

## RCA 2024-2029 MEDIUM TERM STRATEGY FRAMEWORK ANALYSIS

Current Document			
2018-2023 Section		Analysis	Include / change in 2024-29 MTS
Pt.	Title	<i>Reflect GP expectations? Content suitable / missing?</i>	<i>Main points to be updated</i>
A	Background	<ul style="list-style-type: none"> <li>• Straight-forward section. Existing text largely appropriate.</li> <li>• Include description of legal basis.</li> <li>• Note previous MTS did not note 50<sup>th</sup> Anniversary of RCA or changes to treaty itself. Include this time?</li> <li>• Context for that actual WG and how it works</li> <li>• Reason for and for whom the document is designed</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> </ul>
B	RCA Strategic Context	<ul style="list-style-type: none"> <li>• Chapeau only</li> </ul>	<ul style="list-style-type: none"> <li>• Factual updates only</li> </ul>
B.1	Mid-term achievements of the RCA	<ul style="list-style-type: none"> <li>• Section focuses on thematic programs outside RCA. Should be more focused on RCA achievements, and be more strategic.</li> <li>• Achievements in terms of technology transfer and how it reaches the end-users / beneficiaries.</li> <li>• Perspective from IAEA as well as GPs? Growth of TC program to RCA?</li> <li>• Reflect high level achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Retain discussion of RCARO and PAC, but include description of MTSC WG (and predecessors), MTR, and Secretariat reviews (e.g. mutation breeding)</li> </ul>
B.2	RCA Context for the New MTS	<ul style="list-style-type: none"> <li>• Existing text largely accurate. Update as necessary.</li> <li>• Acknowledge COVID-19 pandemic and impact on RCA. Possibly its own section.</li> </ul>	<ul style="list-style-type: none"> <li>• Update including section on COVID-19</li> <li>• Consideration of regional challenges i.e. food security,</li> </ul>

		<ul style="list-style-type: none"> <li>• Need to emphasise human resource development and resourcing (including attracting external sources)</li> <li>• Expansion and engaging with new partners including other multilateral organisations and programmes.</li> <li>• Acknowledging the challenges of the demographics of the RCA i.e. differences in technology capacity and populations.</li> <li>• Focus on “new” technologies in technology transfer (i.e. VC, online training, social media etc.)</li> </ul>	zoonotic diseases, climate change, plastics
B.3	Vision	<ul style="list-style-type: none"> <li>• Section needed, but text oddly worded. Should be more outcome focused.</li> <li>• Should be consistent with treaty text.</li> </ul>	<ul style="list-style-type: none"> <li>• Update language to be outcome focused.</li> <li>• Explicitly draw out for individual approval</li> </ul>
B.4	Mission	<ul style="list-style-type: none"> <li>• Existing text ok, but again needs to be more outcome focused</li> <li>• Re-title section “Objectives”?</li> <li>• Should be consistent with treaty text.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand to include outcome objectives</li> <li>• Explicitly draw out for individual approval</li> </ul>
B.5	RCA principles and Core Values	<ul style="list-style-type: none"> <li>• Text largely OK. Could possibly cross-reference against Performance Indicators. Could add “Stakeholder / User Focused”, “Regionally focused”</li> </ul>	<ul style="list-style-type: none"> <li>• Update as necessary</li> </ul>
B.6	Critical Processes and Procedures	<ul style="list-style-type: none"> <li>• Re-title “Operating Structure”?</li> <li>• Reference GOR</li> <li>• Resource mobilisation important affect all levels. Separate sub-section at higher level.</li> <li>• Missing level – Activities?</li> <li>• Describe interface with RPF?</li> </ul>	<ul style="list-style-type: none"> <li>• Rework text to more accurately reflect operation of RCA</li> </ul>

		<ul style="list-style-type: none"> <li>• Maybe move down to later in the document</li> </ul>	
B.7	RCA Stakeholders and Trends	<ul style="list-style-type: none"> <li>• Title only. Could use short context statement.</li> </ul>	<ul style="list-style-type: none"> <li>• Add context chapeau</li> </ul>
B.7.1	RCA Stakeholders	<ul style="list-style-type: none"> <li>• Needs a mind-mapping exercise to ensure that no-one missed</li> <li>• Needs description of each stakeholder type and their role in RCA</li> <li>• Make general?</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> </ul>
B.7.2	Stakeholder Trends	<ul style="list-style-type: none"> <li>• Largely accurate, add things like SDGs , COVID, changing demographic of RCA (new GPs including PICs)</li> <li>• Integrated into section on Context (B.2)?</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> </ul>
C	Strategic Directions and Priorities	<ul style="list-style-type: none"> <li>• Chapeau section</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> </ul>
C.1	Strategic Directions	<ul style="list-style-type: none"> <li>• The “Directions” are well and good, but there is little if any consideration of: <ul style="list-style-type: none"> <li>○ Why they are important?</li> <li>○ Are they outcome focused?</li> </ul> </li> <li>• May need a review / mind-mapping exercise</li> <li>• Some details from previous versions of MTS. Cross-reference?</li> </ul>	<ul style="list-style-type: none"> <li>• Need to review</li> </ul>
C.2	Strategic Priorities	<ul style="list-style-type: none"> <li>• Vitally important section.</li> <li>• Question to be considered: <ul style="list-style-type: none"> <li>○ Does RPF straight replace this section?</li> <li>○ How are result of the RPF survey to be used in defining the priorities?</li> <li>○ Were the SDGs considered?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To be discussed at meeting</li> </ul>
C.2.1	Food and Agriculture		
C.2.2	Human Health		
C.2.3	Industry		
C.2.4	Environment		

