

# RADIATION PROTECTION AUTHORITY OF ZIMBABWE 5 YEAR STRATEGIC PLAN WORKSHOP (2015 – 2019) WORKING DOCUMENT

## 1. VISION, MISSION AND CORE VALUES

### Vision:

To be a world class regulator in protecting people and the environment against harmful radiation effects.

### Mission Statement:

To ensure the protection of people and the environment against radiation effects through effective regulatory processes.

### Core values

- Professionalism; we value professionalism by all employees. We develop our staff to perform their work with expertise, dedication and care.
- Effectiveness; we perform in a productive and proficient manner to achieve expected and measurable outcomes.
- Accountability; we accept our individual and team responsibilities and we meet our commitments. We take responsibility for our performance in all of our decisions and actions.
- Integrity; we employ the highest ethical standards, demonstrating honesty and fairness in every action that we take.
- Transparency; we demonstrate openness in our work and proactively communicate our decisions.

### Tagline

Two taglines were proposed as follows;

1. '... Protecting people and the environment ...'
2. '... Protecting against radiation effects ...'

## 2. KEY STRATEGIC FOCUS AREAS AND ACTION PLANS (2015-2019)

### 1. Increased Visibility

- I. Website, new media
  - i. Upgrade website
  - ii. Continuous update of website
  - iii. Use of social media for example Facebook, twitter, linkedin etc
  - iv. Integration of social media and website to generate traffic
  - v. Blogging
  - vi. Discussion forums/Community of practice
- II. Stakeholder Awareness
  - i. Stakeholder mapping and needs analysis
  - ii. Develop relevant messages
  - iii. Select method(s) of delivery
  - iv. Monitoring and evaluation
- III. Public Awareness Campaigns
  - i. Develop relevant messages
  - ii. Select method(s) of delivery
  - iii. Monitoring and evaluation
- IV. Promotional material
  - i. Develop relevant messages
  - ii. Design/Selection of material
  - iii. Distribution
  - iv. Monitoring and evaluation
- V. Sustained relations with key partners (media/strategic partners)
  - i. Hold workshop for media
  - ii. Media briefings
  - iii. Media events
  - iv. Media awards
  - v. Facility visits
  - vi. Training of media professionals
  - vii. Develop press kits
  - viii. Judiciary and National Prosecuting Authority awareness and training
  - ix. Develop and sign Memoranda of Understanding with Ministry of Health, Ministry of Transport, State Security, Zimbabwe Republic Police, National Social Security Authority, Department of Civil Protection, Health Professions Authority, Environment Management Authority.

- x. Review existing MOU with Zimbabwe Revenue Authority (ZIMRA).
- VI. Corporate social responsibility (CSR)
    - i. Establish CSR fund
    - ii. Clean up campaigns
    - iii. Support paediatric oncology
    - iv. Cancer Association
    - v. Kidzcan
    - vi. Hospaz
    - vii. National Cancer Alliance of Zimbabwe
    - viii. Sponsorship of students undertaking relevant courses
    - ix. Student awards
    - x. World cancer day
    - xi. Breast cancer month
- VII. Compliance Promotion
    - i. Development of guides
    - ii. Targeted awareness campaigns
    - iii. Recognition of compliance
    - iv. Sector specific education programs
    - v. Sharing of lessons learnt
- VIII. Event participation
    - i. Relevant events and conferences
- IX. Corporate branding
    - i. Corporate wear and uniforms
    - ii. Branded stationery
    - iii. Personalized number plates for vehicles
    - iv. Signage for premises
    - v. Call on hold tune
    - vi. Grooming and corporate etiquette
    - vii. Customer care and services training
    - viii. Brand ambassador
- X. Training
    - i. Radiation Safety Officer (RSO) training
    - ii. Cooperation with tertiary institutions
    - iii. Influence curriculum development
    - iv. Develop a sustained training calendar
    - v. Standardised training material
    - vi. In-house training
    - vii. Radiation safety and security training

## 2. Emergency Preparedness and Response (EPR)

- I. Threat assessment
  - i. Stakeholder engagement and training
  - ii. Facility categorisation
  - iii. Conduct and periodically review threat assessment
  - iv. Develop regulatory and guidance documents for facilities
- II. National Emergency Response Plan
  - i. Engagement with the National Civil Protection Committee through the Department of Civil Protection
  - ii. Consultations with stakeholders
  - iii. Drafting and approval
- III. RPAZ Response plan
  - i. Development of the RPAZ EPR Plan
  - ii. Build competencies
- IV. Guidance documentation
  - i. Develop a guide for facility EPR
  - ii. Guides for 1<sup>st</sup> responders
  - iii. Internal response guides
- V. Training activities
  - i. 1<sup>st</sup> responders
  - ii. Training licensees on EPR
- VI. Drills
  - i. Stakeholder engagement
  - ii. Develop a guide for drills
  - iii. Conduct and evaluate drills
- VII. Strategic partnerships
  - i. Regional cooperation
  - ii. Ratification of the Conventions on Early Notification in the Case of a Nuclear or Radiological Accident and Assistance in the Case of a Nuclear or Radiological Accident

