IAEA
International Atomic Energy Agency

Division for Europe

STRATEGY FOR THE TECHNICAL COOPERATION PROGRAMME IN THE EUROPE REGION

(As adopted at the Europe Region National Liaison Officers Meeting, Vienna, Austria, on 19 February 2010)

I.   BACKGROUND

1.   The IAEA Technical Cooperation Programme (TCP) for the Europe Region[1] comprises national projects (bilateral cooperation between individual Member States and the IAEA) and regional projects (cooperation between a group of Member States in the region and IAEA). The Europe Region also participates in interregional projects which involve cooperation between a group of Member States from different regions and the IAEA.

2.   National, regional and interregional projects address, in a complementary and synergistic manner, current and emerging priority development needs of Member States that can be addressed using nuclear technologies. These projects are unique vehicles through which Member States may obtain knowledge, information or technology from the Agency or other Member States in the peaceful and safe use of atomic energy. IAEA involvement in these projects is also crucial with regard to standards (e.g. Basic Safety Standards) and where impartial opinion is needed.

3.   The national technical cooperation programme, which consists of a set of projects addressing different subject areas in a country, is based on the Country Programme Framework (CPF). This planning tool outlines priority areas for potential cooperation between an individual Member State and the IAEA in the medium term.

4.   The regional technical cooperation programme consists of a set of projects addressing different subject areas in a group of countries, based on their common interest and the need to work together.

5.   In 2008, Member States in the Europe Region that participate in the TCP prepared a Europe Regional Profile (ERP), to be used as a guide for programming regional projects in the medium term, 2009–2013. Member States also endorsed a Common Position regarding the development of a strategy for regional technical cooperation which would properly respond to the recommendations in the ERP.

6.   In 2009, Member States in the Europe Region and the IAEA agreed that the strategy should be for the entire Europe Region TCP, covering national and regional projects but with a greater emphasis on the latter. This Strategy is supported by Operating Guidelines and Procedures for regional projects, in order to ensure efficient and effective implementation of the strategic objectives.

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[1] The IAEA Europe Region is comprised of Member States in the geographical area of Europe and Central Asia.

7.   The TCP in the Europe Region and this Strategy are fully informed by, and in harmony with, the IAEA Statute and other relevant IAEA strategies, as well as IAEA rules and regulations.

8.   The strategy paper comprises of the following sections:

- Strategic Context
- Situation Analysis
- Strategic Objectives and Means of Achievement
- Performance Indicators
- Review of the Strategy

9.   The users of the Strategy are Member States, partners in the Europe Region TCP and the IAEA Secretariat.

II.   STRATEGIC CONTEXT

Vision

10.   The strategic vision for the Technical Cooperation Programme in the Europe Region is:

> **The Technical Cooperation Programme in Europe shall provide an effective and efficient mechanism to support the safe and secure use of nuclear technologies that address socio-economic needs and contribute to sustainable development in the region, and to promote regional cooperation for the same.**

Mission

11.   The Technical Cooperation Programme in the Europe Region shall have the following mission:

- To identify in a comprehensive manner and apply in a balanced way, nuclear technologies that can be used to address national and regional needs, and promote their sustainable use.

- To promote regional networks for exchange of nuclear technologies, know-how, and information.

- To promote high levels of safety, security and non-proliferation.

- To create greater awareness of the benefits of nuclear technologies and to obtain funding for the programme.

Core Values

12.   The Technical Cooperation Programme in the Europe Region shall be based on the highest standards of professionalism and ethical behaviour in dealing with nuclear energy. The following core values will underpin the way in which the region will deliver on its strategic vision:

- *Responsiveness, Collaboration and Solidarity:* Understanding and responding to specific needs of all Member States with particular attention to countries with the greatest needs (individual, sub-regional/group of countries, or regional), fostering

cooperation and teamwork, and embracing new ideas and recognising new trends are essential for reaching the strategic vision.

- *Impact:* TCP for Europe will be planned and implemented in a manner that will create the greatest impact in Member States, as guided by the Agency's results-based approach and the IAEA TC and Medium Term Strategies.

- *Inclusiveness:* Participation in the TCP shall be open to all Member States in the region based on their needs, and shall be voluntary.

- *Partnerships:* Partnerships are essential for achieving the strategic vision. The partnership will be inclusive in nature and shall extend to those even outside the region, driven by needs. Partnerships will be based on the concept of cooperation between or among parties with complementary strategic visions and interests.

