AFRICAN REGIONAL COOPERATIVE AGREEMENT FOR RESEARCH, DEVELOPMENT AND TRAINING RELATED TO NUCLEAR SCIENCE AND TECHNOLOGY

AFRA STRATEGIC ACTION PLAN, PROCEDURES AND OPERATIONAL GUIDELINES

SEPTEMBER 2006
PREAMBLE

The AFRA Procedures and Operational Guidelines were first adopted in July 2000 to cover the Third Five-Year term of AFRA: April 2000-April 2005. It was an essential step in the AFRA reform process that was launched in 1996 following the evaluation of the AFRA programme by the IAEA. This document provided the AFRA Stakeholders with guidance for defining and implementing the AFRA vision, strategy and activities over the five-year period, using commonly agreed procedures and processes. The renewal of AFRA for another Five-year Term led AFRA Member States to consider updating the present document, taking into consideration the major achievements attained during the Third Five-Year term, the new development trends and imperatives that are shaping today’s international aid as well as the looming ‘Nuclear Renaissance’, which will evidently give nuclear science and technology a new impulse and catapult nuclear energy issues at the forefront of the international arena.

To assist AFRA countries in making optimal use of nuclear techniques to meet the foreseeable future socio-economic, environmental and societal challenges of this new five years, the AFRA Field Management Committee (AFRA-FMC) has developed this revised document, with much emphasis being placed on incorporating lessons learned from the previous Five-Year Term, a new mission statement and strategy to reflect the shift in Member States’ priorities and goals, and to translate into concrete actions the aspirations of the African scientific community, in terms of leadership and excellence in the field of nuclear science and technology.

The important changes that have occurred over the past years in the nuclear landscapes, as well as in the AFRA framework, are the basis for this revision insofar as they influence the role of AFRA, its vision and activities.

This revised document is the result of a stepwise process which started early in 2005 and included discussions held during the March 2005 meeting of the AFRA-FMC and the 16th Meeting of the AFRA Technical Working Group (TWGM), as well as the AFRA-FMC meeting in Algiers, March 2006.

A major addition in the revised document is the AFRA Mission Statement, vision and strategy, which all stem from the need of AFRA to assume full leadership on the continent in all fields where nuclear science and technology can play a potential socio-economic role in addressing the needs of the African populations.

The purpose of this revised document is, therefore, to acquaint Member States with the AFRA Strategic Action Plan and Procedures, and to provide AFRA Stakeholders, particularly the National Coordinators and Project Coordinators, with practical guidelines for the identification and exploitation of opportunities for enhancing the sustainability of their national nuclear institutions, through improved regional cooperation in the field of nuclear science and technology. The emphasis throughout the document is practical and is aimed at enabling all AFRA stakeholders to derive a maximum of benefit from their participation in this cooperative arrangement by directing the AFRA assistance to address national development objectives. The guidelines emphasize the need for analyzing the socio-economic impacts of prospective AFRA projects through the quantification of benefits that accrue to both the direct beneficiaries and end-users.
The revised document includes the latest developments in procedures, management and administration of AFRA activities. Complemented by proper orientation and sensitization programmes based on strong commitment by the AFRA Member States, the utilization of these guidelines will strengthen the effectiveness of AFRA projects and the role of AFRA as a whole in contributing to the sustainable development in Africa. It is understood that the document shall be updated at least every five years.

The document is divided into the following main areas:

- Mission statement, principles and vision of AFRA;
- AFRA strategic objectives for 2005-2010;
- Legal aspects;
- Modalities and procedures for project design, formulation, implementation and evaluation of AFRA projects, including funding arrangements;
- The role, responsibilities and duties of all players concerned (AFRA National Coordinators, Project Coordinators, Project Scientific Consultants, AFRA Field Management Committee, Specialized Teams and Regional Designated Centres) and the mechanism for efficient management and coordination of AFRA activities.
I AFRA STRATEGIC ACTION PLAN

I.1 INTRODUCTION

The African Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology (AFRA) is an inter-governmental Agreement, which stems from an initiative of African Member States who requested the Agency in 1988 to help them establish a regional arrangement for cooperation in the field of nuclear science and technology in Africa similar to the existing ones in Asia and Latin America. It took almost two years to complete all consultations with the African Member States and to secure the approval of the Board of Governors of the IAEA in February 1990. AFRA entered into force on 4 April 1990 and enjoys today a membership of 32 African countries (Algeria, Angola, Benin, Botswana, Burkina Faso, Cameroon, D.R. of Congo, Central African Republic, Cote d’Ivoire, Egypt, Ethiopia, Gabon, Ghana, Kenya, Libya, Madagascar, Mali, Mauritius, Morocco, Namibia, Niger, Nigeria, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia, Zimbabwe).

The AFRA Agreement is a legal document, which guides and regulates the implementation of the AFRA activities in the region, and defines the interfacing between the AFRA Member States and its partners, including the IAEA. The scope of AFRA activities includes the peaceful application of all technically and developmentally sound nuclear techniques, which can contribute significantly towards the achievement of national and regional development objectives.

The IAEA is not party to AFRA, but has the mandate to provide technical and scientific backstopping as well as financial and administrative support in accordance with its rules and procedures that govern the provision of technical assistance to its Member States.

The AFRA Agreement shall continue for a period of five years from the date of its entry into force and may be extended for further periods of five years if the government parties so agree.

The AFRA Agreement is renewed by its Member States each term of five years by way of notifying the Director General of the IAEA of the acceptance of its extension and of their desire to continue their participation in the Agreement.

I.2 AFRA MANDATE

The AFRA Mandate is guided by the interests and needs of the AFRA Member States as described in the AFRA Agreement:
AFRA MANDATE

Through a regional approach to sustainable development, AFRA seeks to:

• Maximize the utilization of available infrastructure and expertise in Africa in the field of nuclear science and technology; and
• Accelerate moves toward regional self-sufficiency in peaceful applications of nuclear techniques by establishing necessary infrastructure, coordinating intellectual and physical resources and disseminating innovative methods and practices cost-efficiently.

The above-mentioned mandate guides AFRA towards giving effect to the provision of the intergovernmental Agreement. This Agreement establishes AFRA in order to accelerate and enlarge the contribution of nuclear science and technology to social welfare, health and education throughout Africa using regional cooperation and Technical Cooperation among Developing Countries (TCDC). It shall ensure, so far as it is able, that assistance provided through it is used cost-effectively to address the real needs of end-users in AFRA Member States.

I.3 AFRA MISSION

AFRA mission derives from the AFRA Agreement, which stipulates that <<whereas the Governments parties to this agreement (hereinafter referred to as the “governments parties”) recognize that, within their national atomic energy programmes, there exist areas of common interest wherein mutual cooperation can promote the more efficient utilization of available resources>>.

AFRA MISSION

“Based on the social context and the economic goals of its Member States, AFRA is to develop capacity, establish and facilitate, through regional cooperation, the use of infrastructure to exploit relevant nuclear techniques safely and cost effectively in order to meet the challenges of sustained communal socio-economic development on the African continent”

This implies that AFRA is to develop capacity and promote the planning for and utilization of the peaceful nuclear techniques and relevant nuclear technology safely in order to contribute towards the attainment of national and regional development objectives cost-effectively, and to interface with regional and interregional organizations in the field.
I.4 AFRA VISION 2005-2010

At the end of 2010, AFRA is expected to have enhanced the ability of its Member States to make full use of nuclear technologies for their economic and social development. It will be more widely recognized as the principal vehicle for the utilization of nuclear technology for socio-economic development. It expects to see a wide regional culture of mutual assistance and nuclear safety in place to protect humans and the environment; a strengthened and effective integration of nuclear science and technology into the national and regional development objectives; and an optimal use of information technology in all its activities. It will interact in a transparent and active manner with partners, be they regional or international organizations or civil society. It will function as leading initiative, able not only to readily identify the changing priorities of Member States under AFRA core business, but also to respond to them quickly by improved planning, implementation and evaluation of the programme, and efficient use of human and financial resources.

AFRA VISION 2005-2010

To be recognised regionally (by Member States and regional organizations, such as the AU and NEPAD) and internationally (by sister-organizations and partners) as the leading organization within Africa, in the effective promotion and coordination of peaceful applications of nuclear techniques for socio-economic development, best suited to the priorities, interests and needs of Member States.

I.5 STRATEGIC GOALS

The goals are usually long-term in nature. The 2005–2010 Five-Year Term of AFRA has defined five goals based on the three major principles of AFRA, which are:

- Long-term capacity building;
- Short-term focus on problem-solving; and
- Utilization of regional expertise and infrastructure in Africa preferentially to achieve sustainability and self-reliance.

These goals are:

Goal 1: Enhancement of the contribution of nuclear technologies towards meeting, in a sustainable manner, the needs and interests of Member States;

Goal 2: Promotion of a comprehensive and effective regional culture of mutual assistance using regional cooperation in order to maximize the utilization of available nuclear expertise and infrastructure;

Goal 3: Effective contribution to the enhancement of nuclear safety and security culture at national and regional level;
Goal 4: Effective interaction with partners, decision-makers and the general public;

Goal 5: Excellence in management and institutional governance.

I.6 CORE FUNCTIONS

The overall objective of AFRA is to seek to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity in all Member States. It shall ensure, so far as it is able, that assistance provided is used efficiently and cost-effectively by Member States for the benefit of the African populations.

To achieve this objective, it is essential to discharge the following core functions:

- Establish relevant institutional linkages and essential mechanisms for cooperation and coordination in the areas of training, Nuclear Science and Technology, Information Communication Technologies (ICTs) and institutional sustainability, with a particular attention to the challenges facing the Least Developed Countries (LDCs).

- Develop and implement appropriate systems for human resource development, nuclear knowledge management and preservation, and skills acquisition and retention.

- Harmonize regulations, practice and operational procedures, mechanisms for information management and exchange, and experience and best practice dissemination.

- Promote networking for the benefit of the African nuclear community and the involvement of youth and women in nuclear science and technology.

- To promote South-South cooperation among AFRA Member States, and between them and regional and international partners in fields of common interests and, where appropriate, to execute activities for regional partners such as NEPAD.

I.7 VALUES

The AFRA core values are as follows:

- **Excellence in programme delivery** - resulting in effective contribution towards the attainment of national and regional development objectives;

- **Leadership displayed** - through commitment, responsibility and accountability;

- **Credibility commanded** - through consistency, objectivity, impartiality, confidence, transparency, competence and knowledge base;

- **Ethical conduct** - evidenced by integrity, trustworthiness, respect and fairness;

- **Teamwork** - resulting in integrated systems, synergy, participation and cooperation;

- **Ownership** - evidenced by meaningful participation in decision-making, representativeness and valuing of diversity.
I.8  AFRA STRATEGY

(i) Emphasis on the central role of AFRA countries in the planning and management of regional cooperation undertakings.

(ii) Use of thematic programmes rather than a project-by-project approach and improved planning in the context of coordinated support for regional priorities, objectives and policies.

(iii) Emphasis on the use of available regional expertise and existing facilities for the planning, implementation and auditing of cooperative programmes.

(iv) Gradual shifting of the managerial activities from the IAEA to the AFRA Field Management Committee.

(v) Closer collaboration with partners in development from inside and/or outside the region (AU, NEPAD, ECA, NGOs, AAEA, UN agencies).

(vi) Consolidation of AFRA countries’ institutional capacity to enable them to assume full ownership of activities and pursue them upon the programme’s completion, as a key element of sustainability.

(vii) Development and implementation of sound fund raising strategies in collaboration with major donors and continuous lobbying for AFRA activities that require extra-budgetary funding, including assistance to design and formulate sound project proposals.

(viii) Priority attention to the Least Developed Countries (LDCs), including practical strategies to address their specific needs and overcoming their difficulties.

(ix) Promotion of the participation of women and youth in nuclear science and technology, through the design and implementation of specific activities and initiatives in collaboration with women and youth associations, and networking and sensitization of decision-makers in Member States.

(x) Particular attention to the efficient management and preservation of nuclear knowledge, skill acquisition and retention and networking.

I.9  CRITICAL PROCESSES, PRODUCTS AND SERVICES

I.9.1 Programme level:

- Nuclear-related knowledge as reflected in the mandate/duties of the AFRA Field Management Committee, Project Scientific Consultants (PSCs), AFRA Specialised Teams and Regional designated centres (RDCs).

- AFRA procedures for identification, design and formulation of cooperative project proposals, including the AFRA Project Design and
Formulation Group.

- Project impact evaluation through SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats).
- Programme monitoring and impact evaluation, as described in the AFRA Documents “Guidelines and Indicators to sustain the African national Nuclear Institutions” and the AFRA document “Guidelines and Indicators for sustaining the African National Regulatory Authorities”.
- Procedures and rules for the auditing, recognition and re-auditing of Regional Designated Centres.
- Procedures and modalities for auditing clinical, safety and managerial practices of African institutions,
- AFRA Guidelines and Indicators for enhancing the relevance and sustainability of African Atomic Energy Commissions, National Regulatory Authorities and national nuclear institutions, and
- Appointment and empowerment of Project Scientific Consultant

I.9.2 Project level:

- Project design and formulation procedures and modalities
- Project coordination, monitoring and evaluation
- Evaluation reports
- Annual reports and country workplans
- Management, monitoring and reporting level
- AFRA Field Management Committee
- Technical/scientific information
  - Research reports
  - Auditing reports
  - Guides/good practices
  - Standards/norms
  - Technical publications

I.9.3 Resource mobilisation for:

- Capacity building, training, education
- Research and development

I.10 STRATEGIC ANALYSIS

The strategic analysis of the external and internal environment of AFRA was done by means of a SWOT analysis. The major strengths, weaknesses, opportunities and threats of the AFRA Agreement are presented below:

I.10.1 SWOT elements
I.10.1.1 AFRA strengths

- AFRA has a sound legal, scientific and managerial base as reflected in:
  i) Its inter-governmental agreement between the 32 African Member States,
  ii) Its Network of competent, dedicated and internationally exposed scientists, resulting in proficiency in exercising promotional and developmental activities in nuclear science and technology by means of technical cooperation and facilitation of TCDC between Member States, and
  iii) Its AFRA Field Management Committee (AFRA-FMC) which assumes managerial roles at the regional level and interfaces with all AFRA stakeholders.

