



Republic of Zimbabwe



Radiation Protection Authority of Zimbabwe

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## **Radiation Protection Authority of Zimbabwe**

### **2021 - 2025 Strategic Plan**

## SECTION A: PROFILE OF THE AUTHORITY

### i) Introduction

This 2021-2025 Strategic Plan was developed in line with Integrated Results Based Management (IRBM) Framework. It sets out organisational priorities in fulfilment of the Environmental Protection, Climate Resilience & Natural Resource Management, Health and Wellbeing National Priority Areas (NPAs) in the National Development Strategy (NDS1).

The mandate of the Authority is on fulfilment of the following thematic safety areas;

- Public and Environment Protection
- Medical exposure control and patient protection
- Occupational exposure control (worker protection)
- Radioactive Waste Management
- Nuclear and radioactive materials transport safety and security

In this strategy, the Authority has identified the following programmes to achieve its mandate;

- Policy and Administration,
- Regulatory Services, and
- Technical Services.

The success of the planned programmes will contribute towards the improvement of quality of life of the Zimbabwean citizens in line with Vision 2030.

Focus shall be on alignment of operations to international best practices and fulfilment of regional and international obligations arising from agreements and commitments that Zimbabwe is party to.

### ii) Background

The Radiation Protection Authority of Zimbabwe (RPAZ) is a statutory body established in terms of the Radiation Protection Act [Chapter 15:15], administered by the Office of the President and Cabinet with a mandate to protect people and the environment against harmful effects of ionizing radiation. A Board of directors oversees the operations of the Authority.

RPAZ commenced operations in 2010 and notable achievements were made on core regulatory functions covering authorisation, inspection, enforcement and establishment of the national inventory of sources. At the time of development of this strategy, strides had been made towards performance of the legislative and regulatory infrastructure, occupational exposure control and radiation protection in medicine. When assessed against International Atomic Energy Agency (IAEA) safety standards, good progress has been recorded in implementation of the Legislative and Regulatory Infrastructure. Efforts to strengthen provisions for public and environmental protection, transport safety, education and training and waste management have been prioritised.

RPAZ operates nationally with offices in Harare covering Northern Region and Bulawayo covering Southern Region as well as at ports of entry for contamination monitoring.

iii) National Level Contribution:

- a. National Vision: Prosperous and Empowered Upper Middle Income Society by 2030.
- b. National Priorities the Agency is Contributing to:

	Description of National Priority Area
NPA 6	Environmental Protection, Climate Resilience and Natural Resource Management
NPA 9	Health and Wellbeing

- c. National Key Result Areas the Agency is Contributing to:

	Description of National Key Result Area
NKRA	Environment and Climate Protection
NKRA	Public Health and Wellbeing

- d. National Outcomes the Ministry/Agency is Contributing to:

	Description of National Outcome
NOUC	Environment Protected
NOUC	Improved quality of life

iv) Sectoral Level Contribution:

- a. Sector Name: Social (Health)
- b. Sectoral Key Results Areas

	Description of Sector Key Result Area
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- c. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Improved Access to Water, Sanitation and a Healthy Environment

1. Agency: Radiation Protection Authority of Zimbabwe

2. Agency Vote Number: 1

3. Vision Statement:

A society and environment protected from the harmful effects of radiation by 2030

4. Mission Statement:

To protect people and the environment from the harmful effects of radiation

5. Core Values:

- **Teamwork**

We thrive on stakeholder and internal synergies for responsive, proficient and expected outcomes.

- **Integrity**

We employ the highest ethical standards, demonstrating honesty, transparency and fairness in every action that we take.

- **Accountability**

We are answerable to our responsibilities and commitments.

- **Innovation**

We constantly strive to define the standard of excellence in everything we do through evidence-based approaches that make a difference to society.

- **Professionalism**

We value proficiency and develop our staff to perform with expertise and dedication.

## 6. TERMS OF REFERENCE:

- Constitution of Zimbabwe Amendment (No.20) Act, 2013.
- Radiation Protection Act [Chapter 15:15].
- Radiation Protection (Safety and Security of Radiation Sources) Regulations, 2011 (Statutory Instrument 62 of 2011).
- Radiation Protection (Naturally Occurring Radioactive Materials) NORM Regulations, 2013 (Statutory Instrument 99 of 2013).
- Radiation Protection (Medical Practices) Regulations, 2014 (Statutory Instrument 91 of 2014).
- Radiation Protection (Safety and Security of Radiation Sources) (Amendment) Regulations, 2020 (No. 5) (Statutory Instrument of 281 of 2020).
- Radiation Protection (Naturally Occurring Radioactive Material) (Amendment) Regulations, 2021, (Statutory Instrument 1 of 2021).
- Radiation Protection (Safety and Security of Radiation Sources) (Amendment) Regulations, 2021 (No. 5) (Statutory Instrument 2 of 2021).

