

# Management of Technical Cooperation for Development

## Objective

*To enhance the use of nuclear technology for sustainable development and social and economic benefits in Member States.*

## The Technical Cooperation Programme

The Agency's technical cooperation programme builds capacities in Member States to support the peaceful application of nuclear technology to address development priorities in human health, food and agriculture, water and the environment, and industry, thereby helping to achieve, inter alia, the Millennium Development Goals. The programme also helps Member States to identify and meet future energy needs, and to improve nuclear safety and security worldwide, including providing legislative assistance.

## Country Programme Frameworks and Revised Supplementary Agreements

Country Programme Frameworks (CPFs) define mutually agreed priority development needs and interests that can be supported through technical cooperation activities. At the end of 2013, 91 Member States — over 70% of all participating countries — had valid CPFs. While this represents an increase over past cycles, a constant effort is required by national authorities and the Secretariat to maintain the dynamic process of continuous initiation and conclusion of CPFs. In 2013, Angola, Bangladesh, Kuwait, Nigeria, Pakistan, Panama, Portugal, Romania, Sri Lanka, The former Yugoslav Republic of Macedonia, Turkey, Uganda and Ukraine signed CPFs.

Efforts were also made to strengthen the analytical content of CPFs and to generate an accountability framework for country programme management. The partnership matrix for integrating the country programme with national development policies and partners is showing itself to be highly useful for project planning and design. The response of potential partners to proposals based on country strategies and future priorities has been good, while the renewed emphasis on funding shortfalls is expected to contribute to resource mobilization efforts.

As of 16 January 2014, a total of 123 Member States had signed a Revised Supplementary Agreement Concerning the Provision of Technical Assistance by the IAEA (RSA).

## Managing the Agency's Technical Cooperation Programme

At the end of 2013, 791 projects were active. During the course of the year, 97 projects were closed, of which four were cancelled. An additional 169 were in the process of being closed. One Programme Reserve project was implemented, in Saudi Arabia. Member State priorities, as reflected in programme disbursements, were health and nutrition, safety and security, and food and agriculture, with some variations in emphasis across regions.

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## Financial highlights

Pledges against the 2013 Technical Cooperation Fund (TCF) totalled €66.3 million (not including National Participation Costs (NPCs) and assessed programme cost (APC) arrears), against the target of €71.4 million, with the rate of attainment on payments at the end of 2013 standing at 91.9%. The use of these resources resulted in a TCF implementation rate of 83.7%.

## Improving the quality of the technical cooperation programme

The Agency emphasizes continuous improvement in the quality of the technical cooperation programme. A systematic review process is in place to measure the quality of projects and their compliance with technical cooperation programme criteria. Quality reviews of project concepts and designs submitted for the 2014–2015 programme cycle were conducted, and lessons learned, as well as areas for improvement, were identified. Feedback on necessary improvements was provided to the project team members.

The Agency continues to apply a results based approach to the management of the technical cooperation programme. An e-learning course for technical cooperation stakeholders on the logical framework approach (LFA), developed in 2012 under a technical cooperation project

on Supporting Nuclear Education and Training through e-Learning and Other Means of Advanced Information Communication Technology (ICT), was launched in early 2013. The course provides training for all those involved in a technical cooperation project, from planning through to implementation and monitoring. It is available in English and Spanish on the IAEA Cyber Learning Platform for Nuclear Education and Training (CLP4NET)<sup>1</sup>.

### *Monitoring and evaluating technical cooperation projects*

As part of the Agency's strategy to improve the monitoring of projects, and to enhance project implementation, a monitoring and evaluation guidelines manual for technical cooperation stakeholders was published in 2013. As of 31 December 2013, 413 Project Progress Assessment Reports (PPARs) had been submitted to the Secretariat. The contents of these reports are being compiled as feedback for continual improvement. The field monitoring mission methodology developed and tested in 2012 was validated via several missions in 2013.