- *Transparency*: Transparency between Member States and the IAEA and with partners in general in the management of the TCP will promote sense of common purpose and trust, leading to smooth and effective delivery of the programme. A key element in transparency is good communication.

- *Safety, Security and Non-proliferation:* Technical Cooperation in Europe shall be characterised by the highest standards of safety, security and non-proliferation as an essential environment for the use of nuclear technology for sustainable development within the broad context of 'Atoms for Peace'.

III.   SITUATION ANALYSIS

General Regional Characteristics

13.   Member States in the Europe Region are at different levels both of nuclear technology development and general socioeconomic development. However, a wide range of nuclear technologies are applied for development in the Europe Region. Several Member States are operating or decommissioning nuclear power plants (NPPs), while others are planning to build their first NPPs to meet energy demands. A number of Member States operate research reactors while others are assessing possibilities for their construction. All Member States are applying nuclear technologies to address problems related to health care, industry, environment, agricultural production or food safety, management of water resources etc.

14.   The majority of Member States in the Europe Region already have the functional national legal and regulatory infrastructure needed for regulatory oversight of national programmes involving the use of nuclear technology and radiation sources. All Member States strive to establish and/or improve their regulatory infrastructure to achieve the highest level of performance and to respond adequately to the changing national, regional and global environment.

15.   The Technical Cooperation Programme in the Europe Region operates in an environment where a range of nuclear activities make use of mechanisms other than the TCP. Activities range from bilateral cooperation between two Member States, sub-regional cooperation among a group of Member States, to cooperative or technical assistance projects involving different regional and international organizations or donors.

16.   The Europe Region has considerable resources, technologies, know-how, knowledge and experience. Several Member States are suppliers of nuclear technology: manufacturing equipment and producing supplies for a wide range of applications. Nonetheless, there has been a persistent need for intensified technical cooperation among the countries in the region

to jointly identify existing problems and formulate their possible solutions, share technologies, experiences and good practices and optimize the use of existing capabilities. This need for cooperation will continue in the future, and the IAEA TC platform, which is equally available to all Member States in the region, plays a unique role.

17. Several Member States in the Europe Region provide Government Cost Sharing to their national projects and some support the programmes of other countries through extra-budgetary contributions.

The Europe Regional Profile

18. The Europe Regional Profile (ERP) for the TCP in the Europe Region prepared in 2008 identifies four specific thematic sectors as main areas of activity for the region in the medium term, 2009–2013:

i Nuclear and Radiation Safety – including nuclear installation safety, radiation safety, emergency preparedness and nuclear security.

ii Nuclear Energy – including nuclear power and fuel technology, waste technology, decommissioning, and nuclear sciences.

iii Human Health – including nuclear medicine, radiotherapy and medical physics.

iv Isotope and Radiation Technology Applications – including environment, agriculture and industry.

IV. STRATEGIC OBJECTIVES AND MEANS OF ACHIEVEMENT

Strategic Objective 1:   To ensure the relevance and impact of the programme

19. The TCP for the Europe Region will be based on specific national and regional priority needs for use of nuclear technologies in participating countries. These priority needs are identified in individual CPFs and the ERP 2009–2013 (or future updates), or are determined by the Member States themselves. The TCP should also be responsive to unforeseen changes or emerging needs in Member States.

20. National and regional projects are seen as complementary from the standpoint of meeting Member States' development needs. Involvement in either or both project types is a sole prerogative of individual Member States within the rules and procedures of the IAEA.

21. The array of nuclear technologies in the Europe Region is very wide and there are national and sub-regional differences in the prioritisation of their use. In this context, it is essential to also take a 'sub-regional' approach to addressing specific common needs of groups of countries in the region. Additional prioritisation is essential to ensure that topical and high impact areas identified in the ERP are adequately addressed.

22. The results-based programming of the IAEA will be followed. It promotes the clear definition of objectives, outcomes and outputs, linked with performance indicators and related monitoring and reporting mechanisms on progress in achieving results. The Logical Framework Matrix will remain a standard tool for the design of TC national and regional projects.

23. Safety and security, and due consideration to the environment, are critical components of sustainable development and shall be taken into account in the design of projects.

Strategic Objective 2: ***To promote inclusive participation of Members States in the programme***

24.   Participation in the TCP for the Europe Region is voluntary and open to all Member States in the region. It is needs based, and regardless of development level.

