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Webinar Series for CPs, NLOs/NLAs

Webinar 4: Starting the Implementation of the TC Programme Cycle 2022-2023: Best Practices of the Process (in English and Arabic)

TC Division for Asia and the Pacific 2
8 December 2021

9.00 am – 11.30 AM (Vienna)



LANGUAGE SETTINGS

Listen to Interpreting in

Arabic

None

ARA, Arabic

ENG, English

INTERPRETING

Arabic

Auto

Before we start....

- Aside from the speakers, all participants will be muted throughout today's presentation
- If you are experiencing any technical issues, please inform us using the chat box
- Please be informed that this session will be recorded and made available on the event web page at [TC Website : Technical Cooperation Projects in Asia and the Pacific | IAEA](#)
- Towards the end of the session, we will have a Q&A session. If you have questions, please raise them through the chat box at any time during the presentation. We will try to answer as many as possible

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Webinar Series Overview

1 **Procurement of
Equipment and
Services through the
TC Programme for
TCAP**
Section II

[View recording →](#)

2 **Procurement of
Equipment and
Services through the
TC Programme for
TCAP**
Section I

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3 **Human Resources
Components through
the TC Programme
for TCAP**

4 **Best Practices: Starting
Implementation of the
TC Programme**

<https://www.iaea.org/tcap-webinars>





Starting the Implementation of the TC Programme Cycle 2022-2023: Best Practices of the Process



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Objectives of the session

- Provide an overall understanding of the TC Programme Cycle
- Understand the **pre-requisites** for the timely initiation of a TC Project
- Understand your **role as part of the** TC project team to ensure a smooth and effective implementation of the TC Project

This webinar is about the preparation to timely initiate TCP Cycle 2022-2023 for smooth and effective implementation.



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Presenters

Moderator



Bridget Carter
Associate Project
Officer
TCAP2



Abdulghani Shakhashiro
Senior IAEA Programme
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Ghiyas Ud Din
Project Counter Part
Pakistan



Hassan Kharita
Project Counter Part
Qatar

Part I: Overview of the TC Programme



4 The Technical Cooperation (TC) Programme

Strategic Objective:

- Increasingly promote **tangible socio-economic impact**
- Contributing directly in a **cost-effective** manner
- Achieving major **sustainable development** priorities of each country/region

Major vehicle for IAEA to deliver development services to its Member States, helping them to address key development priorities



147 countries/territories including 35 LDCs receive support

80% of recipients are non-nuclear power countries

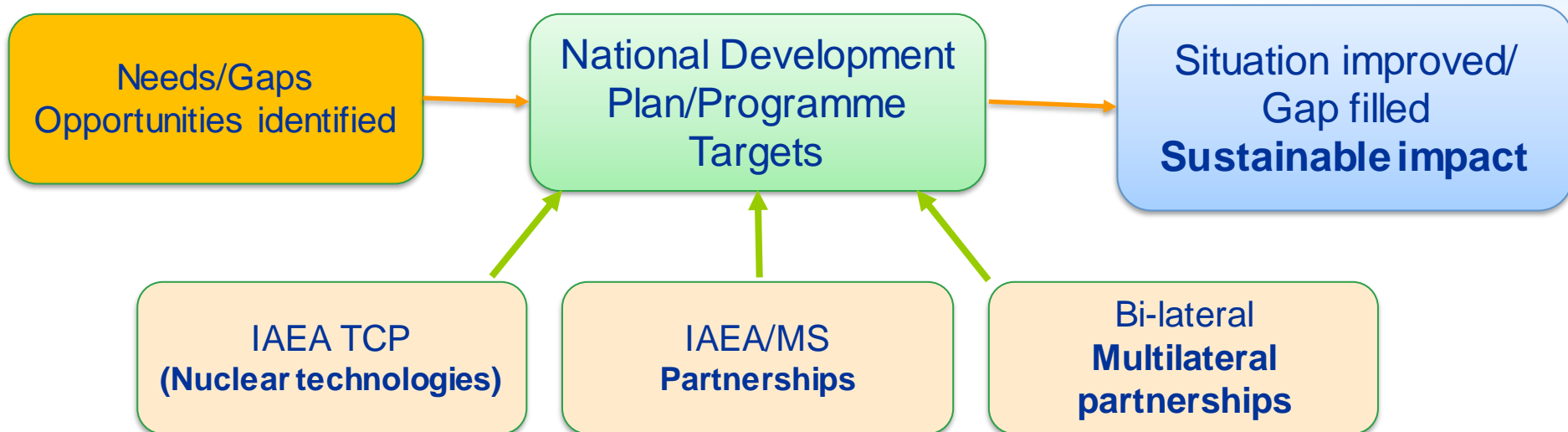
Around 650 new TC projects approved every biennium

€82 M TVF; €12.3 EBT



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TC Programme contributes to National Programmes



Best practice

Plan your National TC projects in connection with the National Development Programme.

Sustainable impact, complementary role of nuclear technology and supports National priorities.



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Alignment with MSs' priorities: CPF and SDGs

1. Country Programme Framework: Strategic document prepared by a country in collaboration with the IAEA.

CPF reflect the **mutually agreed development priorities** to be supported through technical cooperation activities, medium term (4-6 years)

In line with the national development plans and programmes.

2. Sustainable Development Goals (SDGs)



4 Alignment with MS' priorities: Strategic Partnership Why include other partners? – An Example from Jordan



VS



Source of TC program funding:

- TCF, EBT (Donors and GCS, In-kind contributions, etc.
- Limited resources of the TCF
- Projects or project components that have been approved but resources are not sufficient to implement them.
- Leverage new resources to address national priorities

Strategic Partnership: Contribute through synergies based on common goals to fostering cost-effective achievement of tangible socioeconomic impact of TC project at the national, regional and Intl. levels.

Technical Partnership: - Widen the scope and increase the impact of the TC projects.

- Seek linkage of TC projects to other relevant ongoing or planned program activities in significant areas

Partnership activities are introduced at the project design stage



4 Partnership - An example from Jordan

- TC project “Upgrading Capacity Building on Radiotherapy at Al Bashir Hospital” (2016-2017)
- Funding proposal was shared and discussed with potential donors and funding partners during the meeting to review funding gaps and mobilize resources for the implementation of priority interventions in national cancer control programs of the IAEA-OIC-IDB common MS.
- A LINAC was donated by Elekta Company to Al-Basheer Hospital through PACT. The cost of the LINAC is around (2.5) millions euros.
- A new TC project for the radiotherapy for Al-Basheer Hospital (2020-2021)
- Ministry of health provide extra-budgetary resources (as GCS) of (250, 000) euros, as a contribution to the procurement of SPECT/CT



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TC Programme Cycle Management

on the basis of the TC STRATEGY: CPF and Strategic Partnership

PROGRAMME PLANNING & APPROVAL

1. Upstream work
2. Concepts & Prioritization
3. Project design
4. Resourcing & budgeting
5. Internal Approval
6. Approval by TACC/Board

