

Programme U. EXECUTIVE MANAGEMENT, POLICY-MAKING AND CO-ORDINATION

Rationale: In order to be responsive to new requirements, interests and needs of Member States, the Agency needs a central function to provide for overall direction, the setting and co-ordination of policy, and the general management of programme planning and implementation. This function must be backed by adequate legal advice and services.

Objective: To ensure that an effective and efficient one-house results based approach is well established and observed in all Agency activities allowing the Secretariat, the organs and the bodies of the Agency to exercise their functions and statutory responsibilities with the highest possible standards, particularly with respect to legal services.

Outcomes
<ul style="list-style-type: none"> — Strengthened one-house results based approach for all Agency activities. — High quality services to the Policy-making Organs of the Agency. — Timely and reliable legal advice provided to the Secretariat, the organs and bodies of the Agency.
Performance Indicators
<ul style="list-style-type: none"> — Co-ordinated programmes reflecting the needs and priorities of Member States. — Satisfaction of Member States with the services provided to the Policy-making Organs. — Implementation of legal advice provided.

Specific criteria for prioritization:

- Leadership and guidance in support of the development and implementation of the one-house approach and results based management.
- Services essential to the deliberations of the Policy-making Organs.
- Legal services essential to the work of the Secretariat and the Policy-making Organs.
- Improved co-ordination, harmonization and integration of Agency programmes.

Subprogramme U.1. Executive Management

Rationale: An effective response by the Secretariat to the needs and interests of Member States, other international organizations and staff requires leadership in all Agency activities, appropriate representation at relevant forums and effective communication with all constituencies.

Objective: To ensure effective execution of the Agency's mandate, with the full support of Member States, by providing the necessary leadership and support to all Agency activities at the policy making

level for achieving a one-house results based approach.

Outcomes
<ul style="list-style-type: none"> — Complete institutionalization of the one-house concept. — Support by Member States and international organizations on major directions and policies in furthering implementation of the Agency's mandate.
Performance Indicators
<ul style="list-style-type: none"> — Extent of co-ordination within the Secretariat and with main external stakeholders. — Extent of acceptance of, and support for, proposals made by the Director General.

Programme changes and trends: Interaction with governments, senior management of international organizations and civil society will be strengthened and the scope of such interaction broadened. The one-house approach to programme formulation will be monitored and improved in light of the experience of the first full biennium of implementation.

Resource changes and trends: The proposed resource level for 2004 represents an increase of \$100 000 when compared with the adjusted 2003 budget. This is a net increase related to the provisions of \$150 000 for the Agency's Liaison Office in New York hitherto provided on an ad hoc basis, by internal transfer of resources from elsewhere in this programme and from Programme V (Administration and General Services). No change is proposed for 2005 compared to 2004.

Financial resources (2003 prices)

U.1.	2003	2004	2005
Reg. budg.	3 349 000	3 449 000	3 449 000

Recurrent Project U.1.01: Executive management

Main outputs: Policy guidance and instructions will be developed. Statements will be delivered at important meetings and events, particularly the meetings of the Policy-making Organs. Documents prepared by different units of the Secretariat will be cleared for issuance and circulation.

Ranking: 1 ex aequo

Recurrent Project U.1.02: External relations

Main outputs: Regular correspondence and contacts with all Member States on all areas of Agency activities will be maintained, including through Liaison Offices in New York and Geneva. Members of Permanent Missions will be briefed on all relevant programme matters to explain Agency policies as required. Good relations and co-operation will be maintained with other intergovernmental

organizations. Contact with NGOs and the nuclear industry will be maintained through the organization of meetings and the production of position papers. The plan of action for the conclusion of safeguards agreements and additional protocols will be adjusted in order to maximize its effectiveness.

Unfunded activities/means of implementation: The evaluation of "IAEA partnership with international organizations" in 2005.

Ranking: 1 ex aequo

Recurrent Project U.1.03: Policy co-ordination and support

Main outputs: Assistance in the development, co-ordination and implementation of Agency policies in all areas of the Agency's activities will be provided. Contributions will be made to the preparation of documents for the Board of Governors and the General Conference and other relevant documents and correspondence. As part of the central co-ordination role, comprehensive briefings for the Director General (and other senior Agency staff as appropriate) will be provided for all relevant external meetings. Other services, provided for the organization as a whole, include advising on protocol matters and facilitating security clearance as necessary.

