Manual for the IAEA

National Liaison Officer

OF LATIN AMERICA AND THE CARIBBEAN

WORKING DOCUMENT

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Manual for the IAEA National Liaison Officer

OF LATIN AMERICA AND THE CARIBBEAN

TABLE OF CONTENTS

List of acronyms 6
List of tables 7
Foreword 9

CONTENT SUMMARY

1 Introduction 11

2 Policy Basis for the Technical Cooperation Programme 13
2.1 The IAEA Statute 14
2.2 Revised Supplementary Agreement (RSA) 15
2.3 The Revised Guiding Principles and General Operating Rules to Govern the Provision of Technical Assistance by the Agency (INFCIRC/267) 15
2.4 IAEA Medium Term Strategy 2018-2023 16
2.5 Technical Cooperation Strategy 16
2.6 The Agency's Safety Standards 17
2.7 IAEA Gender Equality Policy 17
2.8 Policy Making Organs 17

3 The Technical Cooperation Programme 23
3.1 Functioning of the Technical Cooperation Programme 24
3.2 Thematic Areas Covered by the Technical Cooperation Programme 26
3.3 Funding of the Technical Cooperation Programme 29
3.4 The Programme Cycle 32
3.5 Roles of Key Stakeholders 34

4 Programme Planning and Approval 39
4.1 Strategic Planning Documents 44
4.2 Project Concepts and Programme Notes 51
4.3 Project Designs 61

5 Programme Implementation 73
5.1 Human Resource Components 74
5.2 Procurement of Equipment and Material 95

6 Monitoring and Evaluation **105**
6.1 Project Progress Assessment Report (PPAR) 108
6.2 Field Monitoring Missions 111
6.3 National Monitoring Mechanism (Good Practices in Member States) 112
6.4 Project Closure 114
6.5 Independent Evaluation 116
6.6 Self-Evaluation 119

7 Communication and Outreach **121**
7.1 Communication Methods 123
7.2 Communication Tools 124

8 Partnerships **127**
8.1 Fostering Partnerships for Development 128
8.2 Partnerships at the National Level 129

Appendices **133**
Appendix A: TC Management Tools 134
CLP4Net 134
InTouch+ 134
My TC PRIDE 135
NUCLEUS 135
PCMF 135
TC-Reports 135

Appendix B: Forms and Templates 137
All templates are updated from time to time. In cases where the links do not function or the specific template is omitted from the list above, NLOs should contact their PMOs.

Appendix C: Criteria for selecting fellows and scientific visitors 138

Glossary **141**

List of acronyms

ARCAL: Regional Cooperation Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean
BoG: Board of Governors
CD: Course Director (for a regional training course)
CP: Project Counterpart
CPF: Country Programme Framework
CPN: Country Programme Note
DSA: Daily Subsistence Allowance
DTM: Designated Team Member (lead coordinator of regional projects)
EPR: Emergency preparedness and response
FAO: Food and Agriculture Organization of the United Nations
FE: Fellowship
FO: Finance Officer (for a regional meeting or training course)
FoA: Field of Activity
GC: General Conference
HGA: Host Government Agreement
IEX: International Expert
IPN: Interregional Programme Notes
ITC: Interregional Training Course
LCR: Lecturer
LFA: Logical Framework Approach
MTG: Meeting
MO: Meeting Organizer (for regional meetings)
NCR: National Coordinator of a Regional/Cooperative Agreement
NLA: National Liaison Assistant
NLO: National Liaison Officer
NPCs: National Participation Costs
NTC: National Training Course
PA: Project Assistant
PBC: Programme and Budget Committee
PMA: Programme Management Assistant
PMO: Programme Management Officer
PCMF: Programme Cycle Management Framework
PPAR: Project Progress Assessment Report
R/CA: Regional/Cooperative Agreements
RB: Regular Budget
RPN: Regional Programme Note
RTC: Regional Training Course
RSA: Revised Supplementary Agreement
RSF: Regional Strategic Framework
SDG: Sustainable Development Goal
SV: Scientific Visit
TACC: Technical Assistance and Cooperation Committee
TC: Technical Cooperation
TCF: Technical Cooperation Fund
TO: Technical Officer
UNDAF: United Nations Development Assistance Framework
UNSDCF: United Nations Sustainable Development Cooperation Framework
UNMSDF: United Nations Multi-Country Sustainable Development Framework
WCF: Working Capital Fund

List of tables

Table 1	Responsibilities of the main actors in the TC Programme	**34**
Table 2	Planning the Technical Cooperation Programme	**42**
Table 3	Preparation of the Country Programme Framework (CPF)	**46**
Table 4	Formulation of national concepts and Country Programme Note (CPN)	**52**
Table 5	Formulation of regional project concepts and regional programme notes under Regional/Cooperative Agreements (R/CA)	**55**
Table 6	Formulation of regional concepts and Regional Programme Notes (RPN) outside of Regional/Cooperative Agreements	**58**
Table 7	Preparation of interregional concepts and Interregional Programme Notes (IPN)	**60**
Table 8	Application of the Logical Framework Approach (LFA) in project design	**63**
Table 9	Development of national project designs	**67**
Table 10	Development of regional and interregional project designs	**70**
Table 11	Recruitment process of both international experts (IEX) and lecturers (LCRs)	**76**
Table 12	Nomination and placement of candidates for fellowships / scientific visits (FE/SV) in a host country	**80**
Table 13	Hosting of fellowships and scientific visits (FE/SV)	**82**
Table 14	Nomination of candidates for sponsored participation (SP)	**84**
Table 15	Nomination of candidates for a technical cooperation regional/interregional training course	**88**
Table 16	Organizing and hosting technical cooperation regional/interregional training courses	**89**
Table 17	Nominating participants for a TC meeting	**91**
Table 18	Organizing and hosting TC meetings	**92**
Table 19	IAEA internal lead times for implementation of training and meeting activities	**94**
Table 20	International procurement process	**99**
Table 21	Local procurement process	**101**
Table 22	Low value purchase process	**102**
Table 23	Preparation of e-PPARs	**109**
Table 24	Preparation of the project achievement report	**115**

IAEA Fellows from Latin American countries at the Regional Training Course on Mutation Breeding and Efficiency Enhancing Techniques for Resistance to Banana Fusarium Wilt Race TR4 in Latin America. IAEA Laboratories, Seibersdorf, Austria. 24 February 2022.

Photo: Dean Calma / IAEA

Foreword

The Manual for IAEA National Liaison Officers (NLO) of Latin America and the Caribbean responds to the need for having a handbook on the operation of the technical cooperation as requested by the NLOs and National Liaison Assistants (NLA) in their feedback to the Induction Workshops organized by the Division of Latin America and the Caribbean in 2018 and 2019.

This manual provides in-depth information on the various processes involved in the technical cooperation programme (TC Programme), along with the roles and responsibilities of key stakeholders. It serves as a guide to assist the National Liaison Officers and Assistants in understanding and performing their functions throughout the stages of the technical cooperation programme cycle, namely planning, design, implementation, monitoring and evaluation. It also highlights the importance of communication and outreach to the successful implementation of the technical cooperation programme in Member States.

The NLO, supported by the National Liaison Assistant, is the principal interface between the Agency and the Member State on technical cooperation and related matters. The role of the National Liaison Officer has been recognized as pivotal in ensuring the optimal performance of the technical cooperation programme and enhancing the benefits to be derived by Member States. The NLO is the focal point for the Agency's technical cooperation programme in a Member State. Consequently, the duties of the National Liaison Officer encompass much more than administrative processes. They cover leadership, strategic thinking, operational management, supervision, coordination and relationship building with a wide range of stakeholders. The following aspects require particular attention:

NLO aspects

- **A National Liaison Officer who is aware of issues, trends and needs** and who engages in continuous dialogue and exchange of information with project counterparts can play a valuable facilitating role, with both the government and the Agency's Secretariat, in addressing matters related to the TC programme.
- **A National Liaison Officer responsible for monitoring lessons learned and best practices and serving** as a focal point for knowledge preservation and retrieval, provides great value for a more effective TC programme.
- **Management by the National Liaison Officer of both regional and national programmes** helps increase efficiency and avoid duplication of efforts and diversion of resources to non-priority areas.
- **Better communication with key stakeholders, in line with government policies and approaches,** increases the relevance and effectiveness of the programme. Key stakeholders include government offices responsible for international cooperation, planning units, representatives of the main development sectors in a Member State, and relevant multilateral and bilateral development partners, including NGOs.
- **Increased networking with UN agencies and donors** offers the possibility of forming alliances and partnerships in development activities that can leverage new resources to address national priorities.

1. Introduction

Overview

The IAEA was created in 1957 in response to the deep fears and expectations generated by the discoveries and diverse uses of nuclear technology. The Agency's genesis was U.S. President Eisenhower's "Atoms for Peace" address to the General Assembly of the United Nations on 8 December 1953.

The IAEA's principal objective is to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity throughout the world. Based on this objective, the IAEA has pursued the goal of making nuclear science and technology available to its Member States to use in a safe, secure and peaceful manner.

The technical cooperation programme is the Agency's primary mechanism for transferring nuclear technology to Member States, helping them to address key development priorities in areas such as health and nutrition, food and agriculture, water and the environment, industrial applications, and nuclear knowledge development and management. The programme also helps Member States to identify and meet future energy needs, and assists in improving radiation safety and nuclear security worldwide, including the provision of legislative assistance.

This manual provides an overview of the most important aspects of the programme, the policy basis, technical and programmatic background, the roles and responsibilities of the most important stakeholders, as well as the processes involved in planning, design, implementation, monitoring and evaluation, including practical tips in all stages of the programme. Furthermore, the document introduces the reader to partnership building as well as to communication and outreach in relation with the programme.

2.
Policy Basis for the Technical Cooperation Programme

Overview

The overall strategic framework of the TC programme is determined by provisions in key documents of the IAEA, namely:

- The IAEA Statute
- Revised Supplementary Agreement
- The Revised Guiding Principles and General Operating Rules to Govern the Provision of Technical Assistance by the Agency (INFCIRC/267)
- IAEA Medium Term Strategy
- Technical Cooperation Strategy
- The Agency's Safety Standards
- IAEA Gender Equality Policy

The following chapter briefly presents the content of these documents and discusses its relevance as policy basis for the TC Programme. Furthermore, this chapter presents the roles of the two Policy-Making Organs of the Agency regarding the TC Programme:

- The IAEA General Conference
- The IAEA Board of Governors

2.1 The IAEA Statute

The Statute of the IAEA was approved on 23 October 1956 by the Conference on the Statute of the International Atomic Energy Agency, which was held at the Headquarters of the United Nations. It came into force on 29 July 1957.

Article II establishes the objectives of the IAEA Statute and provides the mandate for the IAEA in the peaceful application of nuclear energy. It states as follows: *"The Agency shall seek to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity. It shall ensure, so far as it is able, that assistance provided by it or at its request or under its supervision or control is not used in such a way as to further any military purpose."*

Article III refers to the Agency's functions, and specifically to the provision of assistance under paragraph A.2, stating: *"The Agency is authorized: […] (t)o make provision, in accordance with this Statute, for materials, services, equipment and facilities to meet the needs of research on, and development and practical application of, atomic energy for peaceful purposes, including the production of electric power, with due consideration for the needs of the underdeveloped areas of the world."*

Under the same article, paragraph A.6 refers to the application of safety standards for the provision of assistance by the Agency: *"To establish or adopt, in consultation and, where appropriate, in collaboration with the competent organs of the United Nations and with the specialized agencies concerned, standards of safety for protection of health and minimization of danger to life and property (including such standards for labor conditions), and to provide for the application of these standards to its own operations as well as to the operations making use of materials, services, equipment, facilities, and information made available by the Agency or at its request or under its control or supervision; and to provide for the application of these standards, at the request of the parties, to operations under any bilateral or multilateral arrangement, or, at the request of a State, to any of that State's activities in the field of atomic energy."*

2.2 Revised Supplementary Agreement (RSA)

The Revised Supplementary Agreement (RSA) is an arrangement for delivering cooperation to Member States. It describes the responsibility of the Government and the Agency. The first RSAs were signed in 1979. Key articles in the RSA deal with the application of safety standards, peaceful use and safeguards, physical protection of facilities and equipment, title to equipment and materials, and settlement of disputes.

HIGHLIGHT

The RSA contains important provisions with regard to participation and contribution of the government in the execution of projects, specifically regarding the donation of equipment and related customs clearance, local transportation from the port of entry, its insurance, maintenance and disposal. Furthermore, it establishes the government's responsibility for measures to ensure the safety, security and peaceful use.

2.3 The Revised Guiding Principles and General Operating Rules to Govern the Provision of Technical Assistance by the Agency (INFCIRC/267)

The document INFCIRC/267, "Revised Guiding Principles and General Operating Rules to Govern the Provision of Technical Assistance by the Agency" governs the provision of all Agency technical assistance. It includes Guiding Principles related to eligibility to participate in the programme, sources of technical assistance, agreements with Member States, and issues related to human resources as well as equipment. It also contains the General Operating Rules.

2.4 IAEA Medium Term Strategy 2018-2023

The IAEA Medium Term Strategy serves as a strategic direction and roadmap for the Secretariat to prepare the Agency's programme and budget during the period the Strategy covers, by identifying priorities among and within its programmes for three biennia for the achievement of the Agency's statutory objectives in an evolving international environment.

The Medium-Term Strategy 2018–2023 draws upon the implementation of the Medium-Term Strategy 2012–2017 and may be updated, if deemed necessary by the Board of Governors, before the start of a programme and budget preparation process, adapting to new developments and evolving needs and priorities of Member States.

2.5 Technical Cooperation Strategy

The Technical Cooperation Strategy, drawn up in 1997, guided the IAEA's technical cooperation activities, and introduced three new tools:

1. Model Projects which were designed to set and maintain standards of quality in project design
2. Country Programme Frameworks which focus on agreed priority national development needs
3. Thematic Plans concentrated on identifying and promoting nuclear and isotopic techniques that offered clear cost-benefit advantages in achieving sustainable development.

In 2002, the Strategy was reviewed, and six main fields for technical cooperation intervention were identified: human health, agricultural productivity and food security, management of water resources, environmental protection, physical and chemical applications of radiation and radioisotopes and sustainable energy development. Model Projects evolved into a 'central criterion' which relates to the extent to which a project addresses an area of real need in which there is a national programme with strong government commitment and support. The central criterion is widely used in the prioritization and selection of projects. Over the years, the Country Programme Framework also became well established as a programme design and planning tool.

Today, the IAEA's TC programme provides support in 33 Fields of Activity, clustered into seven areas: health and nutrition, food and agriculture, water and the environment, industrial applications, energy planning and nuclear power, radiation protection and nuclear safety, and nuclear knowledge development and management.

Strategic direction for the multi-annual TC programme is provided by the IAEA's Member States and, more specifically the Policy-Making Organs (refer to section 2.8). TC programme activities are guided by Country Programme Frameworks and Regional/Cooperative Agreements, and take into account national development plans, regional priorities and, as appropriate, relevant Sustainable Development Goals (SDGs).

2.6 The Agency's Safety Standards

The Government shall apply Agency's Safety Standards to the operations making use of the technical assistance. These standards provide the fundamental principles, requirements and recommendations to ensure nuclear safety and may be revised from time to time. They serve as a global reference for protecting people and the environment and contribute to a harmonized high level of safety worldwide.

2.7 IAEA Gender Equality Policy

The IAEA is committed to gender equality and to supporting the ability of all individuals, regardless of gender, to equally contribute to and benefit from its programmes and activities. To this end, the IAEA strives to achieve gender balance in the Secretariat and to implement gender mainstreaming in its programmes and activities, such as the IAEA Marie Sklodowska-Curie Fellowship Programme.

2.8 Policy-Making Organs

The IAEA General Conference and the Board of Governors are the Policy-Making Organs of the IAEA, which determine policy, oversee the main aspects of the IAEA's work and ensure the effective implementation of the IAEA's mandate, in accordance with the IAEA Statute. The Policy-Making Organs comprise the General Conference of all Member States and the 35-member Board of Governors. The powers and functions of the Policy-Making Organs are provided for in the IAEA Statute, and the conduct of business in each organ is governed by its respective rules of procedure.

2.8.1 The General Conference

The General Conference is composed of representatives of all Member States of the IAEA. The General Conference meets in regular annual sessions, traditionally in the month of September, at the Headquarters of the IAEA in Vienna, unless otherwise determined by it. The decision on the composition of delegations is an internal matter of each Member State.
The General Conference may discuss any questions or any matters within the scope of the IAEA Statute or relating to the powers and functions of any organs provided for in the Statute. It may make recommendations to IAEA Member States and/or to the Board of Governors on any such questions or matters and it may decide on any matter specifically referred to it by the Board of Governors. Each Member State has one vote.

The main functions of the General Conference include:

- Electing members to the Board of Governors.
- Approving States' applications for membership to the IAEA.
- Approving the IAEA's budget.
- Approving the appointment of the Director General.
- Considering the annual report of the IAEA submitted to it by the Board of Governors.

The General Conference elects a President who, having due regard to equitable geographical representation, proposes to the General Conference for election the names of eight Vice-Presidents and the name of a Chairman of the Committee of the Whole.

The Committee of the Whole is the main committee of the General Conference. It considers and reports to the General Conference on agenda items referred to it by the General Conference and recommends draft resolutions relating to those items for adoption by the General Conference at its plenary meetings.

KEY MESSAGE

The General Conference discusses and adopts resolutions on, *inter alia*, the Agency's financial statements, regular budget appropriations, nuclear security, nuclear and radiation safety, safeguards, the Agency's technical cooperation activities as well as activities related to nuclear science, technology and applications. The annual General Conference resolution, *'Strengthening of the Agency's technical cooperation activities'*, provides guidance for the operation of the programme and its management, and ensures that the programme responds to the current and emerging needs and concerns of Member States.

The General Conference is attended by representatives of all IAEA Member States, invited non-Member States and international organizations. One of the highlights of the General Conference is the General Debate, where high-level representatives of IAEA Member States, entities and international organizations have an opportunity to address the General Conference, at its plenary meetings, on issues of relevance to the work of the IAEA.

2.8.2 The Board of Governors

The Board of Governors (BoG) is composed of 35 members and normally meets five times per year: in March and June, twice in September (before and after the General Conference) and in November. The Board has the authority to carry out the functions of the IAEA in accordance with the Statute, subject to its responsibilities to the General Conference.

The main functions of the Board include:

- Submitting the annual report of the IAEA to the General Conference.
- Considering reports by the IAEA Director General.
- Authorizing the IAEA Director General to conclude and implement safeguards agreements.
- Establishing IAEA safety standards.
- Appointing the IAEA Director General.
- Recommending the IAEA's budget for approval by the General Conference.
- Designating Board Members.

KEY MESSAGE

The Technical Assistance and Cooperation Committee of the BoG makes recommendations to the Board on the IAEA's technical cooperation programme. It usually meets in November. The Board of Governors considers the proposed technical cooperation programme based on the recommendations of the TACC and approves the bi-annual programme in November, before its initiation in January of the following year.

Over the years, the Board has established committees for a variety of purposes and currently has two standing committees, as follows:

- the Programme and Budget Committee (PBC); and
- the Technical Assistance and Cooperation Committee (TACC).

Both committees are chaired by the Chairman of the Board and their membership is the same as that of the Board. The Programme and Budget Committee is a subsidiary body which makes recommendations on the IAEA's programme and budget and other financial and administrative matters. It usually meets in May.

Member States representatives can access online documentation on the work of the Board of Governors and its Committees through the GovAtom information portal, which requires application for access to be submitted through the Permanent Mission.

HIGHLIGHT

The TACC reviews the proposed technical cooperation programme and projects. Hence, project teams shall ensure high quality, logical, results-based, and well comprehensible project designs.

The mass spectrometry lab at Seibersdorf Analytical Laboratory (SAL). Seibersdorf, Austria. 26 January 2016.

Photo: Dean Calma / IAEA

3.
The Technical Cooperation Programme

Overview

The technical cooperation programme is the Agency's primary mechanism for transferring nuclear technology to Member States, helping them to address key development priorities in areas such as health and nutrition, food and agriculture, water and the environment, industrial applications, and nuclear knowledge development and management. The programme also helps Member States to identify and meet future energy needs, and assists in improving radiation protection and nuclear safety worldwide, including the provision of legislative assistance.