### *Collecting best practices in technical cooperation project design and management*

The technical cooperation best practices mechanism was officially launched in March, using a methodology developed in 2012. Eight best practices were identified and disseminated in 2013:

- Encouraging local community involvement in technical cooperation rural water resource assessment projects.
- Ensuring that clear project tasks are assigned and that there is effective management of counterpart duties.
- Providing possibilities for the mutual benefit of research institutions and regulatory bodies.
- Setting up a school for drafting regulations: Dynamic approach for drafting regulations.
- Improving the equipment purchasing procedure.
- Enhancing the prosperity of RCA: RCA promotional and information programme engages in a wide range of stakeholders.
- Building the future on strong foundations: Evidence based regional priorities for the RCA.
- Building the future on effective and sustainable technology transfer: An active and monitored TCDC (technical cooperation among developing countries) and partnership programme for the RCA.

## Coordination with the United Nations and Other International Organizations

Efforts to increase coordination with the United Nations and other international organizations focused on field level coordination and partnership building in support of country programme results. Partnership requirements were assessed in terms of filling gaps and identifying supporting activities that the Agency would otherwise be unable to accomplish or where other international organizations could benefit from the Agency's advantages. Potential partners were identified using the standard project design methodology of the LFA, comprising problem, stakeholder and situation analysis.

A Practical Arrangement (PA) was completed with the United Nations Convention to Combat Desertification (UNCCD), while a further PA was initiated with UNEP. The latter will, inter alia, form the core of a thematic partnership framework for climate change adaptation that will include the United Nations Framework Convention on Climate Change (UNFCCC), CGIAR and the Global Environment Facility (GEF), and will be the focus of partnership building activities in 2014.

At the regional level, in Africa, efforts to establish operational partnerships through active participation in the United Nations Development Assistance Framework (UNDAF) were strengthened. By the end of 2013, the Agency was involved in the UNDAF process in 16 countries in the Africa region. Three new UNDAFs, for Egypt, Niger and Nigeria, were signed by the Agency in 2013. The Agency also participated in United Nations Day activities in two Member States — Ghana and the United Republic of Tanzania — to increase public awareness of the contribution of nuclear applications to sustainable development (Fig. 1).

Millions of people in developing countries lack access to basic radiotherapy and related cancer services. Increasingly, non-traditional partners such as the Organisation of Islamic Cooperation (OIC) and the Islamic



FIG. 1. At Ghana's United Nations Day celebrations, students visited an exhibition organized by the Ghana Atomic Energy Commission in cooperation with the Agency.

<sup>1</sup> The course is available in English at <http://nkm.iaea.org/clp4net/olms/m2/course/view.php?id=165> and in Spanish at <http://nkm.iaea.org/clp4net/olms/m2/course/view.php?id=168>.

Development Bank (IDB) are working with the Agency to support developing Member States in the fight against cancer. As a follow-up of the 2012 high level seminar on OIC–IDB–IAEA cooperation in support of African countries' efforts to tackle cancer, held in Jeddah, Saudi Arabia, the Agency organized a consultative meeting in Vienna to review progress made and to agree with IDB and OIC on follow-up actions. With Agency support, Côte d'Ivoire, Niger and Tunisia submitted 'bankable' proposals on cancer control to the IDB in 2013, while other countries are at earlier stages of planning. The Agency and IDB will coordinate the review of the requests.

In the Asia and the Pacific region, efforts to build synergies with other United Nations organizations continued, focusing on areas such as health, agriculture and the environment, where nuclear technology provided through the technical cooperation programme provides an added advantage. Contacts and coordination with the United Nations Country Teams (UNCTs) were intensified in pursuit of a more comprehensive approach to capacity building in various sectors. Likewise, the incorporation of international cooperation in CPFs is creating greater awareness of the importance of leveraging the Agency's impact through support to existing national efforts.

