ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

ARCAL REGULATIONS

Chapter 1
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**REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND
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CHAPTER I

MISSION, VISION AND OBJECTIVES OF ARCAL

ARTICLE 1. MISSION

To contribute to the sustainable development of the Latin American and Caribbean region through cooperation among countries for the promotion and peaceful use of nuclear science and technology to solve the priority problems of the region.

ARTICLE 2. VISION

To be the most effective technical cooperation programme on the use of nuclear technology, to have all capabilities complemented and used, and to guarantee the most effective, efficient and highest-impact solutions for the prioritized problems of the region.

ARTICLE 3. STRATEGIC OBJECTIVES

1. Strengthen cooperation among countries in the region in order to solve priority problems in identified sectors through the optimal use, updating, modernization and transfer of nuclear technology.

2. Meet in a timely manner the priority needs of the region in general, and of Member States in particular, through a dynamic and effective mechanism that facilitates the optimal and safe use of available nuclear science and technology capacities and resources.

3. To achieve and maintain an adequate nuclear science and technology level to address the problems and the unmet needs of the region.

ARTICLE 4. OPERATIONAL OBJECTIVES

Operational objectives for specific periods will be proposed by the ATCB and approved by the BAR.

CHAPTER II

ORGANIZATION AND FUNCTIONS

ARTICLE 5. ORGANIZATION OF ARCAL

ARCAL has the following organizational levels:

1. Political level − decision-making, constituted by the Board of ARCAL Representatives (BAR).

2. Technical level − operational, constituted by the ARCAL Technical Coordination Board (ATCB).

ARTICLE 6. BOARD OF ARCAL REPRESENTATIVES (BAR)

1. In accordance with the provisions of Article II of the Agreement, States shall designate their respective Permanent Representatives to ARCAL, who shall constitute the ''Board of ARCAL Representatives'' (BAR), the supreme decision-making body of the Agreement.

2. States Parties to ARCAL shall communicate the designation of their respective ARCAL representative to each ARCAL State Party and to the Director General of the IAEA, once only, before the first meeting to be attended by the representative. The credentials must be issued by the Ministry of Foreign Affairs of the State participating in ARCAL.

3. ARCAL Representatives shall communicate the designation of their respective alternates to the TCLA Director, who will inform each ARCAL State Party. The purpose of designating alternates is to facilitate representation of countries at meetings held in Vienna when the representative cannot attend; alternates must therefore include, apart from officials from the Ministries of Foreign Affairs or other national entities, officials from the diplomatic missions in Vienna.

4. The regular session of the Board of ARCAL Representatives shall be held once a year. Other sessions shall be called special sessions. All BAR sessions shall be governed by the provisions of the Rules of Procedure of the Board of ARCAL Representatives sessions, approved by the BAR

ARTICLE 7. RESPONSIBILITIES OF THE BAR

The BAR shall have the following responsibilities:

1. Formulating ARCAL policies, guidelines and strategies.

2. Establishing the necessary legal regulations for attaining the objectives of the Agreement, including the ARCAL Manual of Procedures and the IAEA financial arrangements.

3. Reviewing and approving annually the ARCAL programmes and projects, including the related resource allocations, submitted to the ATCB for consideration.
4. Defining ARCAL's relations with States not party to the Agreement, international organizations, non-governmental organizations and private sector institutions, whose aims and purposes are consistent with ARCAL.

ARTICLE 8. THE BAR STEERING COMMITTEE

1. The BAR Steering Committee shall be composed of the President, the Vice-President and the Secretary appointed at the previous regular session of the Board of ARCAL Representatives.

2. The President of the BAR shall be the representative of the country that hosted the previous regular session in the region. The Vice-President of the Bar shall be the representative of the host country of the next session in the region and the Secretary shall be the outgoing President. The term of office shall be two years.

3. The functions of the Steering Committee are as follows:

    i.   reviewing the agenda proposed at the previous BAR session;

    ii. preparing for BAR sessions and drafting related documents, with the support of the IAEA;

    iii. holding the requisite meetings to coordinate ARCAL activities in the interval between BAR sessions, including:

        a) nominating countries that will be responsible for undertaking and coordinating specific activities;

        b) coordinating the drafting of recommendations and activities proposed to ARCAL representatives for consideration;

    iv. maintaining the necessary contacts with the ATCB Steering Group;

    v.   conducting BAR-entrusted tasks, including those aimed at obtaining funds for ARCAL cooperation projects.

4. Steering Committee meetings shall be governed, where applicable, by the Rules of Procedure of the Board of ARCAL Representatives sessions.

ARTICLE 9. THE BAR WORKING GROUP

1. ARCAL Representatives or their alternates shall establish a working group, with headquarters in Vienna, whose activities shall be determined by the terms of reference assigned specifically to it by the BAR. The number of members of each working group will be determined according to activity requirements and the group will be coordinated by the Steering Committee.

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2. The BAR working group is not an additional organ within the ARCAL structure. Its main objective is to make BAR operations sustainable and, as such, it carries out tasks assigned to it by the BAR, by its Steering Committee or its President.

Such tasks may comprise:

   i. following up agreements made at BAR sessions, for which it may consult the IAEA, and proposing action to be taken by the President or the Steering Committee to ensure implementation thereof;

   ii. reviewing matters to be submitted at BAR sessions in order to evaluate issues requiring prior consultation or negotiations, and participating actively therein in order to submit draft decisions in due form to the BAR;

   iii. making proposals to the Steering Committee on the wording of the draft agreements to be submitted at BAR sessions;

   iv. contributing to the drafting of the BAR's annual activity report; supporting the BAR and the BAR Steering Committee in maintaining the flow of communication with ATCB members and the IAEA;

   v. other duties as may be required.

3. BAR working group meetings shall be governed, where applicable, by the Rules of Procedure of the Board of ARCAL Representatives sessions.

4. The BAR working group shall be coordinated by the delegate of the country holding the Presidency of ARCAL, assisted by delegates of States Members of the Steering Committee.

5. The BAR working group coordinator may hold working meetings on the conduct of activities, as deemed necessary, with BAR working group members and/or the IAEA.

ARTICLE 10. ARCAL TECHNICAL COORDINATION BOARD (ATCB)

1. The ARCAL Technical Coordination Board (ATCB) shall be composed of national coordinators. Each country participating in ARCAL activities must appoint a national coordinator to attend to activities under the Agreement. The national coordinator shall be a senior official, as stipulated in Article III of the Agreement. States Parties shall inform the TCLA Director at the IAEA of the appointment of their respective ARCAL national coordinators through their official channels.

2. The regular session of the ARCAL Technical Coordination Board shall be held once a year. Other sessions shall be called special sessions.

3. All ATCB sessions shall be governed by the provisions of the Rules of Procedure of ATCB sessions. When the regular ATCB session is held in a country in the region, the host country shall bear all of the subsistence costs of the national coordinators and shall provide logistical support for the session. The Agency shall provide the necessary support in addition to administering and coordinating preparations for and the conduct of the session, in accordance with the provisions of the Agreement. When the regular ATCB

session is held at the IAEA, the Agency shall bear all costs relating to the holding of that session. Support for special sessions must be sought from the IAEA.

4. The General Committee of the ATCB session shall be composed of members of the Steering Group.

   The President of ATCB shall be the national coordinator of the host country of the regular ATCB session when it is held in the region. The Vice-President shall be the national coordinator of the country hosting the next regular ATCB session in the region and the Secretary shall be the outgoing President. The term of office shall be two years.

5. The ATCB shall be responsible for:

   i. implementing decisions approved by the BAR;

   ii. advising the BAR on technical ARCAL matters;

   iii. formulating and submitting ARCAL programmes and projects, including the related resource allocations, annually to the BAR for consideration;

   iv. assessing ARCAL programme and project implementation, with a view to making recommendations to the BAR on their continuation, modification or termination.

6. The ATCB may, if need be, establish working groups, whose members shall be national coordinators coordinated by the Steering Group.

ARTICLE 11. THE ATCB STEERING GROUP

1. The Steering Group shall be composed of the President, the Vice-President and the Secretary, who had been members of the General Committee of the previous ATCB session. The term of office shall be two years.

   The President of the ATCB may propose to the Agency the designation of advisers from among ARCAL national coordinators who are not members of the Steering Group to assist the Steering Group in its work, and information will be provided on the work that the advisers will perform.

   The President of the ATCB shall represent the Agreement at all meetings in which he/she participates and for which he/she is duly accredited, and shall chair all Steering Group meetings that are convened.

2. The functions of the Steering Group are as follows:

   i. proposing at ATCB and BAR sessions the ARCAL States Parties that will be responsible for coordinating and managing specific activities;

   ii. reviewing, before the ATCB session, the agenda proposed at the previous ATCB session, preparing the documents and reports required for the session and others requested by the BAR or suggested by the IAEA;

   iii. collaborating with the IAEA in drawing up documents;

   iv. formulating recommendations on technical or political matters requested at ATCB or BAR sessions;

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v.   formulating proposed recommendations and activities to be considered by the national coordinators or by ARCAL representatives, as appropriate;

3.   ATCB Steering Group meetings shall be governed by the Rules of Procedure for ATCB Steering Group Meetings and Activities.

ARTICLE 12. STRATEGIC PARTNERS

1.   A Strategic Partner shall be an IAEA Member State which is not a State Party to ARCAL and which complies with the Terms of Reference for the Establishment of Associations with Third Parties.

The delegate of the Strategic Partner shall be appointed in the same way as the national coordinator. The delegate shall keep abreast of programme developments and may make comments deemed relevant thereto.

Participation in the Strategic Partner's monitoring programme shall not entail any costs for the Agreement.

2. The objectives of the terms of reference for relations with Strategic Partners shall be:

(a) the promotion of ARCAL aims and objectives, including regional cooperation for the peaceful use of nuclear science and technology;

(b) the establishment of mutually beneficial collaboration that will enrich and add value to the Parties' knowledge activities and nuclear applications, owing to the complementarity of their capacities;

(c) capacity and technological infrastructure building by providing and integrating it to improve technological development;

(d) contribution to the raising of internal and external financial resources in order to achieve shared goals;

(e) assistance in connecting ARCAL with international organizations and programmes in its sphere of competence, in raising its visibility and securing its international recognition.

3. The criteria and requirements for obtaining the status of Partner are:

(a) ARCAL Partners may be IAEA Member States that are not ARCAL States Parties;

(b) ARCAL Partners may be intergovernmental organizations (IGOs), non-governmental organizations (NGOs) and private-sector bodies with aims and purposes consistent with ARCAL and the IAEA Statute;

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(c) ARCAL Partners shall undertake to support ARCAL in achieving its goals and to draw up and implement a work programme;

(d) ARCAL Partners shall demonstrate their capacity to contribute to the achievement of ARCAL's objectives;

(e) ARCAL Partners shall be accountable for maintaining the confidentiality of all non-public information that they have obtained owing to their association with ARCAL and they may not under any circumstance use such information for their own gain.

4. The procedure for acquiring the status of Partner is as follows:

(a) at the request of the interested State, IGO, NGO or private-sector body:

(i) on receipt of the partnership application, the BAR will take into account the criteria and requirements detailed in Section 2 and any technical comments made by the ATCB, should the BAR so require;

(ii) the BAR shall approve each application by consensus;

(b) on the initiative of the BAR:

(i) on the proposal of the ATCB or of any ARCAL State Party, taking into account the criteria and requirements set out in Section 2, the BAR may, on its own initiative, decide to invite a potential Partner;

(ii) the BAR shall approve each proposal by consensus;

(c) after approval pursuant to (a) or (b) of this Section, the BAR shall officially inform the State, IGO, NGO or private-sector body of the partnership status granted on the basis of the related Terms of Reference, partnership being established from the date of notification for a two-year term that may be extended by decision of the BAR for similar successive periods, for which a new work programme shall be required.

5. ARCAL Partners may participate, without voting rights, by:

(a) attending regular open BAR and ATCB sessions;

(b) speaking at BAR and ATCB sessions, at the invitation of the President of the session, on work projects and programmes in which they are involved;

(c) submitting to the BAR or ATCB, oral or written comments on the implementation and evaluation of ARCAL projects and activities in which they participate.

6. The Terms of Reference shall apply without prejudice to (i) ARCAL; (ii) projects relating to the IAEA, its standards and regulations; and (iii) bilateral relations between ARCAL Member States and ARCAL Partners.

ARTICLE 13. ARCAL COORDINATION IN STATES PARTIES

A. National coordinator

1. States Parties shall notify the TCLA Director at the IAEA of the appointment of their respective ARCAL national coordinators through the Ministry of Foreign Affairs or the nuclear authority of the State participating in ARCAL.

   The national coordinator shall act as the focal point for all technical and administrative matters concerning ARCAL in his/her country. All correspondence on ARCAL projects shall be copied to the national coordinator.

   The national coordinator shall maintain contacts mainly with:

   - the IAEA;
   - his/her country's ARCAL representative;
   - the ATCB Steering Group;
   - the national liaison officer;
   - project coordinators in his/her country;
   - ARCAL national coordinators;
   - Strategic Partners;
   - national and international bodies that must be informed of ARCAL issues or that cooperate to ensure successful implementation of ARCAL projects.

2. The responsibilities of the national coordinators shall be as follows:

   i. arranging governmental support for projects aimed at addressing national priorities;

   ii. identifying and using efficiently the country's capacities in regard to the Agreement;

   iii. identifying national and regional needs, resources in the region and their scope for horizontal cooperation;

   iv. guiding the entire process of project identification, design, implementation and evaluation, taking into account the national resources available for those purposes and the impact of the results on the country and on the region;

   v. appointing and, when necessary, replacing project coordinators;

   vi. honouring commitments undertaken;

   vii. maintaining contact with the IAEA on all ARCAL matters and channelling information to the project coordinators in their country;

   viii. collaborating so that each project coordinator receives the necessary local support to implement activities planned under the relevant project;

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ix. ensuring that designated team members and project coordinators have completed the self-taught ARCAL course;

x. guaranteeing uniform application of ARCAL policies and procedures in each project implemented in the country;

xi. participating in ATCB sessions;

xii. assuming the Presidency of the ATCB and the corresponding responsibilities when the country hosts the ATCB session;

xiii. submitting to the Agency the reports on project coordination meetings held in the country;

xiv. submitting, by 15 March of each year, an annual report to the IAEA on the activities carried out and difficulties encountered in their implementation, as stipulated in the Annual Report form to be completed by the national coordinator;

xv. informing the President of the ATCB, the IAEA and the national coordinators of the other States participating in the Agreement about important national events held in the country, even those not carried out under the auspices of the Agreement;

xvi. if the national coordinator cannot attend ATCB sessions, the country shall appoint an alternate, who shall hold the same responsibilities as the national coordinator.

B. Thematic area coordinator

The thematic area coordinator shall be a national coordinator to whom responsibility has been assigned for thematic areas defined in the Regional Strategic Profile. His/Her appointment will be proposed to the ATCB by the Steering Group and he/she will work under its supervision.

The theme area coordinator's functions include:

i. participating in the revision and drafting of the regional strategic profile and the related implementation strategy;

ii. participating in the project monitoring and evaluation working group;

iii. participating in the drafting of the call for new projects in each cooperation cycle;

iv. consolidating project concepts received in his/her thematic area for submission to the ATCB President before the session and in accordance with the established timetable;

v. participating and guiding project coordinators during project design.

C. Project coordinators

1. The project coordinator (or counterpart) is a professional, qualified in the project's sphere of competence, who has the relevant experience and project leadership skills. He/She is appointed by the national coordinator.

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For specific technical project matters, the project coordinator communicates directly with the IAEA's Technical Officer and other coordinators of the same project, with copies to the project management officer and the national coordinator.

2. Project coordinators shall discharge their functions in accordance with the rules contained in the Manual of Procedures. Project coordinators shall fulfil the following responsibilities:

   i. drawing up the national activity plan for implementation under the project with the resources provided by the country, in line with the activity plan and the resources allocated for the regional project;

  ii. coordinating, with the participating national institutions, effective and efficient project implementation and ensuring the exchange of all information relating thereto;

 iii. informing the national coordinator of all project-related activities carried out;

  iv. collaborating with the national coordinator on measures to ensure that national institutions participate in implementation;

   v. completing the self-taught ARCAL course before formally joining the project;

  vi. organizing and implementing in-country activities relating to the project for which he/she is responsible;

 vii. chairing the meetings of project coordinators held in the country;

viii. drafting, as required and in the form established in the Manual, the following reports on in-country activities relating to their project for submission within the established time-limits to the national coordinator for review and transmission to the IAEA:

   • country report (to be submitted at project meetings);
   • coordination meeting report;
   • final report on events held or activities carried out;
   • annual report on project activities;
   • half-yearly project progress report;

  ix. coordinating all activities conducted under the project;

   x. informing the IAEA about equipment received, as soon as possible, through the national coordinator.

D. Designated team leader

The designated team leader (DTM) or principal project counterpart is a professional, qualified in the project's sphere of competence, who has the relevant experience and skills to lead and direct a regional project. The DTM is responsible for submitting the project proposal and drawing up the design. He/She must work with the national coordinator during project formulation and implementation.

For specific technical project matters, the DTM communicates directly with the IAEA's Technical Officer, other coordinators of the same project, the Project Management Officer and the national coordinator.

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The ATCB will identify the project's DTM during the concept prioritization process.

The DTM shall discharge his/her functions in accordance with the rules established in the Manual of Procedures. He/She shall fulfil the following responsibilities:

i. discharge the same responsibilities as those assigned to project coordinators and coordinate activities under the regional project;
ii. take follow-up action on the regional activity plan to be implemented under the project; coordinate, with the participating national and regional institutions, effective and efficient project implementation and exchange information thereon;
iii. inform the national coordinator of all action taken in relation to the project;
iv. complete the self-taught ARCAL course before formally joining the project;
v. organize and implement in-country activities relating to the project for which he/she is responsible;
vi. chair project coordination meetings;
vii. draft, as required and in the form established in the Manual, the following project activity reports for submission within the established time-limits to the national coordinator for review and transmission to the IAEA:

- annual report by project coordinators;
- coordination meeting report;
- final report on events held or activities conducted;
- half-yearly project progress report, consolidating information from all countries participating in the project;

ix. coordinate all activities conducted under the project;

x. ensure that communication outputs of the project under his/her leadership are published on the web page in a timely manner;

xi. propose alliance opportunities to the country's national coordinator, the thematic area national coordinator and the project management officer at the IAEA.

