led the Centre to postpone recruitment of technical staff. This puts tremendous pressure on the existing personnel who spend most of their time ensuring timely initiation of new projects and implementation of on-going projects with very little time left to prepare plans for their respective divisions, develop new ideas and project proposals for funding, and initiate follow-up actions on the recommendations of the completed projects. Along the same line, the low salary structure and incentive system render the Centre less competitive with other similar international bodies to attract highly qualified and experienced professionals. These are areas that need to be improved.
- Meanwhile, except for three biennia, funds committed/received by donors to programme budget have always fallen short of the target. With respect to project funding, it was noted that the proportion of unlisted projects receiving funding support often exceeds those listed in the PWB. These apparent gaps in project funding needs to be addressed and certain measures such as adequate planning and careful project formulation are recommended to ensure better chances of obtaining funding support for projects. The number of regular donors has declined overtime. This needs close review to enable the Centre to take corrective actions to improve donor partnership.
- To improve the overall financial situation of CIRDAP, aggressive campaign for

membership should be pursued not only among developing countries of the Asia-Pacific region but also among developed countries who have interest in supporting rural development and poverty alleviation efforts in the region. In addition, the concept or scheme of CMC's providing funding support for a region-wide project implementation should be pursued more vigorously in the near future.

- To ensure the Centre's relevance is to keep its mission and programmes and activities aligned with the priorities of its key stakeholders. Along this line, CIRDAP has always been guided by the policy directives of its EC and GC and professional inputs from the TC and the expressed needs of the member states. Although it may not be feasible for CIRDAP to address such a wide range of needs and issues, it must choose which are relevant to the national governments and are within the professional competence of the Centre. Evidence from a number of specific projects pointed to the significant contributions of CIRDAP in meeting CMC needs or in assisting and complementing their actions. However, the need to ensure complementation of projects to address the thematic areas was raised so that the goals of addressing, say, poverty alleviation can be better achieved.

## 4.0 Niche Management

In a dynamic world when priorities change and new problems emerge, CIRDAP has to endeavor to establish its position as a premier institution on rural development and poverty alleviation in the region. This will require taking stock of its particular organizational competence and comparative advantage; utilizing its experience and the gains realized in the past; and looking beyond its internal affairs to consider the wider environment and issues in which the Centre is working. The Centre's ability to use this information to make strategic decisions concerning its role and activities in this area can spell the Centre's success or failure in meeting its organizational objectives.

### 4.1 Efforts at Niche Management

Niche management or more specifically niche specialization implies a strategy of defining its expertise to the "buyers" of development related services. Given the plethora of like organizations, this kind of specialization helps give a unique characteristic to the particular organization and sets it apart from other similar organizations. To a large extent, the question of whether CIRDAP has been able to establish a strategy or is in the process of establishing a strategy to identify its niche within the field of rural development is a salient question if it intends to become a key player in rural development and poverty alleviation in the region in the coming years.

As a regional, intergovernmental organization, the Centre is well positioned to act as a servicing institution for the countries of the region to promote integrated rural development. It has:

- multi-country experience in rural development and poverty alleviation;
- the ability to transfer knowledge, technology, and resources from one sub-region to another and from one country to another;
- access to key rural development personnel, organizations and institutions in its member countries such as:
  - decision-makers - the Governing Council of CIRDAP consisting of Ministers in charge of agriculture and rural development in the member countries;
  - policy-makers, planners - the Executive Committee of CIRDAP, comprising the secretaries in charge of ministries of agriculture and rural development in the member countries;
  - programme implementors - the Technical Committee of CIRDAP, comprising the heads of the link institutions in the member countries;
  - training and research institutions in the public sector;
  - non-governmental organizations working at community level, and
  - experts in the field of rural development in the region.

In general, CIRDAP projects and activities have been consistent with the mission of

the organization and the needs of the CMCs. However, in terms of the specialization in service delivery, it is useful to look at indicators at the functional or programme unit levels (i.e. pilot project, research, training and information and communication) to assess if there has been attempts at niche management.

The research activities of the Centre primarily involve studies with both research and action research components on aspects of rural development with a view of identifying existing constraints and formulating policies to improve existing programmes and implement new projects. The Centre since its inception has initiated 65 research projects. To the extent possible, country findings, experience and study recommendations are disseminated through the organization of regional workshops, seminars and consultations. Furthermore, the Centre through the Research Division has made continuous efforts at marketing the research activities through the publication of project reports, synthesis of inter-country reports and the distribution of these books and reports. The recent history of collaboration with donors such as the ADB, UNFPA, FAO attest to the success in marketing the Centre's experience and expertise.

Beginning with the 1990s and in collaboration with IDRC and CIDA, the Centre's Research Division has been increasingly involved as project initiators and/or implementor of Macroeconomic Adjustment Policies (MAP) in the South Asia region. Against the backdrop of the trend in developing countries since the eighties, at embracing structural adjustment policies at the macro level and the implications of these policies on poverty at the micro level, the project aims to assess the impact of the SA policies on the poor through the institutionalization of a mechanism in relevant institutions to regularly monitor the incidence of poverty using multi-dimensional indicators of poverty and to set up an analytical framework to capture this impact. Through its involvement in MAP implementation in Bangladesh and initiation of similar country projects in Nepal, Pakistan and Sri Lanka, the Centre has become a reputed forum for poverty discussion, and poverty finding dissemination in the South Asia Region. The recent completion by the Research Division for ILO South Asia Multidisciplinary Advisory Team (SAAT) of a Bangladesh Country Paper on UNDP sponsored Regional Poverty Alleviation Programme for Asia and the Pacific attests that the Centre's expertise in macro-policies and poverty is reputable both nationally and internationally. Hence, with regard to the concern on poverty alleviation at the regional level, CIRDAP has been effective in managing this niche.

The training aspect of the Centre's service delivery is intended to develop the capacity of IRD functionaries and rural development practitioners by direct transfer of knowledge and skills. The ultimate goal is to create a critical mass of development functionaries and managers who are able to engage the rural people as partners and beneficiaries of the development process. The Centre's training programmes are conducted at three levels - regional, sub-regional and national.

Regional training course series on Planning and Management of Training Programmes for Trainers of Rural Development; Integration of Environmental Concerns in Agriculture and Rural Development Projects; Training methodology for Trainers of IRD Functionaries; Training on Monitoring and Evaluation Methods and Techniques, are

some of the themes of the Centre's expertise. These programmes have been successfully implemented by the Centre and there is potential for the Centre to emerge as a strong trainer with a regional resource base. However, evidence seems to suggest that not enough emphasis has been placed on developing a resource base of trainers. In the past, there has been no serious attempt to identify potential trainers from among the participants who can be trained further to serve as core trainers of CIRDAP regional courses and in-country training programmes.

The in-country training programme is seen as an important intervention of the Centre and has the potential to assist CMCs in their human resource development programme and in creating a resource base of trainers in the country. However, given the limited funding and technical support provided to the programme, it cannot be considered a high impact project. Lately, this programme is being given a new approach with the following features: a) long-term programme rather than a "one-shot" deal training course, b) joint planning by CMCs, CIRDAP and a training expert who will help the CMCs identify their needs and design the training programme, and c) infusion of additional funds in view of its expanded scope and coverage.

It can be said that insofar as the training programmes are concerned, the Centre has been able to partly meet CMCs needs but it has not been very effective in asserting its potential role as a strong trainer with a regional resource base.

The action research projects (now pilot projects) of the Centre is an attempt to formulate innovative experimental projects in rural development for the promotion of people's participation for their own socio-economic development. In the course of the Centre's action research project implementation, the Community Information and Planning System (CIPS) methodology has been developed to show how people's participation can become a key input in alleviating poverty. It is now a key element of the Centre's action research/pilot project implementation.

While the CIPS methodology has been acknowledged to have the potential to institutionalize people's participation in the development process, its use at this time has been limited to CIRDAP projects. If this concept can be further developed and promoted, the Centre can have a significant contribution in the rural development process, particularly in addressing concerns on "people's participation and empowerment of the poor", which have become important ingredients of development assistance.

The information and communication activities of the Centre seek to disseminate (a) research findings and action research outcomes emerging from CIRDAP projects; (b) poverty alleviation programmes and initiatives of member countries; and (c) current data and literature on IRD.

On the aspect of disseminating research findings, action research outcomes, and current literature on IRD, the Centre has been able to perform this role quite effectively given its limited resource base. However, it has not given a strong focus on documenting the multi-country experience on innovative rural development and poverty alleviation

schemes and initiatives of member countries. The Centre can emerge as a strong regional base for information and experience on this area. The documentation of this experience can be a rich source of innovative ideas for programmes which are not known to member countries. Such documentation can also serve as a good source of educational and training material.

By and large, the conclusion insofar as the organization is concerned, is that, while the Centre can develop a particular role in specific areas of rural development as shown by the significant and potential contributions of its work, there has been no conscious effort to develop this niche in the "market place". The opinion even within the organization is that the strategy of implementing diverse activities may very well have worked in the eighties but this needs to be reviewed in light of the requirements for increasingly specialised services and expertise in the nineties.

## **4.2 Summary**

This section looks at the issue of niche management in the context of the Centre's activities. The Centre is said to be well-positioned to act as a servicing institution for countries of the region in view of its multi-country experience; the ability to transfer knowledge, technology and resources from one sub-region to another or from country to another because of its network; and access to key rural development personnel and organizations in member countries.

At the functional or project activity level, some efforts have been there to market the Centre's expertise in macro-policies and poverty studies as evidenced by its being increasingly involved as project initiators and/or implementors of Macroeconomic Adjustment Policies in the South Asia region. In the field of training, some of the regional training course series have been successfully implemented by the Centre and there is a potential for the Centre to emerge as a strong trainer with a regional resource base. In the same manner, the in-country training programme has the potential to assist CMCs in their capacity building efforts. However, evidence suggest that not enough emphasis has been placed on developing a regional resource base of trainers and assistance in the in-country programme has been limited. However, a new approach is now being developed on the latter programme to create more impact and make it more sustainable. The action research component of the Centre's activity developed the CIPS concept to incorporate people's participation in the development process. While it has been acknowledged for its potential in institutionalizing people's participation in rural development programmes, the concept has not been widely use and has been limited to CIRDAP projects. On information and documentation activities, the Centre has been able to perform its tasks of disseminating research findings and action research outcomes but has not given a strong focus on documenting multi-country experience on innovative rural development and poverty alleviation programmes. This is one area where the Centre can emerge as a strong regional base for multi-country information and experience on rural development. By and large, while the Centre can develop a particular role in specific areas of rural development as shown by the significant and potential contributions of its work, there has been no conscious effort to develop this niche in the "market place".

## **5.0 Summary of Findings, Key Issues and Conclusion**

### **5.1 Summary of Findings**

#### **Mission**

- Promoting and strengthening IRD programmes and activities in the region was the Centre's main purpose when it was created 17 years ago. In the mid-1980s, a new dimension was added to this. Alleviating rural poverty and ensuring participation of the rural poor in the development process have become primary concerns of the Centre.

#### **External and Internal Environment**

- The Centre's network of contact ministries and link institutions has been very helpful in facilitating the implementation of the Centre's activities. It is considered vital to the Centre's success and as such, the network has to be strengthened to fully benefit from the network mechanism given the highly coordinative nature of the Centre's activities.
- The overall policy and technological environment is generally conducive to CIRDAP operation. There is scope for CIRDAP to play an important role in the field of rural development and poverty alleviation in view of the continuing priority given to these concerns. The state of technological infrastructure in areas relevant to the implementation of CIRDAP activities such as communication, office automation, trained manpower, and innovation in rural development approaches are accessible to the Centre.
- The donor partnership environment has added a new dimension to CIRDAP's relationship with the donor. The donors are now using the Centre as a resource base for qualified experts to undertake studies in rural development and macroeconomic research. Its inter-country resources and network is being used as an effective training, research and discussion forum.
- The environment offers great challenge to the Centre as more and more development players are becoming involved in rural development work. Such an environment leads to increased focus on quality of service, efficiency in the use of resources, and effectiveness of output. CIRDAP, therefore, must be able to choose the strategy that will enable it to respond to this challenge.
- The organizational value is based on a clear understanding of the Centre's work, a relatively good working relationship, and a shared belief in the importance of



an environment that encourages learning and innovative thinking. But, there is also a need to improve inter-divisional relationship by encouraging joint activities and projects. The organization also believes in placing a strong emphasis on the quality of service and innovation to set the Centre apart from other regional bodies. This has to be combined with strong regional cooperation and collaboration with the link institutions.

- The Centre's organizational strength lies in the following: (a) a governing structure that facilitates implementation of CIRDAP activities; (b) a reorganized structure that is meant to respond better to changing needs and priorities; (c) a sub-regional office in SEA which is expected to assist in expanding membership in the region; (d) a relatively well-functioning communication and feedback system; (e) a core of professional staff who provides multi-country experience and support to the Centre's activities; and (f) an office and physical facilities that are adequate to support the Centre's activities.
- Institutional weaknesses were observed in the following areas: (a) the absence of a critical mass of technical staff to help carry out the Centre's activities; (b) inadequate salary/incentive system; (c) a weak in-house planning system to assist the Centre in its strategic planning activities; (d) a weak in-house M & E system to support management information requirements. To address these weaknesses, a combination of organizational and management restructuring; increased financial support; and an improved salary/incentive structure and personnel policies are needed.

### **Performance**

- The Centre's effectiveness is analyzed in terms of its level of outputs and services and whether such outputs lead the Centre to achieve its objectives. Output-wise, the Centre initiated a total of 176 projects from 1979 to 1996, with member countries participating in an average of 97 projects, except Afghanistan and Myanmar. The total amount of funds expended for implementing these projects was nearly double at US\$9.06 million compared to US\$4.73 million. This indicate a net benefit to the CMCs for participating in CIRDAP activities.
- On whether the Centre's activities lead CIRDAP to fulfill its objectives, the findings were: (a) the focus of the activities implemented are consistent with the Centre's main concerns such that IRD related topics were pursued in the early years of its operations while activities in the late 1980s until now gravitated towards addressing issues of rural poverty and participation in the development process; and (b) the impacts of several CIRDAP projects indicate positive but limited contributions to the CMCs rural development policies, human resource development, and regional cooperation efforts. In addition, concerns have been raised on the replicability and sustainability of action research projects; inadequacy of follow-up activities in training; and implementation of too many

projects which leads CIRDAP to spread its resources too thinly to be able to achieve an impact.

- Administrative expenditure has been kept to a minimum in order not to increase membership contribution. However, this has led the Centre to postpone recruitment of technical staff which puts tremendous pressure on the existing personnel who spend most of their time ensuring timely initiation of new projects and implementation of on-going projects with very little time left to prepare plans for their respective divisions, develop new ideas and project proposals for funding, and initiate follow-up actions on the recommendations of the completed projects. Along the same line, the low salary structure and incentive system render the Centre less competitive with other similar international bodies to attract highly qualified and experienced professionals. These are areas that need to be improved.
- Except for three biennia, funds received from donors for programme budget have always fallen short of the target. It was also noted that the proportion of unlisted projects receiving funding support often exceeds those listed in the PWB. These apparent gaps in project funding needs to be addressed and measures such as adequate planning and careful project formulation are recommended to ensure better chances of obtaining funding support for projects. The number of regular donors has declined overtime. This needs close review to enable the Centre to take necessary actions to improve donor partnership.
- To improve the overall financial situation of CIRDAP, aggressive campaign for membership should be pursued not only among developing countries of the Asia-Pacific region but also among developed countries who have interest in supporting rural development and poverty alleviation efforts in the region. The concept or scheme of CMC's providing funding support for a region-wide project implementation should be vigorously pursued in the near future.
- To remain relevant is to keep the Centre's mission and programmes and activities aligned with the priorities of its key stakeholders. Evidence from a number of specific projects pointed to the significant contributions of CIRDAP in meeting CMC needs or in assisting and complementing their actions. However, the need to ensure complementation of projects to address the thematic areas was raised so that the goals of addressing, say, poverty alleviation can be better achieved.

### **Niche Management**

- The Centre is said to be well-positioned to act as a servicing institution for countries of the region in view of its multi-country experience; the ability to transfer knowledge, technology and resources from one sub-region to another

or from country to another; and access to key rural development personnel and organizations in member countries.

- At the functional or project activity level, some efforts have been there to market the Centre's expertise in macro-policies and poverty studies as evidenced by its being increasingly involved as project initiators and/or implementors of Macroeconomic Adjustment Policies in the South Asia region. The regional training course series have been successfully implemented and there is potential for the Centre to emerge as a strong trainer with a regional resource base. In the same manner, the in-country training programme has the potential to assist CMCs in their capacity building efforts. However, evidence suggest that not enough emphasis has been placed on developing a regional resource base of trainers and that assistance to in-country programme has been limited. Lately, a reorientation of the approach to the latter programme is being developed to create better impact and make the programme more sustainable. The action research component of the Centre's activity developed the CIPS concept to incorporate people's participation in the development process. It has been acknowledged for its potential in institutionalizing people's participation in rural development programmes but its use has been limited. The Centre can therefore built on this by further developing the concept and promoting its use in rural development work. On information and documentation activities, the Centre has been able to perform its tasks of disseminating research findings and action research outcomes but has not given a strong focus on documenting multi-country experience on innovative rural development and poverty alleviation programmes. This is one area where the Centre can emerge as a strong regional base for multi-country information and experience on rural development. By and large, while the Centre can develop a particular role in specific areas of rural development as shown by the significant and potential contributions of its work, there has been no conscious effort to develop this niche in the "market place".

## 5.2 Key Issues

In three years time, the Centre enters into its third decade of operation. The rural development situation is very much different from the situation in the 1980s when the Centre first begun its operation. In the same manner, new challenges and problems emerge which led to introduction of new ideas and development approaches. The Centre, just like any organization, has to face these changes within the context of its organizational mandate and capacity.

In this light, a number of key issues need to be addressed in order for the Centre to clarify or identify its role in the field of rural development.

- Niche Specialization vs. Diversified Activities in Delivering Key Services. Given the limited financial and human resource capacity of the Centre, the issue

of whether the Centre should continue to deliver a wide range of activities to meet the diverse needs of its key stakeholders or should attempt to identify its niche and develop its specialization that matches its expertise, needs to be addressed.

- Absence of a stable, long term financial base which makes the Centre's projects highly donor-dependent and therefore, more susceptible to external stocks. In this regard, the Centre needs to embark on a more aggressive campaign to increase membership and develop innovative, high impact programmes that will attract participation from development partners and raise the Centre's financial base for a more self-reliant operation.
- Absence of a critical mass of technical staff who will provide the Centre's human resource base to carry on its projects and activities. Along this line, training/staff development, career development and salary/incentive system are seen as areas that need to be improved. It was also observed that too much emphasis on regional representation rather than technocratic abilities detracts the Centre from the more relevant concern of credibility and rigor needed from staff to deliver the Centre's projects and activities.
- Collaboration with existing network and other rural development players/organizations. One of the recognized strength of the Centre is its regional network. It is to the interest of the Centre as well as the link institutions and contact ministries to continue improving this relationship for better implementation of programmes and projects. On the other hand, the proliferation of rural development providers in the Asia-Pacific region, majority of which have organizational motives similar to that of CIRDAP, needs to be closely looked into for possible areas of collaboration. It can strengthen the Centre's capacity to expand its network and outreach at the field level. However, emphasis on efficiency imply that certain organizational criteria must prevail in order to establish a degree of collaboration with other organizations. To a large extent, joining forces must imply a "win-win" situation for both parties concerned. In this sense, CIRDAP must be able to offer something valuable to prospective partner organization and the same goes for the prospective partner. To date, despite scattered evidence of collaboration with other rural development players in the past, CIRDAP needs to strengthen relationship with former partners and seriously develop or pursue new collaboration with other organizations working in rural development.

### 5.3 Conclusions

The interplay of forces in the Centre's internal and external environment determines to a great extent how the organization can perform its tasks and fulfill its mandate.

The external environment presents certain difficulties but the overall trend seems to

suggest that there is scope for CIRDAP to assume an important role in rural development and poverty alleviation efforts in the region. It is therefore crucial for CIRDAP to be constantly informed of developments in the field so that it can determine the appropriate direction and strategies to take to meet emerging issues and challenges in rural development. Along this line, CIRDAP needs to clarify its role and identify actions needed to remain a key player in the field of rural development in the region.

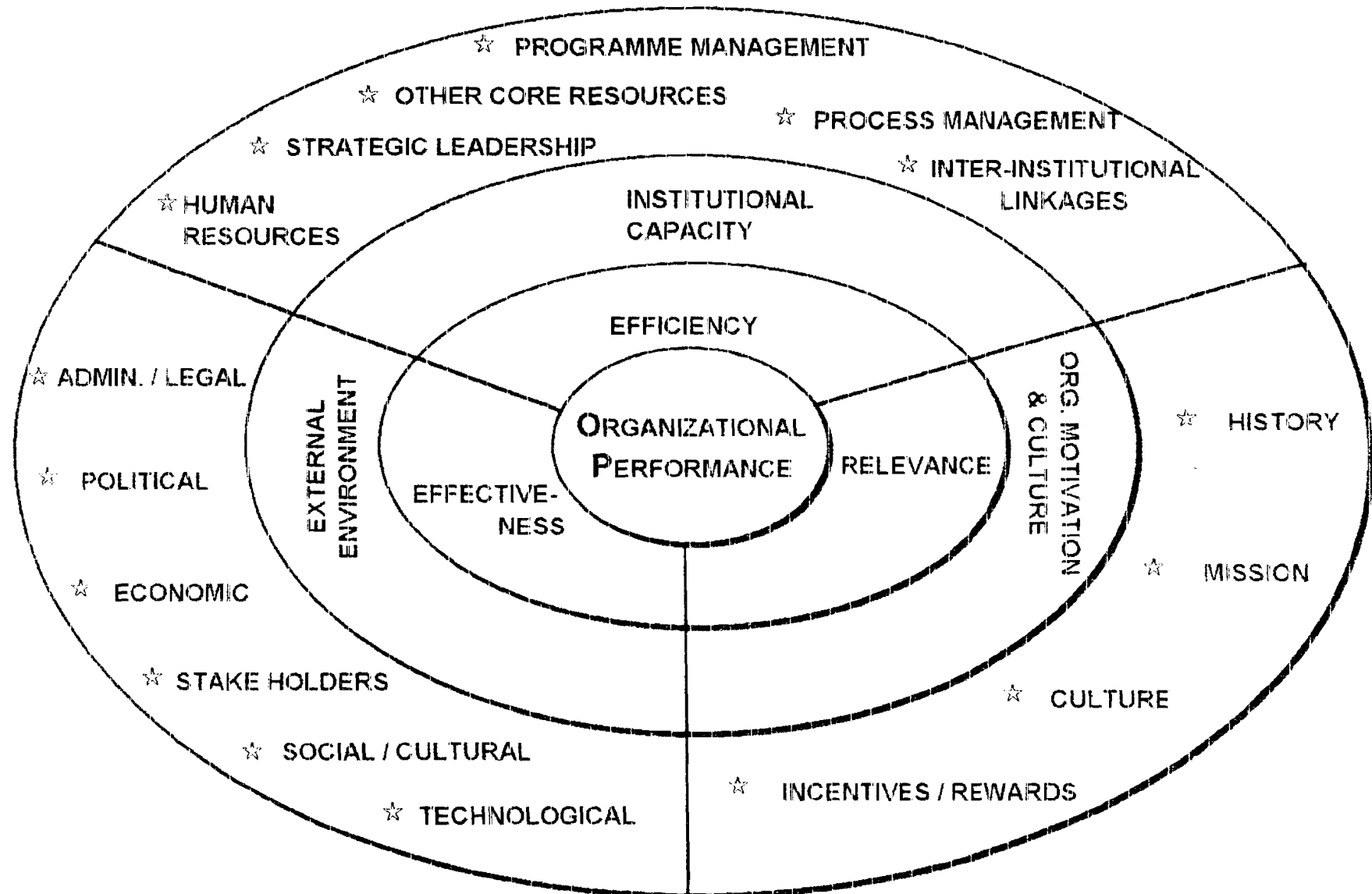
While the internal capacity seems to indicate immense limitations, the leadership and staff are able to rise above these constraints and deliver outputs and services within acceptable levels and quality as perceived by its link institutions, partner organizations and donors. However, if CIRDAP wants to pursue a stronger presence in the field of rural development and poverty alleviation, it has to take actions and measures to enhance its organizational capacity to deliver outputs. This would require looking at its leadership/governing structure, human resource capacity, management of organizational processes, inter-institutional linkages, and financial resource base. In all these aspects, the Centre's survival depends on the support system provided by its key stakeholders - either through financial contribution, participation in the Centre's projects, provision of experts/technical assistance, information and data sharing, etc.

Finally, the way ahead may not be as easy as when CIRDAP started operation in the 1980s. The challenge is much greater but given CIRDAP's resilience over time, it should be able to face this challenge and emerge as a key player in rural development.

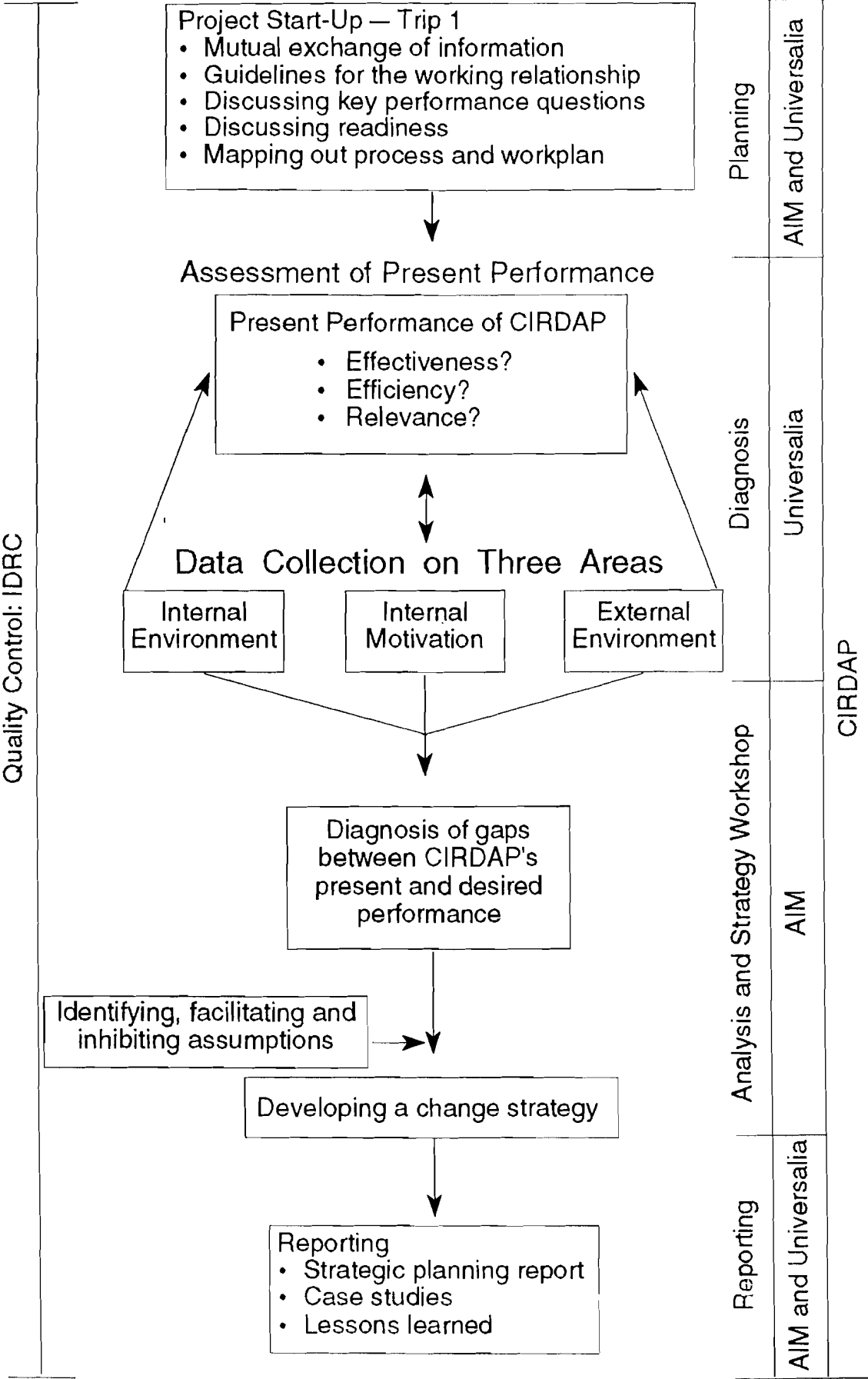
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**Appendix 1**  
**Institutional Self-Assessment Framework**



# Institutional Self-Assessment Overview of the Project





## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
EXTERNAL ENVIRONMENT	To what extent does the environment affects CIRDAP's performance?	To what extent does the administrative/legal environment within which CIRDAP operates affect its performance?	Is the policy environment conducive or hostile in the field/area in which CIRDAP works?	<ul style="list-style-type: none"> <li>- Medium-term plans of CMCs.</li> <li>- Policy statements of CMCs in the area or sector where CIRDAP works.</li> <li>- Interviews/surveys.</li> <li>- State of the Nation Address/ PM's speech on the opening of parliament.</li> </ul>	<ul style="list-style-type: none"> <li>- List of policies adopted by CMCs which are conducive or supportive of the field or area in which CIRDAP works.</li> </ul>
			Does the sector in which CIRDAP works on given an appropriate level of support by the countries it works with?	<ul style="list-style-type: none"> <li>- Medium-term plans of CMCs.</li> <li>- Public Investment programme in the area or sector where CIRDAP works.</li> <li>- Financial report on projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Nature of projects and Govt. budgetary allocation to the sector in which CIRDAP works (in the last 3 or 5 years).</li> <li>- List of incentives provided to the sector in which CIRDAP works.</li> </ul>
			What is the extent and nature of administrative/legal support provided by these countries?	<ul style="list-style-type: none"> <li>- MOU/MOA signed by CMCs to become members (letter of accession).</li> <li>- Special order/ Proclamation/ Administrative order made by CMCs with respect to CIRDAP and its activities.</li> </ul>	<ul style="list-style-type: none"> <li>- List of Special orders/Proclamation/ Administrative orders issued to support CIRDAP.</li> <li>- No. of MOUs/MOAs signed.</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			What specific regulations govern the goals, structure and leadership of the organization?	<ul style="list-style-type: none"> <li>- CIRDAP agreement.</li> <li>- CIRDAP manual of operations.</li> <li>- TC/EC/GC document.</li> <li>- Evaluation report.</li> </ul>	<ul style="list-style-type: none"> <li>- List of regulations/ orders/decisions governing CIRDAP's goals, structures and leadership.</li> </ul>
			Is the administrative/legal environment conducive or hostile?	<ul style="list-style-type: none"> <li>- Documents citing impact of these administrative/legal environment on CIRDAP activities.</li> <li>- Evaluation report.</li> <li>- Interviews.</li> </ul>	<ul style="list-style-type: none"> <li>- List of impacts of administrative/legal environment on CIRDAP activities.</li> </ul>
		To what extent does the external political environment within which CIRDAP operates affects its performance?	To what extent does the member countries' governments and its bureaucracy supporting and allocating resources to CIRDAP?	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- MOUs/MOAs with collaborating institutions</li> <li>- Special orders/ Administrative orders</li> </ul>	<ul style="list-style-type: none"> <li>- Level and nature of funding support provided to CIRDAP for the last 5 years.</li> </ul>
			Is the political situation in which CIRDAP operates as it has been or are there changes or impending changes that will affect its performance?	<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Personal experiences</li> <li>- Observations</li> </ul>	<ul style="list-style-type: none"> <li>- Description of changes in the political environment in which CIRDAP operates.</li> </ul>
			Does the bureaucracy facilitate or retard the development of CIRDAP?	<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Personal experiences</li> <li>- Observations</li> <li>- Evaluation report</li> <li>- Project documents</li> </ul>	<ul style="list-style-type: none"> <li>- List of outcomes or results of which shows how bureaucracy impacted on development of CIRDAP and its activities.</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			To what extent do the programmes and activities of CIRDAP rely on its ability to link with the member countries' government and its bureaucracy?	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Personal experiences</li> <li>- Observations</li> <li>- Interviews</li> <li>- Evaluation report</li> <li>- Communication record of CIRDAP with LIs/CMCs.</li> </ul>	<ul style="list-style-type: none"> <li>- Length of time feedback is received from LIs.</li> <li>- Description/ of instances or events which shows extent of CIRDAP's dependence or independence with LIs/CMCs.</li> <li>- Description of process involved in establishing links or coordinating with LIs and CMCs on CIRDAP projects and activities.</li> </ul>
		To what extent does the social/ cultural environment within which CIRDAP operates affect its performance?	To what extent does the area of study/work of CIRDAP valued by its stakeholders?	<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Surveys</li> <li>- Citations of CIRDAP projects and activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Citations of CIRDAP projects and activities.</li> <li>- Number of projects adopted or replicated by LIs/CMCs.</li> </ul>
			Is the social/ cultural environment conducive or hostile to free exchange of ideas, acquisition of new knowledges or changes in the organization's systems and policies?	<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Surveys</li> <li>- Observations</li> <li>- Personal experience</li> </ul>	<ul style="list-style-type: none"> <li>- Description of events or instances which facilitated or hinder free exchange of ideas, acquisition of new knowledges or change in the organization's systems and policies.</li> <li>- List of new changes in the organizations systems and policies in the last 5 years.</li> </ul>

SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		What is the extent and relative priority placed in linking or developing partnership with clients and international peers in implementing its programmes and activities?		<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Communication records of CIRDAP.</li> <li>- MOUs/MOAs/SSAs signed with clients and international peers.</li> <li>- Interviews.</li> </ul>	<ul style="list-style-type: none"> <li>- Number and nature of linkages established with clients and international peers.</li> <li>- Number of MOUs/MOAs/SSAs signed.</li> </ul>
		Are the country's human resources adequate to support the institution's work?		<ul style="list-style-type: none"> <li>- CIRDAP Admin./ personnel records</li> <li>- Published statistics and information on human resource capacities.</li> <li>- Interviews.</li> <li>- Staff performance evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>- List of available expertise which CIRDAP can tap to support its work.</li> <li>- Evaluation of competency of hired staff.</li> </ul>
	To what extent does the technological environment within which CIRDAP operates affects its performance?	Does the existing technological environment in the host country facilitating or restricting the ability of CIRDAP to carry out its work and activities?		<ul style="list-style-type: none"> <li>- State of the Art report on the country's technological development.</li> <li>- Medium-term development plan.</li> <li>- Investment plan document.</li> <li>- Interviews.</li> <li>- Observations.</li> </ul>	<ul style="list-style-type: none"> <li>- description of the state of tele-communication technology in the country.</li> <li>- Description of transportation technology in the country.</li> <li>- Description of other infrastructural support in the country.</li> <li>- List of available technology which meets requirements of CIRDAP.</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Is the technology needed by CIRDAP to carry out its work and activities supported by the country's overall technological environment?	<ul style="list-style-type: none"> <li>- State of the Art report on the country's technological development.</li> <li>- Medium-term development plan.</li> <li>- Investment plan document.</li> <li>- Interviews.</li> <li>- Observations.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of instances or events which shows how the state of technological environment in the country affected CIRDAP's performance in carrying out its work and activities.</li> </ul>
			What is the process by which much needed technologies can be acquired by CIRDAP? Does it facilitate or restrict the use of these technologies?	<ul style="list-style-type: none"> <li>- Legal and/or administrative documents indicating procedures and requirements for acquisition of technology needed by CIRDAP.</li> <li>- Interviews</li> <li>- Personal experience.</li> <li>- Observations.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of the process and requirements to show whether they facilitate or restrict the acquisition and use of the technology.</li> </ul>
			What is the process by which results from studies comes into use in the society? Does it facilitate or hinder the ability of the society to adopt the results of the studies?	<ul style="list-style-type: none"> <li>- Legal and/or administrative documents in disseminating outcomes or results of CIRDAP activities/projects.</li> <li>- Communication records.</li> <li>- Interviews</li> <li>- Personal experiences.</li> <li>- Observations.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of the process/procedures involved in disseminating outcomes of CIRDAP projects emphasizing on the areas which facilitate or hinder communities adoption of the project/study results or outcomes.</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		To what extent does the economic environment within which CIRDAP operates affects its performance?	Does the general economic situation/policy in member countries as it has been or are there changes or impending changes that will affect its performance?	<ul style="list-style-type: none"> <li>- Economic report of each CMC.</li> <li>- Interviews</li> <li>- Personal experience</li> <li>- Financial record of contribution of CMCs.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of events which show changing economic environment and its effect on CIRDAP's performance and resources.</li> </ul>
			To what extent does the member country's economic policy affects CIRDAP's financial status (funding, allocation, expenditure)?	<ul style="list-style-type: none"> <li>- Economic report of each CMC.</li> <li>- Interviews</li> <li>- Personal experience</li> <li>- Financial record of contribution of CMCs.</li> </ul>	<ul style="list-style-type: none"> <li>- Contribution of member countries to CIRDAP as a percentage of their total budget.</li> </ul>
			Does the overall economic environment facilitating or restricting CIRDAP's ability to implement projects, acquire technologies on managed available financial resources?	<ul style="list-style-type: none"> <li>- Economic report of each CMC.</li> <li>- Interviews</li> <li>- Personal experience</li> <li>- Financial record of contribution of CMCs.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of changes in economic policy which have a bearing on their participation in CIRDAP projects/activities.</li> </ul>
		To what extent does the stakeholders environment within which CIRDAP operate affects its performance?	How diversified are CIRDAP's stakeholders, both quantitatively and qualitatively?	<ul style="list-style-type: none"> <li>- Brochure/handouts about CIRDAP's LIs/CMCs and funders.</li> <li>- Project documents.</li> <li>- State of the Art reports .</li> <li>- Survey questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of CIRDAP stakeholders.</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		Are the stakeholders as it have been or are there changes that will affect its performance?		<ul style="list-style-type: none"> <li>- CIRDAP Agreement.</li> <li>- CIRDAP annual reports.</li> <li>- Programme of Work and Budget.</li> </ul>	<ul style="list-style-type: none"> <li>- List of CIRDAP membership and year of joining.</li> <li>- Changes in LIs/CMCs since its establishment in 1979.</li> <li>- Changes in funders (addition or subtraction) which affect the number and funding available to CIRDAP projects.</li> </ul>
		To what extent are the programmes and activities of CIRDAP dependent or independent on its ability to link with its stakeholders?		<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Communication records of CIRDAP.</li> <li>- CIRDAP agreement and manual of operations.</li> <li>- MOUs/MOAs/SSAs.</li> <li>- Interviews.</li> <li>- Personal experience.</li> <li>- Observation.</li> </ul>	<ul style="list-style-type: none"> <li>- No. of MOUs/MOAs/SSAs signed with LIs/CMCs and other institutions.</li> <li>- Nature of projects implemented with these LIs/CMCs and other institutions.</li> </ul>
		What is the extent and nature of stakeholders support to CIRDAP?		<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Communication records of CIRDAP.</li> <li>- MOUs/MOAs/SSA.</li> </ul>	<ul style="list-style-type: none"> <li>- No. of stakeholders.</li> <li>- Nature of assistance provided by stakeholders.</li> <li>- Amount of assistance provided to CIRDAP in the last 5 years.</li> </ul>
		To what extent does CIRDAP attempts to understand and meet the specific demands of each stakeholder?		<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Evaluation reports.</li> <li>- Plan documents of each CMC.</li> <li>- CIRDAP annual report.</li> <li>- Survey questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>- No. of projects implemented per country.</li> <li>- Nature of projects implemented vis-a-vis expressed needs of CMCs.</li> </ul>

VALUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			To what extent does CIRDAP attempt to understand other organizations in the environment which are involved in the same field as CIRDAP and which have a bearing on its work?	<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Communication records</li> <li>- Interviews</li> <li>- Evaluation report.</li> </ul>	<ul style="list-style-type: none"> <li>- Description of networks or linkages established with other organizations involved in the same field as CIRDAP.</li> <li>- No. and nature of exchanges between CIRDAP and other organizations.</li> </ul>
			Are adequate networks or linkages with other organizations established to enhance support or outputs in terms of programmes, activities or services?	<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Communication records</li> <li>- Interviews</li> <li>- Evaluation report.</li> </ul>	<ul style="list-style-type: none"> <li>- No. and nature of networks or linkages established between CIRDAP and other organizations.</li> <li>- Description of activities conducted with other organizations.</li> </ul>



## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
MOTIVATION	What are the major events and milestones of CIRDAP's history that affect its present performance?	What are CIRDAP's major achievements? What are the main problems/struggles of CIRDAP?		<ul style="list-style-type: none"> <li>- Annual reports</li> <li>- CIRDAP's charter</li> <li>- Interviews</li> <li>- Personal experience.</li> <li>- Evaluation reports.</li> <li>- Annual reports.</li> <li>- Peer ratings</li> <li>- Promotional literature.</li> <li>- Administrative documents</li> <li>- TC/EC/GC reports</li> <li>- Report/General Brochure</li> <li>- Programme documents</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of CIRDAP's major achievements and contributions in rural development</li> <li>- Identification of major problems/struggles that affect its performance</li> <li>- Changes in the number of members and clients</li> <li>- Changes in organizational structure.</li> <li>- Changes in programmes/services provided or approaches used in rural devt.</li> <li>- Leadership changes.</li> <li>- Growth in number of donors/funders.</li> </ul>
	Does CIRDAP's mission as presently defined, support or limits its performance?	What are the implications of this mission on CIRDAP's ability to meet the needs of its stakeholders? To what extent are these missions or goals compatible with those of its link institutions/donors?		<ul style="list-style-type: none"> <li>- Promotional literature</li> <li>- Six year plan and programme of work and budget</li> <li>- Evaluation reports</li> <li>- TC/EC/GC meeting reports</li> <li>- Interviews</li> <li>- CIRDAP charter</li> <li>- Annual reports</li> <li>- Project documents/reports</li> </ul>	<ul style="list-style-type: none"> <li>- CIRDAP mission vis-a-vis activities and services provided to stakeholders</li> <li>- Peer ratings and citations</li> <li>- Significant outcomes or results of CIRDAP projects/activities</li> <li>- Enumeration of CIRDAP's contribution to rural devt.</li> </ul>

VALUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
	What aspects of its internal culture support or limits its performance?	What are the key values and beliefs that effect staff members' behaviour? How do these values and beliefs support or limit performance?		<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Survey (organizational culture survey)</li> <li>- Staff performance evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of key values, beliefs, strengths and weaknesses of staff members and instances where these values and beliefs support or limit performance</li> <li>- Absenteeism and staff turnover</li> </ul>
		Does the working relationship supports or limits CIRDAP performance?		<ul style="list-style-type: none"> <li>- Interviews/personal experience</li> <li>- Survey (organizational culture survey)</li> </ul>	<ul style="list-style-type: none"> <li>- Critical instances where CIRDAP working relationship with colleagues, clients and other stakeholders affected quality of work or delivery of services</li> <li>- Perceptions on the adequacy or quality of CIRDAP's working relationship in supporting its performance</li> </ul>
		Do the problem solving strategies of CIRDAP support or limit its performance?		<ul style="list-style-type: none"> <li>- Interviews/personal experience</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Description of instances where CIRDAP problem-solving strategies support or limit its performance.</li> </ul>
		Is the organization's staff recruitment policy adequate, supportive or limiting its performance?		<ul style="list-style-type: none"> <li>- operational manual</li> <li>- Recruitment/hiring policies</li> <li>- Administrative/ personnel policies.</li> <li>- Survey</li> <li>- Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on the adequacy and effectiveness of recruitment policy in hiring qualified personnel to perform the work or tasks required by CIRDAP</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
	Is the incentive/reward structure supportive of staff's performance?	<p>What do the staff feel about the incentives/rewards?</p> <p>Are they getting appropriate remuneration in comparison with other international organization?</p> <p>Is the incentive/reward structure as has been or are there changes or will there be changes in the future to improve performance?</p>	<p>Does it reflect the staff's hopes and aspirations?</p> <p>How about the promotion scheme? How does it affect staff performance</p>	<p>- Administrative/ personnel policies.</p> <p>- Interviews</p> <p>- Survey</p>	<p>- Perception on adequacy of incentive and reward structure to encourage staff performance</p> <p>- Level of staff satisfaction with the incentive and reward structure</p> <p>- Changes in reward/incentive structure to improve performance</p>

## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
INSTITUTIONAL CAPACITY	To what extent is CIRDAP's institutional capacity affecting its performance?	To what extent is CIRDAP's infrastructure affecting its performance?	Are the infrastructure support facilities (e.g., water, electricity, transport, communication facilities/equipment (hardware) adequate to support, facilitate performance?	<ul style="list-style-type: none"> <li>- Administrative records (Inventory of facilities and equipment)</li> <li>- Survey</li> <li>- Interviews/personal experience</li> <li>- Office correspondences</li> </ul>	- Critical incidents showing how CIRDAP infrastructure facilitated or hampered work in the Centre
			Are there adequate systems and budget to maintain these facilities to support performance?	<ul style="list-style-type: none"> <li>- Administrative documents.</li> <li>- Service agreements.</li> <li>- Interviews.</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Level of staff satisfaction on the infrastructure facilities at CIRDAP</li> <li>- Evidence of support provided to maintain or improve the infrastructure support facilities at CIRDAP</li> </ul>
		To what extent is CIRDAP's technological resources affecting its performance?	Is the organization's level of technological services appropriate to carry out its functions?	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Interviews</li> <li>- Evaluation reports</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Critical incidents where CIRDAP use or did not use the appropriate technology in which delivery of services or performance of functions are affected</li> </ul>
					<ul style="list-style-type: none"> <li>- Level of staff satisfaction on the technological resources of CIRDAP</li> </ul>

SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Is the existing technological resources as they were before or has there been changed in the level and nature of technological resources at CIRDAP?	<ul style="list-style-type: none"><li>- Interviews</li><li>- Evaluation reports</li><li>- Project documents</li><li>- Survey</li></ul>	<ul style="list-style-type: none"><li>- Changes in the level of technological resources over time which affected quality of CIRDAP's work or its delivery of services to stakeholders</li></ul>
			Are there adequate systems in place for managing the organizational technology?	<ul style="list-style-type: none"><li>- Admin. documents</li><li>- Interviews</li><li>- Survey</li></ul>	<ul style="list-style-type: none"><li>- Level of staff satisfaction on the way CIRDAP's technological resources are managed to support performance</li><li>- Evidence of support in managing technological resources</li></ul>
	To what extent is CIRDAP's financial resources affecting its performance?	Is there adequate budgetary planning being undertaken to support performance?	<ul style="list-style-type: none"><li>- Project and administrative documents</li><li>- Interviews</li><li>- Survey</li></ul>	<ul style="list-style-type: none"><li>- Evidence of budgetary planning exercise (workplan &amp; budget documents, financial reports and analysis, etc.)</li><li>- Perceptions on budgetary planning exercise being done in CIRDAP</li></ul>	
		Is there adequate financial resources to carry out its activities?	<ul style="list-style-type: none"><li>- Financial reports.</li><li>- Programme of work and budget.</li><li>- Interviews</li></ul>	<ul style="list-style-type: none"><li>- Approved budget vs. budgetary requirements of projects/activities</li><li>- Critical incidents where the adequacy or lack of budgetary planning affected quality of CIRDAP's work or its delivery of services</li></ul>	

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Are financial information accessible to staff, members or interested parties?	<ul style="list-style-type: none"> <li>- Financial reports.</li> <li>- Interviews</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Level of satisfaction among users of information</li> <li>- Critical incidents where the availability or non-availability of information affected CIRDAP's work or delivery of services</li> </ul>
			Is there adequate financial control and management system?	<ul style="list-style-type: none"> <li>- Admin. and project records.</li> <li>- Manual of operations.</li> <li>- Financial management and control system manual.</li> <li>- Interviews</li> <li>- Surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Critical incidents demonstrating the capacity of the financial control and management system to facilitate or hamper CIRDAP's work or its delivery of services</li> <li>- Evidence of financial control and management system</li> <li>- Perceptions on the adequacy and effectiveness of the system in supporting CIRDAP's performance</li> </ul>
	To what extent is CIRDAP'S programme management system affecting its performance?	Is adequate programme planning and budget programming employed to ensure performance?	Does consideration of technical and organizational capacities in project planning ensure performance?	<ul style="list-style-type: none"> <li>- CIRDAP six year plan and programme of work and budget.</li> <li>- CIARPS documents.</li> <li>- Interviews/survey</li> <li>- Evaluation reports.</li> <li>- Programme/project documents</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence or critical incidents showing how the consideration of technical and organizational capacities leads to performance</li> </ul>
			Do the programmes and projects account for technological, economic, social and environmental aspects to ensure applicability of outputs in CMCs?	<ul style="list-style-type: none"> <li>- Interviews/survey</li> <li>- Project documents.</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on the relevance of CIRDAP programmes/projects</li> <li>- Evidence showing how the consideration in programme/project planning of the factors mentioned affects performance</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		To what extent is programme planning supporting CIRDAP in tapping donor assistance or mobilizing resources for its programmes and projects?		<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Interviews/survey</li> <li>- CIRDAP six-year plan and programme of work and budget.</li> </ul>	<ul style="list-style-type: none"> <li>- Perception on the adequacy and effectiveness of programme planning on mobilizing donor support or resources</li> <li>- Critical incidents demonstrating how programme planning support or limit CIRDAP's ability to mobilize resources or donor support</li> </ul>
		Does CIRDAP provide adequate technical, administrative and logistical support to projects and programmes?		<ul style="list-style-type: none"> <li>- Project and programme documents</li> <li>- Interviews/survey</li> <li>- Administrative documents</li> </ul>	<ul style="list-style-type: none"> <li>- Level of satisfaction of stakeholders on technical, administrative and logistic support provided by CIRDAP on joint projects</li> <li>- Evidence showing how provision of technical, administrative and logistic support improve project performance</li> </ul>
		To what extent is the dissemination of results of programmes and projects, supporting CIRDAP's performance?		<ul style="list-style-type: none"> <li>- Documentation and information dissemination system/strategy (Publications, correspondences)</li> <li>- Project documents</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Critical incidents demonstrating how dissemination of project outcomes/ results supported performance of on-going projects or implementation of new projects</li> </ul>
		Does CIRDAP maintain good linkages with CLIs and IAs in CMCs?		<ul style="list-style-type: none"> <li>- Survey</li> <li>- Programme/project documents</li> <li>- CIRDAP correspondences</li> </ul>	<ul style="list-style-type: none"> <li>- Approval rating of CIRDAP programmes by TC/EC/GC</li> <li>- Adequacy and timelines of CMC response to CIRDAP's requests</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		Is adequate monitoring & evaluation of programmes and projects occurring? Does CIRDAP have capacities for M&E to improve performance?	Does CIRDAP have a monitoring and evaluation system for its programmes and projects? Is it supporting performance?	<ul style="list-style-type: none"> <li>- Project documents/ reports</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Perception on the adequacy of M&amp;E in providing timely information needed to improve project performance or delivery of CIRDAP services</li> <li>- Incidents demonstrating how M&amp;E system supported project performance or delivery of CIRDAP services</li> </ul>
			Does it have an adequate communication system with country project/ programme coordinators to monitor and evaluate its programmes and projects?	<ul style="list-style-type: none"> <li>- Project documents/ reports</li> <li>- Correspondences with PC</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Frequency of follow-ups made</li> <li>- Adequacy and timeliness of PC response to CIRDAP's communication/follow-up</li> </ul>
			Does it have adequate financial and logistic support for monitoring and evaluating projects and programmes?	<ul style="list-style-type: none"> <li>- Project documents/ financial reports.</li> <li>- Admin. documents</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of financial and logistic support available to M&amp;E activities in CIRDAP</li> </ul>
			Are monitoring and evaluation valued at all levels in the organization as ways to improve performance?	<ul style="list-style-type: none"> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Perception on the importance of M&amp;E to the organization in terms of improving performance.</li> </ul>
			Has there been any change or will there be changes in the M&E system to improve programme/ project implementation?	<ul style="list-style-type: none"> <li>- Project documents/ reports.</li> <li>- Evaluation reports</li> <li>- Review of existing M&amp;E system</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence showing changes in the M&amp;E system to further improve programme and project implementation</li> </ul>



ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
	To what extent is CIRDAP managing its organizational processes (planning, problem-solving and decision-making, communications and M&E) to support performance?	Is adequate organizational process management occurring at CIRDAP?		<ul style="list-style-type: none"> <li>- CIRDAP manual of operations</li> <li>- Programme/project documents and reports</li> <li>- Interviews</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Level of staff satisfaction on the adequacy and effectiveness of CIRDAP organizational processes management</li> <li>- Evidence of organizational process management occurring at CIRDAP</li> </ul>
		Is the organizational process management contributing to the strategic direction of the organization and therefore, to its performance?		<ul style="list-style-type: none"> <li>- CIRDAP's six-year plans</li> <li>- Programme of work and budget</li> <li>- Survey</li> <li>- CIARPS documents</li> </ul>	<ul style="list-style-type: none"> <li>- Incidents showing contribution of managing organizational processes in providing strategic direction and in improving CIRDAP performance</li> </ul>
		Are there decision making mechanism in place? Is it supporting or limiting the capacity of CIRDAP to carry out its work and delivering its services to stakeholders?		<ul style="list-style-type: none"> <li>- Operation manual of CIRDAP.</li> <li>- Survey</li> <li>- Interviews/observations</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on the adequacy and effectiveness of decision-making mechanism to support performance</li> <li>- Critical incidents demonstrating how decision-making system in CIRDAP supported or limited its performance</li> <li>- Level of staff satisfaction with the decision-making mechanism in CIRDAP</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		Is the communication/feedback system in CIRDAP effective in supporting performance?	Do people in the organization feel there is adequate, on-going communication about the organization's activities? Does it facilitate or limit performance?	- Survey	<ul style="list-style-type: none"> <li>- Perceptions on the adequacy and transparency of communication/feedback system in CIRDAP</li> <li>- Level of staff satisfaction with the existing communication/feedback system in CIRDAP</li> <li>- Critical incidents demonstrating how communication/feedback system facilitated or hampered performance</li> </ul>
		To what extent does strategic leadership affects CIRDAP performance?	Is leadership effective in managing the organization; in supporting resource development; in ensuring that tasks are done; in setting directions; in acquiring and protecting core resources?	<ul style="list-style-type: none"> <li>- CIRDAP agreement, charter</li> <li>- Organizational structure</li> <li>- CIRDAP mandate</li> <li>- Interviews</li> <li>- Survey</li> <li>- CIRDAP Plan and budget documents</li> <li>- Monthly status reports.</li> <li>- Follow-up letters or correspondences</li> <li>- Inter-office memoranda</li> <li>- Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Level of staff satisfaction on leadership provided by IC, EC and GC and internal leadership</li> <li>- Evidence of strategic leadership</li> <li>- Perceptions of strategic thinking going on at CIRDAP</li> <li>- Critical incidents where CIRDAP has (or has not) demonstrated particular leadership to make strategic decisions</li> </ul>
		To what extent does strategic planning affects CIRDAP performance?	Is there a strategic planning activity in CIRDAP?	<ul style="list-style-type: none"> <li>- CIRDAP plan documents.</li> <li>- CIARPs documents</li> <li>- Evaluation reports.</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of strategic planning exercise at CIRDAP</li> </ul>
			Is the strategic plan generally accepted and supported in the Centre?	<ul style="list-style-type: none"> <li>- CIRDAP plan documents</li> <li>- Surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on acceptability and adequacy of strategic planning exercise in CIRDAP</li> </ul>

SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Has the strategic plan helped clarify priorities, thus giving the Centre a way to assess its performance?	<ul style="list-style-type: none"><li>- CIRDAP plan documents</li><li>- Annual reports.</li><li>- Interviews/survey</li><li>- Evaluation reports</li></ul>	<ul style="list-style-type: none"><li>- Critical incidents or evidence demonstrating how strategic plan is able to clarify CIRDAP priorities and therefore, contribute to performance</li></ul>
			Is strategic planning facilitating or impeding on capacity building or improving CIRDAP performance?	<ul style="list-style-type: none"><li>- Interviews/survey</li><li>- Project documents</li><li>- Annual reports</li><li>- Evaluation reports</li></ul>	<ul style="list-style-type: none"><li>- Outcomes of strategic planning exercise in terms of projects generated and implemented, services provided which stakeholder's needs</li><li>- Level of stakeholder's satisfaction on the quality of CIRDAP services</li></ul>
			Is there a process for monitoring implementation of the strategic plan?	<ul style="list-style-type: none"><li>- Annual reports</li><li>- Survey</li><li>- CIRDAP plan documents</li></ul>	<ul style="list-style-type: none"><li>- Evidence of monitoring implementation of strategic plan</li></ul>
	To what extent does governance affects CIRDAP performance?	Does the governing structure both clarify and support organizational direction to ensure performance?	<ul style="list-style-type: none"><li>- Organizational structure</li><li>- CIRDAP agreement/charter</li><li>- Manual of operation</li><li>- Survey</li></ul>	<ul style="list-style-type: none"><li>- Perceptions on the adequacy and effectiveness of governing mechanism at CIRDAP to lead the Centre to better performance</li><li>- Incidents where governing system has (or has not) clarify and support organizational direction to ensure performance</li></ul>	

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Does the charter and legal framework supportive of the Centre's ability to carry out its mission?	<ul style="list-style-type: none"><li>- CIRDAP agreement/charter</li><li>- Manual of operation/Admin documents.</li><li>- Interviews/survey</li></ul>	<ul style="list-style-type: none"><li>- Perceptions on the adequacy of legal framework to support Centre's ability to carry out its mission</li><li>- Incidents showing how the legal framework governing CIRDAP has (or has not) supported the Centre's ability to carry out its mission</li></ul>
			Is the governing structure adequate for dealing with the external forces challenging the Centre?	<ul style="list-style-type: none"><li>- Policies/strategies and plans.</li><li>- Annual reports</li><li>- Evaluation reports.</li><li>- Interviews/survey</li><li>- Personal experience.</li></ul>	<ul style="list-style-type: none"><li>- Perceptions on the adequacy and effectiveness of CIRDAP governing structure in dealing with external forces challenging the Centre</li><li>- Evidences or incidents where governing structure has (or has not) supported the Centre in dealing with challenges from external forces</li></ul>
			Does the governing structure operates effectively and efficiently?	<ul style="list-style-type: none"><li>- Interviews/survey</li><li>- Correspondences with governing board</li></ul>	<ul style="list-style-type: none"><li>- Perceptions on the effectiveness and efficiency of governing structure in facilitating and improving CIRDAP performance</li><li>- Time lag between request to and decisions made by governing board</li></ul>
	To what extent does the organizational structure affects CIRDAP performance?	Are the Centre's mission supported by its structure?	<ul style="list-style-type: none"><li>- CIRDAP agreement/charter</li><li>- Organizational structure</li><li>- Mandate/mission statement</li></ul>	<ul style="list-style-type: none"><li>- Evidence showing how the organizational structure supports or limits the Centre's ability to carry out its work or services</li><li>- Evidence showing how the organizational structure clearly delineates roles and responsibilities in the organization and where it is vague</li></ul>	

SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Are roles within the Centre clearly defined?	<ul style="list-style-type: none"> <li>- Manual of operations</li> <li>- Roles and functions of programme units.</li> <li>- TORs/duties and responsibilities of staff</li> <li>- Interviews/survey</li> </ul>	<ul style="list-style-type: none"> <li>- Areas of duplication or overlapping roles and functions among programme units and staff</li> </ul>
			Is inter-divisional linkages or coordination promoted to enhance work performance	<ul style="list-style-type: none"> <li>- Programme/project documents</li> <li>- Inter-office memoranda</li> <li>- Interviews/survey</li> <li>- Personal experience.</li> <li>- Organizational structure and functional relationship of each division</li> </ul>	<ul style="list-style-type: none"> <li>- Extent of joint divisional projects or activities</li> <li>- Level of staff satisfaction on inter-divisional linkages or coordination</li> <li>- Critical incidents demonstrating how inter-divisional linkages or coordination facilitated or hampered work performance</li> </ul>
			Are there clear lines of accountability (individually, group or organization), to enhance performance?	<ul style="list-style-type: none"> <li>- Administrative documents</li> <li>- Manual of operations</li> <li>- Special Admn. orders</li> <li>- Interviews</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Critical incidents demonstrating how a clear understanding of accountability leads to performance</li> <li>- Perceptions on the adequacy and effectiveness of accountabilities in affecting performance</li> </ul>
	To what extent does Niche Management affect CIRDAP performance?		Is niche management employed at CIRDAP to strengthen the Centre's area of expertise; manage resources and strengths of the organization to improve institutional performance?	<ul style="list-style-type: none"> <li>- Survey</li> <li>- Correspondences</li> <li>- CIRDAP various plan documents</li> <li>- Evaluation reports</li> <li>- Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on niche management activity that is going inside the Centre</li> <li>- Evidence of niche management activity</li> <li>- Critical incidents where CIRDAP has (or has not) employed niche management effectively to strengthen its area of expertise and therefore, improve institutional performance</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		To what extent does the Centre's human resources capacity affect its performance?	<p>Is adequate human resource planning occurring?</p> <p>Is the Centre's recruitment and selection system effective?</p> <p>Are the right people in the right jobs in the organization?</p>	<ul style="list-style-type: none"> <li>- Human resource development plan</li> <li>- Recruitment/hiring policy</li> <li>- Staffing document</li> <li>- Personnel records</li> <li>- Interviews/survey</li> <li>- Administrative documents</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of human resource development planning at CIRDAP</li> <li>- Perceptions on the adequacy and effectiveness of human resource planning</li> <li>- Evidence showing the capacity of the recruitment and selection system in identifying people who will increase CIRDAP's performance</li> </ul>
			<p>Is performance assessment system in place and use to improve performance?</p>	<ul style="list-style-type: none"> <li>- Records of HRD activities</li> <li>- Performance appraisal system</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence demonstrating the capacity of the performance management system to differentiate individual's contribution to CIRDAP performance</li> </ul>
		Are the learning/professional development needs of staff provided to improve performance?		<ul style="list-style-type: none"> <li>- Personnel policies on staff development.</li> <li>- Staff development plan</li> <li>- Records of staff's attendance in meeting, workshop, seminar or training.</li> <li>- Staff performance report</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Perceptions on adequacy of training and professional development at CIRDAP</li> <li>- Perceptions on effectiveness of training and professional development programme in improving staff performance</li> <li>- Evidence demonstrating the capacity of CIRDAP's training and professional development system in responding to the individual training needs to support their roles and organization's goal</li> </ul>

SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		To what extent do the Centre's Inter-institutional linkages affect its performance?	Is inter-institutional linkages adequately established or pursued by CIRDAP? Are they effective? Are they sustainable? Are they cost effective?	- Project documents. - GC/EC/TC reports - Evaluation reports - Records of MOUs/ MOAs/SSAs with other institutions - Interviews/survey - Brainstorming in GSM	- Perceptions on the adequacy and effectiveness of inter-institutional linkages in supporting the Centre's performance  - Incidents demonstrating how inter-institutional linkages supported the Centre's performance

## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
EFFECTIVE- NESS	How effective is CIRDAP in attaining its mission?	What is the level of research productivity? Training? action research? information & documentation?		<ul style="list-style-type: none"> <li>- Published documents</li> <li>- Interviews of stakeholders</li> <li>- Survey</li> <li>- Project documents</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of performance in terms of major achievements/contributions in rural development</li> <li>- Level of outputs in training, action research, research and information &amp; documentation projects</li> <li>- No. of people served (for action research)</li> <li>- Scope and coverage of activities (e.g., No. of trainees, countries covered)</li> <li>- Evidence of social and economic effects/impacts of CIRDAP projects or services</li> </ul>
		Are research, action research, training & documentation results effectively disseminated?			
		To what extent is there recognition of CIRDAP's services or outputs by its stakeholders and peers in the same area of work? To what extent is there demand for input to government policies or for country actions?		<ul style="list-style-type: none"> <li>- correspondences</li> <li>- Interviews/survey of stakeholders and peers in the community</li> <li>- Project documents</li> <li>- Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborative links with recognized institutions in the field</li> <li>- Joint publications</li> <li>- Seminar/workshop participation (as resource person, expert, advisers)</li> <li>- Demand for its services</li> <li>- Publication demand</li> <li>- Demand for inputs to government policies or country actions</li> <li>- Evidence of support from stakeholders</li> <li>- Replication of projects and activities by stakeholders</li> <li>- Citations from refereed journals</li> <li>- Peer ratings of CIRDAP outputs and services</li> <li>- Level of satisfaction of stakeholders</li> </ul>



SUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		How successful has it been in generating external funds and contracts to meet its mission?	What is the pattern of external fund since establishment?	<ul style="list-style-type: none"> <li>- MOUs/MOAs/SSAs</li> <li>- Financial reports</li> <li>- Project documents</li> </ul>	<ul style="list-style-type: none"> <li>- No. of donor contributors over time</li> <li>- Trends in the amount of donor contribution</li> <li>- Nature of projects funded as it relates to CIRDAP mission</li> </ul>
		To what extent is CIRDAP promoting regional cooperation through networks of national institutions?	Has it been developing linkages with other organizations both regional and national?	<ul style="list-style-type: none"> <li>- CIRDAP files regarding regional institutions affiliation and membership</li> <li>- Project documents</li> <li>- MOUs/MOAs/SSAs</li> <li>- Interviews/survey</li> </ul>	<ul style="list-style-type: none"> <li>- Regional workshop/seminar participation</li> <li>- CMCs membership</li> <li>- Joint projects with other regional or national organizations</li> <li>- Evidence showing how CIRDAP activities promoted regional cooperation</li> </ul>

## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
EFFICIENCY	Does the Centre efficiently use its resources in pursuing its mission?	Is the Centre producing good value for financial resources expended?	Is the Centre's programme cost for its activities comparable to other regional agency? What is the overall overhead cost in relation to programme/project cost? To what extent does the Centre able to multiply its resources?	<ul style="list-style-type: none"> <li>- Financial reports</li> <li>- Programme of work and budget.</li> <li>- Project documents/project completion reports</li> <li>- Evaluation reports</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Type/nature of funding allocation made in relation to its priority activities</li> <li>- CIRDAP overhead to programme cost ratio in comparison with comparable regional agency</li> <li>- Long term association with funding institutions</li> <li>- Ratings of CIRDAP's outputs/services by stakeholders and peers</li> <li>- List of project impacts</li> <li>- Cost/client served</li> <li>- No. of outputs vs. cost per year</li> <li>- Programme/project completion rates</li> <li>- No. of projects replicated or sustained by LIs/CCMs</li> <li>- Ratio of internal and external funding</li> </ul>
			Is the Centre efficient in utilizing its facilities?	<ul style="list-style-type: none"> <li>- Administrative records</li> <li>- Interviews/survey</li> </ul>	<ul style="list-style-type: none"> <li>- Frequency of repairs/replacement of equipment</li> <li>- Perception of staff on CIRDAP's efficiency in utilizing its facilities</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
		Is HR efficiently used?	- Personnel administrative policies	- Staff turnover	- Absenteeism
		Are the staff productive?	- Staff/personnel records	- Perceptions on the efficiency and productivity of staff in relation to his/her work or job	- Evidence showing the level of staff contribution in the Centre's activities
		Is the administrative system/policy conducive to improving staff productivity?	- Performance assessment reports	- Analysis of target activities vs. accomplishments	
			- Survey		

## Appendix 3

CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC  
INSTITUTIONAL SELF-ASSESSMENT MATRIX

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
RELEVANCE	Is CIRDAP relevant to its key stakeholders?	Who are CIRDAP's key stakeholders?		<ul style="list-style-type: none"> <li>- Documents establishing CIRDAP.</li> <li>- Interviews with CIRDAP personnel.</li> <li>- Project documents.</li> <li>- Brainstorming session in GSM.</li> </ul>	<ul style="list-style-type: none"> <li>- List of CIRDAP stakeholders.</li> </ul>
		To what extent is CIRDAP's work relevant to its key stakeholders or to the field in which it does its works?	Are CIRDAP's services relevant in meeting stakeholder's needs? Is it providing services that can add value to its stakeholder's work/activities? Has it earned reputation among key stakeholders?	<ul style="list-style-type: none"> <li>- CIRDAP mandate documents.</li> <li>- Project documents.</li> <li>- TC/EC/GC documents.</li> <li>- Evaluation report and questionnaires</li> <li>- Back-to-office reports</li> <li>- Interviews</li> <li>- Peer ratings</li> <li>- Surveys</li> <li>- Brainstorming session in GSM.</li> <li>- Invitations to staff to become resource persons in seminars/workshops</li> </ul>	<ul style="list-style-type: none"> <li>- No. of repeat demands by stakeholders for services provided by CIRDAP.</li> <li>- No. of new stakeholders and clients asking for CIRDAP's services.</li> <li>- No. of referrals of new clients by existing clients.</li> <li>- Citation of CIRDAP's work by others or in relevant journals.</li> <li>- Increased no. of institutional or staff consultancy work</li> <li>- Increased no. of workshops/seminars in which CIRDAP staff served as resource persons.</li> </ul>
		To what extent has CIRDAP develop or change its services/technologies/tools/systems/methodologies that assist stakeholders in their work/activities or meet their needs?		<ul style="list-style-type: none"> <li>- Project documents.</li> <li>- Evaluation report and questionnaires</li> <li>- Annual reports/newsletters.</li> </ul>	<ul style="list-style-type: none"> <li>- No. and nature of new services and programmes provided to clients/stakeholders</li> </ul>

ISSUE	MAJOR QUESTION	QUESTION	SUB-QUESTION	SOURCE OF DATA	INDICATOR
			Are CIRDAP's projects/ activities of any use to the CMCs?	<ul style="list-style-type: none"><li>- Interviews</li><li>- Project documents/ reports</li><li>- IC/EC/GC reports</li><li>- Evaluation reports</li></ul>	<ul style="list-style-type: none"><li>- No. of projects/ activities replicated sustained at the country or national level</li><li>- Level/nature of support for replication of CIRDAP projects/ activities at the country or national level</li><li>- Utilization of research outcomes for country actions.</li><li>- Citation of CIRDAP data or work.</li></ul>
		To what extent is CIRDAP relevant to funders/ financial contributors?	Who are CIRDAP's key funders/ contributors for the last 5 years?	<ul style="list-style-type: none"><li>- Project documents.</li><li>- Annual reports/ newsletters.</li><li>- Memorandum of Understanding/ Agreement (MOU/MOA).</li></ul>	<ul style="list-style-type: none"><li>- List of CIRDAP funders/financial contributors.</li></ul>
			Are CIRDAP's services relevant to meet the changing systems and needs of funders/ financial contributors?	<ul style="list-style-type: none"><li>- Project documents.</li><li>- MOU/MOA</li><li>- Financial reports.</li><li>- Programme of Work and Budget.</li><li>- Interviews/ surveys.</li></ul>	<ul style="list-style-type: none"><li>- No. of new financial contributors</li><li>- Increased level of funding.</li><li>- Repeat funding by donors.</li></ul>

CIRDAP

Are We on Track ?