Also in the Asia and the Pacific region, the Agency, FAO and the International Rice Research Institute (IRRI) joined forces in 2013 to enhance rice productivity, combining their expertise to develop sustainable rice production systems that will improve food security and farmers' livelihoods in the region. The initiative brought together nuclear techniques for crop mutation induction, supported by the Agency, and conventional methods that include molecular and biotechnologies, promoted by FAO and IRRI, in integrated packages supported by innovative management of soil, water and crop nutrients. The initiative also aimed at developing improved rice varieties that are better able to adapt to climate variability and change, and at transferring these varieties efficiently to rice farmers. The success of this inter-agency joint effort will serve as a benchmark for future collaboration in rice production.

In Europe, the Agency cooperates closely with UNDP Resident Coordinator Offices in relevant Member States and with UNCTs. In 2013, the Agency participated in the 'One United Nations' process through the United Nations Regional Coordination Mechanism for Europe and Central Asia. The Agency also provided inputs for UNDAF progress assessment and review processes in several Member States in the Europe region. Cooperation with other United Nations agencies within the framework of specific projects continued in areas such as health care, investigation and preservation of cultural heritage, animal diseases, food safety and security, uranium production legacy sites, and intellectual property.

The Agency continues to cooperate with numerous institutions in the Europe region. Two centres in the region support the implementation of post-graduate training programmes in radiation protection: the Greek Atomic Energy Commission, in Athens, and the International

Sakharov Environmental University, in Minsk. The Agency also maintains agreements with the European Society for Radiotherapy and Oncology and the European Association of Nuclear Medicine for the management of training courses in radiotherapy and nuclear medicine. Most recently, a Mutual Understanding was signed with the State Atomic Energy Corporation 'Rosatom' (Russian Federation) regarding cooperation for capacity building in the area of medical physics in radiation oncology in the Commonwealth of Independent States. There are also some ten institutes and research centres in France, Italy, the Netherlands, Poland, the Russian Federation and the USA where PAs are in place to facilitate training activities under technical cooperation projects.

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In the Latin America region, the Agency is interacting closely with UNCTs to ensure that the resident United Nations agencies are fully informed of the nature and scope of the technical cooperation programme. In 2013, the Agency signed UNDAFs for Cuba (2014–2018), Mexico (2014–2019) and Nicaragua (2013–2017). Participation in UNCT retreats offers a particularly good opportunity to present the Agency's contributions to development, as during such events the UNDAF is either elaborated or reviewed for the purpose of better aligning the work of resident and non-resident United Nations agencies. For example, in January, Agency participation in the UNCT retreat in the Dominican Republic led to closer interaction with UNDP, the Pan American Health Organization (PAHO), FAO, the World Food Programme (WFP) and UNICEF. As a result, concrete opportunities for programmatic cooperation with UNDP and FAO were identified, and the UN Coordination Officer agreed to ensure a strategic consultative process with the high level involvement of national authorities during the preparation of the CPF.

Efforts to intensify engagement with European Union (EU) institutions continued. Cooperation between the EU and the Agency is well established in the fields of nuclear and radiation safety, nuclear security, and safeguards. A number of contribution agreements are in place between both organizations for collaboration on projects related to capacity building on nuclear safety, waste management, environmental remediation and strengthening regulatory authorities. In 2013, the Agency signed a new contribution agreement for a €9.26 million

contribution from the European Commission, to support normative activities as well as technical cooperation projects on the ground, benefiting all geographical regions. A mechanism of joint portfolio review was established in 2013 for discussion of all Agency projects receiving financial support from the EU's Nuclear Safety Cooperation Instrument. Similarly, cooperation was maintained with the United Nations Team in Brussels as a means to advance the Agency's message with the various EU institutions.

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## Regional Agreements and Programming

Regional agreements and other Member State groups promote horizontal cooperation, self-reliance and sustainability. Agency collaboration with these groups has led to stronger regional technical cooperation programmes that are focused on priorities identified at the regional level.

