



Country Programme Framework (CPF) Operational Guidelines

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International Atomic Energy Agency
Department of Technical Cooperation

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Acronyms

CCA	Common Country Assessment, UNDP
CEP	Country Energy Profiles, IAEA
CPF	Country Programme Framework
CRP	Coordinated Research Project
IAEA	International Atomic Energy Agency
MDGs	Millennium Development Goals of the United Nations
NLO	National Liaison Officer
NSF	Nuclear Security Fund, IAEA
OLA	Office of Legal Affairs, IAEA
PCMF	Programme Cycle Management Framework
PRSP	Poverty Reduction Strategy Paper, World Bank
PMO	Programme Management Officer, IAEA
CNSP	Country Nuclear Safety Profiles
TC	Department of Technical Cooperation, IAEA
TCDC	Technical Cooperation amongst Developing Countries
TCF	Technical Cooperation Fund, IAEA
TCP	Technical Cooperation Programme
TCPC	Division of Programme Support and Coordination, Department of Technical Cooperation, IAEA
TO	Technical Officer, IAEA
UN	United Nations
UNCTs	United Nation Country Teams
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

A. Preamble

On a continuous basis, Technical Cooperation (TC) programme managers engage in what is known as “upstream work” (or “pre-programming”) work, which is of particular importance to the activities undertaken during the TC Programming Cycle. This upstream work, which is the responsibility of the TC Department and in which the relevant Technical Departments participate as appropriate, includes:

- maintaining close contact and interacting pro-actively with Member State authorities and counterparts in order to keep abreast of national development plans, the socioeconomic and political situation and external events in the country/region;
- establishing/updating Country Programme Frameworks (CPFs);
- keeping abreast of the technologies the Agency can provide under the TC Programme; and of the outcomes of relevant thematic planning exercises;
- clarifying any programme and policy issues that may arise;
- being in a position to establish a country or region’s needs and priorities and the viability of proposed projects for the TC Programming Cycles;
- maintaining an awareness of activities of other international organizations in a given country or region in order to identify opportunities for joint activities at the national or regional level.

The new approach to the TC Programme Cycle Management Framework (PCMF) establishes the CPF as the starting point for the programming process. Thus, the level of definition and agreement on the opportunities identified in the CPF process must be sufficient to establish a specific and detailed plan of action that can lead to project concept(s).

B. Country Programme Framework

B.1. Purpose

Within the frame of the International Atomic Energy Agency’s (the Agency) Technical Cooperation, Member States and the Agency collaborate in preparing the CPF. The CPF and its annexes define mutually agreed priority development needs and interests that are to be supported through technical cooperation activities. These activities are based on the national development plan, country specific analyses and lessons learned from past cooperation.

A prerequisite of the CPF process is dialogue between the Agency and all national stakeholders - this includes the national counterparts, national authorities, relevant ministries, UN organizations, bilateral donors and other stakeholders. The CPF should reflect agreement between all parties on where nuclear science and technology could contribute directly and cost-effectively to national development.

B.2. Principles Underlying the CPF Process

B.2.1. An Essential Requirement for Technical Cooperation

It is expected that all Member States will eventually participate in the CPF process as a principal means for expressing their needs, interests and priorities as full partners and participants in Agency programmes, recognizing that the CPF content may sometimes be specific to a single socio-economic sector such as energy production.

B.2.2. An Influence on Agency Planning

The CPF should make a strategic contribution to project and programme planning. For example, the Agency’s Medium Term Strategy calls for the CPF to provide inputs based on identified needs, interests and priorities of Member States for planning the Regular Programme activities, influencing

human resource allocations and in planning coordinated research projects (CRPs). As such, the CPF process can improve the relevance and impact of the Agency's programmes by ensuring that they respond to the needs, interests and priorities of Member States.

B.2.3. Agreement

A CPF should represent common understanding and commitment between a Member State and the Agency to follow a specific course of action for developing country programmes. Agreement by national authorities is necessary to secure a high-level of commitment to the national programme.

B.2.4. Ownership

A CPF is owned by the Member State, but the process is a working partnership — under joint ownership — of a Member State and the Agency that analyses conditions, prepares plans and establishes complementary roles and responsibilities. A good CPF combines the 'pull' of Member State needs, priorities and interests with the 'push' of Agency experience and expertise.