PROGRAMME IMPLEMENTATION

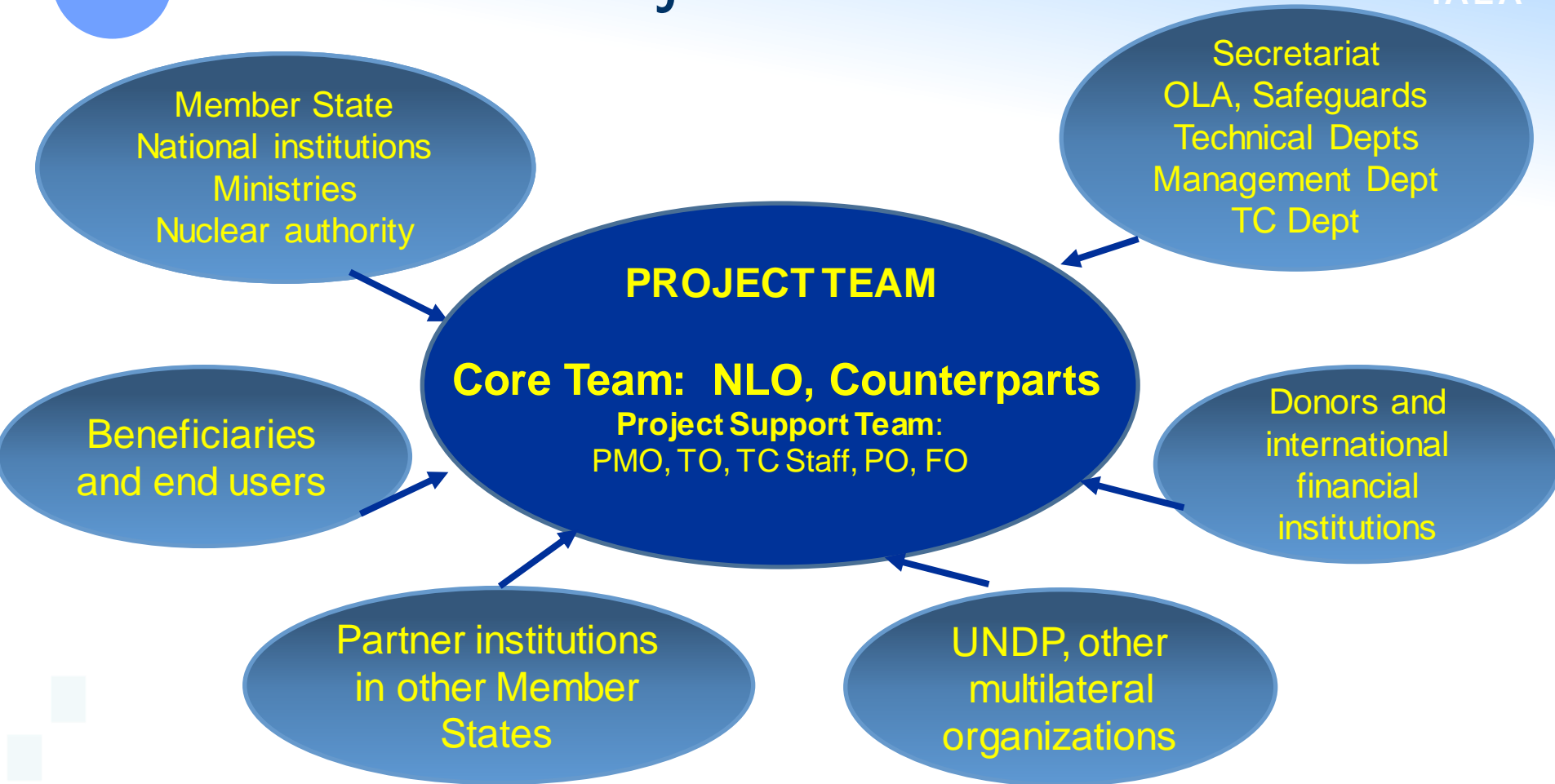
1. Operational execution
2. Monitor progress
3. Make adjustments
4. Report performance / Self Assessment
5. Project closure

PROGRAMME REVIEW

1. Independent Evaluation
2. Self Assessment
3. Impact Assessment
4. Follow-up adjustments and implementation of recommendations



TC Project Environment



Best practice

Be the owner of your TC Programme – the Secretariat is a support team. You are the Core Team.



4

Resources: Funding the TC Programme

1. Technical Cooperation Fund (TCF) – funded by:

- Annual “voluntary” contributions of MSs
- National Participation Costs (equivalent to 5% of the value of each national programme)
 - countries must pay at least 2.5% of the amount to get their TC projects activated.

2. Extra budgetary contributions (EBT)

- Donors and Government Cost Sharing (GCS), where the donor is the recipient

3. In-kind contributions:

- Resources estimated in € value: resources needed to implement the projects (time, equipment, maintenance, repairs, infrastructure, construction, sampling costs, etc.), cost-free experts

4. Footnote/a projects/components:

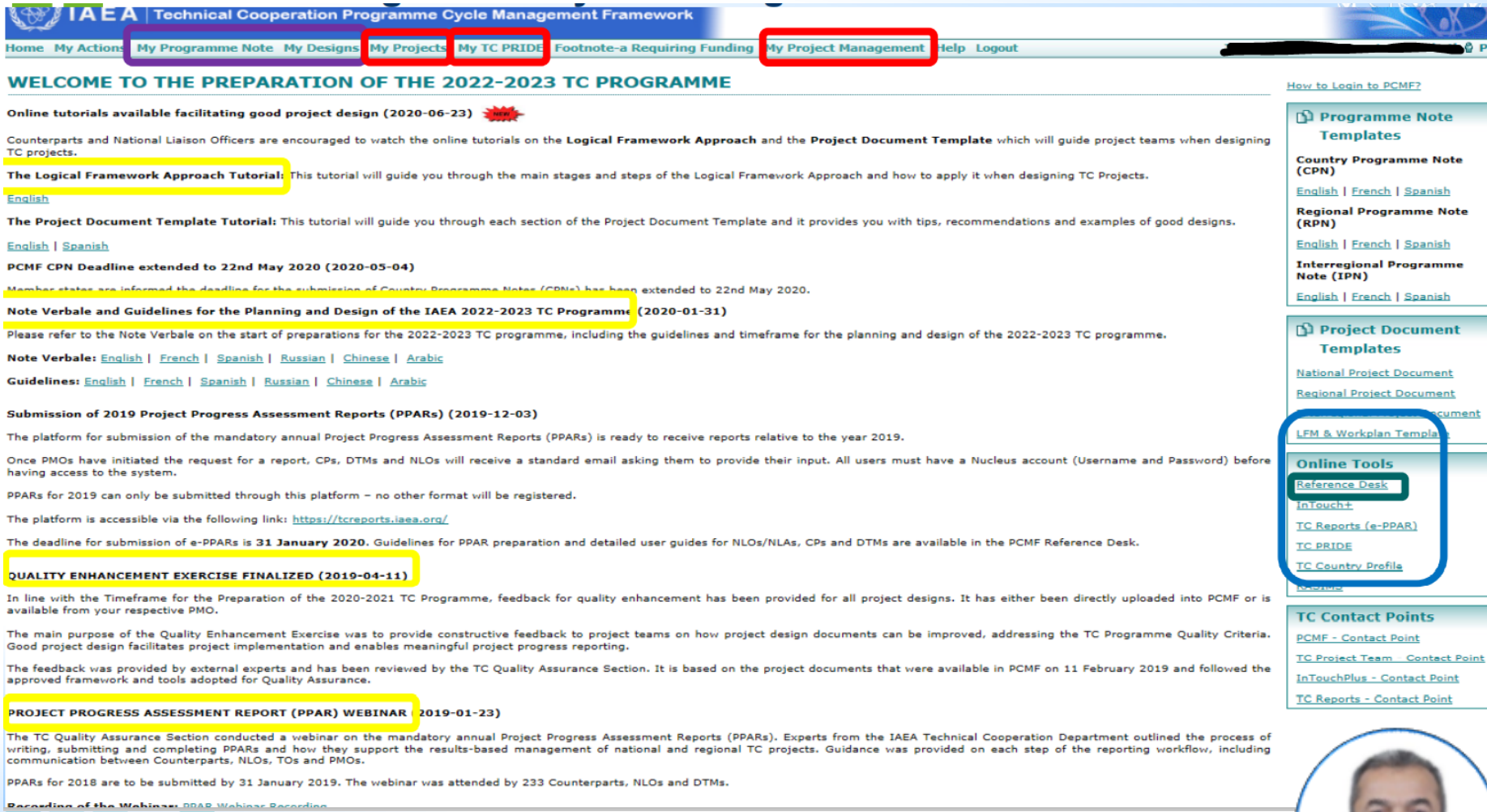
- Projects or project components that have been approved but resources are not sufficient to implement them. Resources will need to be mobilized.

Best practice

Master the available tools to manage your projects. How to keep control?



IAEA-TC Programme Cycle Management Framework online tools



IAEA | Technical Cooperation Programme Cycle Management Framework

Home My Actions My Programme Note My Designs My Projects My TC PRIDE Footnote-a Requiring Funding My Project Management Help Logout

WELCOME TO THE PREPARATION OF THE 2022-2023 TC PROGRAMME

Online tutorials available facilitating good project design (2020-06-23)

Counterparts and National Liaison Officers are encouraged to watch the online tutorials on the **Logical Framework Approach** and the **Project Document Template** which will guide project teams when designing TC projects.

The Logical Framework Approach Tutorial: This tutorial will guide you through the main stages and steps of the Logical Framework Approach and how to apply it when designing TC Projects.

[English](#)

The Project Document Template Tutorial: This tutorial will guide you through each section of the Project Document Template and it provides you with tips, recommendations and examples of good designs.

[English](#) | [Spanish](#)

PCMF CPN Deadline extended to 22nd May 2020 (2020-05-04)

Member states are informed the deadline for the submission of Country Programme Notes (CPNs) has been extended to 22nd May 2020.