The IAEA's technical cooperation programme combines specialized technical and development competencies.

HIGHLIGHT

The objective of the technical cooperation programme is to achieve tangible socioeconomic impact by contributing directly in a cost-effective manner to the achievement of the major sustainable development priorities of each country, including relevant nationally identified targets under the Sustainable Development Goals (SDGs).

3.1 Functioning of the Technical Cooperation Programme

General Considerations

The IAEA technical cooperation programme provides support in fields where nuclear techniques offer advantages over other approaches, or where nuclear techniques can usefully supplement conventional means. All Member States are eligible for support through technical cooperation projects.

3.1.1 Geographic Regions

The TC programme operates in four geographic regions: Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean. Within each region, it helps Member States to address their main development priorities, taking into consideration the existing capacities and different operational conditions. The programme aims to leverage capacities in each region by facilitating cooperation between Member States. For example, the capacities of technically advanced countries can be used to address the needs of less advanced countries

3.1.2 Types of Projects

National projects involve a single country and focus on supporting national development priorities where the use of nuclear techniques or technology is an essential element for the achievement of national objectives or provides a solution to a problem in a cost-effective, safe and secure manner.

Regional projects deliver technical cooperation support across national boundaries and address the needs of several Member States in a specific region. Such projects are developed according to regional development priorities established by Regional/Cooperative Agreements, strategies and frameworks.

Interregional projects deliver support across national and regional boundaries and address the needs of several Member States in different regions.

Figure 1.
Types of Projects

TYPES OF PROJECTS		
National	**Regional**	**Interregional**
These projects involve a single country and focus on supporting national development priorities where the use of nuclear techniques or technology is an essential element for the achievment of national objectives or provides a solution to a problem in a cost-effective, safe and secure manner.	These projects deliver technical cooperation support across national boundaries and address the needs of several Member States in a specific region. Such projects are developed according to regional development priorities established by Regional/ Cooperative Agreements, strategies and frameworks.	These projects deliver support across national and regional boundaries and address the needs of several Member States in different regions.

3.2 Thematic Areas Covered by the Technical Cooperation Programme

General Considerations

The TC programme provides support in the following thematic areas:

- Health and nutrition
- Food and agriculture
- Water and the environment
- Industrial applications/radiation technology
- Nuclear safety
- Energy planning and nuclear power
- Nuclear knowledge development and management

3.2.1 Health and Nutrition

Nuclear techniques play an imperative role in relation to the diagnosis and treatment of health conditions and non-communicable diseases, such as cancer and cardiovascular diseases. They can also help monitor and address malnutrition in all its forms, from undernutrition to obesity. Health care and diagnostics, nuclear medicine | IAEA

3.2.2 Food and Agriculture

Nuclear technologies provide competitive and often unique solutions to help fight hunger and malnutrition, improve environmental sustainability, and ensure that food is safe. The IAEA and the Food and Agriculture Organization of the United Nations (FAO) work in partnership to help Member States use these technologies safely and appropriately.

HIGHLIGHT

Projects are presented in a specific thematic area and linked to specific Fields of Activities (FoA) during the design phase. The seven thematic areas are divided in 33 FoA, all linked to a specific technical expertise in the Agency´s Technical Departments.

Nuclear techniques contribute to sustainable livestock management, animal and plant health, the safety and quality of food and agricultural commodities, optimized plant breeding, insect pests' control, sustainable management of agricultural land and water, achieving a climate-smart agriculture.

3.2.3 Water and the Environment

Water security – the availability, quality, management and protection of water resources – has become a critical issue in human development and environmental and economic sustainability, particularly considering global population growth. The IAEA approaches this challenge through science-based isotope hydrology methodologies that provide key information about the availability, sustainability and contamination of water resources as well as the human impact on the climate.

With science-based information, decision-makers will be better equipped to make decisions related to water resource management, water use, pollution and other environmental issues, including climate change

3.2.4 Industrial Applications / Radiation Technology

Nuclear science and technology play a major role in bringing innovation, safety and efficiency to industrial processes. Making radiation technologies available to Member States and assisting them in the peaceful use of these technologies constitute an important part of the IAEA's work.

Nuclear techniques are used to identify and assess the properties of different materials, measure pollution levels, sterilize and disinfect components, monitor, and optimize industrial processes and change chemical, physical and biological properties to produce novel materials. Radiation can be used for analysing and processing a range of substances such as to characterize and preserve artefacts and thereby preserve an important part of a country's cultural heritage.

3.2.5 Radiation Protection and Nuclear Safety

The IAEA promotes a strong and sustainable global framework on radiation protection and nuclear safety in Member States, working to protect workers, the public and the environment from the harmful effects of ionizing radiation.

As such, the IAEA supports countries in strengthening their governmental, legal and regulatory framework towards protecting people and the environment against radiation risks, and ensuring safety of facilities and activities that give rise to radiation risks.

HIGHLIGHT

The use of radiation sources can bring huge socioeconomic benefits; however, the related risks need due consideration. The provision of radiation sources or any equipment involving their use can be supported by IAEA once the recipient country has met the requirements of the IAEA Safety Standards.

TIP

According to the RSA signed by Member States participating in the technical cooperation programme, "the beneficiary Member State should apply the Basic Safety Standards in operations involving the Technical Cooperation Assistance".

3.2.6 Energy Planning and Nuclear Power

Energy is essential for sustainable economic growth and improved human welfare. The IAEA offers to Member States a wide range of energy modelling tools for integrated all-source energy planning, including sustainable development, that are delivered through computer-based software programs, manuals, trainings and e-learning sessions/platforms, upon request.

Nuclear energy provides access to clean, reliable and affordable energy, mitigating the negative impacts of climate change. It is a significant part of the world energy mix and its use is expected to grow in the coming decades. The IAEA fosters the efficient and safe use of nuclear power by supporting existing and new nuclear programmes around the world, catalysing innovation and building capacity in energy planning, analysis, and nuclear information and knowledge management. The Agency helps countries meet growing energy demand for development, while improving energy security, reducing environmental and health impacts, and mitigating climate change.

3.2.7 Nuclear Knowledge Development and Management

Building, collecting, transferring, sharing, preserving, maintaining and utilizing knowledge is essential to developing and keeping the necessary technical expertise and competences required for nuclear power programmes and other nuclear technology. The IAEA helps Member States maintain and preserve nuclear knowledge.

Appropriate expertise must be developed and kept available throughout the nuclear technology life cycle. Effective knowledge management helps achieve this objective. Advanced and specialized knowledge in nuclear engineering and science is required for the safe and effective design, construction, licensing, commissioning, operation, maintenance and decommissioning of nuclear technology-based systems, which may have long life cycles in changing contexts.

Recognizing the importance of nuclear knowledge management, the IAEA develops methodologies and guidance documents for planning, designing and implementing nuclear knowledge management programmes, and facilitates nuclear education, providing support, networking opportunities and experience exchange. The IAEA assists Member States by providing products and services for maintaining and preserving nuclear knowledge and by promoting the use of state-of-the-art knowledge management technologies.

3.3 Funding of the Technical Cooperation Programme

General Considerations

The IAEA carries out its work in two main areas: the regular programme and the technical cooperation programme. These two programmes are financed from separate funds. The technical cooperation programme is funded by the Technical Cooperation Fund (TCF) and supported by extrabudgetary contributions to the TC and in-kind contributions. The regular programme is funded by the IAEA's regular budget which is approved annually by the IAEA General Conference.

3.3.1 Technical Cooperation Fund

The Technical Cooperation Fund (TCF) is the main funding source for financing the IAEA's technical cooperation activities. The TCF is used to implement national, regional and interregional technical cooperation projects, proposed by IAEA Member States and approved by the IAEA Board of Governors.

TIP

Refer to the Guidelines on Contributions to the IAEA to learn more about assessed and voluntary contributions.

The TCF is funded primarily by annual voluntary contributions and National Participation Costs (NPCs) (see below) paid by the Agency's Member States.
Each year, the Board of Governors recommends a voluntary contribution target for the TCF to be approved by the General Conference. The target amount is apportioned to Member States using UN assessment rates.

Unfunded elements of the TC programme, where projects or project components have been approved but resources are not sufficient to implement them, are referred to as footnote-a/ projects and components. As established by a decision of the General Conference and requested by the Board of Governors, the Secretariat applies the due account mechanism (DAM) with the main objective of increasing the level of contributions to the Technical Cooperation Fund (TCF) and the reliability of resources made available. Discussions are held at the General Conference each year with all Member States regarding their respective payment record. Least Developed Countries (LDCs) and New MS (membership under five years) are not subject to the DAM. Also, the DAM does not apply to extrabudgetary funded activities, does not reduce funding for regional and inter-regional projects and is not applied to requests from MSs for urgent activities involving radiological protection and nuclear safety. In applying the DAM, the Secretariat considers the average Rate of Attainment (RoA) of the contributions to the TCF of the past six years.

3.3.2 National Participation Costs

National Participation Costs (NPCs) are charged to those Member States, excluding Least Developed Countries, receiving technical cooperation assistance, and are assessed at 5% of their national technical cooperation programme, which includes primarily national projects, and also fellowships and scientific visits funded under regional or interregional projects. A minimum of 2.5% of the NPCs must be paid at the beginning of each biennium before implementation of newly approved projects can start. The remaining balance is calculated based on actual disbursements and is due following issuance of the NPC invoice in the year following project completion. National Participation Costs also flow into the TCF.

3.3.3 Extra-Budgetary Funding

Extra-budgetary contributions are voluntary contributions received for the IAEA's activities in support of both regular and technical cooperation programme activities for which other sources of funding are not available. Contributions may be offered by Member States and other donors and may be accepted by the IAEA through the exchange of pledge letters and pledge acceptance letters, or through the conclusion of contribution agreements.

TIP

NLOs should ensure that NPCs are paid prior to the start of each programme cycle to ensure the timely activation of the national projects.

After formal closure of a national project, NPCs are re-assessed at 5% of the overall budget of the project. For those projects that received additional funding during the lifetime of the project, 5% of the difference between the initially approved budget and the final funds assigned will apply. These NPCs will be added to the yearly invoice and are to be covered by the Member State. In cases where the overall budget was decreased during the lifetime of a project, the country will receive NPC credit.

Furthermore, 5% of the total cost of fellowships and scientific visits implemented in the framework of a regional project will be charged in form of NPCs.

Some of these activities fall under the Peaceful Uses Initiative (PUI) launched by the IAEA in 2010. This initiative has since become an important vehicle to raise extrabudgetary contributions for the Agency's activities in the peaceful uses of nuclear technology. The PUI allows the IAEA to implement for the benefit of its Member States additional assistance in the peaceful applications of nuclear technology, much of which would otherwise remain unfunded.

3.3.4 Government Cost-Sharing

Government cost-sharing refers to instances when the funding from the donor Member State is used to support project activities under its own national programme.

3.3.5 Regular Budget

The Regular Budget (RB) is funded by contributions from Member States and enables the IAEA to meet obligations arising from authorized appropriations. Contributions to the Regular Budget are calculated based on the scale of assessment approved by the General Conference (GC) at its annual meeting. The assessed contributions are annual obligations and are payable in full by all Member States on the first day of the financial year to which they relate.

3.4 The Programme Cycle

General Considerations

The IAEA's technical cooperation programme is developed jointly by the Member States and the Secretariat, using a results-based management approach. The Department of Technical Cooperation is responsible for the management of the TC programme and provides structured and multidisciplinary Agency-wide coordination of the programme and management support to Member States. The IAEA's Technical Departments are responsible for the technical integrity of the TC programme, including safety, security and safeguards issues.

The two-year programme is formulated following the submission of a Country Programme Note with project proposals by each participating Member State. After a first assessment, project designs are elaborated by the project team. These project designs are reviewed by the IAEA Secretariat based on programmatic orientation, quality criteria and technical feasibility, and any safety, security and safeguards issues are identified and addressed. The projects are finally presented for approval to the IAEA Board of Governors (BoG).

The new programme cycle starts on 1 January of the year following BoG approval of the programme.

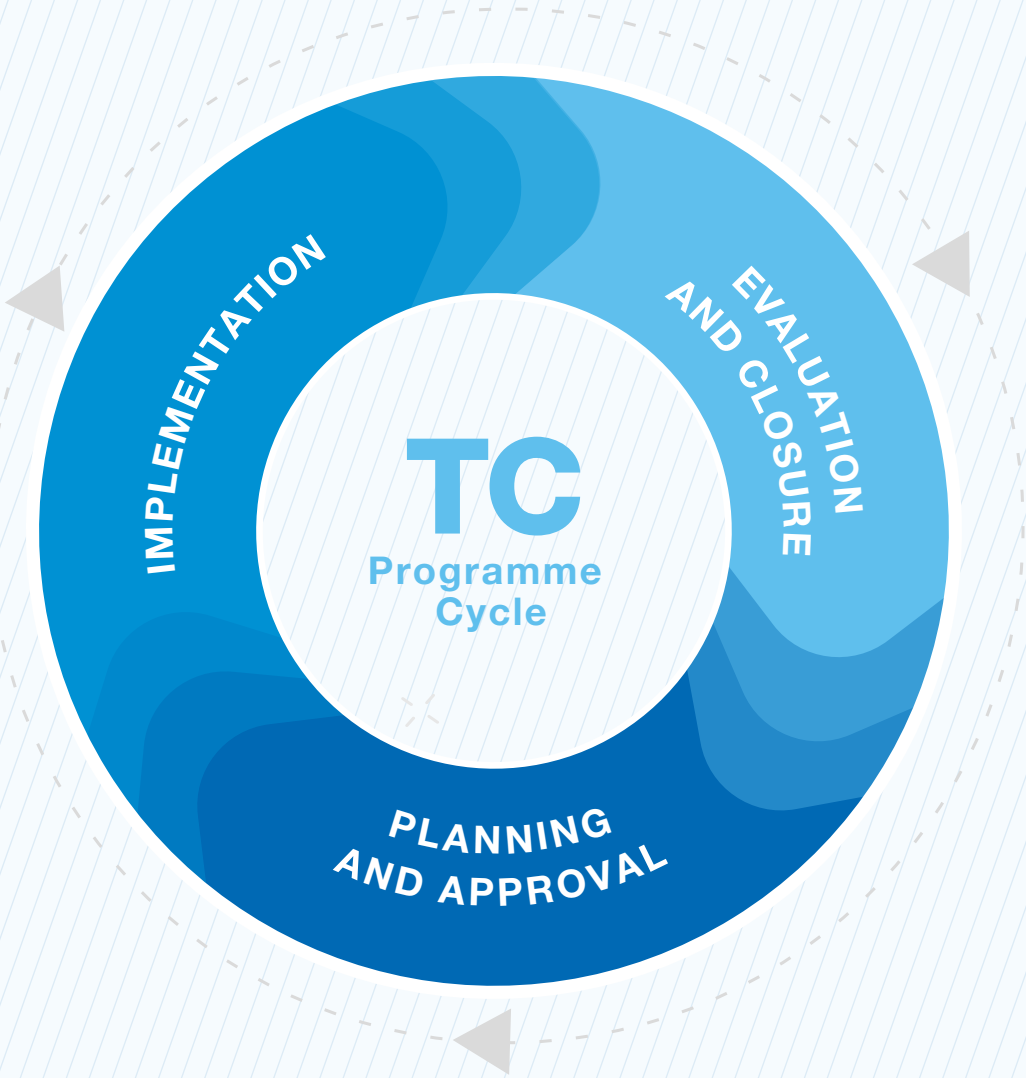
While the new TC programme is being implemented, the preparation for the next two-year programme starts as part of the continuous programme cycle. Projects within the programme can be national, regional or interregional (see 3.1.2), and can have a duration of up to four years.

HIGHLIGHT

National projects within the new cycle are initiated upon payment of National Participation Costs (NPCs) by the recipient Member State. Least developed countries are exempt from payment of NPCs.

Figure 2.
TC Programme Cycle

The development and management of the technical cooperation programme is supported by the Programme Cycle Management Framework (PCMF) IT platform, a web-based multi-user application.



References /

The TC Programme Cycle
https://www.iaea.org/services/technical-cooperation-programme/cycle

3.5 Roles of Key Stakeholders

General Considerations

The TC programme is a shared responsibility between IAEA Member States and the IAEA Secretariat.

Table 1.

Responsibilities of the main actors in the TC programme

LEAD ROLE	STEPS IN THE PROCESS
	From the Member State
National Liaison Officer (NLO)	Coordinates the TC programme within his/her country and is the focal person vis-à-vis the IAEA Secretariat.
National Liaison Assistant (NLA)	Supports the NLO in all matters related to the TC programme, including approval of project designs, candidate nominations, monitoring, reporting.
National Coordinator of a Regional/ Cooperative Agreement (NCR)	National focal person for activities related to Regional/Cooperative Agreement projects.
Counterpart (CP)	Responsible for the overall design, management and direction of a TC project in the country.

Designated Team Member (DTM)	The DTM is the lead counterpart of a regional or interregional project who coordinates with the project counterparts in other Member States to facilitate the development and implementation of the project. The DTM is usually the counterpart from the proposing Member State for the project.
Chairperson of a Regional/Cooperative Agreement	Elected by the national coordinators/representatives of the Agreement Member States every year. S/he coordinates the TC programme within the Agreement and is the focal person vis-à-vis the Secretariat.
LEAD ROLE	**STEPS IN THE PROCESS**
	From the IAEA
Programme Management Officer (PMO)	Professional in one of the TC regional divisions responsible for the management of the TC programme in one or more countries of that region.
Project Assistant (PA)	Provides administrative support to Programme Management Officers and initiates processing actions in all phases of the programme cycle.
Programme Management Assistant (PMA)	Responsible for the implementation of the human resources components (fellowships and scientific visits, experts and lecturers, meetings, training courses and sponsored participations) of the TC projects.
Technical Officer (TO)	Professional in a technical department who is responsible for the technical integrity and quality of their input to technical cooperation projects.
Section Head (SH)	Responsible for the TC programme in several countries of that region.
Director (DIR)	Responsible for the TC programme in that region.
Deputy Director General, Department of Technical Cooperation (DDG-TC)	The DDG of the Department of Technical Cooperation is responsible for the overall management and delivery of outputs comprising the TC programme.