Complete guide for designated team members. See Chapter 5.1 on the project cycle.

E. Focal points

1. Alliance focal point

The alliance focal point is a person performing duties under the purview and guidance of the ATCB Steering Group and discharging functions in collaboration with national thematic area coordinators and the communication focal point. The ATCB will appoint the alliance focal point, who must be a national coordinator. The term of office is two years, renewable.

Skills
− Broad experience and knowledge of the Agreement.
− Preferably with experience and knowledge of the international context and of negotiations with regional and international institutions.

− Availability to perform duties.
− Fluent use of English

Duties

   i. Identify potential partners and significant events in which ARCAL could feature in the light of priorities set in the regional strategic profile.
  ii. Make proposals and advise the ATCB Steering Group on approaches to potential partners in consultation with the relevant thematic area coordinators and with the communication focal point. Draft reports, consolidate information and material relevant to activities to be carried out.
 iii. Initiate contact with potential partners.
 iv. Maintain contact with the IAEA on the alliance issue.
  v. Lead the formulation of the strategy on alliance opportunities.
 vi. Draft a yearly performance report for submission to the ATCD Steering Group, for presentation to the ATCB.

2. Communication focal point

This is a person with wide-ranging communication experience who knows ARCAL thoroughly and will work in close coordination with the ATCB Steering Group and the IAEA. The ATCB will appoint the communication focal point. The term of office is two years, renewable.

Skills

− An experienced communicator.
− Knowledge of ARCAL's statutes, regulations and manual of procedures.
− Knowledge of the communication strategy developed.

Functions

The communication focal point shall perform duties under the purview and guidance of the ATCB Steering Group and shall discharge functions in collaboration with national thematic area coordinators and the alliance focal point. To that end, he/she must maintain close communication relations with the ATCB Steering Group, the thematic area coordinators and the IAEA.

   i.   Receive a copy of the annual report by ARCAL national coordinators through the ATCB Steering Group in order to identify ways and means of disseminating results.
  ii.   Promote jointly with ATCB the necessary conditions for ensuring that communication is a component of each project.
 iii.   Make proposals and advise ATCB Steering Group, in consultation with the relevant thematic area coordinators and the alliance focal point, on communication approaches to potential partners who are not taken into consideration under the existing strategy.

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iv. Conduct joint endeavours with the ATCB Steering Group and the IAEA to ensure continuity of the network of communicators on nuclear issues in the region.
v. Review and validate project-generated communication products for publication by the media.
vi. Draft an annual performance report for submission to the ATCB Steering Group, for presentation to the ATCB.

3. IT focal point

The IT focal point will be an information technology specialist tasked with providing IT support for platform-related issues. The IT focal point will be appointed by the ATCB for a renewable two-year term of office.

Skills
− Knowledge of ARCAL.
− IT professional.
− Knowledge of Sharepoint 2013.

Duties

i. Update statistical platform data in the light of changes to the ARCAL structure.

ii. Update platform documents, if need be.

iii. Migrate data from the Web to the platform, if need be.

iv. Provide support for technical matters between the IT department and ARCAL bodies.

v. Create libraries for the storage of various types of content.

vi. Adapt permissions to roles in the various platform sections.

vii. Draft an annual performance report for submission to the ATCB Steering Group, for presentation to the ATCB.

ARTICLE 14. ARCAL COORDINATION AT THE IAEA

The IAEA will provide the Secretariat for ARCAL, with due regard to the specific characteristics of the ARCAL sessions. The IAEA will appoint representatives, if need be, to participate in the respective session or activity.

In acting as Secretary for the Agreement, the main stakeholders shall be governed by the provisions of Article V of the Agreement and by any other document approved by the Board of Governors and/or the General Conference of the IAEA in relation to the Agreement.

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ARTICLE 15. THE IAEA'S ARCAL COORDINATION RESPONSIBILITIES

The IAEA will discharge the following functions in order to achieve the objectives of the Agreement:

i. coordinate activities among the States Parties;

ii. allocate contributions made by States Parties and external donors;

iii. adopt such operational measures as may be necessary for projects proposed by ARCAL;

iv. prepare the yearly activity plan for the implementation of the projects proposed by ARCAL;

v. provide administrative support for convening, preparing and holding BAR, ATCB and other sessions as may be deemed necessary;

vi. assist in organizing, financing and conducting expert meetings included in ARCAL's activity plan;

vii. gather and distribute reports received from States Parties to the Agreement;

viii. draft a yearly report on implementation of programmes and projects proposed by ARCAL for submission to the ATCB and the BAR for consideration;

ix. provide administrative support for the monitoring of projects proposed by ARCAL;

x. coordinate the apportionment of contributions made by Member States, Strategic Partners and donors for the implementation of ARCAL Projects.

CHAPTER III

PARTICIPATION IN ARCAL

ARTICLE 16. PROCEDURE FOR JOINING AND PARTICIPATING IN ARCAL

Participation in the Agreement is open to Latin American and the Caribbean States that are Members of the International Atomic Energy Agency. This requires compliance with the procedures set forth in Article X of the Agreement — Signature and Accession. A State's instrument of accession or ratification must be submitted to the Director General of the IAEA, the depositary of the Agreement, through the State's competent authorities.

Participation in the Agreement is open to IAEA Member States that are not in Latin America and the Caribbean, which must comply, to that end, with the procedures set out in the Terms of Reference for the Establishment of Associations with Third Parties.

ARTICLE 17. PROCEDURE FOR WITHDRAWAL FROM ARCAL

Should a State decide to withdraw from the Agreement, it may do so in accordance with Article XII of the Agreement. The competent authority of the State shall notify the Director General of the IAEA in writing, at least six months in advance, of its decision to end its participation in ARCAL. The Director General shall inform the other States Parties to the Agreement of this decision.

The State shall remain bound by its commitments to projects in which it is participating until completion thereof.

ARTICLE 18. FINANCIAL RESOURCES

Financial and economic resources for ARCAL activities shall be derived from:

1. contributions of States Parties to ARCAL;

2. States and/or institutions associated with ARCAL (Strategic Partners);

3. the IAEA;

4. other sponsors;

5. donor countries;

6. international organizations;

7. others.

CHAPTER IV

AMENDMENT TO THE ARCAL REGULATIONS AND OTHER RULES

ARTICLE 19. PROCEDURE

These Regulations may be amended at the request of:

- ARCAL Representatives;
- the ARCAL of ARCAL Representatives (BAR);
- the ARCAL Technical Coordination Board (ATCB);
- national coordinators;
- project coordinators.

Proposed amendments shall be submitted to the Steering Group which shall consider them and make recommendations to ATCB, which shall assess them, take the requisite decisions and submit them to the BAR for approval.

The Manual of Procedures may be updated, amended and approved by ATCB at the request of :

- ARCAL Representatives;
- the ARCAL of ARCAL Representatives (BAR);
- the ARCAL Technical Coordination Board (ATCB);
- national coordinators;
- project coordinators.

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**ARCAL MANUAL OF
PROCEDURES**

**RULES OF PROCEDURE OF BOARD OF ARCAL
REPRESENTATIVES**

(BAR) SESSIONS

**Chapter 2
Vienna, October 2014**

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Establishment and operation of working groups

I.   BOARD OF ARCAL REPRESENTATIVES SESSIONS

Types of Board of ARCAL Representatives (BAR) sessions

The regular BAR session shall be held once a year. Other sessions shall be called special sessions. Regular and special sessions shall be held at times and venues decided by the Board of ARCAL Representatives.

If a State wishes to host a session of the Board of ARCAL Representatives, it shall undertake to secure the IAEA support required for the holding of the session and the use of appropriate facilities.

Notification of sessions

The date, venue and tentative agenda of the regular BAR session shall be set at the preceding regular BAR session.

Special sessions may be convened by decision taken at the regular session or by the President of the BAR. The date, venue and tentative agenda shall be notified to the ARCAL representatives through the IAEA at least 30 days before the proposed date of the session.

II.   REPRESENTATION OF STATES PARTICIPATING IN SESSIONS OF THE BOARD OF ARCAL REPRESENTATIVES

ARCAL Representatives

The States Parties shall designate their respective Permanent ARCAL Representatives, who shall constitute the Board of Representatives, as political representatives of the participating States, and the supreme decision-making body of the Agreement. When attending the BAR session, each Representative may be accompanied by experts who, together with him/her, shall constitute the delegation of the ARCAL-participating State. Each representative shall notify the IAEA in writing of the names of the members of his/her delegation who will participate in the session.

Alternate representatives

Each representative may designate a member of his/her delegation to act in his/her stead at the BAR session.

Accreditation of ARCAL Representatives

Each State shall notify the other States Parties and the IAEA, once — in the name of the Director General — of the designation of its respective ARCAL representative before the first meeting that the representative must attend. The credentials must be issued by the Ministry of Foreign Affairs of the State Party.

III. GENERAL COMMITTEE OF THE BOARD OF ARCAL REPRESENTATIVES

Composition of the in-session General Committee

During the regular BAR session, the in-session General Committee shall comprise the President, the Vice-President and the Secretary.

The President of the Board of ARCAL Representatives shall be the representative of the State that hosted the previous regular session in the region. The Vice-President of the Board of ARCAL Representatives shall be the representative of the host State of the next session in the region, and the Secretary shall be the outgoing President. The term of office shall be two years.

The group of representatives constituting the General Committee of the regular session shall also sit on the General Committee of any special session held and shall discharge its functions until its successors take office at the next regular session of the Board of ARCAL Representatives to be held in the region.

Functions of the President, Vice-President and Secretary

The President shall chair meetings of the BAR session, during which he/she may not act as ARCAL representative for his/her country and must designate a member of his/her delegation to participate in the debates and to adopt decisions, when appropriate, on behalf of his/her country's delegation. The Vice-President and Secretary may participate at all times in debates during the session in their capacity as ARCAL representatives. If the President is absent during a session or part thereof, he/she shall designate the Vice-President to replace him/her. The Vice-President, when acting as President, shall perform the same duties and responsibilities as the President.

The host State, with the support of the Steering Group and the IAEA, shall be responsible for drafting the final report on the BAR session.

The IAEA shall not form part of the General Committee but it shall provide administrative and coordinating support in preparations for and during the conduct of the BAR session.

The IAEA shall so act at all meetings of the BAR and of BAR working groups, in accordance with the provisions of the rules established at the session, with these Rules of Procedure and with the IAEA's general policy. The IAEA may designate a member of its staff to represent it at any of those meetings. He/she or his/her representative may, with the prior approval of the President, deliver oral or written statements at any time during those meetings.

The IAEA shall be responsible for managing and supervising the preparation of documents and all matters entrusted to it for the session; it shall receive, translate, reproduce and distribute in-session documents and resolutions, file them in the Agency's archives and generally perform all other tasks requested for the session for which the Agreement or ARCAL guidance documents and procedures provide.

IV. AGENDA OF BAR SESSIONS

Provisional agenda

The IAEA shall draw up, in consultation with the serving President of the Board of Representatives, the provisional agenda for the session. The provisional agenda shall comprise:

a) items included in the provisional agenda at a previous session;

b) items included at the request of ARCAL representatives, in which case, the reasons for the requested inclusion must be given in a short memorandum;

c) items concerning relevant decisions and recommendations by the IAEA Secretariat, Board of Governors and General Conference and by the ATCB and BAR at their session.

Distribution of the provisional agenda and related documents

The provisional agenda and related documents for each session shall be dispatched by the IAEA to each State Party and to each ARCAL representative at least 30 days before the beginning of the session. The provisional agenda and related documents shall also be dispatched as early as possible to donor countries and relevant international bodies.

Review and approval of the agenda

The provisional agenda shall, as a rule, be submitted for approval at the beginning of the session, when ARCAL representatives may add, delete, postpone or amend items, if so agreed by all. An advance decision may be taken at any time during the session, however, on the provisional agenda for one or more subsequent sessions.

V. CONDUCT OF DEBATES DURING BAR SESSIONS

Quorum

A simple majority of ARCAL representatives shall constitute a quorum, rendering valid the decisions and recommendations adopted at the session.

Conduct of the debates by the President

a) The President shall open and close the meetings of the session, guide the debates, call on speakers in the order in which they have requested the floor, submit matters to decision and announce the decisions adopted. He/She shall rule on points of order and shall have full authority to control deliberations, complying with these Rules of Procedure at all times. The President may call a speaker to order if his/her statements are not relevant to the item under discussion.

b) The President may propose, to participants in the session, limits on speaking time, limits on the number of statements by each representative on any matter and the closing of the list of speakers or of the debate. He/She may also propose that the meeting be suspended or adjourned or that the debate on the matter under discussion be postponed.

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c) The President, in the exercise of his/her functions, shall be subject to the decisions taken by the plenary meeting.

Points of order during debates

During a debate, representatives may rise to points of order, on which the President shall rule immediately in accordance with these Rules of Procedure. Representatives may appeal against the President's ruling. The appeal shall be submitted immediately to the participants for consideration. The President's ruling shall stand unless overruled by consensus by all participants. No representative raising a point of order may speak on the substance of the matter under discussion.

Limit on speaking time

Speaking time and the number of times that each speaker may take the floor on the same subject may be limited at any time on the proposal of the President or by agreement of the representatives present. The President shall call to order any speaker who exceeds the allotted speaking time.

Postponement of the debate

During the debate on a question, any representative may propose that the item under discussion be postponed. If the meeting is in favour of the postponement by consensus, the President shall declare the debate postponed.

Closure of the debate

Any representative may at any time move the closure of the debate on the item under discussion, even if another representative has requested the floor. If the participants in the meeting approve the motion by consensus, the President shall declare the debate closed.

Suspension of meeting

During the debate on any matter, any representative may propose that the meeting be suspended. The motion shall be submitted to participants in the meeting immediately for consideration, without prior debate. If the participants approve the motion by consensus, the President shall declare the meeting suspended or adjourned.

Proposals with cost implications

No proposal with cost implications for the IAEA shall be submitted for consideration unless it has previously been raised with and analysed by the IAEA, which would thus be in a position to express its views thereon.

Report on the session

The final report on the BAR session shall be submitted to the ARCAL representatives for consideration at the end of the session for approval or amendment. The IAEA shall circulate the final report to ARCAL representatives and national coordinators within 30 days of the end the session.

VI.   DECISION-MAKING MECHANISM

Decisions by consensus

All in-session decisions shall be taken by consensus of the ARCAL representatives. Consensus is taken to mean any decision adopted without any explicit objection being raised by any representative.

If a proposal submitted by one or more representatives does not achieve consensus among the other representatives participating in the session, it may not be approved, whatever the degree of support garnered.

VII.   REPRESENTATION OF DONOR STATES AND OTHER BODIES AT BAR SESSIONS

Representation of donor States and other bodies

The President of the Board of ARCAL Representatives and the Director General of the IAEA may invite any IAEA Member State not party to ARCAL, donor States and any other body to participate in or be represented as an observer at the BAR session.

VIII.   LANGUAGES AND DOCUMENTS

Official and working languages

Spanish and English shall be the official and working languages of BAR sessions. Participants in the session may agree, either before or during the session, to use only one of the official languages, whenever deemed appropriate.

All important in-session documents shall be distributed in the working languages of ARCAL unless the IAEA, in consultation with the President, considers that another language must be used in addition to Spanish and English.

IX.   WORKING GROUPS

Establishment and operation of working groups

Participants in the session may establish such working groups as deemed necessary. Without prejudice to the decisions taken thereon at the session and to the provisions of these Rules of Procedure, working groups' debates shall be conducted, to the extent possible, in accordance with these Rules of Procedure.

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RULES OF PROCEDURE OF ARCAL TECHNICAL COORDINATION BOARD

(ATCB) SESSIONS

Chapter 3
Brazil, May 2015

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I. ARCAL TECHNICAL COORDINATION BOARD (ATCB) SESSIONS

Types of ATCB sessions

ARCAL Technical Coordination Board sessions may be regular or special. Regular sessions shall be held at least once per year. Special sessions shall be held at times and venues decided by the Steering Group and the IAEA.

When regular sessions are held in the region, the host State shall provide logistical support for the session and shall bear all subsistence expenses of the national coordinators. When the regular ATCB session is held at the IAEA, the latter shall bear all costs relating to the holding of that session. Support for special sessions must be sought from the IAEA.

All commitments undertaken by the State that has offered to host a regular ATCB session shall remain in effect unless expressly revoked in writing, preferably by 31 January of the year in which the session is to be held. In the latter case, the State that has offered to act as alternate host shall take up those commitments. If the alternate host State, too, cannot take on commitments associated with hosting the session, the IAEA, after consulting the ATCB President, shall take the necessary steps to set the venue for the regular ATCB session.

Notification of sessions

The date, venue and tentative agenda of regular ATCB sessions shall be determined at the preceding regular ATCB session. The date, venue and tentative agenda of special sessions shall be set jointly with the IAEA and the Steering Group and notification thereof shall be transmitted by the IAEA to the national coordinators at least 90 days before the beginning of the session.

The IAEA shall provide such administrative and budgetary support to enable participation by national coordinators and experts specialized in matters to be discussed at special sessions, as may be included in the work plan of a project approved by the IAEA Board of Governors.

II. REPRESENTATION OF STATES PARTICIPATING IN ARCAL TECHNICAL COORDINATION BOARD SESSIONS

National Coordinators

Technical representation of States participating in ARCAL shall fall to national coordinators, who shall participate actively in all in-session meetings and working groups.

The national coordinator may be accompanied by advisers who, together with him/her, shall be members of the State's delegation; the national coordinator shall submit in writing to the IAEA and to the national coordinator of the State hosting the session the names of the delegation's advisers who will participate in the session, 60 days beforehand. Participation of advisers shall not have any financial implications for the IAEA or for the host State.

A national coordinator who cannot attend an ATCB session shall so inform, in writing, the national coordinator of the host State 15 days beforehand.

Each national coordinator may designate a member of his/her delegation to act in his/her stead during the ATCB session. In such cases, this representative shall perform the duties and responsibilities of a national coordinator.