B.2.5. Financial Arrangements

CPF discussions should identify possible sources and types of funding particularly for footnote-a¹ components and projects. The funds available from the Technical Cooperation Fund (TCF) are not intended to cover the full scope of activities needed to achieve a development goal but merely as a catalyst for the nuclear technology part of a broader programme or project. Thus, funding national programmes should be seen as a joint responsibility by both the Member State and the Agency.

B.2.6. The National CPF Coordinator

Key to the process is a National CPF Coordinator who ensures greater engagement and advocacy between national authorities and the Agency so that CPFs are linked to national development priorities.

B.2.7. Roles and Responsibilities

The CPF should be developed by a team consisting of a National CPF Coordinator who is the country's focal point for CPF development, a Programme Management Officer (PMO) who is the Agency's focal point for CPF activities and Technical Officers (TO) from the Agency. National project counterparts may provide inputs to the team as need be.

B.2.8. Regional Programming

CPF's should be utilized both as a validation mechanism for confirming regional priorities, needs and interests and an input to regional programme planning. Where appropriate, the CPF should incorporate a regional perspective on cross-boundary priorities, needs and interests, and pinpoint national capabilities and competencies that could be utilized at the (sub) regional level.

B.2.9. National Capabilities and Competencies

The CPF process emphasizes stronger indigenous competencies and capabilities in order to optimize the participation and role of Member States in all Agency programmes. The process therefore requires that each Member State establishes its existing capacities, infrastructure and nature of services in

¹ Projects or project components approved by the Board of Governors for which no immediate funds are available.

particular the existence of resource institutions² that are prepared to take leadership in carrying out projects and promote collaboration through TCDC, south-south cooperation etc.

B.2.10. CPF Output

A key output from the CPF process is the agreed plan of action describing follow-up steps and actions intended to move from the identification of opportunities towards the next phase of the process, which is preparing a project concept note. The project concept note provides the link between the opportunities identified in the CPF and the country programme presented to the Board. The country programme embraces the full set of approved TC projects in a specific country at a given time.

B.3 Links with Other Planning Mechanisms

B.3.1 Thematic Planning

The CPF and thematic planning processes are intended to be complimentary: CPFs provide an analysis of national priorities, needs and interests; thematic plans provide programme development guidance based upon the best available information, lessons, experience gained and the opinion of relevant experts and leading member state institutions. This information enables Member States to make informed decisions about how to organize technical cooperation efforts in clearly defined programme areas that are of relevance to both national technical/scientific institutions and the development community.

B.3.2 Linking to the Millennium Development Goals (MDGs)

The CPF should, whenever practical, link to the MDG indicators and national targets of each Member State as a basis for aligning and monitoring the contribution of nuclear science and technology to both global and local development priorities and needs.

B.3.3 Partnership Building

UN-led Country Teams (UNCTs) collaborate at national level to ensure that the various programmes are implemented in a coordinated manner. The CPF should therefore make use of the programme frameworks of these organizations to foster complementarity and avoid duplication. These frameworks could include the UNDP's Country Cooperation Assessments (CCAs), the World Bank's Poverty Reduction Strategy Papers (PRSPs); national development plans; sectoral plans and relevant UN and bilateral donor agreements. Agency documents such as the CNSPs and CEPs should also be consulted.

B.3.4 Fundraising

The CPF should, in principle, be useful in attracting the attention of donors to the specific development areas covered. If fundraising is a requirement for the success of a project or programme, this should be specified in the CPF, with relevant information appended to the CPF. As much as possible, both the Member State and the Agency's contribution to national programmes should be forecast making the CPF document a reliable reference for potential donor organizations or governments.

While the actual preparation and submission of the CPF is the responsibility of each Member State, the Agency collaborates closely and proactively in the process. Specific roles and responsibilities are outlined below.

² Resource institutions are those national institutions that have available expertise and resources for providing services such as expertise, training and analytical services.