- Nuclear techniques and scientific skills and practices employed by AFRA are well established, proven and internationally recognised.

- AFRA is maintaining continuous stakeholder interaction through fora and regular contact and also contributes towards the promotion of networking between Atomic Energy Commissions (AECs) and National Nuclear Institutions (NNIs) as well as end-users.

- AFRA enjoys solid collaboration and cooperation with the IAEA which is funding AFRA activities up to 75% of the AFRA annual budget.

- AFRA has good human resource strategies and practices that provide for national capacity development and regional self-reliance.

- AFRA has acquired sound Information Communication Technology strategy and infrastructure, and the capability to develop/improve and disseminate ICT-based training/learning materials.

- Through its AFRA-FMC, AFRA has acquired the ability to cooperate and interface with Member States, potential partners; such as the IAEA and NEPAD, as well as regional and international organizations.

I.10.1.2 AFRA weaknesses

- Limited financial resources required for addressing the tremendous needs of end-users in Member States, using technically and developmentally sound nuclear technologies.

- Wide variation in AFRA Member States’ stages of development in nuclear science and technology, which requires intensive efforts to narrow down the gap and to create conducive environment for regional cooperation.

- Inadequate qualified and skilled human resources in many Member States, which limits the outreach of AFRA projects.
• Improvement required in management and leadership styles at the AFRA-FMC level.

• Inadequate succession plans and knowledge preservation strategies, resulting in lengthy replacement of staff leaving the national nuclear institutions in Member States.

• Poor status of the basic nuclear infrastructure in some AFRA countries, which requires significant upgrading before it can be utilized efficiently through AFRA activities; and

• Inability of AFRA to get recognized by the African Union and NEPAD as the executing agency for the implementation of their activities where nuclear techniques can play a major role.

I.10.1.3 AFRA opportunities

• Access to technical expertise, forums, agreements and resources locally and internationally, coupled with the AFRA regional recognition by virtue of its good practices.

• Greater recognition by African stakeholders of the necessity to enlarge the scope of nuclear applications for socio-economic development.

• Increasing number of African AECs and NNIs which are pursuing the path to sustainability through enhanced relevance, management practice and accountability.

• The negative/positive impact of globalisation, for example the restructuring of some AECs in MSs, the updating of standards, re-regulation of certain industries in the mining sector.

• Cooperation with and involvement in regional initiatives such as NEPAD and other sister Agreements, such as ARASIA, ARCAL, and RCA.

• The availability of policies and processes to collect and manage voluntary contributions from MSs and other donors.

• Emergence of new technological developments for socio-economic development cost-effectively.

I.10.1.4 AFRA Threats

• Inadequate recognition by the African Union and NEPAD undermines AFRA outreach and ability to lead the region’s effort in nuclear science and technology.
• The fierce competition from non-nuclear techniques and the negative perception about nuclear applications in some developed countries.

• Lack of a viable system to ensure timely mobilisation of funds.

I.10.2 AFRA stakeholders

The AFRA stakeholders are classified in the following categories:

I.10.2.1 AFRA end-users

i) All national and regional beneficiaries of nuclear techniques; such as:
   • Research workers through training/education and exposure to international fora;
   • Patients through applications of nuclear techniques in human health (cancer management, nuclear medicine, nutrition);
   • Ionizing radiation workers through training, and better safer workplaces;
   • Public in general through better protected environment, and safer techniques and industrial processes.

I.10.2.2 Assistance recipients

• Regional partners/organizations
• Atomic Energy Commissions
• Regulatory authority
• National Nuclear Institutions

I.10.2.3 Policy decision makers

• Governments of Member States,
• Meeting of AFRA representatives,
• Technical Working Group Meetings (TWGM),
• AFRA-FMC

I.10.2.4 Resource suppliers

• Fund providers (IAEA, Donors)
• Expertise suppliers (AFRA regional Designated centres, Specialized Teams)
• Regional research institutions (nuclear facilities, processes, technologies)

I.10.2.5 Strategic cooperatives

• Regional organizations and Initiatives (AU, NEPAD, NGOs & community-based organisations)
• Regional Treaties/conventions (Pelindaba treaty)
• General public
• International organisations (IAEA, UNIDO, FAO)
• Sister Agreements in other regions

I.10.2.6 Stakeholder trends

In understanding the future, the following trends regarding stakeholders are identified.

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<tr>
<th>Key issues and Trends</th>
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<tr>
<td>Innovative Development internationally and nationally,</td>
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<td>Economic changes (Globalization, ‘Nuclear Renaissance’, NEPAD)</td>
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<td>Political factors (improved political acceptance, consolidation in mines, AECs/NNIs restructuring )</td>
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<td>Legislative changes,</td>
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<td>Re-regulation of the energy sector</td>
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<td>Heightened security imperatives</td>
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<td>Cooperative agreements</td>
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<td>Regulations on safety standards and regulatory practices</td>
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<td>Limited resource base vs high expectations</td>
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<td>New reactor technology (Peeble Bed Reactors)</td>
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<td>Economic growth and competitiveness,</td>
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<td>Promulgation of the Pelindaba Treaty</td>
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II. AFRA PROCEDURES AND OPERATIONAL GUIDELINES

II.1 PARTICIPATION IN AFRA

II.1.1 General considerations

i) AFRA is an arrangement geared to facilitate regional cooperation between its Member States with the aim to address development problems through the effective application of appropriate nuclear science and technology and to facilitate the sharing of resources and facilities available in the region (Full Agreement is shown under Annex A).

ii) Participation in AFRA is open to any African country, which is a member of the International Atomic Energy Agency. Participation by any State in the AFRA Programme is effected through its Government by notifying the Agency’s Director General of its acceptance of the AFRA Agreement. That participation continues until such time as it is terminated in a written communication to the Agency’s Director General.

iii) The current AFRA Agreement shall continue to be in force for a period of five years if the Parties so agree. This means that the AFRA Agreement has been conceived in five-year terms and, therefore, should be renewed every five year. The renewal of participation in the AFRA Agreement by an AFRA Member State is effected by an official letter from the Government of the Member State to the Director General of the IAEA. The letter should reach the IAEA before the 3 April of the fifth year of the five-year Term.

iv) Each participating Government shall decide upon the internal organization that will best enable it to execute AFRA projects, to which end it shall designate:
   • a National Representative who shall represent the country at the Meeting of the AFRA Representatives;
   • a National Coordinator (see the duties and responsibilities of National Coordinators in the coming chapters), and
   • a Project Coordinator (see the duties and responsibilities of National Coordinators in the coming chapters) for each project in which the country wishes to participate.

v) Each Government participating in a given project should include all interested national institutions in that project, particularly the end-users. To this end, Member States should establish committees or agreements relating to their participation in AFRA projects, which will include representatives from all relevant sectors.

vi) It is not expected that AFRA countries participate in all projects. Each country should make a rational choice of the projects in which it wishes to participate; based on its own priorities, national development objectives and its assessment of the benefits it could derive from the project or the contribution it could provide thereto.
II.1.2 Requirements for the participation in an AFRA project

Legal framework

Paragraph 1 of Article IV of the AFRA Agreement states that “any Government party may participate in a cooperative project established in accordance with Article III,…”

Article V of the same Agreement defines the commitment and inputs required from the participating countries for the implementation of an AFRA activity at national level. In particular, the Article states that “…, each participating Government shall make available the necessary scientific and technical facilities and personnel for the implementation of the cooperative project…”

Moreover, paragraph (2) of Article VII of the Agreement requests the Agency to apply its rules, procedures and principles to all AFRA projects established in accordance with this Agreement by means of technical assistance and its other programmes. The principles, rules and procedures that are applicable to the Agency’s technical assistance or other programmes shall, as appropriate, apply to any such Agency support.

The above-mentioned three legal dispositions define clearly the conditions and requirements for the participation of any government party in AFRA projects. In particular, it emphasizes the availability of adequate infrastructure in terms of laboratory facilities, trained human resources and legal framework (legislation, regulations, codes of practice).

Moreover, it has been an accepted principle from the inception of AFRA that this programme shall exclusively promote and develop nuclear science and technology in Africa by optimizing the utilization of available nuclear facilities and expertise for the benefit of all countries concerned. In other words, AFRA is not expected to establish basic infrastructures in its Member states; but rather to make effective and efficient use of the nuclear facilities and expertise that exist in the region for strengthening national and regional capabilities and, ultimately, contributing towards the achievement of self-reliance in the field of nuclear science and technology.

II.1.3 Criteria for participating in AFRA projects

The participation in AFRA projects needs to be regulated in order to:
(i) preserve AFRA credibility and achievements;
(ii) use more efficiently and effectively the rather limited programme financial resources;
(iii) optimize the programme impact; and
(iv) help the Least Developed Countries (LDCs) to undertake remedial actions to their particular deficiencies before joining AFRA projects and/or plan the introduction of the technology under bilateral programmes.

The following criteria stem from the legal dispositions of the Agreement as well as the IAEA principles, rules and procedures for the provision of technical assistance to Member States:
(1) Availability of the necessary basic infrastructure at the time of the request to join an AFRA project (basic laboratory facilities, adequate numbers of scientists and technicians in the field; legislation/regulations promulgated and enforced) for the successful implementation of the project activities in the country;

(2) Availability of an on-going national programme of activities in the field, which will support the successful implementation of the project in the country, absorb the assistance received and disseminate the results of AFRA projects among the end-users;

(3) Adequacy of financial resources to be contributed by the recipient institution, including funds for overheads and in-kind contribution towards the implementation of the projects activities at national and regional levels;

(4) Evidence regarding the full commitment from the outset of the Project Coordinator and supporting staff. The commitment and dedication of the Project Coordinator and project staff are vital for the successful implementation of the AFRA project in the country and for the dissemination of innovations among end-users.

(5) Firm commitment of the recipient institution to share facilities and expertise with all participating institutions in the other AFRA countries.

(6) In accordance with Article VIII, Item 1, and with the consent of the meeting of AFRA Representatives, any Member State other than the participating Governments or appropriate regional or international organizations may be invited to contribute financially or otherwise to, or to participate in a cooperative project.

II.2 ROLE AND INVOLVEMENT OF THE IAEA

The role and the involvement of the IAEA are clearly defined in the AFRA Agreement, which does not stipulate that the IAEA will be a party to it. It provides that - on the entry into force of the Agreement - the IAEA will:

(i) assist, upon request, in the preparation of proposals submitted to it (Article III.1);

(ii) notify parties of the participation in a project which is received by the IAEA (Article IV.1);

(iii) invite, upon request, other Agency Member States or international organizations to contribute to, or participate in cooperative projects (Article VIII.2);

(iv) administer financial contributions to cooperative projects (Article VIII.2);
(v) make arrangements with international organizations for the promotion and development of cooperative projects (Article XI), and

(vi) carry out depositary functions (Article XIV.1).

(vii) Article VII.2 of the Agreement foresees that, subject to available resources, the IAEA will endeavor to support cooperative projects under the Agreement by means of its technical assistance and other programmes. Where such support is provided, the Agency relevant principles, rules and procedures are to apply. Article X of the Agreement specifically provides that the IAEA is not be held responsible for the safe implementation of cooperative projects (Article IX.1) and that any assistance provided under the Agreement is to be used only for peaceful purposes in accordance with the IAEA statute (Article IX.2).

(viii) Article VII stipulates that the IAEA shall perform secretariat duties as required under this agreement. In particular, on the basis of recommendations made by the Technical Working Group pursuant to paragraph 3 (d) of Article vi, the IAEA shall:

- establish annually a schedule of work and modalities for the implementation of the cooperative projects;
- allocate among the cooperative projects and the participating Governments the contributions made in accordance with paragraph 3 of Article V and paragraph 1 of Article VIII;
- assist the participating governments in the exchange of information and in compiling, publishing and distributing reports on the cooperative project, as appropriate;
- provide scientific and administrative support for the meetings of the Technical Working Group; and
- prepare annually an overall report on the activities carried out under this agreement, with particular reference to the implementation of the cooperative projects established in accordance with article III, and submit it to the Meeting of Representatives.

II.3 MEETINGS OF THE AFRA REPRESENTATIVES

Country Representatives are Government officials who are authorized to commit their governments with respect to matters pertaining to the AFRA Agreement.