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Accreditation of national coordinators

States Parties shall notify the IAEA and the ATCB Steering Group, once, of the designation of their respective ARCAL National Coordinator through the Ministry of Foreign Affairs or the nuclear authority of the ARCAL participating State before the first meeting that the national coordinator must attend.

III. GENERAL COMMITTEE OF ATCB SESSIONS

Composition of the General Committee of the session

All national coordinators, the IAEA, ARCAL partners and invited States participate in ATCB sessions. The session shall be conducted by the ATCB Steering Group, comprising the President, Vice-President and Secretary.

President, Vice-President and Secretary

The President shall chair the ATCB session, during which he/she may not act as national coordinator and must, therefore, designate a member of his/her delegation to participate in the debates and to adopt decisions where necessary on behalf of his/her country's delegation. The Vice-President and the Secretary may participate at all times in debates during the session in their capacity as national coordinators. If the President is absent during a meeting or part thereof, he/she shall designate the Vice-President to replace him/her. The Vice-President, when acting as President, shall perform the same duties and responsibilities as the President.

The President, with the support of the Steering Group and the IAEA, shall be responsible for drafting the final report of the ATCB session.

The final version of the report shall be submitted by the ATCB President to the IAEA within 15 days of the closing date of the session. The IAEA, for its part, shall circulate that version of the report to the national coordinators within 15 days of the date on which it was dispatched by the President.

The IAEA shall participate in regular and special ATCB sessions and shall submit reports, as appropriate.

Under the functions to be discharged by the IAEA, as enshrined in the Agreement, the IAEA shall provide administrative and coordination support in preparing for and in conducting ATCB sessions, be they regular or special.

The IAEA shall support all meetings during the ATCB session, in accordance with the provisions of the Agreement and with the IAEA's general policy.

The IAEA may, with the prior approval of the President, deliver oral or written statements at any time during those meetings.

The IAEA shall coordinate the preparation of documents on all matters entrusted to it by participants in the session and shall receive, translate, reproduce and distribute meeting documents and resolutions for the session, file them in the Agency's archives and generally perform all other requested tasks for which the Agreement or guidance documents provide.

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IV. AGENDA OF ARCAL TECHNICAL COORDINATION BOARD SESSIONS

Provisional agenda

The ACTB Steering Group shall revise the provisional agenda for the following regular session contained in the report of the previous ATCB session. The IAEA will support the revised provisional agenda, which shall include:

a) items included in the provisional agenda by ATCB decision at a previous session;

b) items included at the request of national coordinators, in which case, the reasons for the requested inclusion must be given in a short memorandum;

c) items proposed by the IAEA for consideration in view of their interest to the Agency;

d) IAEA reports, including those concerning relevant decisions and recommendations by the IAEA Secretariat, Board of Governors and General Conference and by the ATCB and BAR arising from their sessions.

Distribution of the provisional agenda and related documents

The provisional agenda and related documents for each session shall be dispatched by the IAEA to each State Party to the Agreement and to each national coordinator at least 15 days before the beginning of the session. The provisional agenda and related documents shall also be dispatched as early as possible to donor countries and relevant international organizations.

Review and approval of the agenda

The provisional agenda shall, as a rule, be submitted for approval at the beginning of the session. Items for the session may be added, deleted, moved or amended, if so agreed by all national coordinators.

V. CONDUCT OF DEBATES DURING ATCB SESSIONS

Quorum

A simple majority of national coordinators present shall constitute a quorum, rendering valid the decisions and recommendations adopted at the session.

Functions of the President

a) The President shall open and close the meetings of the session, guide the debates, call on speakers in the order in which they have requested the floor, submit matters to decision and announce the decisions adopted. He/She shall, moreover, rule on points of order and shall have full authority to control the deliberations and to maintain order during meetings, complying with these Rules of Procedure at all times. The President may call a speaker to order if his/her statements are not relevant to the item under discussion.

b) The President may propose, to participants in the session, limits on speaking time, limits on the number of statements by each national coordinator on any matter and the closing of the list of speakers or of the debate. He/She may also propose that the meeting be suspended or adjourned or that the debate on the matter under discussion be postponed.

c) The President, in the exercise of his/her functions, shall be subject to the authority of the session.

Points of order during debates

During a debate, national coordinators may rise to points of order, on which the President shall rule immediately in accordance with these Rules of Procedure. National coordinators may appeal against the President's ruling. The appeal shall be submitted immediately to participants in the session for consideration, and the President's ruling shall stand unless overruled by consensus by all participants. No speaker raising a point of order may speak on the substance of the matter under discussion.

Limit on speaking time

Speaking time and the number of times that each speaker may take the floor on the same subject may be limited at any time by agreement of the national coordinators present. The President shall call to order a speaker who exceeds the allotted speaking time.

Postponement of the debate

During the debate on a question, any national coordinator may move the postponement of the item under discussion. If the plenary meeting is in favour of the postponement by consensus, the President shall declare the debate postponed.

Closing of the debate

Any national coordinator may at any time move the closing of the debate on the item under discussion, even if another national coordinator has requested the floor. If the plenary meeting approves the motion by consensus, the President shall declare the debate closed.

Closing of a meeting

During the debate on any matter, any national coordinator may move the closing of the meeting. The motion shall be submitted immediately to the plenary meeting for consideration, without prior debate. If the plenary meeting approves the motion by consensus, the President shall declare the meeting closed.

Proposals with cost implications

No proposal with cost implications for the IAEA shall be submitted for consideration unless it has previously been raised with and analysed by the IAEA, which would thus be in a position to express its views thereon, and has been included in the work plan of a project approved by the IAEA Board of Governors.

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VI. DECISION-MAKING MECHANISM

Decisions by consensus

All in-session decisions shall be taken by the national coordinators by consensus. Consensus is taken to mean any decision adopted without any explicit objection being raised by any national coordinator.

If a proposal submitted by one or more national coordinators does not achieve consensus among the other national coordinators participating in the session, it may not be approved, whatever the degree of support garnered.

VII. REPRESENTATION OF DONOR STATES AND OTHER BODIES AT ARCAL SESSIONS

Representation of donor States and other bodies

The ATCB President may invite any IAEA Member State not party to ARCAL, donor States and any other body to participate in or be represented as observers at ATCB sessions.

VIII. WORKING LANGUAGES

Official and working languages

Spanish shall be the official and working language of ATCB sessions.

All important session documents shall be distributed in the working language of ARCAL unless the IAEA, in consultation with the President, considers that another language must be used in addition to Spanish.

IX. WORKING GROUPS

Establishment of working groups

ATCB may establish such working groups as it deems necessary to facilitate proceedings during the session. ATCB may establish standing working groups to attend to matters that require continuity.

Without prejudice to decisions taken thereon by participants in the session and to the provisions of these Rules of Procedure, working groups' debates shall be conducted, to the extent possible, in accordance with these Rules of Procedure.

X. AMENDMENT TO THE RULES OF PROCEDURE OF ATCB SESSIONS

As provided in the Regulations of the Co-operation Agreement for the Promotion of Nuclear Science and Technology in Latin America and the Caribbean, the Manual of Procedures may be amended and approved by ATCB at the request of:

- ARCAL Representatives;

- the Board of ARCAL Representatives (BAR);

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- the ARCAL Technical Coordination Board (ATCB);

- national coordinators;

- project coordinators;

- the IAEA.

XI. ANNEX --- FORMAT OF ATCB SESSION REPORTS

1. Introduction

A short statement of the venue and date of the ATCB session and a list of the States Parties to the Agreement at the time of the session, those Members which were represented by their national coordinators and those which were absent must be included in this section. A list the representatives of the International Atomic Energy Agency or other sponsors and special guests must also be included in the report. The most important information on the implementation of projects proposed by ARCAL during the period under review may be provided in brief.

2. Agenda for the session

The agenda adopted by the participants for the session must be included in this section.

3. Report on the work of the Steering Group

The points made by the President in his report on the work of the Steering Group in the period between the previous and the current regular ATCB session should be included in this section, with emphasis on participation in meetings and other tasks carried out by the Steering Group during the period. The findings of the analysis of the implementation of the recommendations adopted at the previous ATCB session should also be included and based on reports submitted by the IAEA and States participating in project implementation.

4. General Committee of the ATCB session and composition of working groups

The names of national coordinators appointed to the office of President, Vice-President and Secretary must be included in this section.

As a rule, working groups must be established to:

   a) draw up the report on the session, inclusive of conclusions and recommendations; participants shall comprise the host State and the Steering Group, which shall be supported by the IAEA;

   b) revise the activity plan;

   c) review project proposals for the next biennium, if necessary;

   d) monitor projects;

   e) update the Manual of Procedures;

   f) review other important matters included in the agenda or under "Other business", if necessary;

   g) perform other duties.

5. Updated activity plan for the biennium

The updated plan of activities to be implemented during the year, which should be based on the plan proposed by the IAEA, and the plan for the remainder of the biennium in question, must be included in this section.

The plan of activities must be used as the basis for assessing performance by the IAEA and States in meeting ARCAL programme commitments.

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6. Venue, date and provisional agenda of the next ATCB session

This section must include the following:

a) venue of the next session;

b) alternate venue;

c) dates of the session;

d) provisional agenda of the session.

7. Other business

All decisions on matters under this agenda item must be included in this section.

8. Conclusions and recommendations

All conclusions and recommendations adopted during the session must be included in this section. The recommendations must reflect commitments made by States and the IAEA during the session.

The recommendations shall include the following:

a) adoption of the report and its transmission to the BAR session;

b) recommendations on changes to the project activity plan and to the related budget;

c) recommendations on matters within the purview of the BAR session;

d) recommendations on the venue, date and provisional agenda of the next ATCB session;

e) recommendations for consideration by the IAEA;

f) adoption of recommendations on projects proposed for inclusion in the programme for a given biennium;

g) adoption of recommendations on the suspension or termination of projects, as appropriate.

9. Acknowledgements

All acknowledgements deemed appropriate and approved by the national coordinators must be included in this section.

10. Annexes

The annexes must include:

a) the list of participants;

b) official statements delivered;

d) daily activity schedule, as adopted;

e) the list of ARCAL national coordinators;

f) matters discussed during the session under "Other business".

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ARCAL MANUAL OF PROCEDURES

RULES OF PROCEDURE OF ATCB STEERING GROUP (ATCB-SG)

SESSIONS AND ACTIVITIES

Chapter 4
Brazil, May 2015

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I.   COMPOSITION OF THE STEERING GROUP

Members of the Steering Group

The Steering Group shall consist of the President, Vice-President and Secretary. The ATCB President shall be the national coordinator of the State that hosted the previous regular session in the region. The ATCB Vice-President shall be the national coordinator of the State that will host the next regular session in the region, and the Secretary shall be the outgoing President. The term of office shall be two years.

Alternates

Alternates, replacing the members, may participate in Steering Group sessions. If the Steering Group meets in a State not represented in the Group, the President may invite its national coordinator to attend the session, but without decision-making rights.

Functions of the Steering Group

The functions of the Steering Group shall be as follows:

a) implement recommendations on matters of interest to ARCAL arising from ATCB and BAR sessions in order to strengthen activities connected with the Agreement or its internal financing;

b) draft or revise specific documents requested by ATCB or BAR, containing ideas, proposals or recommendations on technical or political matters of interest to ARCAL;

c) prepare documents that must be submitted for consideration at ATCB and BAR sessions in order to resolve matters relating to project coordination and management or other ARCAL activities;

d) consider the tentative agenda of the ATCB session in order to make changes deemed necessary in the light of suggestions made to that end by national coordinators;

e) support the IAEA by proposing experts to evaluate the results and impacts of ARCAL-implemented activities and efficiency in the use of related resources.

II.   STEERING GROUP SESSIONS

Steering Group sessions

The Steering Group shall convene at least once a year, either in Vienna or in a State in the region.

The IAEA shall not finance Steering Group activities or sessions unless it is requested to provide some financial assistance for those purposes and unless they are included in the work plan of a project approved by the IAEA Board of Governors.

The Steering Group may agree, whenever deemed appropriate for Steering Group sessions, to invite advisers to collaborate in the preparations and in the conduct of the sessions. These advisers, designated from among ARCAL national coordinators not represented in the Steering Group, may speak but may not vote in Steering Group sessions.

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Notification of Steering Group sessions

The date, venue and provisional agenda of Steering Group sessions shall be set by the President in consultation with the Steering Group.

The IAEA shall provide administrative support for Steering Group sessions during the preparations for and conduct of the session, complying at all times with the provisions of the Agreement and the Agency's general policy.

The IAEA will coordinate the preparation or translation of documents at the IAEA on any matter entrusted to it by the Steering Group and will distribute them sufficiently in advance of the beginning of the session at which they will be considered.

III.   AGENDA OF ARCAL STEERING GROUP SESSIONS

Provisional agenda

The Steering Group, supported by the IAEA, shall draw up the provisional agenda of ARCAL Steering Group sessions.

The provisional agenda shall include:

a) review of documents which the Steering Group, expert or working groups or any national coordinator wishes to submit at ATCB or BAR sessions;

b) items agreed beforehand by the Steering Group for inclusion in the agenda;

c) items proposed by the IAEA for consideration as matters of interest;

d) adoption of its session reports;

e) new ARCAL projects proposed either in the form of a project "idea" or "document".

Revision and adoption of the agenda

The provisional agenda shall be submitted for adoption at the beginning of the Steering Group session. The Steering Group may add, delete, defer or amend items, if so agreed. The Steering Group may at any time decide in advance on the agenda of one or more subsequent sessions.

IV.   CONDUCT OF DEBATES AT ATCB STEERING GROUP SESSIONS

The President shall conduct the meetings of the Steering Group session with the support of the Vice-President and the Secretary.
The Secretary shall be responsible for drafting the report.

All proposals with cost implications for the IAEA must be included in the work plan of a project approved by the IAEA Board of Governors and will be submitted to the IAEA for consideration.

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All in-session decisions shall be taken by consensus of the Steering Group members. Consensus is taken to mean any decision adopted without any explicit objection being raised by any member of the Steering Group.

V. LANGUAGES AND DOCUMENTS

Official and working languages at the sessions

Spanish shall be the official and working language of ATCB Steering Group sessions. All important session documents shall be distributed in the working language of ARCAL unless the IAEA, in consultation with the Steering Group, considers that another language must be used in addition to Spanish.

Languages of documents

All documents for consideration by the Steering Group shall be drafted in the official and working languages, preferably in Spanish, unless it has been explicitly agreed that they must be prepared in English or in both languages, if necessary.

The Agency shall make every effort to accommodate any request submitted to it by the Steering Group regarding the languages of documents that must be prepared.

VI. AMENDMENT, SUSPENSION AND INTERPRETATION OF THESE REGULATIONS

The Steering Group may by consensus propose the amendment, suspension and interpretation of these Rules of Procedure, which shall be submitted to the ATCB for consideration with a view to its approval.

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MANUAL OF ARCAL PROCEDURES

PROJECT CYCLE

Chapter 5.1
Brazil, May 2015

CONTENTS

CHAPTER I. ARCAL project cycle

A project is a set of activities aimed at solving a concrete, specific problem identified by a country or group of countries, which must be implemented within an established period of time.

The project cycle has been defined as a process comprising the following five phases:

1. identification of regional problems and needs as stated in a current regional strategic profile;
2. project concept proposal;
3. selection and approval of project proposals;
4. project design;
5. implementation and monitoring;
6. evaluation of ARCAL projects.

Projects proposed by ARCAL must promote technical cooperation among States Parties to the Agreement. On completion of each project, new action is expected to be taken on cooperation among participating countries and institutions, thus promoting both the use of project outputs and the provision of services.

As all communication among the various stakeholders relating to the project cycle must be forwarded through the national coordinators, a platform has been placed at the disposal of States Parties to facilitate management of the Agreement throughout the technical cooperation cycle.

1. Identification of regional problems or needs

The identification of problems or needs to be addressed in the region must be based on regional priorities, taking the regional strategic profile (RSP) into account.

2. Project concept proposals

Once problems or needs have been identified, the ATCB will issue a cycle-specific call for parties to submit project concepts to attend to that problem or need, following the IAEA regional project concept format (Annex 1).

The national coordinator of the proposing country will submit them to the relevant thematic area coordinator for onward transmission to the ATCB President and the IAEA in accordance with the timetable set in the call.

The call will be arranged by the ATCB in accordance with the regional strategic profile and the IAEA's technical cooperation cycle.

DTMs submitting proposals will be requested to attach a copy of the certificate of completion of the ARCAL self-learning course.

3. Selection and approval of project proposals

The ATCB will select projects and prioritize project concepts in accordance with criteria established in the regional strategic profile and the criteria of relevance, timeliness and participation.

The Board of ARCAL Representatives (BAR) will approve the proposals in accordance with ATCB recommendations.

4. Project design

The lead project coordinator (designated team member) shall be the coordinator of the country that has submitted the concept.

On the basis of feedback on the concept submitted to the IAEA, the designated team member will design a preliminary draft project. That draft will be analysed, discussed and agreed with the PMO, TO, national coordinator of the proposal-submitting country, the thematic area coordinator and experts in the region at the project-design meeting, referring to tendering guidelines and tools of the IAEA's Department of Technical Cooperation.

As a result of the first design review, minimum participation criteria will be established, and the next stage will consist in circulating the designs to countries for acceptance The countries will use the acceptance form to confirm their support (Annex 2).

During project design, guidelines on communication and alliances contained in Annex 3: Guidelines on Communication and Alliances for DTMs, the Platform and the Manual will be taken into account.

The IAEA will submit the final version of projects to the Technical Assistance and Cooperation Committee and to the Board of Governors for approval.

5. Implementation and monitoring

Project implementation begins after approval by the IAEA Board of Governors and after allocation of resources required for implementation.

The IAEA will inform national coordinators of approved projects.

In implementing ARCAL-proposed projects, infrastructure, institutions and experience available in the region must be used as much as possible, particularly if they are outcomes of the Agreement.

States Parties to ARCAL will contribute to project implementation either in kind or in cash and/or by providing logistical support for activities carried out in their respective countries.

The lead coordinator (DTM) will draw up a half-yearly project monitoring report (Annex 4: Project Progress Report) in order to monitor implementation progress, problems and difficulties. The report will be submitted to the national coordinator who will submit it officially to the IAEA, not later than 31 January and 31 July of each year, and will upload the documents to the Platform.