25.   Considering that (i) within the geographical Europe Region, countries participating in technical cooperation with the Agency are in proximity to countries that are more technologically advanced and do not directly take part in the cooperation, (ii) many nuclear issues such as safety and security and non-proliferation are trans-boundary in nature, and (iii) the development of all countries in the region is intertwined, it is important that the relationship between Member States in the region is based on the concept of cooperation between or among parties with mutual strategic vision and interests. Due to the nature of nuclear technology and the issues around it, all Member States have a stake in the TCP in the region. In this context, the concept of inclusiveness shall also be extended to partners even outside the region, driven by need.

26.   To ensure successful implementation of the TCP in the Europe Region, participation of all Member States in all phases of the programme cycle – planning, implementation and evaluation – regardless of the nature of their contribution to the programme, shall be encouraged.

Strategic Objective 3: ***To strengthen partnership***

27.   The existing partnership between IAEA and Member States for the Europe Region TCP is of special significance and shall continue as determined by individual Member States or a group of Member States. The partnership includes networking and the sharing of facilities and expertise among Member States.

28.   Existing partnerships with third parties shall be continued and strengthened in line with the evolving needs of Member States and the TCP in the region.

29.   Additional strategic, technical and financial partnerships will be sought.

30.   While full involvement and ownership of the TCP by all partners is crucial, Member States in the Europe Region will take the lead in defining and deciding the nature and details of the partnerships.

Strategic Objective 4: ***To ensure effective governance of the programme/projects***

31.   The governance of national projects is a matter for the individual Member State, in cooperation with the Secretariat. Project governance is guided by IAEA rules and procedures and by the general quality management standards for TC projects.

32.   The nature of regional projects calls for specific governance measures. The Operating Guidelines and Procedures (Annex 1) support the planning (including conception) and implementation of the regional programme in a manner that will deliver on the achievement of the vision, mission and strategic objectives of the TCP, and at the same time be in harmony with established IAEA rules and regulations.

Strategic Objective 5: ***To enhance financial and human resources for the programme and achieve their optimal use***

33.   The financial requirements for developing and utilising nuclear technologies in the Europe Region are large and are covered mainly by the Member States themselves. However, from a strategic standpoint TCF resources are crucial as seed money to achieve the objectives

of the TCP in the region, including ensuring the effectiveness of the crucial partnership between the IAEA and the Member States.

34.   To make these resources sufficient, predictable and assured, Member States shall promote and take the lead in:

- pledging and making timely and full payments to the TCF;
- timely payment of National Participation Costs (NPCs);
- increasing extra-budgetary resources for the TCP.

35.   Effective delivery of the Europe Region TCP requires adequate human resources (managerial and technical) in the Member States and in the Secretariat. This will be ascertained during the planning and design of the projects.

36.   The financial and human resources available for the Europe Region TCP fall short of meeting the full requirements of the programme. The Secretariat and Member States will take all measures to ensure that the resources are efficient and effectively used.

V.   Performance Indicators

37.   The Performance Indicators related to Vision, Mission and the various Strategic Objectives are:

- Level of satisfaction of Members States (NLOs and Permanent Missions) and of the Secretariat.
- Percent of national projects linked to CPFs and regional projects linked to the ERP.
- Number of TC projects designed as national and regional but implemented as regional or national.
- Extent that programmes/projects are characterised by the highest possible safety and security, and environmental protection standards.
- Number of partners participating in the programme and proportion of extra-budgetary contribution.
- Number of participants in regional activities from Member States within the Europe Region without national TC projects.
- Number of experts from the region used for expert missions, training courses etc.
- Percent of Assessed TCF Contribution made by Member States in the region.
- Percent of Member States paying NPCs in full and in a timely manner.
- Percent of projects successfully implemented within (+/-10%) originally approved TCF budget and time.
- The ratio of Government Cost Sharing to TCF Budget in the national programme aggregated across the region.

VI.   REVIEW OF THE STRATEGY

38.   The implementation of the strategy will be assessed on an annual basis against the Performance Indicators (V above) by the Member States and the IAEA.

39.   This strategy will be reviewed and revised as deemed necessary by Member States (NLOs) and the IAEA (TCEU).

OPERATING GUIDELINES AND PROCEDURES
FOR REGIONAL PROJECTS

I.   INTRODUCTION

1.   These Operating Guidelines and Procedures for Regional Projects under the Europe Region TCP are aimed at management of the programme in a manner that enhances the achievement of the Vision, Mission and Strategic Objectives defined in the Strategy.