The Agency shall convene a meeting of Representatives of AFRA countries at least once every year, normally in September, at the time of the General Conference of the Agency. The Meeting of Representatives shall:

- Consider the Annual Report submitted by the Agency;
- Consider and approve the new projects recommended by the Technical Working Group Meeting;
- Approve the proposed programme of activities compiled by the AFRA Field Management Committee, and agree on regional priorities;
• Review the implementation of approved projects and issues pertaining to regional cooperation;
• Determine the conditions upon which a State/organization that is not a Party to AFRA may participate in a cooperative project;
• Consider any other policy and strategic matters related to AFRA; in particular fund raising for the implementation of cooperative projects and issues pertaining to regional cooperation and to Technical Cooperation amongst Developing Countries (TCDC), partnership and regional integration, notably of AFRA into NEPAD.
• The cost of attendance of the meeting of AFRA Representatives shall be borne by the Parties.

II.4 THE TECHNICAL WORKING GROUP MEETING (TWGM)

The Technical Working Group, composed of the National Coordinators (see Section 2) shall meet at least once every year, normally in April preceding the meeting of AFRA Representatives.

The TWGM shall review the implementation of on-going activities of AFRA, consider proposals for new projects and make recommendations thereon for their inclusion in the subsequent AFRA Programme. The TWGM shall consider the financial implications of each project, review achievements and identify constraints and recommend corrective measures. It shall outline the details for the implementation of each new project in accordance with its objectives and keep under review all on-going projects. In particular, Article VI of the AFRA Agreement states that there shall be a Technical Working Group composed of the National Coordinators. The functions of the Technical Working Group shall be:

• to determine details for the implementation of each cooperative project in accordance with its objectives;
• to establish and amend, as necessary, the portion of the cooperative project to be assigned to each participating Government, subject to the consent of that Government;
• to supervise the implementation of the cooperative project; and to make recommendations to the meeting of Representatives and to the IAEA with respect to the cooperative project, and
• to keep under review the implementation of such recommendations.

The meeting of the Technical Working Group shall be convened by the Agency as required and, at least, once every year.

The TWGM shall be held at venues agreed upon by the Parties.

The cost of attendance of the TWGM shall be borne by Member States. Exceptionally, the IAEA may bear the costs of participation (transportation and Daily Subsidence Allowances) of the National Coordinators from the African Least Developed Countries (LDCs). This IAEA contribution is meant for the officially appointed National Coordinators from LDCs and it is not extended to their
representatives. Moreover, it has been the practice that the IAEA contributes the amount of $2,500 to the LDCs to help them host the TWG meetings. This contribution is meant for hospitality and management of the TWG meeting. This amount has not been revised since its inception in 1997 and, therefore, was adjusted in 2006 to $5,000 in order to take into consideration the ever-increasing cost of living. This amount shall be adjusted at the beginning of each five-year term to take into consideration the increase in the cost of living in Africa.

II.5 MEETING OF THE AFRA FIELD MANAGEMENT COMMITTEE (AFRA - FMC)

The AFRA-FMC is composed of the members of the AFRA Field Management and the IAEA Focal Point of AFRA. The AFRA Field Management consists of the Chairperson of AFRA and of the Assistants to the Chairperson. It is an independent team made available “cost-free” by Member States to support the planning, implementation, monitoring, leadership and organization and control of AFRA projects.

The AFRA-FMC meets at least four times a year; three times in the region and one time in Vienna to discharge the following tasks:

(i) to review and monitor the implementation of AFRA activities, identify strengths and weaknesses and recommend corrective measures;

(ii) to identify and conceptualize new regional needs, including prioritization and modalities for the design and formulation of resulting project proposals;

(iii) to review programme funding and to initiate necessary actions for the mobilization of funds for the implementation of the programme;

(iv) to initiate follow-up actions on the implementation of recommendations made by the TWG and the Representatives Meetings; and

(v) to liaise with regional organizations, such as the African Union (AU), NEPAD and the ECA, and to establish partnerships for growth and development.

1.10. AFRA PROGRAMME AND PROJECTS

The AFRA Programme is composed of a set of cooperative projects which are endorsed by at least three Member States. An AFRA project is the vehicle that translates external and internal funds into a development objective designed to meet identified human needs of an end-user or users and having a significant social and economic impact. It must be technically sound and should be based on a cost-benefit analysis.

The project has a time limit for producing the expected achievements, a workplan, a schedule of inputs and outputs, and a budget. AFRA projects must emphasize the following elements:
1. It entails mutual collaboration and full involvement of participating countries in the design, formulation and implementation of project activities. Projects should make use of the existing expertise and facilities in the participating countries. Inputs, such as the provision of experts and training should be drawn as far as possible from within the participating countries or other developing countries.

2. Projects must respond to the needs of participating countries and address serious problems common to them. They should have a clear inter-country dimension, a limited duration and attainable and measurable objectives and significant impact.

3. Efforts must be combined to implement a small number of projects within high priority areas to which participating countries would be prepared to contribute resources and which would also attract outside resources, leading to demonstrable mutual benefit.

4. The AFRA programme must lead to the sharing of resources, knowledge and expertise among the participating countries, the transfer of technology available in advanced countries to countries where such technology is needed; and the creation of regional capabilities that, once developed, will, in turn, lead to further regional cooperation. This demands vision, commitment and effective management.

1.11. DIRECT BENEFICIARY AND END-USER

The Direct Beneficiary is the institution and/or organization that will benefit in the first instance from the outputs of the AFRA project. In general, the direct beneficiary is a department or a center that belongs to the Atomic Energy Commission or its equivalent in the AFRA Member State. It plays a paramount role in the transfer of the project outputs to the end-user through the national development programmes or available extension services.

The End-Users are the people or group of people who are meant to benefit from the technology transfer or innovations developed under the AFRA project. They are the ultimate focus of the project demonstrating end-results in terms of the practical realization of communal benefits arising from this technology transfer. The end-users are for example farmers in the case of agricultural projects, patients in the case of human health projects, the population and the environment in the case of a radiation protection projects.
2. AFRA CHAIRPERSON, ASSISTANTS, NATIONAL COORDINATORS, PROJECT COORDINATORS AND PROJECT SCIENTIFIC CONSULTANTS (PSCs)

2.1. AFRA Chairperson

The Chairperson of AFRA is elected during the meeting of Representatives every year and is preferably drawn from the AFRA National Coordinators. He/she is responsible for conducting and directing the efforts of all AFRA Member States towards attaining the results expected from the projects during the year and obtaining the required funding for the implementation of the AFRA Programme. The Chairperson shall assume the responsibility of establishing a workable strategy for obtaining new contributions from donor countries and organizations. To that end, it will be his/her duty to:

(i) prepare, in cooperation with the Agency, a document describing the AFRA Programme in terms of its objectives, plans, projects and achievements;

(ii) ensure that the document is made available to the traditional donor countries and international organizations, both within and outside the region;

(iii) participate actively in the mobilization of funds for the implementation of AFRA activities, call for meetings inside and outside the region and make the necessary follow-up by written communication and visits as required;

(iv) keep all other AFRA Member States as well as the IAEA informed on actions taken for seeking funding;

(v) report on his/her activities to the Meeting of AFRA Representatives at the time of the IAEA General Conference;

(vi) make full use of the help to be extended to him/her by the two Assistants in order to initiate new ideas that may develop into projects for consideration by the AFRA Technical Working Group during its meeting in April of the year N+1;

(vii) prepare a concise report on the activities undertaken during the year as well as the results obtained, to be presented during the Technical Working Group Meeting of AFRA National Coordinators in April;

(viii) chair meetings of the AFRA-FMC and Representatives and assist the Chairperson of the TWGM of the following year:

(ix) take an active role in and/or chair the Tri-partite meetings between AFRA, ARCAL and RCA usually held at the time of the General Conference of the Agency.
2.2. Assistants to the AFRA Chairperson

The Assistants must be high-ranking scientists within the Atomic Energy Agency Commission or equivalent of AFRA Member States and are provided on a voluntary cost-free basis by the participating Governments.

Profile and qualifications of the Assistant
An Assistant must have an MSc or a PhD in the nuclear field and at least 10 years of post-graduate experience in the practical use of nuclear techniques for socio-economic development. He/she should have a substantial knowledge of technical cooperation and be fully familiar with the African countries’ atomic energy programmes as well as the Agency’s technical assistance procedures. He/she must be fluent in English and, if possible, in French.

Duties of the Assistant
In general, the Assistant will provide technical and administrative back-stopping to the Chairperson and to the AFRA Focal Point and act as the regional adviser in all technical matters pertaining to the AFRA Programme. He/she is also expected to comment and advise on plans prepared by Member States for maximizing their benefits from the programme. In particular, he/she is expected to discharge the following duties:

i. Advise the AFRA Chairperson, the AFRA Focal Point in Vienna, as well as the Technical Working Group on all technical matters pertaining to the design, formulation, implementation and evaluation of AFRA activities at the regional level.

ii. Assist the AFRA countries in setting priorities in accordance with their development objectives and in maximizing their benefits from the AFRA programme.

iii. Provide secretarial assistance to the Chairperson of AFRA at the Technical Working Group and AFRA Representatives’ Meetings.

iv. Assist the Chairperson of AFRA in his/her activities related to fund raising and ensure overall coordination in this matter with the AFRA Focal Point in Vienna as well as AFRA National Coordinators.

v. Arrange in collaboration with the AFRA Focal Point in Vienna meetings with donor countries and organizations, and prepare briefing materials and documentation.

vi. Generate technically and developmentally sound ideas for AFRA projects and ensure the preparation of the related documentation.

Duration of the duty
For the sake of continuity, the duration of the duty of an Assistant must be secured for at least two years.
The Assistant will not be at the full time disposal of the AFRA Chairperson. He/she should be called on a **“when needed basis”** to perform tasks within the above-mentioned duties. The missions must be well planned in advance so as to avoid interferences with his/her own work.

The Assistant will essentially be required to perform upstream work (programming, planning, lobbying) and to help with the preparation of documents for the AFRA meetings (Technical Working Group meetings, Representatives meetings, donor meetings).

Tentatively, and at the request of the Chairperson, his/her services shall be required for the following periods and venues:

A. - **Vienna**: One week in September (year N) to attend the meeting of AFRA Representatives and to prepare the strategy for the year (N+1) in collaboration with the AFRA Chairperson and the AFRA Focal Point.

B. - **Chairperson’s country**: One week in November (year N), 1) to prepare the required documents to be made available to donors, both within and outside the region, 2) to help draft covering letters for donors and AFRA countries, and 3) to review and complete workplans of AFRA activities foreseen in the year (N+1).

C. - **Visits to AFRA countries**: When necessary and if justified, the Assistant may undertake short visits to some AFRA countries in order to comment and advise on plans prepared by them. **The preparation of the plans by the AFRA country is a prerequisite for the fielding of this type of mission.** The latter will last a maximum of one week and will concern mainly LDCs participating in AFRA.

D. - **Chairperson’s country**: One week in February/March of year (N+1) 1) to help compile the data to be received from AFRA countries on national activities and contributions supporting the AFRA programme, 2) to assist with the preparatory work for the Technical Working Group Meeting in April (year N+1) and 3) to review the reactions of donors and take appropriate actions.

E. - **Host country of the Technical Working Group Meeting (N+1)**: One week in April of the year N+1 to, 1) attend the meeting and advise the National Coordinators on new projects/ideas for AFRA, 2) assist the Chairperson of the TWG Meeting finalize the meeting’s report and 3) update the action plan for the rest of the year.

F. - **Vienna**: One week in June/July of year (N+1) to: 1) assist the Chairperson prepare his/her report for the Representatives’ Meeting in September (year N+1) as well as any other matter of interest to the programme 2) review actions for mobilizing extra budgetary funding including meetings with the Vienna-based African Group and 3) take follow-up actions on recommendations made by TWG and Representatives’ Meetings.

The Assistant may also be requested to attend the Project Formulation Meetings (PFM), when necessary, but only if the subject matter is within the sphere of his/her competence. The detailed tasks of the Assistant are shown in Annex E.
It should be noted that, at least one of the two Assistants will be required to service each of the above designated tasks representing a commitment of about two months per year.

2.3. National Coordinators

Article VI of the AFRA Agreement stipulates that each participating government in AFRA shall appoint a high-ranking official of appropriate technical competence as a National Coordinator charged with the responsibility for projects within its territory or in which the government is involved. In other words, the National Coordinator acts as the central point for all AFRA matters relating to his/her country. He/she is expected to maintain the necessary contacts with Ministries, end-users and other national bodies which need to be kept informed about matters relating to AFRA activities or which participate in project implementation.

The specific responsibilities of AFRA National Coordinators include:

(i) Appointing Project Coordinators who are suitably qualified to ensure the success of their mission. On the basis of their background, the AFRA National Coordinator can make appropriate suggestions and offer any advice that may be required. He/she should act as a channel for all information flowing between the Agency and the Project Coordinators in the country. He/she must also ensure the adequate and timely transmission of all information relating to AFRA activities in his/her country;

(ii) Overall coordination of all activities which are necessary for the implementation of AFRA projects, in cooperation with Project Coordinators, Ministries and other national bodies. The National Coordinator has the main responsibility in relation to the activities to be carried out in his/her country;

(iii) Ensuring that each Project Coordinator receives the local support necessary for implementing the project activities;

(iv) Ensuring that the AFRA policies and procedures are adopted in a uniform manner in relation to each project carried out within the country;

(v) Making the necessary preparations for attending the annual Technical Working Group Meetings;

(vi) Keeping the Agency informed of all matters which require attention (for example, suggestions put forward with a view to improving AFRA policies or procedures and comments on possible modifications to AFRA projects or on the approval of additional projects);

(vii) Submitting an annual report to the Agency in January of each year on the activities carried out and problems encountered within the on-going projects during the previous year, with particular emphasis on the achievements attained
and impact realized (the format and structure of the report is outlined in Annex C).