The lead country coordinator will deliver a copy of the project progress report to the thematic area coordinator for use as inputs to ATCB decision-making.

Similarly, after coordination meetings, the lead project coordinator shall submit the respective report to the national coordinator, copied to participating project coordinators. The following information will be provided if requested:

1. references on difficulties arising during project implementation, identifying the root causes;

2. details of activities, with emphasis on achievements and results;

3. publicity on activities generated by action taken.

5.1. Operational aspects of project implementation

The following criteria will be taken into account when selecting venues for ARCAL events and activities:

a) the most equitable distribution possible of the events and activities among the participating countries;

b) availability of suitable installations and facilities for an optimal-quality event or activity;

c) clear commitment on the part of national authorities to support the holding of an event or specific activity.

Project implementation coordination meetings

The first coordination meeting, if required, must be held preferably within three months of project approval. At this meeting, the proposed activity plan and the related budget must be reviewed and all recommendations must be formulated for submission to the national coordinators and the IAEA for consideration and the requisite adjustments. The lead project coordinator must report on the meeting in accordance with the established format (Annex 5).

An intermediate coordination meeting is held only if necessary for projects lasting more than two years in order to evaluate project progress and propose any remedial action required. The lead project coordinator must report on the meeting in accordance with the established format (Annex 5).

The final meeting of project coordinators will be held to conduct a technical review of results achieved during project implementation. The DTM must report on the meeting in accordance with the established format (Annex 5).

The purpose of this meeting is to enable countries to evaluate achievement of the commitment undertaken by countries participating in the project. In the event of difficulties in meeting commitments, the report will be transmitted to the BAR, which will take the required measures.

The DTM will submit reports (Annex 5) on all meetings to the national coordinator, who will submit them to the IAEA for circulation to all ARCAL national coordinators, copied to project counterparts. Such reports must be submitted through the national coordinator to the project PMO within one month after the date of the meeting.

Participation of experts from the region

Wherever possible, experts from ARCAL-participating countries shall be called upon to conduct expert missions included in activity plans as adopted. In selecting such experts, those proposed by the countries shall be taken into consideration.

On completion of the expert's work, the IAEA shall dispatch the report to the national coordinator and project coordinator of the country that had hosted the mission and to the DTM.

Requests for materials, equipment and spare parts

Project coordinators shall include, in requests for materials and equipment for ARCAL projects, clear and precise equipment specifications and potential supplier details, and shall submit them to the national coordinator for onward transmission to the project PMO at the IAEA. The project coordinator must ensure that the technical specifications have been previously agreed with the technical officer.

The project coordinator must request the necessary equipment by the dates set by the IAEA.

The project coordinator is under an obligation to notify the IAEA as soon as possible of the receipt of equipment and materials for the project. In the event of loss, breakage or late delivery of the equipment granted, the project coordinator must accordingly inform the supplier, the national coordinator and the IAEA.

Training courses and meetings

If training courses and meetings are covered by projects, the project coordinator must submit a prioritized list of nominations to the national coordinator before the deadline for submission to the IAEA.

Request for training and expert missions

Requests for training activities and expert missions must be submitted through the national coordinator, copied to the DTM, in accordance with the project implementation work plan. The national coordinator will forward the requests to the PMO at the IAEA. The project coordinator will submit the request for training and expert missions by the dates set by the IAEA.

6. Evaluation of ARCAL- proposed projects

The ATCB shall establish working groups to evaluate project results from a technical and managerial standpoint. The contribution of project results to thematic areas established in the regional strategic profile will thus be assessed.

The ATCB will agree on the working methodology and will appoint experts to evaluate project results. The evaluation must be conducted by experts who have not been connected at all with the project.

The report on the evaluation findings will be considered by national coordinators at ATCB and BAR sessions, as appropriate, and shall be forwarded to the IAEA for consideration in accordance with the ARCAL project impact and results evaluation guide and the project impact evaluation methodology.

These project evaluation documents are contained in Chapter 5.3 of the Manual.

7. Collaborating centres

ARCAL recognizes the experience gained and capacities built in ARCAL designated centres, which can develop and strengthen their contribution through IAEA collaborating centres. They must therefore be validated and recognized in accordance with IAEA requirements.

All ARCAL designated centres may review the procedural conditions and requirements for the designation of IAEA collaborating centres.

CHAPTER II. Country participation in projects

Each State Party may participate in an ARCAL-proposed project if it meets the conditions and requirements set by the ATCB, drawing on opinions and requirements issued by the DTM and the IAEA.

A country's decision to withdraw, as a participant, from an ARCAL project shall be announced by the country's national coordinator to the ATCB Steering Group, to the BAR and to the IAEA.

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

REGIONAL PROJECT CONCEPT FORMAT

REGIONAL PROJECT CONCEPT FORMAT

Region:			
Regional/Cooperative agreement (if applicable)		**Priority no. given by regional/cooperative agreement** (for concepts proposed under the auspices of regional cooperative agreements)	
Title			
Field of activity			
Need/problem identified in the RSP (PER)			
Regional project category[1]	☐ *Transnational* ☐ *Regional standard setting* ☐ *Capacity building for developing countries* ☐ *Joint TC activities with a regional or international entity*		
Names and contact details of project counterparts and counterpart institutions **(starting with the main counterpart)**			
Analysis of regional Gap/problems/needs	*Give an in-depth analysis of the major problems/needs to be addressed by the project, as well as of their causes and effects; and explain how these are linked to regional development plans or frameworks (or equivalent). Refer to past efforts made in addressing these problems/needs, if any, and explain how the current project proposal builds upon them.* *Attach any supporting documents (e.g. texts of regional development plans).*		
Why should it be a regional project?	*Indicate why it is better to address these problems/needs through a regional project (as opposed to a national one).*		
Stakeholder analysis and partnerships	*Describe the stakeholder analysis conducted, specifying all the interested or affected parties, end users, beneficiaries, sponsors and partners identified, with clearly defined roles for each entity.*		
Overall objective (or developmental objective)	*State the objective to which the project will contribute, and demonstrate its linkage with any regional or broader development goal or priority. It has to be in line with the problems/needs identified.*		
Analysis of objectives	*Draw up an objective tree to highlight the hierarchy of objectives as well as the cause–effect logic that this project is expected to achieve.*		
Role of nuclear technology and the IAEA	*Indicate the nuclear technique that would be used and outline why it is suitable for addressing the problems/needs in question. Is this the only available technique? Does it have a comparative advantage over non-nuclear techniques? What specific role is the IAEA expected to play in the project?*		

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[1] See the document entitled "Policy and Procedures for TC Regional Projects" at:
http://pcmf.iaea.org/DesktopModules/PCMF/docs/2014_15_Docs/notes/Regional_TC_Project_Policy.pdf.

Project duration	*Indicate a realistic starting date and the number of years required to complete the project. (In the case of projects expected to exceed four years, an assessment will be conducted before the end of the fourth year to decide on the validity of an additional year.)*
Requirements for participation	*Indicate the minimum requirements that counterpart institutions in Member States would need to meet in order to participate in this project, and how the fulfilment of these requirements will be verified.*

Participating Member States	*List the Member States expected to participate in this project that meet the requirements established above. Indicate the role of each Member State in the project.*
	Country: _____ Role:
	   ☐ *Resource (providing expertise)*
	   ☐ *Target (receiving expertise)*

Funding and project Budget

Provide an estimate of the total project costs and the funding expected from each stakeholder:

		Euro	Comment
Government cost-sharing			(to be sent to the IAEA)
Counterpart institution(s)			
Other partners			Who?:
IAEA Technical Cooperation Fund (TCF):	*Fellowships / Scientific visits / Training courses/ Workshops*		
	Experts		
	Equipment		
	TOTAL		

ANNEX 2

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

MINIMUM
PARTICIPATION CRITERIA
(ACCEPTANCE)

Criteria and minimum requirements for participation in project proposal RLA:	
Lead counterpart:	Managing officer:
Technical officer:	
Member State:	Counterpart proposal (full data):

Criterion 1:
Justification

Criterion 2:
Justification

Criterion 3:
Justification

Criterion 4:
Justification

ANNEX 3

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

GUIDELINES ON COMMUNICATION AND ALLIANCES FOR DTMs

1. INTRODUCTION

The purpose of these guidelines is to encourage communication and outreach to partners and allies (hereinafter "alliances") for ARCAL-proposed projects and to establish the bases and procedures that must govern such activities.

Counterparts appointed by countries to participate in an ARCAL-proposed project must contribute substantively to ensuring that project design and implementation are governed by the highest standards of quality, comply with IAEA technical cooperation programme rules and follow ARCAL-established principles, policies and procedures. They must be familiar with the content of the Agreement, with the ARCAL mission and vision and with its strategies, procedures and operational structure.

The main responsibility of project participants is to provide support for the achievement of project design objectives and thus contribute to the region's sustainable development through the use of nuclear science and technology; furthermore, they must be involved substantively in communication and alliance activities conducted under the project.

Communication is a crucial component of ARCAL-proposed projects. A successful project that achieves its proposed design objectives is merely an academic exercise and has no tangible impact on the development of the countries in the region if its results are not communicated in due time and form to end users, decision makers or organizations that promote cooperation and provide resources.

As nuclear science and technology can contribute only in part to meeting the region's development needs in many situations, ARCAL-proposed technical cooperation projects must include activities to reach out to potential partners and allies that can contribute to meeting needs either through joint action or by building synergy or by planning complementary activities.

Organizations and agencies involved in development promotion , such as the IAEA, provide funds and financial and human resources for the implementation of technical cooperation projects. Participants in ARCAL-proposed technical cooperation projects must undertake to enhance the visibility of cooperation with such organizations and agencies and to be accountable for using the resources received efficiently and effectively.

Communication and alliances must be integral parts of project design. An item thereon must always be included in the agenda of project coordination meetings, especially the first such meeting, at which the project communication plan must be discussed, as must alliance promotion activities, whenever necessary.
The management of communication and alliances must be governed by ARCAL-approved strategies and guidelines, consistent with IAEA recommendations. These strategies will be available on the ARCAL web page and platform.

2. COMMUNICATION ROLES AND RESPONSIBILITIES

Communication is taken to mean any act of conveying information in order to transmit, exchange or share with third parties data on a project, at any stage, or on its outputs or expected or actual results, by any print, broadcast, visual or electronic communication medium.

All ARCAL-proposed technical cooperation project stakeholders must contribute actively to communication and to the enhancement of project visibility.

The DTM, as lead project coordinator, must ensure that both aspects are satisfactorily managed in the context of specific cooperation projects and is accountable therefor to the country's ARCAL national coordinator and to the national project thematic area coordinator .

The DTM may, on request, be given assistance and advice by ARCAL communication and alliance focal points. Assistance may be provided, also, by the programme management officer (PMO) for the project and by specialized units of the Coordination Division of the IAEA's Technical Cooperation Programme.

The project's PMO must promote project communication and alliances and assist the DTM or counterparts whenever necessary, and shall be accountable therefor to the management of the Division for Latin America at the IAEA.

The DTM shall discharge the following specific communication functions:

1. ensure that project design includes a communication component by identifying communication and visibility opportunities within and outside the project for incorporation into the work programme and by making a reasonable budgetary allocation for those purposes;

2. identify key project work plan events that could generate communication outputs and, in conjunction with the PMO, plan specific missions to produce publicity material;

3. promote and ensure that project-generated communication material (photographs, interviews, articles, texts and so on) is provided to ARCAL through its platform and that articles and news items outlining significant events are posted periodically on the ARCAL web page;

4. draft a visibility-enhancing text on the last day of each project group event, recording the main parameters of the event (date, venue, participants, authorities ...) and summarizing the achievements;

5. encourage counterparts to make use of their own institutions' communication and media units and, if possible, national broadcast and print communication media.

The DTM and project counterparts may upload documents and outputs to the ARCAL platform so that they can be shared within each project collaboration area.

The DTM and counterparts may thus produce news material on project participation for use in international or local media, as long as it is clearly recorded that opinions are expressed in a personal capacity and do not represent the opinion of ARCAL or of the IAEA.

When, however, the material portraying an ARCAL or IAEA project is intended for external communication media, including the ARCAL or IAEA websites, the author must submit the draft to the project DTM who, after appraisal, shall submit it to the project PMO and TO for opinion, with a copy to the DTM's country's national coordinator. Once it has been reviewed, the DTM shall submit it to the assigned communication focal point primarily to assess its style, content and publication in an appropriate medium. The national coordinator of Argentina, who is in charge of the web page, shall receive the information for publication through the communication focal point.

When necessary, the DTM may request support from his/her institution or from the IAEA in order to obtain suitable means of developing communication materials (cameras, videos and so on).

3. ALLIANCE ROLES AND RESPONSIBILITIES

Alliance is taken to mean sustained project relations with third parties in order to assist in project design, implementation, use of results or information. There are many types of allies or partners such as donors, technological allies and development promoters. There are also many forms of alliances involving contractual relations, collaboration, parallel action planning and technical advisory services, among others.

All project stakeholders must contribute actively to the development and maintenance of project-related alliances.

The DTM shall put forward suggestions and ideas about possible strategic alliances to the project team and to the ARCAL coordinator, as from the project concept formulation stage.

The DTM shall be in charge of drafting and producing alliance proposals together with the country's national coordinator, the national thematic area coordinator and, with regard to IAEA matters, the project PMO in order to take all necessary steps. In no case shall the DTM or project counterparts involve third parties without the consent of ARCAL and the IAEA.

When appropriate, the resources required to support the establishment and maintenance of alliances within the context of the project will be included in the project design.

The DTM shall keep ARCAL and the IAEA informed about the performance of project alliances through the project progress report.

ANNEX 4

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

PROJECT PROGRESS REPORT (PPAR)
Lead Country Coordinator

Introduction

The project progress report (PPAR) is a half-yearly report that must reflect progress achieved and difficulties encountered in implementing ARCAL-proposed projects.

The PPAR contributes to the identification of difficulties, problems and limitations of the regional project.

The DTM must draw up the project progress report and submit it to the national coordinator, who must then forward it to the IAEA and the coordinator of the monitoring group. Such reports must be issued yearly on 31 January and 31 July.

The October 2014 version is provided below.

SECTION-1: BASIC INFORMATION		
Project Number and Title		*(prefilled)*
List of Participating Countries		
Report Compiled by	☐DTM[1] ☐ LCC[2] ☐ LPC[3] ☐ PC[4] ☐ PSC[5] Name　　　Institution	
1st Year of Approval		
Estimated Duration		
Expected End Date		
Total Project Budget *(as per IAEA White Book)*		
Reporting Period	☐ January - June　☐ July – December	*Tick one reporting period*
Report Contributors		*Other contributors to the report besides counterpart*
Has there been any major change that affected the project?	☐ Yes ☐ No If yes, tick to specify nature of change(s): ☐DTM ☐ LCC ☐ LPC ☐ PC ☐ PSC ☐ CP[6] ☐ NLO[7] ☐ PMO[8] ☐ TO[9] ☐ Budget/funding; ☐ Other (*specify*) [Provide explanation]……	*Select "Yes" or "No" and, if "Yes", please tick relevant box(es) and describe nature of impact*
SECTION-2: OUTPUTS ACHIEVEMENT		
Select status of Output and briefly describe elements of progress towards target indicators: (1st column prefilled)		
Output 1: … Indicator(s): …	☐ Completed ☐ On schedule ☐ Delayed ☐ Other (*specify*) [Provide explanation]……	*Select status and provide explanation/ supporting background information (e.g., Why is the output delayed? What mitigation measures have been taken to solve the issue?)* *Insert additional rows if more than 4 outputs*
Output 2: … Indicator(s): …	☐ Completed ☐ On schedule ☐ Delayed ☐ Other (*specify*) [Provide explanation]……	
Output 3: … Indicator(s): …	☐ Completed ☐ On schedule ☐ Delayed ☐ Other (*specify*) [Provide explanation]……	
Output 4: … Indicator(s): …	☐ Completed ☐ On schedule ☐ Delayed ☐ Other (*specify*) [Provide explanation]……	

	SECTION-3: EQUIPMENT & HUMAN RESOURCES	

Based on TC Input categories, rate overall contribution towards achievement of project Outputs of Procurement and Human Resources capacity building Activities implemented thus far

Equipment (EQ)/ Sub-Contract (SC)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	*Select overall rating and provide explanation/ supporting background information deemed relevant to support rating*
Expert Missions (EM)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	*(E.g., Is the procured EQ on schedule as regards delivery/ custom clearance/ installation-commissioning/ utilization? If not, what is being done to overcome difficulties?*
Fellowships (FE)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	
Scientific Visits (SV)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	*How did/ will the training received through FEs/ SVs support the establishment of new services? Are the trainees still employed?*
Training Courses (TC)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	
Meetings (MT)/ Workshops (WS)	☐ Not Applicable ☐ Very Good ☐ Good ☐ Fair ☐ Poor [Provide explanation]……	*How did/ will the technical guidance received during/after EMs help improve capabilities of the Counterpart Institute?* *Was/will the knowledge and experience gained by TC/ WS participants shared/ be shared among colleagues to enhance institutional performance? How was/ will this done/ be done?)*

	SECTION-4: COMMENT AND RECOMMENDATIONS BY *DTM/ LC/ LPC/ PC/ PSC*	
Rating by DTM/ LC/ LPC/ PC/ PSC	Your project performance: ☐ Very Good ☐ Good ☐ Fair ☐ Poor ☐ Very Poor [Provide explanation]…… The support received from the Agency: ☐ Very Good ☐ Good ☐ Fair ☐ Poor ☐ Very Poor [Provide explanation]……	*Select rating based on experience thus far and provide explanation/ supporting background information deemed relevant to support rating*
Lessons learned		*Highlight key factors of success / failure that can promote/ hinder the achievement of project outputs and may impact TC Programme delivery*
Recommendation(s) by DTM/ LC/ LPC/ PC/ PSC to:	☐PMO ☐TO	*Select addressee and provide recommendation(s) to be addressed*

	☐ Government(s)	
	☐ CP Management	
	☐ Other (specify)	
SECTION-5: OUTCOME PROGRESS: *(1ˢᵗ column prefilled)*		
Outcome Statement … Outcome Indicator(s) …	☐ Achieved ☐ To be achieved as planned (on schedule) ☐ Delayed ☐ Other (*specify*) [Provide explanation]……	*Select status and provide explanation/ supporting background information (e.g., based on the outcome indicator and its target value, to what extent the outcome is being achieved? Is there any deviation from expectations? Why?)*

---

[1] **DTM**: Designated Team Member   [2] **LCC**: Lead Country Coordinator
[3] **LPC**: Lead Project Coordinator   [4] **PC**: Project Coordinator
[5] **PSC**: Project Scientific Consultant   [6] **CP**: Counterpart
[7] **NLO**: National Liaison Officer   [8] **PMO**: Programme Management Officer
[9] **TO**: Technical Officer

ANNEX 5

ARCAL

**REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF
NUCLEAR SCIENCE AND
TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN**

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**COORDINATION MEETING REPORT
FORMATS**

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CONTENTS

I. REPORT FORMAT FOR THE FIRST PROJECT COORDINATION MEETING

CONTENTS

1. INTRODUCTION

In general, reports on the first project coordination meeting should be structured as follows:

I.   Introduction/background

II.   Current situation

III. Objectives

IV.   Expected results

V.   Detailed activity plan

VI.   Budget

VII. Conclusions and recommendations

VIII. ANNEXES:

  a)   Country reports

  b)   List of participants

  c)   Work plan.