C. Roles and Responsibilities

C.1. Programme Management Officer

The Programme Management Officer (PMO) is the Agency's focal point for all TC activities in the country, including the CPF. The principal functions of the PMO are to:

- act as the Agency's resident expert on a Member State's needs, interests and priorities. The PMO should also be fully knowledgeable about existing national capabilities and competencies;
- take the lead, in cooperation with relevant technical divisions, in advocating the roles and potential contribution of nuclear technology to national counterparts;
- assist the National CPF Coordinator and/or NLOs in formulating the CPF through analyses and coordination with national stakeholders;
- ensure that the CPF conforms to Agency principles and standards;
- ensure that the necessary clearance procedures of the Agency are observed and that the CPF is approved;
- communicate the priorities identified through the CPF to the relevant technical divisions for consideration in Regular Budget planning and programming, particularly on matters relating to research or technical adaptation;
- identify strategic partners for the country programme.

C.2. Technical Officer

Each Technical Division provides a focal point to consult and liaise with the PMO and to consolidate technical inputs throughout the process. This coordination role is essential for ensuring more systematic engagement and communication between TC and the Technical Departments. The designated focal point is to:

- ensure the technical integrity and quality of inputs into the CPF from within the specific Technical Division;
- coordinate the inputs of various technical officers into the CPF.

Within a specific CPF Development Team, several TOs are engaged as the primary technical advisors who are principally responsible for assessing the technical infrastructure in those institutions likely to be involved in the future national programme. They provide advice on the activities and actions proposed in the plan of action and consider the likely provision of technical inputs during the formulation of the project.

C.3. The National CPF Coordinator

Member States appoint a focal point to serve as the national coordinator who ensures that the CPF is linked to the national development programme and to relevant national stakeholders. The National CPF Coordinator is expected to:

- create understanding about national goals, objectives and seek complementarity between the national development programme, the TC Strategy and the Agency's policies to ensure that proposed activities are adding value to the development efforts of the country;
- take the lead on linking the CPF to the national MDG targets;
- coordinate the CPF process at the national level and liaise with the Agency;

- provide a list that documents the existing capabilities and competencies in resource institutions that are capable and prepared to provide leadership on, TCDC and south-south cooperation;
- ensure broad consultation of all relevant stakeholders on the identified national priorities of the country; and
- prepare the CPF and subsequent reviews.

D. Process for Preparing the CPF

D.1. Country Missions

In following the process for preparing a CPF as described below, the guidance should be adapted to meet the specific needs and conditions of different countries without compromising the main objectives of the process and its expected outcome.

At the request of a Member State and if there is a clear necessity, the PMO organizes upstream work or programming missions to a country in order to:

- provide advice on how specific development priorities or aspects of development priorities can be addressed using nuclear science and technology;
- support local authorities in preparing/updating the CPF;
- assist with the preparation of the action plan and concept notes.

Staff of Technical Departments, whose technical expertise is crucial to the pre-identified national priorities, participate in these missions as appropriate. Those elements which relate to CPFs, such as policy issues and negotiations with national authorities fall within the purview of the PMO, while the technical aspects are covered by the staff of the Technical Departments.

D.2. Situation Analysis

The next step requires direct engagement with national authorities. The PMO is responsible for any preparatory analysis or internal Agency consultations to enable the best advice and inputs to the national programme.

Key elements of the analysis should be:

Problem analysis –An in depth examination of the causes of a problem and its effect. This involves:

- i) Identification of the major problems faced by the beneficiaries, including analysis from a gender perspective.
- ii) Development of a ‘problem tree’³ to establish causes and effects.
- iii) Identification of the stakeholders who will be affected by the proposed project, broken down by gender.

Participation analysis – This analysis involves the identification of all stakeholder groups that are affected by the problem or may have an influence (either positive or negative) on the solution and the specific sector where the problem lies. Whenever this is relevant, this analysis will include an

³ A problem tree is a diagrammatic representation of a negative situation showing a cause-effect relationship. It looks like a tree, for which the trunk is the core problem. The branches and twigs are the effects and the roots are the causes of the situation, which is perceived as a negative state.

examination of gender-based concerns. It is the responsibility of each Member State to compile a list of resource institutions including those with the competencies and capabilities to collaborate through TCDC and south-south cooperation etc. which should be attached to the CPF.