## 7. OVERALL FUNCTIONS:

- (a) To establish and implement a system of notification and authorisation for practices, facilities and activities;
- (b) To issue, amend, suspend or revoke authorizations and grant exemptions concerning the possession and use of radiation sources, and the safe management of radioactive waste, including clearance and discharges;
- (c) To establish and maintain national registers of radiation sources and of persons authorized to carry out an activity or practice, occupational exposure doses;
- (d) To review and assess submissions on safety and security from operators both prior to authorisation and periodically during operation;
- (e) To conduct inspections to assess radiation safety and security conditions and compliance with this law, applicable regulations and other requirements specified in the authorization;
- (f) To conduct inspections and visits, separately or together with designated inspectors of the IAEA in accordance with any relevant protocols thereto;
- (g) To issue directives on necessary measures to be taken to mitigate an undue threat or to enforce the requirements set out in the applicable regulations and authorizations, with the aim of protecting the health and safety of people and the environment, and their security;

- (h) To participate with other relevant state ministries, departments and agencies in the definition of domestic threat and the assessment of the state's vulnerability with respect to this threat for the variety of sources used within its territory, based on the potential for loss of control and malicious acts involving one or more radioactive sources;
- (i) To establish, if necessary in cooperation with other ministries, departments and agencies, a system of control and consent for the import and export of nuclear material, radioactive sources and other items required to be controlled pursuant to treaty obligations undertaken by the state;
- (j) To establish and maintain a state system of accounting for and control of nuclear material and a national system for the registering of licences for nuclear material, and to establish the necessary reporting and record keeping and requirements pursuant to the comprehensive safeguards agreement and any protocols thereto;
- (k) To establish plans for performing its assigned functions in accordance with national arrangements for emergency preparedness and response;
- (l) To communicate directly with relevant interested parties in all cases in which it considers necessary for the effective exercise of its functions;
- (m) To promote or carry out research on issues of regulatory concern;
- (n) To maintain contacts for information exchange and co-operation with regulatory authorities of other countries and relevant international organizations;
- (o) To enter into collaborative agreements with other regulatory authorities of other countries
- (p) To establish appropriate mechanisms for informing the public about the regulatory process and radiation safety aspects of regulated activities or practices ;
- (q) To obtain information, documents and opinions from private and public organizations or persons as may be necessary and appropriate for the discharge of its functions;
- (r) To make available to other governmental bodies, national and international organizations, and the public, information on incidents and abnormal occurrences, and other information, as appropriate;
- (s) To take the necessary enforcement action in the event of violations flowing from this act, regulations hereunder and conditions of authorisations;
- (t) To accredit persons as suppliers of certain services or facilities necessary to enable licensees, registrants or notifying parties to comply with conditions or requirements imposed by or under this act;
- (u) To establish mechanisms for protective actions to reduce undue radiation risks associated with unregulated sources and contamination from past activities or events;
- (v) To provide regulatory oversight on the implementation of information and computer security at facilities that handle nuclear and radioactive materials.

- (i) to establish an effective framework for ensuring the confidentiality, integrity and availability of nuclear sensitive information.
- (ii) to establish and provide guidelines and procedures for enhancing computer security;
- (w) To conduct computer security assessments to help operators establish, implement, maintain and, where appropriate, strengthen their facilities' computer security, and to help their competent authorities evaluate the effectiveness of the measures taken; and
- (x) To develop and issue guides for radiation safety and security.