In specific cases, other sections may be added to the body of the report. For example, if working groups are established to examine a specific item on the meeting agenda or to draw up a proposal relating to specific parts of the report, documents drafted by those working groups must be included in annexes to the report, if so decided by the participants.

2. STRUCTURE OF THE REPORT

I. Introduction/ background.

A summary, setting out key project aspects for the reader, must be included in this section.

II. Current situation

A summary, highlighting the current situation in the region in relation to the main project theme, is given in this section.

The summary must reflect statements made at the meeting by project coordinators on the situation in their country.

III. Objectives

This section should set out all objectives to be attained during project implementation. Any required amendment to or clarification of the initial wording of the objectives shall be submitted as proposals for subsequent approval by ARCAL national coordinators of project-participating countries and by the Agency.

IV. Expected results

Details of all results expected on completion of the project must be given in this section.

The results should be so worded as to permit project evaluation both during implementation and after termination.

V. Detailed activity plan

This section should include the following information for each activity to be carried out during project implementation:

- name of activity;

- objectives of activity;

- date and venue;

- organizers;

- participants;

- date of submission of nominations;

- profile of participants and requirements for participation in the activity;

- host country contribution;

- IAEA contribution;

- target results.

Detailed information on any request for equipment, materials or expert missions, however preliminary, must be included in this section because the information will be used by the Agency to procure equipment and materials approved under the project and to assign the experts requested.

An activity programme for each project must be drawn up for each year of implementation and must comprise a "Summary Table" of the activity plan, giving only the name of the activity, date of implementation, the host country and a list of participants.

VI. Budget

A breakdown of the budget allocated for the project, highlighting the cost of each activity in the activity plan described in the preceding paragraph, must be given in this section.

VII. Conclusions and recommendations

Recommendations adopted at the meeting and recommendations on measures to be taken by project coordinators, national coordinators and the Agency in order to bring the project to a successful conclusion, must be included in this section.

The recommendations should include:

   a) approval of the meeting report by the national coordinators of the countries participating in the project;

   b) the date of delivery of the meeting report by ARCAL to the Secretariat for circulation;

   c) changes (if any) to the original approved activity programme and the related budget;

d) conditions for the possible inclusion of new countries during the project implementation phase;

e) conditions for the granting of fellowships and scientific visits;

f) limitations on training events scheduled under the activity plan and the budget for such events;

g) distribution of the requested equipment, materials and expert missions.

It must be noted that the Agency will take action only on the basis of recommendations that have been approved by the national coordinators.

ANNEXES TO THE REPORT

a) Country reports

All reports submitted during the meeting by countries involved in project implementation must be included in this annex.

b) List of participants

The following information must be provided regarding each participant:

I.	Full name of the participant
II.	Institution
III.	Address
IV.	Telephone and telefax numbers
V.	E-mail address

c) Work plan for the meeting

The work plan followed during the meeting must be included in this annex.

II. REPORT FORMAT FOR INTERMEDIATE PROJECT COORDINATION MEETINGS

CONTENTS

1. INTRODUCTION

Reports on intermediate project coordination meetings shall be structured as follows:

    I)   Introduction

    II)   Attainment of project objectives

    III)   Project results achieved

    IV)   Main difficulties encountered during project implementation

    V)   Key measures adopted to ensure project completion

    VI)   Proposed adjustments to the project activity plan

    VII)   Proposed adjustments to the project budget

    VIII) Conclusions and recommendations

ANNEXES

    a)   Country reports

    b)   List of participants

    c)   Work plan

2. CONTENT OF THE SECTIONS OF THE REPORT

I.   Introduction/background

A summary of the following information must be included in this section:

    a) date and venue of the first project coordination meeting;

    b) countries participating in the meeting;

    c) objectives and expected results;

    d) adoption of the report;

    e) adoption of the activity plan.

II.   Attainment of project objectives

The way in which each project objective is being attained must be reflected in this section.

III.   Project results achieved

Results already achieved through project implementation must be included in this section, by reference to the benchmark used for project approval.

Furthermore, implementation of the activity plan adopted must be reflected, highlighting both unimplemented and suspended activities. The reasons for the decisions made in each case mush be given.

IV.   Main difficulties encountered during project implementation

The main difficulties encountered during project implementation must be given in this section.

V.   Key measures adopted to ensure project completion

Measures already adopted or proposed to resolve difficulties encountered during project implementation with a view to achieving the objectives and expected results must be described in this section.

VI.   Proposed adjustments to the project activity plan

All proposed amendments to the approved activity plan must be reflected in this section.

Such changes must not entail any increase in the approved budget, but rather a redistribution of already approved and available resources.

Changes to the activity plan, requiring resources additional to those already allocated for the project, may be proposed only in cases of absolute need. In such cases, the following information must be provided for each proposed activity:

- title/name;
- date and venue;
- organizers;
- participants;
- date of submission of nominations (if applicable);
- profile of participants;
- requirements for participation in the activity (if any);
- host country contribution;
- IAEA contribution.

In adopting these proposals, the level of resources already approved for the project must be borne in mind, if there are any such resources.

VII.   Proposed adjustments to the project budget

All proposed amendments to the project budget must be detailed in this section.

All proposals included in this section must relate to specific activities in the project activity plan.

Resources must not be allocated or requested unless they are associated with well-defined activities included in the approved plan.

VIII.   Conclusions and recommendations

All conclusions and recommendations adopted during the discussion must be reported in this section. The recommendations must include, inter alia, the following:

a)   adoption of the national coordinators' report;

b)   approval of all measures to be applied to resolve ongoing project implementation difficulties;

indicating whether:

- the project continues to be in the vital interest of participating countries;

- the deadline for project completion is expected to be met;

- the project is being satisfactorily implemented or requires further input;

- project implementation should continue;

c)   approval of all proposed amendments to the approved activity plan or to draw up such a plan if there is none ;

d)   approval of all proposed amendments to the project budget;

e)   date of delivery of the meeting report to ARCAL for circulation to sponsors and to the Secretariat;

f)   conditions for the granting of fellowships and scientific visits, if applicable;

g)   conditions under which expert missions should be dispatched, if applicable;

h)   distribution of the fellowships and scientific visits, equipment, materials and other supplies requested.

ANNEXES

a.   Country reports
b.   List of participants
c.   Work plan
d.   Others

III. REPORT FORMAT FOR THE FINAL PROJECT COORDINATION MEETING

CONTENTS

1. INTRODUCTION

The report on the final project coordination meeting must be structured as follows:

  I. Introduction/background

  II. Attainment of project objectives

  III. Implementation of the approved activity plan

  IV. Rate of implementation of the approved budget

  V. Contributions to countries and degree of success in achieving expected results

  VI. Main benefits derived from the project by participating countries and the region

  VII. Main difficulties persisting in the region and possible solutions based on concerted efforts

  VIII. Main lessons learned from project implementation

  IX. Sustainability achieved through project implementation

  X. Conclusions and recommendations

ANNEXES

  a) List of participants

  b) Country reports

  c) Meeting schedule

  d) Evaluation tables (if not included in the body of the report)

  e) Others

In specific cases, other sections may be added to the body of the report. If working groups are established to examine a specific item on the meeting agenda or to draft a proposal relating to specific parts of the report, documents drafted by those working groups must be included in annexes to the report, if so decided by the participants.

2. CONTENT OF THE SECTIONS OF THE REPORT

I. Introduction/background

Key features of the project will be outlined in this section, covering:

  a) basic information on:

    ▪ project inception;

- ▪ approved activity plan;
- ▪ budget for the activity plan;

b) objectives and results achieved;

c) participating countries;

d) other details deemed particularly important.

II. Attainment of project objectives

Attainment of each planned objective and, if applicable, the main reasons for any failure to attain those objectives must be reflected qualitatively and quantitatively in this section.

III. Implementation of the approved activity plan

Implementation of the approved activity plan must be described in this section. Information for each year of project implementation must cover the following:

a) proposed tasks or activities;

b) suspended or cancelled tasks or activities;

c) non-implemented tasks or activities;

d) implemented tasks or activities.

Tables must show:

- • the name of the activity;
- • the type of activity (regional training course, regional workshop, regional training seminar, database, national course, coordination meeting, expert mission, etc.);
- • the host country, institution and date of implementation;
- • participating countries.

A summary of the number of activities planned and implemented under the project must also be included. In addition, the extent to which each country has participated in project implementation must be determined.

Any new tasks or activities added to the original approved plan during project implementation should be included in the relevant tables.

IV. Budget implementation rate

The rate of implementation of the budget allocated for the project, that is, the percentage of resources actually expended during project implementation and the total resources allocated per year for the duration of the project, must be reflected in this section. Furthermore, all resources added to the initial approved budget to meet unforeseen requirements, must be set out in detail.

V. Contributions to countries and degree of success in achieving expected results.

Contributions made to countries for project implementation must be reported in this section, specifying:

- ▪ the number of persons trained;

- the number of national laboratories established;
- the number of items of equipment repaired;
- the number of items of equipment received;
- the number of spare parts received;
- the number of activities carried out;
- the benefit derived from each dollar contributed.

A project implementation evaluation based on the indicators detailed in the ARCAL Manual of Procedures must be included in this section covering:

- effectiveness;
- efficiency;
- relevance;
- timeliness;
- impact;
- cost/benefit.

VII. Main benefits derived from the project by participating countries and the region.

The main benefits derived from project implementation must be described in this section.

VII. Main difficulties persisting in the region and possible solutions based on concerted efforts.

The main difficulties persisting in the region and possible solutions must be summarized in this section.

VIII. Main lessons learned from project implementation.

The main lessons learned and the main shortcomings encountered during project implementation must be detailed in this section.

IX. Project sustainability

Achievement of conditions enabling countries to play a greater role in project follow-up once financing by the sponsor has ended must be described in this section.

X. Conclusions and recommendations

All conclusions and recommendations adopted during the discussion must be included in this section. The recommendations must include, inter alia, the following:

a) adoption of the national coordinators' report;

b) approval of all measures to be taken to ensure sustainability;

c) approval of a small number of activities required to ensure that ongoing difficulties are resolved upon completion of the project.

ANNEXES

a)   List of participants.

b)   Country reports.

c)   Meeting schedule.

d)   Evaluation tables (if not included in the body of the report).

e)   Others.

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ARCAL MANUAL OF PROCEDURES

FORMAT OF ARCAL ANNUAL REPORTS

TABLE OF FINANCIAL INDICATORS

Chapter 5.2
Brazil, May 2015

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Country:

Brazil, May 2015

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REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

INTRODUCTION

The annual report by national coordinators must reflect progress achieved and setbacks encountered in programme implementation during the year. This report is the responsibility of the ARCAL national coordinator and must be sent before 15 March of each year to the IAEA.

In order to provide necessary and useful information for project reporting, monitoring and development, a report format, as set out below, must be followed.

ANNEXES

Annex 4.1 – Format of the annual report on ARCAL country activities.

Annex 4.2 – Table of financial indicators for assessing States' contributions.

ANNEX I – FORMAT FOR THE ANNUAL REPORT ON ARCAL COUNTRY ACTIVITIES

CONTENTS

1. EXECUTIVE SUMMARY
2. PARTICIPATION OF THE NATIONAL COORDINATOR IN ARCAL ACTIVITIES
3. RESULTS, DIFFICULTIES AND PROBLEMS ENCOUNTERED IN IMPLEMENTING PROJECTS AND THE AGREEMENT
4. ANNEXES

1. EXECUTIVE SUMMARY

Describe the country's participation in project implementation, including contributions made by the country.

2. PARTICIPATION OF THE NATIONAL COORDINATOR IN ARCAL ACTIVITIES

List the most important activities carried out by the national coordinator to support the conduct of ARCAL activities, and sessions that he/she has attended.

3. RESULTS, DIFFICULTIES AND PROBLEMS ENCOUNTERED IN IMPLEMENTING PROJECTS AND THE AGREEMENT

Outline problems and difficulties encountered during project implementation, with emphasis on solutions.

4. ANNEXES

4.1 The country's contribution to the programme (include the detailed account as required in the table of financial cash indicators)

Project code and title	Project coordinator	Assessed contribution
Total		

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ANNEX 4.2 – TABLE OF FINANCIAL INDICATORS FOR ASSESSING COUNTRY CONTRIBUTIONS TO THE ARCAL PROGRAMME

ITEM	REFERENCE VALUE	AMOUNT in €
1. Experts/conference attendees sent abroad by the Agency	€300 per person per day (including travel days)	
2. ATCB Steering Group, ATCB working groups and focal points	€300 per person per day (including travel days)	
3. Local cost of the venues of a regional event held in the country (working group/training courses/workshops/seminars)	€5000 per week	
4. Local costs of national events included in the activity plan	€3000 per week	
5. Fellowship holder whose local expenses are borne by the country	€3500 per fellowship holder per month	
6. Publications	Up to €3000	
7. Database establishment and/or updating	Up to €5000	
8. Local cost of venues ARCAL Technical Coordination Board (ATCB) sessions	€50 000 per week	
9. Shipment of reagents/radiation sources/radioisotopes/other material	Up to €5000	
10. Services provided (e.g. irradiation of material)	Up to €5000	
11. Time worked as national coordinator, with supporting team	Maximum €1500 per month	
12. Time worked as DTM	Maximum €700 per month	
13. Time worked as project coordinator	Maximum €500 per month	
14. Time worked as local specialists collaborating on projects (maximum of 3 specialists per project)	Maximum €300 per month per specialist	
15. Contributions to the implementation of each project, broken down as: • internal/external subsistence • internal/external transport	Maximum €7500 per project	
16. Expenditure by the country on the project (infrastructure, equipment, etc.)	Maximum €10 000	
TOTAL		

Note: Activities not included in this Table must not be taken into account.

**2.   Instructions on the table of financial indicators for assessing countries'
contributions to the ARCAL programme**

Introduction

The annual report on ARCAL in country activities is important input to knowledge of each
country's contribution to the regional project in which it participates. It is, moreover, the
main source used by the IAEA to draw up the related annual report and to record total cash
contributions made by participating countries, among other important issues, in order to
assess the region's total contributions to regional technical cooperation projects implemented
under ARCAL.

The ATCB has approved and included in the ARCAL Manual of Procedures the format of the
annual report of ARCAL country activities. The national coordinators' annual report must
contain necessary and useful information for accountability and project monitoring and
development. The table of financial indicators for assessing countries' contributions is
incorporated into the structure of the report in the section containing annexes.

The table of financial indicators has been drawn up in order to standardize criteria, and
monetary values are used to facilitate reporting by countries participating in ARCAL-
proposed regional projects.

The ARCAL Technical Coordination Board (ATCB) agreed, at its sixteenth session, held in
Rio de Janeiro, Brazil, from 18 to 21 May 2015, to request that instructions be drafted to
make it easier to fill in the table of indicators; this document contains guidelines to that end.

Purpose of the instructions

The purpose of the instructions is to explain the importance of the table of financial indicators
and the way in which it must be used to fill in each item in Annex 4 included in the format of
the annual ARCAL report, in particular Annex 4.1. Resources contributed by the country to
the programme.

Procedure

The ATCB has identified the items that relate to countries' inputs or contributions to ARCAL
projects. As other regional cooperation inputs are assessed and included as IAEA
contributions, only items shown in the table of financial indicators must be included and
completed.

Users will be guided through instructions on the content of the summary table, supplemented
by the "Financial indicators for assessing countries' contributions to the ARCAL
programme" and the requirements set in each of its 16 sections. Only items included in the
table must be covered; other activities not included in these instructions must not be taken
into account.

a)   How to complete each item of countries' ARCAL contributions in the ANNUAL COUNTRY REPORT

Item 1: Time worked as experts/conference attendees sent abroad by the Agency (IAEA)

The totality of days worked by experts/conference attendees sent abroad by the Agency to perform a task outside the country must be reported in this section (this total will be shown as days worked per person, including travel days).

Reference value: €300 per person per day (including travel days).
A **maximum of €300** per day per expert/conference attendee must be entered.

Amount in €: in reporting on item 1, a maximum of €300 per day per expert/conference attendee, multiplied by the number of mission days including travel days, must be recorded.

Example: For an expert who accomplishes a one-week (5 days) mission, 7 days must be recorded, amounting to a contribution of €2100 by the country.

Item 2: Time worked by a member of the ATCB Steering Group, ATCB working groups and focal points

The totality of days worked during a working meeting convened by members of the Steering Group (ATCB), working groups (ATCB) and focal points must be reported in this section (this total will be shown as days worked per person including travel days).

Reference value: €300 per person per day (including travel days).
A **maximum of €300** per day per person (including travel days) must be entered.

Amount in €: in reporting on item 2, a maximum of €300 per day per member of the ATCB Steering Group/working groups and focal points, multiplied by the number of mission days including travel days, must be recorded.

Example: If a country's representative participates in a one-week (5 days) working meeting of the ATCB Steering Group, an ATCB working group or focal point, 7 days must be recorded, amounting to a contribution of €2100 by the country.

