



IAEA



AFRA

**REGIONAL WORKSHOP FOR NATIONAL LIAISON OFFICERS
AND AFRA NATIONAL COORDINATORS ON ENHANCING
THE EFFECTIVENESS AND EFFICIENCY IN THE
MANAGEMENT OF THE TECHNICAL COOPERATION
PROGRAMME IN AFRICA**

**SHARM EL SHEIKH, EGYPT
10-14 JANUARY 2010**

FINAL REPORT

I. INTRODUCTION

From 10 to 14 January 2010, the IAEA organized at Sharm El Sheikh, Egypt, a Regional Workshop for National Liaison Officers (NLOs) and AFRA National Coordinators (AFRA NCs) on Enhancing the Efficiency and Effectiveness of the IAEA Technical Cooperation Programme.

This event of the utmost importance was scheduled as part of on-going effort to further improve the management of the Technical Cooperation (TC) programme in Africa (national and regional components) and to increase further the efficiency of IAEA deliverables and the effectiveness of IAEA supported activities at the national and regional levels.

The Workshop covered relevant aspects related to the on-going TC Programme and to the preparations for the upcoming TC programming cycle for 2012-2013. These include strategic planning, programme formulation, project design, implementation arrangements and processes, monitoring and evaluation with a view to increasing the efficiency and effectiveness of programme delivery. The Workshop also addressed issues concerning TCDC partnerships and regional cooperation.

The Workshop had a three-fold objective:

- 1) Strengthening common understanding on and adherence to the key concepts of technical cooperation and the principles governing the management of the TC Programme and achieving conformance to the relevant policies, guidelines, operational modalities and procedural requirements of the IAEA TC mechanism;
- 2) Promoting open discussion and exchange of information and experiences among the participants with a view to drawing lessons, identifying and adopting best management practices;
- 3) Setting a solid base and achieving commitment for each Member State towards (i) the efficient implementation of the 2010 and 2011 components of the 2009-2011 TC Programme (national and regional projects); (ii) the development/early finalization of Country Programme Frameworks (CPFs) for those Member States with no valid CPF at present; and (iii) the required upstream work for the development of the 2012-2013 TC Programme.

II. CONDUCT OF THE WORKSHOP

The Workshop which combined plenary (morning sessions) and working group sessions (afternoon sessions) was conducted through a consultative and participative process.

The plenary sessions included presentations by the IAEA staff. Each thematic session introduced recent developments/events influencing the cooperation and relationship between the Agency and national authorities with regard to technical cooperation policies, mechanisms and tools.

The working group sessions were facilitated by lead persons designated by the participants. The plenary and breakaway sessions included issues such as TC project management policy framework, leadership in management, management of human resources, and performance indicators and monitoring. The workshop agenda is in Annex 1.

The Workshop was attended by 50 NLOs and AFRA-NCs from 32 Member States (Algeria, Angola, Benin, Burkina Faso, Botswana, Central African Republic, Chad, Cameroon, Democratic Rep. of the Congo, Egypt, Gabon, Ghana, Côte d'Ivoire, Kenya, Libyan Arab Jamahiriya, Madagascar, Mauritius, Mauritania, Mali, Malawi, Morocco, Mozambique, Namibia, Niger, Senegal, Seychelles, Sierra Leone, South Africa Sudan, Uganda, United Republic of Tanzania, and Zimbabwe).

The Chair of AFRA, Mr. Augustin Simo (Cameroon) and the Chairs of the three AFRA Committees (Human Resources Development & Nuclear Knowledge Management (HLSC); Programme Management Committee (PMC); Partnership Building and Resource Mobilization Committee (PBMRC)) Mr. Edward Akaho (Ghana), Mr. Shaukat A. Abdulrazak (Kenya) and Mr Abel Julian Rwendeire (Uganda) attended the Workshop. The list of participants is in Annex 2.

III. MAIN ISSUES ADDRESSED BY THE WORKSHOP

The bulleted points proposed under the following four thematic aspects served as referential discussion points to guide the plenary and working sessions. Similarly, the deliberations of the thematic breakaway sessions and the subsequent reporting of each session highlighted the factors that impact on the delivery of the TC programme; addressed salient issues; defined critical measures and set a strategic way forward to improve further the planning, formulation, implementation, monitoring and assessment of the TC programme with a view to increasing the efficiency and effectiveness of programme delivery.