Note Verbale and Guidelines for the Planning and Design of the IAEA 2022-2023 TC Programme (2020-01-31)

Please refer to the Note Verbale on the start of preparations for the 2022-2023 TC programme, including the guidelines and timeframe for the planning and design of the 2022-2023 TC programme.

Note Verbale: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Chinese](#) | [Arabic](#)

Guidelines: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Chinese](#) | [Arabic](#)

Submission of 2019 Project Progress Assessment Reports (PPARs) (2019-12-03)

The platform for submission of the mandatory annual Project Progress Assessment Reports (PPARs) is ready to receive reports relative to the year 2019.

Once PMOs have initiated the request for a report, CPs, DTM and NLOs will receive a standard email asking them to provide their input. All users must have a Nucleus account (Username and Password) before having access to the system.

PPARs for 2019 can only be submitted through this platform – no other format will be registered.

The platform is accessible via the following link: <https://tcreports.iaea.org/>

The deadline for submission of e-PPARs is **31 January 2020**. Guidelines for PPAR preparation and detailed user guides for NLOs/NLAs, CPs and DTM are available in the PCMF Reference Desk.

QUALITY ENHANCEMENT EXERCISE FINALIZED (2019-04-11)

In line with the Timeframe for the Preparation of the 2020-2021 TC Programme, feedback for quality enhancement has been provided for all project designs. It has either been directly uploaded into PCMF or is available from your respective PMO.

The main purpose of the Quality Enhancement Exercise was to provide constructive feedback to project teams on how project design documents can be improved, addressing the TC Programme Quality Criteria. Good project design facilitates project implementation and enables meaningful project progress reporting.

The feedback was provided by external experts and has been reviewed by the TC Quality Assurance Section. It is based on the project documents that were available in PCMF on 11 February 2019 and followed the approved framework and tools adopted for Quality Assurance.

PROJECT PROGRESS ASSESSMENT REPORT (PPAR) WEBINAR (2019-01-23)

The TC Quality Assurance Section conducted a webinar on the mandatory annual Project Progress Assessment Reports (PPARs). Experts from the IAEA Technical Cooperation Department outlined the process of writing, submitting and completing PPARs and how they support the results-based management of national and regional TC projects. Guidance was provided on each step of the reporting workflow, including communication between Counterparts, NLOs, TOs and PMOs.

PPARs for 2018 are to be submitted by 31 January 2019. The webinar was attended by 233 Counterparts, NLOs and DTM.

Recording of the Webinar: PPAR Webinar Recording

How to Login to PCMF?

Programme Note Templates

Country Programme Note (CPN)

[English](#) | [French](#) | [Spanish](#)

Regional Programme Note (RPN)

[English](#) | [French](#) | [Spanish](#)

Interregional Programme Note (IPN)

[English](#) | [French](#) | [Spanish](#)

Project Document Templates

National Project Document

Regional Project Document

Project Document

LFM & Workplan Template

Online Tools

Reference Desk

InTouch+

TC Reports (e-PPAR)

TC PRIDE

TC Country Profile

TC Contact Points

PCMF - Contact Point

TC Project Team - Contact Point

InTouchPlus - Contact Point

TC Reports - Contact Point

<https://pcmf.iaea.org/>



TC Programme Reference Desk

Programme Planning and Design

The [TC programme](#), which runs in a two-year cycle, is jointly planned and designed through a consultative process with Member States. Starting two years prior to project implementation, the planning and design phase includes identifying concepts, drafting proposals, and designing projects. The TC programme is formulated following the submission of each Member State's Country Programme Note (CPN). All project proposals are reviewed by the IAEA Secretariat for technical feasibility, and any safety, security or safeguards issues identified and addressed. The proposed TC programme is then reviewed by the Technical Assistance and Cooperation Committee (TACC) and presented for approval to the IAEA Board of Governors. Implementation of the current TC programme, and planning and design of the following, are simultaneous and continuous activities.

About Country Programme Frameworks (CPFs)

[Link](#)

Country Programme Framework (CPF) Operational Guidelines

[English](#) | [French](#) | [Spanish](#) | [Russian](#)

Country Programme Framework (CPF) Template with Annotations

[English](#) | [French](#) | [Spanish](#) | [Russian](#)

Country Programme Framework (CPF) Template without Annotations

[English](#) | [French](#) | [Spanish](#) | [Russian](#)

Note Verbale and Guidelines for the Planning and Design of the IAEA 2020-2021 TC Programme

Note Verbale: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Arabic](#) | [Chinese](#)

Guidelines: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Arabic](#) | [Chinese](#)

Note Verbale and Guidelines for the Planning and Design of the IAEA 2018-19 TC Programme

Note Verbale: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Arabic](#) | [Chinese](#)

Guidelines: [English](#) | [French](#) | [Spanish](#) | [Russian](#) | [Arabic](#) | [Chinese](#)

TC Programme Quality Criteria

[Link](#)

Quality Checklist for Programme Management Officers, National Liaison Officers and Project Counterparts

(guidance to the project team on the requirements for high quality of the project document, Logical Framework Approach (LFA)/Logical Framework Matrix (LFM) and project work plan)

[English](#) | [French](#) | [Spanish](#) |

Designing IAEA Technical Cooperation Projects using the Logical Framework Approach (LFA)

[English](#) | [French](#) | [Spanish](#)

E-Learning Course: Designing High Quality IAEA Technical Cooperation Projects

[English](#)

Sample Logframe Matrices (LFM). The available samples are to facilitate the correct completion of the LFM required for project design:

[LFM-Radiotherapy](#) | [LFM-Safety](#) | [LFM-Crop-Production](#) | [LFM-Environmental-Monitoring](#)

TC Fields of Activity

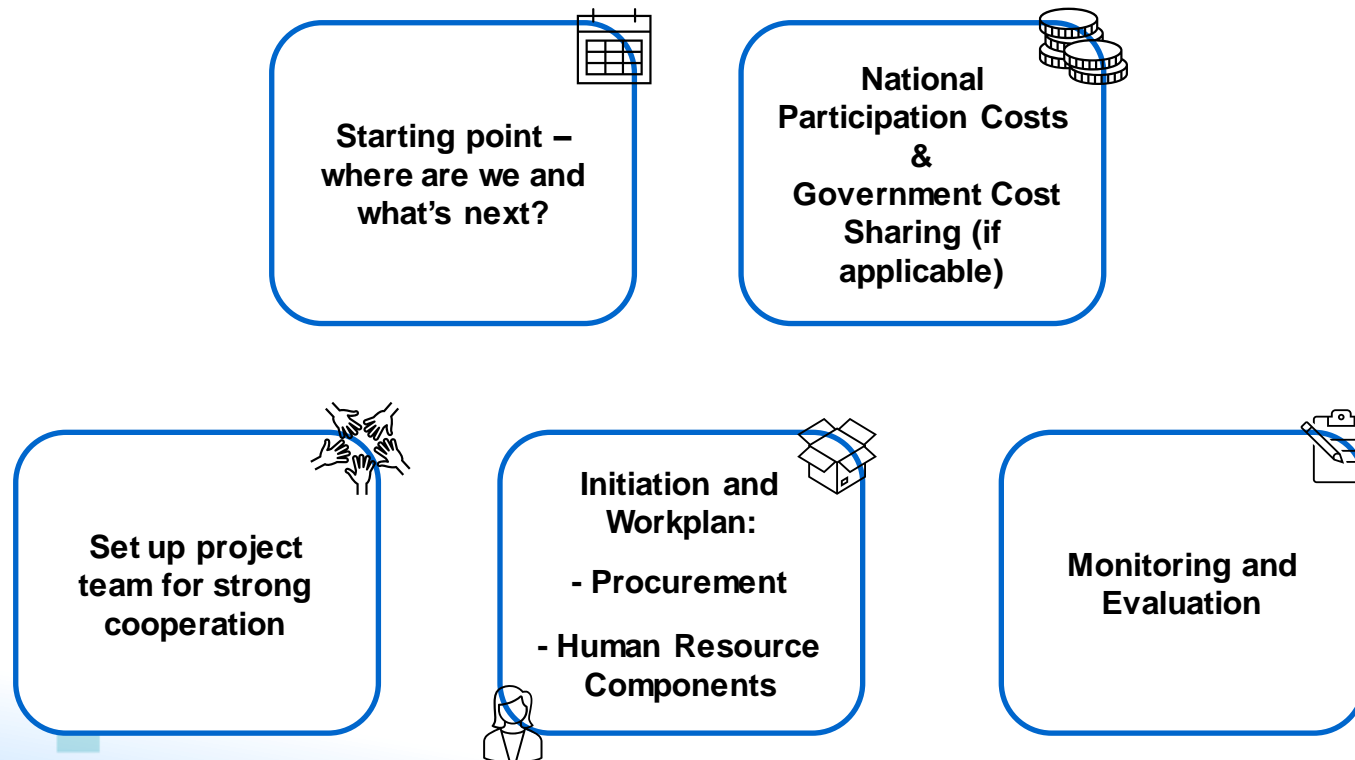
[English](#) | [French](#) | [Spanish](#)

Reference Guide for Linking TC Projects to the SDGs

[English](#)



Part II: Initiating implementation of a new TC Programme Cycle – Best practices



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Starting point – Where are we & what's next?