STAFF

CIRDAP would like to find out how you feel about the organization . Please help us by answering the following questions. Do not give your name. Results will be grouped and all individual comments will be kept **anonymous**.

Performance

Please indicate to what extent you agree or disagree with each of the following statements by putting a √ in the appropriate box.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. CIRDAP’s mandate is clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I have a clear idea about how CIRDAP sees itself in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I feel my salary is competitive in comparison with similar international agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I can see a long-term prospect for me here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I am satisfied with my benefits package.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. CIRDAP place enough emphasis on the quality of service it provides.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I have a clear understanding of my objectives in CIRDAP for this year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I usually know what is going on in CIRDAP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. CIRDAP values its employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. CIRDAP hiring policy is clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. CIRDAP has a well functioning budget planning system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Female and male employees are treated equally.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. CIRDAP provides strong support for staff training and professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I am satisfied with my office space.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. We have the leadership we need to succeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I believe that when my perofomance improves, so will my earnings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Staff training has low priority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. CIRDAP manages its technological resources (e.g., computers, photocopying machines, printers,etc.) effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I relate well with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. There is some duplication of roles and functions among programme units and staff at CIRDAP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. The technological resources at CIRDAP permit me to carry out my work in an efficient and productive manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. There is sufficient opportunity for professional advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I receive both positive and negative feedback from my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I understand what CIRDAP needs to do to achieve its goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Our clients get their money's worth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Formal problem solving processes (e.g., GSM) are effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. My supervisor treats all employees in my work unit equally.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. My colleagues are competent, qualified professionals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I sometimes have difficulty communicating with other staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. CIRDAP offers me sufficient opportunities to participate in job-based training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. I believe that the performance review system is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. My work schedule is reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. CIRDAP learns from its mistakes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. I communicate effectively with my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. The service we provide to clients could be improved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I support CIRDAP's organizational values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. My current earnings reflect my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. My supervisor has/have good human relation skill.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. I get adequate support for overcoming my weaknesses and building on my strengths.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. I see how I can help us become even more successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. I know what our organizational values are.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Leadership is open to my ideas and suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Promotions are based primarily on performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I have too much work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I believe that CIRDAP is an equal opportunity employer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I could earn more money doing the same job for someone else.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. CIRDAP helps me identify areas of training for my professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. We have standard procedures that help me provide a better service to my clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. There are management problems at CIRDAP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. CIRDAP hiring policy is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. I am proud of the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## What is Important for CIRDAP's Success?

	Not at all Important	Slightly Important	Important	Very Important	Of Utmost Importance
51. Strong emphasis on innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Superior delivery of service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Significant impact on link institutions/ contact ministries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Strong regional cooperation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Clear organizational vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Strong organizational values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Strong collaboration with link institutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Stable, long-term financing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Successful projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Others (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. What suggestions would you give CIRDAP to improve any of the above categories? (Give suggestions for those you feel strongly about.)

## What is Important for Your Job Satisfaction

How important is each of the following to your job satisfaction at CIRDAP?

	Not at all Important	Slightly Important	Important	Very Important	Of Utmost Importance
62. Feedback on your performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Good employee benefits package.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. Opportunities for career development within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Commitment to staff development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Good communication throughout the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Equity in the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Pleasant work environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. Others (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



70. What could CIRDAP do in any of the above categories to make you more satisfied with your job?

## Your Experiences

Please answer the following questions. Anecdotes and descriptions of your experiences are especially encouraged. All comments will be kept **anonymous**.

71. What do you feel are CIRDAP's strengths?

72. What do you feel are CIRDAP's weaknesses?

73. Please feel free to add any additional comments below:

*Thank you for taking the time to complete this questionnaire.*

## ***Your Experiences***

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Please answer the following questions. Anecdotes and descriptions of your experiences are especially encouraged. All comments will be kept **anonymous**.

75. Do you feel CIRDAP's system of feedback facilitates or hampers your performance? How?

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76. How do the working relationships at CIRDAP (with colleagues and/or clients) affect the quality of services it delivers?

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77. Are the delivery of services at CIRDAP affected by it's use of technology? How has your work been affected in this area?

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78. Has your work ever been affected by the adequacy or lack of budgetary planning at CIRDAP? If so, how?

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***Thank you for taking the time to complete this questionnaire.***

**CIRDAP**

**LINK INSTITUTION/CONTACT MINISTRY**

CIRDAP would like to find out how you feel about the organization . Please help us by answering the following questions. Results will be grouped and all individual comments will be kept anonymous.

# Introduction

What are the project activities (e.g., training, research, ) you have been involved with CIRDAP for the last two years?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Performance

Please indicate to what extent you agree or disagree with each of the following statements by putting a  $\checkmark$  in the appropriate box.

[illegible]

# Appendix 4

- |  |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 16. My government encourages the CIRDAP linkage.                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. There is good contact between my institution and CIRDAP.                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. In general, CIRDAP meets our expectations for services.                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. CIRDAP adequately follow-up request we make from them.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. We feel a strong sense of partnership with CIRDAP.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. In general, we are kept well-informed about CIRDAP activities.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. CIRDAP pays sufficient attention in planning its future development.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. CIRDAP research projects support our institutional priorities.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. CIRDAP is seen as a regional leader in integrated rural development.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. CIRDAP is innovative in its approach to rural development.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. CIRDAP training has been good for our institutions.                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. CIRDAP action research projects have been effective in our country.                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. CIRDAP information and documentation services are helpful to us.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. The benefits of being a CIRDAP member are worth the costs.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. We are appropriately involved in CIRDAP organization planning and decision making. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

31. Please comment on any of the above categories (Give comments for those you feel strongly about)

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What is Important for CIRDAP’s Success?

	Not at all Important	Slightly Important	Important	Very Important	Of Utmost Importance
32. Strong emphasis on innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Superior delivery of service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Significant impact on link institutions/ contact ministries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Strong regional cooperation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Clear organizational vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Strong organizational values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Strong collaboration with link institutions/ contact ministries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Stable, long term financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Successful projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Others (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. What suggestions would you give CIRDAP to improve any of the above categories? (Give suggestions for those you feel strongly about.)

Your Experiences

Please answer the following questions. Anecdotes and descriptions of your experiences are especially encourage. All comments will be kept anonymous.

43. What do you feel are CIRDAP’s strengths?

44. What do you feel are CIRDAP's weaknesses?

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45. We are trying to gather specific examples of effects or impacts on the capacity building efforts of link institutions/contact ministries and on the promotion of regional cooperation which are attributable to CIRDAP services. Please identify them, if any.

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46. In what areas do you feel CIRDAP should be assisting your institution?

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47. In your opinion, how does CIRDAP rate with respect to other regional agencies? Please explain your answer.

Excellent	<hr/>
Good	<hr/>
Fair	<hr/>
Poor	<hr/>

48. Please feel free to add any additional comments below:

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*Thank you for taking the time to complete this questionnaire.*

## *CIRDAP*

### *Are We on Track ?*

## COLLABORATOR/PARTNER INSTITUTION

CIRDAP would like to find out how you feel about the organization . Please help us by answering the following questions. Results will be grouped and all individual comments will be kept anonymous.

# Introduction

What are the project activities (e.g., training, research, ) you have been involved with CIRDAP for the last two years?

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## Performance

Please indicate to what extent you agree or disagree with each of the following statements by putting a  $\checkmark$  in the appropriate box.

[illegible]

- |  |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 15. There is good contact between my institution and CIRDAP.           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. CIRDAP professionally monitors its projects.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. We feel a strong sense of partnership with CIRDAP.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. CIRDAP demands a high quality of performance of its collaborators. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. CIRDAP is innovative in its approach to rural development.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. CIRDAP is able to adapt appropriately when changes are required.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. CIRDAP provides high quality publications.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

22. Please comment on any of the above categories (Give comments for those you feel strongly about)

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What is Important for CIRDAP’s Success?

	Not at all Important	Slightly Important	Important	Very Important	Of Utmost Importance
23. Strong emphasis on innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Superior delivery of service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Significant impact on link institutions/ contact ministries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Strong regional cooperation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Clear organizational vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Strong organizational values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Strong collaboration with link institutions/ contact ministries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Stable, long term financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Successful projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Others (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. What suggestions would you give CIRDAP to improve any of the above categories? (Give suggestions for those you feel strongly about.)

Your Experiences

Please answer the following questions. Anecdotes and descriptions of your experiences are especially encourage. All comments will be kept anonymous.

34. What do you feel are CIRDAP’s strengths?

35. What do you feel are CIRDAP's weaknesses?

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36. In your opinion,how does CIRDAP rate with respect to other regional agencies? Please explain your answer.

Excellent	<hr/>
Good	<hr/>
Fair	<hr/>
Poor	<hr/>

37. Please feel free to add any additional comments below:

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*Thank you for taking the time to complete this questionnaire.*

## *CIRDAP*

### *Are We on Track ?*

***DONOR***

CIRDAP would like to find out how you feel about the organization . Please help us by answering the following questions. Results will be grouped and all individual comments will be kept anonymous.

## Performance

Please indicate to what extent you agree or disagree with each of the following statements by putting a  $\checkmark$  in the appropriate box.

[illegible]

Appendix 4

22. CIRDAP is able to adapt appropriately when changes are required.

☐☐☐☐☐☐
23. There is an increasing demand for CIRDAP's services.

☐☐☐☐☐☐
24. CIRDAP provides high quality publications.

☐☐☐☐☐☐

25. Please comment on any of the above categories (Give comments for those you feel strongly about)

What is Important for CIRDAP’s Success?

	Not at all Important	Slightly Important	Important	Very Important	Of Utmost Importance
26. Strong emphasis on innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Superior delivery of service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Significant impact on link institutions/ contact ministries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Strong regional cooperation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Clear organizational vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Strong organizational values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Strong collaboration with link institutions/ contact ministries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Stable, long term financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Successful projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Others (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. What suggestions would you give CIRDAP to improve any of the above categories? (Give suggestions for those you feel strongly about.)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Your Experiences

Please answer the following questions. Anecdotes and descriptions of your experiences are especially encourage. All comments will be kept anonymous.

37. What do you feel are CIRDAP’s strengths?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

38. What do you feel are CIRDAP's weaknesses?

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39. In your opinion,how does CIRDAP rate with respect to other regional agencies? Please explain your answer.

Excellent	<hr/>
Good	<hr/>
Fair	<hr/>
Poor	<hr/>

40. Please feel free to add any additional comments below:

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*Thank you for taking the time to complete this questionnaire.*

## **Appendix 5**

### **Interviews and Focus Group Protocols**

#### **A. Donor Interview Protocols**

##### Background

- Who is CIRDAP?
- Objectives of the interview

##### Questions

1. What are the Strengths and weaknesses of CIRDAP's work with donor?
2. What kind of Donor's needs/priorities could CIRDAP support now and in the future?
3. How can Donor involve CIRDAP in its programme?
4. How does CIRDAP compare to other agencies?
5. What should be the relationship between Donor and CIRDAP? (CIRDAP as a regional institution)

#### **B. Link Institution Interview Protocols**

##### Background

- Objectives of the interview

##### Questions

1. What are the strengths and weaknesses of CIRDAP?
2. How can link institution benefit from CIRDAP in the future?

#### **C. Focus Group**

##### Introduction

- Purpose. Overall review with everyone's participation
- What is a focus group?

##### Main Questions

1. What do you like/dislike about your job?

- Amount/workload
  - Schedule
  - Salary/incentives/promotions, etc.
2. How has CIRDAP changed over the last 5 years?
- Equipment/material supplies
  - Stable staffing
  - Good place to work
  - More pressure, more work
3. Strong points and weak points of CIRDAP now?



***CIRDAP***  
***Self-Assessment Exercise***

***Dhaka***  
***August 1996***

***Universal***

5252 de Maisonneuve Ouest #310  
Montréal, Québec, Canada  
H4A 3S5

Tel (514) 485-3565  
Fax (514) 485-3210  
UMG@CAM.ORG

## **Exercise #1**

*Who is CIRDAP: What are the strengths and weaknesses of our internal environment?*

---

**Purpose:** To develop a common understanding of the five major strengths and weaknesses of CIRDAP.

---

### **Part 1**

10 minutes

On your own, read the following list of elements that many organizations perceive as their strengths or weaknesses. This is not a complete list and you may identify other strengths or weaknesses. You may use the chart on page four to help you.

As you read the list, ask yourself "Is CIRDAP particularly strong or weak in this area?"

Write down CIRDAP's 5 major strengths and 5 major weaknesses.

---

### **Part 2**

30 minutes

Join forces with **other CIRDAP staff**

Share your lists and develop one common list of 5 strengths and 5 weaknesses Write your final list on a flip chart.

---

### **Part 3**

The whole group will review the team lists and vote on the top five key areas.

---

## **Key Areas List**

- Leadership (managing culture, setting directions, supporting resource development, ensuring tasks are done)
- Identity (knowing who we are and what we are good at)
- Mission
- Organizational culture (attitudes about work, values, beliefs, underlying norms)
- Incentive /Reward systems
- Governance (legal framework, decision-making process, Board representation, methods for setting directions)
- Organizational structure (roles and responsibilities, coordinating systems, authority systems)
- Niche recognition (understanding of uniqueness, areas of expertise)
- Staff
- Management of Infrastructure (choice of location; equipment; maintenance systems)
- Financial systems (planning, managing and monitoring, cash flow)
- Fundraising capacities
- Communicating about ourselves with our stakeholders
- Partnerships (types, numbers, cost-benefits, etc.)
- Networks (types, nature, utility, coordination, follow-up processes)
- Human resources policy
- Career management
- Equity
- Compensation and reward
- Dedication and loyalty of our staff
- Expertise and quality of our staff
- Planning mechanisms ( identifying needs; looking at alternatives; setting objectives; etc.)
- Problem-solving and decision-making (defining problems, gathering data, creating alternatives, monitoring decisions)
- Monitoring and evaluating ( generating data, tracking progress, making judgments about performance)
- Skills and expertise in projects we undertake
- Building sustainable projects for community groups and Aboriginal groups
- Providing good value for money
- Relationships with our beneficiaries
- Other (please list)

<b>CIRDAP</b>	
<b>5 Strengths</b>	<b>5 Weaknesses</b>

**Exercise #2**

*CIRDAP and its external context*

**Group discussion**

Purpose: To understand the context within which CIRDAP is operating.

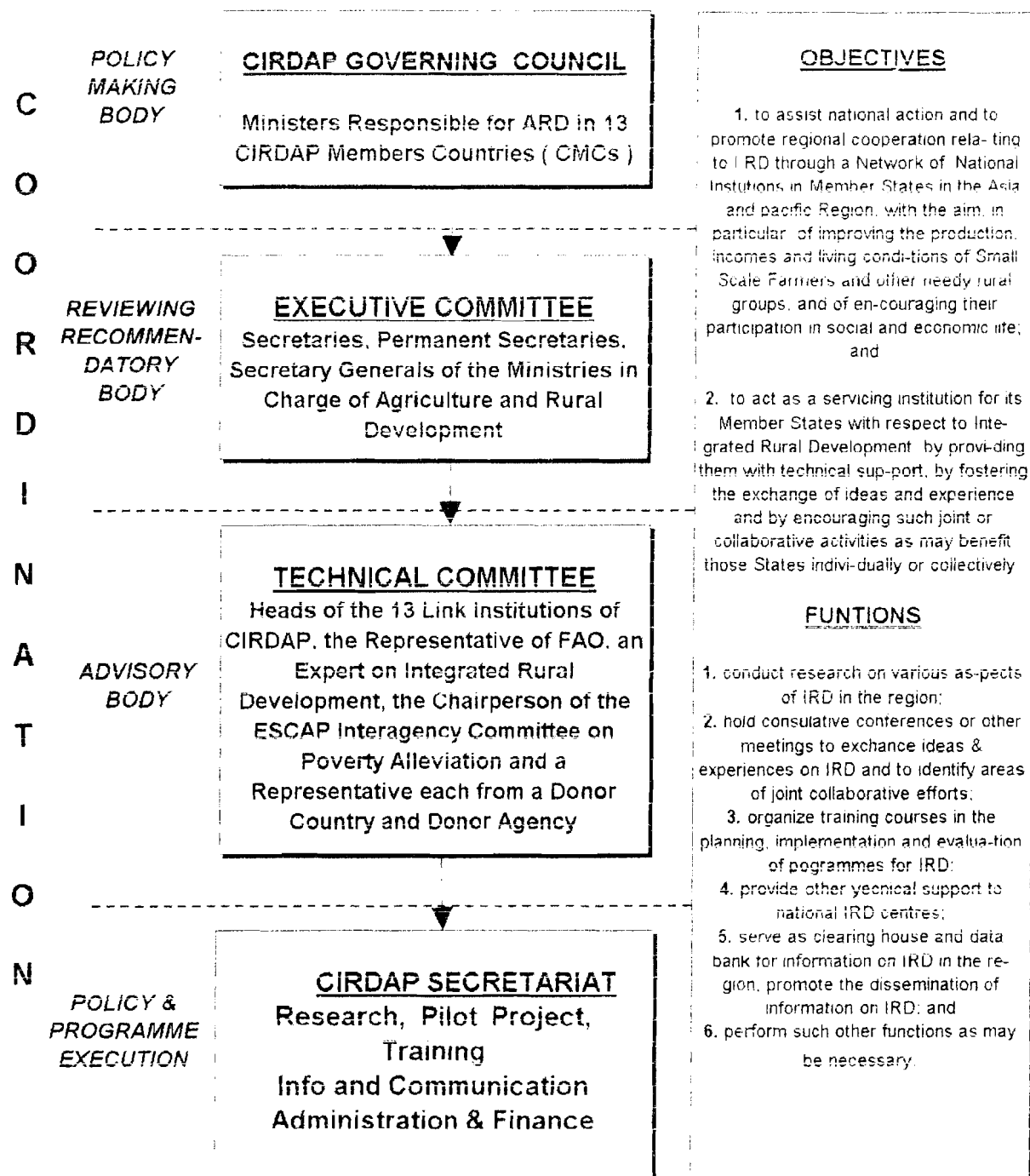
Working in two groups, identify the major external threats and opportunities that have the biggest impact on CIRDAP. The following list of elements which can positively or negatively affect an organization such as CIRDAP is presented as a guideline for the exercise. You may identify other elements.

External factors which may affect CIRDAP	Threat	Opportunity	No major effect
Support by member countries			
Support by host country			
Support by International Funders			
Reliance of our organization on a few donors			
Collaborating institutions' support for CIRDAP work			
Willingness to utilize electronic technology in our work			
Gap between proclamation of support and actions			
National attitudes toward regional cooperation			
National values for sharing with the region			
Policies of international bodies			
National leaders desire to know about the impact of CIRDAP			
Competition from other organizations doing similar work as CIRDAP			
Demand for the type of services CIRDAP offers			

External factors which may affect CIRDAP	Threat	Opportunity	No major effect
Demand for the type of services CIRDAP offers			
International demand for expertise in integrated rural development			
Reputation of our organization			
Disenchantment of donors with funding international bodies			
Disparities amongst members in the region- multi lingual/cultural region			
Linkage institutions satisfaction with services			
Lack of understanding of target beneficiaries of CIRDAP by external groups			
OTHERS:			
1			
2			
3			
4			
5			

# Appendix 7

## Organizational and Functional Framework of CIRDAP



## Appendix 8

### CIRDAP Network of Link Institutions and Contact Ministries

<u>Country</u>	<u>Link Institution</u>	<u>Contact Ministry</u>
Afghanistan	Foreign Relations Division, Ministry of Rehabilitation and Rural Development, Share-Naw, Kabul	Ministry of Rehabilitation and Rural Development, Share-Naw, Kabul
Bangladesh	Bangladesh Academy for Rural Development (BARD) Kotbari, Comilla	Rural Development and Cooperatives Division Ministry of LGRD & Cooperatives
India	National Institute of Rural Development (NIRD) Rajendranagar Hyderabad	Department of Rural Dev., Ministry of Rural Areas and Employment, New Delhi
Indonesia	Directorate General of Rural Community Deve- lopment (DGRCD), Minis- try of Home Affairs, Jakarta	Ministry of Home Affairs, Jakarta
Lao PDR	Ministry of Agriculture and Forestry, Vientiane	Ministry of Agriculture and Forestry, Vientiane
Malaysia	Ministry of Agriculture, Kuala Lumpur	Ministry of Agriculture, Kuala Lumpur
Myanmar	Dept. of Agricultural Planning, Ministry of Agriculture, Yangon	Dept. of Agricultural Planning, Ministry of Agriculture, Yangon
Nepal	Local Development Training Academy (LDTA) Jawalakhel, Lalitpur	Ministry of Local Development, Shree Mahal, Pulchowk, Lalitpur
Pakistan	National Centre for Rural Development (NCRD) Islamabad	Ministry of Local Govt. and Rural Devt., Islamabad
Philippines	National Economic and Devt. Authority (NEDA), Metro-Manila	National Economic and Devt. Authority (NEDA), Metro- Manila



<u>Country</u>	<u>Link Institution</u>	<u>Contact Ministry</u>
Sri Lanka	Hector Kobbekaduwa rarian Research and Training Institute (HARTI), Colombo	Ministry of Agriculture, Land and Forestry, Gitambe, Peradeniya
Thailand	Office of the National FAO Committee, Ministry of Agriculture and Cooperatives, Bangkok	Ministry of Agriculture and Cooperatives, Bangkok
Vietnam	International Coopera- tion Dept., Ministry of Agriculture and Rural Development, Hanoi	Ministry of Agriculture and Rural Development, Hanoi

## Appendix 9

### Self-assessment Diagnosis: Identification of Strengths, Weaknesses, Opportunities and Threats that Have Impact on CIRDAP<sup>a</sup>

#### A. Group Identification of Strengths and Weaknesses

##### 6 Strengths

- IRD Network
- Dedication and loyalty of staff
- Mission
- Organizational structure
- Management of infrastructure (choice of location, equipment, maintenance systems)
- Partnerships (types, numbers, cost-benefits, etc.)

##### 6 Weaknesses

- Fund raising capacities
- Career management
- Human resource policy
- Incentive/reward system
- Planning, monitoring and evaluation (generating data, tracking progress, making judgements about performance)
- Niche recognition (understanding of uniqueness, areas of expertise)

#### B. Group Identification of Threats and Opportunities

##### Opportunities

- Support by member countries
- Support by host countries
- Willingness to utilize technology
- International demand for expertise in rural development
- Deregulation
- Delegation to local bodies

---

<sup>a</sup> A consolidation of the responses obtained from the Group Exercise conducted with CIRDAP staff members on 13 August 1996. The exercise was facilitated by Universal Management Group of Canada.

### Threats

- Support by international funders
- Reliance of CIRDAP on few donors
- Gap between proclamation of support and action
- Competition
- Demand for CIRDAP's services
- Disenchantment of donors
- Satisfaction of link institutions
- Lack of understanding by expert groups
- Urbanization
- Reduction of government expenditures

Areas where staff cannot agree whether it was a threat or an opportunity

- Collaborating institution support
- National attitude towards regional cooperation
- Policies of international bodies
- National leaders desire to know about CIRDAP
- Reputation of CIRDAP

## Appendix 10

### Educational Background and Areas of Specialization of CIRDAP Staff

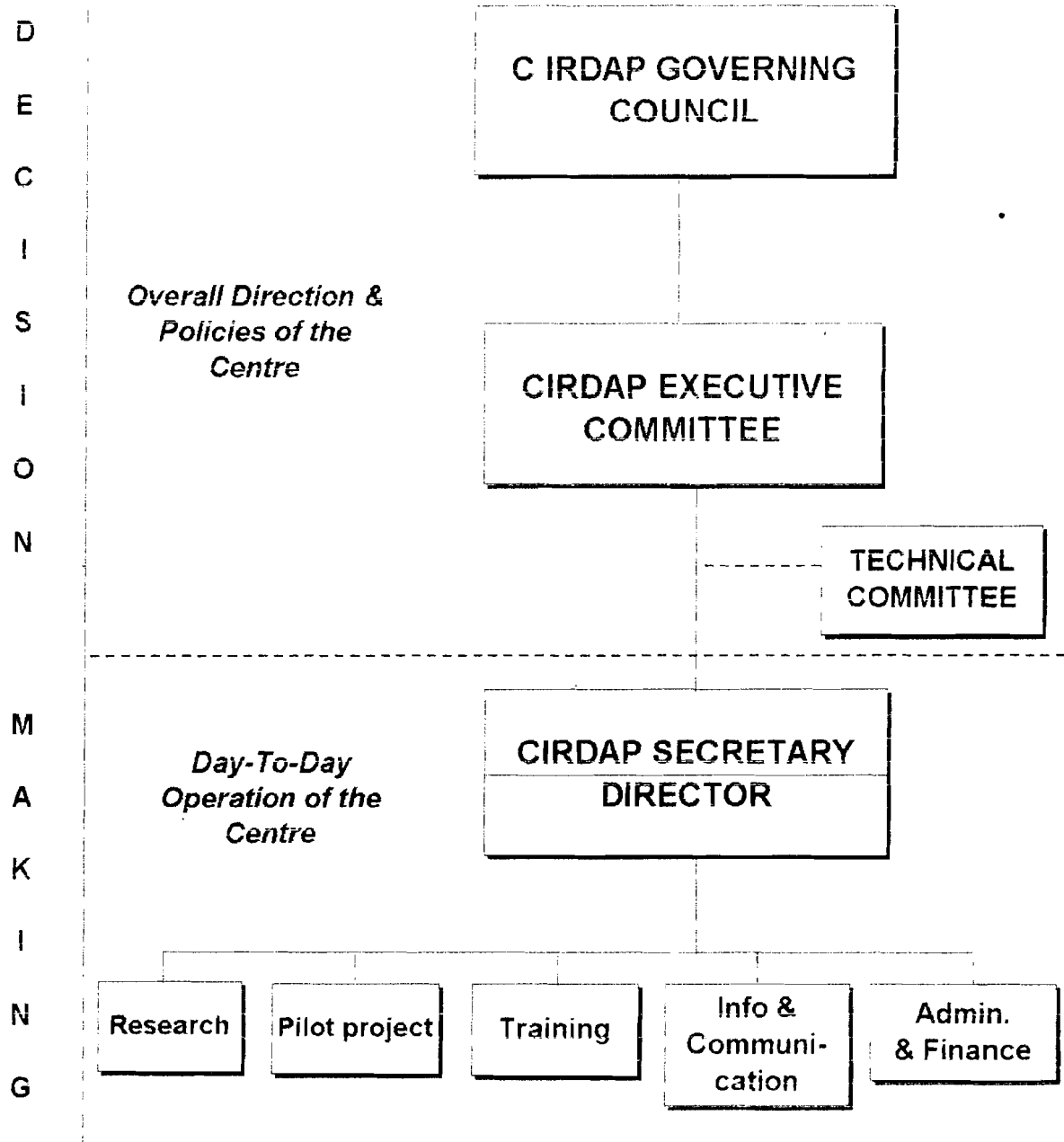
Programme Unit Staff	Educational Background of Programme Unit Staff	Areas of Specialization
Director	Economics, English, History, Psychology	Public Administration and allied Subject, Disaster Relief and Management
Planning Unit	Economics	Rural Development, Monitoring and Evaluation, Gender and Development, Rural Poverty, Employment Generation, Environment, Monitoring and Evaluation of RD Programmes
Research Staff	Economics, Statistics	Economics, Macro-economic Planning and Modelling, Statistical Analysis
Pilot Project Staff	Business Administration Animal Science and Husbandry	Loan Fund Management, Business Planning, Livestock
Training Staff	Development Studies, Animal Husbandry, Diploma in Agriculture	Regional Development Planning, Budget Programming, Agricultural Credit, Livestock, Gender and Development
Information and Communication Staff	Economics Diploma in Journalism	Information Management, Documentation and Communication, Editing and Publishing, Gender and Development
Administration and Finance Staff	Business Administration, Accounting	Office Management, Administration and Finance

## Appendix 11

### Staff Development/Training Programme

Staff	Training Programme Attended
Professional Staff	Developing curriculum
GS Tecnical Staff	Editing and Publication; Computer Programming Course; Windows; Internet; TOT for IRD Functionaries; Diploma in Journalism; Communication and Agri. Extension; Statistical methods, Community Nutrition, Research Methods and Rural Development Project Management; Spread Sheet Analysis, Computer Programming, Compuer softwares
Administration and Support Staff	Information Management; CDS/ISIS Computer Softwares; Computer Softwares; Post-Graduate Diploma on Personnel Management; Computer Softwares including dBase

Appendix 12  
CIRDAP Policy & Decision Making Framework



## Appendix 13

### CIRDAP CMC Contributions and Funds Expended for Projects in CMCs (1979-80 to 1994-95)

Amount in US\$

Biennia	Contribution by the CMCs	Funds expended for implementing Projects in the CMCs
1979-80	490,000	576,900
1981-82	210,000	643,862
1983-84	268,000	757,140
1985 <sup>a</sup>	148,000	436,768
1986-87	593,792	1,253,457
1988-89	686,808	787,277
1990-91	782,337	1,121,029
1992-93	761,337 <sup>b</sup>	1,541,287
1994-95	792,281 <sup>c</sup>	1,946,012
Total	4,732,555	9,063,732

<sup>a</sup> In order to adjust the CIRDAP biennium with UN organizations, a budget for one year was prepared for 1985.

<sup>b</sup> The amount declined compared to 1990-91 since biennial support for house rent by Bangladesh was reduced from US\$46,000 in 1990-91 to US\$25,000 in 1992-93 .

<sup>c</sup> The amount exceeded the 1992-93 level as the house rent support was restored to the 1990-91 level and included the contribution of US\$9,944 of Myanmar after joining CIRDAP in May 1995.

## Appendix 14

### CIRDAP Administrative Budget and Sources of Finance (1979-80 to 1994-95)

Biennia	Expenditure		Sources of Finance	
	Budget	Actual Expenditure	CMC Contribution	Misc. Receipts
1979-80	450,000	272,941	490,000	-
1981-82	1,040,751	435,865	210,000	390,365
1983-84	778,653	587,532	268,000	417,775
1985 <sup>a</sup>	400,044	384,624	148,000	236,624
1986-87	950,792	870,213	593,792	468,751
1988-89	1,145,451	1,061,516	686,808	549,802
1990-91	1,329,995	1,078,765	782,337	552,964
1992-93	1,360,438	1,082,711	761,337 <sup>b</sup>	436,886
1994-95	1,241,000	1,102,370	792,281 <sup>c</sup>	317,300

<sup>a</sup> In order to adjust the CIRDAP biennium with UN organizations, a budget for one year was prepared for 1985.

<sup>b</sup> The amount declined compared to 1990-91 since biennial support for house rent by Bangladesh was reduced from US\$46,000 in 1990-91 to US\$25,000 in 1992-93.

<sup>c</sup> The amount exceeded the 1992-93 level as the house rent support was restored to the 1990-91 level and included the contribution of US\$9,944 of Myanmar after joining CIRDAP in May 1995.



## PART - B

### STRATEGIC PLANNING WORKSHOP OF CIRDAP

## **Report on Strategic Planning Workshop of CIRDAP**

### **I. Introduction**

On 30 November to 2 December 1996, CIRDAP conducted its first Institutional Self-Assessment and Strategic Planning Workshop at CDM, Gazipur, Bangladesh. The workshop was participated in by members of the CIRDAP Technical and Executive Committees and CIRDAP staff. It was also attended by the Centre's two former directors, Mr. Aziz ul Haq and Mr. ATM Shamsul Haq.

The workshop is part of an almost year long institutional self-assessment and strategic planning process initiated in April 1996 with support from the International Development Research Centre (IDRC) of Canada. A core team of CIRDAP staff was engaged to collect, process and analyze the data/information and prepare a report on the assessment. Technical assistance for this part of the process was provided by Universalia Management Group of Canada. The report was presented during the three-day CIRDAP Strategic Planning Workshop held at CDM, Gazipur, Bangladesh. The workshop was facilitated by the Philippine-based Asian Institute of Management (AIM).

The purpose of the workshop is two-fold:

- (a) To bring key members of CIRDAP to participate in planning the organizational strategies or actions needed to bring about improvements in the Centre's performance; and
- (b) To introduce to the key members of CIRDAP the organizational self-assessment process.

### **II. Opening Session**

Mr. Aziz ul Haq, the founding Director of CIRDAP, in his opening remarks recalled the history of CIRDAP's establishment and the efforts made by the Centre to live up to its mandate and face the challenges in the field of rural development and poverty alleviation. On the other hand, Mr. A.V.S. Reddy, Director, CIRDAP, underscored the importance of the workshop by bringing together the "family of CIRDAP" to collectively discuss the results of the institutional self-assessment and plan for change strategies to make the Centre more effective and relevant to the needs of member countries. The Director emphasized that the workshop could only be helpful in charting future organizational plans of the Centre if members of CIRDAP participate through open discussion and thoughtful assessment of the organization. It is only then that a more meaningful and realistic organizational strategy for the Centre can be developed. Ms. Rosalie Y. Say, Programme Officer (Training) also welcomed the participants and briefly explained the project and purpose of the workshop.

### **III. Summary of Workshop Proceedings**

Among the major outputs during the three-day workshop include: (a) the clarification of CIRDAP major stakeholders and its relationship with these stakeholders; (b) the identification of the major external and internal forces affecting CIRDAP (Strengths, Weaknesses, Opportunities and Threats); (c) the formulation of a vision and mission statement for the Centre; and (d) the clarification of objectives and formulation of organizational strategies and programmes. While additional work needs to be done to firm up the agreements and outputs of the workshop, the participants agree that the workshop provided an opportunity for them to interact with other member countries. A summary of the major findings and agreements are presented in Annex 1.

The Report on the Institutional Self-Assessment of the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) was presented by Ms. Rosalie Y. Say, Programme Officer (Training). The report is an outcome of a process of institutional self-assessment exercise which the Centre went through to review and analyze its performance along three areas: effectiveness, efficiency and relevance. It served as a background paper for discussion during the workshop.

The participants were divided into three groups. A total of seven workshops were held to discuss specific topics. After each group session, the groups presented their outputs in plenary sessions to arrive at some consensus and agreements on the topic or issues discussed.