3.5.1 Roles of Stakeholders in the Programme Cycle

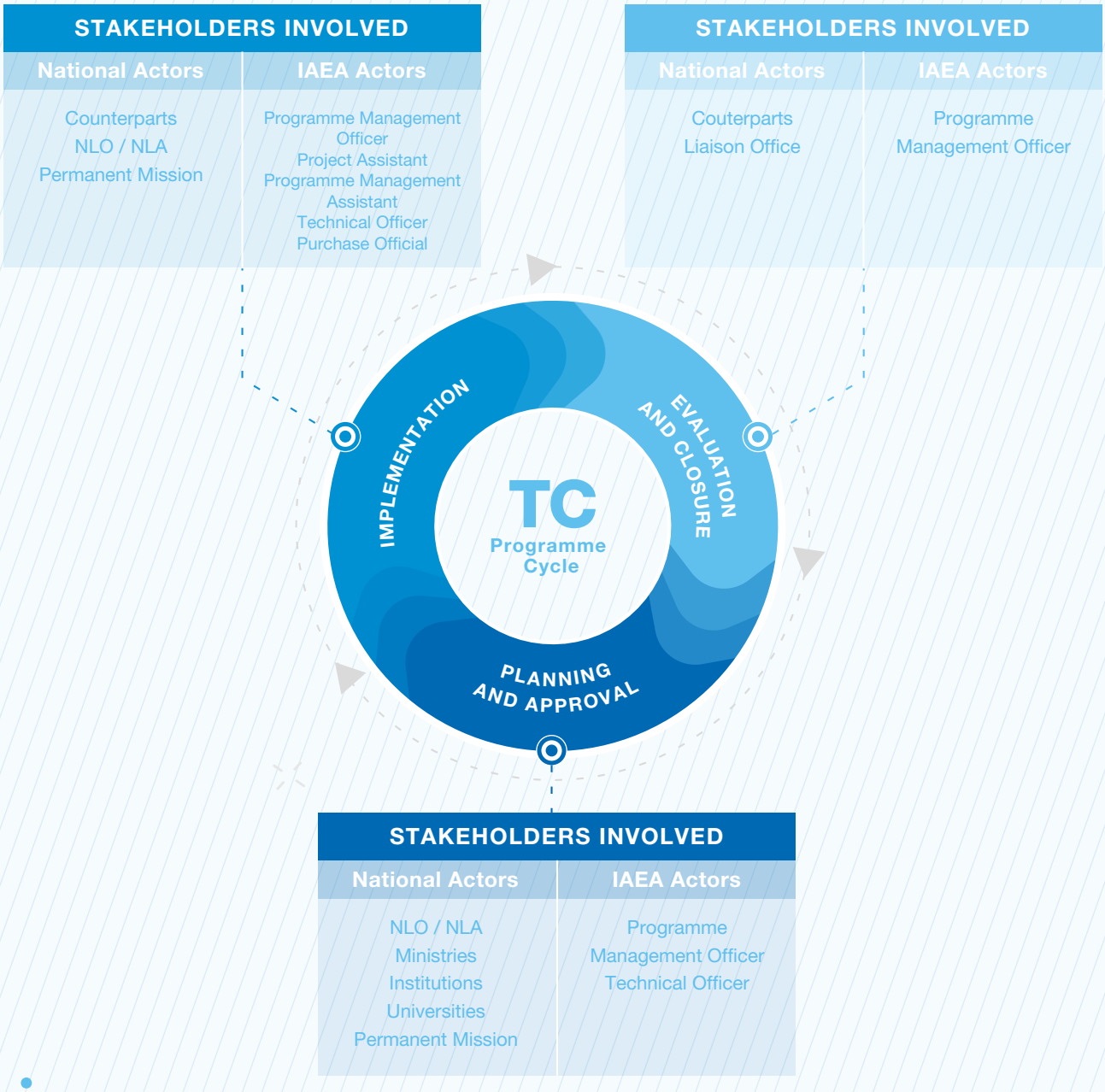
These actors participate from both sides in the different phases of the programme cycle:

- **A.** Planning, design and approval involve
  - NLO, NLA
  - Ministries and authorities
  - Institutions, Universities
  - Programme Management Officer
  - Technical Officer
  - Permanent Missions

- **B.** Implementation
  - Project Counterpart
  - NLO, NLA
  - Permanent Missions
  - Programme Manager Officer
  - Technical Officer
  - Project Assistant
  - Programme Management Assistant
  - Procurement Officer

- **C.** Monitoring, evaluation and closure
  - NLO, NLA
  - Project Counterpart
  - Liaison Office
  - Programme Manager Officer
  - Project Assistant

Figure 3.
Roles of Stakeholders



References /

Stakeholder's Roles and Responsabilities
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2020_21_Docs/other/Roles_and_Responsibilities_TCP_formulation.pdf

The IAEA assists Member States in the use of nuclear techniques to address coastal management issues and the protection of the marine environment in the Caribbean.

Photo: Dean Calma / IAEA

4.
Programme Planning and Approval

Overview

The TC programme is based on the principle of shared responsibility between Member States and the IAEA Secretariat, with the lead role taken by the Member States. The projects in each country programme are developed through a consultative process that involves all relevant stakeholders, using the Logical Framework Approach (LFA) as the design methodology.

Priorities are established at the national level based in Country Programme Frameworks (CPFs) as well as national development/sectoral plans. At the regional level, programme priorities are based on regional strategic frameworks and regional profiles. The planning phase follows the two-year cycle of the TC programme.

HIGHLIGHT

The objective of the technical cooperation programme is to achieve tangible socioeconomic impact by contributing directly in a cost-effective manner to the achievement of the major sustainable development priorities of each country, including relevant nationally identified targets under the Sustainable Development Goals (SDGs).

The relevant IAEA online tool for programme planning and approval is the Programme Cycle Management Framework (PCMF). The PCMF supports efficient and transparent communication between stakeholders in the Member States and the IAEA Secretariat on projects. Here, NLOs can initiate, submit and endorse project concepts and designs. Furthermore, PCMF hosts useful reference documents, guidelines and links to online learning opportunities.

The Guidelines for the Planning and Design of the IAEA technical cooperation programme for each specific cycle, available on PCMF, include the established timeframe for its preparation, as well as guiding principles, roles and responsibilities in the process.

The timeframe for the preparation of the TC programme is two years, starting in January of the first year and ending in November of the second year, and envisages initiation of implementation in January of the third year. Overall, hundreds of national, regional and interregional projects are planned, designed and approved during the same period of time across the four Divisions of the Department of Technical Cooperation. The project duration is between two to five years, depending on the project objective and the technical requirements.

The IAEA Secretariat reviews project proposals to determine their technical feasibility and identifies and addresses safety, security and safeguards issues. The Technical Assistance and Cooperation Committee (TACC) then reviews the programme and recommends to the IAEA Board of Governors for approval.

HIGHLIGHT

The TC programme is needs-based and demand-driven with strong ownership by the Member States. In this vein, project proposals and designs have to comply with the central criterion, addressing an area of real need in which there is a national programme with strong government commitment and support, as well as the TC Quality Criteria.

Future projects shall (a) produce a tangible socio-economic benefit in an area in which nuclear technology holds a comparative advantage; or (b) clearly support an enabling environment for the use of nuclear technologies (such as safety infrastructures or energy planning).

Government commitment is, *inter alia,* evidenced by ongoing governmental projects and the provision of funding for the required infrastructure, personnel and maintenance of equipment which is in line with the central criterion, thus, embraces the government's commitment to sustaining the benefits of technical co-operation activities on a long-term basis.

Table 2.
Planning the technical cooperation programme

	LEAD ROLE	STEPS IN THE PROCESS	TIME
1	IAEA	Issues Note verbale to Permanent Missions or Ministries of Foreign Affairs and published on PCMF, including guidelines for the planning of and the design of the TC programme	Jan/Feb/Year 1
2	IAEA	Conducts pre-planning missions for national programme, as applicable	Upon country request
3	NLO office	Submits County Programme Note (CPN) and Regional/ Interregional Programme Note (RPN/IPN) via PCMF	Apr/May Year 1
4	CP	Submits draft designs	Aug/Sep Year 1
5	IAEA	Conducts first technical and programmatic review and provides feedback to counterparts and NLO	Nov/Dec Year 1
5	CP	Updates project design based on technical and programmatic feedback received, as applicable	Dec Year1/Jan Year 2
6	IAEA	Conducts quality review and provides feedback to counterparts and NLO	Feb/Mar Year 2
7	CP	Enhances project design quality, as applicable	Mar/Apr Year 2
8	IAEA	Conducts 2nd quality and technical review of project designs, including safety and security aspects. Project designs finalized and submitted via PCMF	Apr/May Year 2
9	NLO	Endorses the national programme	Jul Year 2
10	TACC/BoG	Review and approve project designs	Nov Year 2
11	IAEA	Information to Member States on approved TC programme	Dec Year 2
12	Member States	For national programme: make provisions for the timely payment of NPCs to activate national projects	Dec Year 2

TIP

The project review process involves strategic and programmatic aspects, considerations of technical integrity as well as nuclear safety, security and safeguards. In addition to verify compliance with the central criterion, Logical Framework Approach methodology and the TC quality criteria, during the review process significant consideration is given to comprehensive, integrated, multi-year project designs with the potential for tangible positive impact. The capacity and local conditions at counterpart institutions to ensure a smooth implementation and sustainability of project results, are also key elements of consideration of the project approval process.

References /

Guidelines for the Planning and Design of the IAEA Technical Cooperation Programme (available on PCMF Homepage)
https://pcmf.iaea.org (Log-in is required for access)

The Revised Guiding Principles and General Operating Rules to Govern the Provision of Technical Assistance by the IAEA (INFCIRC/267)
https://www.iaea.org/sites/default/files/publications/documents/infcircs/1979/infcirc267.pdf

The Technical Cooperation Strategy: The 2002 Review (GOV/INF/2002/8/Mod1)
https://www.iaea.org/sites/default/files/documents/tc/TC-Strat-2002-Rev.pdf

Revised Supplementary Agreement Concerning the Provision of Technical Assistance by the IAEA (RSA)
https://www.iaea.org/resources/treaties/rsa

The Agency's Safety Standards and Measures (INFCIRC/18/Rev.1)
https://inis.iaea.org/collection/NCLCollectionStore/_Public/44/082/44082815.pdf

The IAEA Medium-Term Strategy
https://www.iaea.org/about/overview/medium-term-strategy

Stakeholders' Roles and Responsibilities
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2020_21_Docs/other/Roles_and_Responsibilities_TCP_formulation.pdf

E-Learning Course: Designing High Quality IAEA Technical Cooperation Projects (requires Nucleus account)
https://elearning.iaea.org/m2/course/view.php?id=478 (Log-in is required for access)

4.1 Strategic Planning Documents

General Considerations

As mentioned above, the TC programme follows a results-based management approach, requiring a clear linkage with relevant strategic documents on a national, regional and international level.

The following sections present details on the specific documents to be considered in the planning and formulation of the TC programme. These include Country Programme Frameworks as well as Regional/Cooperative Agreements which the IAEA utilizes to strengthen and expand the contribution of nuclear science and technology to socioeconomic development in different regions.

4.1.1 Country Programme Framework

A Country Programme Framework (CPF) is a strategic planning and programming tool prepared by a Member State in collaboration with the IAEA Secretariat. It defines mutually agreed national development needs and priorities to which nuclear science and technology can be applied to produce tangible results. The CPF provides a results-focused structure to the country programme based on country specific analyses and lessons learned from past technical cooperation. CPFs are aligned with national development plans, relevant sectoral strategies and policies, and the Sustainable Development Goals. A CPF typically covers a period of six years (three programme cycles).

The CPF is characterized by:

- Close dialogue and engagement between the Member State, and the IAEA as partners, ensuring greater ownership of the programme.
- Alignment of the planned outcomes and proposed technical cooperation programme with national development objectives and priorities to ensure the relevance of the IAEA's support and the sustainability and impact of technical cooperation activities.
- Emphasis on national competencies and capabilities in order to optimize the role and participation of Member States in the programme.
- Emphasis on close engagement of relevant stakeholders, including national and regional counterpart and resource institutes and other end-users, line ministries, UN and other international organizations, and beneficiaries, as appropriate. The CPF is intended to be used as tool for partner and resource mobilization, as well as south south and triangular cooperation.
- Gender mainstreaming, i.e., making women's as well as men's interests, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the proposed TC programme under the CPF.

The proposed programme, outcomes and indicative outputs outlined in the CPF are intended to inform technical cooperation project proposals for the forthcoming TC cycles, subject to review by the IAEA's Secretariat and approval by the IAEA Board of Governors (BoG).

Table 3.

Preparation of the Country Programme Framework (CPF)

STEPS	LEAD ROLE	ACTIONS
1	NLO	Designates National CPF Coordinator (as applicable).
2	NLO	Informs PMO about appointment of CPF Coordinator and closely consults regarding the preparation process of the CPF.
3	NLO	Establishes a gender-balanced CPF development team and/or the gender-balanced coordinating mechanisms (task teams or coordinating committee) involving focal persons from a wide range of stakeholders (line ministries, counterpart institutes, UN) who are knowledgeable in the TC thematic areas, strategic planning and results-based management.
4	PMO	Conducts country programme planning mission at the request of a Member State (optional) to support the discussions (1 week).
5	National CPF Coordinator/ NLO	Prepare the draft CPF based on in the IAEA guidelines for the preparation of a CPF (Annotated CPF template, CPF Operational Guidelines, Guide for Gender Mainstreaming in the IAEA's CPFs, etc.).
6	National CPF Coordinator/ NLO	Continue consulting and engaging with relevant stakeholders and partners in the country throughout the CPF development process, as appropriate.
7	NLO	Submits the draft CPF document to the IAEA.
8	PMO/IAEA	Review the draft CPF and arranges for the technical and programmatic review.
9	PMO	Reviews comments and inputs from technical and programmatic reviews and submits to National CPF Coordinator.
10	NLO	Incorporate amendments and obtain relevant clearances of the CPF within the Member State.
11	PMO	Obtains relevant clearances of the CPF at the IAEA.
12	Designated national authority and IAEA DDG-TC	Sign the CPF.

HIGHLIGHT

The main focal points responsible for coordination in formulation of the CPF are the National CPF Coordinator (the designated government official, who is often but not necessarily the NLO) in the Member State, and the Programme Management Officer at the IAEA.

The CPF Coordinator takes the lead in the elaboration of the CPF, which requires the involvement of relevant and competent national stakeholders. The CPF is also an excellent planning and programming tool for partner and resource mobilisation, stakeholder involvement for the NLO during the planning phase. Overall objectives and outcomes of national project concepts and designs should be linked to the Results Matrix of the CPF to ensure strategic alignment with government priorities.

KEY MESSAGE

The CPF reflects an agreement between the Member State and the IAEA on where nuclear science and technology can contribute directly and cost-effectively to national development priorities and goals. Likewise, the CPF serves as the frame of reference for the planning of national TC projects. The elaboration of the document requires the coordination by the NLO, or a focal point designated by the NLO, to ensure the involvement of all relevant and competent national stakeholders in the different sectors (e.g., health, industry, environment, etc.). Each Member State seeking a national technical cooperation programme is strongly encouraged to have a valid CPF.

Templates & References /

Country Programme Framework Annotated Template
http://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Template_with_Annotations.docx

Country Programme Framework Template
http://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Template_without_Annotations.docx

CPF Operational Guidelines
https://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Operational_Guidelines.pdf

Country Programme Framework Template without Annotations
http://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Template_without_Annotations.docx

4.1.2 Regional Strategic Profile (RSP) within the Framework of the Regional Cooperation Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean (ARCAL)

The Regional Cooperation Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean (ARCAL) was established in 1984. ARCAL is an Agreement between 21 IAEA Member States in the Latin America and the Caribbean region for technical and economic cooperation to promote the use of nuclear techniques for peace and development.

It provides a framework for Member State collaboration with the support of the IAEA and other international sources of cooperation. The Agreement addresses key development priorities in the region, focusing on pressing needs related to food security, human health, environment, energy, industry, and radiological safety.

In the framework of this Agreement, Agenda ARCAL 2030 Regional Strategic Profile for Latin America and the Caribbean 2022-2029 reflects an assessment of the situation in the region made by the States Parties to the Agreement. It identifies the most pressing needs that can be addressed through nuclear technology. The 44 needs and problems identified are classified into six thematic areas representing the priority areas within the scope of the new RSP: food security, human health, environment, energy, radiation safety and radiation technologies.

KEY MESSAGE

The Regional Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean (ARCAL) is an institutionalized framework which follows a pre-established mechanism, with procedures and timelines for the planning of the regional programme that may differ from the process for non-Agreement projects.

HIGHLIGHT

Although the RSP was elaborated in the framework of ARCAL, the document also provides useful information, clear objectives, and indicators relevant for the planning and design phase of projects presented outside the ARCAL agreement, e.g., in safety and radiation protection.

4.1.3 Regional Strategic Framework for IAEA-CARICOM Member States

The Regional Strategic Framework (RSF) for Technical Cooperation with the IAEA–Caribbean Community (CARICOM) Member States 2020–2026 was crafted with the input of Member States, regional institutions and the IAEA, and provides a novel opportunity for their closer collaboration to advance the region's development agenda. Across priority areas and national borders, this RSF facilitates the conjoining of efforts and the creation of synergies throughout the Caribbean to respond to socioeconomic issues that can be addressed with the application of nuclear science and technology. By involving and consulting with stakeholders from the areas of agriculture and food production, human health, environment, energy, radiation safety and radiation technologies, the RSF comprises a joint approach for sustained development through the innovative use of nuclear techniques, which enjoys a high level of commitment from counterparts in the Caribbean region.

KEY MESSAGE

The RSF is especially relevant for the planning and formulation of the regional programme dedicated to supporting the development priorities of CARICOM-IAEA Member States. The RSF includes a work plan that is primarily being implemented through regional projects in various priority areas, which also have synergies with the national programmes of Member States in the region.

4.1.4 United Nations Framework Documents

The TC programme uses the strategic documents elaborated in the institutional framework of the UN as reference in the planning and formulation of the TC programme, such as the United Nations Sustainable Development Cooperation Framework (UNSDCF), formerly UNDAF, the United Nations Multi-Country Sustainable Development Framework (UN MSDF) and the Agenda 2030 with the Sustainable Development Goals (SDGs).

United Nations Sustainable Development Cooperation Framework

General Assembly resolution 72/279 elevates the United Nations Development Assistance Framework (UNDAF), which is now renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF), as the most important instrument for planning and implementation of the UN development activities at country level, in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda) to more accurately reflect the contemporary relationship between Governments and the UN development system in collaborating to achieve the SDGs.

The Cooperation Framework is nationally owned, and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the UN development system's contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to leave no one behind, human rights, and other international standards and obligations. Through the Cooperation Framework, the UN development system articulates the highest priority and most sustainable development choices for a country. It advises on pathways to maximize synergies across the goals and minimize the opportunity costs of leaving people behind. It shifts from the siloed approach of the Millennium Development Goals (MDGs) to a more integrated approach under the 2030 Agenda and the SDGs

References /

United Nations
https://www.un.org/en/

The IAEA and the United Nations system
https://www.iaea.org/about/partnerships/united-nations-system

Sustainable Development Goals (SDGs) and the IAEA
https://www.iaea.org/about/overview/sustainable-development-goals

Sustainable Development Goals (SDGs)
https://sdgs.un.org/goals

References /

UN Multi-country Sustainable Development Framework (MSDF)
http://www.2030caribbean.org/content/unct/caribbean/en/home/MSDF/overview.html

SAMOA Pathway
https://sustainabledevelopment.un.org/sids2014/samoapathway

Reference_Guide_for_linking_TC_projects_with_SDGs.pdf (iaea.org)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/other/Reference_Guide_for_linking_TC_projects_with_SDGs.pdf

SDG_Quickstart_for_Project_Teams.pdf (iaea.org)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/other/SDG_Quickstart_for_Project_Teams.pdf

4.2 Project Concepts and Programme Notes

General Considerations

As mentioned under Chapter 3, projects can be of a national, regional or interregional nature depending on their scope and objective. Hence, project proposals, here referred to as "concepts", are presented under these three classifications. The first document presented to the IAEA during the planning process of a future TC programme cycle is the "Programme Note", which includes the full set of project concepts. In the case of regional project concepts, the TC programme distinguishes between regional projects presented under or outside a Regional/Cooperative Agreement. Likewise, the role of the NLO slightly differs according to the applicable framework, as indicated in the following sections.

4.2.1 National Project Concepts and Country Programme Note

The Country Programme Note (CPN) contains an overview of the proposed country programme and includes all national project concepts. The NLO compiles all project concepts in the country programme overview and uploads the document to the Programme Cycle Management Framework (PCMF) IT platform. For each national concept, the reference to the Country Programme Framework (CPF) and/or national development plan shall be indicated.

Table 4.

Formulation of national project concepts and Country Programme Note (CPN)

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Issues Note Verbale and Guidelines for the Planning and Design of the IAEA Technical Cooperation Programme, published on PCMF (under “Home” tab).
2	NLO	Reviews CPF and national/sectoral strategic documents.
3	NLO	Identifies relevant decision-makers/stakeholders in ministries/competent national authorities.
4	NLO	Outreaches and aware raising of solutions offered by nuclear science and technology to national challenges
5	NLO	Collaborates with relevant national authorities in the identification of suitable counterpart institutions.
6	CP	Drafts project concepts and submits them to NLO.
7	NLO	Selects project concepts. This process could be supported by a national selection committee to be established by NLO, as deemed appropriate.
8	NLO	Updates CPN to include project concepts, along with complete contact details of the counterparts.
9	NLO	Uploads CPN document to PCMF (under “MyProgramme Note”).
10	NLO	Initiates project concepts in PCMF (under “MyProgramme Note”).
11	NLO	Submits concepts through the system to the IAEA (under “MyActions”).
12	IAEA	Reviews concepts and provides feedback to NLO.
13	IAEA	Selects concept/s to be moved to the design stage or to be rejected based on programmatic criteria and consultation with NLO (in PCMF).