(viii) Submitting to the Agency on the appropriate form details of the personal and technical background of experts for possible engagement in the various AFRA projects;

(ix) Keeping the Agency informed of national events which are related to AFRA project activities;

(x) Ensuring that a project or a portion thereof implemented in his/her country is undertaken within the framework of appropriate radiation protection infrastructure and in compliance with the Agency’s Basic Safety Standards and Norms.

The nature and quality of AFRA National Coordinators’ contributions to the promotion and expansion of the AFRA Programme should be consistent with both the long-term requirements of AFRA and short-term imperatives.

The above-mentioned duties are based on the following new orientations adopted by the donor community, which justify the rethinking of the role and active participation of the National Coordinator:

(i) Greater emphasis is being put on the central role of developing countries in the planning and design of technical cooperation and the elaboration of their own long-term solutions to development problems;

(ii) Gradual shifting from immediate short-term performance improvement to the strategic objective of technical cooperation with respect to long-term capacity building in developing countries;

(iii) Increased emphasis on the essential importance of effective technical cooperation of improved planning in the context of coordinated support for sectoral objectives and policies and, in particular, use of a programme rather than a project-by-project approach;

(iv) Encourage “ownership” and effective utilization of technical cooperation by the end-users through more active participation;

(v) More emphasis on the key importance for sustainable development and capacity building with due attention to areas of policy analysis and development management;

(vi) More recognition is given to private sector needs;

(vii) Greater use of local expertise and existing infrastructure and greater attention to costs and cost-effectiveness;
2.4. Project Coordinators

The network system of Project Coordinators that has been set up as a part of the AFRA Programme has been very beneficial in achieving efficient, effective and appropriate use of resources for Member States’ needs. All AFRA Project Coordinators play an essential and critical role in the success of their projects. To this end, an orientation and sensitization course has been outlined for presentation to all Project and National Coordinators as a component of the TWG and Project Coordination Meetings. The outlines of this course are given in Annex B.

Each country participating in a project must ensure that the Project Coordinator has the technical competence in the subject of the project and the managerial skill required to implement it. It is recommended that, whenever possible, the same person remains as the Project Coordinator throughout the duration of the project, in order to ensure adequate continuity.

Project Coordinators should avoid being represented at project coordination meetings. The Agency will not cover the costs of participation of representatives in coordination meetings.

Project Coordinators act as the interface between AFRA and the end-users of a technology in their country and, therefore, it is important that there should be a continuous two-way flow of information to enable the project to be responsive to changing needs and imperatives. It is the Project Coordinators’ duty to pursue developments actively in the particular area of technology, establish and maintain links with individuals and, where they exist, professional societies or interest groups and keep them informed and involved in the AFRA Programme. These country inputs should be feedback to ensure that the AFRA-FMC is up-to-date in its appreciation of the local situation. The format of such reporting is contained in Annex D. This national effort is part of the obligations countries make under AFRA. Article V(I) states that each participating Government will “make available the necessary scientific and technical facilities and personnel for implementation of the cooperative project”.

The choice of Project Coordinator is very important since much of the vitality and the viability of the projects at the national level will depend on his/her technical and managerial capabilities.

The periodic meetings of Project Coordinators’ are an essential part of the total project management, since this forum allows all coordinators to gain from direct contact with the Agency Technical Officers and AFRA Focal Point; and also from the sharing of the experiences of their colleagues in other AFRA Member States. It is at these meetings that the technical decisions and recommendations, which are arrived at by consensus, are made regarding the project. If a Member State is not represented, its views and needs cannot be thoroughly considered.

In particular, Project Coordinators should discharge the following duties:
(i) To interface between the Agency and all national institutions concerned with the objectives of the project;

(ii) Particularly, Project Coordinators should ensure that project’s benefits and assistance are channeled, as required, to all national institutions participating in the project. They should also ensure a smooth transfer of the project’s results to end-users and report to the National Coordinator and to the Agency any difficulty/obstacle that may hamper this process;

(iii) To identify national institutions’ needs, in terms of expert services, equipment/supplies and training, and forward them to the Agency through the AFRA National Coordinator;

(iv) To manage, monitor and assess the activities of the project in the country and to attend project coordination meetings;

(v) To submit to the PSC and the Agency, through the National Coordinator, before 31 December of each year, the Annual Report as well as the National Workplan for the following year;

(vi) To report regularly on any opportunity that may lead to a success story and on impediments that may endanger the project’s successful implementation;

(vii) To keep the National Coordinator, the PSC, the Agency and all national stakeholders informed about the project activities and achievements.

2.5. Duties and responsibilities of AFRA Project Scientific Consultants (PSCs)

PSCs have the following mandate:

(i) provide upon request, technical backstopping in his/her field of expertise to AFRA Member States (national institutions, individual scientists and users), and technical advice to the AFRA Field Management;

(ii) attend the project coordination meetings and:

   a) act as the technical secretary and adviser to the Project Coordinators;
   b) help prepare the meeting’s report;
   c) help identify and set up the region’s priority needs, objectives and main orientations in his/her particular field of expertise;
   d) present to the meeting a concise report describing the state of technology, innovations and new practices which might impact the development of the required technology in the region and draw attention to any problems which may occur during utilization.

(iii) Submit to the AFRA-FMC, National Coordinators and Project Coordinators an Annual Project Evaluation Report (APER) before 31 January of the year following the year under review. The report should describe the activities foreseen and implemented during the year under review, highlight the results achieved, the constraints encountered and the risks that might endanger the project objectives, with particular emphasis on the individual performance of Project Coordinators from both the scientific and managerial viewpoint. (The format of the report is shown under Annex E)
(iv) Undertake short missions to participating countries to help solve managerial, administrative or scientific problems that might impede achievements of the project’s objectives. During these missions, the PSC should collect all necessary information about the country’s level of commitment in terms of logistics, financial contributions and staff accountability; and report on any progress made;

(v) Report on an ad-hoc basis to the AFRA-FMC any shortfalls or constraints that may represent a threat to the project and propose appropriate solutions;

(vi) Plan and arrange for special evaluations, when needed and justified, and participate in the evaluation exercises, if required;

(vii) Monitor the implementation of recommendations made in evaluation reports and report to the AFRA-FMC; (See details in paragraph 5.3 below)

(viii) Attend regional or international meetings/seminars in the field and submit a report thereon to all Project Coordinators, AFRA-FMC and the Agency, within one month.

In addition to the above-mentioned duties, the Project Scientific Consultant may be requested to undertake specific tasks such as the participation in project formulation meetings and any other relevant activities.

While recognizing that AFRA does not pay an honorarium to African experts and consultants, the costs involved (transportation and DSA) in the performance of the above duties will be charged to the project in accordance with IAEA’s rules and procedures.

It is expected that, as a special incentive, the IAEA will consider providing to the PSC five (05) days Daily Subsistence Allowances (DSA) in his/her town of residence upon timely receipt of the APER.

It should be understood that the duties and responsibilities of the PSC are complementary to, and do not overlap with, those of the IAEA’s technical staff who are engaged in providing technical backstopping to AFRA projects.

3. MANAGEMENT OF AFRA PROJECTS

3.1. INITIATION OF AFRA PROJECTS

Ideas for AFRA projects should be initiated by the AFRA Technical Working Group that meets every year in April. The ideas are discussed during the meeting of the TWG and adopted by the majority of the participants in order to be considered as a regional development issue. Project ideas may also be initiated by the AFRA-FMC and supported by other sources, including other regional organizations, the IAEA, donor organizations or research institutions. In all cases, the TWG should adopt the ideas and endorse them prior to starting project formulation. This will avoid misspending time on the formulation of project proposals and their evaluation by the
Agency when the resulting project will not attract a sufficiently large number of AFRA countries.

Ideally, project ideas should develop at joint discussions, analysis and negotiation among the concerned parties; e.g. Project Coordinators from AFRA countries, IAEA Technical Officers, PSCs and AFRA National Coordinators.

3.2 DESIGN AND FORMULATION OF AFRA PROJECTS

The Agency will provide administrative and technical backstopping for the design, formulation and implementation of AFRA projects. The AFRA-FMC will establish annually a schedule of work and modalities for the design, formulation and implementation of projects which will be in full agreement with the countries participating in the project and be consistent with the Agency Statute and Procedures, the Agency Health and Safety Regulations, and the Peaceful Uses Undertaking.

The design and formulation of AFRA projects will be performed by the AFRA Project Formulation Committee which consists of four African experts in the field. They meet for one week at an agreed venue and time to (i) analyze past and present assistance in the field, (ii) assess impact achieved, weaknesses and constraints; (iii) identify regional priority needs and suitable solutions, (iv) design the project proposals, including workplans, objectives, inputs and performance indicators; and (v) prepare the project document, including background information, justification, expected post-project results and implementation modalities.

The Agency will identify the experts in the field and arrange for their travel to the host country of the design and formulation meeting. The Agency may also take part in this exercise through the AFRA Focal Point or the Technical staff. The costs of the meeting will be charged to the AFRA Project on “Management of AFRA Programme”.

3.3. IMPLEMENTATION OF AFRA PROJECTS

Each Government participating in a project shall implement the relevant project components assigned to it and shall make available the necessary facilities and personnel for the implementation of the project and take all reasonable and appropriate steps for receiving experts, fellows, participants in training courses, etc.

Each participating Government through the National Coordinator shall submit to the Agency an annual report on the implementation of the components of the project assigned to it during a given year. The report shall be submitted prior to the end of December of that year. These reports will be taken into account in the preparation of the working document to be considered by the TWG Meeting. The working document shall be sent by the Agency to the National Coordinators not less than 3 weeks prior to the date of the meeting.

The TWG and the AFRA-FMC have overall responsibility for the supervision of the implementation of AFRA projects. The AFRA-FMC shall review during its two meetings in Vienna (July and September) the participation of Member States in
AFRA projects and shall apply the criteria of participation for each case to be reviewed.

Wherever possible, provision of experts for AFRA projects should be from within AFRA countries since AFRA is essentially focused on Technical Cooperation amongst Developing Countries (TCDC). Similarly, wherever possible, maximum use should be made of the training opportunities offered by AFRA countries for fellowship training, and scientific visits.

AFRA Members States which can offer the services of experts should forward personal and technical data relating to such persons to the Agency and such information should be continuously updated. It is extremely desirable for AFRA countries to offer cost-free experts and host training activities at “no cost” to the AFRA Programme.

The Agency will use UNDP offices for providing the services which UNDP offices provide to other Agency projects, such as clearance of equipment, issuing of airline tickets to participants, etc. The Agency will also make evaluations of completed AFRA projects and make them available to all AFRA Members.

3.4 MONITORING AND EVALUATION OF AFRA PROJECTS

Coordination at project level is done principally through regular meetings attended by Project Coordinators, the PSCs and the Agency. These meetings will be convened separately for each project at regular intervals, preferably every 2 years. Project Coordination meetings deal with the technical aspects of the project and make recommendations to the meetings of the Technical Working Group. They should be held sufficiently in advance of the Technical Working Group meetings to allow effective feedback. Project Coordinators should make themselves available for coordination meetings and contribute effectively towards their success.

Each Project Coordinator must ensure that all information relating to the project flows smoothly to all national institutions that are working on similar programmes. He/She should report on progress made at the national level and reflect in the Annual Report and National Workplan the needs of all national institutions involved in the project.

4. FUNDING OF AFRA ACTIVITIES

4.1. Financial arrangements

AFRA Member States are expected to contribute resources to the AFRA Programme to the maximum extent feasible. Their contributions may be made in-cash or in-kind such as providing cost-free experts for AFRA projects, making equipment available, bearing the costs of subsistence to participants in events hosted by the country or any other form of contribution. A country which hosts a training event is expected to absorb the local costs and to provide the logistical support required.
The Agency shall endeavor to support AFRA projects by means of technical assistance, research contracts and other programmes. The principles, rules and procedures that are applicable to the provision of technical assistance by the Agency shall also apply to AFRA projects.

Efforts shall be made by the AFRA-FMC to mobilize extra-budgetary resources from donor countries and funding organizations. AFRA Member States shall consider ways and means and mechanisms for mobilizing such extra-budgetary funding. They may, for example, invite representatives of donor organizations to the TWG Meetings and Meetings of Representatives; involve them in pre-project and programming missions; and provide them with detailed information about the AFRA Programme. The Chairperson of AFRA should assume a leading role in the effort to mobilize extra-budgetary resources.

AFRA must avoid the creation of a large number of projects without a realistic assessment of the resources likely to be made available to implement them. A small number of solution-oriented projects in priority areas have a much greater chance of being fully funded and of achieving ultimate success.

The Agency will report to the TWG Meetings as well as to the Meetings of Representatives the contributions made by the AFRA Member States, the Agency and donors from extra-budgetary sources.

4.2. AFRA fund raising strategy and action plan

Strategy
Based on recommendations made by the AFRA-FMC, the 8th Meeting of Representatives of AFRA in September 1997 agreed that the AFRA strategy for fund raising should be based on the following cornerstones:

1. “Self-help” principle, which advocates that AFRA countries should contribute, in the first place, funds for the implementation of AFRA activities in their countries and in the region as well. The contribution towards the implementation of AFRA activities in the region is usually made by transferring funds to the IAEA for administration. LDC Member States of AFRA are not expected to contribute towards the implementation of AFRA activities at the regional level.