Item 3: Local cost of the venue of a regional event held in the country (working group/training courses/workshops/ seminars)

The totality of local costs of the venue of the regional event held in the country, up to a **maximum of €5000**, must be reported in this section. This amount corresponds to the total amount that must be entered as the country's contribution to hosting the event.

Reference value: €5000 per week.
A **maximum of €5000** per week must be entered as costs for each venue of a regional event held in the country.

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Amount in €: in reporting on item 3, a maximum of €5000 per working group/training course/workshop/seminar, multiplied by the number of venues, must be recorded.

Example: A workshop, course or seminar included in the project activity plan as a regional activity and effectively held, must be recorded by the host country as a €5000 contribution. The IAEA will recognize amounts for the participants' travel and subsistence in the appropriate report; the country must only record an estimate for its logistical expenses in hosting the regional event.

Item 4: Local costs of national events included in the activity plan

The totality of local costs of national events held under the activity plan must be reported in this section. (A maximum of €3000 is recognized per national event.)

Reference value: €3000 per week.
A **maximum of €3000** must be entered as local costs of national events scheduled in the activity plan**.**

Amount in €: in reporting on item 4, a maximum of €3000 must be entered per national event scheduled in the activity plan.

Example: A national activity such as a workshop, course or seminar held in a country and scheduled in the project activity plan must be recognized as a €3000 contribution by the host country.

Item 5: Fellowship holder whose local expenses are borne by the country

The totality of the costs borne by the host country for a fellowship holder hosted must be recorded in this section, by reporting a maximum of €3500 per fellowship holder.

Reference value: €3500 per fellowship holder per month.
A **maximum of €3500** must be entered as local costs borne by the host country per fellowship holder.

Amount in €: in reporting on item 5, a maximum of €3500 per month, multiplied by the number of fellowship holders, must be recorded.

Example: In respect of a fellowship holder undergoing training in a research centre in a country participating in the regional project, expenses relating to subsistence, materials and inputs for the implementation of the training programme in the research centre must be recognized as a maximum overall amount of €3500.

Item 6: Publications

A maximum cost of €3000 per year, equivalent to total publication and printed outreach material, must be reported in this section (this total must be entered as total annual expenses on publications).

Reference value: €3000 per year.
A **maximum of €3000** must be entered as annual publications expenses.

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Amount in €: in reporting on item 6, a maximum of €3000 per month must be entered for publications and printed outreach material.

Example: The country produces publications during the year for promotional, outreach and training purposes under the regional project; it must report a maximum overall amount of €3000.

Item 7: Database establishment and updating

The totality of expenses incurred in database updating software design and development must be reported in this section as a maximum of €5000 per year.

Reference value: €5000 per year.
A **maximum of €5000** must be entered as expenses for database establishment and updating per year.

Amount in €: in reporting on item 7, a maximum of €5000 per year must be entered for database establishment and updating (taken to mean database updating software design and development).

Example: The country establishes (design and software) and/or updates databases as part of regional project activities; it must report a maximum of €5000 per month

Item 8: Local cost of venues for ARCAL Technical Coordination Board (ATCB) sessions

The totality of local expenses for hosting ARCAL Technical Co-ordination Board (ATCB) sessions must be reported in this section as a maximum of €50 000 (this amount must be entered as host expenses).

Reference value: €50 000 per week.
A **maximum of €50 000** must be entered as host expenses.

Amount in €: in reporting on item 8, a maximum of €50 000 must be entered as host expenses.

Example: For the annual ATCB session held in a country in the region, a €50 000 contribution must be entered, covering logistical expenses, organizational costs, meals , hospitality and miscellaneous expenses incurred by the host country in holding the session. The IAEA will recognize in the appropriate report expenses for participants' travel and subsistence: the country must therefore only record logistical expenses incurred as host of the ATCB session.

Item 9: Shipment of reagents/radiation sources/radioisotopes/other material

Total shipment expenses (recognized for the year) must be reported in this section.

Reference value: €5000 per year.

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A **maximum of €5000** per year must be entered.

Amount in €: in reporting on item 9, a maximum of €5000 must be entered per year.

Example: For shipments of deuterium, nitrogen and other samples to a reference laboratory in a country within or outside the region, shipping, transport and other costs must be recorded in an amount not exceeding €5000 per year.

Item 10: Services provided (e.g. irradiation of material)

All annual expenses incurred in providing services must be reported in this section in an amount not exceeding €5000.

Reference value: €5000 per year.
A **maximum of €5000** per year must be entered for the provision of services.

Amount in €: in reporting on item 10, up to €5000 must be entered per year as expenses for the provision of services.

Example: For shipments of samples for material irradiation or equipment calibration in a reference centre or laboratory in a country within or outside the region, shipment, transport and other costs must be recorded in an amount not exceeding €5000 per year.

Item 11: Time worked as national coordinator, with supporting team

The time worked by the national coordinator and his/her supporting team must be reported in this section (this total must be recorded as days worked per year by the coordinator and his/her team).

Reference value: €1500 per month.
A **maximum of €1500** per month must be entered for the national coordinator and the supporting team.

Amount in €: in reporting on item 11, a maximum of €1500 per year, multiplied by the number of months worked as national coordinator and supporting team, must be recorded.

Item 12: Time worked as DTM

Time worked as DTM per month must be reported in this section (this total must be recognized as months worked by the DTM)..

Reference value: €700 per month.

A **maximum of €700** per month worked as DTM must be entered.

Amount in €: in reporting on item 12, a maximum of €700 per month, multiplied by the number of months worked as DTM, must be recorded.

Item 13: Time worked as project coordinator

Time worked as project coordinator per month must be recorded in this section (this total must be recorded as months worked as project coordinator).

Reference value: €500 per month.
A **maximum of €500** per month worked as project coordinator must be entered.

Amount in €: in reporting on item 13, a **maximum of €500** per month, multiplied by the number of months worked as project coordinator, must be recorded.

Item 14: Time worked as local specialists collaborating on projects (maximum of 3 specialists per project)

The totality of months worked by local specialists (maximum of 3 specialists) collaborating on the project must be recorded in this section (this total must be recorded as months worked by specialists).

Reference value: €300 per month per specialist.

A **maximum of €300** per local specialist (with a maximum of three specialists)) collaborating on the project must be recorded.

Amount in €: in reporting on item 14, a **maximum of €300** per month per specialist, multiplied by the number of months in which they collaborate on the project, must be recorded.

Item 15: Contributions to the implementation of each project, broken down as: subsistence (internal and external) and transport (internal/external)

All subsistence and transport expenses at home and abroad throughout the project must be recorded in this section.

Reference value: €7500 for subsistence and transport per project.
A **maximum of €7500** must be recorded for the duration of the project

Amount in €: in reporting on item 15, a maximum of €7500 for subsistence and transport for the entire duration of the project must be recorded.

Item 16: Expenditure by the country on the project (infrastructure, equipment, etc.)

The totality of the country's expenses on the project must be recorded in this section in an amount not exceeding €10 000 per project (infrastructure, equipment, etc.).

Reference value: €10 000 per project.
A **maximum of €10 000** per project must be recorded as the country's expenditure.

Amount in €: in reporting on item 16, a maximum of €10 000 must be recorded as the country's expenditure on the project (infrastructure, equipment, etc.).

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REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

ARCAL MANUAL
ARCAL

ANNUAL REPORT

Project Coordinators

Brazil, May 2015

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

INTRODUCTION

The annual report by project coordinators is an account of managerial work accomplished, qualitatively demonstrating project implementation.

In order to provide necessary and useful information on project monitoring and development, the report format set out below must be followed.

The project coordinator shall ensure that his/her country's national coordinator receives the annual report on his/her project by 1 February of each year.

CONTENTS

STRUCTURE OF THE ANNUAL REPORT

1. Executive summary

2. Impact of project activities in the country

3. Results, difficulties and problems arising during project implementation

1.   EXECUTIVE SUMMARY

Summary of participation in the project:

   a) participation by the project coordinator (coordination meetings, workshops and working groups);

   b) resources contributed by the country to the project (include the detailed account as required in the table of financial cash indicators).

ASSESSMENT OF THE CONTRIBUTION OF PROJECT RLA/_____ TO THE ARCAL PROGRAMME

ITEM	REFERENCE VALUE	AMOUNT in €
1. Experts/conference attendees sent abroad by the Agency (IAEA)	€300 per person per day (including travel days)	
2. Local cost of the venues of a regional event held in the country (working group/training courses/workshops/ seminars)	€5000 per week	
3. Local costs of national events included in the activity plan	€3000 per week	
4. Fellowship holder whose local expenses are borne by the country	€3500 per fellowship holder per month	
5. Publications	Up to €3000	
6. Database establishment and/or updating	Up to €5000	
7. Shipment of reagents/radiation sources/radioisotopes/other material	Up to €5000	
8. Services provided (e.g. irradiation of material)	Up to €5000	
9. Time worked as DTM	Maximum €700 per month	
10. Time worked as project coordinator	Maximum €500 per month	
11. Time worked as local specialists collaborating on projects (maximum of 3 specialists per project)	Maximum €300 per month per specialist	
12. Contributions to the implementation of each project, broken down as: a. internal/external subsistence b. internal/external transport	Maximum €7500/project	
13. Expenditure by the country on the project (infrastructure, equipment, etc.)	Maximum €10 000	
TOTAL		

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2. IMPACT OF PROJECT ACTIVITIES IN THE COUNTRY

Highlight actual contributions of project activities, quantitatively and qualitatively, as far as possible.

3. RESULTS, DIFFICULTIES AND PROBLEMS ARISING DURING PROJECT IMPLEMENTATION

Outline problems and difficulties encountered during project implementation, with emphasis on solutions.

Instructions on using the table of financial indicators to ASSESS THE CONTRIBUTION OF PROJECT RLA/_____TO THE ARCAL PROGRAMME

Introduction

The purpose of these instructions is to clarify specific concepts used as financial indicators in assessing the country's contribution to the regional project and to provide the project coordinator with the information required to complete the document entitled ANNUAL REPORT BY PROJECT COORDINATORS, which is important input to knowledge of each country's contribution to the regional project in which it participates. It is also the main source used by the ARCAL national coordinator in consolidating figures that reflect the country's contribution to ARCAL.

The ATCB has approved and included in the ARCAL Manual of Procedures the format of the annual report by ARCAL project coordinators. The ARCAL project coordinators' annual report must contain necessary and useful information for project reporting, monitoring and development. It is incorporated structurally into the report in the section entitled ASSESSMENT OF THE CONTRIBUTION OF PROJECT RLA/_____TO THE ARCAL PROGRAMME.

The financial indicators have been designed in order to standardize criteria, and monetary values are used to facilitate reporting by countries participating in ARCAL-proposed regional projects.

The ARCAL Technical Coordination Board (ATCB) agreed, at its sixteenth session, held in Rio de Janeiro, Brazil, from 18 to 21 May 2015, to request that instructions be drafted to make it easier for the project coordinator to fill in the table of indicators; this document contains guidelines to that end.

Purpose of the instructions

The purpose of the instructions is to explain the importance of the table of financial indicators and the way in which it must be used to fill in each item in the annual report by the project coordinator on: (b) resources contributed by the country to the project (include the detailed account as required in the table of financial cash indicators) in order to summarize the ASSESSMENT OF THE CONTRIBUTION OF PROJECT RLA/_____TO THE ARCAL PROGRAMME.

Procedure

The ATCB has identified the items that relate to countries' inputs or contributions to ARCAL-proposed projects. As other regional cooperation inputs are assessed and included as IAEA contributions, only items shown in the table of financial indicators must be included and completed.

The ARCAL project coordinator will rely on the instructions in order to understand and use the financial indicators which must be applied to the summary table of information on the country's contributions to the implemented ARCAL project: (b) resources contributed by the

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country to the project (include the detailed account as required in the table of financial cash indicators) in order to summarize the ASSESSMENT OF THE CONTRIBUTION OF PROJECT RLA/_____TO THE ARCAL PROGRAMME.

In completing the project contribution assessment, only items included in the table must be covered; other activities not included in these instructions must not be taken into account.

ASSESSMENT OF THE CONTRIBUTION OF PROJECT RLA/_____TO THE ARCAL PROGRAMME

ITEM	REFERENCE VALUE	AMOUNT in €
Experts/conference attendees sent abroad by the Agency (IAEA)	€300 per person per day (including travel days)	
Local cost of the venue of a regional event held in the country (working group/training courses/workshops/ seminars)	€5000 per week	
Local costs of national events included in the activity plan	€3000 per week	
Fellowship holder whose local expenses are borne by the country	€3500 per fellowship holder per month	
Publications	Up to €3000	
Database establishment and/or updating	Up to €5000	
Shipment of reagents/radiation sources/radioisotopes/other material	Up to €5000	
Services provided (e.g., irradiation of material)	Up to €5000	
Time worked as DTM	Maximum €700 per month	
Time worked as project coordinator	Maximum €500 per month	
Time worked as local specialists collaborating on projects (maximum of 3 specialists per project)	Maximum €300 per month per specialist	
Contributions to the implementation of each project broken down as: a. internal/external subsistence	Maximum €7500/project	

b. internal/external transport		
Expenditure by the country on the project (infrastructure, equipment, etc.)	Maximum €10 000	
	TOTAL	

b) **How to complete each item of countries' ARCAL contributions in the ANNUAL REPORT BY THE PROJECT COORDINATOR**

Item 1: Time worked as experts/conference attendees sent abroad by the Agency (IAEA)

The totality of days worked by experts/conference attendees must be reported in this section if the Agency had requested provision of their services abroad within the framework of the project (this total will be shown as days worked per person, including travel days).

Reference value: €300 per person per day (including travel days).
A **maximum of €300** per day per expert/ conference attendee must be entered.

Amount in €: in reporting on item 1, a maximum of €300 per day per expert/conference attendee, multiplied by the number of mission days including travel days, must be recorded.

Example: For an expert who accomplishes a one-week (5 days) mission, 7 days must be recorded, amounting to a €2100 contribution by the country to the project.

Item 2: Local cost of venues for regional events held in the country (working group/training courses/workshops/ seminars)

The totality of local costs of the venue of the regional event held in the country, up to a maximum of €5000, must be reported in this section. This amount corresponds to the total that must be entered as the country's contribution to hosting the event.

Reference value: €5000 per week.
A **maximum of €5000** per week must be entered as costs for each venue of a regional event held in the country.

Amount in €: in reporting on item 3, a maximum of €5000 per working group/training course/workshop/seminar, multiplied by the number of venues, must be recorded.

Example: A workshop, course or seminar included in the project activity plan as a regional activity and effectively held, must be recorded by the host country as a €5000 contribution. The IAEA will recognize amounts for the participants' travel and

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subsistence in the appropriate report; the country must only record an estimate for its logistical expenses in hosting the regional event.

Item 3: Local costs of national events included in the activity plan

The totality of local costs of national events held under the activity plan. (A maximum of €3000 is recognized per national event.)

Reference value: €3000 per week.
A **maximum of €3000** must be entered as local costs of national events scheduled in the activity plan, considering that it lasted for one week.

Amount in €: in reporting on item 4 [sic], a maximum of €3000 must be entered per national event scheduled in the activity plan.

Example: A national activity such as a workshop, course or seminar held in a country and scheduled in the project activity plan must be recognized as a €3000 contribution by the host country.

Item 4: Fellowship holder whose local expenses are borne by the country

The totality of the costs borne by the host country for a fellowship holder hosted must be recorded in this section, by reporting a maximum of €3500 per fellowship holder.

Reference value: €3500 per fellowship holder per month.
A **maximum of €3500** must be entered as local costs borne by the host country per fellowship holder.

Amount in €: in reporting on item 5 [sic], a maximum of €3500 per month, multiplied by the number of fellowship holders, must be recorded.

Example: In respect of a fellowship holder undergoing training in a research centre in a country participating in the regional project, expenses relating to subsistence, materials and inputs for the implementation of the training programme in the research centre must be recognized as a maximum overall amount of €3500.

Item 5: Publications

A maximum cost of €3000 per year, equivalent to total publication and printed outreach material, must be reported in this section (this total must be entered as total annual expenses on publications).

Reference value: €3000 per year.
A **maximum of €3000** must be entered as annual publications expenses.

Amount in €: in reporting on item 6 [sic], a maximum of €3000 per month must be entered for publications and printed outreach material.

Example: The country produces publications during the year for promotional, outreach and training purposes under the regional project; it must repost a maximum overall amount of €3000.

Item 6: Database establishment and/or updating

The totality of expenses incurred in database updating software design and development must be reported in this section as a maximum of €5000 per year.

Reference value: €5000 per year.
A **maximum of €5000** must be entered as expenses for database establishment and updating per year.

Amount in €: in reporting on item 7 [sic], a maximum of €5000 per year must be entered for the database establishment and updating (taken to mean database updating software design and development).

Example: The country establishes (design and software) and/or updates data bases as part of regional project activities; it must report a maximum amount of a maximum of €5000 per year.

Item 7: Shipment of reagents/radiation sources/radioisotopes/other material

Total shipment expenses (recognized for the year) must be reported in this section.

Reference value: €5000 per year.

A **maximum of €5000** per year must be entered.

Amount in €: in reporting on item 9 [sic], a maximum of €5000 must be entered per year.

Example: For shipments of deuterium, nitrogen and other samples to a reference laboratory in a country within or outside the region, shipping, transport and other costs must be recorded in an amount not exceeding €5000 per year.

Item 8: Services provided (e.g. irradiation of material)

All annual expenses incurred in providing services must be reported in this section in an amount not exceeding €5000.

Reference value: €5000 per year.
A **maximum of €5000** per year must be entered for the provision of services.

Amount in €: in reporting on item 10 [sic], up to €5000 must be entered per year as expenses for the provision of services.

Example: For shipments of samples for material irradiation or equipment calibration in a reference centre or laboratory in a country within or outside the region, shipment, transport and other costs must be recorded in an amount not exceeding €5000 per year.

Item 9: Time worked as DTM

Time worked as DTM per month must be reported in this section (this total must be recognized as months worked by the DTM).

Reference value: €700 per month.

A **maximum of €700** per month worked as DTM must be entered.

Amount in €: in reporting on item 12 [sic], a maximum of €700 per month, multiplied by the number of months worked by the DTM, must be recorded.