Gender – Certain elements of the Agency’s overall technical cooperation programming objectives, which focus on increasing tangible socioeconomic impact, cannot be achieved unless both women and men are involved in the decision making process. The absence of a gender perspective in programme planning and elaboration can diminish the benefits and effectiveness of an intervention. It is essential therefore to analyse the potential impact of each opportunity that has been identified on men, women and other relevant groups as an important consideration for the prioritization of opportunities and their subsequent translation into programme objectives, strategies and resource allocation.

Private sector – In some instances, participation analysis may offer the opportunity to improve resource mobilization or project impact through collaboration with the private sector. Here the private sector can function as an implementing agent for project components and expand the expected project outcomes based upon their commercial value.

Using the information gained from the above analyses, thematic planning, evaluation reports, discussions and interviews with national authorities, the PMO and the National CPF Coordinator are better able to clarify the roles and responsibilities at the various levels of a project, with a view to minimizing assumptions about end-users, institutional arrangements and available technical and financial support for project objectives.

D.3. Assessment and Synthesis

There is likewise a need to ascertain the existing levels of expertise and knowledge available in the national nuclear institutions and other institutions that are involved in the development of nuclear science and technology. The TO takes the lead in this analysis of capabilities and competencies, which must also include an assessment of the safety and security requirements in order to ensure the safe use of nuclear techniques.

At the end of the assessment, the TO prepares a programme-specific analysis which includes the following:

- i) The perspective of the Technical Division on the institutional knowledge and expertise in the country, including an in-depth analysis that clearly describes the activities which were successful in building capacity and in creating a lasting impact, but which were not sustained and which did not result in major achievements.
- ii) A list of ideas for projects that could be drawn up with national authorities and national counterparts for subsequent consideration by the Agency in the CPF process.

This programme-specific analysis is compiled to provide an overall assessment of national scientific capabilities, technical capabilities and competencies which are resources for TC Programme management.

The TO may be required to carry out feasibility studies which may serve as a basis for supporting appropriate technical competencies as well as to further generic human resource and technology projects.

These studies may also be considered to support specific technical competencies or institutional requirements that are necessary for the continuation of ongoing activities or activities that had been initiated in previous TC projects and that might lapse or fail without this support.

D.4. Output of Analysis

At the end of this initial analytical phase, the PMO prepares an informal working outline for the new national programme activities, i.e. the project concepts, by highlighting whenever applicable the national development priorities and opportunities for cooperation and fundraising. The following elements should be included in this working outline:

- i) A statement on the relevant features of the country's development with emphasis on the national sector that is relevant to the mandate and competence of the Agency. This statement highlights the potential of nuclear techniques/applications to address the identified national needs in priority areas as outlined in the UN Millennium Development Goals (MDGs) or as provided in available thematic plans.
- ii) A list of resource institutions.
- iii) An assessment of the national technical infrastructure and expertise in the field and an identification of gaps.
- iv) An assessment of the available relevant international assistance.
- v) A review of the Agency's present and previous TC activities in the country (covering a period of five to ten years), including relevant evaluations and audit observations.
- vi) A compilation of signatures reflecting the status of the Member State vis-à-vis the legal conventions established under the Agency auspices. This compilation should be prepared in consultation with the Focal Point of the Office of Legal Affairs (OLA),

The identified opportunities for fundraising should be conveyed to the Resource Mobilization Officer in TCPC who will assist in defining a resource mobilization strategy for the country programme.

D.5. Consultations

Consultations are the principal means to implement the central criterion for ensuring good project performance and achieving developmental impact, as they establish the nature and scope of national commitment. The National CPF Coordinator should ensure that discussions are held with relevant stakeholders on the priority areas for a future programme. PMOs also participate in these consultations as the key interlocutor for the Agency with the Member States.

Once programme priorities are agreed upon with the relevant national authorities, the National CPF Coordinator establishes sectoral task teams to review the identified opportunities for their suitability with regard to the existing national development plans. These working groups include as appropriate, individuals with some knowledge of finance, planning, gender and environmental management issues. The functions of the working groups are to:

- gather the required information;
- establish programme direction and sustainability of outcomes in the longer term;
- make proposals on the project concepts that are to be developed in the medium term;
- prepare a plan of action.