#### **Workshop 1 - CIRDAP Environment**

In workshop 1, the participants were asked to respond to three basis questions: who are CIRDAP's stakeholders; what are the critical forces affecting CIRDAP's client countries; and which of these forces provide opportunities or serve as obstacles to CIRDAP to define and deliver its role.

On the first question, a description of the Centre's working relationship with its key stakeholders was made. It was also made clear that the Centre's direct customers are the Contact Ministries (CCMs) and Link Institutions (CLIs). For the second and third questions, several factors were identified but was later shortlisted to only the major factors which were then grouped either as opportunities or threats. Among those identified as opportunities were: technological advances (information technology); economic opportunities (predominantly rural economies); increasing concerns on environmental/ecological concerns; more demand for training and research; compatibility with donor/country priorities; institutional support; supportive attitude of CMCs; a lot of experience to share; and openness to participation. With respect to major threats, the participants identified the following: political instability; cultural beliefs; economic (shortage of funds); donor "fatigue"; lack of communication system; low levels of education in most CMCs; competition; regional/bilateral agreements; and demographic changes.

Details of the workshop outputs are given in Annex 2.

## **Workshop 2 - CIRDAP Organization**

Workshop 2 primarily attempted to assess the Centre's performance. The participants were asked to respond to three major questions: Who are we; how would we assess our organizational performance in terms of efficiency, effectiveness and relevance; and what is our organization's "value added" worth.

In this exercise, the participants were asked to rate CIRDAP performance as it relates to the Centre's roles and functions. Consistent with the self-assessment framework, organizational performance is assessed on three aspects: effectiveness, efficiency and relevance using a five-point scale, 5 being the highest and 1, the lowest. The workshop also identified the Centre's organizational strengths and weaknesses as perceived by majority of the participants. The major strengths are its network, committed staff, and experience while its weaknesses include financial constraints, lack of focus, and organizational structure (decision-making process). Because of limited time, the issue of competitive edge was not discussed, but a number of the participants indicated the following as its competitive edge - multi-country knowledge and experience and network of key rural development organizations and personnel in its member countries.

Details of the workshop outputs are presented in Annex 3.

## **Workshop 3 - Vision and Mission**

To arrive at a common understanding of what is meant by vision and mission, the AIM facilitators presented a brief lecture. At the end of the workshop, the following vision and mission statements were arrived at:

- Vision - Prosperous rural communities enjoying improved living conditions as a result of a collaborative efforts of CMCs working together and learning from each other.
- Mission - CIRDAP is an intergovernmental organization in the Asia-Pacific region mandated to facilitate the provision of services that will influence policy formulation and programme action towards rural development and poverty alleviation through a network of contact ministries and link institutions. As such, CIRDAP will strive to gain the support of more member countries for the impetus and resources needed to transform CIRDAP into a Regional Centre of Excellence in Rural Development.

Details of the workshop outputs are presented in Annex 4.

## **Workshop 4 - Setting Objectives**

Following the discussion and formulation of the vision and mission statements, the participants came up with three major objectives for the Centre consistent with its vision and mission. The following objectives were formulated:

- (a) Enhance institutional capacities of CMCs in IRD;
- (b) Promote policy changes and programme action on IRD and poverty alleviation; and
- (c) Promote exchange of ideas for regional cooperation and collaboration.

Details of the workshop outputs are presented in Annex 5.

### **Workshop 5 - Setting KRAs and PIs**

Based on the objectives formulated, each group initiated the formulation of key result areas (KRAs) and performance indicators (PIs). The initial indicators formulated need to be worked out in more detail by the CIRDAP Secretariat. The indicators to be developed must reflect how the organization defines its performance along its mission and objectives statements. It is envisaged that these indicators will form part of the regular monitoring and evaluation system of the Centre.

Details of the workshop outputs are presented in Annex 6.

### **Workshop 6 - Strategy Formulation**

In addition to the KRAs and PIs, the group went through the process of formulating strategies to achieve the mission and objectives identified. For Objective 1 (enhance institutional capacities of CMCs in IRD), the strategies identified include: establishment of data base in each member country; identification of relevant organizations requiring capacity building; monitoring and evaluation; and creation of opportunities for high profile dialogues on priority IRD and poverty reduction issues. For Objective 2 (promote policy changes and programme action on IRD and poverty alleviation), the strategies were: enhancement of quality/image of CIRDAP in undertaking policies and programme analysis relating to rural development and poverty alleviation through gainful access to experience/knowledge of CMCs and other countries; taking up of quality research and pilot projects based on needs of CMCs and developing programme models particularly in the problems relating to major threat areas (e.g., low levels of education, socio-cultural constraints, etc.); resource mobilization programme; and acting as a strong clearing house of information. For Objective 3 (promote exchange of ideas for regional cooperation and collaboration), the strategy was to have an information and data exchange programme.

These strategies will be reviewed further to ensure that they lead the Centre towards achieving its objectives and mission. Given the Centre's limited resources, it is important that the strategies are focused.

Details of the workshop outputs are presented in Annex 7.

### **Workshop 7 - Identification of Programmes and Projects**

In workshop 7, the strategies formulated were translated to programmes and projects so that concrete actions can be undertaken. Thus, for each of the strategy formulated, several programmes and projects were identified. These include, among others, database development and management, training programmes, regular dialogues on priority IRD and poverty alleviation issues, social marketing or "image building" programme for CIRDAP, documentation and

dissemination of information, and automation and information networking among the member countries.

Details of the workshop outputs are presented in Annex 8.

#### **IV. Closing Session**

In the closing ceremony, Mr. ATM Shamsul Haq congratulated CIRDAP for organizing the workshop and bringing together members of CIRDAP to discuss the Centre's organizational strategy to make it a more effective organization in the light of new challenges as the Centre enters its 3<sup>rd</sup> decade of operation. Mr. Chakramehr Vajracharya, Undersecretary of the Ministry of Local Development, Nepal likewise appreciated the conduct of the workshop and urged CIRDAP member countries to work together to make the Centre a better and effective organization that can serve the member's needs. Mr. A.V.S. Reddy, Director, CIRDAP thanked the active participation of all the members and expressed hope for renewed cooperation.

#### **V. Follow-up Activities**

As agreed upon in the workshop, within the next six months, the CIRDAP Secretariat will consolidate and finalize the report for submission to the Governing Council, Executive Committee and Technical Committee. It shall also further refine the outputs of the workshop and determine how they can be made an integral part of the Centre's planning and monitoring and evaluation system.

## WORKSHOP SCHEDULE

# **CIRDAP Strategic Planning Workshop**

**30 November - 02 December 1996**

**held at the**

**Centre for Development Management ( CDM )**

**Rajendrapur, Gazipur, Bangladesh**

## **Day 1**

<b>7:00</b>	-	<b>8:00</b>	<b>BREAKFAST</b>
<b>8:00</b>	-	<b>9:00</b>	Registration
<b>9:00</b>	-	<b>9:30</b>	Opening Ceremony
<b>9:30</b>	-	<b>10:00</b>	Overview of Strategic Planning Workshop : Content and Process
<b>10:00</b>	-	<b>10:15</b>	<b>TEA / COFFEE BREAK</b>
<b>10:15</b>	-	<b>11:00</b>	Summary Presentation of <i>Self-Assessment</i> by CIRDAP Core Group
<b>11:00</b>	-	<b>12:30</b>	Workshop 1 : CIRDAP Environment
<b>12:30</b>	-	<b>13:30</b>	<b>LUNCH BREAK</b>
<b>13:30</b>	-	<b>15:00</b>	Presentation of Workshop 1 Results
<b>15:00</b>	-	<b>15:15</b>	<b>TEA / COFFEE BREAK</b>
<b>15:15</b>	-	<b>16:30</b>	Workshop 2 : CIRDAP Organization
<b>16:30</b>	-	<b>17:30</b>	Presentation of Workshop 2 Results
<b>17:30</b>	-	<b>18:45</b>	Workshop 3 : Vision and Mission
<b>19:30-</b>	-	<b>.....</b>	<b>DINNER</b>

## **Day 2**

<b>7:00</b>	-	<b>8:00</b>	<b>BREAKFAST</b>
<b>8:30</b>	-	<b>9:00</b>	Review of Day 1 Overview Day 2
<b>9:00</b>	-	<b>10:15</b>	Presentation of Workshop 3 Results
<b>10:15</b>	-	<b>10:30</b>	<b>TEA / COFFEE BREAK</b>
<b>10:30</b>	-	<b>12:30</b>	Workshop 4 : Setting Objectives
<b>12:30</b>	-	<b>13:30</b>	<b>LUNCH BREAK</b>
<b>13:30</b>	-	<b>15:00</b>	Workshop 5 : Setting KRAs and PIs
<b>15:00</b>	-	<b>15:15</b>	<b>TEA / COFFEE BREAK</b>
<b>15:15</b>	-	<b>17:00</b>	Workshop 6 : Strategy Formulation
<b>17:00</b>	-	<b>18:00</b>	Presentation of Workshop 6 Results
<b>19:30-</b>	-	<b>.....</b>	<b>DINNER</b>

## **Day 3**

<b>7:00</b>	-	<b>8:00</b>	<b>BREAKFAST</b>
<b>8:30</b>	-	<b>9:00</b>	Review of Day 2 and Synthesis of CIRDAP Strategies
<b>9:00</b>	-	<b>10:30</b>	Workshop 7 : Identification of Programmes and Projects / Monitoring and Evaluation Schemes
<b>10:30</b>	-	<b>10:45</b>	<b>TEA / COFFEE BREAK</b>
<b>10:45</b>	-	<b>12:00</b>	Presentation of Workshop 7 Results
<b>12:00</b>	-	<b>12:30</b>	Summary and Synthesis of Strategic Planning Workshop
<b>12:30</b>	-	<b>13:00</b>	Closing Ceremony
<b>13:00</b>	-	<b>14:00</b>	<b>LUNCH BREAK</b>
<b>14:00</b>	-	<b>→</b>	<b>F R E E</b>



# WORKSHOP BACKGROUND AND OBJECTIVES

# **CIRDAP STRATEGIC PLANNING WORKSHOP**

**30 November - 2 December 1996**

**CDM, Rajendrapur, Gazipur, Bangladesh**

## **Workshop Background and Objectives**

### **Background.**

In April 1996, the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) started its own institutional self-assessment process with support from the International Development Research Centre (IDRC). CIRDAP is one of five international research partners of IDRC who is field testing the institutional self-assessment framework. It initially started as a process that is meant primarily to assist IDRC in developing an in-depth understanding (profile) of its partner organization so that IDRC can target resources or development assistance in areas of greatest need to its partner institutions. Later, in the spirit of partnership, IDRC thought that partner institutions may receive the guide and become familiar with the framework and use it in a form that is suited to their own organizational context.

The institutional self-assessment process can be categorized into two broad activities or phases: the first phase is the diagnosis or assessment phase and the second phase involves the strategic planning exercise.

The diagnosis or self-assessment phase was undertaken from April to October 1996. The output of that exercise is the report on the institutional self-assessment of CIRDAP which will be presented in the workshop. The strategic planning workshop, on the other hand, is designed to bring together key members of CIRDAP to discuss the results of the assessment and jointly plan the organizational strategies or actions needed to address issues raised in the report as well as during the workshop discussion. The workshop is an occasion where key members of CIRDAP participate in planning the organization's strategic plan which is envisioned to ultimately lead to improved performance.

### **Objectives of the Workshop.**

The purpose of the workshop is two-fold:

- To bring key members of CIRDAP to participate in planning the organizational strategies or actions needed to bring about improvement in the Centre's performance.
- To introduce to the key members of CIRDAP the organizational self-assessment process

## OPENING PROGRAMME

## **CIRDAP STRATEGIC PLANNING WORKSHOP**

30 November to 02 December 1996

CDM, Rajendrapur, Gazipur, Bangladesh

### **OPENING PROGRAMME**

- |                    |   |   |
|--------------------|---|---|
| 08.30 - 09.00 Hrs. | : | Registration  |
| 09.00 - 09.30 Hrs. | : | Opening Ceremony  |
|                    | : | Opening Remarks by Rosalie Y. Say, Programme Officer (Training), CIRDAP |
|                    | : | Welcome Remarks by Mr. A.V.S. Reddy, Director, CIRDAP                   |
|                    | : | Remarks by Mr. Aziz-ul Haq, Former Director, CIRDAP                     |
| 09.30 Hrs.         | : | Start of Workshop Proper  |

**CIRDAP STRATEGIC PLANNING WORKSHOP**  
**30 November - 2 December 1996**  
**CDM, Rajendrapur, Gazipur, Bangladesh**

**OPENING REMARKS**

By  
Rosalie Y. Say  
Programme Officer (Training), CIRDAP

Distinguished participants, ladies and gentlemen:

It is my privilege to welcome you all to this three-day Strategic Planning Workshop of CIRDAP being held at the CDM campus from today, 30 November to 02 December 1996. This workshop is part of the Institutional Self-Assessment Activities of CIRDAP that started in April 1996 with the support from the International Development Research Centre (IDRC) of Canada. This is the Centre's first attempt to undertake such an organizational self-analysis. The Universal Management Group of Canada and the Asian Institute of Management (AIM) of the Philippines have provided us technical help. It is an attempt for CIRDAP to develop an internal systematic approach to continuously monitor and assess its organizational capacity and performance, and also to complement the periodic external evaluation.

I take the privilege to introduce the process. The institutional self-assessment process can be categorized into two broad activities or phases: the first phase is the diagnosis or assessment phase and the second phase involves the strategic planning exercise.

The diagnosis or self-assessment phase was undertaken from April to October 1996. The output of that exercise is the report on the institutional self-assessment of CIRDAP. Today's workshop is an occasion where key members of CIRDAP participate to discuss the results of the assessment and jointly plan the organizational strategies or actions needed to ultimately lead to improved performance.

Strategic Planning Workshop is a very crucial and important phase of the whole process. It defines clearly what the organization wants, what it is all about, what it wishes to solve, what it intends to get out of its efforts and how specifically it should move over time. I hope, the workshop will lead to a useful discussion and the Centre to take a "long term perspective to guide shorter term decisions, basing on a set of guiding principles, which put together, would produce the best result-to-effort, outcome-to-task and output-to-input ratios". This is only possible with your active involvement in the process.

I wish you a comfortable stay here at the CDM campus.

We all are at your service to see the planning workshop a success.

Thank you.

**CIRDAP STRATEGIC PLANNING WORKSHOP**  
**CDM, Rajendrapur, Gazipur, Bangladesh**  
**30 November - 2 December 1996**

Welcome Remarks by  
**Mr. A.V.S. Reddy**  
Director, CIRDAP

My dear,

Colleagues from our Member Countries and Development Partner Institutions; Mr. Aziz-ul Haq, the Founding Director of CIRDAP; A.T.M. Shamsul Haque, the second Director of CIRDAP, who gave it a shape; Friends from the Asian Institute of Management (AIM) and Universal Management Group; Members of CIRDAP Faculty, Good Morning.

It is indeed a pleasure to welcome you to the CIRDAP Strategic Planning Workshop. We are happy that you are able to join us for the next three days to collectively discuss the results of the institutional self-assessment and plan for change of strategies that would make CIRDAP more effective and relevant to your needs.

You may recall that during the last thirteenth meeting of the Technical Committee in Yangon, Myanmar, we reported to you that CIRDAP has undertaken a project, with the support from the International Development Research Centre (IDRC), to learn and engage in an organizational self-assessment process. The process was formulated by IDRC to primarily assist in profiling their partner institution so that they will be able to provide assistance in areas of greatest need and at the same time ensure that maximum benefit is obtained from the monies they disbursed in providing development assistance. Later, IDRC thought that partner institutions may also benefit from the process for their own self-study of the organization. Hence, it offered to introduce the concept to CIRDAP who is a major research partner of IDRC.

We accepted IDRC's offer to undertake the self-assessment process as we saw our interest to structure a system that will guide us in analyzing organizational performance given the reality of improving capacity for better performance under objective conditions. We see the exercise as helpful in charting our future organizational plans. The process is not

intended to replace the external evaluations that we have been doing for the past years. In fact, we see this as a means to complement the evaluation. To be very frank, I personally believe in true self-assessment than moulded external assessment. When we say self-assessment, I mean the assessment by the family of CIRDAP which includes every one of you from the Member Countries.

The diagnosis or assessment portion of the process has been completed and the report will be presented to you shortly. You may please bear in mind that this is our first attempt in this direction and that there is still scope for improvement. However, we also believe that through open discussion and participation from key members of CIRDAP, the Centre would be able to come up with a more thoughtful assessment of the organization and implement a more realistic organizational strategy for the Centre.

In this regard, the strategic planning exercise is an integral part of the process which is designed to formulate strategic and action plans to address the issues confronting the Centre in the light of the findings of the self-assessment process and our discussion in this workshop. Hence, your valuable participation is crucial to make the process work in CIRDAP.

I am confident that the discussions during this three-day workshop will provide us with valuable inputs and suggestions to improve our performance. We also hope that the members of CIRDAP will continue to assist us in implementing the action plan or recommendations that will arise out of this workshop. I, therefore, request your utmost cooperation in making this three-day workshop a successful and meaningful one.

Again, my sincere thanks to you all for your participation. I wish you a pleasant stay here.

Thank you.

## LIST OF PARTICIPANTS



## **CIRDAP STRATEGIC PLANNING WORKSHOP**

**30 November - 02 December 1996  
CDM, Rajendrapur, Gazipur, Bangladesh**

### List of Participants

#### **Afghanistan**

1. Mr. Abdul Basir Hotak  
Charge d' Affaires  
Embassy of the Islamic State of  
Afghanistan in Bangladesh  
House No. CWN(C)2A  
Road No. 24  
Gulshan, Dhaka 1212  
Bangladesh  
  
Phone: 603232 (Office), 601770 (Res.)  
Fax: 887579

#### **Bangladesh**

2. Mr. Ghulam Murtaza  
Joint Secretary  
Rural Development and  
Cooperatives Division (RDCD)  
Ministry of LGRD & Cooperatives  
Government of Bangladesh  
Bangladesh Secretariat  
Dhaka  
  
Phone: 865770 (Office), 836110 (Res.)
3. Mr. Md. Abdul Quddus  
Director General  
Bangladesh Academy for Rural  
Development (BARD)  
Kotbari, Comilla  
  
Phone: 081-6428 to 8

## **India**

4. Mr. Ram Chandra Choudhury I.A.S  
Director General  
National Institute of Rural Development (NIRD)  
Rajendranagar  
Hyderabad 500 030  
  
Phone: 91-40-4015289 (Office), 91-40-4016232 (Res.)  
Telex: 0425-6510  
Fax: 91-40-4015277  
Email: dg.nird@hdl.vsnl.net.in
5. Mr. Anil Kumar  
Joint Secretary  
Department of Rural Development  
Ministry of Rural Areas and  
Employment  
Government of India  
Krishi Bhavan  
New Delhi 110 001  
  
Phone: 3385027 (Office), 4603405 (Res.)  
Telex: 031-66489  
Fax: 3381268

## **Indonesia**

6. Mr. H.T.Abdul Manan  
Coordinator of Foreign Cooperation  
Directorate General of Rural Dev.  
(Directtoral Jenderal Pembangunan  
Masyarakat Desa)  
Jl. Pasar Miggu KM 19, Pejaten  
Jakarta 12510  
  
Phone: 7941937 (Office), 7507237 (Res.)  
Fax: 7941937

## **Lao PDR**

7. Mr. Phouvieng Ratdavong  
Acting Director General of  
Cabinet Office  
Ministry of Agriculture and Forestry  
Government of Lao PDR  
P.O. Box 811, Vientiane  
  
Phone: 412340 (Office), 216873 (Res.)  
Fax: 856-21-412344

8. Mr. Bounliep Chounthavong  
Director  
Agriculture Extension Agency  
Ministry of Agriculture and Forestry  
Government of Lao PDR  
Vientiane
- Phone: 856-21-812024 (Office), 856-21-314024 (Res.)  
Fax: 856-21-812090

### **Malaysia**

9. Mr. Faizal B. Abdullah  
Senior Agriculture Officer  
Agriculture Extension Training  
Institute (ILPP)  
P.O. Box UPM 211  
Serdang, 43409 Selangor
- Phone: 03-9489070 (Office), 03-7730661 (Res.)  
Fax: 03-9486023

### **Myanmar**

10. Dr. Mya Maung  
Director General  
Department of Agricultural Planning  
Thiri Miningalar Avenue  
Off. Kaba Aye Pagoda Road  
Yankin, P.O. Yangon
- Phone: 01-665601, 665742 (Office), 01-663505 (Res.)  
Fax: 095-1-663984

### **Nepal**

11. Mr. Chakramehr Vajracharya  
Under Secretary  
Ministry of Local Development  
Shree Mahal, Pulchowk  
Lalitpur
- Phone: 977-1-522015 (Office), 977-1-533806 (Res.)  
Fax: 977-1-522045

12. Mr. Nayan Bahadur Khadka  
Director of Studies  
Local Development Training Academy (LDTA)  
Post Box No. 11980  
Jawalakhel, Lalitpur
- Phone: 521051, 522004 (Office), 528802 (Res.)  
Fax: 977-1-521521

#### **Pakistan**

13. Mr. Khumar Khan Mahsud  
Director General  
National Centre for Rural  
Development (NCRD)  
Park Road, Chak Shahzad  
Islamabad
- Phone: 241721 (Office), 829810 (Res.)

#### **Philippines**

14. Ms. Narcisa R. Umali  
Director  
Agriculture Staff  
National Economic and Development  
Authority (NEDA)  
Amber Avenue, Pasig  
Metro-Manila
- Phone: 632-631-3714 (Office)  
Fax: 632-633-6015

#### **Thailand**

15. Ms. Ratana Thanomsakyuth  
Senior Officer  
National FAO Committee  
Ministry of Agri. & Cooperatives  
Government of Thailand  
Rajadamnern Avenue  
Bangkok 10200
- Phone: 662-2819313 (Office), 864-1463 (Res.)  
Fax: 662-2819312

## **Vietnam**

16. Mr. Nguyen Minh Nhan  
Officer  
Department of Agricultural and Rural  
Development Policy  
Ministry of Agriculture and  
Rural Development  
Government of Vietnam  
Hanoi
- Phone: 844-8434675 (Office), 844-8770462 (Res.)

## **Embassy of Japan, Dhaka**

17. Mr. Yoichi Yamauchi  
Second Secretary  
Embassy of Japan  
Plot No. 5&7  
Dutabash Road  
Baridhara  
Dhaka 1212
- Phone: 870087 (Office)

## **FAO**

18. Dr. Ahmad S. Abbasi  
Programme Officer  
Food and Agriculture Organization (FAO)  
House No. 37  
Road No. 8  
Dhanmondi  
Dhaka
- Phone: 818015 - 8 (Office), 813973 (Res.)  
Telex: 642979 FAO BJ  
Fax: 880-2-813446

## **IRD Expert**

19. Ms. Yuriko Minamoto  
Project Advisor  
Global Link Management Inc.  
3-7-1 Tamagawa, Ichoka Bldg. 5Fl  
Setagaya-ku, Tokyo  
158 JAPAN
- Phone: 81-3-3708-2992 (Office), 81-424-86-7140 (Res.)  
Fax: 81-3-3708-8608  
Email: Yuriko-m@annic.co.jp

## **Former Directors**

20. Mr. Aziz-ul Haq  
Former Director  
CIRDAP  
167 Green Road  
Dhaka 1205  
  
Phone: 02-9118028 (Res.)  
Fax: 880-2-833321
21. Mr. A.T.M. Shamsul Haque  
Former Director, CIRDAP  
ACME Villa  
House No. 10, Road 121  
Gulshan, Dhaka 1212  
  
Phone: 881384 (Office), 883105 (Res.)

## **CIRDAP STAFF**

22. Mr. A.V.S. Reddy  
Director

### **Research Division**

23. Dr. Mustafa K. Mujeri  
Programme Officer (Research)
24. Ms. Lisa singh  
Assistant Programme Officer (Research)
25. Mr. Shafiqur Rahman  
Programme Associate
26. Mr. M.B. Siddiqui  
Research Associate
27. Ms. Zeenat Ahmad  
Research Associate

### **Pilot Projects Division**

28. Mr. V. Subramanian  
Programme Officer (Pilot Project)
29. Mr. Nguyen Quoc Tien  
Assistant Programme Officer (Pilot Project)

### **Training Division**

- 30. Ms. Rosalie Yanos Say  
Programme Officer (Training)
- 31. Mr. Soudchay Nhouyvanisvong  
Assistant Programme Officer (Training)

### **Information and Communication Division**

- 32. Ms. Leelangi Wanasundera  
Information and Communication Officer
- 33. Mr. Devi Prasad Mazumder  
Publication Assistant

### **Administration and Finance Division**

- 34. Mr. Ataur Rahman  
Administrative Officer-cum-Treasurer

### **JICA Expert in CIRDAP**

- 35. Dr. Hikaru Niki  
JICA Expert, CIRDAP

### **Planning Unit**

- 36. Dr. M.A. Momin  
Officer on Special Duties

### **AIM Facilitators**

- 37. Prof. Leonardo B. Silos  
Asian Institute of Management (AIM)  
Makati, Philippines
- 38. Prof. (Mrs.) Soledad A. Hernando  
Asian Institute of Management (AIM)
- 39. Prof. Robert C. Bastillo  
Asian Institute of Management (AIM)
- 40. Mr. Maurino P. Bolante  
Consultant  
Asian Institute of Management (AIM)
- 41. Mrs. Miralinda Q. Cailipan  
CDM Executive Assistant  
Asian Institute of Management (AIM)

**Universalialia, Canada**

42. Dr. Charles Lusthaus  
Universalialia Management Group  
5252 de Maisonneuve Ouest # 310  
Montreal, Quebec, Canada H4A 3S5

**CIRDAP Secretariat**

43. Mr. Samir Kumar Roy  
Secretary (Training)  
CIRDAP
44. Mr. Nasim Al-Rashid  
Secretary (Research)  
CIRDAP



## WORKSHOP GROUPS

# CIRDAP STRATEGIC PLANNING WORKSHOP

30 November to 02 December 1996

CDM, Rajendrapur, Gazipur, Bangladesh

## Grouping of Participants

Group - I Classroom # 5	Group - II Conference Hall	Group - III Classroom # 6
1. Mr. Md. Abdul Quddus, Bangladesh	1. Mr. Abdul Basir Hotak, Afghanistan	1. Mr. Ram Chandra Choudhury, India
2. H.E. Mr. Hadi Wayarabi Alhadar, Indonesia	2. Mr. Ghulam Murtaza, Bangladesh	2. Mr. H.T.A. Manan, Indonesia
3. Mr. Phouvieng Latdavong, Lao PDR	3. Mr. Anil Kumar, India	3. Mr. Nayan Bahadur Khadka, Nepal
4. Mr. Faisal Abdullah, Malaysia	4. Mr. Bounliep Chounthavong, Lao PDR	4. Mr. Khumar Khan Mahsud, Pakistan
5. Dr. Mya Maung, Myanmar	5. Mr. Nguyen Minh Nhan, Vietnam	5. Ms. Ratana Thanomsakyuth, Thailand
6. Mr. Chakramehr Vajracharya, Nepal	6. Mr. Aziz-ul Haq, Former Director, CIRDAP	6. Mr. A.T.M. Shamsul Haque, Former Director, CIRDAP
7. Ms. Narcisa Umali, Philippines	7. Dr. H. Niki, JICA Expert	7. Dr. Ahmad S. Abbasi, FAO
8. Ms. Yuriko Minamoto, IRD Expert, Japan	8. Ms. Leelangi Wanasundera, CIRDAP	8. Mr. Yoichi Yamauchi, Japan
9. Mr. A.V.S. Reddy, Director, CIRDAP	9. Mr. Soudchay Nhoyvanisvong, CIRDAP	9. Dr. M.K. Mujeri, CIRDAP
10. Mr. V. Subramanian, CIRDAP	10. Mr. Shafiqur Rahman, CIRDAP	10. Ms. Rosalie Y. Say, CIRDAP
11. Mr. Ataur Rahman, CIRDAP	11. Dr. M.A. Momin, CIRDAP	11. Mr. Nguyen Quoc Tien, CIRDAP
12. Ms. Lisa Singh, CIRDAP	12. Ms. Zeenat Ahmed, CIRDAP	12. Mr. D.P. Mazumder, CIRDAP
13. Mr. M.B. Siddiqui, CIRDAP		
<b>Rapporteurs:</b> Lisa Singh/M.B. Siddiqui	<b>Rapporteurs:</b> Soudchay N./Shafiqur Rahman/ Zeenat Ahmed	<b>Rapporteurs:</b> Rosalie Y. Say/D.P. Mazumder/ N.Q.Tien

PRESENTATION MATERIALS OF THE REPORT ON THE  
INSTITUTIONAL SELF-ASSESSMENT OF CIRDAP

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# C I R D A P

## INSTITUTIONAL SELF-ASSESSMENT

CIRDAP Institutional  
Self-Assessment

## **OUTLINE OF PRESENTATION**



**BACKGROUND**



**RATIONALE FOR GETTING INVOLVED IN THE SELF-ASSESSMENT PROCESS**



**METHODOLOGY/APPROACH**



**SUMMARY OF FINDINGS/KEY ISSUES**

## **BACKGROUND**

- CHANGE IN DONOR THINKING
  - SHORT-TERM PROJECT SUPPORT TO A MORE INTEGRATED SUPPORT
- CLARIFY THE CONCEPT OF INSTITUTIONAL CAPACITY
- FRAMEWORK WAS DEVELOPED BY IDRC AND UNIVERSALIA MANAGEMENT GROUP
- UTILITY OF FRAMEWORK FOR SHARING TO PARTNER INSTITUTIONS
- CIRDAP SELF-ASSESSMENT PROJECT STARTED IN APRIL 1996
- THIS PRESENTATION SUMMARIZES THE DRAFT REPORT
- THE NEXT STEP IS THE STRATEGIC PLANNING WORKSHOP

## **RATIONALE FOR GETTING INVOLVED**

- ✓ CIRDAP GETS THE OPPORTUNITY TO RECEIVE AND LEARN THE FRAMEWORK WITH IDRC'S ASSISTANCE
- ✓ ON THE BASIS OF THE LEARNING EXPERIENCE, CIRDAP WOULD BE ABLE TO DEVELOP ITS OWN TOOL AND INTERNAL SYSTEM FOR REGULAR MONITORING AND ASSESSMENT OF ORGANIZATIONAL PERFORMANCE
- ✓ THE EXPERIMENTATION OFFERS OPPORTUNITY FOR DEVELOPING THE PROCESS AND TRANSFERRING THE KNOWLEDGE AND TECHNIQUES TO MEMBER COUNTRIES WHO ARE INTERESTED TO DO THEIR OWN ORGANIZATIONAL ANALYSIS
- ✓ AS A PARTNER INSTITUTION OF IDRC, CIRDAP WOULD BE ABLE TO CONTRIBUTE TO THE FIELD TESTING OF THE CONCEPT

## **METHODOLOGY/APPROACH**



FRAMEWORK/BASIC CONCEPTS



INSTRUMENTS FORMULATED/DATA SOURCES



LIMITATIONS



## **INSTRUMENTS/DATA SOURCES**



### **INSTRUMENTS**

- **SELF-ASSESSMENT MATRIX**
  - **ELEMENTS OF PERFORMANCE (EFFECTIVENESS, EFFICIENCY, RELEVANCE)**
  - **SET OF QUESTIONS RELATING TO THE ELEMENTS**
  - **INDICATORS**
- **SURVEY QUESTIONNAIRES (LINK INSTITUTIONS, DONORS, COLLABORATORS (PARTNER INSTITUTIONS))**
- **INTERVIEW AND FOCUS GROUP PROTOCOLS**
- **CIRDAP GROUP EXERCISE**



### **DATA SOURCES**

- **PRIMARY SOURCES (SURVEY, INTERVIEWS/FOCUS GROUP DISCUSSIONS, GROUP EXERCISE)**
- **SECONDARY SOURCES (REPORTS/PUBLISHED DOCUMENTS)**

## **SOME BASIC CONCEPTS**

**(BASED ON INSTITUTIONAL ASSESSMENT FRAMEWORK)**

### **◇ INSTITUTIONAL SELF-ASSESSMENT**

**A SYSTEMATIC PROCESS ON HOW AN ORGANIZATION CAN DEVELOP ITS OWN “INTERNAL SYSTEM AND LANGUAGE” TO ASSESS PERFORMANCE AND STRENGTHEN CAPACITY**

### **◇ PERFORMANCE**

**IT IS DEFINED UNDER THREE (3) BROAD AREAS:**

- PERFORMANCE IN ACTIVITIES THAT SUPPORT THE MISSION (EFFECTIVENESS)**
- PERFORMANCE IN RELATION TO RESOURCES AVAILABLE (EFFICIENCY)**
- PERFORMANCE IN RELATION TO LONG-TERM VIABILITY OR SUSTAINABILITY (RELEVANCE)**

## ◇ CAPACITY STRENGTHENING

AN ON-GOING PROCESS BY WHICH PEOPLE AND SYSTEMS, OPERATING WITHIN DYNAMIC CONTEXTS, LEARN TO DEVELOP AND IMPLEMENT STRATEGIES IN PURSUIT OF THEIR OBJECTIVES FOR INCREASED PERFORMANCE IN A SUSTAINABLE WAY

# **INSTITUTIONAL SELF-ASSESSMENT FRAMEWORK**



## **FOUR DIMENSIONS CONSIDERED IN THE FRAMEWORK**

- EXTERNAL ENVIRONMENT
- INTERNAL CAPACITY
- ORGANIZATIONAL MOTIVATION
- ASPECTS OF ORGANIZATIONAL PERFORMANCE

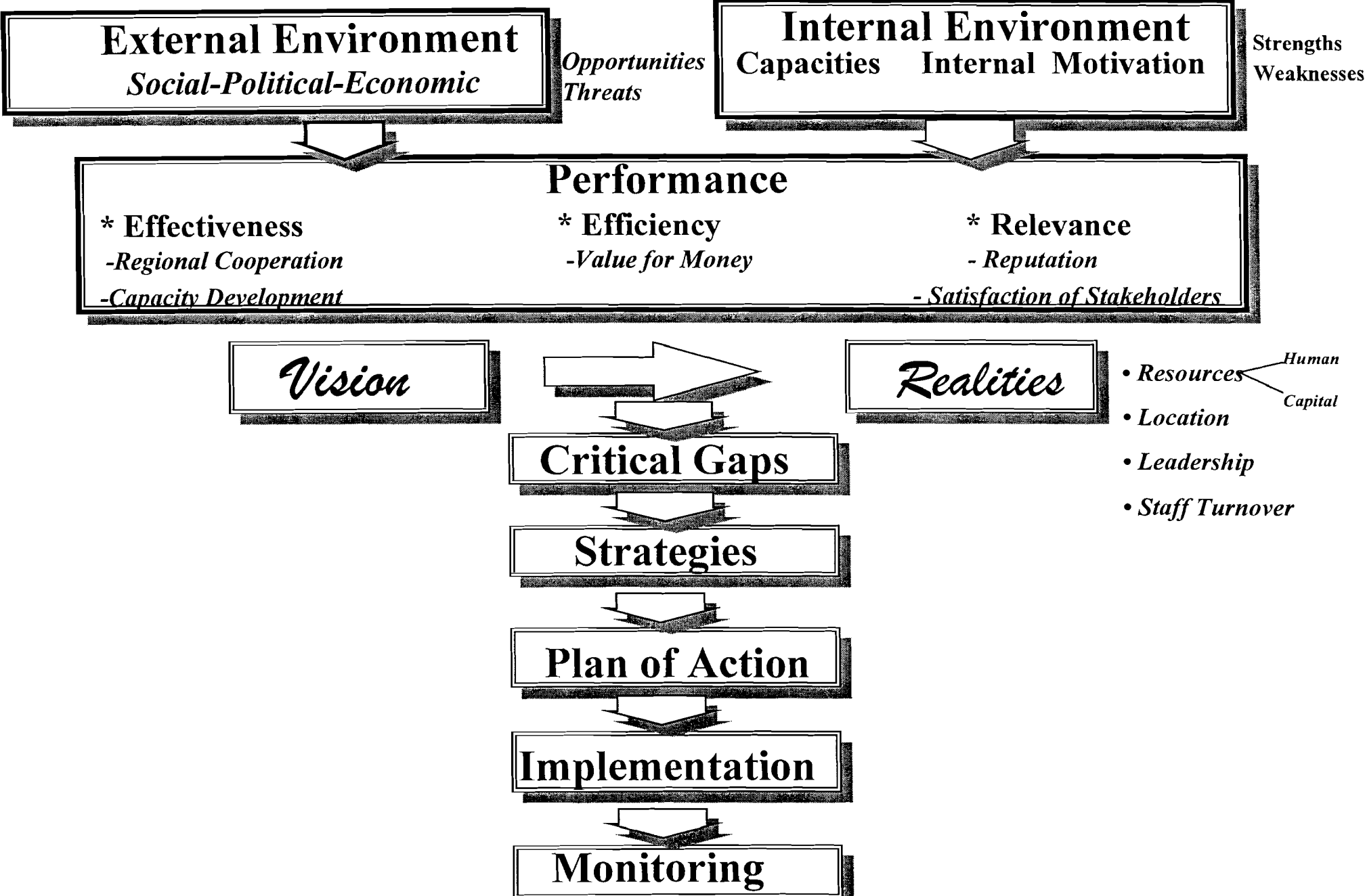


## **THE FRAMEWORK MEANT TO:**

- GUIDE IN PROFILING THE ORGANIZATION  
(FOR CIRDAP - THIS MEANS TAKING STOCK OF ITS RESOURCES, ADDRESSING WEAK AREAS OR GAPS, AND BUILT ON ITS STRENGTHS)
- TARGET RESOURCES TO AREAS OF GREATEST NEED TO ULTIMATELY RESULT IN IMPROVED PERFORMANCE

(FOR CIRDAP - THIS MEANS USING RESOURCES AND IMPLEMENTING ACTIVITIES IN AREAS WHICH WILL RESULT IN GREATER IMPACT IN ACHIEVING THE CENTRE'S MISSION)

# CIRDAP Institutional Self Assessment Framework



## **MISSION/MAIN CONCERNS**

1970s

PROMOTE AND  
STRENGTHEN  
IRD PROGRAMMES  
AND ACTIVITIES  
IN THE REGION

+

MID 1980s

ALLEVIATE RURAL  
POVERTY AND  
ENSURE PARTICIPATION  
OF THE RURAL  
POOR IN THE  
DEVELOPMENT PROCESS

## **EXTERNAL ENVIRONMENT**

- CONTINUED PRIORITY FOR RURAL DEVELOPMENT AND POVERTY ALLEVIATION
- GC-10 SUPPORTS CIRDAPS ROLE IN RURAL DEVELOPMENT AND POVERTY ALLEVIATION
- EXISTING TECHNOLOGY HAS POSITIVE AND NEGATIVE ASPECTS
- CIRDAP CONTACT MINISTRIES AND LINK INSTITUTIONS ARE SUPPORTIVE
- MEMBERSHIP HAS INCREASED
- NEW DONOR PARTNERSHIPS
- MORE COMPETITIVE ENVIRONMENT

## **CONCERNS**

- IN-COUNTRY NEED FOR EXPERIENCE COORDINATION
- THOUGH MEMBERS INCREASING STILL DOES NOT REPRESENT ASIA AND THE PACIFIC
- CIRDAP NEEDS TO FIND ROLE IN COMPETITIVE ENVIRONMENT

# **INSTITUTIONAL CULTURE AND CAPACITY**

THE CENTRE'S MANDATE FORMALLY ARTICULATES ITS ORGANIZATIONAL PURPOSE BUT THE ORGANIZATION'S CULTURE PROVIDES LIFE TO ITS MANDATE. ORGANIZATIONAL CULTURE AND MOTIVATION DRIVE THE ORGANIZATION TO PERFORM AND RISE ABOVE ITS CONSTRAINTS

AN UNDERSTANDING OF THE ORGANIZATION'S INTERNAL CAPACITY HELPS IT TO BUILD ON ITS STRENGTHS AND ADDRESS ITS WEAKNESSES. THE KNOWLEDGE OF ITS CAPACITY HELPS CUSHION THE EFFECTS OF EXTERNALITIES BROUGHT ABOUT BY CHANGES IN THE ENVIRONMENT.