2. Sound and well-documented projects. The project document is the key element in the relationship between donors and recipient countries. AFRA projects should be well-designed and formulated, need-driven and solution-oriented and show clearly the objectives, inputs, expected outputs and success criteria.

3. Sponsorship. This activity is essential in any fund-raising activity. Fortunately for AFRA, the AU as well as the Vienna-based African Group have lent strong support to the programme and offered to use their political influence to help AFRA mobilize the required funding.
4. **Use of TCDC Modality.** This modality proved to be instrumental in mobilizing funds. AFRA should promote and make use of this modality in all its cooperative projects.

The AFRA Action Plan for fundraising, therefore, takes into consideration the aforementioned factors, with particular emphasis on the principle of “Fewer but Better” regarding the number of cooperative projects, as well as the Public Relations strategy which is shown under Annex H.

**Action Plan for fund raising**

(i) All AFRA countries, except LDCs, should contribute cash funds towards the implementation of AFRA projects. The full implementation of the AFRA Programme in any year requires an additional amount which has to come from donors as well as from AFRA Member States. **It is expected that at least 25% of that amount should come from AFRA Member States as cash contribution to be administrated by the Agency.** To secure these funds as early as possible in the year, it is expected that the Ambassador of the Chairperson’s country takes the full responsibility for collecting from AFRA Member States that amount on a voluntary basis. The countries’ annual contributions to AFRA projects will be reflected in the AFRA Annual Report.

(ii) AFRA Member States are required to contribute in-kind towards the implementation of AFRA activities in their countries. In-kind contributions should be estimated and recorded in the AFRA Annual Report.

(iii) AFRA cooperative projects should be need-driven, solutions-oriented and involve identifiable end-users and, where possible, involve the private sector in all stages of project design, formulation and implementation.

(iv) AFRA should make full use of the political influence and lobbying capacity of the African regional organizations (AU, ECA) and the Vienna-based African Group. Whenever possible, they should be invited to participate in the programme design and evaluation.

(v) The Ambassador of the AFRA country holding the chair of AFRA of the year shall submit to potential donors the AFRA projects that require extra budgetary resources. To this end, AFRA-FMC shall endeavor to make available the project documents within the fourth quarter of the preceding year of project implementation.

(vi) The Vienna-based African Group shall continue to use its good offices for the organization of annual round table discussions with potential donors.

(vii) Acknowledging the usefulness of nuclear technology in solving socio-economic problems on the African continent, the AU shall endeavor to
persuade the ADB and other potential donors to make regular allocations for the implementation of AFRA projects.

(viii) AFRA should ensure that intra- and inter-regional TCDC activities are incorporated in all its projects.

(ix) AFRA Member States shall allocate funds from their own TCDC budgets for the implementation of AFRA TCDC activities.

5. COORDINATION, MONITORING AND EVALUATION

5.1. PROGRAMME LEVEL

The approval of policies, projects and activities in relation to the programme is dealt with during the annual meetings of the Representatives of AFRA Member States which is held in conjunction with the Agency’s General Conference. Coordination at the programme level is effected through the TWG and the AFRA-FMC meetings. AFRA Member States should maintain direct and active contact with the Agency through their respective National Coordinators. The National Coordinators are required to remain in constant communication with Project Coordinators on all project areas of interest to them and in which they are involved. Each National Coordinator is responsible for informing the Agency of any changes in National or Project Coordinator assignments. The Agency shall assist the participating Governments in the exchange of information concerning the AFRA Programme.

5.2. PROJECT LEVEL

As stated in paragraph 3.4 above, the Coordination of AFRA activities at the project level is performed through regular (2 years intervals) coordination meetings, follow-up actions by the AFRA-FMC as well as the PSC. Ample details are described under paragraph 3.2 above.

5.3. MECHANISM AND PROCEDURES FOR MONITORING AND ASSESSING THE PERFORMANCE OF AFRA PROJECTS

Objective

The following mechanism and procedures were approved by the 8th Meeting of Representatives to be the instrument for use by the AFRA Field Management to monitor the implementation of AFRA activities at national and regional level; to measure any achievement attained; to get updated information on national and regional problems/constraints that hamper the smooth implementation of AFRA activities; and consequently; to decide promptly on corrective measures. Ultimately, this will reaffirm the clear recognition among all concerned that the AFRA countries, through their Field Management, have the overall management authority and responsibility over the AFRA programme.
Practical Considerations

1. The procedures are purposely flexible enough to allow short notice evaluation of a given project through time-consuming and costly formalities and preparation.

2. The evaluation should be carried out regularly, preferably on an annual basis, as well as in urgent cases when the smooth implementation of an AFRA activity is put at risk.

3. The evaluation should have three major tasks: (a) to determine the effectiveness and impact of AFRA activities in the light of their objectives, with special emphasis on their relevance and socio-economic return on investment; (b) to determine to what degree the recipient institution has fulfilled its commitments in terms of logistic and administrative support to AFRA activities and accountability of its staff, particularly the Project Coordinator; and (c) to identify any action needed to sustain the impact of the assistance provided at national and regional levels.

4. The findings of the evaluation should be made available to all concerned (the AFRA country, the AFRA Field Management, the Project Scientific Consultant, NGOs if any etc..) within two months after the completion of the mission.

The effective fulfillment of the above-mentioned considerations - particularly in terms of follow-up actions and monitoring - will generate additional workload on the AFRA-FMC and the Projects Scientific Consultants. Strict planning of evaluation activities by both the AFRA National Coordinator and the Agency is therefore necessary.

Mechanism for effective monitoring and evaluation

Evaluation and monitoring of AFRA activities are part of the duties and responsibilities of all concerned; i.e. AFRA Field Management, Project Scientific Consultant, AFRA National Coordinator and the Agency. In this particular context however, the evaluation activities should be the primary concern and responsibility of the AFRA Field Management. At the project level, the representative of the AFRA Field Management is the Project Scientific Consultant who should feel free to call upon the Agency for assistance in evaluation, and could have recourse to outside specialists for evaluation if necessary. The objective, scope and modalities of the evaluation exercise should however be endorsed by the AFRA Field Management before submission to the Agency for assistance. Distinction should be made between regular evaluation exercises and urgent ad-hoc evaluations when major constraints or slippages occur during implementation, which require corrective measures. Presently, regular evaluation of AFRA projects is performed during the project coordination meetings which are held bi-annually. An evaluation at the national level is normally performed on a yearly basis by the National Coordinator. The project is finally assessed by the Agency before completion. In order to further improve the existing
procedures and to ensure sustainability of AFRA achievements, the following mechanism has been approved by AFRA Member States:

The Project Scientific Consultant (PSC) is expected to perform the following tasks in addition to his/her other duties and responsibilities:

(i) Submit to the AFRA-FMC an Annual Project Evaluation Report (APER) before 31 January of the year following the year under review. The report should describe the activities foreseen and implemented during the year under review, highlight the results achieved, the constraints encountered and the risks that might hamper the project objectives, with particular emphasis on the individual performance of Project Coordinators from both the scientific and managerial viewpoint;

(ii) Undertake short missions to participating countries to help solve serious managerial, administrative or scientific problems that might hamper the project’s objectives. During these missions, the PSC should collect all necessary information about the country’s degree of commitment in terms of logistics, financial contributions and staff accountability and assess any progress made;

(iii) Report on Ad-hoc basis to the AFRA-FMC any shortfalls or constraints that may represent a threat to the project and propose appropriate solutions;

(iv) Plan and arrange for special evaluations, when needed and justified, and participate in the evaluation exercises, if required; and

(v) Monitor the implementation of recommendations made in evaluation reports and report to the AFRA-FMC.

The AFRA Field Management is expected to discharge the following tasks with respect to evaluation and monitoring of AFRA activities:

(i) decide on Ad-hoc evaluation of AFRA projects and request Agency assistance if necessary;

(ii) submit to the AFRA Governments the findings and recommendations of the evaluation and draw their attention to corrective measures;

(iii) take appropriate decisions regarding poor performance of individual Project Coordinators or their staff;

(iv) monitor the implementation of recommendations and, where necessary, make use of regional organizations (AU, ECA) to impress on AFRA countries to implement these recommendations; and

(v) liaise with the Agency’s Evaluation Section regarding evaluation of AFRA projects and of the programme as a whole.
The Agency is expected to discharge the following tasks in this respect:

(i) to arrange, as required, special evaluations at the request of the AFRA Field Management;

(ii) to follow-up on actions by AFRA Member States and report to the AFRA Field Management;

(iii) to assist the AFRA Field Management draft letters to Governments of AFRA countries regarding the findings of the evaluation and problems encountered; and

(iv) to consider providing incidentals (5 DSAs in the country of origin) to the PSC for timely preparation and submission of the APER.

Projects that are funded entirely or partially by donors should involve experts designated by the donors in the evaluation exercise.

6. RESEARCH CONTRACTS

The Research Contract programme is part of the general programme of the Agency Technical Divisions and are generally funded from the regular budget, and if needed, from extra-budgetary resources. Research contracts are concerned with research leading to the solution of specific problems and are undertaken in a coordinated fashion involving institutions’ participation. Most research contracts are awarded on the initiative of the Agency and in relation to various coordinated programmes undertaken by the Agency’s Technical Divisions. However, certain proposals for research contracts initiated externally can also be supported.

Scientific institutions in AFRA Member countries are encouraged to submit proposals for research contracts under the general framework of AFRA programmes. Proposals should be submitted to the Research Contract Administration Section of the Agency in the appropriate form indicating the relationship of the proposal to the AFRA programme. Since research contracts under the AFRA programme will be regional in nature and follow a coordinated approach, it will be essential to include a number of institutions in AFRA countries in the same research contract.

To the maximum extent possible, research contracts incorporated in AFRA projects should compliment the foreseen activities, address specific problems and benefit end-users. In general, they should bridge the gap between innovative practices developed elsewhere and their application in AFRA Member States. Examples include adaptation of clinical protocols in Radiotherapy and Nuclear Medicine, producing animal feed packages for dissemination to Member States and developing new technologies suited to African conditions such as the Borehole Disposal Concept for the disposal of radioactive sources.

The AFRA-FMC should be intimately involved in the process of initiation, approval and implementation of research contracts to be incorporated into AFRA projects.
Proposals will be examined by an internal Agency committee and approved by the Director General. All administrative arrangements relating to research contracts will be undertaken by the Research Contract Administration Section of the Agency.

7. ANNUAL REPORT BY AFRA NATIONAL COORDINATORS, PROJECT COORDINATORS AND PROJECT SCIENTIFIC CONSULTANTS

Experience gained from the implementation of AFRA activities over the past decade helped AFRA countries to design and agree on a number of formats for reporting on the outcome of AFRA in each country and in each project. The agreed formats emphasize the importance of SWOT (analysis; Strength, Weakness, Opportunity, Threats) while limiting other data to the essentials. The formats being used by NCs, PCs and PSCs to report on their activities and achievements are shown under Annexes C, D and E respectively.

8. COOPERATION WITH REGIONAL AND INTERREGIONAL ORGANISATIONS

8.1. AFRA Action Plan for the promotion of TCDC Modality

In order to promote intra-and inter-regional cooperation to further extend TCDC modality under the framework of AFRA, the following action plan was adopted by AFRA Member States:

I. INTRA-REGIONAL

(i) AFRA will compile all available data on TCDC in its Member States, including the focal point of TCDC in each country, the on-going TCDC activities, the annual budget allocated for TCDC, as well as the present and future needs which can be answered through TCDC modality. National Coordinators will be required to help collect and compile data on their countries. A list of TCDC promotional and operational activities under AFRA, giving a short summary of each project’s activity will be prepared and sent to all AFRA Member States as well as to ARCAL and RCA.

(ii) AFRA will assist African Member States wishing to embark on TCDC activities to initiate inter-country TCDC programming as part of AFRA’s upstream work for the design and formulation of technically and developmentally sound projects.

(iii) The AFRA Field Management will follow-up closely the implementation of TCDC activities and report to the AFRA Technical Working Group Meetings and Meetings of Representatives. Regular assessment of opportunities, weaknesses, strengths and achievements of the countries’ contributions and impact should be performed by the AFRA Field Management with financial assistance from the IAEA.
(iv) The planned actions and achievements attained through TCDC should be highlighted in a special booklet to be used by the AFRA Field Management and the Agency for fund mobilization.

(v) The results obtained through the above-mentioned actions should be carefully reviewed during the next Technical Working Group Meeting and meetings of Representatives and further actions should be recommended in order to achieve the desired level of cooperation in the region using TCDC modality.

II. INTER-REGIONAL

(i) The role of AFRA Field Management specified above could be duplicated in the other two agreements to provide executive groups to handle inter-regional interactions during the course of the year. This would otherwise tend to await communal meetings, which are all too infrequent.

(ii) Mechanism should be established whereby details of successful ventures, innovations or improved practices established in one group are expediously communicated and transferred to the other two for possible implementation. This also implies that inventories of the above be maintained by the three groups.

(iii) Cross-regional joint ventures between Member States of different groups should be encouraged where synergy prevails or where direct relevant assistance can be provided with a mutual benefit situation arising from such collaboration.

(iv) At a higher level, an Inter-Regional TCDC Field Management could be established consisting of members of the individual TCDC Field Managements of each regional agreement to encourage and precipitate further collaborative endeavours on a global scale.

(v) As the standard of projects improves, it can be envisaged that this joint venture approach could attract participation from outside the regions in collaborative efforts without sacrificing mutual benefits which are essential for success. This would expand the support network for TCDC significantly to include Developed Countries in the technical interface region, not only as donors but as participants.