As part of the consultations, the National CPF Coordinator with the assistance of the PMO identifies and coordinates activities with UNDP, the lead UN organization responsible for the UNDAF⁴. Specifically, the Coordinator is expected to take the lead on linking the CPF to the national MDG

⁴ The United Nations Development Assistance Framework (UNDAF) is a planning framework for the development operations of the UN system at the country level.

reports using the DevInfo Database⁵ and MDG country reports and other relevant resources which can be easily accessed from any UNDP office or website.

It is important at this juncture that the PMO provides the National CPF Coordinator with a list of the legal conventions under Agency auspices that the Member State has subscribed to in order to encourage the Member State to participate or comply.

D.6. Financing the Programme

The National CPF Coordinator and the PMO also carry out an assessment of resource requirements for funding the programme. Forecasts are made of the resources that will be available for the project portfolio.

Where additional resources are required, the CPF Development Team tries to identify potential funding sources and in some cases will approach the donor community in the country. Additional fundraising support can be requested from TCPC for incorporating this information into the resource mobilization strategy for the country programme.

The PMO should ensure that all project concepts resulting from the CPF process identify in principle a likely source of funding including the TCF, NSF or extra-budgetary resources.

D.7. Drafting or Revising a CPF

This next step undertaken by the National CPF Coordinator with the support of the PMO involves preparing a concise outline for each programme priority using the elements described below. Although they are applicable in the formulation of a new CPF, some of these elements remain valid and should be taken into consideration in revising the CPF, as indicated below.

Key elements	Drafting	Revising
● Determine/revalidate technical objectives, milestones and time frame for programme priorities.	√	√
● Identify end-users and ultimate beneficiaries, broken down by gender.	√	
● Specify programme linkages and impact: <i>Catalytic link:</i> Are project outputs a prerequisite to achieve national programme objectives? What is the 'end use' impact? <i>Causative link:</i> Are project outputs immediately useful for the beneficiaries? What is the 'end-user' impact?	√	
● Describe the preconditions that national programmes must meet.	√	
● Define programme support requirements including research, adaptation and information requirements.	√	√
● Define what is needed to promote policy initiatives, e.g., national MDG targets, gender-in-development.	√	√
● Identify resource institutions willing and capable of promoting south-south cooperation and technical cooperation among developing countries (TCDC)	√	√
● Identify programme partners and what the partnerships will contribute.	√	√
● Assess resource options and extrabudgetary possibilities.	√	√
● Assess national managerial and technical capabilities to implement the programme.	√	√
● Assess training requirements.	√	√
● Assess the sustainability of the proposed activities.	√	√

⁵ DevInfo, a software system developed for the UN, is a database that contains more than 48 indicators for monitoring progress towards the MDGs. It enables policy makers, journalists, civil society activists, academicians and the general public to access socioeconomic data on all member States of the UN.

Once these elements are defined for each programme area, the CPF Team drafts or revises the CPF document using the format provided below.

<p><i>Cover Page</i></p> <p><i>Contents of a CPF</i></p> <p>I. Introduction Country Profile including development goals, objectives and priorities (2 pp.)</p> <p>II. National Development Priorities and Activities Relevant to the Agency's Technical Cooperation Programme (2 pp.)</p> <p>III. Relevant International Development Assistance (1 pp.)</p> <p>IV. Overview of Past and Present Technical Cooperation Activities in the Country (max. 5 pp.)</p> <p>V. Envisioned Country Programme Outline – Areas, Objectives, and Expected Results (max. 5 pp.)</p> <p><i>Annexes:</i></p> <p>Annex 1 — List of Resource Institutions</p> <p>Annex 2 — Resource Estimates and Forecasts</p> <p>Annex 3 — Plan of Action (including) assessment of required national capabilities</p> <p>Annex 4 — Compilation of Treaties under the Auspices of the International Atomic Energy Agency signed by the Member States</p>

Fig. 1. Format of a CPF Document (see Attachment)

The National CPF Coordinator ensures continuous interaction between national stakeholders and a continuous updating of the CPF papers in consultation with the Agency so that information is revised as needed. Whenever appropriate, an Agency expert mission is undertaken to finalize the CPF.

D.8. Agreed Plan of Action

An important output of the CPF process is the plan of action, which provides an operational bridge between identified programme priorities and the necessary follow-up steps to realize the opportunities and move them forward as projects.