## 8. DEPARTMENTS AND THEIR FUNCTIONS:

DEPARTMENT	FUNCTIONS
<b>Regulatory Services</b>	<ul style="list-style-type: none"> <li>• Manage the national notification system for radiation sources, practices and activities.</li> <li>• To issue, amend, suspend or revoke authorizations.</li> <li>• Develop and maintain an up to date national register of radiation sources.</li> <li>• To define adequate radiation safety principles and associated criteria consistent with international standards and recommendations.</li> <li>• Development of radiation protection regulations, regulatory and technical guides.</li> <li>• Maintain national register of sources and dose register.</li> <li>• Vehicle contamination monitoring for imports</li> </ul>
	<ul style="list-style-type: none"> <li>• Carrying out compliance assurance and investigative inspections.</li> <li>• Enhancing enforcement action for identified non-compliance.</li> <li>• Developing, promoting and implementing regulations and regulatory guides.</li> <li>• Safety and security of radioactive sources.</li> <li>• Dose management.</li> <li>• Establishing national emergency preparedness and response arrangements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Nuclear Security for MPE.</li> <li>• Expert support in implementation of INSSP.</li> <li>• Capacity building of stakeholders with a responsibility for security.</li> <li>• Physical Protection of Facilities.</li> </ul>
<b>Technical Services</b>	<ul style="list-style-type: none"> <li>• Radiochemistry laboratory.</li> <li>• Food and materials monitoring.</li> <li>• Non-Ionizing Radiation.</li> <li>• Dosimetry/Personal Monitoring.</li> <li>• Radioactive Waste Management.</li> <li>• Consultancy.</li> <li>• Training.</li> <li>• New Projects.</li> </ul>
<b>Internal Audit</b>	<ul style="list-style-type: none"> <li>• Provision of assurance and advisory services on internal control systems, risk management and governance processes of the Authority.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Preparing and monitoring budgets, financial and management reports</li> <li>• Investment management.</li> <li>• Resource mobilization.</li> <li>• Advising the Authority on financial matters.</li> </ul>



DEPARTMENT	FUNCTIONS
Procurement	<ul style="list-style-type: none"> <li>• Procurement Services.</li> </ul>
Legal and Corporate Affairs	<ul style="list-style-type: none"> <li>• Provision of legal advice to the Authority.</li> <li>• Legal drafting.</li> <li>• Monitoring compliance to statutory obligations and other contractual obligations.</li> <li>• Coordinate Board activities.</li> <li>• Implement corporate governance framework.</li> <li>• Production of the Authority annual report.</li> </ul>
Information and Communication Technology	<ul style="list-style-type: none"> <li>• Manage information security.</li> <li>• Maintenance and support of computer and network security infrastructure.</li> <li>• Provision and maintenance of ICT systems.</li> </ul>
Human Resources and Administration	<ul style="list-style-type: none"> <li>• Managing the recruitment, selection and advancement function of the Authority.</li> <li>• Managing staff welfare.</li> <li>• Implementation of HR and Admin Policies, systems and procedures.</li> <li>• Administration of the Authority payroll system.</li> <li>• Advising the Chief Executive Officer and other departments on all HR and Admin Issues.</li> <li>• Managing organisational assets.</li> <li>• Administration of discipline and grievance procedures.</li> <li>• Management of the Agency transport system.</li> <li>• Management of personnel records.</li> <li>• Staff development and Training.</li> <li>• Management of staff wellness issues.</li> <li>• Infrastructure Development.</li> </ul>
Quality Assurance	<ul style="list-style-type: none"> <li>• Coordinate the development, implementation and review of the management system.</li> <li>• Development of policies, procedures, standards and guides.</li> <li>• Coordinate regulatory improvement programmes.</li> <li>• Stakeholders' competence building.</li> </ul>
Corporate Communication	<ul style="list-style-type: none"> <li>• Corporate image building and management.</li> <li>• Corporate communication.</li> <li>• Managing events.</li> <li>• Relating with the media and other stakeholders.</li> </ul>

## 9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the Agency and their functions: None

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

## 10. KEY RESULT AREAS (KRAs)

No:	KRA Description	Weight (%)	Sector KRA Reference	National KRA Reference	NPA REF
KRA1	Corporate Governance and Institutional Management	20		<ul style="list-style-type: none"> <li>Public Health and Wellbeing</li> <li>Environment and Climate Protection</li> </ul>	<ul style="list-style-type: none"> <li>Environmental protection, climate resilience and natural resources management</li> <li>Health and Wellbeing</li> </ul>
KRA2	Public and Environment Protection	80		<ul style="list-style-type: none"> <li>Public Health and Wellbeing</li> <li>Environment and Climate Protection</li> </ul>	<ul style="list-style-type: none"> <li>Environmental protection, climate resilience and natural resources management</li> <li>Health and Wellbeing</li> </ul>

## 11. ENVIRONMENTAL SCAN

### 11 (a). PESTLEG Analysis

<b>SOCIAL</b>
1. High literacy rate is an opportunity for effective awareness programs.
2. Myths/perceptions on radiation.
3. Large human resource base.
4. Corruption.
5. Predisposition of patients to be scanned even in case where there is no justification.
6. Low compliance of Government related institutions.
7. The dilemma of balancing between the availability of essential services and enforcement for non-compliance.
<b>LEGAL</b>
1. Constitutional provisions for protection of people and the environment.
2. Amendment of the Radiation Protection Act.
3. Regulations; SI 62 of 2011, SI 134 of 2012, SI 99 of 2013, SI 91 of 2014.
4. Process in ratification of conventions opens opportunities for cooperation and rights as a result of memberships.