In 2013, the African Regional Co-operative Agreement for Research, Development and Training Related to Nuclear Science and Technology (AFRA) continued to foster TCDC in Africa and to enhance regional cooperation among the 39 AFRA States Parties. Following the endorsement of the second Regional Strategic Cooperative Framework (RCF), covering the period 2014–2018, much work has been done to align proposed AFRA regional project designs for the 2014–2015 technical cooperation cycle with the major themes of the new RCF. The new framework prioritizes human resource development and partnership building with strategic partners. In 2013, human capacities were further enhanced through the provision of education and training in various fields, including through AFRA regional designated centres.

Implementation of the AFRA strategy for partnership building and resource mobilization continued in 2013 through a series of meetings held between the AFRA Chair, the Vienna based African Group and the Resident Representatives of donor countries in Vienna. This led to the sharing of information on achievements and success stories, and to the seeking out of further support for the implementation of the unfunded portion of the programme. Similarly, partnership with the African Commission on Nuclear Energy (AFCON) was enhanced through the drafting of a Memorandum of Understanding with AFRA. In the same vein, a cooperation agreement among Regional Nuclear Educational Networks, including the AFRA Network for Education in Nuclear Science and Technology (AFRA-NEST), was signed in September.

In the Asia and the Pacific region, Palau became a Party to the Regional Co-operative Agreement for Research, Development and Training Related to Nuclear Science and Technology (RCA) for Asia and the Pacific in 2013, bringing the number of Contracting Parties to the RCA to 14 countries. The RCA States Parties continued their collective efforts to further improve the quality and effectiveness of the RCA programme. The 42nd RCA General Conference Meeting agreed on the formation of four working groups to evaluate new project concepts for the 2016–2017 cycle. It was also agreed to update the Guidelines and Operating Rules for the RCA Programme, to develop the RCA Medium Term Strategy and Strategic Priorities and to consider possible RCA engagement with the Pacific Island countries. The RCA Regional Office continued its efforts to enhance the visibility of the RCA and to promote partnerships to support the Agreement. The mechanisms under the RCA were recognized as examples of best practice in the Agency's first Technical Cooperation Best Practice Awards, in January.

The Co-operative Agreement for Arab States in Asia for Research, Development and Training related to Nuclear Science and Technology (ARASIA), which promotes and coordinates activities for training, research, development and applications of nuclear science and technology, was extended in 2013 for a third term, to end in 2020. With the support of the Agency, ARASIA revised its Guidelines and Operating Rules, which will contribute to further strengthening the implementation of the Agreement and to ensuring quality in the development and delivery of the ARASIA programme.

Efforts continued aimed at strengthening cooperation among Member States in line with the strategy for technical cooperation in the Europe region, building on discussions on the implementation of the strategy during previous technical cooperation cycles. The strategy was used to design a focused regional programme for 2014–2015 that addresses Member State priorities as identified in the Europe Regional Profile (the medium term plan for 2014–2017), updated in November. Member States in the region worked with the Secretariat to reduce the number of regional and national technical cooperation projects for the 2014–2015 cycle, increasing Member State ownership and building a more focused programme that is expected to have a stronger impact.

During 2013, improving communication — both within the Co-operation Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean (ARCAL) and with external stakeholders — was a top priority owing to the limited visibility of the technical cooperation programme in the region. Under a technical cooperation project on Strengthening Communication and Partnerships in ARCAL Countries to Enhance Nuclear Applications and Sustainability, the Agency supported activities to increase the visibility of the ARCAL regional agreement and to advance and deepen regional partnerships. Two ARCAL strategies have been prepared: a partnership exercise was initiated in late 2013 to design a technical cooperation project for the 2016–2017

cycle in the field of the marine environment, and an action plan has been agreed to engage relevant United Nations agencies, institutional partners and other potential partners. The project proposal is expected to be complete by the end of 2014. Specific tools, including information management systems and communication guidelines to be followed in all ARCAL projects, were also developed.

The programme proposed by ARCAL for 2014–2015 was designed on the basis of the current Regional Strategic Profile for Latin America and the Caribbean (RSP), also taking into account the deliberations and priority setting for the new RSP currently under preparation. Strategic planning meetings were held with the aim of improving the regional technical cooperation programme in Latin America and the Caribbean, and of better delivering results in a timely and cost efficient manner. In November, relevant stakeholders of ARCAL met in Vienna to ensure that the commencement of the project would be well coordinated. Meeting participants were also briefed on ARCAL practices for communication and outreach.