Ranking: 1 ex aequo

Subprogramme U.2. General Management and Programme Co-ordination

Rationale: The implementation of the one-house approach in addressing the needs and priorities of Member States requires overall co-ordination and constant supervision of the Agency's operations. If results based management is to be effective at all levels of the Agency, it requires constant and continuous effort and commitment from senior management. Co-ordination of these efforts is essential for drawing full benefits from results based management in terms of process improvement and productivity and efficiency gains.

Objective: To ensure the improvement of general management practices and administrative services throughout the Agency and the effective and full implementation of the results based approach in programme development.

Outcomes
— Modern management techniques and practices introduced throughout the Secretariat.
— Effective programme co-ordination and development.

Performance Indicators
— Number of modern techniques and practices implemented in administrative and general support services.
— Full implementation of the results based approach.

Programme changes and trends: Processes and practices in the general and administrative support services will be constantly reviewed and improved. Results based management will be key to the development and implementation of administrative procedures. Particular emphasis will be put on better co-ordination of all cross-cutting areas identified in the Agency's programmes. The planning and formulation of the programme will be further streamlined and improved, particularly in the identification of the needs and priorities of Member States and the preparation of programme documents that would facilitate the decision making process.

Resource changes and trends: The resources required for this subprogramme for 2004 and 2005 represent a decrease of \$20 000 when compared with the 2003 budget.

Financial resources (2003 prices)

U.2.	2003	2004	2005
Reg. budg.	1 693 000	1 673 000	1 673 000

Recurrent Project U.2.01: General management

Main outputs: Improved guidelines on overall management co-ordination and supervision of the Agency's operations will be established. Guidance will be provided to managers for the preparation of the programme and budget and for reviews of implementation. During the meetings of the Programme Co-ordination Committee, recommendations will be developed for the Director General. Liaison will be carried out within the United Nations common system on high level management questions and the results issued in United Nations documents and reports.

Ranking: 1 ex aequo

Recurrent Project U.2.02: Programme planning and formulation

Main outputs: Programme documents for the 2006–2007 biennium will be issued for consultations with Member States. The process of planning, implementing and monitoring programmes will be improved through the issuance of improved standardized guidelines. Training material for the preparation of the programme in the framework of the results based approach and for the formulation of activities in specific thematic areas will be prepared. Advice and guidance will be provided for the management and co-ordination of cross-cutting areas.

Ranking: 11

Recurrent Project U.2.03: Management standards, processes and procedures

Main outputs: Recommendations to improve Agency work processes and procedures and to increase effectiveness and efficiency will be provided to managers and senior management. SEC/NOTs on administrative procedures, the administrative manual and reports on modern techniques and practices will be issued.

Ranking: 12

Subprogramme U.3. Services for Policy-Making Organs

Rationale: The Policy-making Organs, established by the Agency's Statute, require the provision of a range of Secretariat services to enable them to properly discharge their responsibilities.

Objective: To enable the Policy-making Organs to effectively discharge their statutory responsibilities and exercise their other functions and ensure that all meetings of the Policy-making Organs, particularly of the General Conference and the Board of Governors, are conducted efficiently and in a timely manner.

Outcome
— Effective conduct of business of the Policy-making Organs.
Performance Indicators
— Timely submission of quality documentation to the Policy-making Organs.
— Satisfaction of Member States with the services provided to the Policy-making Organs.
— Maximization of consensus in the decision making processes of the Policy-making Organs.

Programme changes and trends: The Secretariat will seek to intensify its liaison with Member States with a view to better eliciting their views, and helping to ensure that consensus is reached, to the extent possible, on all items before the Policy-making Organs.

The Secretariat will seek to develop further the electronic dissemination of relevant documentation in order to expand the range of documentation available and to improve the ease and speed with which users can access it. Efforts will be made in consultation with Member States to ensure an even distribution of items over the different meetings of the Board of Governors.