<b>POLITICAL</b>
1. New political dispensation, new policies.
2. International cooperation.
3. Available frameworks for resource integration (SADC, AU, FNRBA, AFRA, IAEA).
4. Clear national vision (Vision 2030).
5. Sanctions
<b>ECONOMIC</b>
1. Increasing number of distressed industries.
2. Shift in government policy towards opening of the economy for investment.
3. Ease of doing business reforms.
4. Improved Economic Stability (Steady economic growth, slowing inflation rate, improved availability of foreign currency, stabilising interest rates).
5. Reliance on imports.
<b>TECHNOLOGICAL</b>
1. Accelerating industrial automation (increased use of nuclear gauging techniques).
2. Shifting from analogue to digital processing of medical imaging techniques.
3. Increased use of ICTs.
<b>ENVIRONMENTAL</b>
1. Stringent environmental protection laws (Environmental Management Act, the Convention of the Import of Hazardous Waste into Africa and on the control of their trans-boundary movement within Africa, Bamako Convention).
2. Lack of environmental monitoring infrastructure.
3. Legacy environmental remediation issues.
<b>GOVERNANCE</b>
1. Strong Corporate Governance Regulatory Framework.
2. Fully Constituted Board, balanced skills mix in the Board and Executive.
3. Gender imbalance in the Board and Executive.

## 11 b. SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
1. Effective independence	1. Narrow revenue base
2. Multiple revenue sources	2. Inadequate infrastructure
3. Availability of technical support	3. Inadequate staff
4. Enabling Legislative and Regulatory Framework	4. Lack of national policy and strategy on radiation safety
5. Shareholder support	
6. Balanced and fully constituted Board	
7. Competent and qualified and youthful workforce	
<b>Opportunities</b>	<b>Threats</b>
1. Revision of the Radiation Protection Act.	1. Brain drain.
2. New dispensation.	2. Harmonisation of regulations.
3. Conventions and Treaties.	3. Public health pandemics (Covid-19) and disasters.
4. Broadening of the revenue base.	4. Changing government policies.
5. Devolution.	5. Changes in technology.
6. Opportunity: Government policy and discussions on nuclear power.	6. Cyber security threats.

## 12. AGENCY PROGRAMMES AND OUTCOMES:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1.	Policy and Administration	1.Improved Organisationa l Performance	20%	HR and Admin Finance Audit Legal ICT CEO's Office	OPC; Ministry of Finance Attorney General's Office; Auditor General; PRAZ	Policy direction, funding, legislation, Legal Drafting  Audit  Procurement	Improved Access to Water Sanitation and a Healthy Environment	Improved quality of life. Environment Protected.	3
2.	Regulatory Services	2.Enhanced radiation safety	50%	Regulatory Services Technical Services Legal	IAEA ZRP ZIMRA HPA MDPCZ Local Authorities Ministry of Health and Child Care ZACH Chamber of Mines	Technical Support, Standards Law Enforcement Import and Export Control  Standards Compliance promotion Compliance promotion	Improved Access to Water Sanitation and a Healthy Environment	Improved quality of life Environment Protected	3, 6, 11, 15, 17

		3.Improved nuclear security	Regulatory Services Technical Services Legal	Security Agencies EMA	Collaboration Technical support, training and expert support			
3.	Technical Services	4.Improved awareness and Compliance	Regulatory Services Technical Services Finance Legal	EMA Government Analyst Laboratory IAEA	Collaboration Collaboration Technical Support and standards	Improved Access to Water Sanitation and a Healthy Environment	Improved quality of life	3, 6, 11, 15, 17
		5.Improved public and environmental protection	Regulatory Services Technical Services Legal	EMA Local Authorities Media DCP	Collaboration Awareness support Technical cooperation	Improved Access to Water Sanitation and a Healthy Environment	Environment Protected	3, 6, 17 11, 15
			30%					