After the IAEA BoG approves project designs, implementation will begin.

What's next? → **National Participation Costs & Government Cost Sharing**



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National Participation Costs & Government Cost Sharing (if applicable)

- Member State pays 5% costs – for project to be activated
- Expedite national participation costs so implementation can begin by 1 January.
- Government cost sharing: Funds are mobilized and received by the Agency. The sooner they start the process, the better.

Best practice

- NLO to be informed on the admin process in the country.
- Arrange for the NPC before January 1st of each year, advanced payment?
- Expedite national participation costs to start implementation by 1 January.



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National Participation Costs– An example from Jordan

- TCF funded by Annual “voluntary” contributions of MSs National Participation.
- The implementation of new national projects commences upon payment of the NPCs.
- Official invoices of the NPCs sent by the IAEA to Jordan.
- Jordan pays either 5% pf the approved core funding before the commencement of projects or a minimum of 2.5% at the beginning depending on availability of funding resources (Budget).
- Timely payment of the NPCs would avoid accumulation of funds to be paid upon projects completion.



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Government Cost-Sharing and Resource Mobilization – An example from Pakistan

- CP institutes are asked for the arrangement of budget for the purchase of costly equipment on government cost sharing basis at the project design stage
- Efforts are made for building partnerships with other national organizations for financial support in the project
- National Contributions (NPC, TCF) are arranged well in time. These resources for TC Cycle 2022-23 have already been arranged
- Contact with other international organizations for their support in the implementation of the projects is underway



4 Set up project team for strong cooperation

- CPs submit to PMO (only add main CPs in PCMF)
- Set up communication and information sharing platform
- Agree on the management tool to follow-up the project implementation, excel sheet, MS project management....
- **Tip:** Meet with other CPs/stakeholders for exchange of lessons learned and best practices.

What are the roles of NLO and CP?



4 National Liaison Officer (NLO) Role

- An active, cooperative and dedicated NLO is a key pillar for a successful Technical Cooperation Programme.

The NLO is:

- The focal person with leadership and strategic **national** thinking, operational management, supervision, coordination and relationship building with a wide range of stakeholders;



Reference



4 Project Counterpart (CP) Role

- An active, cooperative and dedicated owner and leader of a TC project for a successful implementation and objective achievement.

The CP is:

- The leader in achieving project results;
- Develops the project document together with the project team;
- Leads in achieving project results by organizing national support and inputs and ensures long term sustainability.
- Interacts with the project team throughout the full project cycle, from formulation to implementation and reporting.



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How to identify counterparts – an Example from Lebanon

- Counterparts are identified in the stage of concepts proposals
- Technical Criteria set by NLO according to the nature of projects
- Counterparts background scientific knowledge is very necessary and important
- Ensure counterparts understand and follow the TC policies and procedures
- NLA communicates information on CP to IAEA during the design phase



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Taking the lead in the preparation of the project – An Example from Qatar

- Prepare project concept and get approval from **Hamad Medical Corporation (HMC)**
- Discuss with the NLO about the importance of the project for people's health in Qatar
- The NLO included the concepts in the submitted list of priority projects for the coming cycle 2022-2023.
- After reviewing all concepts, the IAEA suggests to merge this concept with another similar concept submitted by **Sidra Medicine (SM)**.
- A close collaboration between HMC and SM to design the TC project.



4

Taking the lead in the preparation of the project – An Example from Qatar

- Submit the Project to the NLO and got the approval for submission through the PCMF
- The project design then created in the PCMF platform
- We received several detailed comments and suggestions for modifications from the PMO and the TOs
- Worked with the Qatar PMO on addressing these comments and finalized the project design.



4 Implementation of a project - Initiation

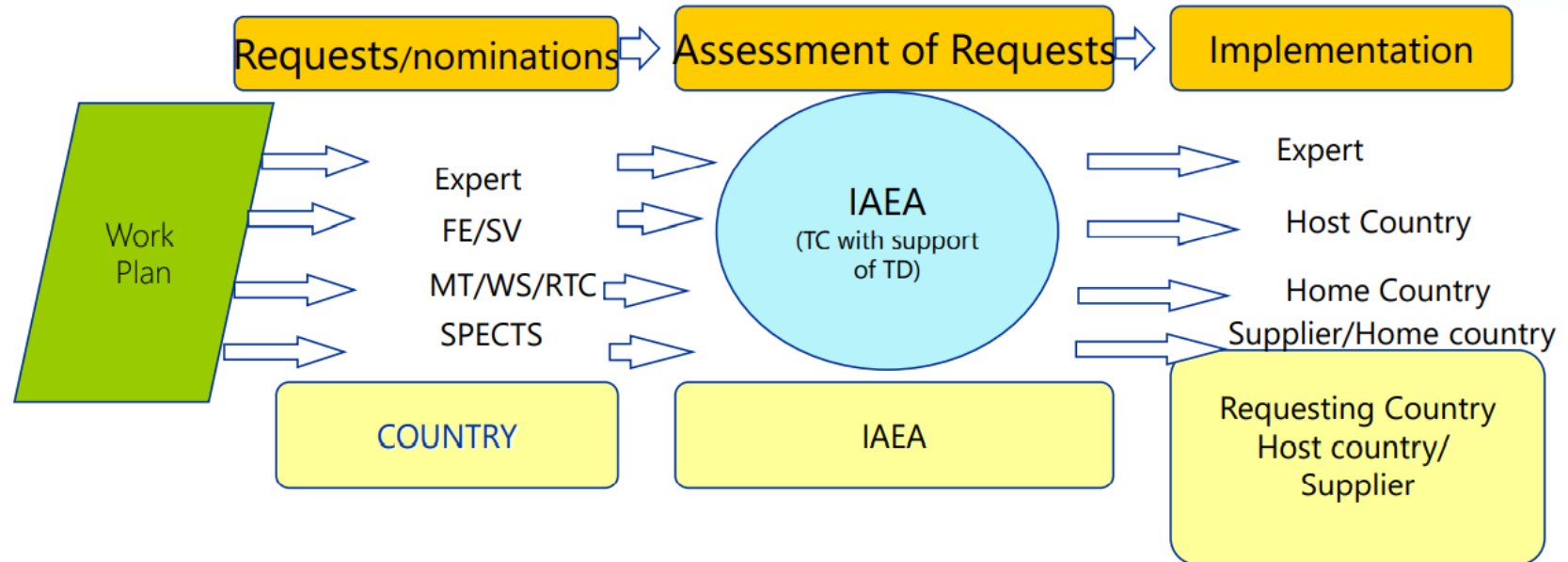
- Revisit what was approved, what are the expected results, the planned activities and budget
- Results Based Management and Logical Framework Methodology. Be aware of the:
 - Project Document
 - Logical Framework Matrix
 - Work Plan
 - Budget

Best practice

- Conduct coordination meeting with the CP and his team.
- Review the project document, discuss and agree the implementation details.
- Have a clear vision for each project, what will be implemented, when, where and who will coordinate.



4 Project Implementation



Best practice

Set up your action plan for each project, target dates for each activity, ToR for HR events, Specs, FE/SV forms, Bilateral agreements, potential suppliers, potential hosts.

Best practice

Discuss and agree the action plan with all stakeholders (PMO, TO, partners, CPs).