## **INSTITUTIONAL CULTURE**

### **FINDINGS:**



#### **ORGANIZATIONAL VALUE REFLECTS:**

- CLEAR UNDERSTANDING OF THE CENTRE'S WORK
- A BELIEF IN THE VALUE OF THEIR CONTRIBUTION TO THE ORGANIZATION
- A RELATIVELY GOOD WORKING RELATIONSHIP/ COLLABORATION
- A SHARED BELIEF IN THE IMPORTANCE OF LEARNING AND INNOVATIVE THINKING
- A STRONG BELIEF IN EMPHASIZING QUALITY OF OUTPUTS AND SERVICES AND INNOVATION

### **ISSUES/CONCERNS:**



IT IS IMPORTANT THAT MEMBERS RECOGNIZED THE VALUE OF A WELL-FUNCTIONING COMMUNICATION AND COORDINATION SYSTEM. AS POINTED OUT, A WELL-FUNCTIONING NETWORK IS CRUCIAL TO THE CENTRE'S SUCCESS IN MEETING ITS MANDATE. THERE IS A NEED TO LOOK AT THIS NETWORK MORE CLOSELY TO STRENGTHEN THE WORKING AND COLLABORATIVE RELATIONSHIP.



THERE IS A NEED TO IMPROVE INTERDIVISIONAL RELATIONSHIP SINCE THERE IS A TENDENCY TO BE COMPARTMENTALIZED IN LIGHT OF A VERY LIMITED JOINT INTER-DIVISION ACTIVITIES AND PROJECTS.

**Fig. 1 Staff Survey on Organizational Value**

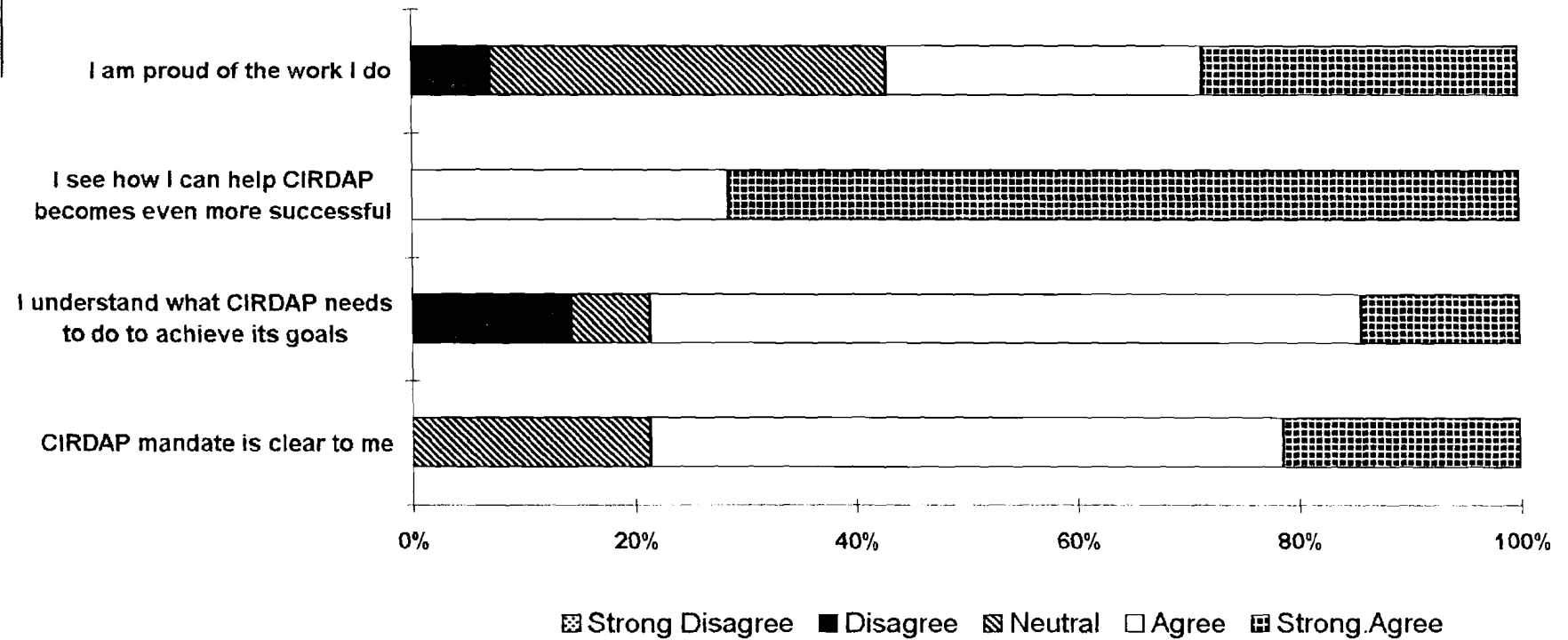
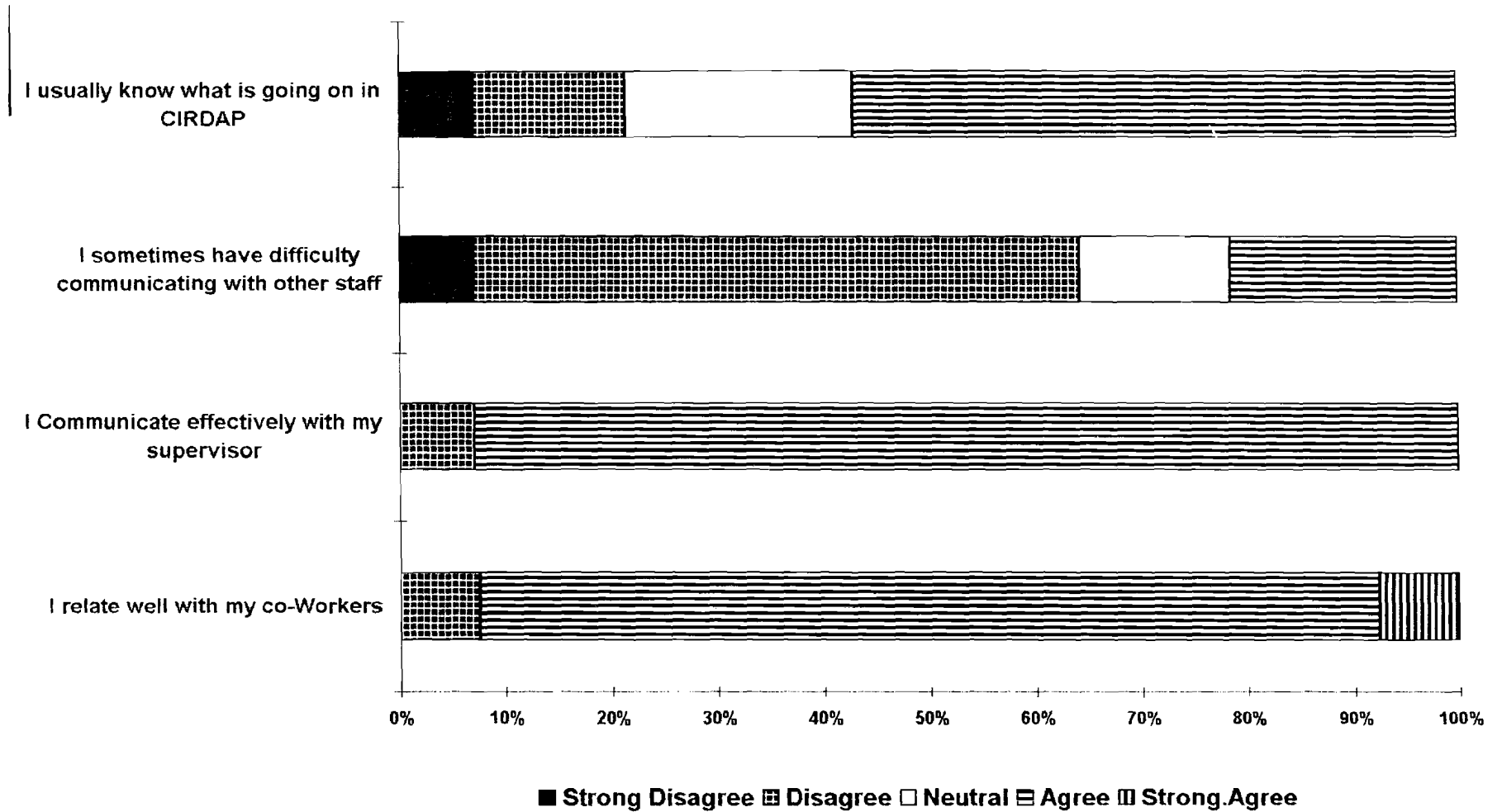
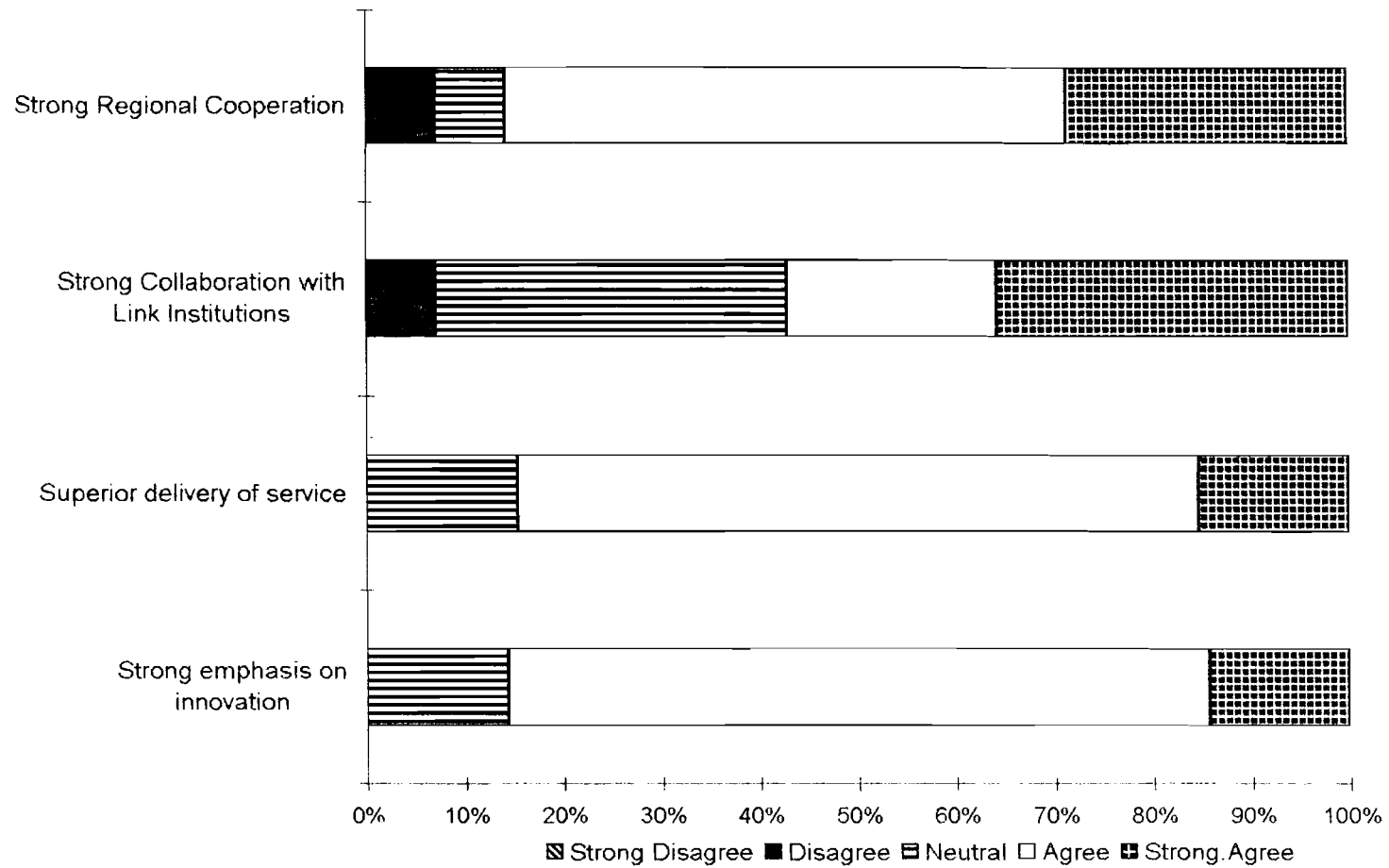


Fig. 2 Staff Survey on Communication and Working Relationship



**Fig. 3 Staff Survey on Quality of Outputs and Collaboration**



## **INSTITUTIONAL CAPACITY**

### **FINDINGS:**



#### **AMONG THE ORGANIZATIONAL STRENGTHS:**

- GOVERNING STRUCTURE THAT IS CONSIDERED AN APPROPRIATE MECHANISM TO FACILITATE IMPLEMENTATION OF CIRDAP PROJECTS AND ACTIVITIES IN MEMBER COUNTRIES.
- REORGANIZED CIRDAP STRUCTURE THAT IS MEANT TO BETTER RESPOND TO CHANGING NEEDS AND PRIORITIES.
- SUB-REGIONAL OFFICE IN SOCSEA WHICH IS EXPECTED TO ASSIST IN EXPANDING MEMBERSHIP.
- RELATIVELY WELL-FUNCTIONING COMMUNICATION AND FEEDBACK SYSTEM.
- RELATIVELY GOOD REGIONAL REPRESENTATION OF STAFF FROM AMONG MEMBER COUNTRIES AND A SUPPORTIVE STAFF.
- AN OFFICE AND PHYSICAL FACILITIES THAT ARE ADEQUATE TO SUPPORT THE CENTRE'S ACTIVITIES.



#### **AMONG THE INSTITUTIONAL WEAKNESSES:**

- ABSENCE OF A CRITICAL MASS OF TECHNICAL STAFF TO CARRY OUT THE CENTRE'S ACTIVITIES (SEE TABLES 2-4)

- INADEQUATE SALARY/INCENTIVE SYSTEM (SEE FIGURE 5)
- A WEAK IN-HOUSE PLANNING SYSTEM TO ASSIST THE CENTRE IN ITS STRATEGIC PLANNING ACTIVITIES
- A WEAK IN-HOUSE M&E SYSTEM TO SUPPORT MANAGEMENT INFORMATION REQUIREMENTS.



### **NICHE**

- SPECIAL NICHE IN MACRO-LEVEL POLICY STUDIES IN POVERTY ALLEVIATION IN THE REGION
- CIPS HAS BEEN AN IMPORTANT PROGRAMME AREA
- POTENTIAL TRAINER WITH REGIONAL RESOURCE BASE
- POTENTIAL MULTI-COUNTRY INFORMATION AND DOCUMENTATION CENTRE

### **ISSUES/CONCERNS:**



NEED TO CONSIDER SYNCHRONIZING THE EC AND GC MEETING



STAFFING CONSTRAINTS NEED TO BE ADDRESSED

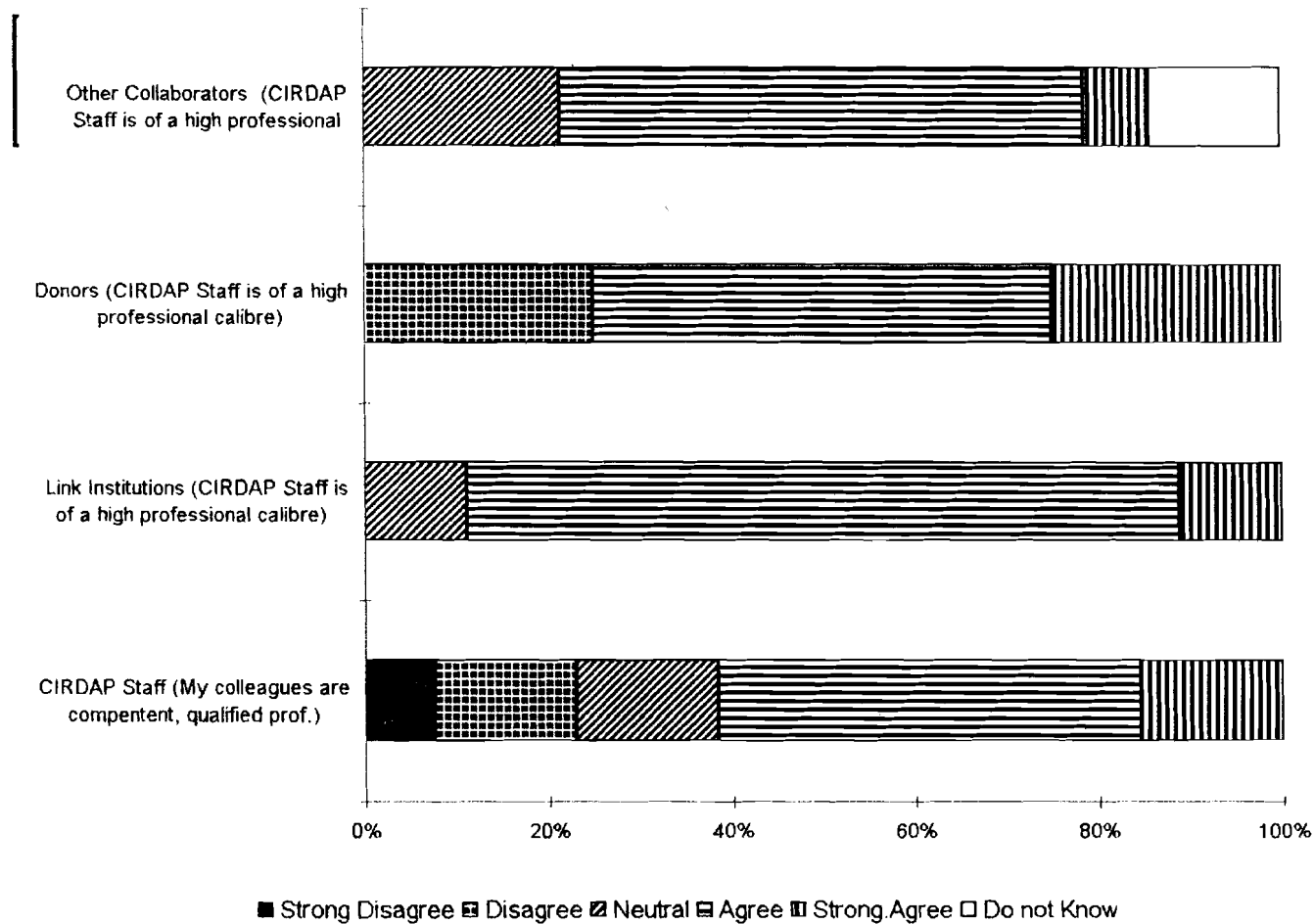


STAFF AND CAREER DEVELOPMENT ARE AREAS THAT NEED TO BE IMPROVED.

- ✓ NEED TO IMPROVE THE SALARY STRUCTURE TO MAKE IT MORE COMPETITIVE
- ✓ NEED TO STRENGTHEN PLANNING UNIT TO DO STRATEGIC PLANNING AND MONITORING ACTIVITIES.
- ✓ NEED TO DEVELOP A MONITORING AND EVALUATION SYSTEM IN CIRDAP TO EFFECTIVELY MONITOR PROJECT IMPLEMENTATION AND PERFORMANCE.
- ✓ THE NETWORK AS PREVIOUSLY MENTIONED IS ONE OF THE CENTRE'S STRONGEST ASSET. THERE IS A NEED TO STRENGTHEN THIS NETWORK ARRANGEMENT AND RELATIONSHIP.
- ✓ NICHE SPECIALIZATION VS. DIVERSIFIED ACTIVITIES IN ACHIEVING KEY SERVICES
- ✓ ABSENCE OF A STABLE, LONG TERM FINANCIAL BASE WHICH MAKES THE CENTRE'S PROJECTS HIGHLY DONOR-DEPENDENT
- ✓ ABSENCE OF A CRITICAL MASS OF TECHNICAL STAFF WHO WILL PROVIDE THE CENTRE'S HUMAN RESOURCE BASE TO CARRY ON ITS PROJECT ACTIVITIES
- ✓ COLLABORATION WITH EXISTING NETWORK AND OTHER RURAL DEVELOPMENT PLAYERS/ORGANIZATION

# *Institutional Motivation and Capacity* *Capacity*

**Fig.4 Survey on the Perception on the Quality of Staff**





**Fig. 5 Staff Survey on Career and Staff Development**

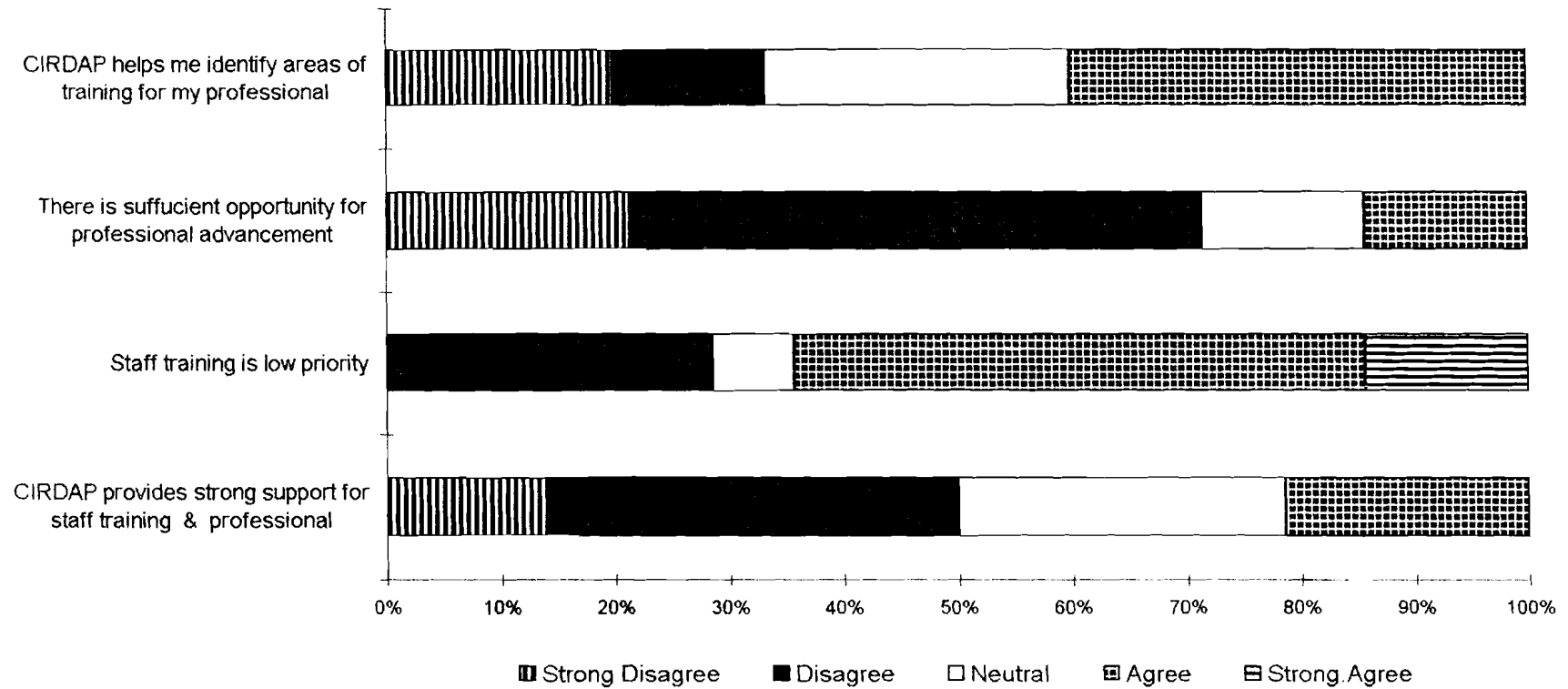
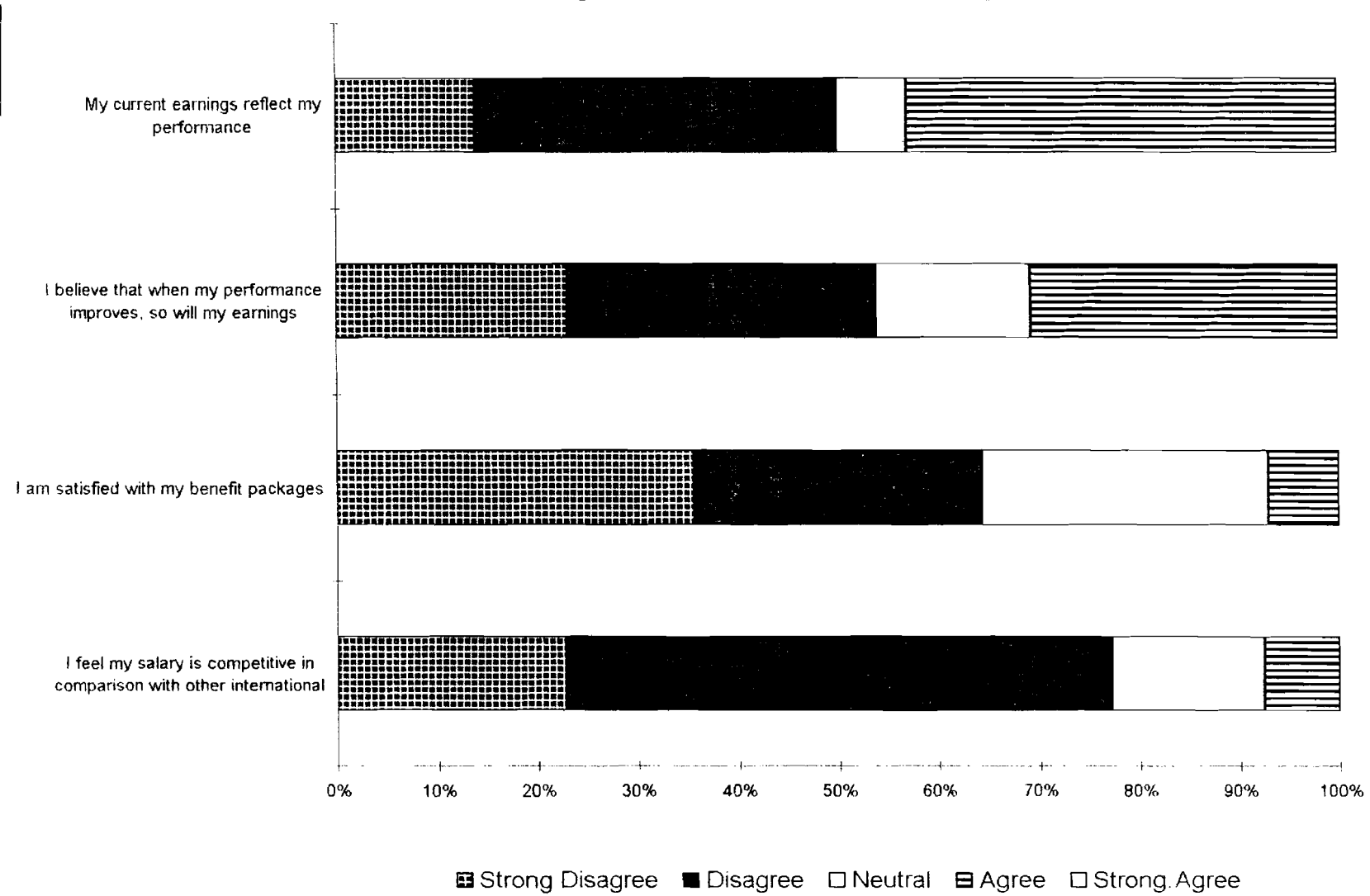





Fig. 6 Staff Survey on Incentive System



## **PERFORMANCE**

-  **EFFECTIVENESS (AS IT RELATES TO THE CENTRE'S MISSION)**
-  **EFFICIENCY (AS IT RELATES TO UTILIZATION OF RESOURCES)**
-  **RELEVANCE (AS IT RELATES TO VIABILITY AND SUSTAINABILITY OVER THE LONG-TERM)**

## **EFFECTIVENESS**

OVERALL, THE CENTRE HAS BEEN ABLE TO DELIVER SERVICES TO CMCs AND MEET ITS OBJECTIVES

### **FINDINGS:**

- ✓ OUTPUT-WISE, THE CENTRE INITIATED 176 PROJECTS, DISTRIBUTED INTO 63 RESEARCH, 20 ACTION RESEARCH, 67 TRAINING AND 26 DOCUMENTATION AND INFORMATION PROJECTS (SEE FIGURE 8)

**RESEARCH** COVERED ISSUES SUCH AS IRD, NON-FARM EMPLOYMENT, WOMEN AND DEVELOPMENT, COOPERATIVES, RURAL TECHNOLOGY AGRARIAN REFORM, M&E, MONITORING ADJUSTMENT POVERTY

**ACTION RESEARCH PROJECTS** COVERED 20,900 HOUSEHOLD BENEFICIARIES IN 142 VILLAGES, WITH A TOTAL SEED FUND OF US \$160,000

**TRAINING** COVERED TOPICS SUCH AS PROJECT PREPARATION AND ANALYSIS, WOMEN, M&E, POST-HARVEST LOSS PREVENTION, ENVIRONMENT, TRAINING METHODOLOGY, DISASTER MANAGEMENT. IT IS PARTICIPATED BY ABOUT 3,400 PARTICIPANTS FROM CMC AND NON-CMCs OF WHICH 25% ARE WOMEN.