Resource changes and trends: The resources required for this subprogramme in 2004 and 2005 represent no change when compared with the adjusted 2003 budget.

Financial resources (2003 prices)

U.3.	2003	2004	2005
Reg. budg.	6 187 000	6 187 000	6 187 000

Recurrent Project U.3.01: Servicing meetings of the Board of Governors and General Conference

Main outputs: Secretariat functions will be carried out and advice and guidance provided during meetings of the Board of Governors and General Conference. Summaries of discussions will be prepared at the request of the Chairman or the President, and records of meetings will be produced and published.

Ranking: 1 ex aequo

Recurrent Project U.3.02: Planning for meetings of the Policy-making Organs

Main outputs: Meeting agendas will be issued and the preparation of the relevant documentation for meetings of the Policy-making Organs will be coordinated. Liaison with Member States on the appointment of officers and on agenda matters for the various meetings will be maintained. Scenarios for the Chairman and President will be prepared.

Ranking: 1 ex aequo

Subprogramme U.4: Legal Activities

Rationale: As an international organization, the Agency must carry out its activities in a lawful manner. Advice must be given on the implementation of the legal aspects of the Agency's programme to the Director General and the Secretariat, to organs and bodies of the Agency and, on request, to Member States.

Objective: To achieve the highest possible standards for legal services provided to the Secretariat and to the organs and bodies of the Agency, as well as to Member States, and assist in the implementation of legal aspects of the Agency's programme.

Outcome
— Provision of timely and reliable legal advice to the organs and bodies of the Agency and to all units of the Secretariat as well as to Member States as appropriate.
Performance Indicator
— Implementation of legal advice provided.

Programme changes and trends: There is an increasing general need for legal support, including substantial work in connection with strengthened safeguards, other verification activities and activities for protection against nuclear terrorism, technical co-operation, and increased demand from Member

States for assistance in the preparation of national legislation, in particular that relating to the implementation of international agreements to which they are a party, as well as a greater involvement in the development of safety standards. There is also increased demand from the area of personnel and management.

Resource changes and trends: The proposed resource level for this subprogramme remains unchanged in 2004 and 2005 when compared with the adjusted 2003 budget.

Financial resources (2003 prices)

U.4.	2003	2004	2005
Reg. budg.	2 187 000	2 187 000	2 187 000

Recurrent Project U.4.01: Legal services to Policy-making Organs and the Secretariat

Main outputs: This project will result in legal support being provided in the implementation of the Agency's obligations under international instruments. Legal services will be provided to the organs and bodies of the Agency in their conduct and decision making processes. Legal support will be provided to the Agency's activities in the establishment and application of norms and standards in the nuclear field. Legal support will be provided in all activities of the Secretariat, through which agreements, memoranda of understanding, contracts and other such instruments will be drafted, negotiated, concluded, interpreted and archived.

Unfunded activities/means of implementation: Additional staff costs to cover greater legal support to safeguards issues and increased procurement activities.

Ranking: 1 ex aequo

Recurrent Project U.4.02: Implementation of legal aspects of conventions for which the Director General is depositary

Main outputs: The Agency's obligations under conventions for which the Director General is the depositary will be fulfilled through carrying out depositary functions, which include registration with the United Nations, preparation of certified copies, receiving signatures and instruments of ratification, succession and accession, and maintenance of the archive of original texts and status lists. Meetings of Contracting Parties and/or diplomatic conferences to review/consider amendments will be convened and serviced.

Ranking: 1 ex aequo

Recurrent Project U.4.03: Legal services to Member States

Main outputs: Responses will be provided to Member States' legal questions relating to the work of the Agency and to States' obligations under relevant international agreements. National legislative frameworks governing the safe and peaceful uses of nuclear energy in Member States will be enhanced through the provision of advice on or drafting of legislation, regional training courses and individual training.

Ranking: 1 ex aequo

Recurrent Project U.4.04: Inter-agency legal matters

Main outputs: Legal advice will be provided in the co-ordination and, where appropriate, standardization of policies, rules and regulations of the Agency and United Nations system organizations and other intergovernmental organizations.

Ranking: 10