The period of the rotating ARCAL presidency was extended to two years for better implementation of the newly adopted mechanisms for improving programme planning and monitoring.

## Outreach and Communication

Agency outreach to the international development community was strengthened through participation in a number of international events, including the UN ECOSOC Innovation Fair in Geneva, the Eleventh Session of the Conference of the Parties (COP 11) of UNCCD in Namibia and the biennial International Waters Conference of IW:LEARN (UNDP–GEF) in Barbados. The Agency also participated in the European Development Days in Brussels. The Agency used these opportunities to showcase its work in specific thematic areas, and to raise awareness of the technical cooperation programme among potential partners.

Exhibitions focusing on technical cooperation activities were organized for World Cancer Day and the Agency's General Conference, and the Agency took advantage of special 'UN Days' to implement targeted information campaigns, using social media and the web, to promote relevant technical cooperation activities. Support was also provided to the exhibitions of several Member States at the 57th General Conference, highlighting technical cooperation activities (Fig. 2).

A fourth Seminar on Technical Cooperation, designed to provide Permanent Missions with a comprehensive overview of the programme, was held in October in Vienna.

The technical cooperation web site was updated with 89 web articles, nine photo essays and four videos during 2013, and now has some 1300 visitors a week. In 2013, the site received over 85 000 visits. More than 450 tweets were sent out from the @IAEATC Twitter account, which now has over 1500 followers. A number of new outreach products were issued, including an updated technical cooperation brochure.



FIG. 2. Exhibition by Ethiopia during the Agency's 57th General Conference.

## Legislative Assistance

In 2013, the Agency continued to provide legislative assistance to its Member States through the technical cooperation programme. Country specific bilateral legislative assistance was provided to 16 Member States through written comments and advice on drafting national nuclear legislation. The Agency also reviewed the legislative framework of newcomer countries as part of Integrated Nuclear Infrastructure Review (INIR) missions. Short term scientific visits to the Agency's Headquarters were organized for a number of individuals, allowing fellows to gain further practical experience in nuclear law.

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The Agency organized the third session of the Nuclear Law Institute, in Baden, Austria, from 29 September to 11 October 2013. The two week course, which uses teaching methods based on interaction and practice, was established to meet the increasing demand by Member States for training in nuclear law and to enable participants to acquire a solid understanding of all aspects of nuclear law, as well as to draft, amend or review their national nuclear legislation. Sixty-three representatives from 51 Member States participated. The Agency also continued to contribute to the activities organized at the World Nuclear University and the International School of Nuclear Law by providing lectures and sponsoring

participants through appropriate technical cooperation projects.

A Workshop for Diplomats on Nuclear Law was organized in July, to provide diplomats and technical experts from Member States with a broad understanding of all aspects of nuclear law. The workshop was attended by 65 participants from 43 Member States. A similar workshop was held in Geneva in April.

A briefing for experts on nuclear law was held in Vienna in July, providing advanced training in nuclear law, particularly on special issues on international nuclear law governing the safe, secure and peaceful use of nuclear material and ionizing radiation, and on civil liability for nuclear damage. The briefing was attended by 17 legal experts from 15 Member States.

The third IAEA Treaty Event organized by the Secretariat took place during the 57th regular session of the Agency's General Conference. The event provided Member States with a further opportunity to deposit their instruments of ratification, acceptance or approval of, or accession to, the treaties deposited with the Director General, notably those related to nuclear safety, security and civil liability for nuclear damage.

To raise the awareness of national policy makers about the importance of adhering to relevant international legal instruments adopted under the Agency's auspices, the Agency continued to organize 'awareness missions' to Member States, the latest of which took place in Thailand in August. Arrangements are being made with other Member States for the conduct of similar missions in 2014.