13. POLICIES APPLICABLE FOR THE AUTHORITY:

	External Policy	Programme Ref		Internal Policy	Programme Ref
1.	Constitution of Zimbabwe Amendment (No.20) Act, 2013	1,2,3	1.	Radiation Protection Act [Chapter 15:15]	1,2,3
2.	National Development Strategy (NSD1)	1,2,3	2.	Radiation Protection (Safety and Security of Radiation Sources) Regulations, 2011 (Statutory Instrument 62 of 2011)	2,3
3.	Government of Zimbabwe: Vision 2030	1,2,3	3.	Radiation Protection (Naturally Occurring Radioactive Materials) NORM Regulations, 2013 (Statutory Instrument 99 of 2013)	2,3
4.	Public entities Corporate Governance Act [Chapter 10:31]	1	4.	Radiation Protection (Medical Practices) Regulations, 2014 (Statutory Instrument 91 of 2014).	2,3
5.	Public Finance Management Act [Chapter 22:19]	1	5.	Radiation Protection (Safety and Security of Radiation Sources) (Amendment) Regulations, 2020 (No. 5) (Statutory Instrument of 281 of 2020)	2,3
6.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1	6.	Radiation Protection (Naturally Occurring Radioactive Material) (Amendment) Regulations, 2021, (Statutory Instrument 1 of 2021)	2,3
7.	Labor Act [Chapter 28:01]	1	7.	Radiation Protection (Safety and Security of Radiation Sources) (Amendment) Regulations, 2021 (No. 5) (Statutory Instrument 1 of 2021)	2,3
8.	National Social Security Act [Chapter 17:04]	1,2	8.	HR Policies and Procedures	1

9.	Audit Office Act [Chapter 10:31]	1,2,3	9.	Policies and Procedures	1
10.	IAEA Standards	2,3	10.	Code of Ethics, Code of Conduct	1
11.	IFRS	1	11.	Board Charter	1,2,3
12.	SAZ Standards	2,3	12.	Clients Charter	1,2,3
13.	WHO Standards	2,3	13.	Authorization, Inspection and Enforcement Policies	1,2
14.	Public Health Act [Chapter 15:17]	1,3	14.	Transport Policy	2,3
15.	Health Professions Act [Chapter 27:19]	1	15.	ICT Policy	1
16.			16.	Procurement Policy	1,2
17.			17.	Internal Audit Charter	1
18.			18.	Accounting Policy and Procedures	1

14. CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Clients' Needs/Problems	Extent (Magnitude/seriousness)
Client 1: Public	<b>Needs:</b> <ul style="list-style-type: none"> <li>Public exposure control</li> <li>Information and awareness</li> </ul> <b>Problems:</b> Excessive exposure to radiation <b>Cause:</b> Misconceptions and myth on radiation health issues	Zimbabwean populace
	<b>Needs:</b> <ul style="list-style-type: none"> <li>Authorisation</li> <li>Requirements and Guidelines</li> <li>Awareness and training</li> </ul>	
Client 2: Licensees		± 700



	<ul style="list-style-type: none"> <li>• Surveillance</li> <li>• Technical support</li> </ul> <p><b>Problems:</b> Non-compliance</p> <p><b>Causes:</b> Lack of understanding of the requirements</p>	
<p><b>Client3:</b> <b>Radiation Workers</b></p>	<p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>• Individual Monitoring</li> <li>• Assurance of a safe working environment</li> <li>• Awareness and Information</li> </ul> <p><b>Problems:</b> Inadvertent exposure to radiation</p> <p><b>Causes:</b> Limited appreciation of radiation risks</p> <ul style="list-style-type: none"> <li>• Myth and misconceptions about radiation and Cost constraints</li> </ul>	± 3000 workers
<p><b>Client 4:</b> <b>Patients</b></p>	<p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>• Assurance of medical radiation protection</li> <li>• Electronic dose passport under the Authority</li> <li>• Information</li> </ul> <p><b>Problems:</b></p> <ul style="list-style-type: none"> <li>• Over-exposure</li> <li>• Refusal to use radiation treatment options</li> </ul> <p><b>Causes:</b></p> <ul style="list-style-type: none"> <li>• Lack of reference levels</li> <li>• Ageing equipment</li> <li>• Inadequate training of operators</li> <li>• Failure to follow procedures and protocols</li> <li>• Myths and misconceptions on radiation issues</li> </ul>	All patients undergoing diagnostic and therapeutic radiological procedures.
<p><b>Client 5:</b></p>	<p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>• Conducive working environment</li> </ul>	All Employees