### **DOCUMENTATION AND INFORMATION**

ESTABLISHED LINKS WITH 25 INSTITUTIONS WORLD-WIDE UNDER ITS EXCHANGE PROGRAMME ON RURAL DEVELOPMENT; 65 REGULAR SUBSCRIBERS OF CIRDAP JOURNAL; DISTRIBUTION LIST OF 100 INSTITUTIONS

- ✓ THE FOCUS OF ACTIVITIES ARE CONSISTENT WITH THE CENTRE'S MAIN CONCERNS SUCH THAT IRD-RELATED TOPICS/ISSUES WERE PURSUED IN THE EARLY YEARS OF ITS OPERATION WHILE ACTIVITIES IN THE 1980S UNTIL NOW GRAVITATED TOWARDS ADDRESSING ISSUES OF RURAL POVERTY AND PARTICIPATION IN THE DEVELOPMENT PROCESS.
- ✓ THE INPUTS OF SEVERAL PROJECTS INDICATE POSITIVE CONTRIBUTION TO CMCs RURAL DEVELOPMENT POLICIES, HUMAN RESOURCE DEVELOPMENT AND REGIONAL COOPERATION.
- ✓ MAJORITY OF THOSE SURVEYED AGREED THAT CIRDAP PROVIDES QUALITY OF SERVICE AND ITS PROJECTS HAVE POSITIVE IMPACTS (SEE FIGURE 10 - 12)

## **EFFECTIVENESS**

### **ISSUES/CONCERNS:**

- ✓ CONCERNS HAVE BEEN RAISED ON THE SUSTAINABILITY AND REPLICABILITY OF ACTION RESEARCH PROJECTS
- ✓ IMPLEMENTATION OF TOO MANY SMALL PROJECTS RESULTS IN SPREADING RESOURCES TOO THINLY TO ENABLE PROJECTS TO ACHIEVE CONSIDERABLE IMPACT.
- ✓ REGULAR FOLLOW-UP OF PAST PARTICIPANTS OF TRAINING COURSES ARE NOT UNDERTAKEN, HENCE, SUCH THAT IN MOST CASES, THEY CANNOT BE UTILIZED AS RESOURCE PERSONS FOR TRAINING.

Fig. 7 Survey on CIRDAP Policy and Decision Making Processes

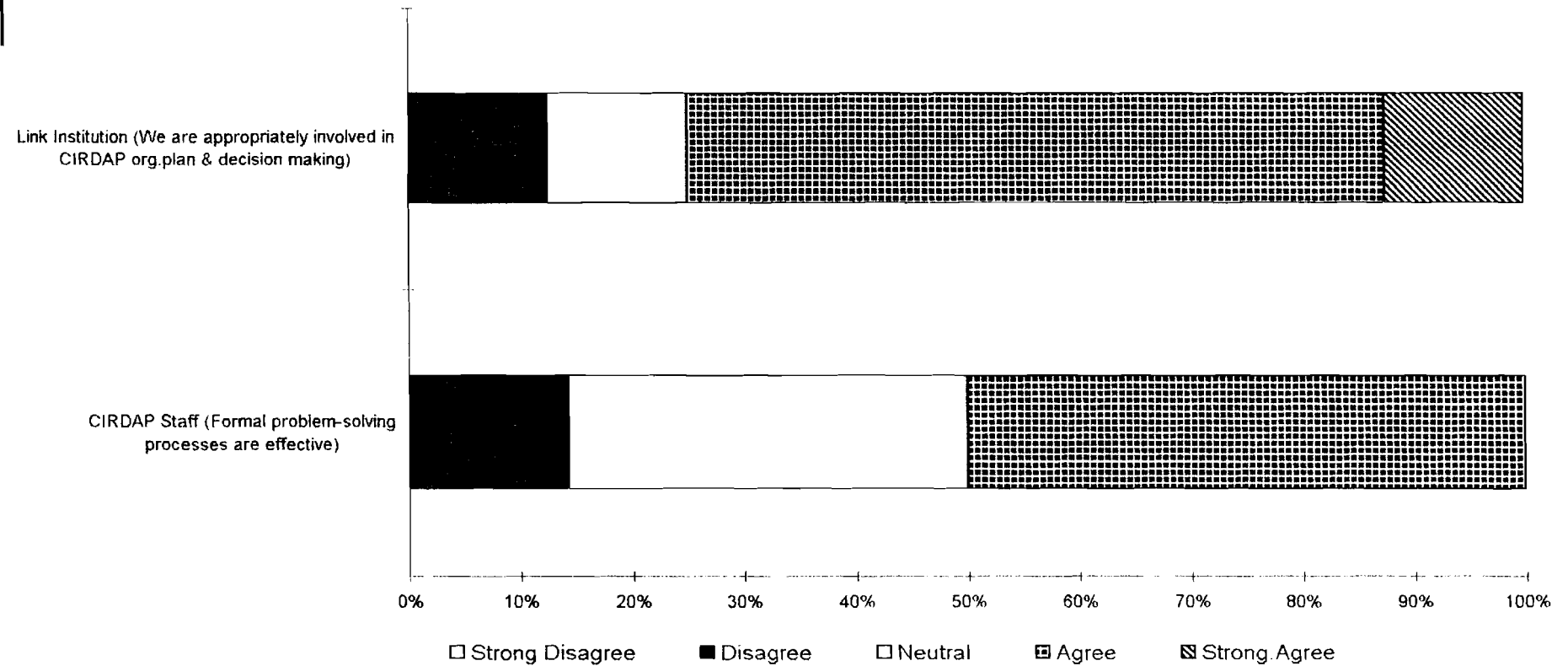


Fig. 8 Participation of CMCs in CIRDAP Projects  
As of 30 September 1996

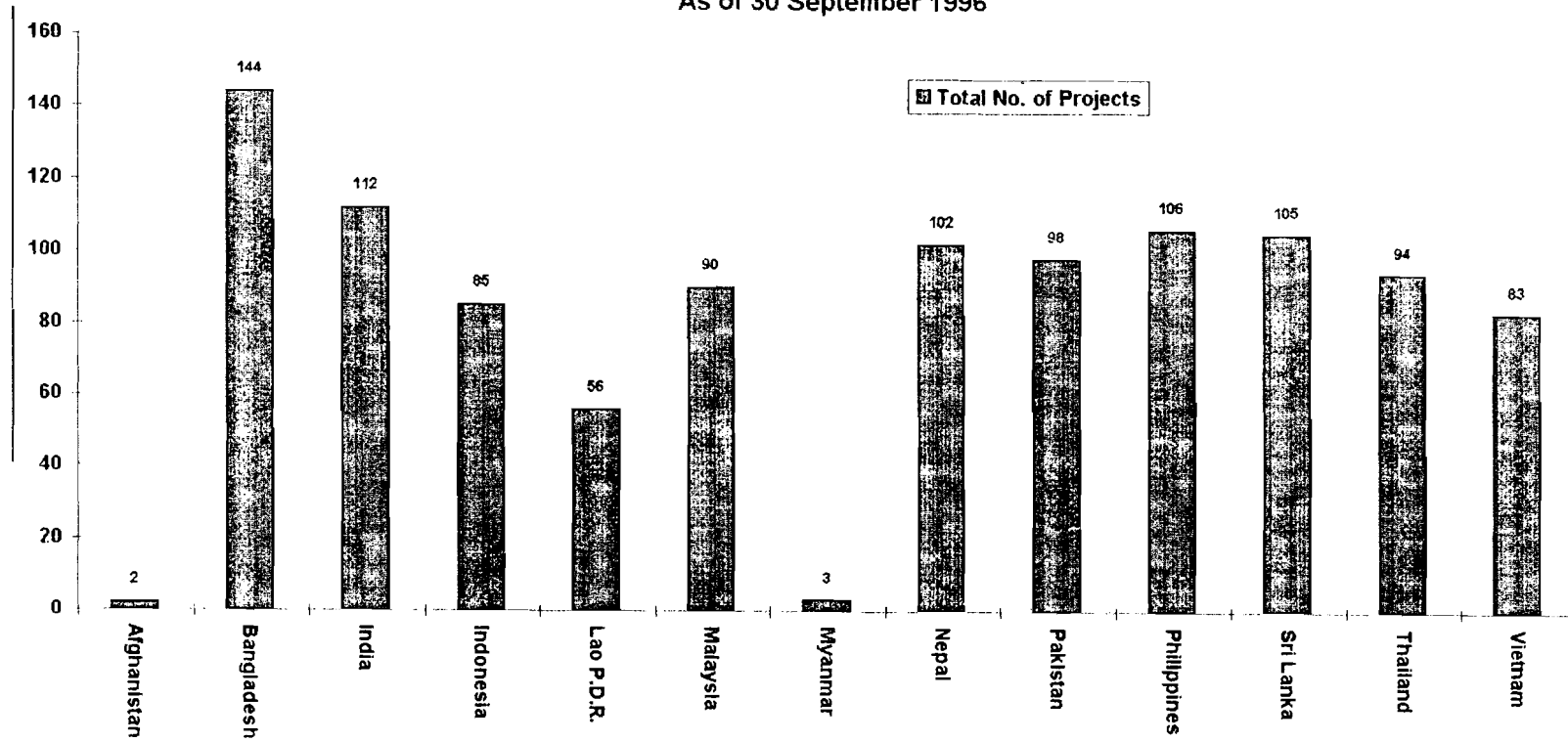




Fig.9 CMCs Contribution and Funds Expended for Projects in CMCs (1979-80 to 1994-95)

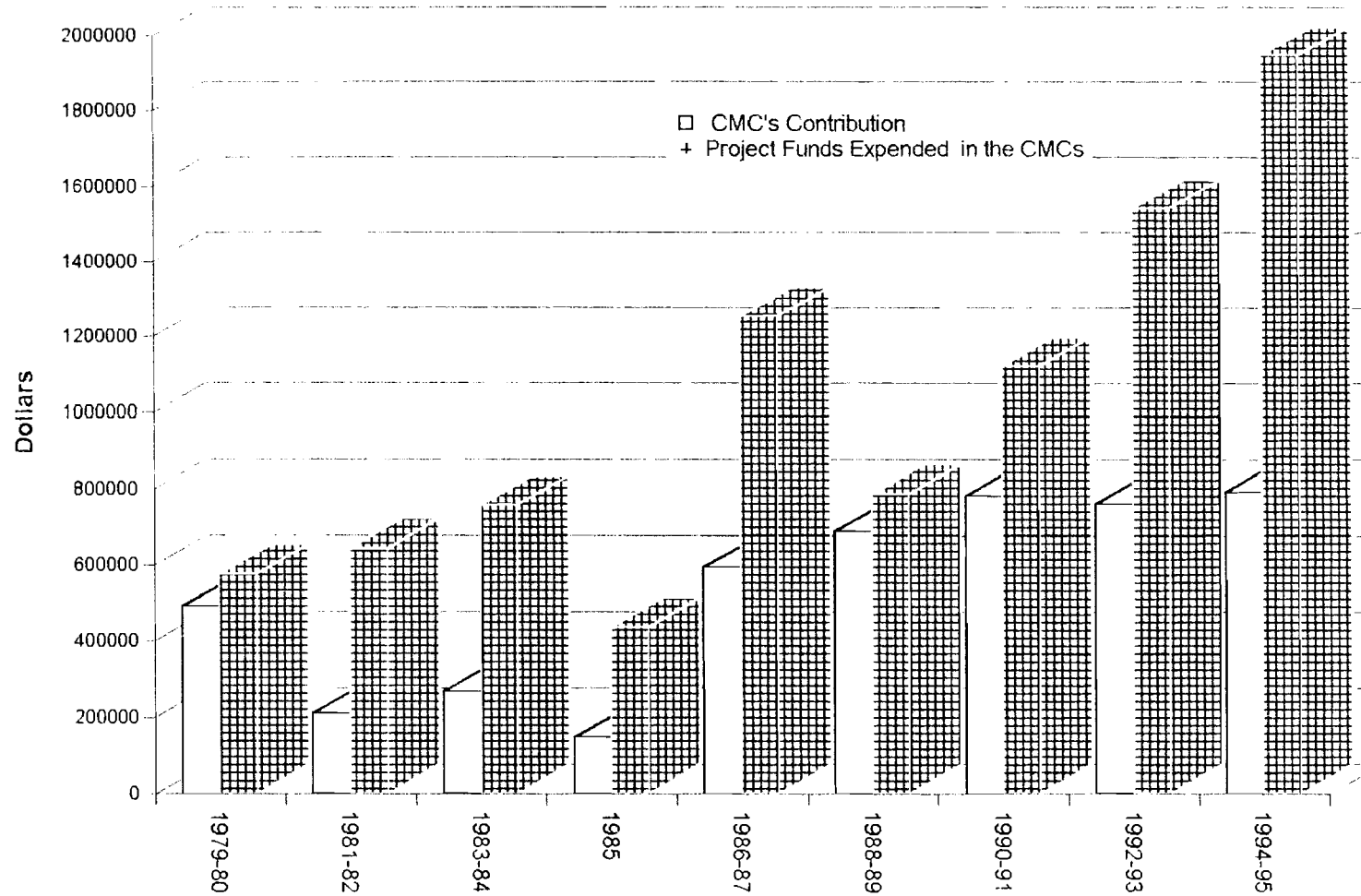
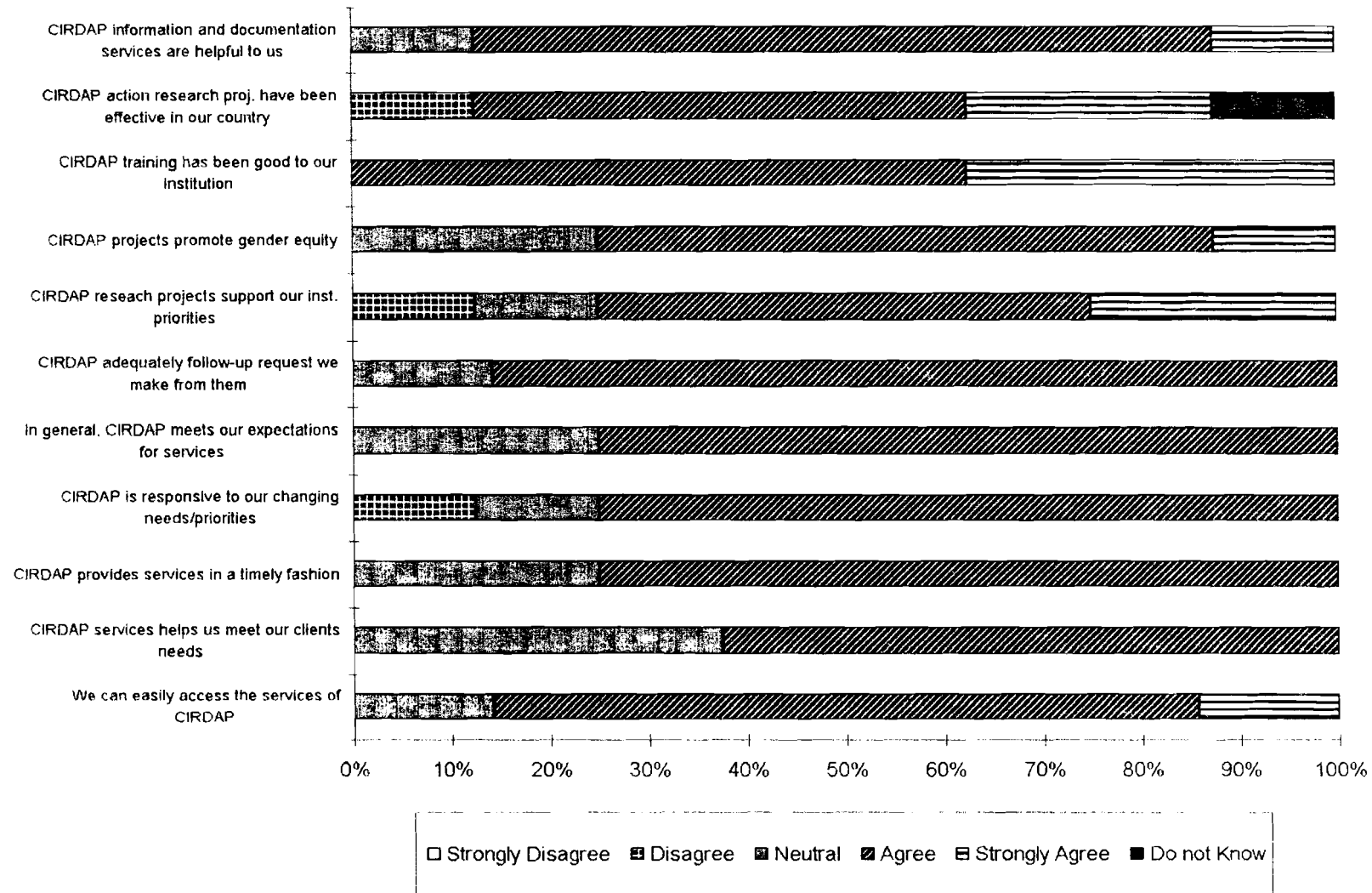
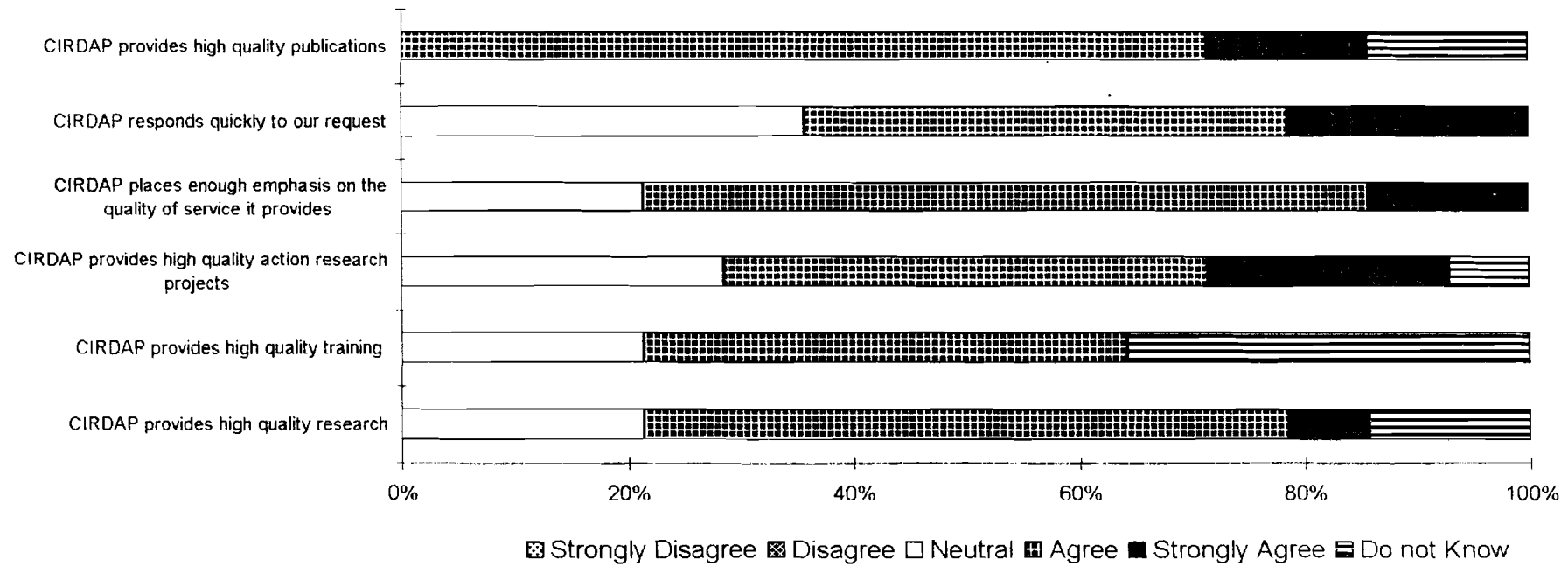


Fig. 10 Link Institution Survey on Quality of Client Services

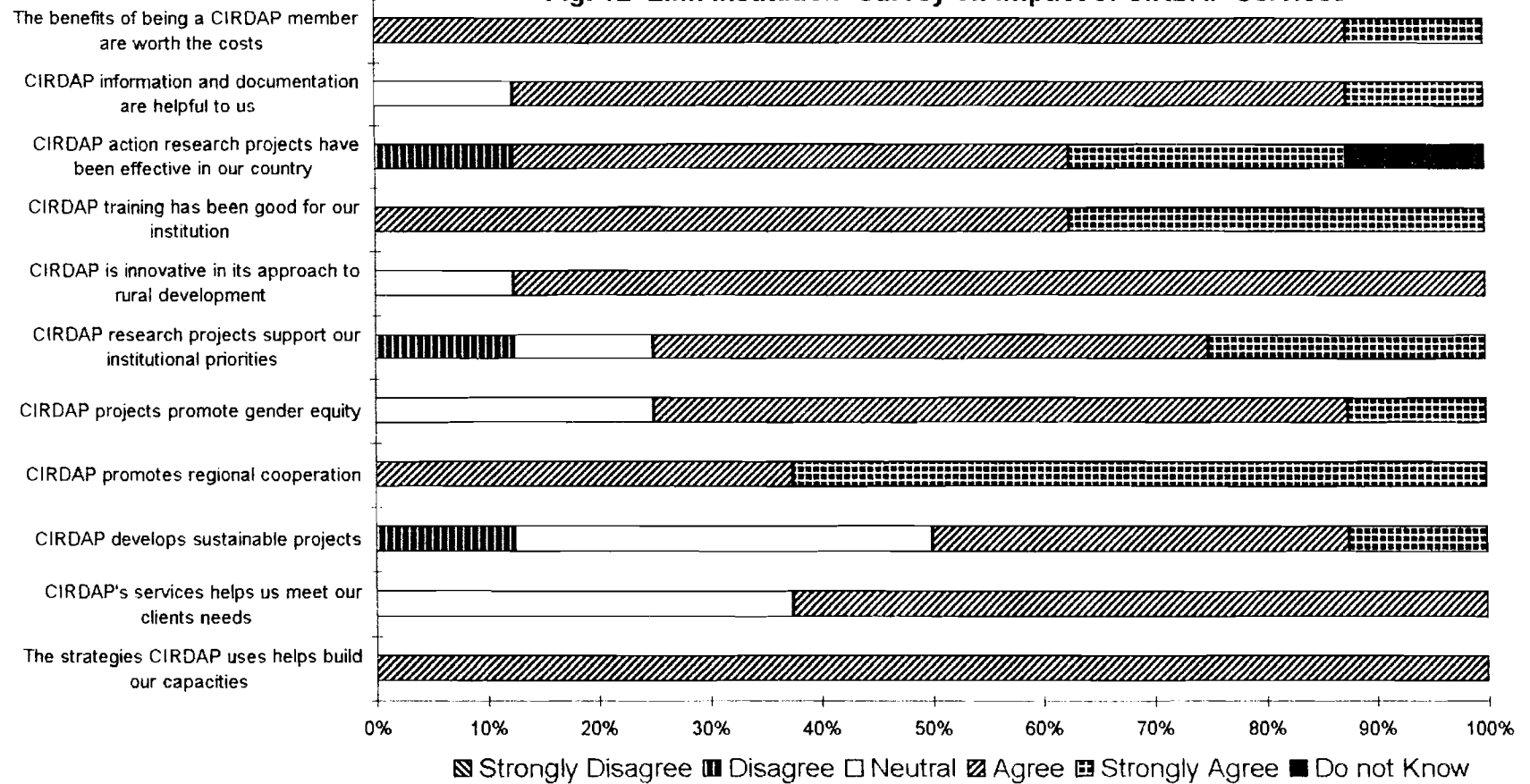


**Fig. 11 Collaborators/Partner Institutions Survey on Quality of Client Services**




Performance  
Relevance

Fig. 12 Link Institution Survey on Impact of CIRDAP Services



## **EFFICIENCY (FINANCIAL PERFORMANCE)**

 ADMINISTRATIVE BUDGET (GENERAL FUND)

 PROGRAMME BUDGET (TRUST FUND)

### **ADMINISTRATIVE BUDGET**

CMC CONTRIBUTION + EARNINGS (OVERHEAD AND SUPPORT SERVICE CHARGES ON PROJECTS AND INTERESTS EARNED ON DEPOSITS)

### **PROGRAMME BUDGET**

CONTRIBUTIONS MADE BY DONORS FOR SPECIFIC PROJECTS + SPECIAL RESERVE FUND (INTERESTS EARNED ON DEPOSITS)

## **EFFICIENCY (FINANCIAL PERFORMANCE)**

### **ADMINISTRATIVE BUDGET (GENERAL FUND)**

#### **FINDINGS:**

##### CMC CONTRIBUTION

- ✓ DURING THE FIRST BIENNIUM (1979-1980), THE GENERAL FUND BUDGET WAS FULLY FINANCED BY CMC CONTRIBUTION
- ✓ SINCE THEN, THE LEVEL OF CMC CONTRIBUTION HAVE BEEN ABLE TO MEET ONLY PART OF THE CENTRE'S ADMINISTRATIVE BUDGET.
- ✓ FOR THE LAST THREE BIENNIA (1990-91 TO 1994-95), THE LEVEL OF CONTRIBUTION HAS NOT INCREASED.

##### EARNINGS

- ✓ AMOUNT HAS DECLINED DURING THE LAST SIX YEARS

##### ADMINISTRATIVE EXPENDITURE

- ✓ EXPENDITURE INCREASED PRIMARILY DUE TO INFLATIONARY PRESSURE AND NORMAL ANNUAL SALARY INCREASES

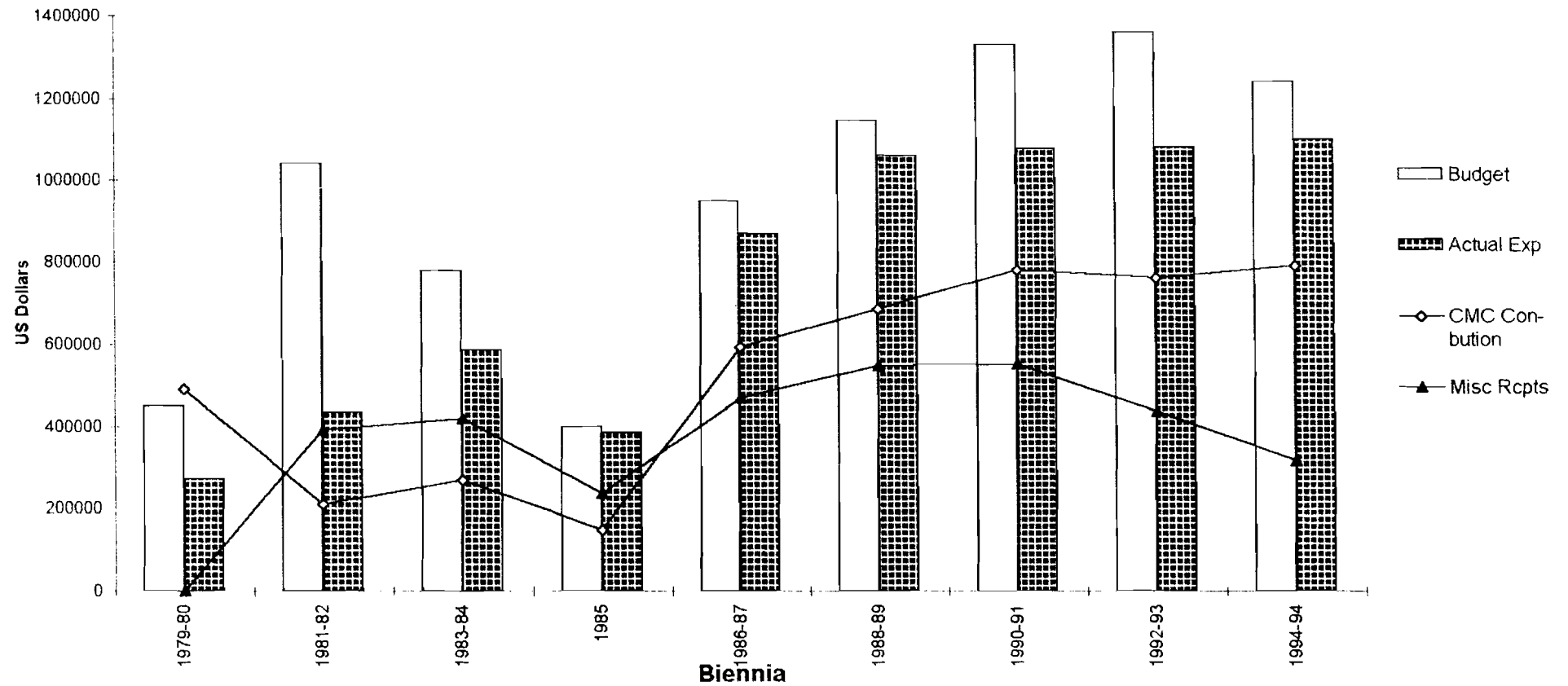


TO KEEP EXPENDITURE AT A MINIMUM LEVEL IN ORDER NOT TO INCREASE CMC CONTRIBUTION THE CENTRE IMPLEMENTED MEASURES TO ECONOMIZE ADMINISTRATIVE EXPENDITURE BY SPENDING LESS THAN WHAT IS BUDGETED, SUCH AS:

- TEMPORARILY FREEZING OR DELAYING THE RECRUITMENT OF STAFF;
- MINIMIZING THE USE OF EXPENSIVE SUPPLIES;
- POSTPONING ACQUISITION OF CERTAIN EQUIPMENT AND FACILITIES

## Performance

**Fig 13: CIRDAP Administrative Budget and Sources of Finance  
(1979-80 to 1994-95)**





## **EFFICIENCY (FINANCIAL PERFORMANCE)**

### **PROGRAMME BUDGET (TRUST FUND)**

#### **FINDINGS:**

- ✓ TRENDS IN THE PROGRAMME BUDGET INDICATE THAT FUNDS MOBILIZED FROM DONORS AND DEVELOPMENT PARTNERS HAVE ALWAYS FALLEN SHORT OF THE APPROVED BUDGET/TARGET (EXCEPT FOR THREE BIENNIA)
- ✓ THE OVERHEAD EXPENSE OF THE CENTRE IN IMPLEMENTING ITS PROJECTS IS ABOUT 10%.
- ✓ THE TOTAL FUNDS EXPENDED IN IMPLEMENTING PROJECTS IN THE CMCs AMOUNTED TO US \$9.06 MILLION, WHICH IS NEARLY DOUBLE THE TOTAL CMC CONTRIBUTION OF US \$4.73 MILLION, INDICATING A NET BENEFIT TO THE CMCs BY PARTICIPATING IN THE CENTRE'S PROJECT/ACTIVITIES
- ✓ HIGHER PROPORTION OF CIRDAP PROJECTS UNDER IMPLEMENTATION ARE UNLISTED PROJETS (NOT IN THE PWB BUT WERE FUNDED BY DONORS UPON SUBMISSION)



THE NUMBER OF REGULAR DONORS HAS DECLINED OVER TIME. SAME IS TRUE WITH THE SPECIAL RESERVE FUND, WHICH IS USED TO SUPPLEMENT FUNDING FOR CIRDAP PROJECTS, DUE TO SUBSTANTIAL DECLINE IN INTEREST EARNED FOR DEPOSITS.

## **EFFICIENCY**

### **(FINANCIAL PERFORMANCE)**

#### **ISSUES/CONCERNS:**

- ✓ KEEPING THE CENTRE'S ADMINISTRATIVE EXPENDITURE TO AN ARTIFICIALLY LOW LEVEL HAS ALSO ITS NEGATIVE CONSEQUENCES:
  - THE INABILITY TO RECRUIT STAFF HAS PUT TREMENDOUS PRESSURE ON EXISTING PERSONNEL WHO SPEND MOST OF THEIR TIME ENSURING TIMELY IMPLEMENTATION OF NEW PROJECTS AND IMPLEMENTATION OF ON-GOING PROJECTS WITH VERY LITTLE TIME LEFT TO PLANNING, DEVELOPING NEW PROJECT IDEAS/PROPOSALS AND INITIATING FOLLOW-UP ACTIONS ON RECOMMENDATIONS OF COMPLETED PROJECTS.
  - THE LOW SALARY/INCENTIVE STRUCTURE MAKES THE CENTRE LESS COMPETITIVE TO ATTRACT HIGHLY QUALIFIED AND EXPERIENCED PROFESSIONALS.
- ✓ RECOGNIZING THE NEED TO MOBILIZE FUNDS, THE IMPERATIVE NOW IS TO EXPAND MEMBERSHIP NOT ONLY AMONG DEVELOPING COUNTRIES BUT ALSO AMONG DEVELOPED COUNTRIES IN THE ASIA PACIFIC REGION WHO ARE SUPPORTING RURAL DEVELOPMENT EFFORTS IN THE REGION.
- ✓ THE CONCEPT OR SCHEME OF CMCs PROVIDING FUNDS FOR PROJECT IMPLEMENTATION, AS CURRENTLY PROVIDED BY THE GOVERNMENT OF INDIA THROUGH THE MINISTRY OF RURAL AREAS AND EMPLOYMENT, SHOULD BE PURSUED MORE VIGOROUSLY IN THE FUTURE.

## **RELEVANCE**

THE CENTRE ENDEAVOURS ITSELF TO REMAIN RELEVANT BY KEEPING ITS MISSION AND ACTIVITIES ALIGNED WITH THE PRIORITIES OF ITS KEY STAKEHOLDERS

### **FINDINGS:**

- ✓ IN DESIGNING ITS PROGRAMMES, CIRDAP HAS ALWAYS BEEN GUIDED BY THE POLICY DIRECTIVES FROM THE EC AND GC, WITH PROFESSIONAL INPUTS FROM TC AND EXPRESSED NEEDS OF CMCs.
- ✓ PRIORITY AREAS HAVE BEEN REGULARLY REVIEWED AND REFORMULATED TO REFLECT AND ADDRESS EMERGING ISSUES AND NEEDS IN THE CMCs AND IN THE REGION, IN GENERAL.
- ✓ EVIDENCES FROM A NUMBER OF SPECIFIC PROJECTS POINTED TO THE SIGNIFICANT CONTRIBUTIONS OF CIRDAP PROJECTS IN MEETING CMC NEEDS OR IN ASSISTING AND COMPLEMENTING THEIR NATIONAL ACTIONS (E.G. OMASA, MAP, PFP, CIPS, MVRD, IN-COUNTRY TRAINING PROGRAMME, CDS/ISIS TRAINING COURSES)
- ✓ CIRDAP IS NOW RECOGNIZED BY SOME DONORS AS A RESOURCE BASE FOR QUALIFIED EXPERTS TO SERVE THEIR SPECIFIC REQUIREMENTS.

## **RELEVANCE**

### **ISSUES/CONCERNS:**

- ✓ WITH THE WIDE RANGE OF ISSUES AND NEEDS OF CMCs, IT MAY NOT BE FEASIBLE FOR CIRDAP TO ADDRESS ALL THESE ISSUES AND CONCERNS. CIRDAP MUST BE SELECTIVE IN A WAY THAT IT WILL CHOOSE THOSE ISSUES WHICH ARE RELEVANT TO THE NATIONAL GOVERNMENTS AND ARE WITHIN THE PROFESSIONAL COMPETENCE OF CIRDAP.
- ✓ THERE IS A NEED TO ENSURE COMPLEMENTATION OF PROJECTS TO ADDRESS THE THEMATIC AREAS SO THAT THE GOAL OF POVERTY ALLEVIATION CAN BE BETTER ACHIEVED.
- ✓ THERE IS A NEED FOR CIRDAP TO TAKE NEW INITIATIVES TO PROMOTE THE CENTRE AND ITS ACTIVITIES SINCE IT WAS OBSERVED THAT KNOWLEDGE ABOUT THE CENTRE IS VERY LIMITED.