The National CPF Coordinator is responsible for coordinating the preparation of the plan of action and the succeeding steps that involve detailed planning, design and formulation. Additionally, the National CPF Coordinator is responsible for organizing the required national inputs that were identified at the project concept phase.

D.9. Internal Clearance of the CPF

An agreed upon procedure exists within the Agency's Secretariat for clearing a CPF for endorsement/approval. It is the responsibility of the PMO to obtain clearance from the appropriate managers (see attached Clearance Sheet).

The Section Head is responsible for coherency and consistency, while the Regional Director is accountable for programme inputs and implementation of the CPF. The Deputy Director General for the Department of Technical Cooperation (DDG-TC) is the final approving officer for the overall Agency inputs into the CPF.

D.10. Approval of the CPF

National commitment to carry out activities identified through the CPF process is demonstrated by formal approval of a CPF. The document is signed by the highest level of national authority involved with the programme in the country and the DDG-TC.

D.11. Revising a CPF

CPFs are dynamic documents and can be updated as the need arises, for example, when national priorities change. The review or update is initiated by the National CPF Coordinator through an exchange of letters; any changes are reflected in an addendum to the original document (also see D.7 above).

D.12. CPF Documentation

As a product of continuous consultation between the Agency and the national authorities, a record or *concise working outline* of all planning activities must be kept to help achieve a high level of validity and provide firm guidance for future country programming. These documents include travel reports by TOs and PMOs, the CPF, working outlines and record and agreed plan of action.

D.13. Performance Indicators and Success Criteria

At the strategic level, a successful CPF is one that demonstrates a clear correlation between national programmes and the Agency goals and objectives for major programmes, in accordance with the TC Strategy and the Medium Term Strategy. National level indicators should serve as pre-established measures that can be used to determine relevance of selected projects with regard to national development priorities and the extent to which a programme (priority areas) is contributing to the achievement of the overall objective of the CPF. More specifically, examples of indicators include the following:

- Number of planned actions leading to project concept notes.
- Number of approved projects linked to national development plans and priority areas defined in the CPF.
- Number of approved projects linked to programmes being financed by other international organizations.
- A CPF document signed by both the Member State and the Agency.

D.14. Reporting

Reporting is a fundamental requirement for discharging accountability for the achievement of project objectives. The TC Department is responsible for performance against the above performance indicators. This is discharged through TCPC, which is also responsible for monitoring and producing regular status reports.

ATTACHMENT: FORMAT OF A CPF DOCUMENT

(also see D.7)

COVER PAGE OF A CPF DOCUMENT

<Country flag>



GOVERNMENT OF

**INTERNATIONAL ATOMIC
ENERGY AGENCY**

COUNTRY

PROGRAMME FRAMEWORK

20.... – 20....

On behalf of the Government:

NAME>
<TITLE>

Date

On behalf of the International Atomic Energy Agency:

<NAME>
**Deputy Director General
Head, Department of Technical Cooperation**

Date

CONTENTS OF A CPF DOCUMENT

I. INTRODUCTION

The introduction of this document places nuclear science and technology into the national context of the Member State by answering the question: *What does the Government hope to achieve in the next 4–6 years?* It provides a statement of intention or objectives for the national programme that concludes the discussions and demonstrates agreement between the government and the Agency. As a strategic document, it should also reflect the objectives of the government that are in common with the TC programme.

This introduction should be narrowly focused on the priorities outlined in Section II below and foresee the value of cooperation with the Agency in terms of expected changes that will result and be sustained through committed efforts by government authorities. The narrative provides an overall rationale for programme development in the defined areas and justification for funding joint activities between the Agency and government.

II. NATIONAL DEVELOPMENT PRIORITIES AND ACTIVITIES RELEVANT TO THE AGENCY'S TECHNICAL COOPERATION PROGRAMME

This section provides the rationale for programme development in selected areas. It is also appropriate to include the current and foreseen milestones expected to be achieved for national radiation safety and protection, as well as appropriate reference to the Radiation and Waste Safety Infrastructure Profile. It should provide a brief but concise sectoral assessment covering the following information:

- *The programme focus:* An explanation of the national plans, programmes and objectives that relate to the Agency programmes and the constraints experienced in the Member State.
- *The technology requirements:* A concise assessment of advantages, risks, benefits, costs, and constraints inherent in the current situation and the most likely means of realizing a sustainable solution, including requirements for national or regional technical capabilities.
- *The technical cooperation approach:* Define the technical, managerial and operating environment necessary to achieve sectoral objectives and well-developed programme support activities including research, adaptation and information requirements.
- *Millennium Development Goals:* Provide a strategy on how to link MDG indicators and targets to identified priority activities.