C.2.5	Safety	<ul style="list-style-type: none"> <li>○ How does RPF drill down to next level (i.e. what are the desired outcomes under each sub-theme)?</li> </ul>	
C.2.6	Energy Planning	<ul style="list-style-type: none"> <li>• Include description of expected impacts? What are priority areas important?</li> <li>• New section / annex – Table that cross references previous section vs priority areas? May be assisted by RPF.</li> <li>• How do we include cross-disciplinary topics and issues?</li> <li>• Needs to match GP needs / capabilities</li> <li>• MTS may not change but RPF can be updated</li> </ul>	
D	Critical Implementation Enablers	<ul style="list-style-type: none"> <li>• A good section. Could be cross-referenced to B.6?</li> <li>• Missing “Activities” level?</li> <li>• Note new management approaches utilised as a result of COVID</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> <li>• Include activity level?</li> </ul>
D.1	Operational Management Level	<ul style="list-style-type: none"> <li>• Some of this is “Principles” and could be moved to B.5?</li> </ul>	<ul style="list-style-type: none"> <li>• Update / move items as required</li> </ul>
D.2	RCA Programme Level	<ul style="list-style-type: none"> <li>• Fairly good. Need to increase long-term outcome monitoring (potential standalone sections).</li> <li>• Emphasise on database / information collation</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> </ul>
D.3	RCA Project Level	<ul style="list-style-type: none"> <li>• Fairly good. Needs consideration at an activity level as well?</li> </ul>	<ul style="list-style-type: none"> <li>• Update as required</li> <li>• Include activity level?</li> </ul>
E	Execution of the MTS	<ul style="list-style-type: none"> <li>• Section could be reworded or even possibly removed / moved to other groups.</li> <li>• 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”</li> </ul>	<ul style="list-style-type: none"> <li>• Update required actions</li> <li>• Make actions SMART</li> <li>• Provide more context as to how the actions will help implementation of the strategy</li> </ul>

F	Performance Indicators	<ul style="list-style-type: none"> <li>• Important section, and PIs largely accurate, although may update based on ongoing work of MTSC WG.</li> <li>• Add Goal or Evaluative Criteria to be clear on how performance will be managed?</li> <li>• Should be focused on implementation of MTS and lead to improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Update in consultation with MTSC WG</li> <li>• Add Goals or Evaluative Criteria</li> </ul>
Ann 1	(RCA Members)	<ul style="list-style-type: none"> <li>• Update if required</li> </ul>	<ul style="list-style-type: none"> <li>• Update if required</li> </ul>
Ann 2	(RCA Regional Strategic Priorities Aligned with the SDGs for Asia and the Pacific Region)	<ul style="list-style-type: none"> <li>• This is a good section, but will need to be reviewed along with development of the RPF</li> </ul>	<ul style="list-style-type: none"> <li>• Update based on RPF.</li> </ul>

Possible Areas of Expansion	
Missing Section	Broad Description of Content
Needs Analysis	<ul style="list-style-type: none"> <li>• While the broader context of regional needs occurs in some parts of the document, a discreet, more methodical analysis may be needed.</li> </ul>
Operating Environment / Envelope	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Need to draw stronger linkages with SDGs</li> </ul>
Demographics of GPs	<ul style="list-style-type: none"> <li>• Need to acknowledge the changing and increasingly varied nature of the CA as more PICs and smaller countries join</li> </ul>
Growth Goals	<ul style="list-style-type: none"> <li>• Do we want to expand the programme scope, reach to new partners etc.? Deepen work of the programme?</li> </ul>

Resource Mobilisation	<ul style="list-style-type: none"><li>• Do we need an explicit section on what our financial resources are / expected to be? At a program level? At a project level?</li></ul>
Impact Monitoring	<ul style="list-style-type: none"><li>• This topic should be weaved throughout the document, but may also need a specific section?</li></ul>