RPAZ Employees	<ul style="list-style-type: none"> <li>Competitive remuneration, terminal benefits, incentives, reward and recognition</li> <li>Training, development and Tools of trade</li> </ul>	
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## 15. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/Expectations	Extent
Office of the President and Cabinet	Delivery on the mandate, Policy Advice Adherence to good corporate governance Self-sustainability	100%
Radiation Protection Board	Delivery on the Mandate Adherence to policies and procedures	100%
Ministry of Health and Child Care	Guidance Collaboration Information	100%
Ministry of Defense and War Veterans Affairs	Collaboration	100%
Ministry of Energy and Power Development	Liaison on IAEA matters	100%
Ministry of Justice, Legal and Parliamentary Affairs	Information	100%
Department of Civil Protection	Guidance on EPR	100%
Environmental Management Agency	Collaboration	100%
Health Professions Authority	Collaboration	100%
National Social Security Authority	Assurance for occupational safety Compliance with statutory requirements	100%
Procurement Regulatory Authority of Zimbabwe (PRAZ)	Adherence to procurement requirements Timely submission of returns	100%
Security Agencies	Collaboration	100%
Zimbabwe Republic Police	Collaboration	100%
Zimbabwe Revenue Authority	Collaboration, Compliance to Statutory	100%

	requirements	
Academic Institutions	Information Radiation related research	100%
Association of Radiologists and Radiation Oncologists of Zimbabwe	Information	100%
Allied Health Practitioners Council of Zimbabwe	Information	100%
Cancer Advocacy groups	Collaboration in preventive cancer programs Awareness	100%
Chamber of Mines	Information	100%
Dental Association of Zimbabwe	Information	100%
Diamond Miners Association of Zimbabwe	Information	100%
Government Analyst Laboratory	Collaboration for food monitoring	100%
Media (Print, TV and online)	Information	100%
Radiographers Association of Zimbabwe	Information	100%
Standards Association of Zimbabwe	Collaboration in development of radiation standards	100%
Trade Unions (ZCTU, ZFTU)	Assurance for Worker protection	100%
Zimbabwe Institute of Occupational Health and Safety	Assurance for Worker protection	100%
Zimbabwe Occupational Safety and Health Council	Assurance for Worker protection	100%
Zimbabwe Veterinary Association	Information	100%
Bilateral and Multilateral Organizations	Cooperation	100%
IAEA	Cooperation	100%
	Adherence to treaties and protocols	100%

## 16. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Policy and Administration				
Outcome 1: Improved Organisational Performance				
Budget Year	Improve the Integrated Management System	Availability of local expertise	Unavailability of tools Disruption by Covid-19 Resistance to change	Open source tools and software's Implement change management
	Develop and maintain strong interested party and shareholder relationship	Interested parties cooperation	Change in Government policy	Continuous engagement
	Financial management and cost containment	Improved revenue Inflows	Inflation	IRB budgeting Forward buying
	Revenue generation	Improved revenue Inflows	Inflation	IRB budgeting
	Contemporary human capital development	Availability of suitable programs	Competing priorities Skills Flight	Clear training plan Bonding
	Improve internal control checks and balances	Interested parties corporation	Change in operating environment	Training
	Enhance organisational Development and culture	Adaptive business model	Transitional risk	Systematic change management
	Improve employee wellness, occupation safety and health	OHS guidelines/policies	Unforeseen accidents/incidents/ non compliance	Ongoing OHS training initiatives on safety standards/ safety culture
	Improve organisational infrastructure and asset optimization	Availability of Funding Strategic asset portfolio management	Redundancy Obsolescence Improper operation and Misuse	Technology forecasting Tactical asset allocation
	Institutionalise Integrated Results Based Management	Availability of expert support	Unfamiliarity with the new program	Continuous training
	Identify and implement new projects to broaden revenue base	Available opportunities Supportive legislative framework Budget availability	Low uptake by the intended clientele Long period to project maturity	Continuous promotion Budget planning