4 Project Information in PCMF

Formulations

Background ([REDACTED] S001)

- Logical Framework Matrix
 - [Project Elements](#)
 - [Assumptions](#)
 - [Indicators](#)
- ☒ [Generate LFM](#)
- ☒ [Generate Workplan \(Text\)](#)
- ☒ [Generate Workplan \(GANTT\)](#)
- ☒ [Generate Project in Word](#)
- ☒ [Project Budget](#)
- ☐ [Technical Resources](#)
- ☐ [Edit Project SDG](#)
- ☐ [Select Sub Programme Link](#)
- ☐ [Edit Participating MS List](#)
- ☐ [Edit Participating MS Percentage](#)

Project Implementation Team

If the team member contact details shown below are incorrect please email [IC Project Team - Contact Point](#) with the correct information.

[Show Team](#)

Core Team	Country	Role	Rank
Add Core Team Member			
Support Team	Section	Role	Rank

Background

Concept No:	[REDACTED] 2018001
Project Number:	[REDACTED] S001
Priority:	N/A
Title:	Enhancing National Programmes for Testing and Monitoring Food Contaminants and Residues
Original Language Title:	
French Language Title:	Renforcement des programmes nationaux d'analyse et de surveillance des contaminants alimentaires et des résidus
Spanish Language Title:	Mejora de los programas nacionales de análisis y vigilancia de los contaminantes y los residuos en los alimentos
Abstract:	<p>The project aims to establish a competent laboratory in terms of personnel and instrumentation to ensure that [REDACTED] improves the regular and reliable testing and monitoring of food contaminants such as veterinary drugs, pesticide residues, and mycotoxins using nuclear/isotopic and complimentary techniques. The laboratory of the Ministry of Environment Protection and Agriculture of [REDACTED] will be the counterpart of the project. The laboratory is responsible for residue monitoring in the country and has a national network of 11 laboratories to provide services nation-wide. The focus of the project will be on infrastructure and human resource development and the deliverables would include: established analytical methods for residues and related food contaminants; modernized analytical capabilities and instrumentation for confirmation of residues and related contaminants; quality management system including accreditation (s); competent laboratory analysts; and national residues monitoring plan(s). These results will enhance the national programmes for testing and monitoring food contaminants and residues, thus contributing to safeguard consumers and boost trade in foodstuff.</p>



Overall Objective (or Developmental Objective): To contribute to safeguarding consumers and boosting trade in foodstuff.

	Design Element	Indicator	Baseline and Target	Means of Verification	Assumptions
Outcome	National programmes for testing and monitoring food contaminants and residues enhanced.	At least 2 more monitoring plans for contaminants and residues in place earliest of Q2 2022; Number of analytical samples analysed doubled by Q3 2021; A minimum of 1 analytical technique accredited by Q2 2022	There are 2 monitoring plans. The target is to have a minimum of 4 by Q2 2022; Currently there are ~ 200 fit-for-purpose methods and the target to have a 5% increase in methods that meet international standards (e.g. accreditation) by Q2 2022; Currently 50 samples are analysed per month and the target is a minimum of 100 by Q3 2021	National or project reports; accreditation and laboratory reports;	There is commitment of the Ministry of Environment Protection and Agriculture of [redacted] and the activities of the laboratory and monitoring programs are integrated into national Public Health and Trade plans.
Output	1 Analytical capabilities/instrumentation for confirmation of residues and related contaminants modernized.	One new LC-MS/MS in place and operational by Q2 2020	There is 1 LC-MS/MS that can not cover the large scope and demand for analysis and the target is to have 2 at the minimum by Q2 2020	Purchase Order; delivery, installation and application reports	Funds are available for maintaining the equipment and laboratory in optimal conditions.
	2 New or improved analytical methods for residues and related food contaminants established.	Up to 10 new or improved analytical method sin place by Q3 2021	50 methods currently available and the target is 10 more by Q3 2021	Laboratory or mission reports; Official list of methods available to customers and published	Funds are available for accreditation; Analytical methods are accredited and maintained in the accreditation scope and are applicable to the national monitoring programs
	3 Competency of laboratory analysts and managers increased.	At least 7 staff trained latest Q4 2021	Currently 7 staff are working in the laboratory and their capabilities will be enhanced Q4 2021	Training reports including fellowship, Scientific Visit and local training	Trained laboratory analysts and managers continue to work in the laboratory implementing regular and reliable testing of food contaminants such veterinary drug and pesticide residues
	4 Quality management system including accreditation(s) in place.	A LIMS in place applied to routine laboratory activities and up to 10 methods accredited by Q2 2022	There is a QMS with ~200 methods in place and accredited and the target to maintain this accreditation and include 10 more	Laboratory accreditation scope	No risk identified
	5 National residue monitoring plan(s) strengthened and or/expanded.	At least 2 monitoring plans for residues/contaminants in place by Q4 2021	There are 2 plans in place and the target is at least 4 by Q4 2021	National Monitoring Programme reports; Ministry reports; [redacted] review missions	Staff well to commit Agricu residue



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Looking at the work plan by budget year



(Output/)/Activities	Responsibility	Input Description	Funding Source	Budget	Start	End
1 Analytical capabilities/instrumentation						
1.1 Prepare site for installation of LC-					Q1/2020	Q2/2020
	Member	1.1.1 LOCAL: Local costs on	NonAgenc	2,000	Q1/2020	Q2/2020
	Agency	1.1.2 EM/TO: Expert or TO mission to	FootNote	4,200	Q3/2020	Q3/2020
1.2 Re-enforce existing analytical					Q1/2020	Q3/2020
	Agency	1.2.1 EQ: Procure and install and LC-	FootNote	280,000	Q1/2020	Q3/2020
	Agency	1.2.2 EQ (GCS): Procure and install and	FootNote	80,000	Q1/2020	Q3/2020
1.3 Train staff on toxic metal analysis as					Q2/2020	Q2/2020
	Agency	1.3.1 SV: Scientific visit to acquire	FootNote	5,040	Q2/2020	Q2/2020
1.4 Train staff on pesticide residue					Q2/2020	Q2/2020
	Agency	1.4.1 SV: Scientific visit to acquire	FootNote	5,040	Q2/2020	Q2/2020
2 New or improved analytical methods for						
2.1 Develop, improve or implement new					Q2/2020	Q3/2020
	Agency	2.1.2 EQ: Procurement of laboratory	FootNote	20,000	Q2/2020	Q3/2020
5 National residue monitoring plan(s)						
5.1 Establishment or strengthening of					Q2/2020	Q2/2020
	Agency	5.1.1 EM to support new or existing	Core	4,200	Q2/2020	Q2/2020
5 National residue monitoring plan(s)						
5.3 Developing new or improving existing					Q3/2020	Q1/2021
	Member	5.3.1 Local resources to support	NonAgenc	2,000	Q3/2020	Q1/2021
Sub-Total for 2020				402,480		

4 Looking at the Workplan and Budget (Gantt)



		2020	2021																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										</
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Outcome	National programmes for testing and monitoring food contaminants and residues enhanced.
Output	1 Analytical capabilities/instrumentation for confirmation of residues and related contaminants modernized.
	2 New or improved analytical methods for residues and related food contaminants established.

What is to be done,
When (Date),
Where (Place),
Who will do it (R&R),
What it will cost
(budget/resources)

4

Project Budget



Year	Input	Component	Fund Source	Budget Estimate
2020	5.1.1 EM to support new or existing	Expert	Agency	4,200
	Sub-Total for 2020			4,200
2020	5.3.1 Local resources to support development	Subcontract	Local Cost (MS)	2,000
2020	1.1.1 LOCAL: Local costs on preparation to	Subcontract	Local Cost (MS)	2,000
	Sub-Total for 2020			4,000
2020	2.1.2 EQ: Procurement of laboratory material	Procurement	Donor extrabudgetary contribution (footnote-a/)	20,000
2020	1.2.1 EQ: Procure and install and LC-MS/Ms	Procurement	Donor extrabudgetary contribution (footnote-a/)	280,000
2020	1.1.2 EM/TO: Expert or TO mission to	Expert	Donor extrabudgetary contribution (footnote-a/)	4,200
2020	1.4.1 SV: Scientific visit to acquire additional	Scientific Visit	Donor extrabudgetary contribution (footnote-a/)	5,040
2020	1.3.1 SV: Scientific visit to acquire additional	Scientific Visit	Donor extrabudgetary contribution (footnote-a/)	5,040
	Sub-Total for 2020			314,280
2020	1.2.2 EQ (GCS): Procure and install and LC-	Procurement	Government Cost Sharing (footnote-a/)	80,000
	Sub-Total for 2020			80,000
2021	*****	*****	*****	
			Grand Total	699,009

4 The project budget and the implementation rate %

Home My Actions My Programme Note My Designs My Project **My TC PRIDE** Footnote-a Requiring Funding My P

TC Project Number **5001** Refresh

Oracle Project Number: 2062322

Current Year Financial Status

[Show Implementation Details](#)

Award	Current Year Budget (+/- transfers) ?	Current Year Implementation ?	Funds Available ?	Impl. Rate ?
TCF	317,430.00	257,803.40	59,626.60	81.21%
EBT-5003-20-01	80,000.00	69,748.92	10,251.08	87.18%

General

Summary Information

IAEA Staff

Counterpart(s)

Approvals & Description

Achievements

Finance

Current Year Status

Disbursement Summary



4

Initiation & Work Plan: Procurement & Human Resource Components

Why do we need to understand the workflow?