(vi) AFRA Member States are encouraged to initiate “public relations” activities to increase the awareness of the value of TCDC modalities and especially the short-term deployment of experts, consultants and trainees in the development process. This would visibly demonstrate to developing and developed Member States the viability of TCDC in the implementation of technical co-operation projects.
8.2. COLLABORATION BETWEEN AFRA MEMBER STATES

8.2.1 Collaboration through AFRA Specialized Teams

a) Since the entry in force in 1990 of AFRA, AFRA Member States have been carrying out cooperative projects in various fields of nuclear science and technology for socio-economic development. At present, AFRA has a membership of 32 African countries, a Field Management which is taking gradually ownership of the programme’s conceptual design, planning, implementation and monitoring, and a set of cooperative projects which fall under four themes in the fields of radiation safety, human health, agriculture and radiation technology.

b) Being an inter-governmental agreement, AFRA translates into concrete cooperative undertakings the Member States political commitment to regional co-operation and to mutual assistance under the umbrella of TCDC or south-south cooperation. AFRA’s spirit reflects Member States desire to share the available nuclear facilities and expertise, to exchange information and experience and to facilitate the transfer of know-how to those Member States where the expertise is needed. During the first five-year term, AFRA has focused on regional capacity-building to enable scientists in all its Member States to acquire the necessary capability which could stimulate the exchange of information and experience and facilitate the transfer of know-how from the advanced countries to the countries where the expertise is needed. Efforts were therefore directed towards the optimal use of the infrastructure, including the design and enforcement of new procedures and rules. At the beginning of the following five-years, the AFRA programme was audited by a group of experts who made some recommendations, including the necessity to re-orient the programme effort to need-driven and solution-oriented activities that can optimize the utilization of available regional facilities and expertise and rationalize the programme’s strategies (objectives) by generating a new thematic approach to development issues. Several initiatives have been taken to implement these new orientations, among which the establishment of specialized teams to respond at request and on “when needed basis” to regional needs related to the:

- Technical auditing of nuclear medicine practices in AFRA countries;
- Evaluation and management of Naturally Occurring Radioactive Material Wastes;
- Maintenance and repair of gamma cameras;
- Collection, conditioning and safe storage of spent radium sources;
- Emergency response to radiological accidents;
- Auditing of radiotherapy practices in AFRA countries; and
- Investigation of the origin of leakages in dams and artificial reservoirs.

Other specialized teams are expected to be established in the few years to come to respond to other regional needs of AFRA Member States.

Finally, the successful establishment of these teams is seen as the concretization of AFRA Member States’ commitment to the ideals and spirit of regional cooperation as emphasized in the AFRA Agreement and the PELINDABA Treaty (African Nuclear
Weapon Free Zone) which also promotes peaceful applications of nuclear technology in Africa.

8.3. COLLABORATION WITH AFRICAN ORGANIZATIONS

**Action plan for accelerating the promulgation and enforcement of Radiation Protection legislation in AFRA Countries**

**Background**

The introduction and promotion of nuclear science and technology for socio-economic development requires adequate radiation safety standards as a means of protecting humans and the environment and ensuring safe utilization of ionizing radiation.

The adequate enforcement in the Africa region of radiation safety standards, in compliance with the Agency’s requirements depends primarily on the level of political and financial commitments of the Member States.

At present, the African union as well as the IAEA share a high degree of awareness of the need to promote actions that would facilitate the development of radiation protection and waste management infrastructure in the region. This awareness was clearly shown on several occasions, particularly during the first seminar on Africa’s role in nuclear science for peace and development where a series of recommendations were formulated for submission to all AU Member States. However, the present status of radiation safety in the region calls for urgent actions to further increase the awareness and commitment of the countries in the region by reaching authoritative decision-makers so that the emerging momentum can lead to concrete improvements. To this effect, it is important to devise through a concerted effort by the AU and the IAEA, a realistic and achievable strategy to upgrade radiation protection and waste management infrastructures in the region.

**FRAMEWORK FOR THE IMPLEMENTATION OF THE CONCERTED ACTIONS**

Significant improvements of the presently available infrastructure of radiation protection and waste management in Africa can be achieved through more concerted efforts to be made by the African Member States, the AU and the IAEA. The modalities for conceptual design and implementation of mutually agreed actions will be defined in due time in accordance with the established principles and rules governing the provision of technical assistance by the IAEA and in conformity with the AU requirements for development projects. The availability in the region of the operational African Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology (AFRA) represents a potential framework for the conceptual design and implementation of agreed actions.
THE AFRA MEMBER STATES ARE REQUESTED TO:

- Assign high priority and confirm commitments to establishing adequate radiation safety infrastructure, so as to comply with the international Basic Safety Standards for protection against ionizing radiation and for the safety of radiation sources.
- To draw up action plans aimed at developing the required radiation safety infrastructure elements, including the legislative framework, regulations, enforcement mechanisms and technical capabilities. Such plans must enunciate clearly the priorities to be tackled, specific needs and indicate government commitments in terms of manpower, facilities and funds for the implementation of the required activities.
- Elaborate sound project proposals for technical assistance in the area of radiation safety for consideration by the IAEA or by other donors in accordance with their national action plan.
- To provide information on their existing facilities and available expertise which can be used by other Member States, thus strengthening the regional cooperation.
- To harmonize regional protection activities through the implementation of the International Basic Safety Standards for protection against ionizing radiation and for the safety of radiation sources.

THE IAEA IS TO MAKE USE OF ITS TECHNICAL EXPERTISE TO:

- assist Member States in the preparation of sound action plans in the field of radiation safety, including the identification of specific needs and the necessary inputs to answer them.
- act as an executing agency for the implementation of projects whose funding will be secured by donor countries and organizations.
- advise the AU and the AFRA Member States upon request on technical issues relating to radiation safety.
- promote through bilateral and regional cooperation effective development and harmonization of radiation safety programmes in Africa.

THE AU IS TO MAKE USE OF ITS POLITICAL INFLUENCE AND LOBBYING CAPACITY TO:

- urge the African Member States of the IAEA to attach higher priority and to increase their commitments to establishing and/or sustaining adequate radiation safety infrastructure.
- help identify regional and sub-regional common interests for cooperation to enhance radiation safety programmes in Africa.
- help mobilize adequate funding for the implementation of sound radiation safety projects in the region.
- draw the attention of the non-Agency Member States in Africa to the urgent need to establish and/or maintain adequate radiation safety infrastructure in accordance with the International Basic Safety Standards.

THE AFRA FIELD MANAGEMENT TO:
• liaise between the AU, IAEA and AFRA Member States in accordance with the action plan.
• mobilize adequate funding for the implementing of the action plan.
• monitor the success in achieving the objectives of the actions plan and commitment of the AFRA Member States
ANNEX A

AFRICAN REGIONAL CO-OPERATIVE AGREEMENT FOR RESEARCH, DEVELOPMENT AND TRAINING RELATED TO NUCLEAR SCIENCE AND TECHNOLOGY

WHEREAS the Governments Parties to this Agreement (hereinafter referred to as the "Governments Parties") recognize that, within their national atomic energy programmes, there exist areas of common interest wherein mutual co-operation can promote the more efficient utilization of available resources;

WHEREAS it is a function of the International Atomic Energy Agency (hereinafter referred to as the "Agency") to encourage and assist research on, and the development and practical application of, atomic energy for peaceful uses, which function can be fulfilled by furthering co-operation among its Member States and by assisting them in their national atomic energy programmes; and

WHEREAS, under the auspices of the Agency, the Government Parties desire to enter into a Regional Agreement to encourage such co-operative activities;

NOW, THEREFORE, they have agreed as follows:

Article I

The Governments Parties undertake, in co-operation with each other and the Agency, to promote and co-ordinate co-operative research, development and training projects in nuclear science and technology through their appropriate national institutions.

Article II

1. There shall be a meeting of representatives of the Governments Parties (hereinafter referred to as the "Meeting of Representatives") to be convened by the Agency as required and, at least once every year, at the headquarters of the Agency.

2. The Meeting of Representatives shall have the authority:

a. to determine a programme of activities and to establish priorities therefor;

b. to consider and approve the co-operative projects proposed by States parties to this Agreement;

c. to review the implementation of the co-operative projects established in accordance with paragraph 2 of Article III;

d. to consider the annual report submitted by the Agency pursuant to paragraph 3(e) of Article VII;

e. to determine the conditions upon which a State that is not a party to this Agreement or an appropriate regional or international organization may participate in a co-operative project; and

f. to consider any other matters related to or connected with the promotion and co-
ordination of co-operative projects for the purposes of this Agreement as set forth in Article I.

**Article III**

1. Any Government Party may submit a written proposal for a co-operative project to the Agency, which shall, upon receipt thereof, notify the other Governments Parties of such proposal. The proposal shall specify, in particular, the nature and objectives of the proposed co-operative project and the means of implementing it. At the request of a Government Party, the Agency may assist in the preparation of a proposal for a co-operative project.

2. In approving a co-operative project pursuant to paragraph 2(b) of Article II, the Meeting of Representatives shall specify:

   a. the nature and objectives of the co-operative project;
   b. the related programme of research, development and training;
   c. the means of implementing the co-operative project and verifying the achievement of project objectives; and
   d. other relevant details as deemed appropriate.

**Article IV**

1. Any Government party may participate in a co-operative project established in accordance with Article III, by means of a notification of participation to the Agency, which shall notify the other Governments Parties of such participation.

2. Subject to paragraph 2 of Article VII, the implementation of each co-operative project established in accordance with Article III may start after receipt by the Agency of the third notification of participation in the co-operative project.

**Article V**

1. Each Government participating in a co-operative project in accordance with Article IV (hereinafter referred to as "Participating Government") shall, subject to its applicable laws and regulations, implement the portion of the co-operative project assigned to it in accordance with paragraph 3(b) of Article VI. In particular, each Participating Government shall:

   i. make available the necessary scientific and technical facilities and personnel for the implementation of the co-operative project; and
   
   ii. take all reasonable and appropriate steps for the acceptance of scientists, engineers or technical experts designated by the other Participating Governments or by the Agency to work at designated installations, and for the assignment of scientists, engineers or technical experts to work at installations designated by the other Participating Governments for the purpose of implementing the co-operative project.

2. Each Participating Government shall submit to the Agency an annual report on the implementation of the portion of the co-operative project assigned to it, including any information it deems appropriate for the purposes of this Agreement.
3. Subject to its domestic laws and regulations and in accordance with its respective budgetary appropriations, each Participating Government shall contribute, financially or otherwise, to the effective implementation of the co-operative project and shall notify annually the Agency of any such contribution.

**Article VI**

1. Each Participating Government shall appoint a high ranking official of appropriate technical competence as a national co-ordinator charged with responsibility for projects within its territory or in which the government is involved.

2. There shall be a Technical Working Group composed of the national co-ordinators referred to in paragraph 1 of this Article.

3. The functions of the Technical Working Group shall be:

   a. to determine details for the implementation of each co-operative project in accordance with its objectives;

   b. to establish and amend, as necessary, the portion of the co-operative project to be assigned to each Participating Government, subject to the consent of that Government;

   c. to supervise the implementation of the co-operative project; and

   d. to make recommendations to the Meeting of Representatives and to the Agency with respect to the co-operative project, and to keep under review the implementation of such recommendations.

4. The meeting of the Technical Working Group shall be convened by the Agency as required and, at least, once every year.

**Article VII**

1. The Agency shall perform Secretariat duties as required under this Agreement.

2. Subject to available resources, the Agency shall endeavor to support co-operative projects established in accordance with this Agreement by means of technical assistance and its other programmes. The principles, rules and procedures that are applicable to the Agency's technical assistance or other programmes shall, as appropriate, apply to any such Agency support.

3. On the basis of recommendations made by the Technical Working Group pursuant to paragraph 3(d) of Article VI, the Agency shall:

   a. establish annually a schedule of work and modalities for the implementation of the co-operative project;

   b. allocate among the co-operative projects and the Participating Governments the contributions made in accordance with paragraph 3 of Article V and paragraph 1 of Article VIII;

   c. assist the Participating Governments in the exchange of information and in compiling, publishing and distributing reports on the co-operative project, as appropriate;
d. provide scientific and administrative support for the meetings of the Technical Working Group; and

e. prepare annually an overall report on the activities carried out under this Agreement, with particular reference to the implementation of the co-operative projects established in accordance with Article III, and submit it to the Meeting of Representatives.

**Article VIII**

1. With the consent of the Meeting of Representatives, the Agency may invite any Member State other than the Participating Governments or appropriate regional or international organizations to contribute financially or otherwise to, or to participate in, a co-operative project. The Agency shall inform the Participating Governments of any such contributions or participation.

2. The Agency shall, in consultation with the Meeting of Representatives, administer the contributions made pursuant to paragraph 3 of Article V and paragraph 1 of this Article for the purposes of this Agreement, in accordance with its financial regulations and other applicable rules. The Agency shall keep separate records and accounts for each such contribution.

**Article IX**

1. In accordance with its applicable laws and regulations, each Government Party shall ensure that the Agency's safety standards and measures relevant to a co-operative project are applied to its implementation.

2. Each Government Party undertakes that any assistance provided to it under this Agreement shall be used only for peaceful purposes, in accordance with the Statute of the Agency.