	Enhance compliance monitoring	Commitment to meet obligations Existing monitoring dash-board	Changes in government policy	Continuous engagement
	Improve legislative and regulatory framework	Shareholder support Political will Support from Attorney General's Office	Competing priorities Ever-changing landscape	Continuous engagement Keeping up with international legislative trends
	Strengthen risk management and governance issues	Interested parties corporation	Change in operating environment	Continuous training
	Mainstream value for money in operations	Procurement plan in place	Malpractices by suppliers	Enhancing due diligence
	Digitalise ICT systems and enhance data security	Availability of systems and packages	Inadequate internal competencies Budgetary limitations Resistance	Continuous training Implementing phased approach Continuous engagement
2-3 Years	Improve the Integrated Management System	Availability of local expertise	Unavailability of tools Disruption by Covid-19 Resistance to change	Open source tools and software's Implement change management
	Develop and maintain strong interested party and shareholder relationship	Interested parties cooperation	Change in Government policy	Continuous engagement
	Financial management and control and cost containment	Improved Revenue Inflows	Inflation	IRB budgeting Forward buying
	Improve internal control checks and balances	Interested parties corporation	Change in operating environment	Training
	Human capital development	Availability of suitable programs	Competing priorities Skills Flight	Clear training plan Bonding
	Organisational Development and Culture	Adaptive business model	Transitional risk	Systematic change management
	Improve employee wellness, occupation safety and health	OHS guidelines/policies	Unforeseen accidents/incidents/ non compliance	Ongoing OHS training initiatives on safety standards/ safety culture
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	Institutionalise Integrated Results Based Management	Availability of expert support	Misuse	
	Identify and implement new projects to broaden revenue base	Available opportunities Supportive legislative framework Budget availability	Unfamiliarity with the new program Low uptake by the intended clientele Long period to project maturity	Continuous training Continuous promotion Budget planning
	Enhance compliance monitoring	Commitment to meet obligations Existing monitoring dash-board	Changes in government policy	Continuous engagement
	Review of legislative and regulatory framework	Shareholder support Political will Support from Attorney General's Office	Competing priorities Ever-changing landscape	Continuous engagement Keeping up with international legislative trends
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4-5 Years	Enhance value for money in procurement	Procurement plan in place	Malpractices by suppliers	Enhancing due diligence
	Digitalise ICT systems and enhance data security	Availability of systems and packages	Inadequate internal competencies Budgetary limitations Resistance	Continuous training Implementing prased approach Continuous Engagement
	Improve the Integrated Management System	Availability of local expertise	Unavailability of tools Disruption by Covid-19 Resistance to change	Open source tools and software's Implement charge management
	Develop and maintain strong interested party and shareholder relationship	Interested parties cooperation	Change in Government policy	Continuous engagement
	Financial Management and control and cost containment	Improved revenue Inflows	Inflation	IRB budgeting Forward buying
	Human capital development	Availability of suitable programs	Competing priorities Skills Flight	Clear training plan Bonding
	Organisational development and culture	Adaptive business model	Transitional risk	Systematic charge management

	Improve employee wellness, occupation safety and health	OHS guidelines/policies	Unforeseen accidents/incidents/ non compliance	Ongoing OHS training initiatives on safety standards/ safety culture
	Improve organisational infrastructure and asset optimization	Availability of Funding Strategic asset portfolio management	Redundancy obsolescence Improper operation and misuse	Technology forecasting Tactical asset allocation
	Institutionalise Integrated Results Based Management	Availability of expert support	Unfamiliarity with the new program	Continuous training
	Identify and implement new projects to broaden revenue base	Available opportunities Supportive legislative framework Budget availability	Low uptake by the intended clientele Long period to maturity	Continuous promotion Budget planning
	Enhance compliance monitoring	Commitment to meet obligations Existing monitoring dash-board	Changes in government policy	Continuous engagement
	Review of legislative and regulatory framework	Shareholder support Political will Support from Attorney General's Office	Competing priorities Ever-changing landscape	Continuous engagement Keeping up with international legislative trends
	Strengthen governance structures	Shareholder support Availability of suitable programmes	Competing priorities	Continuous engagement
	Strengthen risk management and governance issues	Interested parties corporation	Change in operating environment	Continuous training
	Enhance value for money in procurement	Procurement plan in place	Malpractices by suppliers	Enhancing due diligence
	Digitalise ICT systems and enhance data security	Availability of systems and packages	Inadequate internal competencies Budgetary limitations Resistance	Continuous training Implementing P-ased approach Continuous Engagement

Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme 2: Regulatory Services</b>				
<b>Outcome 2: Enhanced Radiation Safety</b>				
<b>Outcome 3: Improved Nuclear Security</b>				
<b>Budget Year</b>	Strengthen risk informed authorisation, inspection and enforcement	Regulations alignment to international standards	Resistance from authorised and interested parties	Increased awareness Improved IAEA expert support Engagement with interested parties
	Improve compliance promotion	Commitment to compliance from licensees Availability of expertise	Covid-19 pandemic ICT system failures Complacency	Use of online tools ICT technical support Recognition programmes for compliance achievers
	Enhance regulations and policies to International Safety Standards	IAEA support Strong cooperation from AG's Office	Competing priorities from interested parties	Strong engagement
	Improve the framework for patient and workplace surveillance and early detection	Commitment/compliance from licenced parties Availability and expertise and technical support from IAEA	Changes in technology Inadequate service and maintenance programs Skills flight of experts Disruption of patient treatment	IAEA Technical cooperation Improved enforcement
	Strengthen cooperation with local, regional and international interested parties	A strong commitment from cooperative partners	Sanctions Changes in Government policy	Lobbying cooperative partners
	Promote research	Availability of a research plan or framework	Inadequate expertise	Enhanced collaboration
	Strengthen search and secure initiatives	Existing capacity	Covid-19	Use of online tools
	Mainstream advocacy for Emergency preparedness and response to radiological events	Integration of radiological risk into the existing national framework	Lack of cooperation from partners	Continuous engagement
	Strengthen the nuclear security framework	Implementation of INSSP action areas	Security threats and events Lack of cooperation	Adequate threat assessment and collaboration with relevant