## **NICHIE MANAGEMENT**

IN TODAY'S SITUATION, CIRDAP HAS TO ENDEAVOUR TO ESTABLISH A PARTICULAR ROLE IN THE FIELD OF RURAL DEVELOPMENT. THIS INVOLVES TAKING STOCK OF ITS PARTICULAR ORGANIZATIONAL COMPETENCE AND COMPARATIVE ADVANTAGE; UTILIZING ITS EXPERIENCE AND THE GAINS REALIZED IN THE PAST; AND LOOKING BEYOND ITS INTERNAL AFFAIRS TO CONSIDER THE WIDER ENVIRONMENT IN WHICH THE CENTRE OPERATES:

### **FINDINGS:**

- ✓ THE CENTRE'S RESEARCH COLLABORATION WITH DONORS ENABLE CIRDAP TO MARKET ITS EXPERIENCE AND EXPERTISE IN THE FIELD OF MACRO-LEVEL POLICY STUDIES ON POVERTY ALLEVIATION IN THE REGION. THIS HAS LED THE CENTRE TO BE INCREASINGLY INVOLVED AS PROJECT INITIATIONS AND/OR IMPLEMENTORS OF MACRO-ADJUSTMENT POLICIES IN SOUTH ASIA REGION.
- ✓ WHILE SUCCESSFUL REGIONAL TRAINING COURSES HAVE BEEN IMPLEMENTED WHERE THE CENTRE CAN EMERGE AS A STRONG TRAINER WITH REGIONAL RESOURCE BASE, NOT ENOUGH EMPHASIS HAS BEEN PLACED ON DEVELOPING THIS REGIONAL RESOURCE BASE OF TRAINERS.

- ✓ THE CIPS CONCEPT HAS BEEN ACKNOWLEDGE FOR ITS POTENTIAL IN INSTITUTIONALIZING PEOPLE'S PARTICIPATION IN THE DEVELOPMENT PROCESS BUT ITS USE SO FAR HAS BEEN LIMITED TO CIRDAP PROJECTS. IT NEEDS TO BE PROMOTED MORE VIGOROUSLY IN RURAL DEVELOPMENT ACTIVITIES.
- ✓ THE INFORMATION AND DOCUMENTATION ACTIVITIES HAVE BEEN ABLE TO PERFORM ITS TASKS OF DISSEMINATING CIRDAP RESEARCH FINDINGS AND ACTION RESEARCH OUTCOMES BUT HAS NOT GIVEN A STRONG FOCUS ON DOCUMENTING MULTI-COUNTRY EXPERIENCE ON INNOVATIVE PROGRAMMES. THE CENTRE HAS A POTENTIAL TO EMERGE AS A STRONG REGIONAL BASE FOR MULTI-COUNTRY INFORMATION AND EXPERIENCE IN RURAL DEVELOPMENT.

## **KEY ISSUES**

- ✓ NICHE SPECIALIZATION VS. DIVERSIFIED ACTIVITIES IN ACHIEVING KEY SERVICES
- ✓ ABSENCE OF A STABLE, LONG TERM FINANCIAL BASE WHICH MAKES THE CENTRE'S PROJECTS HIGHLY DONOR-DEPENDENT
- ✓ ABSENCE OF A CRITICAL MASS OF TECHNICAL STAFF WHO WILL PROVIDE THE CENTRE'S HUMAN RESOURCE BASE TO CARRY ON ITS PROJECT ACTIVITIES
- ✓ COLLABORATION WITH EXISTING NETWORK AND OTHER RURAL DEVELOPMENT PLAYERS/ORGANIZATION



## CLOSING PROGRAMME

## **CIRDAP STRATEGIC PLANNING WORKSHOP**

30 November to 02 December 1996

CDM, Rajendrapur, Gazipur, Bangladesh

### **CLOSING PROGRAMME**

- |                    |   |  |
|--------------------|---|--|
| 12.30 - 13.00 Hrs. | : | Closing Remarks by Mr. A.V.S. Reddy<br>Director, CIRDAP  |
|                    | : | Remarks by Mr. A.T.M. Shamsul Haque<br>Former Director, CIRDAP                                     |
|                    | : | Response from Mr. Chakramehr Vajracharya, Under<br>Secretary, Ministry of Local Development, Nepal |
|                    | : | Vote of Thanks by Ms. Rosalie Y. Say<br>Programme Officer (Training), CIRDAP                       |

## **CIRDAP STRATEGIC PLANNING WORKSHOP**

30 November to 02 December 1996  
CDM. Rajendrapur, Gazipur, Bangladesh

Closing Remarks by  
Mr. A.V.S. Reddy  
Director, CIRDAP

Colleagues from our member countries and development partners, Mr. Aziz-ul Haq and Mr. A.T.M. Shamsul Haque, Former CIRDAP Directors, Staff Members of CIRDAP, Friends from AIM and Universalia, Good afternoon.

We have come to the conclusion of the strategic planning workshop which we started three days ago. I express, on behalf of CIRDAP, my deep gratitude for your participation in the workshop.

This was a very rare occasion - an occasion that provided the opportunity for members of the Technical and Executive Committees, and the CIRDAP Secretariat to sit together to undertake a self-analysis of the Centre. I am glad that we accepted IDRC's offer for us to participate in the institutional self- assessment exercise. I am confident that with your support and cooperation, we can do this exercise on a regular basis as part of the Centre's planning activities.

The discussions have indeed provided us thoughtful insights about CIRDAP. What was also important in this workshop was that we were able to discuss together issues of crucial importance to CIRDAP with those who are involved with

CIRDAP. The workshop allowed us to go through the process of formulating changed strategies to make CIRDAP more effective and relevant in responding to the needs of the CMCs. Our discussions have been very fruitful and the outcome of this strategic workshop will allow the Centre to move forward. We have weighed the strengths and weaknesses, and have identified the opportunities and threats in the environment.

For the first time we have worked together to clarify and formulate the vision and the mission of CIRDAP. Our vision is **Prosperous rural communities enjoying improved living conditions as a result of collaborative efforts of CMCs working together and learning from each other.**

The mission, as formulated by the group is - **CIRDAP is an intergovernmental organization in the Asia-Pacific Region mandated to facilitate the provision of services that will influence policy formulation and programme action towards Rural Development and Poverty Alleviation through a network of CMCs and LIs. As such, CIRDAP will strive to gain the support of more member countries for the impetus and resources needed to transform CIRDAP into a Regional Center of Excellence in Rural Development.**

Based on this, the group worked hard to set the objectives, identify Key Result Areas (KRAs) and strategies. The objectives that we came up with were:

1. To promote policy changes and programme action in IRD/poverty alleviation;

2. To promote exchange of information and regional success/stories and ideas for regional cooperation and collaboration;
3. To assist the CMCs to enhance the institutional capacities of relevant organizations.

This was followed by working out the plan of action that translated the strategies into concrete actions. This strategic planning workshop was a learning experience for all of us who participated in it. I hope that the TC and EC members will be able to convey the learning experience to their respective GC members.

Again on behalf of CIRDAP, I wish to thank you for your participation in this workshop. I wish all of you a safe and pleasant journey home.

## **CIRDAP STRATEGIC PLANNING WORKSHOP**

**30 November - 02 December 1996**

### **Response from Mr. Chakramehr Vajracharya Under Secretary, Ministry of Local Development, Nepal**

Mr. Reddy, the CIRDAP Director, distinguished participants from CMCs, founding director and ex-director of CIRDAP and donor representatives, expert facilitators and professors from AIM, dear colleagues and friends:

First of all, thanks to the workshop coordinator of this strategic planning workshop to allow me to speak on behalf of the participants. As you are aware, the Asia and the Pacific region is that region of the globe where over 50% of the world population and over 65% of agri. population reside. Therefore, the consistent government priorities in most countries of this region have been rural development, alleviation of poverty and employment generation.

It's really a matter of great pleasure that CIRDAP, for the first time, initiated its own institutional self-assessment process with the support from the International Development Research Centre (IDRC).

In the changed context of the world when there are more specialization and more competition, this attempt should be seen as an attempt which is very bold, very thoughtful and very timely. And IDRC deserves appreciation for its generous support to this attempt.

Record of special appreciation must also go to the Chief Guest and founding director Mr. Aziz-ul Haq who on the day of the workshop's opening, provided a framework on basis tenets of CIRDAP through his enlightening speech on the historical background of the Centre.

The insights that we have received from the former Director of CIRDAP Mr. A.T.M. Shamul Haque, as I feel, has helped this workshop in planning the organizational strategies.

With these background and the background papers and expert facilitations provided by the CIRDAP and by the learned Professors from the Asian Institute of Management, I again felt the strength of this workshop and look into CIRDAP's Performance in terms of Effectiveness, Efficiency, and Relevance of its past activities in relation to CMC's needs and priorities. And, I am happy to say that we, together with the donor governments and agencies represented here, found majority of the CIRDAP activities positive.

To me, the past two days are the moments of inspiration for dedication and hard work. I do not know, how should I express for the untiring efforts of all the participants for these past two days. They are also the most significant days for me to learn about the organizational self-assessment process. Distinguished participants put to analyze the strength and weakness, opportunities and threats of CIRDAP.

If I am not mistaken, I am happy to say that we have found CIRDAP has more strengths as compared to the weaknesses, more opportunities as against the threats. Moreover, the

comparative advantage with CIRDAP are its stock of knowledge and experience as well as the network it could establish over time.

As such, we have the team from CMCs, CLIs, donor governments and organizations found out some strategic options. And, based upon those rigorous analysis and available options, charted out the elements and contents of CIRDAP strategic plan.

I am glad to say that the outcome of the workshop has its thrust on IRD and Poverty Alleviation. Other major issues which were considered, e.g., policy changes, enhanced institutional capability and increased collaboration and information exchange are topical and relevant to the countries of the region.

I hope, our distinguished participants will agree with me that in consideration of the given timeframe of the workshop, the outcome is fairly comprehensive one but not that exhaustive. I, on my own and with the kind consent of all participants, express my confidence that the learned facilitating professors from AIM will consider our small mistakes and inconsistencies, if they found to have happened while editing the report.

I am very much happy to have found here the support of FAO, the Government of Japan and IDRC to CIRDAP.

Before I conclude, I must say that I had a very, very fruitful time and great opportunity to be with distinguished participants and CIRDAP family members in this beautiful premises of BRAC's CDM.

Thank you to the director and his staff for the excellent arrangements for this workshop.

## **VOTE OF THANKS**

### **AT THE CLOSING CEREMONY OF CIRDAP STRATEGIC PLANNING WORKSHOP**

**CDM, REJENDRAPUR, GAZIPUR**

**02 December 1996**

**Distinguished Participants, Ladies and Gentlemen:**

Today, we are concluding the CIRDAP Strategic Planning Workshop which was an important element of the Institutional Self-Assessment process that CIRDAP started in April this year. We are thankful to IDRC, for extending the concept to CIRDAP and for co-funding the workshop with us. I believe and I hope all will agree, that this Strategic Planning Workshop has helped us a lot to have a better understanding of CIRDAP. Given the very dynamic environment in which the Centre operates, the output of this workshop clarified the vision and the mission of CIRDAP. It likewise resulted in the formulation of objectives and strategies that is envisaged to further enhance the Centre's performance. Our thanks goes to the team from the Asian Institute of Management of the Philippines and Dr. Charles Lusthaus from Universal Management Group of Canada for facilitating the exercise.

Here, I place my vote of thanks to our two former Directors, Mr. Aziz-ul Haq and Mr. ATM Shamsul Haque, for their kind presence inspite of their busy preoccupations, and for contributing valuable inputs in the workshop.

I am thankful to all the distinguished members of the CIRDAP EC and TC for their active role and presence in the prolonged work sessions.

I also thank my colleagues at CIRDAP and the members of the self-assessment core team who helped the process in various ways. I thank our Director, Mr. A.V.S. Reddy, for continuously giving us support and encouragement in every way.

I must also thank BRAC and their staff for their efficient service which made our stay here at CDM campus more pleasant.

I wish you all a safe journey home. Thank you.



**CIRDAP STRATEGIC PLANNING WORKSHOP**  
**30 November - 02 December 1996**

**EVALUATION FORM**

1.     **WHAT DID YOU EXPECT TO ACHIEVE IN THIS WORKSHOP?**
  
  
  
  
  
  
  
  
  
  
2.     **DID THE WORKSHOP MEET YOUR EXPECTATIONS?**  
          ☐ Yes  
          ☐ No  
          ☐ Partially
  
  
3.     **WOULD YOU RECOMMEND THE PROCESS TO ANOTHER INSTITUTION?**  
          ☐ Yes  
          ☐ No
  
  
4.     **WERE RESULTS AND DECISIONS ARRIVED AT REALISTIC?**  
          ☐ Yes  
          ☐ No
  
  
5.     **DO YOU FEEL OWNERSHIP OF RESULTS AND DECISIONS ARRIVED AT IN THE WORKSHOP?**  
          ☐ Yes  
          ☐ No
  
  
6.     **WAS THE PARTICIPATION AMONG PARTICIPANTS**  
          ☐ Adequate  
          ☐ Not enough  
          ☐ Uneven
  
  
7.     **WAS THE TIME ALLOTTED**  
          ☐ Adequate  
          ☐ Not enough  
          ☐ Excessive
  
  
8.     **DO YOU HAVE ANY SUGGESTIONS TO IMPROVE THE PROCESS?**

## CIRDAP STRATEGIC PLANNING WORKSHOP

30 November - 02 December 1996

### EVALUATION FORM

#### 1. WHAT DID YOU EXPECT TO ACHIEVE IN THIS WORKSHOP?

- An outline strategic plan for CIRDAP
- Clarify the role of CIRDAP in developing a strategy for CIRDAP to work on.
- I expected that an action plan based on the findings/conclusions of self-assessment exercise shall be drawn with consensus.
- To learn more about what CIRDAP is doing to help provide focus on the activities.
- Set an appropriate and effective policy for the Centre according to the CMCs requirements
- Clear direction for the future of the organization and a strong assessment of our strengths and weaknesses
- A concrete action plan
- Organizational analysis of CIRDAP
- A new methodology and a concrete set of strategies/projects/programme for CIRDAP to adopt to implement its projects/programmes successfully in the future
- I hope CIRDAP continues its task accordingly
- To gain knowledge of the process and methodology of strategic planning
- To formulate workable plan for CIRDAP to implement meaningful and effective programme and activities towards the 21st century
- I expected to be more familiar with the methods and tools to assess the organization and prepare strategic plan.
- Defined vision, mission, objectives, strategies and programme for CIRDAP and identify stakeholders responsible to influence those items mentioned
- Better planning for future activities of CIRDAP
- Have a searching look at ourselves CIRDAP and its partners commitments
- There was already self-assessment exercise done by an international organization. I expected that the result of that exercise would be discussed to find out the ways and means to improve the workings of CIRDAP. CIRDAP staff should have given their own assessment also about the result of the exercise. The group should have been informed about the various activities/programmes undertaken by CIRDAP in CMCs and LIs
- What and how is CIRDAP doing in the future
- To understand how to set up a good strategy based on the self-assessment
- New concept of institutional assessment/Strategies for the future. more focus in CIRDAP programme (strategies to achieve this); enlighten EC members to CIRDAP more intimately

- Good strategic plan which will add to CIRDAP second six-year plan and annual plan of CIRDAP, future action of the organization
- Ideas for improving the programmes and projects of CIRDAP; also new strategic thrust
- I get familiar with the self-assessment and strategic planning exercises
- Programmes, projects and the mobilization of the resources
- Good understanding of CIRDAP problems and the way to address certain crucial issues
- To gain some knowledge to make plans for rural development; to exchange ideas, experiences, knowledge among participants; able to apply the knowledge gained from workshop in my country's programme
- Develop appropriate strategy for the next six-year
- A clearer direction for CIRDAP concrete action plan
- To really know the minds of CLIs and CMCs; use it as a forum to explain the realization in a participatory manner
- Draw their support along with the ideas for a new strategy

**2. DID THE WORKSHOP MEET YOUR EXPECTATIONS?**

- ☐ Yes      21
- ☐ No      -
- ☐ Partially      11

**3. WOULD YOU RECOMMEND THE PROCESS TO ANOTHER INSTITUTION?**

- ☐ Yes      29
- ☐ No      2
- Neutral      1

**4. WERE RESULTS AND DECISIONS ARRIVED AT REALISTIC?**

- ☐ Yes      27
- ☐ No      1
- Partial      1

**5. DO YOU FEEL OWNERSHIP OF RESULTS AND DECISIONS ARRIVED AT IN THE WORKSHOP?**

- ☐ Yes      31
- ☐ No      1

**6. WAS THE PARTICIPATION AMONG PARTICIPANTS**

- ☐ Adequate      23
- ☐ Not enough      5
- ☐ Uneven      4

**7. WAS THE TIME ALLOTTED**

- ☐ Adequate            **23**
- ☐ Not enough        **5**
- ☐ Excessive           **4**

**8. DO YOU HAVE ANY SUGGESTIONS TO IMPROVE THE PROCESS?**

## **ANNEX - 1**

### **SUMMARY OF MAJOR FINDINGS AND AGREEMENTS**

**CIRDAP Institutional Self-Assessment and Strategic Planning Process**  
**Summary of Major Findings and Agreements**

	Institutional Assessment Background Paper	Strategic Planning	Workshop
CIRDAP Stakeholders	CCMs CLIs Donors Collaborators	<p>Customers:</p> <ul style="list-style-type: none"> <li>CCMs</li> <li>CLIs</li> </ul> <p>End-Beneficiaries of CIRDAP Services:</p> <ul style="list-style-type: none"> <li>Rural People</li> </ul> <p>Other Institutions with direct/indirect relationships:</p> <ul style="list-style-type: none"> <li>Donors</li> <li>INGOs</li> <li>Collaborators</li> </ul> <p>(see chart for graphical presentation of relationship)</p>	
External and Internal Forces Affecting CIRDAP	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>Overall policy and technological environment conducive to the Centre's operation</li> <li>Improvement in membership</li> <li>Network of CLIs/CCMs</li> <li>Donor recognition of certain areas of CIRDAP's expertise and competence</li> </ul>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>Technological advances</li> <li>Economic opportunities-predominantly rural economies</li> <li>Increasing concerns on environment/ecological issues</li> <li>More demand for training and research</li> <li>Compatibility with donor/country priorities</li> <li>Institutional support</li> <li>Supportive attitude of CMCs</li> <li>A lot of experience to be shared</li> <li>Openness to participation</li> </ul>	

	Institutional Assessment Background Paper	Strategic Planning Workshop
	<p><b>Threats:</b></p> <p>Growing number of development players that competes with CIRDAP</p> <p><b>Strengths:</b></p> <p>Network</p> <p>Reorganized structure</p> <p>SOCSEA</p> <p>Relatively well-functioning communication and feedback system</p> <p>A core of professional staff with multi-country experience</p> <p>Relatively good office physical infrastructure</p> <p><b>Weaknesses:</b></p> <p>Absence of a critical mass of technical staff</p> <p>Inadequate salary/incentive system</p> <p>Weak in-house planning and M&amp;E system</p>	<p><b>Threats:</b></p> <p>Political instability</p> <p>Cultural beliefs (women's prog., changes in lifestyle)</p> <p>Economic (shortage of funds)</p> <p>Donor fatigue</p> <p>Lack of communication system (CIRDAP network)</p> <p>Low levels of educ. in CMCs</p> <p>Competition</p> <p>Regional/bilateral agreements</p> <p>Demographic changes</p> <p><b>Strengths:</b></p> <p>Network</p> <p>Committed staff</p> <p>Experience</p> <p><b>Weaknesses:</b></p> <p>Financial constraints</p> <p>Lack of focus</p> <p>Organizational structure- decision making process</p>

	Institutional Assessment Background Paper	Strategic Planning Workshop	
Vision		Prosperous rural communities enjoying improved living conditions as a result of collaborative efforts of CMCs working together and learning from each other.	
Mission	Promote and strengthen IRD programmes and activities in the region and alleviate rural poverty and ensuring participation of the rural poor in the development process (CIRDAP main concerns)	CIRDAP is an intergovernmental organization mandated to facilitate the provision of services that will influence policy formulation and programme action towards rural development and poverty alleviation through a network of CCMs and CLIs. As such, CIRDAP will strive to gain the support of more member countries for the impetus and resources needed to transform CIRDAP into a Regional Centre of Excellence in Rural Development.	
Objectives/ Strategies/ Programmes and Projects	Objective 1: To assist national action  Objective 2: To act as a servicing institution for its member countries  Major Issues/Concerns raised: 1. The need to further separate and clarify the responsibilities and authorities of EC & GC.  2. The need to review representations of institutions in CIRDAP TC/EC/GC to improve links with relevant institutions in member countries.  3. Replicability and sustainability of action research projects.  4. Inadequacy of follow-up activities in training.	Objective 1: To promote exchange of ideas for regional cooperation and collaboration  Strategies  1. Information and data exchange programme	Programmes/Projects  Database Development and Mgt. Strategic Needs Assessment of CMCs and Stakeholders Inventory Build database (periodic collection of data) Electronic linking Capacity building for maintenance Personnel exchange Conduct of conferences & workshops



	Institutional Assessment Background Paper	Strategic Planning Workshop	
	<p>5. Implementation of too many small projects which spreads resources too thinly to achieve considerable impact.</p> <p>6. Low salary structure and incentive system are areas that need to be improved.</p> <p>7. The need to pursue aggressive campaign for membership not only among developing countries in the Asia-Pacific region but also developed countries in the region who have interest in rural development and poverty alleviation.</p> <p>8. The need to ensure complementation of projects so that the objectives of CIRDAP can be better achieved.</p> <p>9. Absence of a stable long-term financial base.</p> <p>10. Absence of a critical mass of technical staff who will provide the Centre's human resource base to carry on its projects and activities.</p> <p>11. The need to strengthen relationship with link institutions and expand collaboration with other eminent rural development organizations.</p>	<p>Objective 2: To assist the CMCs to enhance the institutional capacity of relevant organizations</p> <p>Strategies</p> <p>1. Establishment of databases in each member country</p> <p>2. Identification of relevant organizations requiring capacity building</p> <p>3. Monitoring and Evaluation of Capacity building</p> <p>4. Create opportunities for high profile dialogues with donors on priority IRD and poverty reduction issues</p>	<p>Programmes/Projects</p> <p>Identification of data needs in the countries Based on the above, identify the type and availability of data Training of staff Develop data structure and data storage facilities Ensure continuous updating of data collected Develop format for dissemination of data including new information technology Examine the usage of data</p> <p>Collection of information on relevant institutions of CMCs Assessment of needs of the identified institutions Explore possibilities of future collaboration</p> <p>Training programmes on M&amp;E Enhance the M&amp;E capacities of the identified institution in the CMCs and CIRDAP</p> <p>Bi-annual dialogues on priority rural development and Poverty alleviation issues Inst. partners (demonstrate our capacity to mobilize &amp; package reg. res.) to conduct seminar on key issues Annual performance assessment outlook exercise of CMCs and donors</p>

	Institutional Assessment Background Paper	Strategic Planning Workshop										
		<p>Objective 3: To promote policy changes and programme action on IRD and Poverty Alleviation</p> <table><tr><th>Strategies</th><th>Programmes/Projects</th></tr><tr><td><p>1. Enhance quality/image of CIRDAP staff in undertaking policies and programme analysis relating to rural development and poverty alleviation through gainful access to experience and knowledge of CMCs/other countries</p></td><td><p>Skill Development Programme Staff Exchange of prof. of CMCs &amp; CIRDAP Training Information highway technology Access to information &amp; experience Detailing experienced staff from CMCs to CIRDAP Image Building Programme Publicity campaign Wider dissem. of CIRDAP outputs Interaction with CMC policymakers Attendance in international fora</p></td></tr><tr><td><p>2. Take up quality research and pilot projects as per needs of CMCs and developing prog. models particularly in the problems related to major threat areas (e.g., low levels of educ., socio-cultural constraints, participation of women, etc.)</p></td><td><p>Priority research, training &amp; pilot proj. Needs assessment Specific project/area identification Development programme models</p></td></tr><tr><td><p>3. Resource Mobilization Prog.</p></td><td><p>Individual/institutional consultancy; Books/publications selling; special services</p></td></tr><tr><td><p>4. CIRDAP should act as a strong clearing house of info. (e.g., strengthening comm. system, ext.) by creating closer comm./exc. of info. bet.CIRDAP &amp; CLIs &amp;CCMs in prog. act.</p></td><td><p>Email/Internet/Homepage Computer networking Database development Organizing workshops/symposia Video documentation programme Staff Exchange Programme Collaborative programmes with eminent/relevant organizations</p></td></tr></table>	Strategies	Programmes/Projects	<p>1. Enhance quality/image of CIRDAP staff in undertaking policies and programme analysis relating to rural development and poverty alleviation through gainful access to experience and knowledge of CMCs/other countries</p>	<p>Skill Development Programme Staff Exchange of prof. of CMCs &amp; CIRDAP Training Information highway technology Access to information &amp; experience Detailing experienced staff from CMCs to CIRDAP Image Building Programme Publicity campaign Wider dissem. of CIRDAP outputs Interaction with CMC policymakers Attendance in international fora</p>	<p>2. Take up quality research and pilot projects as per needs of CMCs and developing prog. models particularly in the problems related to major threat areas (e.g., low levels of educ., socio-cultural constraints, participation of women, etc.)</p>	<p>Priority research, training &amp; pilot proj. Needs assessment Specific project/area identification Development programme models</p>	<p>3. Resource Mobilization Prog.</p>	<p>Individual/institutional consultancy; Books/publications selling; special services</p>	<p>4. CIRDAP should act as a strong clearing house of info. (e.g., strengthening comm. system, ext.) by creating closer comm./exc. of info. bet.CIRDAP &amp; CLIs &amp;CCMs in prog. act.</p>	<p>Email/Internet/Homepage Computer networking Database development Organizing workshops/symposia Video documentation programme Staff Exchange Programme Collaborative programmes with eminent/relevant organizations</p>
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## **ANNEX - 2**

### **WORKSHOP-1: CIRDAP ENVIRONMENT**

## ANNEX - 2

### WORKSHOP-1: CIRDAP ENVIRONMENT

# **WORKSHOP 1**

## **EXTERNAL ASSESSMENT**

- 1. Who are CIRDAP's stakeholders?**
- 2. Discuss the critical forces (political, technological, economic, social, cultural, ecological) affecting CIRDAP's client countries.**
- 3. Which of the forces provide opportunities for CIRDAP to define and deliver its role?**

**Which of these forces serve as obstacles?**

**Environmental  
assessment or analysis  
should recognize four  
general areas of  
concern. These are  
the social, the  
political, the economic  
and the ecological  
factors.**

# CIRDAP STRATEGIC PLANNING WORKSHOP

30 November to 02 December 1996

CDM, Rajendrapur, Gazipur, Bangladesh

## WORKSHOP - I Group Output

Group	Stakeholders	Opportunities/Threats
Group - 1	Government CMCs CLIs Donors Multilateral/Bilateral <ul style="list-style-type: none"> <li>• Private</li> <li>• Foundations</li> <li>• NGOs (International)</li> <li>• CIRDAP Secretariat</li> </ul> Beneficiaries of RD Services <ul style="list-style-type: none"> <li>• Pilot project, Community, People's Organization (farmers, women)</li> </ul> Information Receivers Trainers CLIs Regional Organizations <ul style="list-style-type: none"> <li>• Donors</li> <li>• Collaborators</li> <li>• Service Recipients</li> </ul>	<b>Social and Cultural</b> <ul style="list-style-type: none"> <li>• Traditions and norms for giving financial aid and assistance</li> <li>• Changes in lifestyles</li> <li>• Demographic changes</li> <li>• Openness towards adoption of a more participatory approach to development</li> </ul> <b>Economic</b> <ul style="list-style-type: none"> <li>• Structural adjustment policies of government's (trade liberalization, privatization, etc.)</li> </ul> <b>Predominantly</b> <ul style="list-style-type: none"> <li>• Rural economic conditions and changes</li> <li>• Regional cooperation agreements</li> <li>• Bilateral assistance</li> </ul> <b>Technology</b> <ul style="list-style-type: none"> <li>• Changes in information and communication</li> <li>• Development and adoption of new technique in rural development</li> </ul> <b>Ecological</b> <ul style="list-style-type: none"> <li>• Environmental concerns (pollution, wastes, watershed, deforestation)</li> <li>• Natural hazards</li> </ul> <b>Political</b> <ul style="list-style-type: none"> <li>• Support for rural development and poverty alleviation/national priorities through budgetary allocation</li> <li>• Continuity of policies</li> </ul>

Group	Stakeholders	Opportunities	Threats
Group II	Donors (International Organizations Concern to Rural Development)  Sponsors (including CMCs)  Donors (including CMCs)  Sponsors (CMCs/Non-CMCs)  NGOs  CCM/CLI  Beneficiaries	<b>Technology</b> <ul style="list-style-type: none"><li>• Experimentation, innovation</li><li>• Availability of new information technology</li><li>• Technological helps</li><li>• Technology transfer</li></ul> CIRDAP network of institutions of CMCs  <b>Political</b> <ul style="list-style-type: none"><li>• Rural development and poverty alleviation a priority for CMCs</li><li>• CIRDAP network</li><li>• Constitutional structure</li><li>• CIRDAP's actions</li></ul> <b>Economic</b>	<b>Economic</b> <ul style="list-style-type: none"><li>• Serves as obstacles</li><li>• Donor "Fatigue"</li><li>• Competition for donor funds</li></ul> Administrative bottlenecks  Political  Technology  Cultural



Group	Stakeholders	Opportunities	Threats
Group - III	CMCs Donors Beneficiaries Collaborating Institutions CIRDAP Staff	Economic and Ecological  More appropriate trainings/ HRD  More appropriate research  More action research  Compatibility with donor/ country  Experience  Identified priorities that CIRDAP can respond  Matching priorities of CMCs  Emphasis on poverty reduction with people's participation in IRD  Institutional arrangement  CMC commitment/support  CMC attitude towards CIRDAP	Lack of appropriate communication  Lack of education of the people concerned  Competing interest among countries/institution  Political and socio-cultural

**Miscellaneous Outputs**

	Opportunities	Threats
	<div><div>1.</div><div>Non-availability of adequate funds</div></div> <div><div>2.</div><div>Political system</div></div> <div><div>3.</div><div>National priorities</div></div> <div><div>4.</div><div>Priorities of donors</div></div> <div><div>5.</div><div>Socio-cultural milieu</div></div> <div><div>6.</div><div>Organizations in the country</div></div> <div><div>7.</div><div>Institutional arrangements</div></div> <div><div>8.</div><div>Availability of expertise</div></div> <div><div>9.</div><div>Cooperation of CMCs</div></div>	<div><div>1.</div><div>Decline in economic situations</div></div> <div><div>2.</div><div>Economic difficulties of CMCs</div></div> <div><div>3.</div><div>Production technology</div></div> <div><div>4.</div><div>Lack of sufficient funds/insufficient contribution</div></div> <div><div>5.</div><div>Technological</div></div> <div><div>6.</div><div>Declining donor contributions</div></div>

WORKSHOP 1  
INTEGRATION AND SYNTHESIS  
by Prof. Robert C. Bastillo

**FORCES**

OPPORTUNITIES

Technological advances (information technology)

Economic opportunities - predominantly rural economies

Ecological (increasing concern)

\* More training and research

- Compatibility with donors/country priorities (thru budgets)
- Institutional support

\* Supportive attitude of CMCs

\* A lot of experiences to be shared

\* Openness to participation

THREATS

Political instability

Cultural beliefs, e.g., Women's program, changes in lifestyles

\* Economic - shortage of funds

- Donor "fatigue"
- Lack of communication system (CIRDAP network)

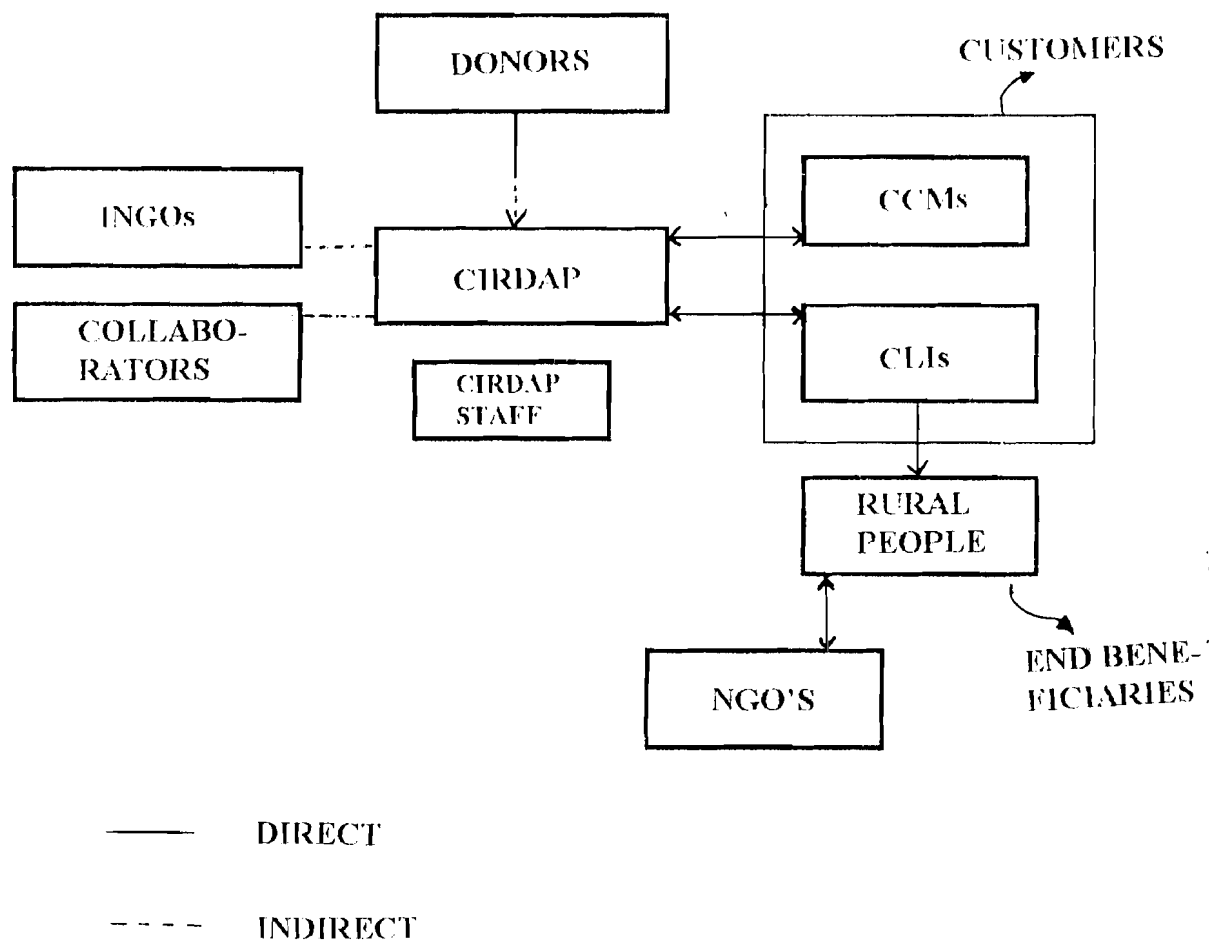
\* Low levels of education in CMCs

- Competition
- Regional/Bilateral agreement

Demographic changes

WORKSHOP I  
INTEGRATION AND SYNTHESIS  
by Prof. Robert C. Bastillo

RELATIONSHIP WITH STAKEHOLDERS



## ANNEX - 3

### WORKSHOP-2: CIRDAP ORGANIZATION

# **WORKSHOP 2**

## **INTERNAL ASSESSMENT**

**1. Who are we?**

**2. How would we assess our organizational performance in terms of the following:**

- Did we do well what we were supposed to be doing?  
(Efficiency and Effectiveness)**
- Did we meet our clients' needs?  
(Relevance)**

**3. What is our organization's "value-added" worth?**

**Workshop # 2: INTERNAL ASSESSMENT**  
**Group No. \_\_1\_\_**

**1. Who are we?**

An intergovernmental, regional organization established to provide project support to countries of the region to promote rural development for poverty alleviation.