**Article X**

Neither the Agency nor any Government or appropriate regional or international organization making contributions pursuant to paragraph 3 of Article V or paragraph 1 of Article VIII shall be held responsible towards the Participating Governments or any person claiming through them for the safe implementation of a co-operative project.

**Article XI**

Any Government Party to this Agreement and the Agency may, where appropriate and in consultation with each other, make co-operative arrangements with appropriate regional or international organizations for the promotion and development of co-operative projects in the areas covered by this Agreement.

**Article XII**

Any dispute which may arise with respect to the interpretation or application of this Agreement shall be settled through consultations between the parties concerned, with a view to the settlement of the dispute by negotiation or by any other peaceful means of settling disputes acceptable to them.
Article XIII

Any Member State of the Agency in the African region according to the Statute of the Agency may become a Party to this Agreement by notifying its acceptance thereof to the Director General of the Agency, who shall inform each Government Party of the acceptances received by him.

Article XIV

1. This Agreement shall enter into force upon receipt by the Director General of the Agency of notification of acceptance by three Member States belonging to the African region in accordance with Article XIII.

2. This Agreement shall continue in force for a period of five years from the date of its entry into force and may be extended for further periods of five years if the Government Parties so agree.
ORIENTATION AND SENSITIZATION PROGRAMME FOR AFRA MANAGEMENT

The orientation and sensitization programme aimed at AFRA National and Project Coordinators represents a positive change in AFRA project management based on previous operational experience as well as the new demands in international technical and development cooperation.

The growing emphasis on socio-economic impact of projects and the demand to satisfy end-user needs require a new focused approach in management. The orientation programme is aimed at scientists, engineers and technical staff in Atomic Energy establishments or other scientific organizations, who have been selected to act in AFRA as National or Project Coordinators. This responsibility requires the generation of new skills and new commitments from such representatives.

The orientation course to which all AFRA coordinators will be exposed presents the role of the IAEA, followed by the role, responsibilities and communication channels of the coordinators and concludes with a detailed analysis of all stages required for successful project initiation, development and exploitation. It is designed to provide, in conjunction with the AFRA Guidelines, the essential detail required for effective management focused on success and coupled to optimal exploitation of each project. The role of the players from inception through to final evaluation is detailed.
PROJECT COORDINATOR ORIENTATION AND SENSITIZATION

PROGRAMME FOR AFRA MANAGEMENT

CONTENTS OF PRESENTATION

1. IAEA TECHNICAL CO-OPERATION BACKGROUND
   1.1. General Policies and Procedures
   1.2. TC National Programmes
   1.3. Coordinated Research Programmes
   1.4. Regional Programmes (ARCAL, RCA, AFRA, ARASIA)
   1.5. Model Projects

2. AFRA MODUS OPERANDI
   2.1. AFRA Regional Programme and National Commitment
        (Details of currently operating RAF Projects)
   2.2. National Representatives and IAEA General Conference AFRA Meeting
        (Role and Responsibilities)
   2.3. National Coordinators and Technical Working Group Meeting
        (Role and Responsibilities)
   2.4. Project Coordinators and Project Coordinator Meetings
        (Liaison and Responsibilities)
   2.5. End-users (Needs and Problems)
   2.6. Communication and Coordination (highly important for success)
        2.6.1. Communication with IAEA (Technical Officers)
        2.6.2. Communication within the region (Project Coordinators)
        2.6.3. At the national level (institutions)

3. AFRA PROJECT MANAGEMENT
   3.1. Formulation of the Problem - Based on the ‘Need’ of an End-User
        (Problem Definition)
   3.2. Realism of project - Relevance, Achievable, Impact, Cost-Benefit
        (Problem Reality)
3.3. Project Conceptual Design - Strategic Focus  
   (Strategic Plan)

3.4. Project Operational Plan - Problem Management/organization  
   (Tactical Work Plan)

3.5. Optimization  
   (Feed-Back to produce upgraded Plan)

3.6. Monitoring  
   (Mile Posts, Time Barriers, Cost-Effectiveness, etc.)

3.7. Evaluation  
   (Performance Standards, Success Criteria, Return on Investment)

3.8. Intermediate and Final Report

3.8.1. Structure and Need for Progress Reports  
   (Frequency, Detail)
3.8.2. Final Report  
   (Termination of Project - Success, Benefit, Extensions, Impact)

3.9. Conclusions and Recommendations  
   (Problem Conclusion)

4.  CASE STUDIES

4.1. Contributions from Participants

5.  SUMMARY AND DISCUSSION SESSION
FORMAT FOR THE NATIONAL COORDINATORS’ ANNUAL REPORT

1. Basic data
   – Name of the country
   – Name of the AFRA National Coordinator
   – Period covered

2. Co-ordination Summary
   – Meetings and training events organized at national level under AFRA;
   – AFRA Meetings and training events hosted by the country;
   – National inputs (analysis), technical expertise, contributions in-kind, cash contributions, etc.
   – National/regional outcome (with particular emphasis on TCDC activities)
     • Impact on end-user needs
     • Impact on AFRA
   – Summary of main data (see Annex - Table 1)

3. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), observations
4. Recommendations
5. Conclusions

The Annual Report of the year (N) should be received by the AFRA Focal Point in Vienna latest 31 January of the year (N+1).
## TABLE I - SUMMARY OF MAIN DATA

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Assistance received from AFRA</th>
<th>In-kind/Cash contributions (US$)</th>
<th>Estimate of End-users’s Benefits (US$)</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT</td>
<td>Expert Services m/m</td>
<td>Equipment (US$)</td>
<td>Number of Trainees</td>
<td>In-kind</td>
</tr>
</tbody>
</table>

| TOTAL    |                                |                                  |                                     |              |              |
FORMAT AND STRUCTURE OF THE ANNUAL REPORT OF
PROJECT COORDINATORS

The format and structure of the report must be designed in a simple, but concise way to facilitate the retrieval of data for treatment and analysis. Since the report is intended to keep the IAEA, the PSC and the AFRA-FMC informed of the progress of the projects in the country and of the achievement attained, it should focus on national activities with particular emphasis on achievements and local constraints.

The following format is proposed as a guideline for the AFRA Project Coordinator to report on the project under his/her responsibility:

1. **Basic data**

The following information is to be recorded at the top of the report:

- Name of the country;
- Name and full address of the Project Coordinator (including tel., fax, E-mail, etc.);
- Period covered;
- Summary of the objectives pursued by your country during the year under review

2. **Project progress report**

Describe the activities carried out during the period covered by the report, together with the problems encountered and achievements obtained. For each objective, the following information must be given:

- Name and full address of recipient institutions (direct beneficiaries);
- List of the staff (from that institution) involved in the project;
- Name and full address of the ultimate end-user;
- Estimate of the contributions in-kind made by the direct beneficiary and the ultimate end-user;
- Information on other related projects in the same field which have also contributed to the achievement of the results;
- Status of work by the end of year “N”.

3. **Accomplishments**

Give a brief account of achievements during the period covered by the report. In particular, the list of training events hosted by the country together with venues, dates and project codes, the major results achieved and the national training courses and workshops.
4. **Local constraints**

Describe any local shortages and constraints which are affecting directly or indirectly the implementation of activities in your country. List also any other factors which caused delays in the implementation of the project activities.

5. **Impact evaluation**

Give a realistic and objective estimate of the benefits that accrue to (1) the **direct beneficiary** and (2) the ultimate **end-users** in terms of manpower trained, transfer of know-how, introduction of improved practices and innovations, supply of services and product generation.

6. **Recommendations**

Summarize the recommendations you may have to make to the other countries of the project, to the IAEA and to the PSC.

7. Any other information relevant to the programme, including new project proposals and opportunities which may lead to success stories.

8. Detail the National Workplan for the following year (year N+1) in terms of objectives to be pursued by your country under the project and indicate the expected outputs, success criteria and assistance (expert services, equipment, training) expected from the IAEA.
The format and structure of the report must be designed in a simple, but concise way to facilitate the retrieval of data for treatment and analysis. Since the report is intended to keep the IAEA and the AFRA-FMC informed of the progress of the project in the region and of the achievement attained, it should focus on major activities which have a high regional dimension and which are likely to lead to visible impact both at national and regional levels.

The following format is proposed as a guideline for the PSC to report on the project under his/her responsibility:

1. Basic data

The following information is to be recorded at the top of the report:

- Name and full address of the PSC;
- Title of the project, including the code RAF/...;
- List of participating countries in the project;
- Period covered;
- Abstract of the whole project;
- Summary of the major objectives pursued during the period under review.

2. Project progress report

- List the countries which have submitted in time their Annual Reports;
- Describe the activities carried out during the period covered by the report, together with the problems encountered and achievements obtained. The following information must be given:

  - List of the recipient institutions (direct beneficiaries);
  - Type of assistance provided;
  - List of the ultimate end-users;
  - Estimate of the in-kind contributions made by the participating Member States;
  - Information on other related activities in the same field which have also contributed to the achievement of the results;
  - Status of work by the end of year “N”.

3. Accomplishments

Give a brief account of achievements during the period covered by the report. In
particular, the list of training events supported by the project together with venues, dates and major results achieved. This necessarily includes summaries of all reports submitted by Project Coordinators as well as information and appreciation gained by yourself through direct and indirect contact with all partners (Project Coordinators, IAEA, Field Management, donors, experts, etc.).

4. National and regional constraints

Describe any threats, shortages and constraints which are affecting directly or indirectly the implementation of the project and provide remedial solutions in the form of recommendations.

5. Impact evaluation

Give a realistic and objective estimate of the benefits that accrue to (1) the direct beneficiary and (2) the ultimate end-users in terms of manpower trained, transfer of know-how, introduction of improved practices and innovations, supply of services and product generation.

6. Recommendations

Summarize your recommendations to secure a smooth implementation of the project in the following year, as well as more effective contribution from all concerned.

7. Comment on the project workplan for the following year (year N+1) and propose adjustments if necessary.

8. Summarize the experience/information gained from your participation in events (seminars, conferences, meetings...) of importance to the project activities and stress any idea/opportunity that may be relevant to the region’s development plans.

9. Any other information relevant to the programme, including new project proposals and opportunities which may lead to success stories.
DETAILED DUTIES OF THE ASSISTANTS

A. SEPTEMBER MEETING IN VIENNA (during the General Conference)

1. **Monday** (attended by the Chairperson, 2 assistants and the AFRA Focal point):

   Meeting of the Chairperson, two assistants and the AFRA Focal point to review documentation and make final preparations for AFRA Representatives Meeting.

2. **Tuesday** (attended by all):

   (a) attend the AFRA Representatives’ meeting;  
   (b) prepare the minutes of the meeting.

3. **Wednesday** (attended by the ex-chairperson, the new chairperson, 2 assistants and the AFRA Focal point):

   (a) handle urgent matters arising from the meeting;  
   (b) attend the briefing of the new chairperson;  
   (c) finalize the minutes of the meeting.

4. **Thursday** (attended by the new chairperson, 2 assistants and the AFRA Focal point):

   (a) to establish a workable strategy for the year:  
   – workplan  
   – donor funding  
   – implementation  
   – evaluation and mobilization of new ideas

5. **Friday**: continuation of above

   (a) to establish the extent to which assistance to the chairperson will be required to meet the needs;  
   (b) to prepare minutes of the field management committee meeting;  
   (c) to attend a reception party for potential donors to be hosted by the country’s Chairperson.
B. NOVEMBER MEETING IN THE CHAIRPERSON’S COUNTRY

(a) to prepare for each specific donor appropriate supporting and motivational documentation together with relevant impact assessment;
(b) to assemble the documentation to be sent to donors and draft cover letters;
(c) to review progress and plan future work activities.

C. AD-HOC VISITS TO LDCS AFRA COUNTRIES

D. MARCH MEETING IN CHAIRPERSON’S COUNTRY

(a) to compile and analyse the data submitted by AFRA countries on national activities;
(b) to generate the report based on the conclusions from above;
(c) to assist in the preparation of the working documents for the Technical Working Group Meeting, in collaboration with the AFRA Focal point;
(d) to prepare a report on fund-raising;
(e) to assist the Chairperson in the preparation of his report which will be presented at the TWGM;
(f) to prepare summaries of new practical ideas to be addressed at the TWGM.

E. APRIL MEETING DURING THE TWG MEETING

(a) to provide secretarial assistance to the Chairperson and the Rapporteur and assist in generating and finalizing the meeting’s report;
(b) to be available to present any potential idea to the meeting and provide more detailed relevant information;
(c) to review progress and update action plans for the rest of the year.

F. JUNE/JULY MEETING IN VIENNA

(a) to review the progress made since April meeting and follow-up on implementation of recommendations;
(b) to help the Chairperson prepare his/her report for the meeting of AFRA Representatives;
(c) to review the present situation with respect to donors and suggest actions to mobilize new sources of extra-budgetary funding;
(d) to meet with Vienna-based African Group (in particular with the Troïka) to review funding situation and to decide on necessary actions.

MODALITIES

The extent of involvement of the assistants will be clarified during the course of the September meeting.