HIGHLIGHT

National projects should be in line with national and not institutional priorities. The designation of suitable project counterpart institutions is the responsibility of the NLO. This includes ensuring that the selected institutions have:

- the required legal, physical and technical infrastructure;
- institutional mandate and adequate human resources to implement the projects;
- adequate safety infrastructure to ensure the safe use of the proposed technique under the project;
- support and commitment to disseminating knowledge and the transferred technology at the national and regional level.

Project counterparts should be knowledgeable and committed, have good managerial skills and be capable of coordinating project development and implementation.
Selected project concepts must be in line with the Central Criterion and the TC Quality Criteria, namely relevance, ownership, sustainability, efficiency and effectiveness.

References /

How to use PCMF (presentation)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/notes/PCMFforMS.ppt

Templates /

Country Programme Note
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2017_18_Docs/word/1_CPN_FINAL_FINAL.docx

4.2.2 Regional Project Concepts and Regional Programme Note under Regional/ Cooperative Agreements (R/CA)

The Regional Programme Note (RPN) contains an overview of the proposed regional programme, including the list of project concepts. For concepts proposed under a Regional/Cooperative Agreement, the RPN is consolidated by the Chair of the Regional/Cooperative Agreement, following a process of dialogue and consultation on the regional priorities among the States Parties to the Agreement. In case of the region of Latin America and the Caribbean, the only existing Agreement is ARCAL (see 4.1.2).

TIP

The constitution of **intersectoral selection committees** has proven to be beneficial for the selection of the most suitable project concepts while enhancing ownership and visibility of the programme.

The Country Programme Note template requires very limited information for the presentation of the project concepts. Nevertheless, NLOs may choose to request completed National Project Documents already at this initial stage to **facilitate the selection process on a national level** and ensure timely elaboration of project designs. (Please refer to the Section on Project Designs for further information and the template document.)

Table 5.
Formulation of regional project concepts and Regional Programme Notes under Regional/Cooperative Agreements (R/CA)

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Issues Note Verbale and Guidelines for the Planning and Design of the IAEA 2022-2023 Technical Cooperation Programme, published on PCMF (under "Home" tab).
2	Chair of R/CA	Submits a call for proposals under the Regional/Cooperative Agreement (R/CA) based on the priorities established in relevant regional strategic documents.
3	National Coordinators of R/CA	Disseminate the regional call for proposals among national authorities and institutions in each State Party.
4	National Coordinators of R/CA and Focal Points for Thematic Areas of R/CA	Select and submit project concepts to the Chair/President, including selection of Designated Team Member (DTM) as lead project counterpart.
5	IAEA	Conducts technical and programmatic reviews and gives feedback to Chair/President of R/CA as well as to Coordinators of Thematic Areas.
6	Chair	Submits final selection of project concepts through PCMF in coordination with Chair of R/CA.
7	IAEA	Reviews and submits project concepts/consolidation of RPN to design phase.

TIP

The Regional/Cooperative Agreements strategies are the foundation for the planning and formulation of regional projects. Project proposals should contain evidence that the support requested addresses common needs, is an identified regional priority and is in line with the national development plans and priorities of the participating Member States.

HIGHLIGHT

Regional projects introduced outside of the ARCAL framework are submitted to the IAEA under Regional Latin America (Non-Agreement). These regional concepts and Regional Programme Notes are explained in detail in 4.2.3.

References /

ARCAL
https://www.arcal-lac.org/

How to use PCMF (presentation)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/notes/PCMFforMS.ppt

4.2.3 Regional Concepts and Regional Programme Note outside Regional/ Cooperative Agreements

Outside of Regional/Cooperative Agreements, each Member State may consider submitting regional project concepts. These project concepts should be presented in priority areas addressing common development challenges relevant to at least three countries in the region, following a process of dialogue and consultation among the Member States concerned. All proposed regional project concepts will be compiled in the so-called Regional Programme Note (RPN). The RPN is consolidated by the responsible regional Director at the IAEA. It should be noted that concepts and Programme Notes for Regional Projects under non-agreement are submitted in the system through the NLO of the proposing Member State.

KEY MESSAGE

Regional project concepts can also be proposed outside of a Regional/Cooperative Agreement by any interested Member State. The project concepts will be evaluated and selected by the IAEA. The proposal and selection of the concepts is informed by previously formulated regional strategic documents, setting out the priorities for the regional cooperation. NLOs are responsible for identifying suitable national institutions as counterparts for the participation in regional projects.

HIGHLIGHT

Regional projects are oriented towards regional cooperation and are not intended to substitute for national projects. Project proposals should contain evidence that the support requested addresses regional common needs and priorities of the participating Member States.

To the extent possible, the inclusion of scientific visits (SV), fellowships (FE) or procurements under regional projects should be avoided, unless justified for creating regional capacities available to all the participating countries to produce specific project outputs. Hence, for SVs and FEs provided under a regional project, 5% NPC payment of the total cost of the activity shall be covered by the beneficiary country.

Table 6.
Formulation of regional project concepts and Regional Programme Notes (RPN) outside of Regional/Cooperative Agreements (R/CA)

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Issues Note Verbale and Guidelines for the Planning and Design of the IAEA 2022-2023 Technical Cooperation Programme, published on PCMF (under "Home" tab).
2	NLO	Disseminates Guidelines to national stakeholders with priorities according to regional strategic documents.
3	CP	Conducts informal consultation on technical level among countries in the region to propose project concepts responding to a common regional need.
4	CP (DTM)	Elaborates a regional project concept.
5	NLO	Submits the regional concept through PCMF.
6	IAEA, Regional Director	Compile regional concepts into the Regional Programme Note (RPN).
7	IAEA	Evaluates technical and programmatic aspects of the RPN and concepts.
8	IAEA	Selects concept/s to be moved to the design stage or to be rejected based on programmatic criteria and consultation with NLO of concept proposing Member State (in PCMF).

References /

PCMF
https://pcmf.iaea.org/

How to use PCMF (presentation)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/notes/PCMFforMS.ppt

Templates /

Regional Programme Note
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2017_18_Docs/word/2_RPN_FINAL_FINAL.docx

4.2.4 Interregional Project Concepts and Interregional Programme Note

Interregional (INT) projects can be trans-regional, set international standards, or enable the participation of candidates from developing countries in approved conferences, seminars and workshops. They can also be used for joint TC activities with an international entity. They contribute to wider knowledge and experience sharing among participating Member States and enhance technical cooperation among developing countries (TCDC), South–South and triangular cooperation.

Interregional project proposals can be made by regional groups or Agreements, a group of Member States from different regions, IAEA technical Department(s), and the TC Department. INT project proposals are screened in accordance with TC project planning guidelines in line with the project criteria. The equipment component of INT projects should be kept to a minimum.

The Interregional Programme Note (IPN) contains an overview of the proposed interregional programme, including the list of project proposals. The IPN is consolidated by the Director of the Division of Programme Support and Coordination (TCPC). It should be noted that concepts and Programme Notes for Interregional Projects are submitted in the system through the NLO of the proposing Member State.

Table 7.
Preparation of interregional project concepts and Interregional Programme Notes (IPN)

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Issues Note Verbale and Guidelines for the Planning and Design of the IAEA 2022-2023 Technical Cooperation Programme, published on PCMF (found under “Home”).
2	NLO	Elaborates and submits the concept through PCMF.
3	CP	Compiles concepts in the Interregional Programme Note (IPN).
4	CP (DTM)	Evaluates technical and programmatic aspects of the IPN and concepts.
5	NLO	Concept advanced to design stage or rejected in PCMF.

KEY MESSAGE

Proposals for interregional projects can be submitted by any group of Member States. The IAEA Secretariat may also propose relevant interregional projects based on information available on existing needs and trends and in close consultation with Member States. Interregional projects respond to needs on a global level, such as climate change, ocean acidification, use of nuclear science and technology in support of SDGs, legal framework for peaceful uses of nuclear energy, among others.

References /

PCMF
https://pcmf.iaea.org/

How to use PCMF (presentation)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/notes/PCMFforMS.ppt

4.3 Project Designs

General Considerations

The submission of the programme notes, and the selection of project concepts (concept phase) is followed by the project design phase. Project counterparts apply the Logical Framework Approach (LFA) for the design of TC projects. This involves a systematic analysis of the project context and identifies cause-effect linkages that connect project resources and activities with the expected project outcome and overall objective. The TC project design process follows Results-Based Management (RBM) approach. Under RBM, inputs and planned activities are clearly linked to the expected results (output, outcome) and, hence, contribute to the achievement of national, regional and interregional development priorities.

The design phase is an iterative process of review, feedback and enhancement, requiring constant communication among the project team, CP, NLO, PMO and TO in charge. The quality and technical reviews are done to ensure integrity and feasibility of the designs in line with the Guidelines for the Planning and Design of the IAEA Technical Cooperation Programme, which are published on the homepage of PCMF.

TIP

Together with the PMO, it is the responsibility of the NLO to support project counterparts in the application of the LFA for designing projects. Hence, it is **highly recommended** for NLOs and counterparts to watch the online tutorials available on PCMF, on the Logical Framework Approach, the Project Document Template and the Project Workplan and Budget, and to **take the LFA e-learning course**.

4.3.1 Results-based Management and the Logical Framework Approach

The Logical Framework Approach (LFA) is a widely adopted methodology used by most multilateral and bilateral agencies working in development or technical cooperation. The LFA helps stakeholders think through and analyse the 'logic' of a project in a systematic and structured way, first by conducting a detailed analysis of several elements, and second by relating the results of these analyses to each other and to the project's overall objective. This ensures a sound project proposal and a high-quality project. The LFA provides a project structure in which major components are explicitly and clearly interrelated, and interrelationships are clarified. The LFA plays a particularly critical role in project planning and design, but it can also be used throughout the project cycle, including implementation, monitoring and evaluation.

During the design phase of the TC programme cycle, the project concept is developed into a project document using the template provided in PCMF, that guides project teams on the information to include in the following sections:

- Project Background and Justification
- Project Description
- Implementation Aspects
- Logical Framework Matrix (LFM)
- Work Plan

National, regional and interregional projects are designed systematically through the application of the Logical Framework Approach. The situation analysis, stakeholder analysis and problem analysis should be linked back to the relevant sections of the CPF. During the design phase, these areas are examined in more detail and presented in the project background in a written form.

It should be noted that the situation analysis, stakeholder analysis, problem analysis and determination of the scope and boundaries of projects are done outside of PCMF. These in turn inform the background and Logical Framework Matrix to be uploaded to PCMF. The steps in the application of the Logical Framework Approach in the planning and design of projects are presented in table 8.

Table 8.
Application of the Logical Framework Approach (LFA) in project design

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Moves project concept (proposal) to design stage.
2	CP	Carries out the following steps of the LFA: • Situation analysis • Stakeholder analysis: Identification, prioritization, communication plan • Problem analysis: Cause-effect analysis, "problem tree" • Objective analysis: Ends-means relationship, "objective tree" • Determination of the scope and boundaries of the project (outside of PCMF).
3	CP	Elaborates the LFM, including overall objective, outcome, outputs, indicators (SMART), baseline, target, assumptions (outside of PCMF).
4	CP	Elaborates the work plan/budget including activities, inputs (financial resources, funding source, timeframe, responsibilities).
5	IAEA	Reviews draft design and provides feedback to the counterpart.
6	CP	Completes the project design in PCMF, including LFM and work plan, and uploads supporting documents (SWOT-/PESTEL-analysis, stakeholder analysis document, including communication plan, problem, and objective tree) as well as relevant strategic documents.

TIP

It is recommended that the CP prepares specific elements of the project design offline. These include the situation analysis, stakeholder analysis, problem analysis, objective analysis as well as to determine the scope and boundaries of the project. Following consultation, the project background and LFM can be drafted for upload to PCMF.

NLOs can organize project design workshops for all project stakeholders using the LFA to gain a common understanding of, and common agreement on, all aspects of the project. Assistance is available from the IAEA to support Member States in the conduct of their project design workshops.

KEY MESSAGE

Applying the LFA has several additional advantages. A key advantage is that it creates the opportunity for dialogue amongst the project team, by helping to clarify their roles during implementation, as well as how they can ensure project sustainability and maximize results. This dialogue also establishes and expands ownership of the project. Another critically important advantage is that applying the LFA clarifies both the project scope and what it can realistically achieve. This supports a better understanding of how the project will complement other projects with similar objectives. A good project design will anticipate possible constraints during the project implementation phase and will thus contribute to smoother implementation.

References /

Designing IAEA Technical Cooperation Projects using the Logical Framework Approach – A Quick Reference Guide
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/other/Brochure_Designing_IAEA_TC_Projects_using_LFA_A_quick_reference_guide_English.pdf

Logical Framework Approach e-Learning Course
https://elearning.iaea.org/m2/course/view.php?id=478 (Log-in is required for access)

References /

The Logical Framework Approach Tutorial
https://www.youtube.com/watch?v=tJd88yz4zkk

The Project Document Template Tutorial
https://www.youtube.com/watch?v=V1Mn-608LRc

Project Workplan and Budget Tutorial
https://www.youtube.com/watch?v=7S9Dd2SNWm8

Designing high quality IAEA Technical Cooperation Projects e-Learning course
https://elearning.iaea.org/m2/course/view.php?id=478 (Log-in is required for access)

Risk Management in Technical Cooperation Projects e-Learning course
https://elearning.iaea.org/m2/enrol/index.php?id=719 (Log-in is required for access)

Guidelines for Quality Assessment of TC Project Designs
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/quality/TC_Quality_Review_Guidelines_2020_12_08.pdf

Quality Checklist for Programme Management Officers, National Liaison Officers and Project Counterparts
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/quality/Checklist_for_PMOs_and_CPs_FINAL_16-39031E_TCP2022_2023.pdf

Editorial Guidelines for External Stakeholders
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/other/TCP_2022-2023_project_editorial_guidelines.docx

4.3.2 National Project Designs

Once the project concept has been moved to design phase, the project counterpart should start to elaborate the project design. During the design phase, the CP will closely cooperate with the PMO and the TO in charge. The NLO will take a lead role in coordinating the elaboration of all national project designs to ensure the quality of the programme and timely completion of the tasks in accordance with the established schedule. The counterpart should be familiar with the application of the LFA in this process.

Project designs are presented to the Technical Assistance and Cooperation Committee (TACC) for review and are recommended to the Board of Governors (BoG) for approval. Hence, project designs shall be elaborated and formulated to facilitate the review and understanding of the project document and expected results by a third party who was not involved during the design process.

KEY MESSAGE

Member States' authorities and institutions are expected to exercise full and effective leadership over their specific development processes. This includes setting goals, national policies, and strategies, and implementing and coordinating all development actions. Furthermore, institutions in Member States require financial resources, qualified human resources, and other types of support from other local institutions, as well as government policies that are conducive to a favourable working environment. Meeting these conditions fulfils a central criterion: all TC projects must address an area of real need in which there is a national programme with strong government commitment and support.

Table 9.
Development of national project designs

STEPS	LEAD ROLE	ACTIONS
1	NLO	Liaises with counterpart on the elaboration of the first draft design and provides guidance as required.
2	CP	Elaborates the first draft, including project background and uploading LFM to PCMF.
3	NLO	Submits draft project design to IAEA.
4	IAEA	Conducts the first technical and programmatic review of project design and provides feedback.
5	CP	Amends project design based on IAEA feedback.
6	IAEA	Conducts the first quality review of design.
7	CP	Amends project design based on IAEA feedback.
8	IAEA	Conducts the second technical, programmatic review, including safety, security and safeguards, followed by final adjustments in cooperation with the CP.
9	NLO	Acknowledges the national programme.
10	IAEA	Clears national programme for submission to TACC.
11	TACC	Reviews the proposed programme and recommends it for approval to the BoG.
12	BoG	Approves the bi-annual programme.

References /

TC Programme Quality Criteria
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/quality/TC_Programme_Quality_Criteria_2016-10-13_FINAL.pdf

Designing IAEA Technical Cooperation Projects using the Logical Framework Approach – A Quick Reference Guide
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/other/Brochure_Designing_IAEA_TC_Projects_using_LFA_A_quick_reference_guide_English.pdf

Quality Checklist for Programme Management Officers, National Liaison Officers and Project Counterparts
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/quality/Checklist_for_PMOs_and_CPs_FINAL_16-39031E_TCP2022_2023.pdf

Clearance of National Project Design Batch to Regional TC Director – Guidance for NLOs/NLAs
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/other/Batch_clearance_NLO_2013_06_17.pdf

TC Fields of Activity
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2020_21_Docs/other/FoA_descriptions_E.pdf

PCMF Project Design for Member States (presentation)
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/presentations/PCMF_Member_State_Designs_Presentaion_2020_03_05.ppt

Templates /

National Project Document Template
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/National_Project_Document_Template_TCP2022_2023_FINAL.docx

Logical Framework Matrix & Workplan Template
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/LFM_and_WP_Template_TCP2022_2023_FINAL.docx

4.3.3 Regional and Interregional Project Designs

While the role of the NLO is central in the coordination of the national project designs and programme, the lead role in the elaboration of the regional and interregional project designs rests with the Designated Team Member, who, as first designated counterpart, takes over the role as lead/main counterpart. The NLO, or in case of projects presented under a Regional/Cooperative Agreement, the National Coordinator of the Agreement (NCA), is responsible for the designation of counterparts based on the minimum participation criteria elaborated by the initial project team, DTM, PMO and TO.

HIGHLIGHT

In the case of project concepts presented in the framework of R/CA, additional steps shall apply during the planning stage for their selection in line with the priorities reflected in the respective regional strategic document of the R/CA.

KEY MESSAGE

Regional projects are designed by the lead counterpart, the DTM of the country that proposed the project concept. A regional project design requires extensive coordination among the project team, DTM, PMO and TO, and the consultation with regional stakeholders to reflect the regional common needs and priorities in the project scope, activities and expected results (outputs/outcome).

The elaboration of the design will also require the preparation of minimum participation criteria for the designation of counterparts, as well as the establishment of a regional baseline for realistic planning and measurement of progress during implementation.

It is the responsibility of the NLO and/or NCA to facilitate the coordination and designation of project counterparts that comply with the minimum participation criteria and have the required mandate and ownership to generate a positive impact in the participating countries and the region

Table 10.

Development of regional and interregional project designs

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Regional concept moved to design stage.
2	DTM	Elaborates the first draft including project background and uploading LFM to PCMF
3	DTM	Submits draft project design to IAEA.
4	IAEA	Conducts the first technical and programmatic review of project design and provides feedback.
5	DTM	Amends project design based on IAEA feedback.
6	IAEA	Conducts the first quality review of design.
7	DTM	Amends project design based on IAEA feedback.
8	IAEA	Conducts the second technical, programmatic and safety review of the project design and makes final adjustments in cooperation with the CP.
9	DTM	Further amends project design as required.
10	IAEA	Circulates project design to NLOs for designation of project counterparts as per minimum participation criteria.
11	NLO	Designates project counterparts.
12	DTM	Finetunes work plan with input from counterparts.
13	IAEA	Clearance of project design, including safety, security and safeguards.
11	TACC	Reviews the proposed regional programme and recommends it for approval to the BoG.
12	DTM	Finetunes work plan with input from counterparts.

References /

Policy and Procedure for TC Regional Projects
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2017_18_Docs/notes/Regional_TC_Project_Policy.pdf

Policy and Procedure for TC Interregional Projects
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2020_21_Docs/notes/INT_Policy.pdf

References /

Regional Project Document
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/Regional_Project_Document Template_TCP2022_2023_FINAL.docx

Interregional Project Document
https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fpcmf.iaea.org%2FDesktopModules%2FPCMF%2Fdocs%2F2024_25_Docs%2FInterregional_Project_Document_TCP2024_2025_FINAL.docx&wdOrigin=BROWSELINK

Logical Framework Matrix & Workplan template
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/LFM_and_WP_Template_TCP2022_2023_FINAL.docx

A technician preparing liquid samples for measurement by thermal ionization mass spectrometry. IAEA Analytical Laboratory, Seibersdorf, Austria.

Photo: Dean Calma / IAEA

5.
Programme Implementation

Overview

TC programme implementation starts on 1 January of the year following IAEA Board of Governor's approval of the TC programme for respective cycle. The main components of a TC project are human resource capacity building activities (training courses, fellowships, scientific visits, meetings and expert missions) and the procurement of equipment and material. The planned project component will be implemented according to the established project workplan in close consultation between the project counterpart, the PMO and the Technical Officer.

