RCA 2024-2029 MEDIUM TERM STRATEGY FRAMEWORK ANALYSIS

Current Document			
2018-2023 Section		**Analysis** *Reflect GP expectations? Content suitable / missing?*	**Include / change in 2024-29 MTS** *Main points to be updated*
Pt.	**Title**		
A	Background	• Straight-forward section. Existing text largely appropriate. • Include description of legal basis. • Note previous MTS did not note 50th Anniversary of RCA or changes to treaty itself. Include this time? • Context for that actual WG and how it works • Reason for and for whom the document is designed	• Update as required
B	RCA Strategic Context	• Chapeau only	• Factual updates only
B.1	Mid-term achievements of the RCA	• Section focuses on thematic programs outside RCA. Should be more focuseds on RCA achievements, and be more strategic. • Achievements in terms of technology transfer and how it reaches the end-users / beneficiaries. • Perspective from IAEA as well as GPs? Growth of TC program to RCA? • Reflect high level achievements	• Retain discussion of RCARO and PAC, but include description of MTSC WG (and predecessors), MTR, and Secretariat reviews (e.g. mutation breeding)
B.2	RCA Context for the New MTS	• Existing text largely accurate. Update as necessary. • Acknowledge COVID-19 pandemic and impact on RCA. Possibly its own section.	• Update including section on COVID-19 • Consideration of regional challenges i.e. food security,

		• Need to emphasise human resource development and resourcing (including attracting external sources) • Expansion and engaging with new partners including other multilateral organisations and programmes. • Acknowledging the challenges of the demographics of the RCA i.e. differences in technology capacity and populations. • Focus on "new" technologies in technology transfer (i.e. VC, online training, social media etc.)	zoonotic diseases, climate change, plastics
B.3	Vision	• Section needed, but text oddly worded. Should be more outcome focused. • Should be consistent with treaty text.	• Update language to be outcome focused. • Explicitly draw out for individual approval
B.4	Mission	• Existing test ok, but again needs to be more outcome focused • Re-title section "Objectives"? • Should be consistent with treaty text.	• Expand to include outcome objectives • Explicitly draw out for individual approval
B.5	RCA principles and Core Values	• Text largely OK. Could possibly cross-reference against Performance Indicators. Could add "Stakeholder / User Focused", "Regionally focused"	• Update as necessary
B.6	Critical Processes and Procedures	• Re-title "Operating Structure"? • Reference GOR • Resource mobilisation important ~~but think~~affect ~~it part of~~ all~~programme, and project~~ levels. Separate sub-section at higher level. • Missing level – Activities? • Describe interface with RPF?	• Rework text to more accurately reflect operation of RCA

		• Maybe move down to later in the document	
B.7	RCA Stakeholders and Trends	• Title only. Could use short context statement.	• Add context chapeau
B.7.1	RCA Stakeholders	• Needs a mind-mapping exercise to ensure that no-one missed • Needs description of each stakeholder type and their role in RCA • Make general?	• Update as required
B.7.2	Stakeholder Trends	• Largely accurate, add things like SDGs , COVID, changing demographic of RCA (new GPs including PICs) • Integrated into section on Context (B.2)?	• Update as required
C	Strategic Directions and Priorities	• Chapeau section	• Update as required

C.1	Strategic Directions	• The "Directions" are well and good, but there is little if any consideration of:
		   o Why they are important?
		   o How they are to be achieved?
		   o Are they outcome focused?
		• May need a review / mind-mapping exercise
		• Some details from previous versions of MTS. Cross-reference?
			• Need to review

C.2	Strategic Priorities	• Vitally important section. To discuss under RPF section.
		• Question to be considered:
		   o Does RPF straight replace this section?
		   o How are result of the RPF survey to be used in defining the priorities?
			• To be discussed at meeting

C.2.1	Food and Agriculture		
C.2.2	Human Health		
C.2.3	Industry		

C.2.4	Environment	o Were the SDGs considered?	
C.2.5	Safety	o How does RPF drill down to next level (i.e. what are the desired outcomes under each sub-theme)?	
C.2.6	Energy Planning	• Include description of expected impacts? What are priority areas important? • New section / annex – Table that cross references previous section vs priority areas? May be assisted by RPF. • How do we include cross-disciplinary topics and issues? • Needs to match GP needs / capabilities • MTS may not change but RPF can be updated	
D	Critical Implementation Enablers	• A good section. Could be cross-referenced to B.6? • Missing "Activities" level? • Note new management approaches utilised as a result of COVID	• Update as required • Include activity level?
D.1	Operational Management Level	• Some of this is "Principles" and could be moved to B.5?	• Update / move items as required
D.2	RCA Programme Level	• Fairly good. Need to increase long-term outcome monitoring (potential standalone sections). • Emphasise on database / information collation	• Update as required
D.3	RCA Project Level	• Fairly good. Needs consideration at an activity level as well ?	• Update as required • Include activity level?
E	Execution of the MTS	• Section could use expansion. be reworded or even possibly removed / moved to other groups. • A specific list of actions to be completed during the term of the strategy is needed, but without context / more fulsome description of each it seems a little bit of a "dumping ground"	• Update required actions • Make actions SMART

			• Provide more context as to how the actions will help implementation of the strategy
F	Performance Indicators	• Important section, and PIs largely accurate, although may update based on ongoing work of MTSC WG. • Add Goal or Evaluative Criteria to be clear on how performance will be managed? • Should be focused on implementation of MTS and lead to improvement	• Update in consultation with MTSC WG • Add Goals or Evaluative Criteria
Ann 1	(RCA Members)	• Update if required	• Update if required
Ann 2	(RCA Regional Strategic Priorities Aligned with the SDGs for Asia and the Pacific Region)	• This is a good section, but will need to be reviewed along with development of the RPF	• Update based on RPF.

Possible Areas of Expansion	
Missing Section	**Broad Description of Content**
Needs Analysis	• While the broader context of regional needs occurs in some parts of the document, a discreet, more methodical analysis may be needed.
Operating Environment / Envelope	• There is currently no description or even recognition of how the RCA fits into the broader TC program. This should be recognised somewhere high in the document. • Need to draw stronger linkages with SDGs
Demographics of GPs	• Need to acknowledge the changing and increasingly varied nature of the CA as more PICs and smaller countries join

Growth Goals	• Do we want to expand the ~~RCA membership,~~ programme scope, reach to new partners etc.? Deepen work of the programme?
Resource ~~Raising~~Mobilisation	• Do we need an explicit section on what our financial resources are / expected to be? At a program level? At a project level? • What partnerships should be explored to improve resources?
~~Outcome~~ Impact Monitoring	• This topic should be weaved throughout the document, but may also need a specific section?