

**THE TENTH MEETING OF  
THE WORKING GROUP ON RCA MTS COORDINATION**

*02-04 March 2022*

**(Virtual Meeting)**

**“Concept Note on the program of  
Human Resource Development”**

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# Introduction

## RCA MTS 2018-2023

key strategic plan for improving the efficiency and effectiveness of the RCA programme.

## 7 strategic directions are identified

for the successful implementation of the RCA programme

## The strategic direction 5 is concerning the HRD

To continue building human capacity, including education and training and nuclear knowledge management, and accord particular attention to special needs of:

- (1) the new RCA GPs,
- (2) the Least Developed Countries (LDCs) and
- (3) the Small Island Developing States (SIDSs),

to enable them to maximize their benefits from participation in the RCA programme.

## Addressing the strategic direction 5 is concerning the HRD

To review the human resource development strategies and in alignment with the new RCA MTS, the Working Group (WG) of Human Resource Development (RCA-WG-HRD) is established under the provision of the RCA Medium Term Strategy and Strategic Priorities 2018-2023.

The main tasks of the Working Group were:

- To submit the Report on *Gap Analysis on HRD* at the *39<sup>th</sup> RCA NRM*
- To submit a set of *recommendation strategies* on HRD at the *46<sup>th</sup> RCA GCM*

## Addressing the strategic direction 5 is concerning the HRD

The functions of the RCA-WG-HRD were:

- to conduct a comprehensive gap analysis that covers all aspects of HRD in nuclear science and technology in the RCA region;
- to advise and recommend on building sustainable human capacity in the RCA Programme and in the Asia Pacific Region, including nuclear knowledge management in the form of education and training, & accord particular attention to the special needs of RCA GPs that are:
  - newly joining; Least Developed Countries (LDCs); and Small Island Developing States (SIDSs).
- to seek advice from the IAEA Secretariat on HRD, as applied in the Technical Cooperation Programme, when necessary;
- to submit a set of recommended strategies for approval by the National RCA Representatives (NRs) at the 46<sup>th</sup> GCM; and
- to align the strategies with the MTS and make recommendations to the NRs on the revisions required in the RCA Guidelines and Operating Rules (GOR) in preparation for the forthcoming update of the GOR.

## **Addressing the strategic direction 5 is concerning the HRD**

- **The RCA-WG-HRD successfully completed all the tasks in due time and submitted the reports to the 39<sup>th</sup> NRM and 46<sup>th</sup> GCM.**
- **Based on the strategies and recommendations of this working group, the GOR has been amended.**
- **The submitted reports on HRD could serve as the core for an expanded RCA Comprehensive HRD Programme.**

## 2. Strategies and recommendations of RCA-WG-HRD

The strategies and recommendations of RCA-WG-HRD incorporated in the GOR are as follows:

### *Improved focus on the Design, Planning and Implementation of Regional Training Courses*

- In appropriate circumstances, priority may be given to the design and use of 'accelerated development RTCs', which combine a one-week basic training course with a second-week at an intermediate level. (This second week may also be attended by participants requiring training at an intermediate level);
- Encourage Group Fellowship Training for identified special needs. This will provide: enhanced accelerated learning for newly joining GPs, stimulate long-term networking and regional cooperation, as well as being a basis for stimulating ongoing TCDC.
- Encourage the utilization of Regional Training Centres;
- Maximize economic efficiency in implementing regional training events: where possible consideration should be given to arranging training events in less expensive GPs that have similar training competencies to high cost GPs;
- To ensure allocation of training resources to those GPs that require specific levels of training (i.e basic, intermediate, and advanced levels);
- To request project management courses, train the trainers and similar HRD related events under RCARO's for the support of the management program for newly joining GPs.