The following themes were presented during the plenary and further discussed during the working group sessions:

1) Strategic Planning

- Upstream planning (situation and problem analysis assessment with key stakeholders, identifying country needs and priorities)
- Identification and involvement of partner institutions and stakeholders
- Country Programme Framework (CPF)
- Aligning national priorities and streamlining the TC programme (PRSD, UNDAF, etc. including also joint programming)
- Partnership opportunities (possibility of engagement with potential partners)
- Strategies and opportunities for resources mobilization

2) Formulation of the Programme

- Policy and operational guidelines for the preparations for the programming cycle 2012-2013
- Linkage between CPF planning and programme formulation
- Relationships and synergies between national and regional project formulations (CPFs and AFRA Regional Strategic Cooperation Framework (RCF)).
- Quality of project design
- Procedures and processes (PCMF)
- NLO leadership in the formulation of the proposed programme
- Coordination between NLO and AFRA-NC (formulation of AFRA programme)

3) Programme Management

- Use of Performance Indicators (PIs) at the country programme and project levels, country management practices for supervision, coordination, monitoring, self-assessment and evaluation of TC activities
- NLO Office empowerment

- Member State Ownership (how to strengthen country ownership and sustain results)
 - Country programme assessment (CPF mid-term review, peer reviews, thematic reviews, country self-assessment)
 - Promoting partner and stakeholder active involvement throughout project implementation
 - Implementation arrangement and processes
 - HR and Procurement component (Work planning, screening process)
 - Communication campaigns/public seminars (strategic settings)
- 4) Regional Cooperation (AFRA and non-AFRA)
- Technical Cooperation among Developing Countries (TCDC)
 - Subregional approaches supporting capacity building efforts and regional integration in specific thematic areas
 - Working with the Regional Economic Commissions (RECs)
 - Bilateral agreements (among countries, with RECs and other regional institutions)
 - Self reliance and sustainability

IV. OUTCOMES OF THE WORKSHOP

The discussions focussed on how best to improve the way the TC programme is managed with pro-active involvement of NLOs and AFRA NCs and to reach mutual agreement on concrete and measurable follow up actions in order to achieve a more efficient delivery of the programme and a more effective cooperation between the IAEA and Member States. The Workshop also contributed to build a common understanding on relevant aspects related to the preparations for the upcoming TC programming cycle for 2012-2013.

With regard to Strategic Planning, the Workshop discussed the ways and means of further enhancing the contribution of IAEA-TCP to the fulfilment of national and regional sustainable development goals. It is expected that the outcomes of the Workshop will contribute to achieving the following:

- Enhanced planning capabilities for the TC programming cycle
- National TC programme aligned and streamlined with defined priorities
- Enhanced coordination with national stakeholders

With regard to Formulation of the Programme, the Workshop aimed at achieving adherence to the requirements and modalities set forth for the effective formulation of the TC programme and regional sustainable development goals. It is expected that the outcomes of the Workshop will contribute to achieving the following:

- Improved quality of projects concepts submitted
- Project concepts aligned with CPF planning opportunities
- Integration of monitoring indicators and assessment tools
- Effective utilisation of the PCMF

With regard to Programme Management, the Workshop addressed the management of the TC Programme based on the concept of shared responsibility. With other role players, the performance of NLOs and AFRA NCs is critical to the effective management and success of the TC Programme. The Workshop also addressed the use of measurable indicators to monitor and assess the efficiency and effectiveness of the management of the TC programme at the country level. It is expected that the outcomes of the Workshop will contribute to achieving the following:

- Effective team work of all role players
- Integration of Programme/Project Indicators, use of monitoring and assessment tools at the Program level
- Enhanced reporting by NLOs, AFRA NCs and project counterparts
- Increased commitment to the TC Programme

With regard to Regional Cooperation, the Workshop addressed the key challenge to achieve sustainability of benefits as a need to ensure national/regional ownership of the Programme. It is expected that the outcomes of the Workshop will contribute to achieving the following:

- Improved management of the AFRA Programme
- Increased ownership of the regional programme (AFRA and non-AFRA projects)
- Enhanced self-reliance and sustainability
- Furtherance of the TCDC approach

The outcomes of the Workshop are recorded in the Plan of Action which was adopted in plenary by the NLOs and AFRA NCs. (Annex 3)

IV. CONCLUSION

The Workshop which was conducted in a participatory and consultative manner achieved its objective. It is expected that the tangible results of the Workshop reflected through the Plan of Action which was adopted by the NLOs and the AFRA NCs, will lead to improved management of the programme (national and regional components), higher efficiency of IAEA deliverables in 2010 and 2011 under the on-going TC projects and increased effectiveness of IAEA supported activities at the national and regional levels. The Workshop deliberations have also set a solid base for the required upstream work for the 2012-2013 TC programme cycle.