HIGHLIGHT

- Implementation of national projects can only begin after the payment of NPCs, at least 2,5 % of the budget of the national programme (total NPC payment corresponds to 5% of total programme budget for a country).
- To participate in regional and interregional projects, Member States are required to submit a completed adhesion form and must meet the minimum participation criteria established for the project.

5.1 Human Resource Components

General Considerations

Human resource capacity building activities of an TC project are implemented through fellowships and scientific visits, expert missions and meetings, and training courses.

5.1.1 Expert Missions and Lecturers

International experts (IEX) are specialist individuals hired to provide advice, on-the-job training and/or technical analysis and offer recommendations towards achieving TC project objectives.

Lecturers (LCRs) are specialist individuals hired internationally to transfer technical knowledge and skills to training course participants of national, regional, or interregional events

Figure 4.
Main Components of TC Programme Implementation

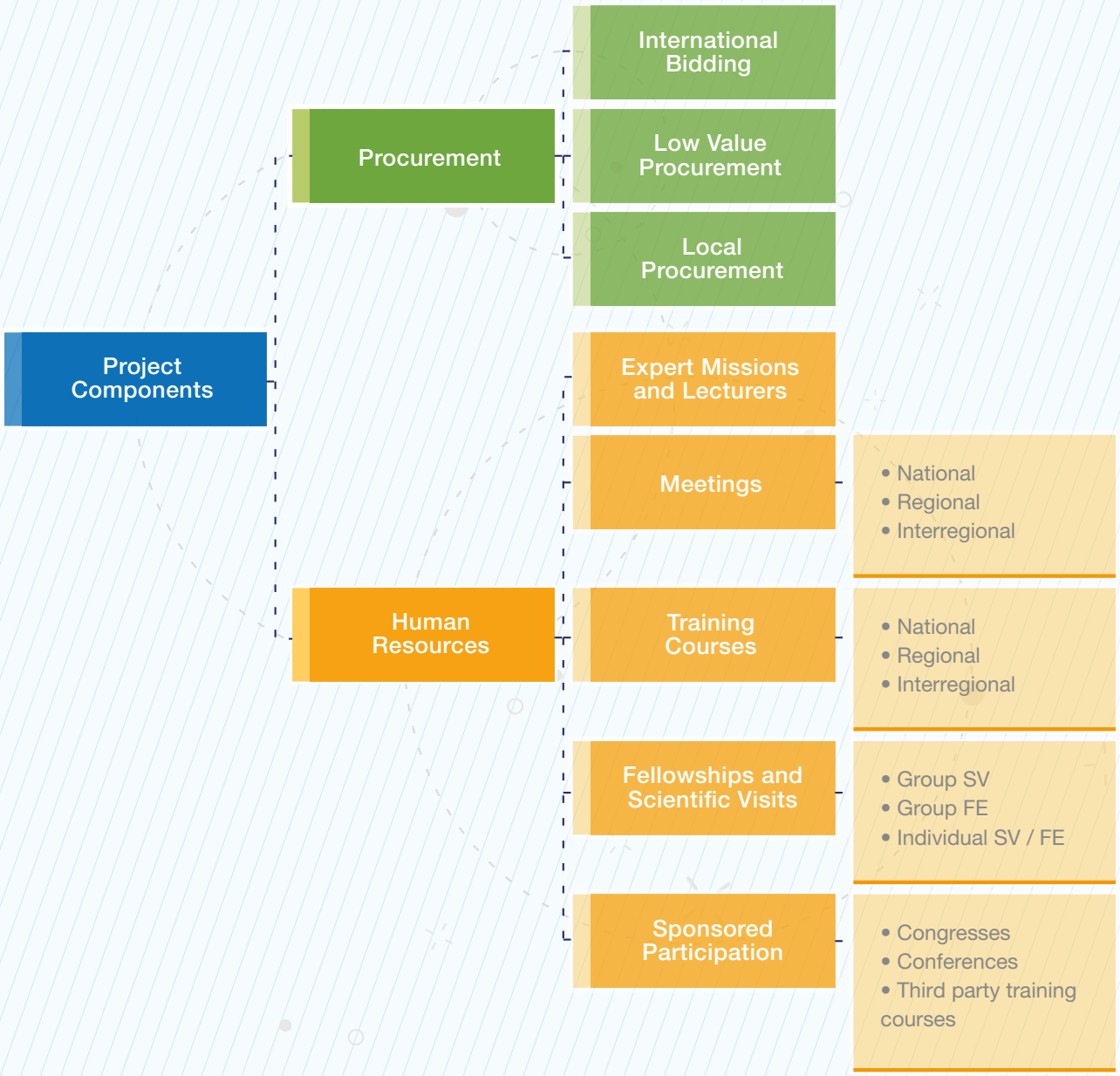


Table 11.

Recruitment process of both international experts (IEX) and lecturers (LCRs)

STEPS	LEAD ROLE	ACTIONS
1	PMO, CP	Confirm technical and programmatic feasibility of the activity and availability of funds.
2	CP with copy to NLO	Completes and submits "Job Description" form including the expert/lecturer's contact details and duties to be performed during the mission, counterpart's data, location, and dates.
3	IAEA	Reviews expert mission request and coordinates technical and logistical details for the mission, ensuring that the required expert/lecturer has the adequate qualifications, language proficiency, time availability, etc.
4	CP	Confirms that all facilities, equipment and supplies are available on time for the expert/lecturer mission.
5	IAEA	Reviews and approves the request, and initiates the administrative and financial process for the execution of the activity.
6	IAEA, CP	Coordinate logistical arrangements.
7	CP, NLO	Assist with internal country clearances for the mission (governmental clearances, visa, customs, etc., as applicable).
8	CP, NLO	Advise expert/lecturer on local conditions for accommodation and transportation.
9	CP	Receives expert/lecturer and assists during the mission.
10	IAEA	Evaluates and submits the expert/lecturer end of mission report to NLO and CP.

In the implementation process, experts and lecturers are treated in the same manner.

Usually, the TC programme funds the recruitment of international experts and lecturers. Locally available expertise resources should be made available by the national authorities.

Furthermore, preference is given to international experts-lecturers from the region where the mission is to take place.

HIGHLIGHT

It is very important to send the nominations for fellowship, scientific visit, sponsored participation, meeting and training courses within the deadline communicated in the invitation/call for nominations. After that date, it will not be possible to apply for the event via InTouch+.

TIP

- As a good practice it is recommendable for NLOs to meet the experts/lecturers visiting their country. This enables discussions about the mission/course/meeting in progress and provides an opportunity to discuss proposals and/or new ideas for the project.

- Face to face encounter with the expert allows for seeking other potential mutual interests, synergies, and possibilities of bilateral exchange with the expert/lecturer and/or with his/her institution/country, which may open the door to other types of collaboration.

- Before a mission, it is important that the NLO ensures with the counterpart that all necessary equipment, materials and/or facilities are ready. Should this not be the case, the IAEA must be informed in a timely manner.

- The Expert's End of Mission Report, which will be received by the CP and NLO after the mission (once it has been approved by PMO and TO), is a valuable input for the NLO's office in order to analyze the impact of the mission for the project, as well as its contribution to the country's national priorities.

References /

The IAEA Technical Cooperation Programme: Delivering results for peace and development
https://www.iaea.org/sites/default/files/18/09/tc-delivering-results.pdf

IEX/LCRs - Reference Guide for NLOs/NLAs
https://www.iaea.org/sites/default/files/20/06/iex_lcrs_-_reference_guide_for_nlos_nlas.pdf

5.1.2 Fellowships and Scientific Visits

A fellowship (FE) is a specialized training for junior professionals. The training programme encompasses on-the-job training and long-term academic training. Fellowships usually last at least one month.
A scientific visit (SV) is a specialized programme for experienced professionals who hold a senior advisory or management position, for the purpose of studying the development of nuclear science and technology and organizational processes. These awards are intended to broaden the scientific or managerial capacity of specialists in the Member States. Scientific visits last a maximum of two weeks and can take place in one or two countries in the same region. Selection criteria for scientific visits and fellowships are included in Appendix C.

NLOs / NLAs have two main roles encompassing the following responsibilities:

- As nominating country authority: when proposing FE/SV for training
- As hosting country authority: when a FE/SV is carried out in the NLO's country

As the nominating country authority, when proposing candidates for FE/SV under the umbrella of the TC projects, NLOs/NLAs are kindly requested to:

- Be familiar with the IAEA procedures and conditions, including IAEA's criteria for selection of fellows and scientific visitors. See Annex C.
- Assume responsibility for verifying application statements, including the authenticity of certificates submitted (language proficiency, medical certificates and any diplomas).
- Prioritize applications according to project objectives, country's needs, and availability of financial resources.

- Ensure that all information and documentation, including clearances and signatures, is complete before submitting to the IAEA.
- Be acquainted with and clarify to the candidates any query or concern about the content of the guide for IAEA fellows (English, French, Spanish) and Guide for IAEA scientific visitors (English, French, Spanish).
- Read and agree to the country approval statement before approving the application in InTouch+.
- As stated in the fellowship nomination form, CP and NLO should ensure that after completion of the training period, candidates will be offered a suitable position in order to allow them to work in their country/project for at least two years in the field of peaceful uses of nuclear sciences and applications.
- It is not possible to substitute a FE/SV nomination after it has been proposed by IAEA to the host institute. Any new nomination shall start the process from the beginning.
- The IAEA must be informed in the following cases:
  - if a fellow/scientific visitor is no longer connected to the project
  - if a fellow/scientific visitor is pregnant
  - if a fellow/scientific visitor is to participate in another event with dates that may overlap with the fellowship/scientific visit dates.
- It should be noted that the placement process varies from host country to host country:
  - In some countries the FE/SV proposals are addressed directly to the host institute via e-mail with copy to the Permanent Mission and the NLO's office. The acceptance is received by the IAEA directly from the host institution.
  - In other countries the proposal and acceptance of FE/SV is channelled through the NLO's office.

All potential applicants for FE/SV under the umbrella of a TC project should apply online via the IAEA's InTouch+ portal.

For long-term fellowships, an agreement will be required between the institution of employment and the fellow. This is to ensure that the fellow will return to and work for his/her institution in the fellowship's field of training for at least two years after his/her return from the host country.

Table 12.

Nomination and placement of candidates for fellowships / scientific visits (FE/SV) in a host country

STEPS	LEAD ROLE	ACTIONS
1	NLO, CP	Initiate request from Member State for FE/SV to be implemented.
2	IAEA	Provides information for submission of nominations.
3	Candidate	Signs-up in InTouch+ and completes user profile. Fills in nomination form, including suggestion of possible host institutions for the FE/SV and attaching copies of passport and required certificates, and submits it to CP and NLO.
4	CP	Receives nominations via InTouch+ and reviews for correctness and completion of data, passport, language and medical certificates, as well as linkage of the candidate to the TC project. Endorses the nomination.
5	NLO office	Receives and reviews nominations via InTouch+ for completeness based on the areas in step 4.
6	NLO office	Prioritizes (if applicable), approves and sends nominations to the IAEA.
7	IAEA	Evaluates, approves/rejects and implements the activity.
8	IAEA	Identifies/confirms host institution.
9	IAEA	Initiates placement of fellow/scientific visitor.
10	Candidate, NLO office	Communicate training dates and requests confirmation of fellow's/scientific visitor's availability to continue with the placement arrangements, upon acceptance by host country.
11	NLO office, CP	Confirm availability of candidate for the proposed training period.
12	IAEA	Guides the fellow/scientific visitor in the process upon award and acceptance of the FE/SV.
13	Candidate	Sends intermediate and final FE/SV reports to the IAEA.
14	IAEA	Prepares and sends the corresponding certificate (only applicable to fellowships) to fellow upon successful completion of fellowship and positive evaluation of the final report.

HIGHLIGHT

In the exceptional case where a FE/SV is funded and implemented under a **regional or inter-regional** project, the nominating country will be **billed for the amount representing 5% of the total costs** disbursed for this activity. The payment will be due the year after the finalization of the activity. This rule applies to all regional projects, regardless of whether they are agreement or non-agreement projects.

TIP

Upon return to their country, the candidates are required to take appropriate action to share and replicate acquired knowledge as applicable. For this purpose, event training sessions with suitable participants can be implemented.

It is advisable to start receiving nominations for FE/SV even if the project is not yet active, as the process often takes up to three months, and an initial evaluation by the IAEA can already take place.

As the **host** country authority, when receiving candidates for FE/SV under the umbrella of the TC projects, NLOs/NLAs are kindly requested to:

- Receive applications from IAEA.
- Assist in placement arrangements (governmental clearances, supervisor, programme outline, training fees etc.), as required.
- Act as coordinators between the IAEA and host institute, before and during the FE/SV.

Table 13.
Hosting of fellowships and scientific visits (FE/SV)

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Sends proposal letter together with fellow/scientific visitor nomination form.
2	NLO office	Reviews and transmits proposal to the host institute/supervisor, if no other placement process is in place.
3	NLO office	Assists in the placement of the fellow/scientific visitor by obtaining the acceptance from host institute along with the proposed training programme and related fees.
4	NLO office	Assists the FE/SV regarding governmental clearances, visas and other requirements for the duration of their stay in the country.
5	NLO office	Acts as coordinator between the IAEA and host institute, both before and during the FE/SV.
6	NLO office	Assists and guides fellows/scientific visitors in emergency cases.
7	Host institution	Submits invoice for training fees to the IAEA, if applicable.
8	IAEA	Releases payment of training fees directly to the host institution, if applicable.

References /

Fellowships
https://www.iaea.org/services/technical-cooperation-programme/fellowships

Guide for IAEA fellows
https://www.iaea.org/sites/default/files/18/11/guide-for-fellows.pdf

Guide for IAEA scientific visitors
https://www.iaea.org/sites/default/files/18/11/guide-sv.pdf

InTouch+ Nomination Portal
https://www.iaea.org/resources/databases/intouch-

Fellowships and Scientific Visits Reference Guide for NLOs/NLAs
https://www.iaea.org/sites/default/files/20/06/fe_sv_-_reference_guide_for_nlos_nlas.pdf

Experts/Lecturers Reference Guide NLOs/NLAs
https://www.iaea.org/sites/default/files/20/06/iex_lcrs_-_reference_guide_for_nlos_nlas.pdf

5.1.3 Sponsored Participations

The department of technical cooperation may consider sponsoring the participation of individuals in events organized by IAEA technical departments or external parties (non-IAEA), if the event purpose is in line with the objectives of a TC project, and subject to the availability of TC funds.

For these events an approved country nomination is needed.

Table 14.

Nomination of candidates for sponsored participation (SP)

STEPS	LEAD ROLE	ACTIONS
1	NLO office, CP	Initiate request from Member State for SP to be supported.
2	IAEA	Ensures that activity is in line with the project objectives.
3	IAEA	Provides information for submission of nomination/s.
4	CP, NLO office	Identify suitable candidates that comply with participation criteria.
5	Candidate	Fills in and submits nomination via InTouch+, ensuring completion of data, passport, language and medical certificates, etc.
6	CP	Reviews nomination for completeness and endorses before submission to NLO.
7	NLO office	Reviews nomination for completeness, approves and submits to the IAEA.
8	IAEA	Evaluates, approves and implements the activity.
9	Candidate	Confirms availability for participation.
10	Candidate	Registers for the event and submits registration fee invoice to the IAEA, as applicable.
11	IAEA	Processes reimbursement and provides candidate with air ticket as well as DSA, as applicable.

HIGHLIGHT

- Eligible events for sponsored participation are those organized by third party, such as regional or international conferences, congresses or training courses .

- Nominations must be submitted via InTouch+

5.1.4 Training Courses and Meetings

The purpose of training courses is to transfer knowledge and skills in a particular field. These courses are an essential component of national, regional and interregional projects and are organized in cooperation with a host country, involving lecturers as well as representatives from project participating countries.

Meetings (MTG) are events organized by the IAEA in cooperation with the Member State(s) with the purpose of fostering exchange of experiences amongst peers and coordinating the action plan of regional projects. These meetings gather experts and/or representatives from project participating countries to discuss, analyse and evaluate technical or managerial aspects of a project. Meetings are organized under regional and interregional projects in cooperation with a host country, involving representatives from participating countries, experts and partners.

For regional and interregional events, a Host Government Agreement (HGA) is required. This is a bilateral agreement concluded in the form of an exchange of HGA letters between the IAEA and the host country where the event will be held. The location, dates, participating countries, number of participants and other logistical arrangements and conditions for the event are stated in the letter and its annexes.

In the acceptance letter to the HGA, the host country is required to include the name and contact details of the designated focal points, the Course Director (CD) and Finance Officer (FO), as applicable.

HIGHLIGHT

For **regional and interregional** training courses and meetings:

- The IAEA will provide stipends/daily subsistence allowance (DSA) directly to international participants and experts/lecturers, including travel allowance or air tickets as well as contingency payment to cover the costs of their stay.
- In general, national participants will not receive a DSA, except if they reside more than 50 km away from the event venue.
- The IAEA will only cover the approved and agreed costs communicated prior to the start of the event.
- A set amount is provided per participant for the hosting of a hospitality event. The number of participants in the hospitality event must be agreed in advance between the host institution and the IAEA. **This does not apply to national events.**
- The Course Director or Finance Officer will be responsible for the management of the funds transferred to the host institution. Both the Course Director and the Finance Officer are officially nominated by the host government, which is specifically reflected in the host government agreement.
- Invoices and final accounts for all approved costs must be sent to the IAEA within three weeks after the end date of the course. Any unused funds must be reimbursed.

5.1.4.1 Training Courses

There are three types of training courses:

- **A.** National training courses (NTC) train participants from one Member State and are normally part of a national project; however, they may be part of a regional project as well. The implementation of NTC has been covered in the section 5.1.1 “Expert Missions and Lecturers”.

- **B.** Regional training courses (RTC) train participants from one region (i.e., Africa, Asia, Europe, Latin America and the Caribbean). Regional courses may be part of projects under Regional/Cooperative Agreements (AFRA, ARASIA, ARCAL, RCA) or other regional projects.

- **C.** Interregional training courses (ITC) train participants from two or more regions; they are part of interregional projects.

The NLO office has two main roles encompassing the following responsibilities:

- As nominating country authority: when proposing candidates for a regional/interregional training course

- As hosting country authority: when acting as host country for an event

HIGHLIGHT

- No HGA is required for national training courses.

- IAEA's financial contribution to national training courses is usually limited to providing international lecturers.

- Counterpart must send the list of local participants to the PMO before the start date of the national training course, as it is necessary for reporting purposes.

Table 15.
Nomination of candidates for a technical cooperation regional/interregional training course

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Sends call for nominations to Member States.
2	NLO office	Ensure dissemination of the training course invitation at the national level and identify the most suitable candidate(s) in line with the candidate profile provided by the IAEA.
3	Candidate	Signs-up in InTouch+ and completes user profile. Fills in nomination form for the training course, attaches copy of passport and required certificates, and submits it to their respective CP and NLO.
4	CP	Receives nominations via InTouch+ and reviews for correctness and completion of data, passport, language and medical certificates, compliance with candidate's profile defined in the call of nominations, as well as linkage of the candidate to the TC project. Endorses the nomination.
5	NLO office	Receives nominations via InTouch+, reviews for completion of data, passport, language and medical certificates, compliance with candidate's profile and country priorities.
6	NLO office	Prioritizes (if needed), approves and sends nominations to the IAEA.
7	IAEA	Reviews nominations, selects participants, approves and implements activity.

Organizing and hosting of regional and interregional training courses constitute an in-kind contribution by Member States to the TC programme. The NLO plays an important coordinating role, which involve liaison among the IAEA and the national stakeholders.