- Better understanding of the workflow enhances mutual cooperation.
- There is a need to know the **expectations, assumptions and constraints** of all stakeholders.
- Enhanced planning in a timely manner.
- Enhanced definition of roles and responsibilities - who is doing what and when.



4

Implementation Workplan – An Example from Jordan

- Basis for implementing project activities and the application of necessary resources.
- Identify inputs such as procurement, experts, meetings, scientific visits, fellowships, training courses and subcontracts.
- Review progress of specific objectives of the project in line with workplan.
- Project review meetings (Review workplan before implementation) to ensure consistency with current project priorities.
- Submit EM and procurement request forms in a timely manner.
- Submit FE/SV applications in a timely manner.

Integrated Work Plan (IWP) for IAEA's support to the Nuclear Power Infrastructure of Jordan (Good practice)
INTEGRATION OF 3 PROJECT WORKPLANS



4

Implementation Workplan – An Example from Qatar

- The work plan was designed so that sufficient time is given for the implementation of the FL and SV.
- Priority is given to implement SVs and some of the FLs in the first year.
- Expert missions related to training on equipment was planned to be after equipment delivery.
- Procurement needs were identified and reflected in the project work plan (including realistic cost).
- Ensure required means to operate, maintain, repair and dispose of equipment

During the design phase:
- Prepare staff



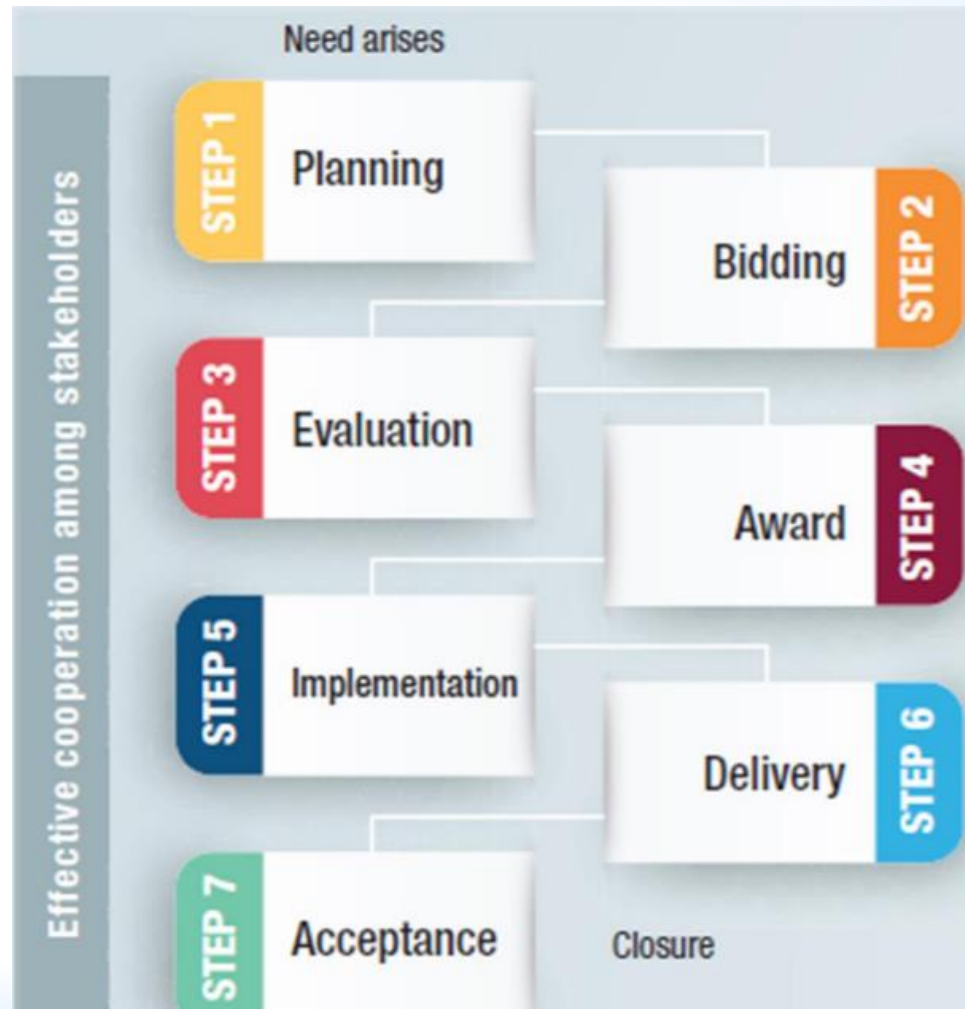
4

Procurement – workflow

PROCEDURES FOR SHIPMENT OF EQUIPMENT



[Webinar 1: Procurement of Equipment and Services through the TC Programme for TCAP, Section II | IAEA](#)



4

Procurement - Main Stakeholders



4 Procurement

- Process is lengthy and complex with many variables and uncertainties.
- CPs should be able to plan the procurement at the design phase.
- Internal and external stakeholders affects the final result of the process.
- Major milestone in a project.

References

- [TC Programme Reference Desk](#)
- [Practical Guidelines for Counterparts/End-Users on the Procurement Process for the Technical Cooperation Programme](#)
- [TC Procurement Process - Frequently Asked Questions - Key Information on Purchase Orders](#)
- [Counterpart Role and Responsibilities in the TC Procurement Process](#)



[Webinar 1: Procurement of Equipment and Services through the TC Programme for TCAP, Section II | IAEA](#)



4 Best practice for Successful Procurement

- Clearly defined requirements: the need not the solution
- Initiate Specifications as early as possible (ideal in the design phase)
- Robust Technical Specification/Statement of Work: complete, clear, and adequate
- Ensure all requirements are understood
 - Compatibility-
 - Environment
 - Language
 - Licensing
 - Installation/training
 - Power supply
 - Site access
 - Certification

Import issues: Timely processing of tax exception and collection from Customs, etc

Readiness of receiving institute: Facility construction finished, Bunker build, Staff trained, RASIMS



4

Preparing and initiating procurement – An example from Lebanon

- Planning of procurement is identified in the project design phase and reflected in the project workplan
- CP prepares the Specification of equipment and NLA sends it as a procurement request to PMO once the project is active
- Communications between CP and TO takes place in this stage
- Once the PO is finalized and provided by the IAEA, procurement's steps initiated :
 - NLA reviews the PO to ensure no there are no mistakes
 - NLA forwards PO to CP and requests a technical revision of the items and their description
 - CP confirms to NLA if everything in the PO is correct
 - NLA confirms to IAEA accordingly
 - Upon readiness of supplier for shipment, process of green light issuing, End use statement will start
 - Inform the broker via email that we are ready to receive the shipment
 - After green light is granted from the UNDP office, broker will arrange the shipment and confirm the transit route and expected time of arrival
 - In case of damaged/incomplete equipment, contact PMO and the contractor officer gives details on problems with equipment/installation
 - try to solve the problem between us and IAEA and supplier



4

Preparing and initiating procurement – An example from Pakistan

- CP institutes are asked to prepare the specification of their required equipment at the project design stage
- Possible setbacks (e.g. denial of export license by a supplier country or delays due to pandemic situation) are kept in mind
- RFPs for the first year are submitted to IAEA through the PMO in the first quarter
- CP institutes are the consignee of a procurement
- Procurement department at PAEC level is responsible for release of the equipment
- NLO Office coordinates/facilitates the process of procurement in case of any problem/hurdle
- Recipient institutes are asked for the preparation of required infrastructure for equipment e.g power supply, shielding etc.



4 Best practice for a successful HR implementation

FE,SV, RTC,MT

- Requests should be linked to work plan inputs
- Any new activity should be agreed beforehand with PMO and TO
- Timely submissions of nominations via In Touch+
- Candidates should meet selection criteria
- Nomination forms should be of high-quality
- Informal contact with host institutions helps, but IAEA and Government decide!