2.   A project is considered regional as long as it involves the participation of two or more Member States in the region.

II.   GENERAL GOVERNANCE

3.   Each NLO shall designate a *National Technical Project Coordinator* (NTPC) for each regional project in which the country is participating. The NTPC will be a person who will have the necessary technical and managerial skills to coordinate the activities of the regional project in cooperation with relevant IAEA Programme Management Officers and Technical Officers. The precise arrangements for designation and conducting the work of the National Project Coordinator would be determined at a national level to suit the specific circumstances of individual Member States. However, the following will be the main responsibilities of the National Project Coordinator:

(a)   Provide leadership for the technical design and implementation of the project at national level;

(b)   Provide NLO with information on the project as needed and in particular on the progress in the implementation of the project;

(c)   In cooperation with the NLO, establish and maintain links with relevant national institutes, and potential end-users;

(d)   In cooperation with the NLO, establish a National Project Team, and assign responsibilities for each member;

(e)   In cooperation with the NLO, maintain links with the Secretariat in throughout project implementation, including submission progress and achievement reports.

III.   PROJECT PLANNING / DEVELOPMENT

4.   The procedures outlined below will be followed. The time frame will depend on the programming calendar as issued and published by the Agency.

(a)   Upstream work: This will include special scientific/technical meetings or regional project coordination meetings.

(b)   Member States (NLOs) or Secretariat submit regional project concepts to the Agency through the PCMF. The concepts should identify existing or potential

partners. Project concepts will be opened to all NLOs in the PCMF from the very beginning.

(c)   TCEU compiles the list of (i) all concepts, and (ii) list of all ongoing projects that will continue in the next cycle. TCEU sends the list to all NLOs. TCEU and NLOs will also inform potential partners

(d)   In preparation to a special NLO Meeting (see e below), consultations involving all stakeholders take place within the Secretariat (led by TCEU) and within Member States (through NLOs). During these consultations special attention will be paid to potential merger of national projects.

(e)   TCEU organises the first special NLO Meeting (NLO Meeting 1) to discuss the project concepts. The NLO Meeting will *inter alia*:
- Identify interest of individual Member States in the various project concepts.
- Identify concepts that conform to Agency quality criteria and are in line with the Europe Region TCP Strategy, paying particular attention to potential overlap between regional and national projects or duplication with continuing projects.
- Identify from the submitted concepts new regional project ideas/concepts, including those resulting from potential "merger" of national project concepts.
- Assign priority to the various concepts in line with the strategy.
- Make a preliminary identification of potential regional and international partners for various projects, where applicable and possible.
- Decide which concepts will be moved to the design phase.
- Decide on the mechanism for preparing detailed designs of the projects.
NB: Potential partners will be invited to NLO Meeting 1.

(f)   Following NLO Meeting 1:
- NLOs identify Technical National Counterparts (and respective institutions) for each project concept.
- NLOs nominate a National Project Coordinator for each project concept.
- NLO and Secretariat identify external partners for each project concept

(g)   TCEU organises based on agreement at the special NLO Meeting (e above), technical workshops for preparing detailed designs of the projects. <u>NB:</u> It is crucial that partners are involved in the detailed design of the projects.

(h)   TCEU organises a NLO Meeting 2 to discuss the project designs. The NLO Meeting will *inter alia*:
- Ascertain the final interest of Member States to participate in the new regional projects.
- Agree on the list of new projects.
- Decide on the projects to be continued from previous cycle.
- Identify and minimise overlap with ongoing and newly proposed national and regional projects.
- Identify regional and international partners for various projects, where applicable.
- Assign priority to the various regional project designs.
- Agree on the overall allocation of TCF to regional and national projects.
- Decide on allocation of resources to the various regional projects designs.

IV. PROJECT IMPLEMENTATION AND MONITORING

5.   NLOs and the Secretariat will meet once every year to review the overall implementation of all regional projects from strategic point of view as guided by this Strategy and against relevant Performance Indicators (paragraph 37).

6.   Annual review and planning meetings for regional projects will be organised by the IAEA. In order to make use of synergies, to avoid duplications, and to reduce costs, interrelated projects will be considered in one meeting.