Table 16.
Organizing and hosting technical cooperation regional/interregional training courses

STEPS	LEAD ROLE	ACTIONS
1	IAEA, CP	Informally agree on venue, event dates, host institution to facilitate preparation for HGA.
2	IAEA	Sends Host Government Agreement (HGA) to host country (refer to 5.1.4).
3	Permanent Mission of host country or Ministry of Foreign Affairs	Sends acceptance letter for Host Government Agreement (HGA) informing the IAEA of the names and contact details of Course Director and Finance Officer.
4	NLO office	Assists with internal country clearances for the course (governmental clearances, visa for lecturers and/or participants, etc.).
5	Course Director, CP	Ensure that all facilities, equipment and personnel are available for the course as per HGA.
6	IAEA	Makes travel and payment arrangements for participants as well as for host institution.
7	Course Director, IAEA	Coordinate logistics and financial support.
8	Course Director	Organizes hotel reservations for international participants as well as other local arrangements such as training room rental, a hospitality event, local transportation to the course venue, etc., as applicable and as agreed in the HGA.
9	Course Director, CP, NLO office	Assist and guide experts/participants in emergency cases.
10	Course Director	On last day of the training course, ensures distribution of training course certificates to participants.
11	Course Director	Sends the attendance list signed by participants to the IAEA.
12	Financial Officer	Sends final accounts, including all original invoices for expenditures previously approved and a list of attendees to the hospitality event. If applicable, reimburses unspent funds to IAEA.

References /

TCourse - Reference Guide for NLOS/NLAS (iaea.org)
https://www.iaea.org/sites/default/files/20/09/tceu_ref-guide_tc.pdf

5.1.4.2 Meetings

Meetings are organized at a regional and interregional level.

NLOs / NLAs have two main roles encompassing the following responsibilities:

- As nominating country authority: when nominating participants for a meeting
- As hosting country authority: when regional meeting is carried out in the NLO's country.

Similar to the hosting of regional training courses, meeting organization represents an in-kind contribution by Member States to the TC programme, where the NLO plays an important coordinating role.

Table 17.
Nominating participants for a TC meeting

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Sends meeting invitation and call for nominations to Member States.
2	NLO office	Coordinates the dissemination of the meeting invitation to relevant institutions at the national level, based on the participant's profile in the information sheet.
3	CP	Advises NLO office on identification of suitable candidates according to participant's profile.
4	Candidate	Signs-up in InTouch+ and completes user profile. Fills in online nomination for the meeting, attaches copy of passport and required certificates, and submits it to their respective CP and NLO.
5	CP	Receives nominations via InTouch+. Reviews for correctness and completeness of data, such as passport, language and medical certificates, as well as compliance with participant's profile. Endorses the nomination (automatic submission to NLO to follow).
6	NLO office	Receives nominations via InTouch+, reviews and approves/requests more information/rejects, as applicable.
7	IAEA	Reviews, evaluates, rejects/approves based on compliance with participant's profile requirements and allotted spaces per Member State. Implements activity.

Table 18.
Organizing and hosting TC meetings

STEPS	LEAD ROLE	ACTIONS
1	IAEA, CP	Informally agree on venue, event dates, host institution to facilitate preparation for HGA.
2	IAEA	Prepares and sends HGA to host country.
3	Permanent Mission or Ministry of Foreign Affairs of host country	Accepts Host Government Agreement (HGA) and replies to IAEA informing the names and contact details of Meeting Organizer and Finance Officer.
4	NLO office	Assists on internal country clearances for the meeting (governmental clearances, visa for experts and/or participants, etc.).
5	Meeting Organizer	Ensures that all facilities, equipment, etc. are available for the meeting as per HGA.
6	IAEA	Makes travel arrangements and payment to participants as well as host institution.
7	Meeting Organizer	Coordinates logistical arrangements with participants.
8	Meeting Organizer	Organizes hotel reservations for international experts and/or participants and other local arrangements such as meeting room rental, local transportation to the course venue, etc. as applicable and as agreed in the HGA.
9	Meeting organizer, NLO office	Assist and guide experts/participants in emergency cases.
10	Meeting organizer	Sends the attendance list signed by participants to the IAEA.
11	Financial Officer	Sends final accounts including all original invoices for expenditures previously approved and a list of attendees to the hospitality event. If applicable, reimburses unspent funds to IAEA.

TIP

- **Early dissemination** of calls for nominations will ensure greater level participation of Member States.
- In cases where the number of candidates exceeds the number of allotted spaces the NLO shall **rank** candidates in order of priority and communicate to the IAEA.
- Candidates who return from training courses/meetings are encouraged to engage in knowledge sharing through locally organized events, such as workshops or seminars.

References /

Meetings - Reference Guide for NLOS/NLAS (iaea.org)
https://www.iaea.org/sites/default/files/20/06/meetings_-_reference_guide_for_nlos_nlas.pdf

5.1.5 Lead Times

Lead times are required for the IAEA to execute all steps related to the activities identified in Table 19. All stakeholders shall adhere to the deadlines stipulated in the call for nomination, to facilitate efficient implementation of training and meeting events in a timely manner.

Table 19.
IAEA internal lead times for implementation of training and meeting activities

DOCUMENT/ ACTIVITY	MINIMUM LEAD TIME FOR COUNTRY	PROCESSING TIME AT THE IAEA
Experts & Lecturers	Job description form to be sent to the IAEA no later than 12 weeks before mission date.	8 weeks
Acceptance of Host Government Agreement (HGA) by host country	Official acceptance of HGA to be sent to the IAEA at least 5 months before Training Course/ Meeting start date or by the deadline indicated in the letter.	1 month
Fellowships	Nominations to be sent to the IAEA at least 6 months ahead of requested start date.	6 months
Scientific Visits	Nominations to be sent to the IAEA at least 6 months ahead of requested start date.	6 months
Scientific Visits Participant nominations for Training Courses/ Meetings	To be sent to the IAEA within the deadline stated in the call for nominations.	5 months

5.2 Procurement of Equipment and Material

The IAEA carries out its procurement process under strict adherence to the principles of transparency, fairness, competition and best value, as well as international best practices. This is reflected throughout the bidding, evaluation and award process, and is in accordance with the IAEA's Financial Regulations and Rules.

The Agency's Office of Procurement Services typically purchases:

- services for the disposal of spent nuclear fuel and other radioactive material;
- accelerators and cyclotrons for medical purposes;
- a wide range of equipment and services related to radiation detection;
- laboratory supplies;
- analytical instruments;
- isotopes;
- nuclear imaging and radiotherapy equipment;
- hydrology equipment; and
- goods and services related to nuclear safety and security.

HIGHLIGHT

In the design phase of the project, the equipment and materials to be purchased under a TC project are already identified and a realistic estimate of the cost of this equipment must be obtained.

TIP

- It is important that the CP considers aspects such as timely preparation of the space for the installation of the equipment.
- CP should be aware of applicable permits and authorizations, in particular, when requesting dangerous consumables requiring specific export/import provisions.
- Sustainability of requested equipment should be considered during the design phase. The Member State is responsible for the maintenance of the equipment. **The IAEA typically does not cover repair, consumables or maintenance costs.**
- Technical specifications should be generic, without mentioning brands / models, but must include special requirements such as language, voltage, or installation and training, among others.

5.2.1 International Procurement Process

The purchase and delivery of equipment acquired under the TC programme is carried out in accordance with the provisions of the RSA (see chapter 2 of this manual). Therefore, the IAEA normally follows the INCOTERMS (2010) Delivery at Terminal (DAT) option when shipping, meaning that delivery will take place only to the point of entry to the country.
Procurement over EUR 25,000 requires the elaboration of detailed technical specifications, which should be presented in the Technical Specifications Template and submitted to the IAEA. PMOs will provide the detailed technical specifications for equipment and services to NLOs upon request. For complex procurements, the IAEA can provide support for drafting specifications, as well as technical guidance on the available and required physical infrastructure, through questionnaires and eventual expert missions to the requesting Member States.

For purchases below EUR 25,000, a list of required equipment and materials may be submitted to the IAEA. For lab consolidation of equipment costing less than EUR 25,000 per item, the total value for all items being consolidated has no ceiling and does not require a specification. Instead, a simple excel list of requirements is acceptable.

The IAEA uses the services of freight forwarders or their affiliated subcontractors to deliver and transport goods to the receiving country. The receiving institution (“end-user”) is responsible for the import customs clearance and the coverage of all related costs, including local transport from the point of entry to the receiving institution and securing tax exemption, as applicable (including storage costs at country’s customs office in case of delays).

In the instances where UNDP (United Nations Development Programme) is assisting with customs clearance, the NLO and CP should coordinate with UNDP to secure the tax exemption, where required.

The NLO and the CP shall work closely to ensure timely delivery of shipment, as set out below:

- The NLO is responsible for providing updated shipping instructions to the IAEA that contains information on relevant documentation needed for the country for customs clearance, or institution specific shipping information. These instructions will guide the IAEA when issuing the purchase order.
- The CP must ensure the suitability of the place where the equipment will be installed.
- The CP initiates the procurement of equipment with an official request copying the NLO and finalizes the process by confirming receipt and condition of the goods.
- The CP must coordinate and request the necessary documentation for the tax exemption and import permit as well as licenses related to radioactive materials. In certain cases, the CP may be requested to complete an End Use Statement (EUS) prior to manufacture of the goods.
- The CP is in charge of coordinating arrangements for payment of taxes and import duties where exemptions do not apply.
- The CP should communicate the “green light” to the freight forwarder and copy all parties involved to start the shipment, when documentation and site are ready. Delay in giving the “green light” for shipment may result in extra costs for storage which could in turn reduce the budget available for the project.
- The CP must track the status of the shipment and provide the requested information to coordinate the clearance at the customs terminal.

HIGHLIGHT

- In cases where radioactive sources or equipment involving ionizing radiation are being procured, the country must have the required radiation safety infrastructure in line with the IAEA Safety Standards before initiation of the procurement process.
- The CP institution is responsible for the insurance, maintenance, safekeeping and good care of the equipment.

Figure 5.
TC Standard Procurement Process

TIP

Counterpart is encouraged to be proactive in facilitating timely shipment of equipment. This includes ensuring that tax exemption is secured, and the green light is provided to the freight forwarder.

Table 20.
International procurement process

STEPS	LEAD ROLE	ACTIONS
1	CP/IAEA	Plan procurement in project design.
2	IAEA CP/IAEA	Draft technical specifications.
3	CP	Submits request for procurement with specifications to IAEA, with copy to NLO.
4	IAEA	Issues purchase order (PO) to supplier with copy to CP, NLO, freight forwarder.
5	Supplier	Informs freight forwarder on the readiness of goods, with copy to CP, NLO, IAEA.
6	Freight forwarder	Requests CP to grant "green light" for shipment, with copy to NLO, IAEA.
7	CP procurement focal point *(as per purchase order document)*	Grants "green light" for shipment to freight forwarder after ensuring readiness of documentation for tax exemption and import of goods, with copy to NLO, IAEA.
8	Freight forwarder	Ships the equipment/material.
9	CP procurement focal point	Coordinates customs clearance (with the support of the UNDP where available) as required and delivery of goods to the beneficiary institution.
10	CP procurement focal point	Provides signed proof of delivery form to freight forwarder after confirming acceptable condition of goods received.
11	CP procurement focal point	Confirms receipt to PMO with pictures of the equipment delivered.

HIGHLIGHT

- For customs clearance purposes, either the beneficiary counterpart institution or UNDP country office (where available) can act as the consignee for shipment.
- The counterpart and NLO are encouraged to work closely with UNDP for the clearance and delivery of shipment, including the securing of tax exemption.

References /

Procedures for shipment of equipment in PCMF Reference Desk

Counterpart role and responsibility in the TC project procurement (Check list) in PCMF Reference Desk

5.2.2 Local Procurement Process

Local procurement can be considered in those cases where the items/equipment are available on the local/regional market and cost-effectiveness is determined by the project team.

Local procurement is implemented in the form of grants to the CP institution which can take the form of:

- **A.** low value purchasing (LVP) up to 3000 EUR by direct payment to the supplier or through UNDP; and
- **B.** direct payment to the CP institution of higher amounts.

Regardless of the payment method, grants are processed through the office of the United Nations Development Programme (UNDP) in the country. In the event that there is no UNDP office in the country, the IAEA may issue a direct payment (grant) to the CP institution. In such a case the CP institution will be requested to provide banking details and be able to accept transfers in the USD or EURO currencies to facilitate the payment.

Table 21.
Local procurement process

STEPS	LEAD ROLE	ACTIONS
1	CP	For local procurement (grants) requiring payment to the CP, the CP institution shall confirm that funds (in USD or local currency) can be received, and procurement be executed.
2	CP	Identifies possible local/regional supplier(s) of required items/ equipment/services.
3	CP	Submits pro-forma invoice from local supplier(s) established in the country to the IAEA.
4	CP	Sends agreement letter to CP for signing.
5	CP	Signs agreement letter and submits to IAEA confirming that • **a.** funds shall be used, exclusively, for the procurement of goods and/or services described in the pro-forma invoice(s); • **b.** the procurement rules of the institution shall be adhered to; • **c.** the IAEA will be notified as soon as the goods have been delivered and/or services have been rendered; • **d.** a copy of the final, paid invoice(s) shall be provided to the IAEA; and • **e.** any unused funds shall be returned to the IAEA.
6	IAEA	Transfers funds to UNDP for payment to the supplier (up to 3000 EUR) or CP institution (any amount), as applicable.
7	UNDP or CP	Procures items/equipment/services as per pro-forma invoice from selected supplier.
8	CP	Provides proof of delivery and final invoice(s) and returns any unused funds (if applicable).

TIP

Funds for local procurement can only be received in USD or local currency. Therefore, CP should ensure that the banking information being provided corresponds to one of these currencies and advise the IAEA at the beginning of the process.

Table 22.
Low value purchase process

STEPS	LEAD ROLE	ACTIONS
1	CP	Identifies possible supplier(s) of required items/equipment/services.
2	CP	Submits pro-forma invoice(s) from different supplier(s) established in the country.
3	Supplier	Provides completed supplier registration form to IAEA.
4	CP	Sends pro-forma invoice to IAEA.
5	IAEA	Issues purchase order to the selected supplier.
6	Supplier	Delivers items/equipment/services.
7	CP	Provides proof of delivery and final invoice(s).
8	IAEA	Pays invoice(s).

References /

The Role and Responsibilities of the Counterpart/End-User in the TC Procurement Process – Checklist for Counterpart/End-User
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2020_21_Docs/other/CP_Roles_and_Responsibilities_TCP_19-04160E.pdf

Gamma irradiation is used to sterilize human tissues prior to transplant at a tissue bank at the Santa Casa de São Paulo Hospital in Brazil, in 2015.

Photo: IAEA

6.
Monitoring and Evaluation

Overview

Project monitoring is a continuous function used to follow up on the progress achieved against the planned results (outputs and outcome), inform the project management and stakeholders, and take corrective actions when needed. It uses systematic collection and analysis of data on specific, predetermined indicators to track actual project performance for management decision making. It is a key responsibility of the project team. Similarly, at the end of the project, it is important to assess if achieved results are aligned with planned targets and capture the lesson learned.

Evaluation is a systematic and objective assessment of the extent to which a programme has achieved or is achieving its stated objective and, therefore, having the desired impact in addressing the needs and priorities of Member States. It can focus on one or more of the following issues: relevance, effectiveness, efficiency, impact and sustainability.

General Considerations

Implementation of monitoring and evaluation within the TC programme supports the achievement of objectives to increase the performance and accountability of TC projects, improve communication and participation of TC stakeholders, and enhance learning and continuous improvement within the organization.

There are five criteria to take into consideration in relation to monitoring and evaluation in line with the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) Principles and Standards. These are:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

The end of the programme cycle corresponds to the closure and review phase. At this stage, monitoring and evaluation include conducting self-evaluations or self-assessments as well as the documentation and dissemination of lessons learned. The findings are then utilized for continual improvement of the TC programme, including any follow-up adjustments and implementation of recommendations. The results of evaluations must be used as inputs to programme planning and implementation as part of the results-based management process.

As an integral part of the learning and improvement culture, evaluation enhances accountability and transparency, and facilitates the communication and understanding of needs and performance expectations on the part of the Secretariat, Member States, intended beneficiaries and other stakeholders. A consultative and participatory approach is considered to be most effective.

Independent evaluations are conducted by the IAEA Office of Internal Oversight Services (OIOS).

Monitoring of TC project implementation is carried out through the use of PCMF-TC-PRIDE to inform the preparation of Project Progress Assessment Report (PPAR) on an annual basis within TC Reports platform. Also, PMO visits and field monitoring missions provide a mechanism for the monitoring of project and programme implementation.

HIGHLIGHT

During the project cycle, challenges can arise due to the project environment, which may influence or impact the implementation of planned activities. Effective monitoring is essential to track the progress of implementation and take corrective action to meet planned outcomes.

References /

Monitoring and Evaluation Guidelines
https://www.iaea.org/sites/default/files/documents/tc/TCP_MandE_Manual.pdf

6.1 Project Progress Assessment Report (PPAR)

The electronic Project Progress Assessment Reports (PPARs) are the main monitoring tools for TC projects. They are used throughout the lifetime of a project to capture progress made towards achieving the expected/planned results, as well as problems and risks that influence project implementation. Their submission is mandatory for the counterparts of all TC projects on an annual basis. The deadline to submit annual PPAR is 31 January of the year following the reporting year. The PPAR is triggered by the PMO during the last quarter of the reporting year through the TC Reports platform. PPARs are multipurpose tools that allow to:

- Collect and aggregate factual data for informed decision-making;
- Improve project team communication and accountability, and ensure continuity if changes to the project team occur;
- Steer the project, enhance project monitoring and management processes, efficiently respond to challenges;
- Enhance knowledge management, ensure continuous learning and improvement of the TC programme.

It is important to note that the information contained in these progress reports is used by the TC Department to compile reports for donors, corporate reporting, and communication.

HIGHLIGHT

- PPAR should report on the progress towards achieving the planned project outputs as well as the established indicators and targets.
- Only the main counterpart has access to the platform. For this reason, in projects where there are two or more counterparts from different institutions, NLOs can play an important role in ensuring that primary counterparts consult and consolidate inputs from other counterpart institutions.
- Although NLOs are not required to comment on and submit PPARs for regional projects, it is important to be aware of the process involved in the preparation, including the fact that only the DTM has editing rights in TC Reports platform. Consequently, counterparts from participating Member States must work offline and submit their inputs to the DTM, who is then responsible for compiling and completing the report in the system.

Table 23.
Preparation of e-PPARs

STEPS	LEAD ROLE	ACTIONS
1	Counterpart and NLO	Register in Nucleus to ensure access to the TC Reports platform.
2	IAEA	Sends notification via e-mail from the TC Reports platform with link to PPAR template form.
3	Counterpart	Completes PPAR form and submits to NLO.
4	NLO	Reviews report and • -if not complete, returns it to CP by adding a comment to request updating with additional information and resubmission to NLO. • -if complete, clears it by reviewing the content of the report, adding a comment in the appropriate section of PPAR and submitting it to IAEA.
5	IAEA	Conducts technical and programmatic review of the report and provides feedback for amendments, if needed.
6	CP	If needed, improves report and re-submits for NLO clearance.
7	*NLO*	Makes the second revision and submits via PPAR platform prior to 31 January.
8	IAEA	Finalizes report.
9	System triggered	E-mail to CP, NLO and PMO/SH to confirm PPAR has been finalized.

TIP

- NLOs should ensure that PPARs are submitted in a timely and qualitative way, as they are fundamental in the monitoring and knowledge management of the TC programme.
- PPARs are also an important tool to provide information on risks and mitigation measures. NLOs should also follow up on mitigation measures in order to prevent those risks from materializing and becoming problems.
- NLOs should familiarize themselves with the PPARs of the regional projects under which their countries are participating, as this provides useful information for identifying links and synergies with national projects as well as possible available support in national priority areas.
- NLOs should follow up with the counterparts to confirm that they have received the link to the TC report and are able to access the platform with time ahead of the deadline in order to avoid delays in reporting. The PMO can support relevant CPs in solving eventual access problems if informed.
- NLOs should check their spam folder regularly as PPARs are often moved there by institutional servers.