**2. Organizational Performance Score Card: Using a 5-point scale, with 1 as the lowest and 5 as the highest, assign a rating to the following:**

**A. Effectiveness/Efficiency Rating**

CIRDAP's Roles	Effectiveness Rating	Efficiency Rating
	3	3
1. Strengthen the capability of CMCs (CCMs/CLIs)		
2.		
3.		
CIRDAP's Functions		
1. Provision of policy advice	2	3
2. Promotion of innovative practices in the region	3	3.5
3. Provision of information/data on IRD	4	3

**Justify ratings given:**

*B. Relevance Rating*

CIRDAP's Clients	Client's Needs	Relevance Rating of CIRDAP
1. CMCs	Technical assistance in developing and implementing high-impact rural development and poverty alleviation projects	3.5
2. CLIs	Increased capacity to perform its functions	4
3. Donors	Quality output and accountability	3.5
4.		

*Justify ratings given.*

*3. CIRDAP's organizational strengths and weaknesses*

<i>Strengths</i>	<i>Weaknesses</i>
Long experience	Limited number of staff
Presence of existing network	Limited funding for carrying out projects
Highly competent staff	Poor prioritization of areas for assistance
	Donor-driven projects

**CIRDAP's competitive edge**



**Workshop # 2: INTERNAL ASSESSMENT**  
**Group No. II**

**1. Who are we?**

We are a professional body serving the member countries in the field of rural development and poverty alleviation.

**2. Organizational Performance Score Card: Using a 5-point scale, with 1 as the lowest and 5 as the highest, assign a rating to the following:**

**A. Effectiveness/Efficiency Rating**

CIRDAP's Roles	Effectiveness Rating	Efficiency Rating
1. Assist national action of CMCs	3.1	3.5
2. Promote regional cooperation among CMCs	4.1	3.8
3. Act as a servicing institution to the member countries	3.4	3.4
4. Promoting awareness	4	4
5. Disseminate regional information	3	3
6. Strengthen the roles of the link institution	3	3
7. Develop participatory approaches		
CIRDAP's Functions		
1. Conduct/promote/assist projects/research on various aspects of rural development.	3.3	3.3
2. To hold conference/consultations to identify areas of interest	3.5	3.5
3. Organize various training programmes on RD	3.8	3.6
4. Provide member countries with technical support on IRD	4	4
5. Conduct pilot projects	4	4
6. Disseminate rural development information	3.3	3.3
7. Promote regional cooperation	4	4
8. Resources mobilization for the CMCs	4	4

**Justify ratings given:**

### ***B. Relevance Rating***

<b>CIRDAP's Clients</b>	<b>Client's Needs</b>	<b>Relevance Rating of CIRDAP</b>
1. Member Countries (CMCs)	Rural Development, Poverty Alleviation, More Regional Cooperation, Equal Distribution of Projects, Assist National Action, Assistance in Development Rural Areas, Disseminate Information in Rural Development	3.5
2. CIRDAP Contact Ministries	Experience Sharing, Technological and HRD needs, Policy Inputs, Information, Dissemination, Assist National Action, Regular and Proper Communication, Regular and Relevant activate, Better Coordination with the Headquarters	3.5
3. Beneficiaries	Improve life style through providing employment, living standard, improve standard of living, poverty alleviation, appropriate technology and financial assistance	2
4. Donors	Proper utilization of funds, assist in implementing programmes, well being for the rural poor, assist national action, effective use of their funds	4
5. CIRDAP Link Institutions	Close coordination and better cooperation, Financial and technical support, HRD, conduct research/training, institutional strengthening. Appropriate RD approaches	3.5

***Justify ratings given.***

### ***3. CIRDAP's organizational strengths and weaknesses***

<b><i>Strengths</i></b>	<b><i>Weaknesses</i></b>
CMCs priority in taking RD programmes	Lack of funds

Work as a team	Lack of incentives for staff
Clear mandate	Lack of more technical staff
Cooperations of member countries	Lack of coordination
Institutional support	Insufficient technical staff
IRD programmes	Lack of vision
Awareness building	Dependence of few donors
Unique institution	Staff structure
Fair leadership	Delayed communication
Network of institutions	Staff requirement policy not geographically balanced
Non-CMCs showing interest in activities	Decline in donor's contribution
Assisting Asia Pacific Region	
IRD Network	
CMCs support	
Committed staff	
Ability to use information technology	
Adequate infrastructure, work space	
Qualified staff	
Strong regional cooperation	
Experience in various programmes	

## **CIRDAP's competitive edge**

# Workshop # 2: INTERNAL ASSESSMENT

## Group No. 3

### 1. Who are we?

- International organization/organization of 13 developing countries of Asia-Pacific Region.
- IRD activities/rural development and poverty alleviation
- Improve socio-economic conditions of rural poor in Asia-Pacific
- Existed through FAO initiative
- Sharing of experiences and research findings
- A regional autonomous centre
- Inter-governmental
- A servicing institution (Research, Training, Pilot Projects, Documentation and Information
- Assisting member countries
- Representing Asia (not Pacific)

### 2. Organizational Performance Score Card: Using a 5-point scale, with 1 as the lowest and 5 as the highest, assign a rating to the following:

#### A. Effectiveness/Efficiency Rating

CIRDAP's Roles	Effectiveness Rating	Efficiency Rating
	2.8	3.56
1. To promote IRD activities in CMCs		
2. To promote regional cooperation	2.93	3.25
3. Act as servicing/coordinating agency for CMCs	2.8	3.25
4. Developing institutional capacity	2.8	3.2
CIRDAP's Functions		
1. Research	3.37	3.37
2. Pilot Projects	2.87	3
3. Training	2.62	2.75
4. Developing Organizational Development Process	3	3
5. Consultative meetings	4.3	4.3
6. Information and documentation	3	3
7. Provide consultative services/technical support	3	3
8. Clearing house of IRD information	3	3

Justify ratings given:

***B. Relevance Rating***

<b>CIRDAP's Clients</b>	<b>Client's Needs</b>	<b>Relevance Rating of CIRDAP</b>
<b>1. CMCs/CCMs</b>	<ul style="list-style-type: none"><li>• IRD/poverty alleviation</li><li>• Assist in developing policies/programmes related to IRD</li><li>• Exchange of information</li><li>• Regional cooperation</li><li>• Wider coverage of area (programme and projects)</li></ul>	2
<b>2. CLIs</b>	<ul style="list-style-type: none"><li>• Research support</li><li>• Human resource development</li><li>• Information exchange</li><li>• More cooperation</li></ul>	3
<b>3. Donors</b>	<ul style="list-style-type: none"><li>• Effective</li><li>• Implementation of the programme</li><li>• Focus on donor support programmes</li><li>• More recognition<ul style="list-style-type: none"><li>• Giving accurate information on rural development/poverty alleviation</li></ul></li></ul>	3
<b>4. Beneficiaries</b>	<ul style="list-style-type: none"><li>• Funding support</li><li>• Employment/income generation activities</li><li>• Technology</li></ul>	
<b>5. CCMs</b>	<ul style="list-style-type: none"><li>• Appropriate policies for rural development; serving national interests</li></ul>	

***Justify ratings given.***

**3. CIRDAP's organizational strengths and weaknesses**

<i>Strengths</i>	<i>Weaknesses</i>
Good professional staff	Fund raising capacity/lack of support from donor
Good relation with CMCs and donors	Staff career management/HR policy
Good experience in rural development	Delay in communication
CMC support	Niche recognition
CIRDAP's programmes meet CMC's needs	Lack of M&E
Availability of network in CMCs	Lack of adequate professional manpower
Common interest of CIRDAP/CMCs in poverty alleviation	Weak coordination between CIRDAP and CMCs
Availability of internal focus on CIRDAP priorities	Long procedures for taking decisions by policy making bodies
	Monopoly of few countries on key administrative position of CIRDAP

**CIRDAP's competitive edge**

## **INTEGRATION AND SYNTHESIS OF WORKSHOP 2**

**by Prof. Soledad A. Hernando**

### **STRENGTHS**

Network

Committed Staff

Experience

### **WEAKNESSES**

Financial Constraint

Lack of focus

Organizational structure -  
decision making process

### **COMPARATIVE ADVANTAGE**

1. Knowledge and experience
2. Networking

## ANNEX - 4

### WORKSHOP-3: VISION AND MISSION



## **WORKSHOP 3**

### **VISION-MISSION SETTING**

- 1. Envision how you would like to see CIRDAP in the year 2001. What are some of the exciting activities you see happening in the Research Environment. Cite CIRDAP's role in such an environment.**
- 2. Come up with a Mission Statement for CIRDAP that would lead to the realization of the vision.**

**The Mission Statement states the purpose for being of CIRDAP; it should be broad enough to cover the critical concerns of CIRDAP but narrow enough to have focus.**

## DEFINITION:

## MISSION FORMULATION

---

A mission defines an organization's "reason for being" now and into the future. It sets boundaries for the activities in which an organization will engage. It clarifies the priority which drives the organization.

## **SUMMARY:**

### **MISSION FORMULATION**

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- Defines an organization's reason for being.
- Determines the competitive arena in which an organization operates.
- Clarifies priorities to help determine how resources are to be allocated.

## CRITERIA FOR EVALUATING MISSION STATEMENTS

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- Specifies WHAT is the central product or service
- Specifies WHO is the target customer
- Specifies HOW the organization provides the product or service to the target customer
- Clarifies the driving force of the organization
- Reflects the values of the organization
- Is clear, brief, and understandable
- Is realistic and attainable
- Is energizing or inspiring

## **PRESENTED BY PROF. SOL HERNANDO TO THE GROUP**

based on group presentations of previous day's workshops

### **VISION**

CIRDAP's ultimate vision is to see the rural populations in the Region enjoy a quality of life that is a result of the collaborative efforts of CIRDAP's member countries to work together and learn from each other in fighting the problem of poverty in the Region.

### **MISSION**

CIRDAP is an international / intergovernmental / regional agency / group of professionals committed / mandated to deliver / provide research and training services in IRD and PA to member countries. Through its network of CMs and Lis, CIRDAP will seek to benefit not only the individual member countries but the entire Region as the Region works to solve the problem of poverty. As such, CIRDAP will strive to gain the support of more member countries for the impetus and resources needed to fulfill its Mission.

### **REVISED VISION**

Prosperous rural communities enjoying improved living conditions as a result of collaborative efforts of CMCs working together and learning from each other.

### **REVISED MISSION**

CIRDAP is an intergovernmental organization in the Asia-Pacific Region mandated to facilitate the provision of services that will influence policy formulation and program action towards RD and PA through a network of CMCs and LIs.

As such, CIRDAP will strive to gain the support of more member countries for the impetus and resources needed to transform CIRDAP into a Regional Center of Excellence in Rural Development.

## ANNEX - 5

### WORKSHOP-4: SETTING OBJECTIVES

**Objectives are  
measurable end results  
that derive their  
impetus from the  
mission statement.**

# OBJECTIVES

The MISSION is broken down into OBJECTIVES to be achieved within a specified time.

- They are broad targets that support the Mission of an organization
- and provide focus for action.



**OBJECTIVES** must be

**MEASURABLE  
ATTAINABLE  
SPECIFIC  
SIMPLE**

"Collect 80% of all accounts within 30 days for the first quarter."

"Reduce all prices by 5% by the end of the year."

"Increase use of library by 10% during the year."

"Alleviate poverty."

## OBJECTIVE SETTING

<p>CIRDAP viability/sustainability          More financial support from CMCs—          CIRDAP financially self-reliant          Non-member countries encouraged          Enlarged CMC membership</p>	<p>Poverty alleviation (2x); in the region (2)          Assist national action in promoting rural prosperity          Human development (2x)          Empowerment of rural people          Effective policy/programme assistance for poverty eradication          Assist GOs and NGOs in poverty eradication          Improved quality of life          Equity for rural people – men and women          Improve conditions of living of rural poor          Assist CMCs in poverty alleviation          Ensure participation of rural people in the development process          Help in promoting rural self-reliance</p>	
<p>Capacity building of CLIs          Strengthen institutional capacity building in CMCs          Provide technical support for CMCs in IRD          Ability of trainers in CMCs are improved          CMCs documentation units strengthened          Planning capability on IRD in CMCs          Establish strong documentation centre and network with CMCs</p>	<p>Policies and programs          Training for technical and management skill          Support IRD policy formulation in CMCs          High impact pilot projects implementation          Policy changes and project replication          Publications are utilized to promote IRD in CMCs          Initiate innovative training and research through CLIs          Policy recommendations leading to National Action Programmes          Generate IRD approaches          Introducing modern agricultural systems by CIRDAP          Appropriate policies on IRD in CMCs          Developed R.D. approaches to alleviate the poverty in CMCs          Innovative programmes          Development of training programs in rural areas by CIRDAP and CMCs</p>	<p>Promote regional cooperation          Provide technical services and share experiences          Promote regional cooperation in IRD          Concerted effort for IRD          Regional resource for the countries          Meaningful sharing of regional experiences on promoting rural quality of life          Coordination and cooperation          Continuous exchange of ideas and experiences among member countries.</p>

**ENHANCE INSTITUTIONAL**

**PROMOTE POLICY**

**PROMOTE EXCHANGE OF**

## **CAPACITIES OF CMCS IN IRD**

Capacity building of CLIs  
Strengthen institutional capacity  
building in CMCs  
Provide technical support for  
CMCs in IRD  
Ability of trainers in CMCs are  
improved  
CMCs documentation units  
strengthened  
Planning capability on IRD in  
CMCs  
Establish strong documentation  
centre and network with CMCs

## **CHANGES AND PROGRAM ACTION ON IRD / PA**

Policies and programs  
Training for technical and  
management skill  
Support IRD policy formulation  
in CMCs  
High impact pilot projects  
implementation  
Policy changes and project  
replication  
Publications are utilized to  
promote IRD in CMCs  
Initiate innovative training and  
research through CLIs  
Policy recommendations leading  
to National Action Programmes  
Generate IRD approaches  
Introducing modern agricultural  
systems by CIRDAP  
Appropriate policies on IRD in  
CMCs  
Developed R.D. approaches to  
alleviate the poverty in CMCs  
Innovative programmes  
Development of training  
programs in rural areas by  
CIRDAP and CMCs

## **IDEAS FOR REGIONAL COOPERATION & COLLABORATION**

Promote regional cooperation  
Provide technical services and  
share experiences  
Promote regional cooperation in  
IRD  
Concerted effort for IRD  
Regional resource for the  
countries  
Meaningful sharing of regional  
experiences on promoting rural  
quality of life  
Coordination and cooperation  
Continuous exchange of ideas  
and experiences among member  
countries.

## ANNEX - 6

### WORKSHOP-5: SETTING KRAs AND PIs

# KEY RESULTS AREAS

**KRAs** break down **OBJECTIVES** into more specific target areas.

**"Reduce all prices by 5% by the end of the year."**

- *inventory levels*
- *restocking*
- *food spoilage*
- *overtime*

**"Increase use of library by 10% during the year."**

- *clients/visitors*
- *items borrowed*
- *space used*

**"Alleviate Poverty"**

- *Income*
- *Health*
- *Housing*
- *Education*

# PERFORMANCE INDICATORS

**PIs** are measures that serve to indicate whether objectives are being met.

## "Alleviate Poverty"

- **Income**

- *(%) increase in employment*
- *(%) increase purchasing power*

- **Health**

- *(%) lesser infant mortality*
- *(%) lower incidence of disease*

- **Education**

- *(%) increase in literacy rate*
- *(%) increase in school rooms*

**Workshop # 5**  
**Group No. 1**

Objectives	Key Result Areas	Performance Indicators
Promote exchange of ideas for regional cooperation and collaboration	1. Promote exchange of information, regional success stories	No. of publications
	2. Organize policy fora, conferences, workshops	Attendance participation of policy makers, planners, experts, researchers
		Number of policy issues/area addressed
		Number of personal finance by respective government
	3. Exchange of personnel among CMCs and between CMCs and CIRDAP	No. of exchanges of personnel taking part
		Output of the personnel (reports, policy papers, etc.)
		Percentage of countries willing to participate
	4. A network of experts in rural development in CMCs and non-CMCs	An electronic network connecting the CMCs (internet network)



**Workshop # 5**  
**Group No. 2**

Objectives	Key Result Areas	Performance Indicators
To assist the CMCs to enhance the institutional capacity of relevant organizations	1. Human Resources Development including training and strategic plan-leadership development	1. No. of training courses, no. of participants, impact of the training
	2. Infrastructure development (mainly equipment)	2. No./type of equipment
	3. Programme and process management	3. No. of projects/programmes, impact of projects, timely completion of projects; donor interest increased, more budgetary inputs, progress in terms of work plan
	4. Enhancing communication and coordination with relevant institutions	4. Increase in facilities
	5. Monitoring and evaluation of IRD programs and projects	5. No. of activities regarding M&E, evaluation conducted in time/schedule, no. of cases delayed

**Workshop # 5**  
**Group No. 3**

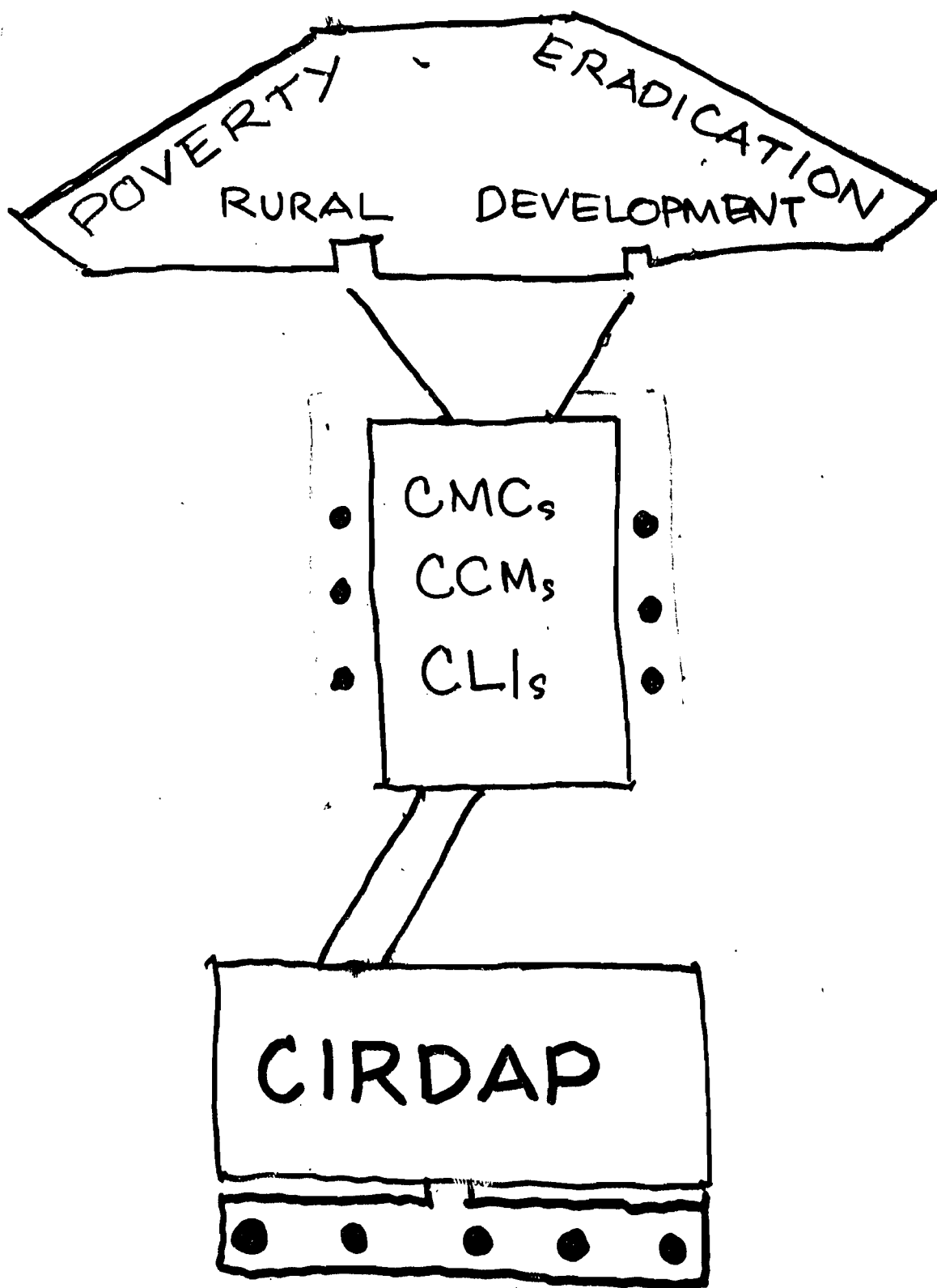
Objectives	Key Result Areas	Performance Indicators
Promote policy changes and programme action in IRD	1. Policy changes	- Extent of explicit recognition of poverty alleviation in policy statement
	- Macro-economic	- Budget/other sources of allocations
	- Structural adjustment policy	- Percent change in achievement of the targets in programme objectives such as nutrition, rural roads, drinking water
	- Rural development/agricultural policy	
	- Social	
	- Human Resource Development	
	- Rural infrastructure	
	- Targetted policies - WID, safety nets, SFDP, landless	
	- Participatory development process	
	- Local level government institutions	
	policies (e.g., NGOs, community organizations)	
	2. Programme Action	
	- Rural development programme	
	- Local/area development programmes	
	- Self-employment/income generation programmes (e.g., rural women, rural youth,)	
	- Social Development Programme (education, health, nutrition, skill)	
	- Rural Institution Development Programme (e.g., cooperatives)	
	- Rural Resource Management/ Environment	
	- Population Programmes	

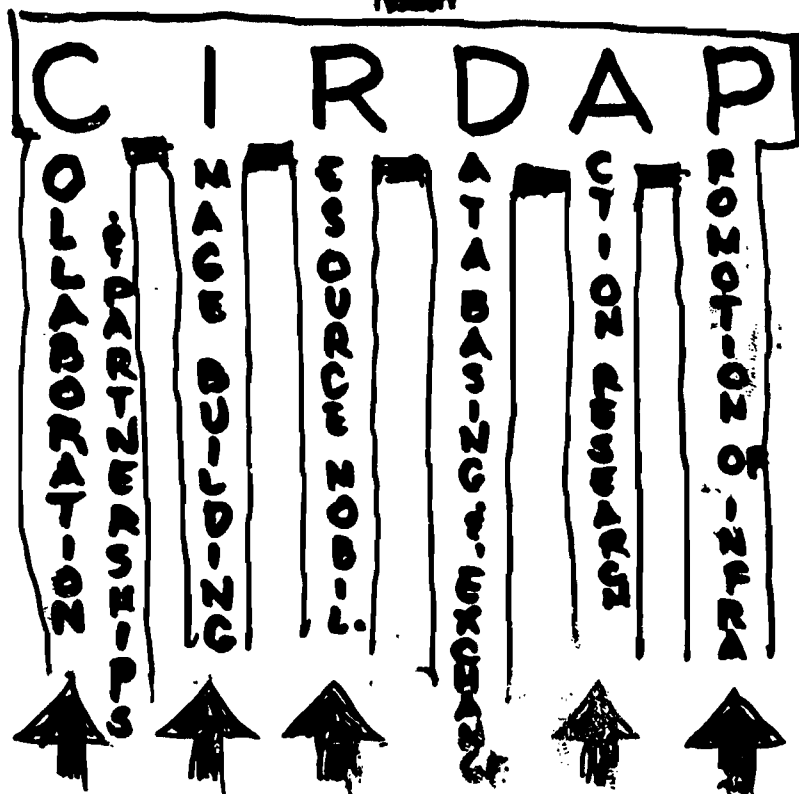
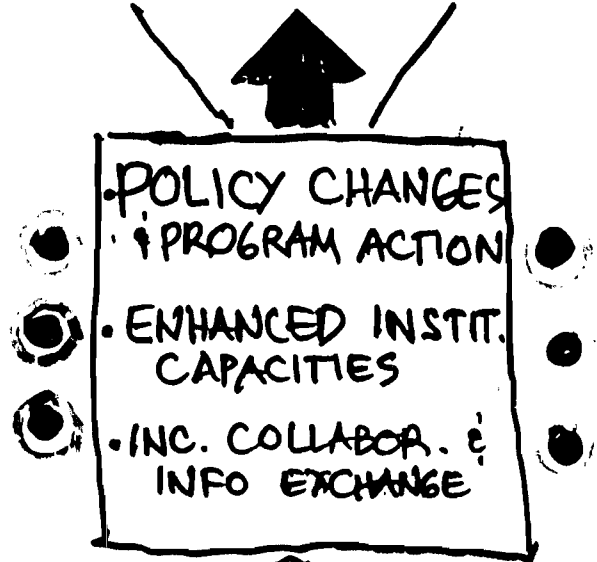
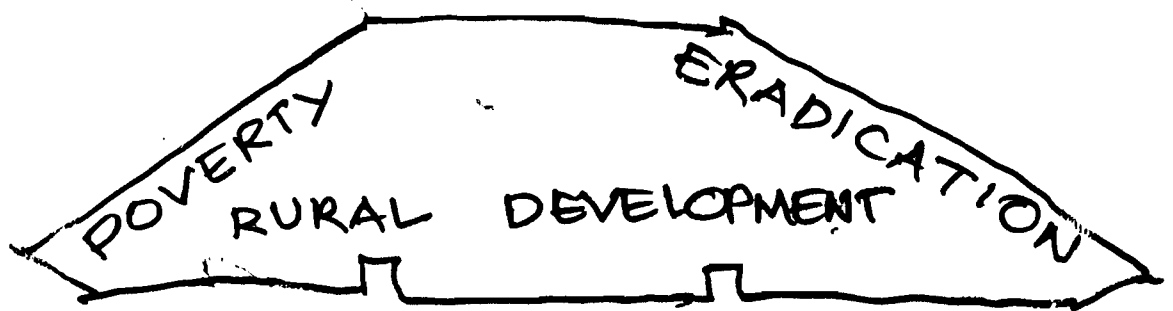
## ANNEX - 7



### WORKSHOP-6: STRATEGY FORMULATION

OBJECTIVE NO.1: Key Result Area: Performance Indicators:		
O P P O R T. 1. 2. 3. 4.	STRENGTHS: 1. 2. 3. 4.	WEAKNESSES: 1. 2. 3. 4.
	1. Expand area/sector industry coverage 2. Intensify operations 3. Integrate backward or forward 4. Acquire or take over	1. Niche 2. Linkage or network 3. Subcontract 4. Anchor projects
T H R E A T S 1. 2. 3. 4.	1. Diversify into other services or products 2. Consolidate 3. Contingency mechanics	1. Retrench 2. Merge 3. Withdraw/close shop

S W O T BOX  
FOR STRATEGY FORMULATION





<div>INTERNAL</div> <div>EXTERNAL</div>	STRENGTHS	WEAKNESSES
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Supportive attitude of CMCs</li> <li>• Openness to particip.</li> <li>• Compatibility w/ donors or country priorities</li> <li>• Experiences to be shared</li> <li>• Avail. Instit. Support</li> <li>• More training &amp; research</li> <li>• Technological advances</li> </ul>		
<b>THREATS</b> <ul style="list-style-type: none"> <li>• Donor fatigue</li> <li>• Competition</li> <li>• Lack of Communication system</li> <li>• Regional/Bilateral Agreements</li> <li>• Low level of educ. in CMCs</li> <li>• Shortage of funds in CMCs</li> </ul>		

## **FIRST PASS - STRATEGY FORMULATION**

### **GROUP 1**

1. Strengthen, expand and consolidate partnership with member countries and in collaboration with internationally recognized institutions
2. To develop a comprehensive data base in collaboration with CMCs
3. Better utilize comparative advantages of member countries

### **GROUP 2**

1. Establishment of data base in each member country and collation in CIRDAP
2. Relevant organization
  - a. agriculture/irrigation
  - b. To enhance agriculture production and employment generation
3. Promotion of self-employment and non-farm activities
4. Infrastructure development conducive to rural development
5. Promote/strengthen appropriate rural organizations for increased production in selected sectors
6. Project cycle management starting from participatory planning, monitoring and evaluation
7. We generally agree with the opportunities and threats mentioned in the summary of decisions

### **GROUP 3**

1. Image building/social marketing
2. Gain more access to experience/knowledge of CMCs/other countries
3. Strong clearing house of info (strengthening communication system)
4. Take up specific quality research projects to the CMC's needs
5. Enhance quality of CIRDAP staff to undertake policy and programme analysis relating to RD and PA
6. Take up pilot projects to development program models
7. Take up consultancy to generate resources
8. Incorporate membership to generate resources
9. Developing countries - specific programmes to address problems related to major threat areas  
(e.g., low levels of education, socio-cultural constraints, participation of women)
10. Create closer communication between CIRDAP and CLIs/CMCs in CIRDAP programmes/activities

## **REFINED STRATEGIES**



## **GROUP 1**

1. To strengthen, expand and consolidate partnerships with member countries and increase collaboration with internally recognized institutions
2. Develop a comprehensive data base in collaboration with CMCs (CCMs and CLIs) and recognized institutions
3. Link all member countries (CCMs and CLIs) and CIRDAP electronically
4. Create opportunities for high profile dialogue with donors on priority IRD and poverty reduction issues

## **GROUP 2**

1. Establishment of data base in each member country and collation by CIRDAP
2. Identification of related organizations requiring enhancement of their capability building
3. Monitoring and evaluation of capability building

## **GROUP 3**

1. Enhance quality/image of CIRDAP staff in undertaking policies and programmes analysis relative to rural development and poverty alleviation through gainful access to experiences/knowledge of CMCs and other countries
2. Take up quality research and pilot projects as per needs of the CMCs and developing programme models particularly in the problems relative to major threat areas (e.g., low levels of education, socio-cultural constraints, participation of women, etc.)
3. Resources should be generated through initiating consultancy vis-a-vis increasing membership
4. CIRDAP should act as a strong clearing house of information (e.g., strengthening communication system, etc.) by creating closer communication/exchange of information between CIRDAP and CLIs/CMCs in CIRDAP programme activities
5. Expand collaboration with other organizations working in similar areas.

## ANNEX - 8

### WORKSHOP-7: IDENTIFICATION OF PROGRAMMES AND PROJECTS

# Workshop 7

## IDENTIFICATION OF PROGRAMS AND PROJECTS

### GROUP 1

Objective: To promote exchange of ideas for regional cooperation and collaboration

#### STRATEGY

#### PROGRAMS/PROJECTS

Information and Data Exchange Programme

- Database Development and Management
  - Strategic Needs Assessment of CMC and stakeholders
  - Inventory
  - Build database (periodic collection of data)
  - Electronic linking
  - Capacity building for maintenance
- Personnel exchange
- Conduct of conferences and workshops

### GROUP 2

Objective: To assist the CMCs to enhance the institutional capacity of relevant organizations

#### STRATEGY

#### PROGRAMS/PROJECTS

A. Establishment of database in each member country

1. Identification of data needs in the countries
2. Based on (1) above, identify the type and source availability of data
3. Training of staff
4. Develop data structure and data storage facilities
5. Ensure continuous updating of data collected
6. Develop format for dissemination of data including new information technology
7. Examine the usage of data

B. Identification of relevant organizations requiring capacity building

1. Collection of information on relevant institutions of CMCs
2. Assessment of needs of the identified institutions
3. Explore possibilities of future collaboration

C. Monitoring and Evaluation of Capacity Building

1. Training programmes on M & E
2. Enhance the M & E capacities of the identified institution in the CMCs and CIRDAP

D. Create opportunities for high profile dialogue with donors on priority IRD and poverty reduction issues

1. Bi-annual dialogue on priority RD and PA issues
2. Institutional partners (demonstrate our capacity to mobilize and package regional resources) to conduct seminar on key issues
3. Annual performance assessment outlook exercise of CMCs and donors

**GROUP 3**

Objective: To promote policy changes and programme action in IRD

**STRATEGY**

1. Enhance quality/image of CIRDAP staff in undertaking policies and program analysis relating to rural development and poverty alleviation through gainful access to experiences/knowledge of CMCs/other countries

2. Take up quality research and pilot projects as per needs of the CMCs and developing programme models particularly in the problems relating to major threat areas (e.g., low levels of education, socio-cultural constraints, participation of women, etc.)

3. Resource Mobilization Program

4. CIRDAP should act as a strong clearing house of information (e.g., strengthening communication system, etc.) by creating closer communication/exchange of information between CIRDAP and CLIs and CMCs in CIRDAP Program Activities

**PROGRAMS/PROJECTS**

- 1. Skill Development Program
  - Staff
  - Exchange of professionals of CMCs and CIRDAP
  - Training
  - Information highway technology
  - Access to information and experience
  - Detailing experienced staff from CMC to CIRDAP
- 2. Image Building Program
  - Publicity campaign
  - Wider dissemination of CIRDAP stuff
  - Interaction with CMC Policy makers
  - Attendance in international fora

Priority research, training and pilot program project

- Needs assessment
- Specific project/area identification
- Development programme models

Individual/insitutional consultancy  
Books/publications selling  
Special services

E-mail/Internet/Homepage  
Computer networking  
Database development  
Organizing workshops/symposia  
Video documentation program  
Staff Exchange Programme  
Collaborative programmes with eminent organizations with relevant organizations.

SUMMARY TABLE OF STRATEGIC PLANNING COMPONENTS: FROM VISION TO PERFORMANCE

1	2	3	4	5	6	7	8	9	10	11
Vision Mission	Targeted Results Impact-Based Performance Indicators	Strategies to Ensure Outcomes/ Results/Impact	Programs Activities & Tasks	Internal Staff Required	Internal Capabilities and Skills Required	Internal Resources Required	External Assistance Needed	External Organizations to be Accessed	External Resources Required	Actual Performance Indicators
1. Objective 1 Key Result Area(s)	a) b)	1. Strategy 1	a) Program A o Activities o Task	a)	a)	a)	a)	a)	a)	a) b)
2. Objective 2 Key Result Area(s)	c) d)	2. Strategy 2	b) Program B o Activities o Tasks	b)	b)	b)	b)	b)	b)	c) d)
3. Objective 3 Key Result Area(s)	e) f)	3. Strategy 3	c) Program C o Activities o Tasks	c)	c)	c)	c)	c)	c)	e) f)
4. Objective 4 Key Result Area(s)	g) h)	4. Strategy 4	d) Program D o Activities o Tasks	d)	d)	d)	d)	d)	d)	g) h)