Example: The DTM is responsible for project coordination and implementation in the region and carries out activities to supervise implementation of the regional project work plan and to coordinate actions with various participating stakeholders. The DTM must report to the ARCAL national coordinator of the country that had proposed the project and to the PMO at the IAEA. The time dedicated by the DTM to the project must be calculated annually for the implementation period in an amount not exceeding €700 per month.

Item 10: Time worked as project coordinator

Time worked as project coordinator per month must be recorded in this section (this total must be recorded as months worked as project coordinator).

Reference value: €500 per month.
A **maximum of €500** per month worked as project coordinator must be entered.

Amount in €: in reporting on item 13 [sic], a maximum of €500 per month, multiplied by the number of months worked as project coordinator, must be recorded.

 Example: The project coordinator is responsible for project management in his/her country, coordinates and carries out national and regional activities under the regional project work plan. The project coordinator must report to the ARCAL national coordinator on the project in which he/she participates and whenever so requested by the national coordinator. The time dedicated by the project coordinator to the project must be calculated annually for the implementation period in an amount not exceeding €500 per month.

Item 11: Time worked as local specialists collaborating on projects (maximum of 3 specialists per project)

The totality of months worked by local specialists (maximum of 3 specialists) collaborating on the project must be recorded in this section (this total must be recorded as months worked by specialists).

Reference value: €300 per month per specialist.

A **maximum of €300** per local specialist (with a maximum of three specialists) collaborating on the project must be recorded.

Amount in €: in reporting on item 14 [sic], a maximum of €300 per month per specialist, multiplied by the number of months in which they collaborate on the project, must be recorded.

Item 12: Contributions to the implementation of each project, broken down as: subsistence (internal and external) and transport (internal/external)

All subsistence and transport expenses at home and abroad throughout the project must be recorded in this section.

Reference value: €7500 for subsistence and transport per project.
A **maximum of €7500** must be recorded for the duration of the project

Amount in €: in reporting on item 15 [sic], a maximum of €7500 must be recorded for subsistence and transport for the entire duration of the project.

Example: These are contributions made by the institution in charge of project for field work, technical visits by the work team, sampling, among other activities.

Item 13: Expenditure by the country on the project (infrastructure, equipment, etc.)

The totality of the country's expenses on the project must be recorded in this section in an amount not exceeding €10 000 per project (infrastructure, equipment, etc.).

Reference value: €10 000 per project.
A **maximum of €10 000** per project must be recorded as the country's expenditure.

Amount in €: in reporting on item 13, a maximum of €10 000 must be recorded as the country's expenditure on the project (infrastructure, equipment, etc.).

Example: Quantify a maximum cost contribution for the use of equipment, consumables or miscellaneous expenditure on equipment, laboratory services at the project's disposal during the implementation phase.

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

ARCAL MANUAL OF
PROCEDURES

PROJECT EVALUATION DOCUMENTS

Chapter 5.3
Brazil, May 2015

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

PROJECT IMPACT AND RESULTS EVALUATION GUIDE

ARCAL PROJECT IMPACT AND RESULTS EVALUATION GUIDE

CONTEXTUALIZATION

I. PROJECT MANAGEMENT AND EVALUATION SYSTEM

Some activities in the technical cooperation project cycle can be used for evaluation, with emphasis on the following phases:

- **ex-ante evaluation** is a basis for revising and making necessary adjustments to ensure project sustainability and permit the inclusion of indicators for appraisal in subsequent evaluation phases; it is used as an input to the logical framework matrix of the approved project;

- **evaluation during implementation** is used to **follow up or monitor** project implementation, facilitate verification of the implementation of the activity plan and ascertain that activities are geared to achieving project expected results. Project results, too, must be followed up, which implies determining whether the expected result is likely to be achieved. This is achieved by monitoring all signs, indications or evidence of consistency with the indicators set in the logical framework matrix. Furthermore, as it must be ascertained regularly whether assumptions (results-based) have materialized, the project context must be analysed in order to identify implementation lessons to be learned;

- **results or final evaluation** is conducted when project implementation has ended and it could coincide with the end of the external cooperation funding commitment. It is also known as closing or final evaluation. The results obtained from implementing the cooperation project, and proven and verifiable effects must be determined, which implies determining whether indicators scheduled and expressed in the logical framework matrix have been met or exceeded. This evaluation usually coincides in time with the drafting of the final report, which is a crucial input to in-depth evaluation of realistic results;

- **impact evaluation** is conducted three to five years after the end of project implementation or termination phase in order to ascertain the actual scale of its impacts, for such impacts cannot be measured or assessed when project implementation terminates. Impact evaluation must include an analysis of the project's sustainability or demonstrated viability and its capacity to consolidate the changes achieved. Some project impacts can be assessed within a relatively short time while others might emerge in the medium and long terms.

II. IMPORTANCE OF RESULTS-BASED EVALUATION

Under the logical framework matrix (LFM), the result or outcome to be obtained is listed as an objective of the regional technical cooperation project.

It is important to take the meaning of the concepts of 'result' and 'impact' into account because they are different and are frequently confused.

Result: *the output, outcome or impact, intended or unintended positive or negative, produced as a result of action taken under a policy, programme or project at the end thereof.*

Examples: travel time saved by using the Transmilenio system; increase in average speed from a paved highway. (Source: Synergia a partir de OECD 2002).

III.   IMPORTANCE OF IMPACT EVALUATION

Under the logical framework matrix (LFM), the regional impact to be obtained features as a higher goal. In other words, it refers to the change or effect achieved in the region through attainment of the objective of the regional project.

Project impact is often confused with project result, but in determining the LFM impact indicator and in analysing the effect that results can have or have had on the beneficiary, the difference between the two could be appraised more clearly. The impact indicator will be used to measure project sustainability from the project management standpoint.

Impact:

"Positive and negative, primary and secondary effects produced by a development intervention directly or indirectly, intended or unintended" (DAC 2002:24).

Impact: Long-term positive and negative effects produced directly or indirectly by a policy, programme, project or any type of intervention or action, on the target population. Such effects can be economic, sociocultural, institutional, environmental or technological.

Example: Improved allocation of social expenditure as impacts of the implementation of the new Sisben (Source: Sinergia a partir de Bezzi, 2001, EU, 2003 and OECD 2002).

In conducting ex-post evaluation, indicators set at the formulation stage must be used, although they are often insufficient and other indicators consistent with evaluation goals must be designed in order to identify unforeseen effects or other intervention characteristics that seem important.

The evaluators will be responsible for defining these indicators, and it is recommended that they do so during the project documentation scrutiny phase before designing tools for data collection and analysis.[1]

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[1] TOOLS FOR DATA COLLECTION AND ANALYSIS. Evaluation designs and indicators are empty concepts if the necessary data are not collected to give them meaning. In fact, the purpose of evaluation is to generate demonstrable conclusions on the basis of available information in order to meet the needs of stakeholders involved in cooperation programme management. Data can be classified in several ways. For the purposes of this Manual, the following classifications may be

Once the concept of 'impact' has been clearly understood, data must be gathered as the necessary condition for undertaking the impact evaluation and the key to conducting the process effectively. The data must be of good quality, quantitatively and qualitatively.

The OUTCOME (project objective level) or effect, expected to be achieved as the project result on termination, is bound to an indicator; it must be analysed by the group of specialists that will evaluate the regional projects and thematic areas. It is regarded by some authors as the direct impact of the project and is indicative of immediate effects on the Latin America and the Caribbean region.

By reference to the logical framework, the OUTCOME will be the basis for analysing and assessing which results have been achieved in the beneficiary (Latin America and Caribbean region) on attainment of the project objective.

Attainment of the LFM goal will be seen through higher overall effects or results received by the beneficiary, evaluated three to five years after project termination.

IV.   CONSTRUCTION OF INDICATORS

Indicators are tools for quantitative and/or qualitative data delivery. They are used to demonstrate the change produced through project implementation and the extent to which set goals are being achieved.

Technical criteria for assessing indicators are:
- **relevance:** the indicator data must be consistent;
- **propriety:** the indicator measures what must really be evaluated (correct);
- **homogeneity:** the same unit of measurement is used to obtain the same result;
- **independence:** the indicator measures ascertainable facts that the project is capable of controlling;
- **reliability:** reliance on sufficient and demonstrable data; identify the source of data used to verify implementation;
- **reasonable cost:** the cost of generating indicators is justified because they are inputs to decision-making;

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highlighted: by source: (i) primary, generated specifically by the evaluation itself; (ii) secondary, arising from documentary sources external to the evaluation; by form of expression: (i) quantitative, conveyed through numerical expression; (ii) qualitative, description of activities, processes or accounts expressed through words. The first classification relates to the question of information sources. In the best of cases, if the decision to conduct the evaluation was taken at the action design phase and if the monitoring system functions properly, evaluators will have to hand highly important and relatively reliable secondary data series — project- rather than evaluation-produced. Otherwise, other secondary sources such as community statistics compiled by the central or local government, studies from academic and even journalistic circles, data provided by other donor agencies or dispersedly generated by the project, must be used. The second point concerns the various data collection and analytical tools that will be used for results-based and impact evaluation.

- **unequivocality:** analysis must not give rise to ambiguous interpretations or comparisons.

Results (OUTCOME) indicator.

Project indicators are quantitative or qualitative variables that are used to measure achievements simply and reliably or to capture project results wholly or partly. They must be specific, measurable, achievable, relevant, reliable and timely/trackable (SMART) so that the result or achievement can be described in terms of quality, quantity and time.

They are measurement variables that refer to immediate project achievement (OUTCOME). They measure the results that should be achieved through project management. The result indicator could determine whether the project goal has actually been achieved.

How is an outcome indicator constructed?

A good indicator must:
- describe the end good or service obtained through project implementation;
- target a user outside the project-implementing organization;
- be permanent in time;
- be worded clearly, identifying the goods or services generated by the project;
- be in continuous and permanent demand;
- be linked to the project objective and aim.

Impact indicator

Impact indicators refer to changes obtained through output and outcome delivery. They imply improvement for beneficiaries and are difficult to measure in some cases because the effects of external variables are hard to isolate or because many are medium- or long-term effects.

How is an impact indicator constructed?

- The baseline, which is the datum used as the starting point for setting future indicator values that will be used to evaluate the level of achievement of project goals or the project objective, must be established before the project is designed.
- It must be important to the beneficiary.
- It is achievable in the short, medium and long terms.
- It achievement has an effect or impact on the population.
- It has a direct bearing on the aim.
- It must measure the relevance of the results.
- It must be reliable; it is possible to collect sufficient, demonstrable, precise and accessible data.

For example:

Project objective: Increased agricultural production

	Steps	Impact indicator
1	Bearing on the objective	Agricultural production
2	Identify the indicator	Higher rice production
3	Specify the beneficiary group	Male and female small-scale owners farming 1ha or less
4	Quantify	Five hundred small owners raise output by 50%
5	Qualify	Same quality as in the 1989 harvest
6	Specify the time	October 1990 to December 1991
7	Name the place	District of Umbia

In summary, the group of evaluation experts must answer questions for each indicator such as:

- Does the indicator express clearly and precisely what is to be measured?
- Is the indicator relevant to what is to be measured?
- Do the indicator data suffice to explain the achievement of the stated objective?
- Is the indicator information available?
- Can the indicator be monitored?

V. TABLE OF RESULT AND IMPACT INDICATORS IN THE LOGICAL FRAMEWORK MATRIX

Logical framework matrix	Indicator	Type	Description	Indicator objective	Responsibility	Type of action
Aim/ GENERAL OBJECTIVE	OVERALL OBJECTIVE	Impact	Measurements (direct or indirect) of predetermined or undetermined variables for ascertaining the extent of the impact of the project's overall objective in the region.	• Contribution of the result obtained and improvement implied for the beneficiaries. • Policy or higher-level impact (RSP).	Evaluators from national and sectoral organizations	Impact or ex-post evaluation
Practical outcome	OUTCOME (RESULT)	Result	Measurements that provide guidance for early warning and detection of beneficiary perceptions and reaction to the project.	• Determine whether the result had been achieved and identify the immediate achievement of the project objective.	Project evaluators or independent evaluators	Result evaluation
Outputs/Components	OUTPUTS	Output	Measurement of outputs (goods or services) that project management should be able to guarantee.	• Quantify or qualify goods or services produced by the project	Project coordinators and personnel	Evaluation during follow-up or monitoring
Activities	INPUTS (*)	Activities	Measures (direct or indirect) for ascertaining the extent to which activities have outputs.	• Measure action taken to obtain the output	Project personnel	

Notes
Outcome: result, immediate achievement, consequence.
Output: end product, good or service, result, yield.
Input: entry, input, measures action.
(*)Project activities that must be carried out in order to produce results.

VI. RECOMMENDATIONS ON THE CONDUCT OF RESULT AND IMPACT EVALUATIONS

It is recommended that project result and impact be measured by a means that makes it possible to specify the benefits obtained by the population at a reasonable cost:

a)   in-situ result evaluations based on beneficiary interviews;
b)   data collection surveys; characteristically, their value must not exceed collection costs.[2]

The data may, for example, be:

- available as secondary data in official reports either in print, in databases or on the Internet;
- available as primary information directly from policy/programme/ project stakeholders;
- available from public surveys data collected by pollsters or generated for other indicators;
- unavailable, thus necessitating measurements or surveys specifically for constructing the indicators.

An additional feature in project result and impact evaluation is the criterion of quality established by the IAEA[3] for the 2014-2015 cycle, the key aspects of which are relevance, importance, commitment/sense of relevance, sustainability, effectiveness and efficiency. In its analysis, account must be taken of:

c)   quality criteria used as parameters for measuring the quality of a project and related processes in order to provide assurances and build trust in the achievement of requirements and specifications. They are based on the logical

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[2] Data collection: Data collection tools may be formal or informal. Formal methods are characterized mainly by a procedure clearly defined from the outset and they are based on correct use of specific statistical or sociological techniques that have been standardized. The most usual techniques are direct measurement, surveys or polls and participatory observation (in which the evaluator is directly involved in the situation and interacts with beneficiaries). The problem with these methods is that they are usually resource- and time-consuming. For these reasons, some informal methods that are less valid and reliable are more suitable for the conditions in which evaluations are conducted. Technicians must take special care to avoid excessive bias in their opinions and to formulate very clearly the empirical basis that they use. These methods include interviews with key respondents or groups, direct observation or informal surveys (with statistically unrepresentative samples). The effects (results or outputs) of products and impact can be used to measure the extent to which outputs are used, observe behaviour that they generate among beneficiaries and forecast the likelihood of success of the impact goals pursued. They must be considered when the output delivered requires a change in the population's behaviour. It is also a proxy impact estimator when impact indicators are difficult to observe directly. Effects are, by definition, a necessary but not a sufficient condition for achieving the impact.
[3] IAEA/ TC Quality Criteria, 03-01- 2012. doc

framework matrix methodology used to design technical cooperation projects, which are based on the Agency's policies, on strategy and on best practices;[4]

d)   quality criteria applied under the technical cooperation programme are based on the central criterion of the technical cooperation strategy (Review 1 2002), which states that:

"*A project meets the central criterion if it addresses an area of real need in which there is a national programme enjoying strong government commitment and support. Such projects take two forms: (a) those that produce a tangible socio-economic benefit in an area in which nuclear technology holds a comparative advantage; and (b) those that clearly support an enabling environment for the use of nuclear technologies (such as safety infrastructures or energy planning). The central criterion thus embraces the government's commitment to sustaining the benefits of technical co-operation activities.*"

e)   indicators applicable at all stages of the project cycle can be defined for all quality criteria, although the primary impact evaluation criterion is 'sustainability';

The indicators characteristic of the key criterion 'sustainability' are:

- project connection with regional development strategies;
- interconnection between the project counterpart and the end user;
- strategic associations, international agencies and other bodies;
- continuation of benefits after project termination;
- medium- and long-term effects on beneficiaries of project results;

f)   the group of expert evaluators must use the following tools, among others: the project-specific logical framework matrix; the matrix included in the Access System; project-specific IT systems available at the IAEA and in the region; surveys and reports by project participants and beneficiaries; and instructions and guidelines on the drafting of the evaluation report. As a result of the analysis and assessment, the experts must draft a result and impact

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[4] Designing IAEA Technical Cooperation Projects using the Logical Framework Approach. A Quick Reference Guide. IAEA. (Annex 2) Quality in Technical Cooperation - Key criteria. The IAEA TC programme and its constituent projects must meet defined quality criteria, such as relevance, efficiency, effectiveness, ownership and sustainability.

Relevance is the extent to which project objectives are consistent with end users' needs, countries' requirements in cases in which the IAEA can support national programmes, and partners' and donors' policies. This typically includes requirements listed in the LFM, the UNDAF or other governmental strategy statements.

Sustainability refers to the continuation of benefits after a programme or project has ended, the likelihood of long-term continuation of benefits or resilience of net benefit to risk over time.

Effectiveness is the extent to which the project-specific outcome is achieved or expected to be achieved, taking its relative importance into account.

Efficiency measures the productivity of the implementation process and determines whether resources (funds, expertise, time, etc.) have been used economically to obtain results. Efficiency is the answer to the question of whether the same results can be achieved at lower costs.

evaluation report on each project and on each thematic area of the regional strategic profile or as requested under the objective of the task in question;

g)   lastly, it is important to stress that the result and impact evaluation is crucial to the experts' report on the results, which will be a key input into the development and advancement of the ARCAL[5] management system and to the drafting of the RSP 2016-2021.

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[5] Project RLA/0/046 "Strengthening Communication and Partnerships in ARCAL countries to Enhance Nuclear Applications and Sustainability in Latin America". The goal under the project is to design and programme the Information Management System, harmonize it with the ARCAL platform and design a result and impact evaluation methodology for the region.

ARCAL

REGIONAL CO-OPERATION AGREEMENT FOR THE PROMOTION OF NUCLEAR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

PROJECT IMPACT EVALUATION METHODOLOGY

IMPACT EVALUATION METHODOLOGY FOR INTERNATIONAL TECHNICAL COOPERATION PROJECT

In current research and development project management, tools must be available to monitor and evaluate project progress and performance, project results and societal impact (United Nations Agencies and States 2002 and Paris Declaration 2005) in order to ensure that they contribute to States' social and economic development. Many organizations, agencies and governments (IDB, World Bank, UNDP, ECLAC, UNESCO, UNICEF, Canada, Japan, and others) use a variety of methods for these purposes.