## **2. Strategies and recommendations of RCA-WG-HRD...**

**The strategies and recommendations of RCA-WG-HRD incorporated in the GOR are as follows:**

### ***Improved Capability and Capacity for Sustainability of the spin-off National Training Programmes***

- Choosing the right person for the right training is essential.
- It is very important to have National Team Members as RTC candidates.
- Select participants for RTCs on a basis of qualification and experience plus an ability to train the trainer at the follow-on national training program.
- Training materials to be made available to all GPs through hosting on RCA RO website;
- GPs are encouraged to translate training materials to the national language where English is not a second language;
- Each LCC should contribute to build up knowledge map (i.e. contact details of resource persons and contact persons) for each project. RCARO should host an archive of these knowledge maps.

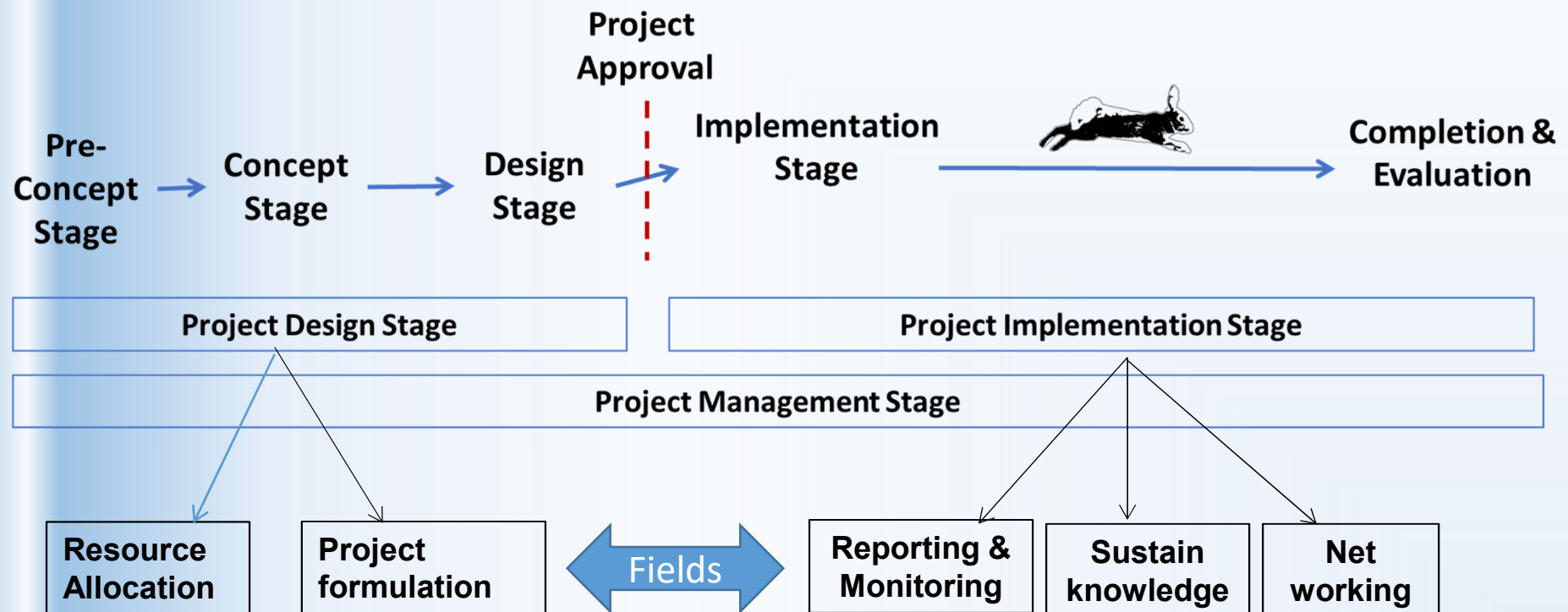
### ***Improved Oversight of the Effectiveness of RTCs***

- Initiate a comprehensive program to evaluate participants in RTCs before and after training so as to be able to monitor the effectiveness of RTCs and provide specific data on individual GPs needs in HRD.