- VIII. Equipment
  - i. Identification of equipment requirements
  - ii. Sourcing for equipment
  - iii. Management and maintenance of equipment
- IX. Regulations
  - i. Development and review of regulations

### 3. Safety, Security and Safeguards (SSS)

- I. Safety
  - i. Occupational Exposure Control
    - Enforcement of occupational exposure requirements
    - Enforcement of workplace monitoring provisions
    - Review of regulations in line with GSR Part 3
    - Upgrade national dose register
    - Research
  - ii. Medical Exposure Control
    - Establishment of dose reference levels, dose constraints and Computed Tomography (CT) dose index
    - Review of regulations in line with GSR Part 3
    - Establish partnership with Ethics Committee
    - National workshops
    - Research
  - iii. Environmental Monitoring
    - Monitoring Plan
    - Identifying of critical needs
    - Equipment
    - Building competencies
    - Radon monitoring
    - Food monitoring
  - iv. National Policy
    - Stakeholder engagement
    - Facilitate development of the policy for approval by Government
  - v. NORM Regulation
    - Authorisations and inspections
    - Stakeholder engagement
    - Revision of the regulations

- Develop requirements and guides
  - Strategic partnerships
- vi. Radioactive Waste Management
- National policy and strategy
  - Ratification of the Joint Convention
  - Construction of the waste repository
  - Regulations and guidance documents
  - Control of radioactivity in scrap metals
- vii. Transport
- Stakeholder engagement and training
  - Develop regulations
  - Review of guidance documents
  - Regulation of transport of radioactive material
  - Regional cooperation
  - Competence building
- viii. Education and training
- National education and training policy and strategy
  - Implementation
- ix. International cooperation
- Participating in regional groupings
  - Lobbying for the sponsoring of SADC protocol by Government
  - Forum of Nuclear Regulatory Bodies in Africa (FNRBA)
  - Bilateral agreements
  - Inclusion of radiation safety issues in joint commissions
- x. Non-ionising
- Revision of the legislation
  - Development of regulations and guides
  - Capacity building
  - Awareness
  - Implementation
- II. Security
- i. INSSP Implementation
- Coordination
  - Stakeholder training and awareness
  - Monitoring of the plan
- ii. UNSC Resolution 1540

- Stakeholder engagement
- Stakeholder awareness and training

### III. Safeguards

- i. Domestication of Pelindaba Treaty
  - Facilitation
- ii. Facilitate ratification of international instruments
  - Additional protocol
- iii. Revision of legislation
  - Domestication of safeguards obligations
- iv. Establishment of State System of Accounting and Control (SSAC)
- v. National Policy
  - Development of national policy on uranium

## 4. Operational

### I. Continual improvement of internal process

- i. Regulatory Processes
  - Application of the graded approach in authorisations, inspections and enforcement
  - Development of internal guides
  - Code of conduct for inspectors
- ii. Information Communication Technology
  - ICT policy
  - Upscale utilisation of ICT towards a paperless office
  - Integration of information systems
  - Cyber security
  - Linking head office and regional office
- iii. Integrated Regulatory Management System
  - Development of policies, procedures and guides
  - Awareness and training on the management system
  - Monitoring and evaluation of processes
- iv. Enterprise Risk Management
  - Development of policy
  - Risk register

- Awareness and training
- v. Knowledge Management
- Development of a policy
  - Development of a programme
  - Establish a resource centre
  - Monitoring
- II. Adequate financing and investing activities
- i. Broadening the revenue base
- Regulation of new areas eg non- ionising radiation and NORM
  - Investments
  - Regulatory fines and penalties
- ii. Effective debt management
- Implementation of the debt management policy
  - Enforcement
  - Appointment of account managers/ account liaisons persons
- iii. Cost control
- Cost control culture
  - Cost centres
  - Effective fleet management
  - 'Value for money'-procurement
- iv. Capitalization
- Mobilisation of resources
- v. Results Based Budgeting
- Awareness and training
  - Implementation
  - Monitoring
- III. Human Capital
- i. Continuous Professional development
- Develop a plan
  - Implementation and monitoring
- ii. Review of organogram
- Realignment with the strategy
- iii. Review of HR Policy
- iv. Motivation and Retention of Staff

- Activation of loans policy
  - Advancement and grading
  - Monetary and non-monetary incentives
  - Service awards
  - Competitive remuneration
- v. Performance management
- Implementation of personnel performance system that is RBM compliant
  - Training
- vi. Staffing plan
- Identification of staffing needs
  - Development and implementation of staffing plan
  - Succession planning
- IV. Resource Management
- i. Optimization/Prioritization of resources
  - ii. Fleet management
  - iii. Asset management
  - iv. Infrastructure development