III. RELEVANT INTERNATIONAL DEVELOPMENT ASSISTANCE

A concise description of activities supported by the government's development partners in each priority area identified in Section II, with particular attention on the limitations and problems experienced, and opportunities to reduce risk and maximize programme performance.

IV. OVERVIEW OF AGENCY PAST AND PRESENT TECHNICAL COOPERATION ACTIVITIES IN THE COUNTRY

An assessment of lessons learned, accomplishments and limitations encountered, as well as management and technical capabilities developed in previous cooperation with the Agency and/or other Member States. It should also provide an inventory of the technical and managerial competence and capability of resource institutions along with characterising their willingness to provide leadership for regional programme development and implementation.

V. ENVISIONED COUNTRY PROGRAMME OUTLINE

This section explains the strategy for planning and implementing the programme of activities. It describes the national programme to be developed in terms of phasing, linkages and a logical sequence of actions that are preparatory, reinforcing or dependent in nature. It also describes the understandings reached about how technology and knowledge will be absorbed and retained, the expected counterpart implementation arrangements, resource assumptions and opportunities for fund raising. The agreed country programme is reflected as step-wise set of programmes and follow-up actions covering the next two, four and six years, recognizing that some Member States will place greater emphasis on the near-term rather than medium-term programme development.

The agreed national programme is organized into three categories:

V.1 The Near-Term Programme

The first category refers to the near-term programme including the highest or most urgent priority activities as well as those requiring the least lead-time or enabling activities such as Radiation and Waste Safety. The expected projects would be intended for inclusion in the next biennial TC programme

V.2 The Medium-Term Programme

The second category includes medium-term activities that will be implemented during future TC cycles. Support for these activities will often be concentrated on building those components of infrastructure and technical capacity, including human resources development, that are expected to be required and which require significant lead time. Support for appropriate feasibility studies should also be included in this category.

V.3 General Support Activities

The third category identifies support activities that are essential for sustaining ongoing or completed activities, including those initiated through previous TC projects, which might otherwise lapse or fail.

Special consideration should be given to selecting programmes to be supported by the TCF and those where resource mobilization opportunities may exist. For the latter, it may be more advantageous to defer creation of project concept notes until a potential donor is identified, relying instead on the agreed plan of action (Annex 3) to solicit participation.

ANNEX 1 – List of Resource Institutions

Background: “Project for Mapping the Capacities of National Resource Institutions in Member States”

The IAEA’s Technical Cooperation Programme aims to increase its reliance on the expertise and resources that may be available in Member States for technical cooperation activities. To do so, it needs to draw up a roster of nuclear-related scientific and technical capacities that exist in national and regional institutions.

For this purpose, the CPF Coordinator should:

1. identify and include in the CPF a list, by field of activity, of those institutions that have the knowledge and resources available for providing quality services such as expertise, training, equipment and analytical services;

and

2. send the attached “Institution History Form” to the identified institutions;

The institutions with available capacities that are interested in contributing to the TC programme and in collaborating with institutions of other Member States through mechanisms such as TCDC and south-south cooperation activities, should send the requested information via e-mail to institutional.capacities@iaea.org the contact point for the “Project on Mapping the Capacities of TC Resource Institutions in Member States”.

For more information please visit: www-tc.iaea.org/tcweb/participation/resourceinst/default.asp

ANNEX 2 — Resource Estimates and Forecasts

Country Programme 20xx–20xx

Date originated:.....

Dated updated:.....