### 3. HRD strategies and recommendations for development and implementation in the RCA program

The scope to set up HRD strategy and give recommendations is within the Project Cycle for the development and implementation in the RCA program for TC cycles, as in illustration.

<Scope within the Project Cycle>





## 4a. HRD strategies and recommendations- Project Design Stage

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
Project Design Stage				
	Resource Allocation	<ul style="list-style-type: none"> <li>To ensure allocation of training resources to those GPs that require specific levels of training (i.e basic, intermediate, and advanced levels), so that decisions made at the 44<sup>th</sup> (2022) NRM are implemented, immediately</li> </ul>	<ul style="list-style-type: none"> <li>To ensure allocation of training resources to those GPs that require specific levels of training (i.e basic, intermediate, and advanced levels), so that project designs are inclusive of the 2022 NRM decisions.</li> <li>To encourage NRs to secure additional national commitment to support the RCA program, especially HRD</li> </ul>	<ul style="list-style-type: none"> <li>To provide reports on the effectiveness and practicability of the measures used in next TC cycles for input into the preparation of MTS 2024 to 2029</li> <li>To review NRs activities to secure additional national commitment to support the RCA program, especially HRD</li> </ul>

## 4a. HRD strategies and recommendations- Project Design Stage (cont'd)

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
Project Design Stage (Cont'd)	Formulation of project	<ul style="list-style-type: none"> <li>Already done</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that HRD considerations are well understood and incorporated clearly in the projects, at both the concept and the design stages, and that the move into group fellowship training is supported where specifically justified</li> <li>To ensure that well-defined training scope is defined at the project design</li> <li>Identify needs and design in customized training programs and increasing utilization of Regional Training Centers</li> <li>In appropriate circumstances, priority may be given to 'accelerate RTCs' combining an one-week basic training course with a second-week at intermediate level, which may include participants at intermediate level</li> </ul>	<ul style="list-style-type: none"> <li>To provide reports on the effectiveness and practicability of the measures used in next TC cycles for input into the preparation of MTS 2024 to 2029</li> <li>The RCA project designs should also contribute to the standardization / harmonization of the nuclear education among the Government Parties.</li> </ul>

## 4b. HRD strategies and recommendations- Project Implementation Stage

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
<b>Project Implementation Stage</b>	<b>Monitoring and Reporting</b>	<ul style="list-style-type: none"> <li>• Training materials to be made available to all GPs through hosting on RCA RO website</li> <li>• All NPCs are to specifically detailed the results of RTCs and follow-up national training in their annual report to LCCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Select participants for RTCs on a basis of qualification experience plus ability to train the trainer follow-on national training program</li> <li>• Evaluating trainees before and after program to monitor effectiveness of RTCs and provide specific data on individual GPs needs on HRD</li> <li>• Participants are required to complete a standardized template to provide uniform feedback to both LCCs and NPCs on the training experience</li> <li>• It is recommended that the RCA Chair facilitate preparation of an appropriate standardized template for reporting RTCs participants feedback.</li> </ul>	To provide reports on the effectiveness and practicability of the measures used in next TC cycles for input into the preparation of MTS 2024 to 2029

## 4b. HRD strategies and recommendations- Project Implementation Stage (cont'd)

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
Project Implementation Stage (cont'd)	<b>Sustain know- ledge</b>	<ul style="list-style-type: none"> <li>Strongly recommend that for newly joined GPs and GPs where English is not a commonly used second language two participants are included in each RTC and for the other GPs it is highly recommended that they also have two participants</li> <li><i>We also encourage GPs where English is not a second language to translate training materials to the national language</i></li> <li>Systematic database should be created on each training program syllabus and training materials</li> </ul>	<ul style="list-style-type: none"> <li>Each LCC should contribute to build up knowledge map (i.e. contact details of resource persons and contact persons) for each project.</li> <li>RCA RO should host an archive of these knowledge maps.</li> <li>It is recommended that the RCA Chair consider how to accumulate knowledge and expertise can be adequately incorporated into subsequent TC cycles.</li> <li>Since there is no formal process in capturing HRD materials from technical workshops or technical meetings, the material will be posted at RCA RO's website for the benefit of further national cascade events and to support nuclear knowledge management programs</li> </ul>	To review utilization of the archive