The line of communication between the Chairperson and his assistants should preferably be direct, but can, if need be, be channelled through the AFRA Focal point.
ANNEX G

1. COLLABORATION THROUGH REGIONAL DESIGNATED CENTRES

a) Background and Justification

a.1. Lessons drawn from past experience show that centres of excellence such as the Regional Designated Centres in the case of AFRA can play a useful and cost-effective role by complementing and supporting the activities of national institutions operating in similar fields, thus fostering national and collective self-reliance. Effective regional institutions of this kind can in fact make a unique contribution to the progress of developing countries by helping to spearhead innovative approaches to development problems and by adapting and disseminating new methods for the mobilization of scientific and technical knowledge and skills. Such institutions are particularly well-placed to deal with major development problems of groups of countries in a given area; to promote and exchange knowledge and experience through supporting and strengthening national institutions; to contribute to economic integration efforts and to play a practical role in the context of the promotion of TCDC modality.

a.2. Regional Designated Centres in a particular field of competence can also make possible the direct provision of services, otherwise too costly or difficult to obtain, such as specialized training of small numbers of highly qualified specialists or instructors needed at the national level, or the provision of first class consultancy services; they can also facilitate exchanges of experiences and information through networks of national and sub-regional services operating in the same substantive field.

a.3. In order to fulfill these functions, the institutions must not only be adequately endowed with funds, staff and equipment, but must also be properly structured. In the latter case, the major pre-requisite for their effective functioning is that they are identified, selected and appointed on the basis of a clear, specific agreement among the participating governments, as a reflection of their willingness to pursue common goals.

a.4. Other important conditions required for these Regional Designated Centres include an appropriate legal framework; qualified, independent management in full control of the institution’s resources and an agreed, clearly-specified programme of activities reflecting the policies and objectives set out by the participating countries. The host countries of Regional Designated Centres naturally play an especially important role in providing a domicile and focus of operation for the institutions. The contributions of other participating countries towards the costs of services are also a critical feature.
2. DEFINITION OF REGIONAL DESIGNATED CENTRES, LEGAL FRAMEWORK

2.1 In the context of AFRA, the Regional Designated Centre can be defined as:

an established African institution able to provide multi-national services on the basis of the AFRA Agreement and for which the IAEA and donor support may be sought within the context of approved programmes.

2.2 An AFRA Regional Designated Centre should be legally established in the host country by means of a formal instrument which defines its responsibilities as well as the legal status, and the administrative and financial matters. This legal instrument should also define the responsible body for the maintenance and for the activities of the Centre.

2.3 The main considerations in defining the legal framework of the AFRA Regional Designated Centre should provide for its management and funding by the host AFRA country. Additional factors to be taken into account will vary from one Centre to another, e.g., objectives, location of headquarters, structure of governing body, etc., but the basic legal conditions should in every case be the same in order to avoid the multiplication of legal frameworks and conditions.

2.4 For the AFRA beneficiary countries, the Regional Designated Centre is a provider of services in a particular field of expertise under commonly agreed conditions using the AFRA Agreement as the legal framework to govern the provision of these services. This means that all stipulations stated in the AFRA Agreement and in the AFRA Guidelines and Operational Modalities shall apply. In particular, the AFRA and IAEA “Host Arrangements” of AFRA meetings and training events. Similarly, the AFRA arrangement regarding the remunerations of AFRA experts and lecturers remains valid. The management of AFRA Regional Designated Centres may need to negotiate with the AFRA Field Management and with the Agency additional administrative, financial and legal arrangements in accordance with their internal regulations and imperatives. However, any deviation from the AFRA agreed arrangements should be brought to the attention of the AFRA Member States for final decisions.

2.5 Regional Designated Centres have three features for which they are favoured and of which they should take maximum advantage: (1) the compatibility of interest of the participating countries, (2) the scale economy of its activities, and (3) the multiplier effect of its outputs. It should be strongly oriented toward producing a concrete and practical impact, as expeditiously as practical, in high priority areas where the resources of national institutions in the field are incomplete or inadequate, offer widely accepted services; and should exercise recognized leadership in its field of specialization.
3. **OVERALL OBJECTIVES OF REGIONAL DESIGNATED CENTRES**

The following overall objectives are identified as the major reason for the existence of AFRA Regional Designated Centres:

(i) to foster TCDC activities within the region;
(ii) to enhance regional self-reliance;
(iii) to backstop the work of AFRA Specialized Teams in the field (technical backstopping and logistical support);
(iv) to provide support services for *ad hoc* problems; and
(v) to act as a body of knowledge in the field and to disseminate innovation and improved practices within the region.

4. **CRITERIA FOR THE IDENTIFICATION OF REGIONAL DESIGNATED CENTRES**

The criteria applicable to the selection of Regional Designated Centres are summarized as:

(i) Availability of the necessary infrastructure (laboratory facilities, well-trained and skilled manpower, legal framework, etc.) at the time of application for becoming a Regional Designated Centre;
(ii) Availability of references (achievements) in the field of expertise; such as services rendered satisfactorily at the national and possibly, regional level;
(iii) Availability of logistics, communication facilities as well as capacity to rapidly mobilize teams and resources;
(iv) Confirmed reliability in servicing and skills in management;
(v) Financial autonomy or at least solid sources of funding when required; and
(vi) Ability of providing leadership for interaction through linkage mechanisms, networking and use of TCDC modality.

These criteria will be applied for the selection of each candidate institution, on the grounds of the information supplied to the relevant evaluating body in the application forms and detailed questionnaires for the field of specialization under consideration.

5. **ADMINISTRATIVE, FINANCIAL AND LEGAL ARRANGEMENTS**

5.1 **Administrative Arrangements**

5.1.1. The administrative arrangements for enabling and operating Regional Designated Centres at both national and regional levels are the sole responsibility of the centres’ management. The administrative functioning of Regional Designated Centres in accordance with their internal procedures and organization is the responsibility of the host country.

5.1.2. The AFRA Regional Designated Centre shall appoint an official as the Focal Point who will liaise between the centre, AFRA Member States and the Agency and to whom requests for assistance and/or services will be submitted directly
or through AFRA Field Management and/or the IAEA. The Focal Point shall coordinate the centre’s interactions with AFRA Member States and the Agency, facilitate communications and ensure that the centre’s outputs and services are timely provided and in the most cost-effective matter. He/she should be a qualified manager with good knowledge of nuclear applications and preferably acquainted with AFRA and the IAEA programmes and procedures.

5.1.3. For activities funded directly by AFRA Member States or through the IAEA, Member States may, through the AFRA and/or the IAEA or directly, request information and/or clarification in connection with the relevant administrative arrangements and procedures used for performing the task.

5.1.4. Requests for assistance from Regional Designated Centres should be addressed, either directly to the designated Focal Point in the Centre or through the IAEA, in case funding is sought from the IAEA. Where IAEA assistance is sought under an operational AFRA project, the request should be submitted to the IAEA in Vienna at least three months in advance to enable both the IAEA and the AFRA Field Management to review the request and to take the necessary decision.

5.2 Financial Arrangements

5.2.1. The exact nature of the services involved or goods required as well as the financial terms will be subject in each case to exchange of communications between the Focal Point of the Centre and the Member State or the IAEA in case of possible funding through the AFRA operational projects.

5.2.2. If the services to be rendered or goods to be purchased are to be funded directly by the Member State, the latter will approach the Regional Designated Centre for agreeing on the financial terms of the deal.

5.2.3. In case the IAEA accepts to cover the costs of the services or goods to be provided by the Regional Designated Centre, the IAEA rules and procedures which govern the provision of technical assistance shall apply.

5.2.4. In both situations mentioned under 6.2.2 and 6.2.3, the AFRA arrangements for remuneration of experts as well as lecturers in training courses and workshops shall apply. In particular, African experts and lecturers on duty in other African countries for AFRA projects are paid the Daily Subsistence Allowances in the duty station, contingencies and a Token Fee of US$400 per five working days.

5.3 Legal Arrangements

5.3.1. It is expected that specific legal arrangements shall be worked out between the recognized Regional Designated Centres and the AFRA Field Management and/or the IAEA through a Memorandum of Understanding (MOU).

5.3.2. In the event that the Regional Designated Centre requires the services of subcontractors to perform the tasks under a contract with an AFRA Member State
or the IAEA, written approval and/or clearance should be obtained from the recipient country or the IAEA prior to the execution of these tasks. The approval by the Member State or the IAEA of a sub-contractor shall not relieve the Regional Designated Centre of any of its obligations under the contract. The terms of any sub-contract shall be subject to and in conformity with the provision of this document.

5.3.3. The Regional Designated Centre shall not use the name, emblem or official seal of the IAEA or any abbreviation of the name of the IAEA in connection with functions and related activities. The centre shall not present itself as a contractor or that it is associated with the IAEA in any advertisement without the prior written consent of the IAEA.

6. ARRANGEMENTS FOR RECOGNITION OF REGIONAL DESIGNATED CENTRES

6.1 Qualification

Any AFRA Member State that believes that one or more of its institutions are capable of fulfilling the overall and specific objectives of Regional Designated Centres, is invited to submit their application(s) according to the relevant fields of specialization addressed in the Annexes. The procedure for recognition of an AFRA Regional Designated Centre is briefly elaborated below.

6.2 Application

The interested centre should fill both the Application form and the Specific Questionnaire for the field of specialization in the applicable Annexes. Centres should provide sufficient detail in their response so as to enable effective evaluation of their abilities.

6.3 Approval

Two copies of the completed applications and questionnaires together with any relevant documentation, must be submitted to the country National Coordinator of AFRA for clearance. The documentation shall then be forwarded to the IAEA before the specified deadline. The formal authorization certificate regarding legalities of management and accuracy of information transferred shall be attached to these documents.

6.4 Technical Assessment

The application forms submitted by various Member States will then be reviewed by the Technical Working Group Meeting (TWGM) and sent to specialized committees for technical assessment of the information provided.
6.5 Pre-selection

Based on the outcomes of the assessment as reported, the AFRA-FMC will make a pre-selection for different centres and arrange for specialized auditing committees to perform audits on these centres.

6.6 Audits

A specialized audit team will visit the pre-selected centre and perform audits according to selective criteria based on the responses to the questionnaires.

6.7 Nomination

Based on the outcome of the audit reports, the AFRA Representatives will formally nominate qualified centres as AFRA Regional Designated Centres in the particular Fields of Specialization.

6.8 Appointment

The choice of Regional Designated Centres will be made at the AFRA Representative Meeting in September of each year.

6.9 Action Plans

Following choice of the centre as an AFRA Regional Designated Centre, a meeting(s) between the AFRA-FMC and the centre manager will be arranged to discuss action plans for the required activities and, where applicable, to establish a Memorandum of Understanding (MOU).
FRAMEWORK FOR A PUBLIC RELATIONS STRATEGY TO PROMOTE AFRA ACTIVITIES AND PROJECTS AND TO FIND SPONSORSHIPS

1. Overall objective

To promote AFRA vision and objectives and the benefits of peaceful application of nuclear techniques by using public relations actions and strategies in order to become self-reliant, enhance the spirit of regional co-operation and change negative public perceptions.

2. Specific objectives

2.1. To embark on an information campaign to inform governments, African decision-makers and the public at large about the benefits derived from nuclear techniques and change negative perceptions.

2.2. To embark on an information campaign to inform governments, African decision-makers and the public at large about AFRA activities, achievements and vision.

2.3. To identify and lobby sponsors for AFRA projects.

2.4. To build up a library of brochures for handouts in information campaigns.

2.5. To train African Public Relations Officers and provide advisory assistance to enable them to compile and execute their own Public Relations Plans.

2.6. To liaise with the African and international mass media in order to get maximum publicity on AFRA projects.

2.7. To develop alternative promotional tools such as exhibition material, a webpage, e-mail information network, presentation material, PR projects in order to promote AFRA and its activities at large.

2.8. To identify role-players and stakeholders for each objective in order to prepare effective communication for each identified need.

3. Action Plan

3.1. Each AFRA Member State shall nominate a Public Relations Officer (PRO) whose profile meets the requirements described in paragraph 4.

3.2. The national PRO will be trained as the “trainer” to form the core of a national public relations capability in the country consisting of representatives of all stakeholders.
3.3. Each national PRO shall, after training, finalize the national Public Relations Plan to be approved by the competent authority in the country.

3.4. National PROs should implement the national campaign in public relations as soon as the national Public Relations Plan is finalized and approved. This campaign can take the form of seminars, meetings, articles in national newspapers and TVs.

3.5. The national Public Relations Plan should be reviewed and updated annually to incorporate any changes or new developments which may impact national programmes in nuclear science and technology.

3.6. National PROs will meet every two years, preferably during the AFRA Technical Working Group Meetings to identify and agree on strategic moves for mobilizing the required funding for AFRA nationally and internationally.

3.7. National PROs shall submit through the National Coordinators of AFRA to the Agency and the AFRA Field Management Committee an annual report before 31 December of each year. The report should describe the activities of the national PRO, highlight achievements and constraints, draw attention to any negative perceptions and threats to the national development programmes in the field of nuclear science and technology and give details on planned activities for the following year.

3.8. National PROs are expected to organize at least one national event every year to sensitize mass media and public as well as potential end-users of nuclear techniques.

3.9. The Agency shall consider covering the costs of participation of national PROs in the biannual meetings. This support will not be extended to their representatives.

4. Profile of AFRA PROs

A Science and Technology qualification in one or more of the AFRA-related fields

And

a degree or diploma in Public Relations, Communication, Marketing or Journalism

Or

A Science and Technology qualification in one or more of the AFRA-related fields and the potential to be a good public relations officer.

People skills

An outgoing person who has good presentation skills, is well-spoken and is possibly proficient in languages.
Writing skills, presentation skills, negotiation skills and creativity are added advantages.

Ideally spoken, an energetic person who has a good knowledge of the peaceful application of nuclear techniques and have the ability to identify and create public relations opportunities and can be trained to acquire the necessary communication skills.