References /

Guidelines for Project Progress Assessment Report (PPAR) (NUCLEUS log-in is required for access)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/eppar/Guidelines_for_PPAR_Preparation.pdf

E-PPAR User Guide for NLOs (NUCLEUS log-in is required for access)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/eppar/E-PPAR_User_Guide_for_NLOs_NLAs_2020.pdf

PPAR PowerPoint presentation (NUCLEUS log-in is required for access)
https://pcmf.iaea.org/DesktopModules/PCMF/docs/PPR/PPAR_Webinar_Presentation.pdf

Access to TC Reports platform
https://tcreports.iaea.org/ (Log-in is required for access)

6.2 Field Monitoring Missions

Field monitoring missions (FMMs) can provide a better understanding of the reality on the ground as they provide the opportunity to assess the performance of on-going projects and to analyse factors of success and failures during implementation. FMMs are performed by PMOs, TOs, as well as staff from TC programme Support and Coordination and TC Quality Assurance, depending on the purpose of the mission.

The objective of monitoring visits is to facilitate mutual learning and TC programme improvement, together with the NLO, CP, as well as other project team members.

The expected output or deliverable of a FMM is the report presenting findings and conclusions on the assessment of on-going projects regarding the following aspects:

- Relevance of the need(s)/gap(s) being addressed.
- Progress made in achieving the expected outputs and outcome.
- Efficiency of implementation arrangements and mechanisms.
- Incidence of the overall context with regard to sustainability and ownership.
- Lessons to be learned.

HIGHLIGHT

Field Monitoring Missions can assist NLOs to improve their knowledge of the Technical cooperation programme's results and to address any challenges impacting implementation and achievement of planned outcomes.

As part of field monitoring missions, the PMO will generally organize a country visit on an annual basis, which serves to:

- Promote the IAEA TC programme to a wider range of stakeholders, for example, during a stakeholder workshop or bilateral meeting with the authorities of key ministries.
- Provide NLO's office with information, training and updates on TC programme processes and tools.
- Meet counterpart's institution higher authorities for courtesy visits or to discuss eventual project implementation challenges/risks.
- Meet project teams to assess the performance of ongoing projects.
- Meet counterparts of closed project to discuss post-project benefits and impact, and visit laboratory to see if equipment is still in use/operational.

6.3 National Monitoring Mechanism (Good Practices in Member States)

Every member state has its own specific institutional setting and context. NLOs therefore have the flexibility to determine the monitoring mechanisms that are best suited within their country context. This facilitates the execution of their role as coordinator of the TC programme in the country, including its promotion and visibility.

The National Programme Management Committee may serve to support the NLO as an oversight body to:

- Disseminate and exchange information on projects, programmes and development priorities.
- Monitor and communicate information on Agency policies, initiatives and programmes.
- Monitor CPF development, updating and implementation.
- Review and consider project concepts submitted to the NLO by various institutions in the country.
- Align the project concepts with national development priorities and SDGs.

- Select project concepts to be forwarded to the Secretariat for consideration
- Consider, select and rank project designs for submission to the Agency.
- Develop strategies for building and sustaining internal and external partnerships in support of Agency approved projects.
- Devise approaches for the sourcing of counterpart funds for Agency approved projects.

Other examples of good practices for effective programme monitoring include:

- Meetings with project counterparts and representatives of counterpart institution for monitoring purposes.
- Meetings for the presentation of projects results and the sharing of lessons learned with new project counterparts.
- Continuous follow-up on IAEA communications to ensure action is taken by relevant stakeholders/counterparts.
- Regular communication among relevant counterparts to follow up on CP responsibilities.
- Establishment of suitable national level reporting mechanism.

TIP

As a good practice, Member States are encouraged to establish a National Programme Management Committee comprising of the NLO and representatives of key stakeholder institutions from the relevant sectors related to the TC programme.

TIP

- NLOs lead the coordination of the TC programme in the country and have the flexibility to set national monitoring mechanisms that are best suited to their country context.
- It is important for NLOs to work closely with project counterparts and other key local stakeholders, such as decision-makers, to ensure the required support for the implementation of the TC programme.

6.4 Project Closure

Project closure occurs when there are no outstanding activities to be implemented. As part of the closure process, all financial transactions are closed and the final achievement report is prepared.

HIGHLIGHT

NLOs play an important role in assisting with follow-up activities related to the finalization of procurement, such as confirmation of proof of delivery by the beneficiary institution and the submission of fellowship reports by fellows to the IAEA, thereby ensuring that projects are closed in a timely manner.

6.4.1 Project Achievement Report

The Project Achievement Report (PAR) is an integral part of the project closure process that should be completed within the year following commencement of this procedure. The report should concisely and accurately describe the results of the project, i.e., the outputs delivered and the outcome achieved, or expected to be achieved, against the established indicators.

The PAR is the only document that captures in writing the results and the lesson learned of the specific project, and it is a relevant knowledge management tool which provides information for future TC programme development.

The input from CP/DTM, NLO and TOs is provided offline and then incorporated by the PMO when completing the report in TC Reports platform.

Table 24.
Preparation of the Project Achievement Report

STEPS	LEAD ROLE	ACTIONS
1	IAEA	Requests input from CP/DTM, NLO and TOs for preparation of the achievement report (outside the reporting platform).
2	CP/DTM, NLO	Submit input in PAR template to IAEA.
4	IAEA	Reviews and finalizes draft report in the system.
5	IAEA	Shares final report with counterparts and NLOs for their records.

HIGHLIGHT

PARs are a key element for learning from past experiences and should therefore be used as reference documents for the planning of new projects.

TIP

Once a project is closed, the NLO may organize meetings with relevant national counterparts to exchange on results obtained, lesson learned and good practices.

References /

Monitoring and Evaluation Guidelines
https://www.iaea.org/sites/default/files/documents/tc/TCP_MandE_Manual.pdf

Project Achievement Report Guidelines
https://pcmf.iaea.org/DesktopModules/PCMF/docs/eppar/PAR_Guidelines_2020_final.pdf

6.5 Independent Evaluation

The IAEA Office of Internal Oversight Services (OIOS) is responsible for conducting Programme Evaluation, involving systematic and evidence-based examination of the IAEA's programmes to objectively assess the achievement of their intended purposes and to recommend ways of improving their design, implementation or results.

Independent evaluation is conducted in order to demonstrate accountability for the Agency's contribution to a country's development priorities while also providing a formative assessment to assist the Agency in improving the effectiveness and efficiency of its support to the country. The OIOS conducts a Country-Level Evaluation and Audit (CLEA), which combines evaluation and audit methodologies to deliver a comprehensive assessment of the performance and results of the Technical cooperation programme. Specific country programmes are selected for evaluation by the OIOS on a rotational basis, with up to six programmes across IAEA Member States.

The CLEA process usually takes place in the first half of the year and is designed around three key performance criteria, which guide the structure of the report elaborated based on the findings:

- The **relevance and strategic positioning**, including measuring the extent to which the Agency's work is aligned with priorities expressed by the Member State and with the Agency's own mandates;
- The **performance and results**, including identification of intentional or unintentional outcomes and estimation of the contribution made towards long-term impact and sustainability; and
- The **quality of project management**, including the extent to which implementation modalities (management delivery mechanisms) have provided effective and efficient support in the achievement of results.

The key data collection methods used include:

- **Desk reviews:** The CLEA team examines key documents, including the Member State's related national strategies, policies and reports; the Agency's policies, guidelines and strategies as well as financial records; TC project documentation; and other documents related to the country context.

- **Semi-structured interviews:** A set of open-ended questions is prepared for each of the following groups of interviewees: (1) Agency Technical Officers (TOs); (2) focal points of project counterparts; and (3) participants in fellowships, scientific visits and training. The CLEA is gender-responsive, ensuring that women and men are well represented and given an opportunity to provide input. The CLEA team interviews staff at Agency Headquarters, including the Programme Management Officer (PMO), TOs and other relevant staff members. During the field mission to the country, the team interviews national stakeholders including the NLO and the National Liaison Assistant; counterpart staff; representatives of counterpart partner organizations; and participants in fellowships, scientific visits and training under TC projects.

- **Field Visit:** The OIOS team visits the country. At the end of the mission, a wrap-up meeting is organized, in collaboration with the counterpart and the respective Ministry, to discuss the initial findings with all counterparts and collect feedback.

Key questions of the CLEA:

How relevant has been the Agency's support to the country's national development agenda and the needs and challenges of the individual sectors?

- Are the TC projects aligned to the national development plans and the achievement of the Sustainable Development Goals (SDGs)?
- Are there synergies between national and regional projects?
- Is the national programme sustained by cooperation and partnerships with national and international bodies and organizations?

How effective has the Agency been in achieving its objectives and what degree of impact and sustainability can be observed in the results?

- Achievements in capacity building, human health, supporting agriculture, water and environment, etc.

To what extent did the Agency implement its strategy and activities in the Member State in the most efficient manner?

- Efficiency in the use of available resources, cost-effectiveness of activities.
- Timely provision of equipment and materials.

TIP

It should be noted that should a country programme be selected for evaluation:

- NLOs are the direct contact with OIOS personnel for the arrangement of a country visit connected to the CLEA.
- NLOs are part of the interviews conducted by the evaluation and audit team.

HIGHLIGHT

The final report of the programme evaluation and internal audit is produced by the Office of Internal Oversight Services and is a restricted internal document. It will not be shared with external partners; however, the country's accredited Permanent Mission may view the report at IAEA Headquarters.

6.6 Self-Evaluation

Self-evaluation is the process of self-reflection during which an individual, a group of individuals or an institution critically reviews the: quality, relevance, efficiency, effectiveness and sustainability of the work they have performed against expected results and/or established criteria. In the TC context, a self-evaluation can be conducted at both project and country programme levels. The main purpose is to assess the extent to which the intended results have been achieved (outputs) or are likely to be achieved (outcome), and to highlight lessons to be learned and recommendations for continual improvement.

The objectives of self-evaluation can include the assessment of project achievements, progress made towards achieving the expected outcome, analysis of implementation approaches, identification of lessons to be learned, and specific recommendations

Details on the scope and methodology can be found in the Monitoring and Evaluation Guidelines.

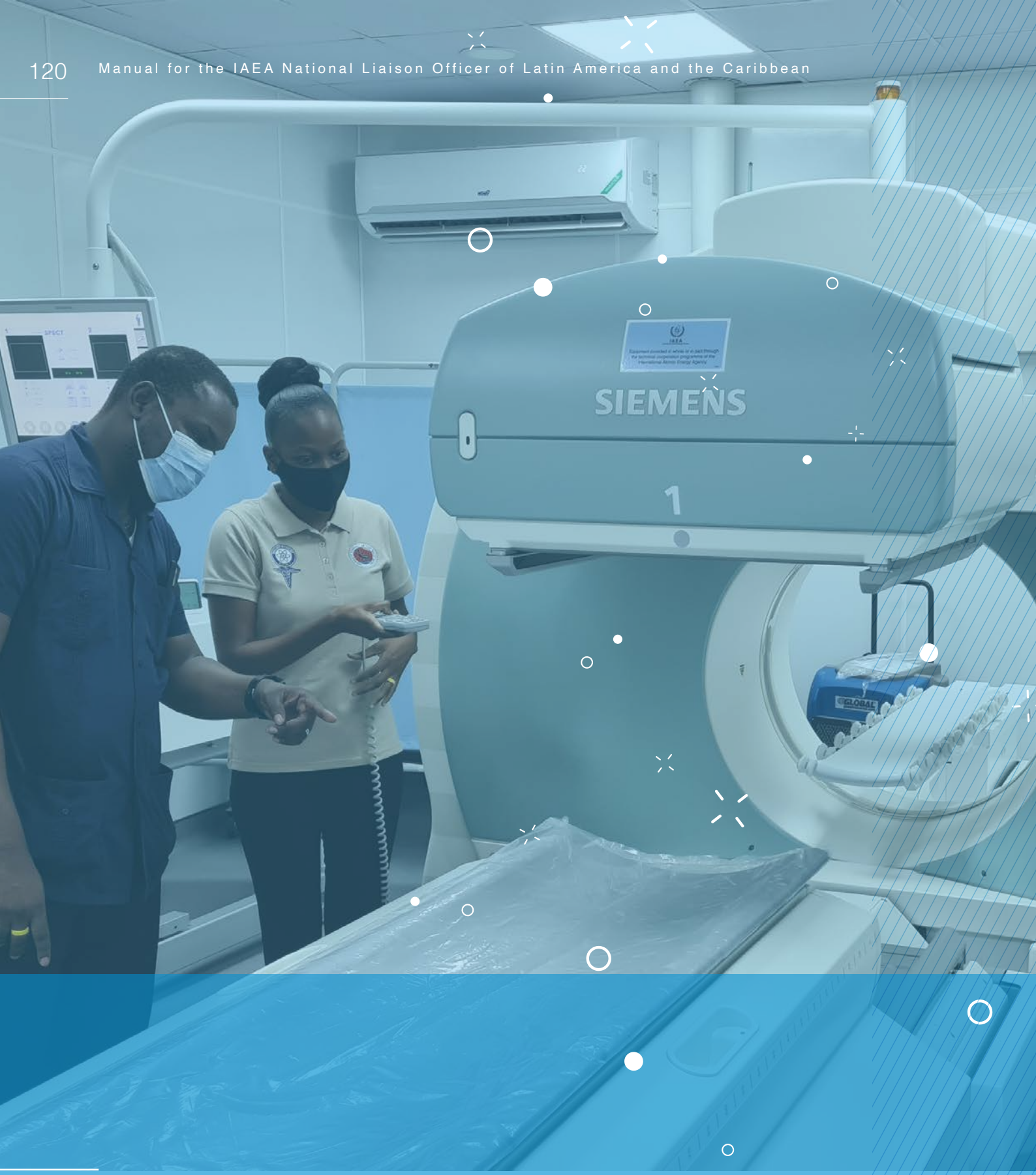
HIGHLIGHT

The self-evaluation is a voluntary process that can be used to evaluate a project or a country programme.

References /

Monitoring and Evaluation Guidelines
https://www.iaea.org/sites/default/files/documents/tc/TCP_MandE_Manual.pdf

TC Programme Quality Criteria
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/quality/TC_Programme_Quality_Criteria_2016-10-13_FINAL.pdf



Nuclear medicine provides life-saving diagnosis and treatment of non-communicable diseases and helps with the management of cancer and other diseases – including cardiovascular diseases, diabetes and chronic respiratory diseases – leading causes of death in the region of Latin America and the Caribbean.

Photo: N. Schloegl / IAEA

7.
Communication and Outreach

Overview

Robust and effective communication is essential for delivering and amplifying the messages to be conveyed regarding the TC programme and the role of the peaceful use of nuclear science and technology to support Member States' national development agendas. Timely communication among the IAEA, national stakeholders and partners is a critical pillar for the success of the TC programme.

HIGHLIGHT

The NLO is the focal point for communication regarding matters of the IAEA TC Department. However, there are other national focal points officially designated by Member States for other IAEA departments. The NLO is encouraged to liaise with those individuals to share communication to ensure coordination in IAEA support.

General Considerations

Communication is an ongoing process throughout the TC programme cycle. Bilateral communication is essential in building relationships with actors at the national, regional and interregional levels. The NLO plays a particularly important role in this process, which occurs throughout the programming cycle:

1. **Programme Planning and Approval:** Prior to this phase, the dissemination of information at the national level is important to inform about the call for proposals for a specific TC cycle, as well as the thematic areas where the IAEA can support the achievement of national developmental priorities. During this phase, the NLO's office also liaises and communicates with stakeholders at the technical and policy levels in order to ensure the government commitment and successful implementation of the proposed projects.

2. **Programme Implementation:** The NLO's office is expected to maintain continuous communication with counterparts and other stakeholders to monitor the timely implementation of projects, as well as to communicate to the IAEA any unexpected delays or challenges that may arise during implementation.

3. **Programme Review:** Once projects have been completed, communication with key stakeholders, including decision-makers, on the results achieved is crucial in order to ensure the sustainability of project outcomes and their tangible impact. Therefore, the NLO's office is expected to monitor and communicate the impact of projects to national decision-makers to increase awareness and secure greater commitment for future initiatives. In addition, information gathered through the NLO's monitoring of project implementation and impact informs the IAEA's project evaluation process in the years following completion.

It is also important that the NLO's office ensures periodic communication with the relevant national stakeholders to provide updates on the implementation of the CPF, under which projects are formulated.

7.1 Communication Methods

Communication with the IAEA is primarily facilitated through written forms with official correspondence, e-mails, and verbal means, utilizing videoconference meetings (WebEx and Microsoft Teams are the recommended tools for this purpose), in line with each country's correspondence instructions.

E-mail and telephone conversations are used for daily communications throughout the programme cycle. However, it is important to maintain a written record of these discussions. It is therefore advisable to exchange follow-up e-mails and meeting notes.

For issues concerning the technical cooperation programme, the IAEA requires that submissions of concepts, requests, nominations, etc. are made through the NLO as the designated national authority for the TC programme. InTouch+ is the official platform for the submission of nominations to participate in IAEA events.

The NLO's office should pay attention to instances where there are specific requirements for the transmission of official correspondence through Permanent Missions and Ministries of Foreign Affairs, and not directly from the NLO. In these instances, such requirement is made clear.

7.2 Communication Tools

In addition, there are various communications tools that are used to raise awareness and inform stakeholders and the public on the work of the IAEA and its Member States. These include traditional news media, such as TV, radio and print, and digital media, including the IAEA website, social media platforms as well as web stories and other publications. The IAEA's social media channels are:

- **LinkedIn** | International Atomic Energy Agency (IAEA)
- **Facebook** | International Atomic Energy Agency (IAEA)
- **Twitter** | IAEA - International Atomic Energy Agency (@iaeaorg)
- **Flickr** | IAEA Imagebank
- **YouTube** | IAEA video
- **Instagram** | International Atomic Energy Agency (IAEA)

HIGHLIGHT

- Keeping the correspondence instructions current is vital to ensure that programme-related information from the IAEA is communicated to the correct persons. Therefore, the NLO plays an important role in ensuring that the IAEA is advised of any changes in personnel at the soonest.
- The goal is to have efficient and effective communication to ensure timely implementation of the TC programme.

TIP

- Knowing the stakeholders that are critical to the programme at the national level and at the IAEA is essential to ensuring timely and effective communication to achieve the maximum benefits of the TC programme.

- Use the available platforms to access information of the work of the IAEA to be shared with national stakeholders and the public to build greater awareness and expand participation in the Technical cooperation programme.

- Follow us on social media for updates and current events.

Using radiation for beneficial purposes requires appropriate protection of workers, patients, the public and the environment against the adverse effects of ionizing radiation. The exposures of the individual workers involved may need to be routinely monitored and records kept of their cumulative radiation doses. The IAEA supports Member States in the region in the establishment of the adequate regulatory and safety infrastructure, including individual monitoring of workers as one element of radiation protection measures.

Photo: N.Schloegl / IAEA

8. Partnerships

Overview

Partnerships and collaborative relationships contribute to the Agency's programme delivery and are therefore critical to delivering results and to ensuring the continued provision of high-quality services to the benefit of Member States. Collaboration with stakeholders and partners includes partnering with international organizations and academia as well as other institutions and donors, including the private sector.

The IAEA works closely with Member States, United Nations agencies, research organizations and other international partners to promote the peaceful and safe use of nuclear techniques worldwide. This collaboration supports Member States' efforts to achieve their development priorities, including the SDGs. Partnerships extend the reach of IAEA development services and enhance project benefits. The IAEA seeks to advance partnerships within the wider United Nations system and with other multilateral organizations, regional development bodies and other relevant inter-governmental and non-governmental bodies to ensure complementarity in areas where nuclear techniques offer a unique and comparative advantage.

8.1 Fostering Partnerships for Development

The IAEA seeks to foster partnerships that will promote a strategic and holistic approach to development challenges, aiming to ensure coordination and complementarity of activities, and enable an efficient and cohesive response to current development challenges. The partnerships can involve the following goals:

- Expanding the basis for policy dialogue and advocacy in line with the IAEA's mandate;
- Sharing information, knowledge and experience;
- Increasing stakeholder participation in developing norms and standards for the safe and secure use of nuclear technology;
- Reducing duplication and overlap of activities, building on complementarities;
- Improving project and programme identification, design, delivery, management and sustainability;
- Sharing and mobilizing resources in support of a common goal.

Some key partnerships for the IAEA TC programme have been with institutions involved in the areas of human health, food and agriculture, and water and the environment. These include long-term collaboration with UN agencies such as the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the UN Environment Programme (UNEP), the United Nations Children's Fund and the United Nations Convention to Combat Desertification, as well as regional organizations. Other partners include the International Agency for Research on Cancer, the European Commission and the OPEC Fund for International Development, as well as universities and research institutes in Member States.

