



**Country Programme Framework (CPF)
Roles and Responsibilities of the CPF
Development Team**

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International Atomic Energy Agency
Department of Technical Cooperation

Roles and Responsibilities of the CPF Development Team¹

IAEA Programme Management Officer (PMO)

1. The Programme Management Officer² (PMO) is the Agency focal point for CPF activities responsible for analysis, organization, coordination and communication requirements. Communication is a key function; for example with Technical Departments or to coordinate the schedule of events in countries where the CPF process is being conducted. There must be a clear indication of themes concerning those CPFs which will be the subject of country visits or are due to be developed as project concepts. The PMO is an important conduit for conveying the needs, interests and priorities identified through the CPF to the appropriate Regular Programme Managers, particularly on matters related to research or technical adaptation. The PMO acts as the Agency's resident expert on a Member State's needs, interests and priorities as well as the principal internal broker of national capabilities and competencies that could be called upon as a programme partner to support training, provide expert services or provide technical or managerial leadership within the TC programme.
2. The CPF process requires direct engagement with national authorities, usually through country visits often accompanied by Technical Officers (TOs). The PMO is responsible for any preparatory analysis or internal consultations to enable the best advice and inputs to the national programme. Upon return from a country visit, the PMO prepares an informal working outline of new country programme activities, in particular project concepts, highlighting the national development priorities and opportunities for cooperation and fundraising, which are to be conveyed to the Resource Mobilization Officer (in TCPC). In this connection, it is highly relevant to the purposes of developing CPFs that the PMO prepare a document which includes the following:
 - a. A situation analysis of the national sector of interest including, when appropriate, an analysis of the major development problems relevant to the Agency's mandate and competence and highlighting the potential of nuclear techniques or isotopes to address the identified national needs in priority areas. Assessment of the national technical infrastructure and expertise in the field and identification of gaps to be filled, if any. Relevant international assistance that may be available, for example in the field of food and agriculture, for which the Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture (NAFA) can provide information from the UN Food and Agriculture Organization (FAO).
 - b. Analysis of experience of the Agency in assisting the government in resolving the problems and developmental issues identified, in addition to relevant thematic plans. 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.
 - c. An assessment, with the assistance of the Office of Legal Affairs (OLA) Focal Point, on the status of the Member State vis-à-vis the legal conventions established under the Agency's auspices (see Annex 1).

¹ Extracted from the IAEA Report of the CPF Working Group dated 1 December 2005.

² Programme Management Officer previously referred to as Country Officer (CO)

3. It is also important for the PMO to keep the National CPF Coordinator informed about developments in policy, process and performance that may affect the design or implementation of the national programme. As such, the PMO is expected to take the lead in advocacy to national counterparts to create awareness, highlight their role and potential contribution and identify strategic partners through regional training workshops.
4. The PMO makes every effort to ensure that the CPF provides a strategy on how to link MDG indicators and targets to identified priority interventions. The CPF should use 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 development priorities and needs. It is well accepted that nuclear techniques have a unique role to play in some of the key development problems.
5. It is the responsibility of the PMO to take measures that formally introduce national counterparts to the UN Country Team to enable them to establish a working relationship. This may require a proactive role of facilitating regular interactions whereas in some countries this relationship may already exist and the PMO only facilitates as needed.