In results-based project management, the primordial aspect is not only the process or output in itself but also the project result or impact (whether the programme/project had had the desired effects on persons, households and institutions and whether those effects can be attributed to programme/project action.

Project impact is a project's significant impact on the achievement of the sectorally determined aim and purpose (see logical framework matrix) and is a change or set of lasting changes that improves or degrades indicators, as a result of research-development-innovation action taken within a project's organizational structure and its synergy with other project contributions or other administrative activities. Responsibility for the achievement of the aim/purpose lies outside the scope of project management.

A direct project impact (purpose) is the result of the synergy of project components (results and outputs) and its introduction into practice. Responsibility for achievement of the purpose lies outside the scope of project management as noted above.

On project termination, three types of evaluation, namely post evaluation (six months after project termination), ex-post evaluation (one to two years after project termination) and impact evaluation (three to five years after project termination), may be conducted.

The logical framework matrix, which has been approved for the project and with which the project has ended, is an indispensable project impact evaluation tool. The matrix is an optimal tool for designing, monitoring and evaluating R&D&I projects. It would be a mistake to make any adjustment or change to the tool after project termination in order to evaluate the impact of the project. To evaluate project-generated changes (project purpose/impact), a 3–5 year interval after project termination is recommended; in some cases the interval is 8 years. Post-evaluations are a baseline for the latter evaluations, if conducted. If no post-evaluation has been conducted, the benchmark on which the project was based must be used as the baseline or a baseline must be established, drawing on existing reliable historic data.

Project impact evaluation must be based on the basic parameters outlined below.

Relevance. The degree to which the project objective is consistent with the population's development priorities and the implementing entity's and funding body's policies. This indicator entails analysing political and technical aspects. Relevance analysis can be used to determine the validity of project results as contributions to changes identified in development programme objectives. Such evaluation is in essence quantitative and qualitative in character.

Effectiveness. The extent to which a project's physical and financial goals have been met. Effectiveness generally attests to attainment of the objectives of action taken (purpose). Such evaluation is in essence quantitative in character.

Efficiency. Results-based analysis of optimal and timely use of resources or cost-benefit analysis. Such evaluation is in essence quantitative in character. This parameter may be excluded from the evaluation of the social impact of projects that have a budgetary performance scenario of governmental interest.

Impact/Purpose. Overall socioeconomic assessment, including positive and negative effects, both those desired and foreseen and those unforeseen and undesired. Such evaluation is in essence quantitative and qualitative in character. Impact evaluation is a complex activity, often requiring data analysis, surveys and statistics and expert opinion which, as a result, could yield valid evaluation results. The types of development project impacts generally evaluated are **technological, institutional, economic, political, sociocultural and environmental**.

Sustainability. Assessment of capacity to maintain positive project impacts for a long period of time. For example, analysis of whether the overall effect over time of improved air quality remains positive in the long term. Such evaluation is in essence quantitative and qualitative in character.

These parameters will be evaluated on the basis of quantitative and qualitative assessments showing, for some parameters, that one variant is more appropriate than another. Indicators used for the evaluation will be statistical measures, in the case of quantitative assessments, and expert opinion and perception, in the case of qualitative appraisals. In evaluation impacts of R&D&I projects, the methodology favours qualitative evaluations by experts and its results are valid, obtained in a shorter span of time and acknowledged by international practice.

Indicators must be used in all evaluations because they provide the basis for monitoring and evaluation, show how project performance can be measured, specify each objective (results/outcomes/outputs, purpose/outcome and aim) precisely and set goals for measuring the extent to which an objective has been attained. For optimal use, indicators must be expressed in terms of quantity, quality, time and place.
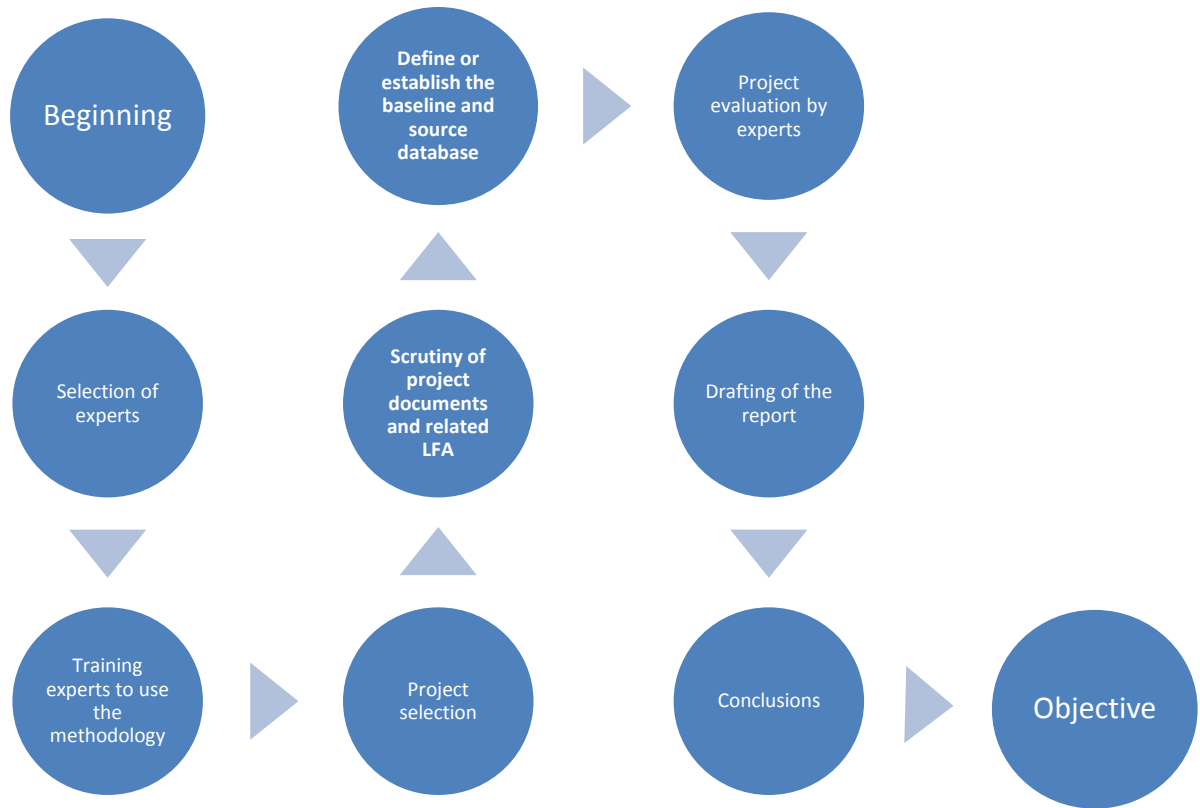
As the selection of experts is important to ensuring quality in the evaluation, they will be selected in the light of their technical capacity to evaluate the project thematic area, experience and ethical and professional project management performance track record. It is recommended that groups of project evaluation experts be selected in uneven numbers of three, five, seven or nine.

In assessing the evaluation criteria selected (qualitative), four levels of qualification are recommended, namely:

0: poor;
1: fair;
2: good;
3: very good.

A methodological project impact evaluation flowchart is shown below.

R&D&I PROJECT IMPACT EVALUATION FLOWCHART

Beginning

Define or establish the baseline and source database

Project evaluation by experts

Selection of experts

Scrutiny of project documents and related LFA

Drafting of the report

Training experts to use the methodology

Project selection

Conclusions

Objective

Setting the baseline

In establishing the project baseline, the logical framework matrix and project documents, which must contain the project background and justification and elements of the scenario used to justify the project, or data generated during project post-evaluation may be used, if one has been conducted. Benchmark governmental, sectoral or organizational documentary information that underpin project information must be available.

Expert evaluations

The organization managing the development programme shall commission a group of competent experts familiar with the strategic objectives pursued by the development programme, under which the project has been approved, to rank the evaluation indicators (Saaty's hierarchical method is recommended for the weighting of criteria) and obtain the relative weight of each indicator. Saaty's hierarchical method must be applied on the basis of the work of the group of expert evaluators. Each project impact evaluation criterion (impact, sustainability, relevance, effectiveness and efficiency) will be compared with the others, with one being selected as a reference (impact) and qualitative values being assigned to them on a scale of 1 to 9 by consensus, in accordance with group working techniques. The resultant relative weight for each criterion will be known only to the project impact evaluation coordinator.

Project impact will be evaluated by a group of experts coordinated by an expert who will act as a facilitator, draft the final evaluation report and is not included in the number of experts recommended for the evaluation.

After selecting the project or taking it up on assignment, the experts will subject project documents, the projects logical framework matrix and the requisite reference documents to independent scrutiny. The coordinator will base the final qualification of the project on each evaluator's report, which will contain the reasons for the evaluation of the established criteria. The expert will thus assign a value to each criterion, determine the average of the values, multiply it by each criterion and add it all up to give the final project qualification as shown in the example below.

Criterion	Weight	Evaluator 1	Evaluator 2	Evaluator 3	Average	Qualification
Impact	**0.4386**	3	3	3	3	1.3158
Sustainability	**0.2551**	3	3	3	3	0.7653
Relevance	**0.1563**	3	3	3	3	0.4689
Effectiveness	**0.0915**	3	3	3	3	0.2745
Efficiency	**0.0583**	3	3	3	3	0.1749
Total qualification	**2.8245**					

These results can be stated graphically and can be analysed not only in relation to the final qualification, but also to each criterion. This enriches the result of the evaluation report.

As project impact results may cover one impact or more, the group of expert evaluators may, as a team and by consensus, identify the impact of the project on various sectors qualitatively and proportionally. The project's contribution to differing impacts thus stands out more prominently and can be summed up in tables or charts such as those below.

Types of Impact (Total 100%)						
Technological	**Institutional**	**Economic**	**Sociocultural**	**Environmental**	**Political**	**Scientific**
0.4	0.2	0.1	0.0	0.0	**0.0**	0.3
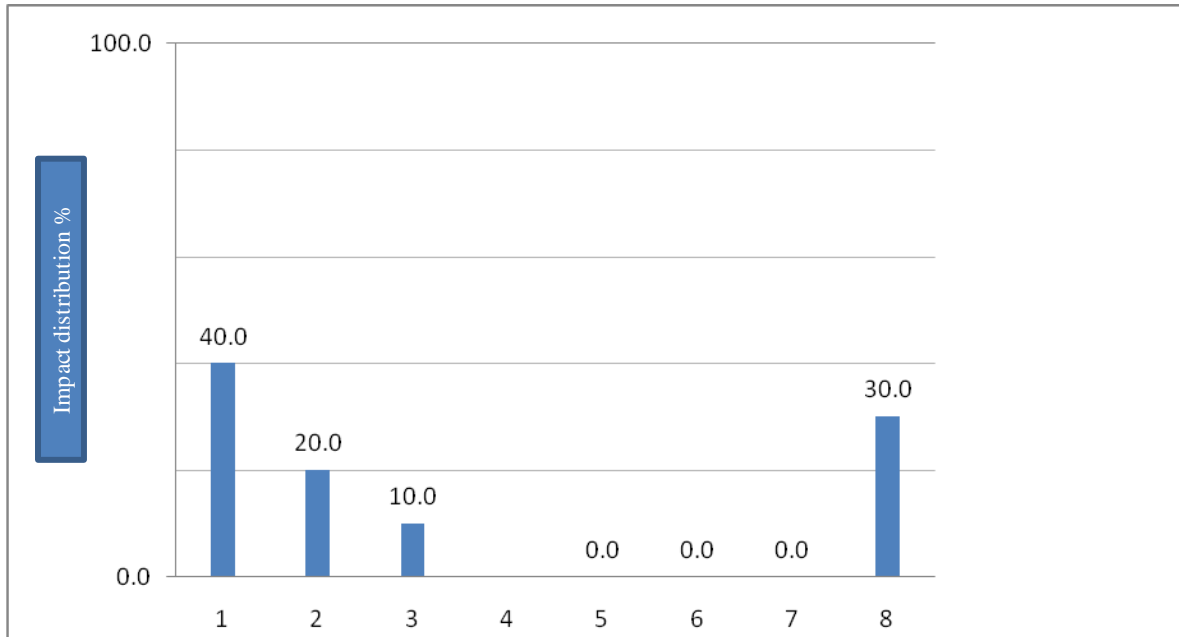
Lessons learned

Lessons learned are among the most important outcomes of experience gained from project evaluation and must not be replaced by evaluation conclusions. It is therefore very important for the group of experts to analyse, identify and set out the main lessons learned, drawing on data analysis, interviews and other tools.

It is recommended that the following structure be followed in drafting the result and impact evaluation report:

1. title;
2. introduction;
3. evaluation scenario;
4. analysis and discussion of results;
5. conclusions;
6. lessons learned;
7. name and signature of participants.

ANNEX

EXAMPLE OF HEALTH IMPACT INDICATORS

No. INDICATORS (EXAMPLES)

1. Total live births
2. Percentage of live births in health institutions
3. Gross birth rate per 1000 inhabitants
4. Gross mortality rate per 1000 inhabitants
5. Average annual population growth rate per 1000 inhabitants
6. General fertility rate per 1000 women aged 15 to 49
7. Overall fertility rate (children per woman)
8. Infant mortality rate per 1000 live births
9. Mortality rate of under five-year-olds per 1000 live births
10. Percentage of children surviving at the age of five
11. Perinatal mortality rate
12. Infant mortality rate due to acute respiratory infections per 1000 live births
13. Infant mortality rate due to infectious diseases and parasitoses per 1 000 000 inhabitants
14. Percentage of infectious diseases and parasitoses in all deaths
15. Maternal mortality rate per 1 000 000 live births
16. Direct maternal mortality rate per 1 000 000 live births
17. Doctors per 10 000 inhabitants
18. Stomatologists per 10 000 inhabitants
19. Family doctors
20. Percentage of the population attended by family doctors
21. Nursing staff per 10 000 inhabitants
22. Medical care beds
23. Social welfare beds
24. Medical care beds per 1000 inhabitants
25. Social welfare beds per 1000 inhabitants
26. Patients receiving medical care
27. Heart diseases
28. Malignant tumours
29. Cerebrovascular diseases
30. Influenza and pneumonia
31. Accidents
32. Chronic diseases of the lower respiratory tract
33. Diseases of the arteries, arterioles and capillary vessels
34. Diabetes mellitus
35. Intentionally self-inflicted lesions
36. Cirrhosis and other chronic liver diseases
37. Quality medical care
38. Hospitalization hours (declining)

EXAMPLES OF ENVIRONMENTAL IMPACT INDICATORS

No. INDICATORS (EXAMPLES)
1   Deterioration slowed or halted
2   Ecosystem restored or rehabilitated
3   Increase in tree cover, including fruit trees
4   Increase in area under sustainable production
5   Development of sustainable production techniques (greener production or sustainable production)
6   Increase in in-situ conservation
7   Increase in ex-situ conservation
8   Access and technology transfer
9   Development of scientific knowledge
10 Establishment of sustainable production systems
11 Increase in species and/or flora and fauna population
12 Increase in soil fertility
13 Improvement in landscape beauty
14 Increase in crop types
15 Increase in productivity
16 Increase in production
17 Decrease in erosion
18 Combination of traditional methods with innovation
19 Decrease in woodland felling and hunting
20 Improved climatic conditions
21 Levels of pollution (declining)
22 Positive change to policies and laws
23 Number of direct beneficiaries
24 Positive change in values, behaviour patterns and practices regarding the environment
25 Improvement in meeting basic family food, health, housing, education and clothing needs as an assumption of higher employment and wages
26 Increase in employment and wages
27 Higher self esteem
28 Women's participation and benefit derived
29 Administrative capacity building
30 Improved financial situation
31 Improved output negotiation capacity
32 Increased capacity to take action and/or manage the environment and to negotiate in environmental conflicts
33 Increase in community participation
34 Contribution to the improvement of ecological conditions and quality of life
35 Economical use of water and electricity
36 Reduction in waste
37 Use of natural resources
38 Improved water resource management
39 Waste recycling
40 Air quality

41   Improved environmental awareness
42   Public spiritedness

EXAMPLE OF SCIENCE AND TECHNOLOGY IMPACT INDICATORS

No. INDICATORS (EXAMPLES)

1   No. of publications
2   No. of patent innovations
3   No. of technology licences
4   No. in training (Doctor's, Master's, Bachelor's)
5   No. of new technology services
6   No. of new products
7   No. of technology transfers
8   No. of new databases
9   No. of new networks established
10   No. of new software

EXAMPLE OF ORGANIZATIONAL IMPACT INDICATORS

No. INDICATORS (EXAMPLES)

1   New working methods
2   New structures
3   New management systems
4   Change in business culture and climate
5   Transfers of technology, etc.

EXAMPLE OF ECONOMIC AND FINANCIAL IMPACT INDICATORS

No. INDICATORS (EXAMPLES)

1   Increase in profitability
2   Increase in productivity
3   Access to new markets
4   Improvement in product and output quality
5   New strategic alliances
6   Rise in investments

EXAMPLE OF SOCIOECONOMIC IMPACT INDICATORS

No. INDICATORS (EXAMPLES)

1   Higher GDP than in the previous year (%)
2   Percentage of the population supplied with drinking water
3   Percentage of the population with drinking water supplied through home connection
4   Percentage of the urban population with drinking water supplied through home connection
5   Percentage of the rural population with drinking water supplied through home connection
6   Percentage of the population with public-service drinking water supply
7   Percentage of the urban population with public-service drinking water supply

8   Percentage of the rural population with public-service drinking water supply
9   Percentage of the population with easy access to drinking water
10   Percentage of the urban population with easy access to drinking water
11   Percentage of the rural population with easy access to drinking water
12   Budget execution
13   Expenditure per inhabitant (health)
14   Percentage of urban population
15   Population density (inhab./km^2)
16   Literacy rate
17   Average level of education of the population
18   Number of qualified personnel, accredited
19   Certified systems
20   Certified laboratories
21   Percentage of the population supplied with electricity
22   Percentage of the population supplied with renewable energy
23   Percentage of the budget allocated for innovation
24   Percentage of the budget allocated for research
25   Number of engineers
26   Number of holders of Doctor's and Master's degrees