Experts, NTC:

- JDs for experts should be clear
- Informal contacts with experts helps – but IAEA takes decision
- Timely acceptance of missions
- Avoid changes of agreed dates for experts/lecturers or last-minute withdrawal
- Avoid changes of nominated candidates/participants



[Webinar 3: Human Resources Components through the TC Programme for TCAP | IAEA](#)

4

Implementation Workplan – An Example from Jordan

- Project design
- HR component
 - Planning of FE/SV by CPs/TO/PMO/NLO starts from the project design phase as a direct contribution to the manpower development of certain project.
 - Based on the work plan, CPs in coordination with the project team members and TOs agree on priority for FE/SV for the current year.
- Designate national project team
- The nomination process is linked to the workplan established in the TC project.
- Review HR component of workplan by project Team (CP/TO/PMO/NLO)
- Prepare FE/SV applications
- Submit the applications via (In Touch +):
 - CP conduct the first level review of participant requests and endorse the requests for country-level approval
 - NLO/NLA approve nomination requests on behalf of the country

Good practices:

- Ensure relevance with project objectives by holding early consultation with project team.
- Timely submission of FE/ SV applications to be submitted at least three months ahead of implementation.



4

Human resource components – An Example from Qatar

- During the planning phase of the project, CPs agrees to plan FE/SV for the two-year cycle of the project:
- There are 9 FL and 2 SV
- Candidates are ready to fill the hard copy form for the FE/SV as soon as the project starts and submit the applications on [InTouch Plus](#)
- CP & NLO will review the forms
- To ensure timely and correct implementation
- It was allowed in the work plan:
 - ❖ At least 6 months of the implementation of the FLs and
 - ❖ At least 3 months for the implementations of the SV



4

Purpose of Monitoring and Evaluation



MONITORING

- To track progress
- To make appropriate changes when needed
- To identify risks and act upon them

SELF-EVALUATION

- Measure achievements
- To learn and improve
- To replicate good practice





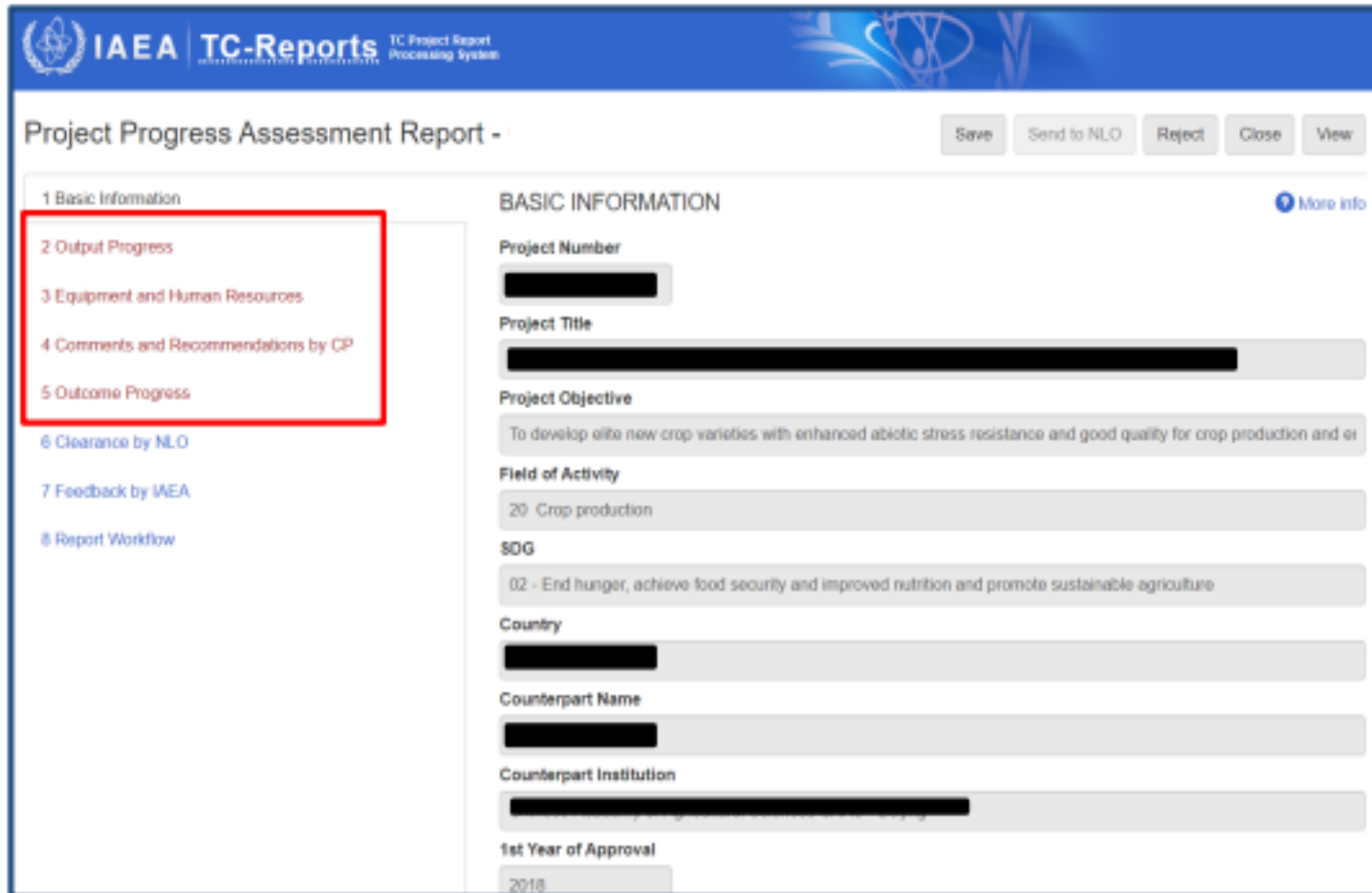
Monitoring and Evaluation

- The Project Achievement Report (PAR) is an integral part of the project closure process.
- The report should concisely and accurately describe the results of the project, i.e. the outputs delivered.
- The PAR consists of: Project Description, Results Achieved, Lessons Learned & Recommendations and Attachments.
- It will be posted online on TC Pride and will be accessible to other project team members, relevant IAEA staff members, and also **all Member**.





Monitoring and Evaluation in ePPAR - CP



IAEA TC-Reports TC Project Report Processing System

Project Progress Assessment Report -

Save Send to NLO Reject Close View

1 Basic Information

2 Output Progress

3 Equipment and Human Resources

4 Comments and Recommendations by CP

5 Outcome Progress

6 Clearance by NLO

7 Feedback by IAEA

8 Report Workflow

BASIC INFORMATION [More info](#)

Project Number

Project Title

Project Objective

To develop elite new crop varieties with enhanced abiotic stress resistance and good quality for crop production and ei

Field of Activity

20 Crop production

SDG

02 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Country

Counterpart Name

Counterpart Institution

1st Year of Approval

2018





Monitoring and Evaluation in ePPAR - CP

Output 1

01 - Development and precise evaluation of desired mutant germplasms.

Indicator

Phenotypes of more than 250 mutants will be identified before 2019.

Base Line and Target

Cumulative progress towards target: (see More info section for detailed guidance)

95-100% ▼

☒ Completed ☐ On Schedule ☐ Delayed ☐ Modified (justify)

Please describe progress made during this reporting period towards reaching the target (Max 4000 Characters)


250 phenotypes identified as planned

3964 characters left





Monitoring and Evaluation in ePPAR - CP

 **IAEA** | **TC-Reports** TC Project Report Processing System

Project Progress Assessment Report -

1 Basic Information

2 Output Progress

3 Equipment and Human Resources

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7 Feedback by IAEA

8 Report Workflow

OUTCOME PROGRESS [More info](#)

Outcome
This project can improve the capability of exploration and the technological economic evaluation for deep-buried sandstone-hosted uranium resources and enlarge the deep uranium resources, thus to support the development of medium to long term uranium demand of nuclear power in China.

Indicator
Staffs will be trained by SV, FE, and IEX missions. Technical reports and research reports will be submitted.

☐ Achieved ☐ To be achieved as planned ☐ Delayed ☐ Other (specify) (Max 4000 Characters)

This Field is Populated for creating CP Guide.