IAEA Technical Officer

1. In the CPF process, Technical Officers (TOs) are the primary technical advisors to the CPF Development Team. In particular, they provide advice on the activities and actions proposed in the plan of action and further consider the likely provision of technical inputs during project formulation. They are also principally responsible for assessing technical infrastructure and necessary to carry out the country programme. Subject to the timely submission of substantive project performance reports arising from current, as well as previous TC projects, each TO participating in programme discussions with national counterparts should prepare a programme-specific analysis which includes the following:
 - a. The perspective of the Technical Division on the institutional knowledge and wherewithal, including an in-depth analysis clearly describing activities which were successful in building capacity and in creating lasting impact, but which were not sustained and which did not result in major achievements.
 - b. From the above analysis, a list ideas for projects deemed to be a high priority that could be further discussed and developed with government authorities and national counterparts for subsequent consideration by the Agency in the CPF process. The TO carries out feasibility studies through which support for appropriate technical assessment studies can be considered, along with generic human resource and technology support projects, where the Agency could support specific technical competencies or institutional requirements in connection with the continuation of ongoing activities, including those initiated through previous TC projects which might otherwise lapse or fail.
2. This programme-specific analysis can be compiled to provide an overall assessment of national core scientific and technical capabilities and competencies, which would become a resource for TC programme management.
3. Each Technical Division should provide a focal point to consult with other staff and consolidate technical inputs from the relevant Department and to liaise with the PMO

throughout the process on all aspects related to the CPF, particularly with respect to preparations and participation in country visits.

The coordination role is a management function intended to provide more systematic engagement and communication between TC and the Technical Departments. The designated coordinator/focal point is the contact point on the CPF with TC and as such is responsible for ensuring the technical integrity and quality of inputs into the CPF from within the specific Technical Division.

National CPF Coordinator

1. Member States appoint a focal point to coordinate the CPF process at the national level and liaise with the Agency. The key role is to link the CPF to the national development programme and relevant national stakeholders, and to ensure that the proposed programme and project concepts reflect the central criteria.
2. The National CPF Coordinator serves as a country programme adviser ensuring that there is continuity between the national development programme and the Agency's best practices, lessons learned and experience to ensure that proposed TC activities are adding value to the socio-economic development efforts of the country.
3. The National CPF Coordinator with the assistance of the Agency identifies and coordinates activities with UNDP. Specifically, the Coordinator is expected to take the lead on linking the CPF to the national MDG reports using the DevInfo Database³ and MDG country reports and other relevant resources which can be easily accessed from any UNDP office or website.
4. Working group(s) could carry out the groundwork under the overall guidance of the National CPF Coordinator in the major sectors of the Agency's TC activities: (i) to gather the required information; (ii) to make proposals with regard to project concepts to be developed in the medium term, and (iii) to establish programme direction and sustainability of outcomes in the longer term. On the basis of an in-depth understanding of the country's social and economic development plans, sound proposals could be made by the group(s) for the medium term (five-year period) with regard to the different categories. As such, a National CPF Coordinator should have an adequate level of authority within the Government to effectively coordinate with stakeholders from the various sectors.
 - The first category referred to as the near-term programme includes not only the highest or most urgent priority activities but also those requiring the least lead-time or enabling activities. These projects would be intended for inclusion in the next TC programme
 - The second category includes medium-term activities that are expected to 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 resource development, that are required and which need

³ 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 social-economic data on all member states of the UN.

significant lead time. Support for appropriate feasibility studies should also be included in this category.

- The third category identifies the support that is essential to sustain ongoing or completed activities, including those initiated through previous TC projects, which might otherwise lapse or fail.

The working groups should as much as possible make reference to the targets outlined in the MDG reports of their government in making proposals for project concepts. Each project concept should then indicate which specific MDG goal the project would contribute to and the specific targets. These targets could serve as a roadmap for the project document for measuring progress and the specific contribution of the Agency to meeting national development goals.

5. The National CPF Coordinator is responsible for coordinating the preparation of the plan of action to be agreed upon and the succeeding steps involving detailed planning, design and formulation. The National CPF Coordinator should promote interaction between national stakeholders as well as a continuous exchange of drafts of the CPF document with the Agency so that information is revised as, and when, needed. If necessary and when appropriate, an Agency expert mission might be considered to finalize the CPF.
6. The National CPF Coordinator is responsible for organizing the required national inputs identified during upstream work for the agreed plan of action as a project concept note. In fulfilling this role, the National CPF Coordinator assumes responsibility for ensuring the ways and means for sustaining the outcomes produced through cooperation with the Agency. In practice, this function could range from training replacement staff to formulating plans to replicate or expand successful TC projects.