8.2 Partnerships at the National Level

Conscious and targeted efforts should be made to involve other relevant national stakeholder institutions beyond current TC programme counterparts. These stakeholder institutions should include line ministries and other entities related to the thematic areas covered under the country's programme with the IAEA. This also includes national planning authorities, foreign ministries, government institutions, laboratories, academia and the private sector.

Permanent Missions and Ministries of Foreign Affairs representatives play a central role in shaping discussions during meetings of the Secretariat of the Policy-Making Organs. They should be informed about the scope and impact of the TC programme, including support to the Regional Agreements, to allow for open dialogue among Member States and with the TC Department.

It is important that UN Resident Coordinators and country teams are aware of the work of the TC programme of the IAEA, and of the benefit of applying nuclear technologies to their programmes in support of development. Their awareness of nuclear applications, their buy-in and active support of IAEA assistance in their development programmes, outreach and partnerships with multilateral and bilateral aid agencies will be of benefit to the delivery of the programme. NLOs are therefore encouraged to foster relationships with their UN country team to ensure synergy across development areas in the country.

TIP

- Given that NLOs are the focal point for implementation of the TC programme in their Member State, they also act as lead communicators with all stakeholders at the local level. It is therefore important to forge partnerships that will assist them with the provision of technical and policy-related advice.

HIGHLIGHT

- Learn more and share information about IAEA development activities under its Technical cooperation programme.
- Engage with all relevant stakeholders, including national institutes and organizations that can benefit from and collaborate with the IAEA to achieve socioeconomic development.
- Identify potential partnerships for collaboration under IAEA's TC programme which will ensure the sustainability of technical cooperation project results.

References /

Partnerships for Progress
https://www.iaea.org/sites/default/files/partnerships-for-progress.pdf

IAEA Fellows from Latin American countries at the Regional Training Course on Mutation Breeding and Efficiency Enhancing Techniques for Resistance to Banana Fusarium Wilt Race TR4 in Latin America. IAEA Laboratories, Seibersdorf, Austria. 24 February 2022.

Photo: Dean Calma / IAEA

Appendices

Appendix A: TC Management Tools

CLP4Net

The Cyber Learning Platform for Network Education and Training (CLP4Net) allows users to easily find educational resources on a wide array of topics, from nuclear energy to safety and security, and from safeguards to nuclear technology and applications. It contains instructor-led courses and e-learning self-study resources and is provided to the interested public as a cost-free service, from beginner to expert level. To access CLP4Net a NUCLEUS account is required.

InTouch+

InTouch+ is an IAEA web platform, embedded within NUCLEUS, that enables submission, review and approval of applications for events, including training courses, fellowships, scientific visits, meetings, sponsored participations, conferences, and symposia as well as registration to meetings of the Board of Governors (BoG), General Conference (GC), and conventions. InTouch+ serves prospective event participants, Registration Focal Points (RFPs), appointed technical cooperation (TC) project counterparts (PCPs) and country approvers, including National Liaison Officers (NLOs), National Liaison Assistants (NLAs) and National Coordinators for Regional Projects (NCRs). All potential applicants are encouraged to apply online using InTouch+. To access InTouch+ a NUCLEUS account is required.

Detailed information on the use of InTouch+ related to account creation, managing user's profile, application to events, endorsement/approval or rejection of applications, among others is available on InTouch+ Help.

TIP

- Newly designated NLOs/NLAs/NCRs are strongly encouraged to get familiar with InTouch+ and follow the necessary steps to be granted user rights according to their NLO/NLA function. This will enable NLO/NLA/NCR to process nomination approval requests
- InTouch+ is useful to the NLO's office in the following ways:
  - It provides quick access to candidates' background and qualifications.
  - It helps to keep track of all the nominations in the country.
- Should you experience issues while using the platform, please remember that support is available at InTouchPlus.Contact-Point@iaea.org.

My TC PRIDE

My TC PRIDE provides access to key information relevant to the monitoring of project implementation, including financial information on all active and completed projects back to January 2011. My TC PRIDE is accessed through the PCMF platform.

Some useful information that can be gleaned from My TC PRIDE includes the list of completed, ongoing and new projects, approved project budgets, disbursements as well as details on implementation status.
Should you experience issues while using the platform, please remember that support is available at pcmf.contact-point@iaea.org.

NUCLEUS

NUCLEUS is an information resource portal which provides access to over 100 scientific, technical and regulatory resources, including databases, applications, publications and training material. As it is mainly meant for IAEA counterparts in the government, industry and scientific community, NUCLEUS hosts a number of resources that require registration.

Importantly, NUCLEUS is the access point for other platforms relevant to the TC programme implementation, such as CLP4Net, InTouch+ and TC Reports. It should be emphasized that if a user does not log in to the NUCLEUS account for 24 months and no action is taken after receipt of e-mail notification, the account will be deleted and it cannot be reactivated. The user will then be required to register for a new account.

Should you experience issues while using the platform, please remember that support is available at nucleus.contact-point@iaea.org.

PCMF

The Programme Cycle Management Framework (PCMF) is a platform to facilitate the collaborative planning, design and management of TC projects from project concept submission through project design, approval and monitoring. Detailed information is available to the designated project team members on how to access and use PCMF for the management of the programme.

TC Reports

TC Reports is a platform for reporting on TC projects which are under implementation, including the preparation of Project Progress Assessment Reports (PPAR) and Project Achievement Reports (PAR). To access the TC Reports platform a NUCLEUS account is required.

Should you experience issues while using the platform, please remember that support is available at tcreports.contact-point@iaea.org.

HIGHLIGHT

Upon official notification to the IAEA of their designation, National Liaison Officers, National Liaison Assistants, National Coordinators under Regional/Cooperative Agreements, and Project Counterparts receive an email with user access information. It is important that users immediately access their accounts and get familiar with the system to facilitate implementation of their national programmes.

Appendix B: Forms and Templates

All templates are updated from time to time. In cases where the links do not function or the specific template is omitted from the list above, NLOs should contact their PMOs.

References /

Country Programme Framework Annotated Template
http://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Template_with_Annotations.docx

Country Programme Framework Template without Annotations
http://pcmf.iaea.org/DesktopModules/PCMF/docs/CPFInfo/Country_Programme_Framework_(CPF)_Template_without_Annotations.docx

Country Programme Note
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2017_18_Docs/word/1_CPN_FINAL_FINAL.docx

Regional Programme Note
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2017_18_Docs/word/2_RPN_FINAL_FINAL.docx

National Project Document Template
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/National_Project_Document_Template_TCP2022_2023_FINAL.docx

Regional Project Document
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/Regional_Project_Document Template_TCP2022_2023_FINAL.docx

Logical Framework Matrix & Workplan Template
https://pcmf.iaea.org/DesktopModules/PCMF/docs/2022_23_Docs/LFM_and_WP_Template_TCP2022_2023_FINAL.docx

Appendix C: Criteria for selecting fellows and scientific visitors

- a) Gender consideration should be taken into account.
- b) Candidates should be working in their home country in the field in which training is requested.
- c) Candidates must be able to apply the training received in the nominating country upon return.
- d) If applicable, priority is given to candidates who will have the possibility of training others to disseminate the knowledge gained when there is more than one candidate applying from the same country (‘train-the-trainers’ approach).
- e) Due consideration should be given to candidates trained during the past five years from the nominating country in the same field and/or other training opportunities under the IAEA’s programmes as appropriate.
- f) The duration of the event must be considered in light of the training objectives. For a fellowship, the duration is minimum one month. For a scientific visit, duration should not exceed two weeks and should not be organized in more than two countries.
- g) The objective of training requested should be to increase candidates’ practical knowledge in a specialized field related to the peaceful uses of atomic energy. Training should not normally be in the form of attendance at meetings (symposia, workshops, seminars, etc.), except in special cases where it corresponds to requirements for the development of national capacity building activities if organised within the host country.

- h) Fellowships are awarded to professionals who have the appropriate academic (university graduates or equivalent), technical (individuals at technician level in the requested field) and language skills in which the training will be conducted, with at least two years of work-related experience. Candidates are selected based on educational and professional qualifications and the needs of the nominating authority. Due consideration shall be given to the number of fellowships previously awarded to that country in the requested field of training. Candidates shall be placed at host institutions, subject to the availability of suitable training opportunities and/or funds.

- i) Candidates should not normally be awarded a fellowship or scientific visit until at least two years after completion of previous event. Any exception should require justification by the nominating authority, the PMO and the TO. Due consideration should be given to:
  - least developed countries (LDCs)
  - countries with limited number of staff in relevant institutions who would require training on a more frequent basis, and;
  - the overall achievement of project objectives to meet the Member States' needs.

The data generated with nuclear and conventional analytical techniques are essential for evidence-based decision-making and the formulation of good agricultural practices.

Photo: SENASA - Costa Rica

Glossary

Glossary

Activities: According to the Logical Framework Approach (LFA), activities are the actions needed to convert inputs into outputs.

Assessment: An examination of a project to determine whether results were achieved, and to analyses challenges and opportunities, that help on-going or future project/programme decision making. An assessment is more comprehensive than monitoring but less rigorous than an evaluation. It may be performed periodically or be needs-based and is conducted internally (as a self-assessment), or externally (by an external entity).

Assumption: A potential (internal or external) factor, outside the project management team's control, that could affect the progress or success of the project. Mostly, an assumption is a condition that needs to be fulfilled to produce the intended result. An assumption that needs to be in place before a project commences is referred to as a prerequisite or precondition.

Baseline: The situation prior to the project intervention, against which progress can be assessed or comparison made.

Beneficiary: The individuals, group or organizations, whether targeted or not, that benefit, directly or indirectly, from the project.

Central criterion: The extent to which a project addresses an area of real need in which there is a national programme with strong government commitment and support. Such projects take two forms: (a) those that produce a tangible socioeconomic benefit in an area in which nuclear technology holds a comparative advantage; and (b) those that clearly support an enabling environment for the use of nuclear technologies (such as safety infrastructures or energy planning). The central criterion thus embraces the government's commitment to sustaining the benefits of technical cooperation activities.[1]

Continuous improvement (CI): A quality management principle that strives to apply a consistent organization-wide approach for improving the organizational and/or programme performance. CI may be achieved through internal reviews, internal/external assessments, user feedback and the dissemination and replication of Best Practices.

Counterpart (CP): The institution in the Member State that designs and manages the project and thus plays a primary role in the planning, implementation, monitoring and review processes.

Country Programme Framework (CPF): A strategic programming tool prepared by Member States in collaboration with the Secretariat. It defines mutually agreed priority development needs and interests that can be supported through TC activities. CPFs reflect national development plans, country specific analyses and lessons learned from past cooperation, and seek linkages with United Nations Sustainable Development Cooperation Framework (UNSDCFs).

1 **Source:** GOV/INF/2002/9/Mod.1, 25 Nov 2002: "The Technical Cooperation Strategy: The 2002 Review", Paragraph 12.

Country Programme Note (CPN): A document that provides an overview of the Member State's development priorities, to be addressed through the TC programme, for an upcoming programming cycle.

Development Objective (= Overall Objective): The long term, intended or unintended, impact (physical, financial, social, environmental or other benefits), to which the project is expected to contribute.

Development partner: An individual or organization that collaborates with the IAEA to achieve mutually agreed objectives. Development partners would normally include other United Nations organizations, government agencies, as well as non-governmental organizations that provide an input to the project or disseminate its results to end users.

Donors: Collaborators with the Agency through provision of voluntary contributions of money and/or in-kind contributions.

Effectiveness: The extent to which the outputs and outcome are achieved, or expected to be achieved, considering their relative importance.

Efficiency: Measures the productivity of the implementation process and how economically resources (funds, expertise, time, etc.) are converted into results. Efficiency answers the question: "Could the same results have been attained timely and at a lower cost?".

End user: Individual, group or organization that uses the project's outputs or outcome to reach higher level results. This would include, for example, farmers, service users, doctors, or in certain cases even members of society at large.

Evaluation: An objective, independent and systematic examination of the extent to which a programme or project has achieved its stated objective and, therefore, is meeting the needs and priorities of Member States. An evaluation assesses the efficiency, effectiveness, relevance, impact, and sustainability of a programme or project. An evaluation seeks to provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Feedback: The transmission of findings generated throughout the programme/project cycle and the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.

Field Monitoring Methodology (FMM): A methodology that enables to assess the project implementation progress following OECD/DAC crite-

ria (relevance, effectiveness, efficiency and sustainability). It also identifies actions to be taken in order to improve the performance, while the project is still on-going. FMM entails a field visit / mission of expert(s) designated by the Secretariat.

Impact: Positive or negative, primary, or secondary long-term effects produced by a project, directly or indirectly, intended or unintended.

Indicator: A quantitative or qualitative variable that provides a simple and reliable means to measure achievement, or to capture results fully or partially generated by a project. Thus, the indicator facilitates comparison of actual against planned performance of a project. An indicator should be SMART (specific, measurable, achievable, reliable, and time-bound) so that it describes the planned or achieved result in terms of quality, quantity and timeliness.

Inputs: The financial, human, material, technological and information resources provided for and used in a project to implement the activities. For TC projects, inputs are provided by both Member States (as national financial and human resources, local infrastructure, etc.) and IAEA (such as expert missions, equipment, fellowships, training courses, scientific visits, staff time).

Lessons learned: Refer to experience and/or knowledge gained from the project cycle that can be generalized and relevant for other similar contexts. Lessons learned normally highlight strengths or weaknesses in planning, design and implementation that affect project results.

Logical Framework Approach (LFA): A results-based management tool used to design, implement, monitor and evaluate projects. It encompasses a systematic process of situation, stakeholder, problem/need and objectives analysis, as well as selection of the intervention in a participatory manner. It identifies the cause-effect relationship of problems and their root-causes, and ultimately summarizes the project in a matrix, which is called the Logical Framework Matrix (LFM), establishing key design elements.

Logical Framework Matrix (LFM): One of the key documents produced through the LFA while designing a project. It provides a systematic summary of the key design elements (overall objective outcome, outputs, and activities) the indicators, their means of verification and the assumptions or risks that may influence success or failure. It facilitates the project implementation, monitoring and evaluation.

Monitoring: A continuous function used to follow up, inform and take corrective actions when needed for the project management and stakeholders of the progress achieved against the planned results (outputs and outcome). It uses systematic collection and analysis of

data on specific, predetermined indicators to track actual project performance for management decision making. It is a key responsibility of the project team.

National Participation Costs (NPCs): Costs charged to Member States (excluding Least Developed Countries) receiving technical cooperation, and are assessed at 5% of their national programme budget, which includes national projects and fellows and scientific visitors funded under regional or interregional projects.

Objective (generic term): An end that can be reasonably achieved within an expected timeframe and with available resources. In the Logical Framework Approach, the objective(s) have different connotations depending on the level and perspective of the project owners. Related terms: overall objective, outcome, and outputs.

Objective tree: An LFA tool for analysis of the intervention choices, identifying and consolidating the cause-effect hierarchy and the logic of a project, using a diagram or graphic illustration. It provides clarity for identifying the project scope and context, and the respective objective levels (i.e., overall objective, outcome, outputs).

Outcome (= Project Specific Objective): The 'reason to be' of a project, achieved through the collective effort of the project team, stakeholders and partners. An outcome represents changes or improvement in conditions, services, and situations, which occur after the achievement of outputs and as a consequence of their use. Depending on the scope of the intervention, an Outcome can be at a Project, Programme or Policy level.

Outcome Monitoring (OM): A process / mechanism for measuring the extent to which the expected change or improvement (outcome result) was (or is being) achieved in the Member State, once planned outputs are successfully accomplished. This requires the monitoring of a) progress in the completion of planned outputs during the implementation period, and b) the change that occurred beyond the implementation time, as a result of the project outputs.

Outputs: The products, deliverables, and tangibles which result from the completion of activities within a project. Completion of all envisioned project outputs will normally result in the achievement of the outcome.

Overall Objective (= Developmental Objective): The long term, intended or unintended, impact (physical, financial, social, environmental, or other benefits), to which the project is expected to contribute.

Ownership: The expected level of commitment and leadership demonstrated by the counterpart vis à vis the project.

Partners and donors: Governments and international organizations, as well as non-traditional entities, including but not limited to, civil society organizations, foundations, international financial institutions, academia, media, private sector entities and/or individuals, which collaborate with the Agency in fulfilling its mandate, in reaching the objectives of the partnership or in implementing the Agency's programmes.

Partnerships: Partnerships are voluntary and collaborative relationships between the Agency and one or several other partners from different sectors of society. In a partnership, all participants agree to work together to pursue a common objective or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits to achieve their own objectives, the objectives of their partner(s), and the overall objective of the partnership.

Performance Indicator: A variable that allows the verification of change or shows results achieved by the project.

Performance: The degree to which a project operates within the planned scope, time and budget, according to specific criteria/standards/guidelines or achieves results in accordance with stated objectives.

Project Cycle: The process involving planning, design, approval, implementation, monitoring, closure and evaluation.

Project Document: Describes in detail the shared and agreed understanding between the Member State and the IAEA on the project scope and all its elements, including project background and justification, project description, implementation aspects, LFM and the workplan.

Project Progress Assessment Report (PPAR): A tool that allows the counterparts (CPs) to analyse and report project progress in terms of achieving planned results (outputs and outcome). It also enables to provide feedback on the quality of inputs and activities implemented, as well as the project performance. It is mandatory and should be submitted at least once a year.

Project: An undertaking or intervention with definite start and an end date, targeted the achievement of an objective (outcome) that addresses an identified problem or gap in a specific area.

Quality criteria (or quality standards): The parameters established or adopted by an organization to measure the compliance of its products, services and processes to a certain defined standard. For TC, the quality criteria encompass relevance, ownership/commitment, sustainability, efficiency and effectiveness.

Relevance: The degree to which the project objectives are consistent with end users' or beneficiaries' requirements, country needs, and partners' or donors' policies. Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Resource mobilization: A coordinated process of identifying programmatic areas within the Agency's approved programme for which voluntary contributions (money and in-kind contributions) are needed, initiating and maintaining appropriate contacts with the relevant donor(s), and planning, carrying out and managing resource mobilization activities, including outreach activities needed for the resource mobilization efforts, all with the aim of closing the funding gap by means of building new and enhancing existing relationships with donors.

Results Based Management (RBM): A management approach by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts) with clearly defined accountability. RBM requires monitoring and evaluation of progress and achievements towards results, reporting and feedback on performance for continuous improvement.

Results: An output, outcome, or impact of a project, constituting observable and measurable changes in a state, condition or behaviour of the beneficiaries and/or end users. Results can be positive or negative, intended, or unintended, as well as direct or indirect.

Review: An assessment of the performance of the project, periodically or on ad hoc basis.

Risk: An event or condition that may adversely affect the achievement of the planned results. Risks are composed of factors internal and external to the project, and emphasis is generally placed on those factors outside the project management team's direct control.

Self-Evaluation (SE): A self-analysis and reflection exercise carried out by the project team itself, with the aim of critically reviewing the project/programme performance, documenting evidence of results achieved, and identifying lessons learned for continual improvement. The analysis follows criteria of relevance, effectiveness, efficiency and sustainability.

Stakeholder: An organization, group or individual that has a direct or indirect [positive or negative] interest in the project. This may also include entities that may be affected by, or affect the project.

Sustainability: The continuation of benefits after the completion of a project; the probability of continued long-term benefits.

Sustainable Development Goals: The 2030 Agenda for Sustainable Development, is an intergovernmental set of goals. There are 17 goals with 169 targets covering a broad range of sustainable development issues. These include ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests.

Technical cooperation (TC) programme: The Agency programme through which the IAEA assists its Member States to obtain benefits of nuclear science technology and applications for sustainable socioeconomic development.

Technical Cooperation Fund (TCF): The main fund for financing the IAEA's technical cooperation activities. It is funded by the voluntary contributions of Member States, national participation costs, assessed programme cost arrears and miscellaneous income.

United Nations Sustainable Development Cooperation Framework (UNSDCF): A UN strategic programme planning framework at the country level. It lays the foundation for cooperation among the United Nations organizations, government, and other development partners through the preparation of a complementary set of programmes and projects.