## 4b. HRD strategies and recommendations- Project Implementation Stage (cont'd)

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
<b>Project Implementation Stage (cont'd)</b>	<b>Net- working</b>	<ul style="list-style-type: none"> <li>Group fellowship training should be encouraged and used as widely as possible to stimulate long-term networking and regional cooperation as well as being a basis for stimulating ongoing TCDC.</li> </ul>	<ul style="list-style-type: none"> <li>NRs are recommended to approve Group Fellowship training as a new modality to be used in the RCA program from next TC cycle.</li> <li>LCCs are recommended to improve effectiveness of project by using a template for each participant in RTCs to complete for feedback and facilitating ongoing improvement</li> <li>The RCA Chair is recommended to facilitate preparation of guidelines with possible examples on how effective networking might be enhanced in the RCA projects.</li> </ul>	To review the effectiveness of Group Fellowship training

#### 4c. HRD strategies and recommendations- Project Management Stage

Stage	Field	Short-term (2021-2022)	Mid-term (2022-2024)	Long-term (2024-2029)
Project Management stage		<ul style="list-style-type: none"> <li>To request project management courses, train the trainers and similar HRD related events under RCARO's for the support of the management program for newly joining GPs</li> <li>To establish a formal pre-implementation meeting between RCA FP, technical officers, and related LCCs at which the issue of designed quality for training courses (e.g. syllabus,, prospectus, designated trainers, etc) will be agreed and finalized.</li> </ul>	<ul style="list-style-type: none"> <li>To provide reports on the effectiveness and practicability of the measures used in next TC cycles for input into the preparation of MTS 2024 to 2029</li> <li>To review NRs activities to secure additional national commitment to support the RCA program, especially HRD</li> </ul>	<ul style="list-style-type: none"> <li>To provide reports on the effectiveness and practicability of the measures used in next TC cycles for input into the preparation of MTS 2024 to 2029</li> <li>To review NRs activities to secure additional national commitment to support the RCA program, especially HRD</li> </ul>

### 3. Review of Training Status under RCA Projects

**RTC:**

- A cornerstone of the RCA training programme
- prime vehicle for the provision of the transfer of knowledge and skills to the GPs.

As set out in the position paper, “Strengthening the Training Component of the RCA Programme”, prepared by Dr. John Easey on 25 June 2015, it was observed that:

**Within approved 136 projects:**

- 54 have a low level of Primary Training requirement
- 13 had no RTCs
- 21 that had just 1 RTC
- 20 that had 2 RTCs

**Duration of the RTCs:**

- 47 out of a total of 55 RTCs were for 5 days
- 2 for 4 days
- 6 for 8 to 10 days.

### 3. Review of Training Status under RCA Projects (Cont'd)

**In 2016:**

**Within approved 13 projects:**

- 5 had no RTCs
- 6 that had just 1 RTC
- 2 that had 2 RTCs



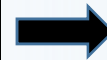
**Duration of the RTCs:**

- 8 out of 10 for 5 days
- 2 for 12 days

**In 2017:**

**Within approved 13 projects:**

- 7 have no RTCs
- 4 that have just 1 RTC
- 2 that have 2 RTCs



**Duration of the RTCs:**

- 5 out of 8 for 5 days
- 1 for 7 days
- 2 for 12 days



### 3. Review of Training Status under RCA Projects

(Cont'd)

The following observation can be made from the above review of training program.

- *Overreliance on short-term training courses (e.g. 5 day RTCs);*
- *Limited training impact on the project design so that more emphasis should be given to the RTCs requirements during project design phase;*
- *Raise questions concerning the thoroughness and effectiveness of the training;*
- *Well-defined scope should be defined at the project design*

**Thank you very much**