3953 characters left

Save

Send to NLO

Reject

Close

View





Monitoring and Evaluation in ePPAR - CP

 **IAEA** | **TC-Reports** TC Project Report Processing System

Project Progress Assessment Report -

1 Basic Information

2 Output Progress

3 Equipment and Human Resources

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☐ Achieved ☐ To be achieved as planned ☐ Delayed ☐ Other (specify) (Max 4000 Characters)

This Field is Populated for creating CP Guide.

3953 characters left

Save

Send to NLO

Reject

Close

View





Monitoring and Evaluation in ePPAR - NLO

Project Progress Assessment Report - [REDACTED]

Clear & send to PMO Return to CP Close View

1 Basic Information
2 Output Progress
3 Equipment and Human Resources
4 Comments and Recommendations by CP
5 Outcome Progress
6 Clearance by NLO
7 Feedback by IAEA
8 Report Workflow
9 Section for changing role (Testing)

BASIC INFORMATION [More info](#)

Project Number
[REDACTED]

Project Title
Enhancing the Use of Isotope Hydrology in the Planning, Management and Development of Water Resources and Est.

Country
Angola

Counterpart Name
[REDACTED]

Counterpart Institution
[REDACTED]

1st Year of Approval
2016

Estimated Duration (years)
2

Expected End Date
2018-01-01

Reporting Period
2016

Report Contributors (Max 4000 Characters)
[REDACTED]
4000 characters left

Has anything affected project implementation?
☒ No ☐ Yes Cause: ☐ CP ☐ NLO ☐ PMO ☐ TO ☐ Budget related ☐ Other

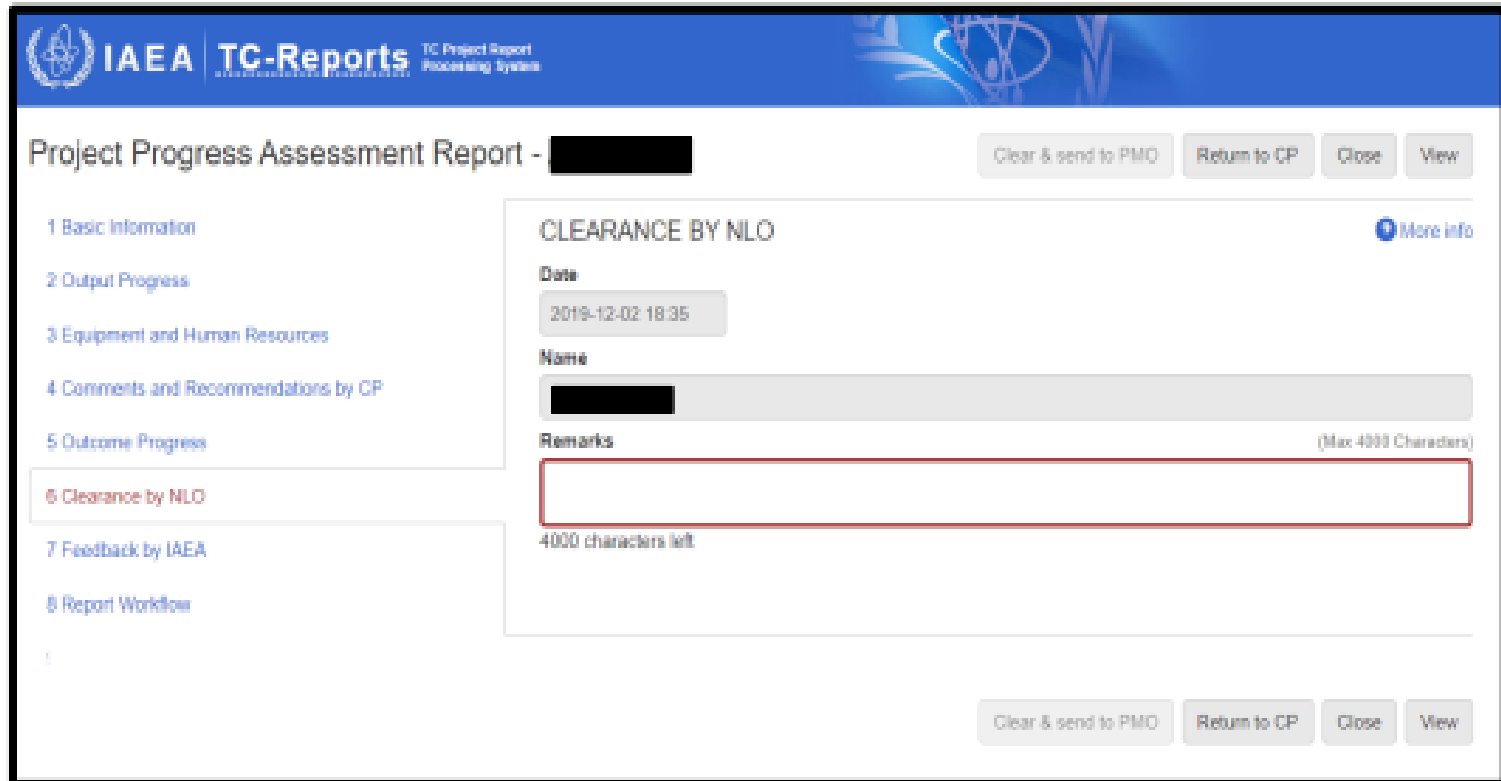
Risk management (Max 4000 Characters)
[REDACTED]
4000 characters left

Clear & send to PMO Return to CP Close View





Monitoring and Evaluation in ePPAR - NLO



The screenshot shows the IAEA TC-Reports interface for a Project Progress Assessment Report. The header includes the IAEA logo and the text "TC-Reports TC Project Report Processing System". The main title is "Project Progress Assessment Report - [redacted]". On the right, there are buttons: "Clear & send to PMO", "Return to CP", "Close", and "View".

On the left, a sidebar lists the report sections:

- 1 Basic Information
- 2 Output Progress
- 3 Equipment and Human Resources
- 4 Comments and Recommendations by CP
- 5 Outcome Progress
- 6 Clearance by NLO**
- 7 Feedback by IAEA
- 8 Report Workflow

The "6 Clearance by NLO" section is active, showing a form with the following fields:

- CLEARANCE BY NLO** (with a "More info" link)
- Date**: 2019-12-02 18:35
- Name**: [redacted]
- Remarks**: (Max 4000 Characters)

The Remarks field is a large text area with a red border. Below it, it says "4000 characters left". At the bottom right, there are buttons: "Clear & send to PMO", "Return to CP", "Close", and "View".

The button "Clear & send to PMO" is enabled and NLO can click on it (screenshot-3.2).



4

Monitoring and Follow up of the TC Programme – An Example from Pakistan

Responsibility	Roles
PAEC as Institution	<ul style="list-style-type: none"> ➤ Consistent involvement and commitment of the management ➤ Backing to all the CPs to ensure sound outcome ➤ Strengthening/building of institutes through IAEA for sustainability
NLO Office	<ul style="list-style-type: none"> ➤ Keep liaison with IAEA, CP Institutes, national and other donor organizations ➤ Planning, design, development, implementation and monitoring ➤ Evaluation of Project Progress Assessment Reports (PPARs) ➤ Review of project progress through six monthly coordination meetings ➤ Regular feedback from CPs, experts, partners etc.
National Project Counterpart	<ul style="list-style-type: none"> ➤ On ground implementation of the activities as per output focusing defined indicators, baseline and targets ➤ Self assessment at the institute level and report to NLO
Procurement department	<ul style="list-style-type: none"> ➤ Clearance of equipment



4

How to monitor the program and follow up – An Example from Lebanon

What are the roles and responsibilities of the team?

- As NLA, my job is to follow up and monitor the procurement process ,from the very starting point (point of initiation) till the end (receiving the equipment and get it installed and operational)
- Monitoring is documented for the records of the institute.
- Counterparts keep copy of documents on their respective equipment history



Summary on how to start the implementation efficiently



1. An active, cooperative and dedicated NLO/CP is a key pillar for a successful Technical Cooperation Programme.
2. Proactive and dynamic planning increases the likelihood of a successful implementation.
3. The Core Team is the owner and the leader of the project;
4. Planning for TC Project within the National Development Plan is the efficient way.
5. Continual coordination and communication between project stakeholders is vital for achieving its objectives.
6. Mastering the management tools helps reaching project objective.
7. Be the owner of your TC Programme.
8. Be informed on the admin process of NPC in your country.
9. Arrange for the NPC before January 1st of each year.
10. Have a clear vision for each project, what will be implemented, when, when and how.
11. Set up your action plan for each project.
12. Discuss and agree the project action plan with all stakeholders.



Q&A