		US\$	
1.	Historical reference figure for approved national programme (average of e.g.; 1999-2000, 2001-2002, 2003-2004), as an indicative planning figure ⁶ for the period of coverage.		
	Estimated government cash contribution ⁷ for the planning period	\$	
	Estimated government in-kind contribution ⁸ for the planning period	\$	
2.	Preliminary estimates for the agreed programme/projects reflected in the CPF		
	Title		
	(i)		
	(ii)		
	(iii)		
	(iv)		
	Total estimated costs	\$	
3.	Total estimated resource (1) less total estimated costs (2)	\$	
4.	Estimated resource requirements	\$	

⁶ The country indicative planning figure does not obligate the Agency to provide such funding, nor does it suggest the expectation of continued levels of Agency funding. The sole purpose is to assist planning and prioritization of the country framework.

⁷ The indicative government cash contribution does not commit the government to the stated amount, but indicates the intent and likelihood of such support.

⁸ In-kind contributions represent the value assigned to non-cash contributions such as providing experts, training courses, and infrastructure. Planning for in-kind contribution can also include bilateral trade and intergovernmental cooperation agreements in the respective programme area.

ANNEX 3 — Plan of Action

Background	The plan of action is a joint activity undertaken by the CPF Development Team, under the direction of the National CPF Coordinator that is intended to provide the necessary inputs to initiate a project concept note. It is designed to provide an operational bridge between identified, needs, interests and priorities of Member States (as reflected in the CPF) and the major follow-up steps necessary to expand an idea for solving a problem or realizing an opportunity into an operational set of step-wise actions. The actions and steps identified establish the required understanding, agreements, information and data, and meet whatever preconditions such as studies, capacity assessments, reviews or feasibility studies that are needed to organize a TC solution for overcoming the problem or realizing an opportunity.
Key Elements of the Plan of Action	Member States and TC agree on what actions need further elaboration and are to be included in the CPF. The detailed plan sets out the major steps or actions to be taken, the responsible parties, the expected result and the time frame for completing these actions. The plan provides the context and content for organized and step-wise actions that lead to the formulation of a project concept.
Implementation Strategy	The principal steps or actions needed to elaborate each idea are captured with due regard to the appropriate sequence of events and interdependence of actions. The date on which the concept is integrated into the action plan is recorded, along with any potential resources required to complete the action. If successfully translated into a project concept note, the respective project concept number is eventually recorded and the completed actions are transferred to the Archive of Completed Actions. If the planned actions are found to be unfeasible or inappropriate, they are nonetheless transferred to the archive of completed actions. In this way a permanent record is established of agreements and understandings leading to the development of the national programme.

Detailed Plan of Action

<i>CPF Referenced Planning Opportunities</i>	<i>Proposed Action</i>	<i>Action Party</i>	<i>Expected Output</i>	<i>Time Frame (From-To)</i>	<i>Resource Requirements</i>	<i>Project Concept Number</i>

Attachments to Plan of Action

1. Archive of Completed Actions
2. Report on National Competence Assessment (by Technical Officer)
3. Mid-Term Review and Update (if CPF is being revised)

ANNEX 4 — Compilation of Treaties under the Auspices of the International Atomic Energy Agency signed by the Member State

Below is a list of treaties that should be reviewed during the CPF process. The CPF Coordinator should compile those that have been ratified and signed by the Member State and attach this list to the CPF prior to its signing.

- Agreement on the Privileges and Immunities of the International Atomic Energy Agency

- The Convention on the Physical Protection of Nuclear Material

- The Convention on Early Notification of a Nuclear Accident

- The Convention on Assistance in the Case of a Nuclear Accident or Radiological Emergency

- The Convention on Nuclear Safety

- Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management

- Revised Supplementary Agreement concerning the Provisional of Technical Assistance by the International Atomic Energy Agency

Internal Clearance Sheet⁹ for CPFs (For IAEA Use Only)

Department of Technical Cooperation

Country Programme Framework

<i>Special Remarks</i>
<i>Responsible Programme Management Officer</i> _____
<NAME, DIVISION>

Once the CPF is finalized, it should be cleared accordingly before submission to the Office of the Deputy Director General, TC.

<i>Signatures</i>	
<i>Section Head:</i> _____	<i>Date:</i> _____
<NAME>	
<i>Division Director:</i> _____	<i>Date:</i> _____
<NAME>	
<i>DDG-TC:</i> _____	<i>Date:</i> _____
<NAME>	

⁹ To be prepared by the Programme Management Officer.