		Capacity building of stakeholders		interested parties
	Strengthen risk informed authorisation, inspection and enforcement	Regulations alignment to international standards	Resistance from authorised and interested parties	Increased awareness Improved IAEA expert support Engagement with interested parties
	Improve compliance promotion	Commitment to compliance from licensees Availability of expertise	Covid-19 pandemic ICT system failures Complacency	Use of online tools ICT technical support Recognition programmes for compliance achievers
	Improve Protection in Medical and Occupational Exposure	Commitment/compliance from licenced parties Availability and expertise and technical support from IAEA	Changes in technology Inadequate service and maintenance programs Skills flight of experts Disruption of patient treatment	IAEA Technical cooperation Improved Enforcement
2-3 Years	Strengthen cooperation with local, regional and international interested parties	A strong commitment from cooperative partners	Sanctions Changes in Government policy	Lobbying cooperative partners
	Promote research	Availability of a research plan or framework	Inadequate expertise	Enhanced Collaboration
	Strengthen search and secure initiatives	Existing capacity	Covid-19	Use of online tools
	Strengthen Emergency Preparedness and Response to radiological events	Integration of radiological risk into the existing national framework	Lack of cooperation from partners	Continuous Engagement
	Strengthen the nuclear security framework	Implementation of INSSP action areas Capacity building of stakeholders	Security threats and events Lack of cooperation	Adequate threat assessment and collaboration with relevant interested parties
4-5 Years	Strengthen risk informed authorisation, inspection and enforcement	Regulations alignment to international standards	Resistance from authorised and interested parties	Increased awareness Improved IAEA expert support Engagement with interested parties
	Improve compliance promotion	Commitment to compliance	Covid-19 pandemic	Use of online tools

	Continuously align regulations and policies to International Safety Standards	IAEA support Strong cooperation from AG's Office	ICT system failures Complacency	ICT technical support Recognition programmes for compliance achievers
	Improve Protection in Medical and Occupational Exposure	Commitment/Compliance from licenced parties Availability and expertise and technical support from IAEA	Competing priorities from interested parties Changes in technology Inadequate service and maintenance programs Skills flight of experts Disruption of patient treatment	Strong engagement IAEA technical cooperation Improved enforcement
	Strengthen cooperation with local, regional and international interested parties	A strong commitment from cooperative partners	Sanctions Changes in Government policy	Lobbying cooperative partners
	Promote research	Availability of a research plan or framework	Inadequate expertise	Enhanced Collaboration
	Strengthen search and secure initiatives	Existing capacity	Covid-19	Use of online tools
	Strengthen emergency Preparedness and response to radiological events	Integration of radiological risk into the existing national framework	Lack of cooperation from partners	Continuous engagement;
	Strengthen the nuclear security framework	Implementation of INSSP action areas Capacity building of stakeholders	Security threats and events Lack of cooperation	Adequate threat assessment and collaboration with relevant interested parties

Period	Strategies	Assumptions	Risks	Mitigations
Programme 3: Technical Services				
Outcome 4: Improved Compliance				
Outcome 5: Improved Public and Environmental Protection				
Current Year	Improve laboratory services and systems	Availability of experts and technical support	Limited financial space	Implement Phased approach
	Improve environmental monitoring capability	Availability of experts	Low uptake by clients	Increase promotion of services and Engagements of clients
	Strengthen training and competence building of licensees	Willingness of licensees to be trained	Competing priorities	Continuous engagements
	Promote technical support organisations	Conducive business environment	Limited players in the industry	Targeted promotion
	Upgrade waste management infrastructure and Services	Completion of construction works	Fiscal competing priorities	Continuous engagement Technical cooperation (IAEA projects)
2-3 Years	Develop Consultancy Services Framework (RP, EIA, QA)	Capability to offer services	Low uptake from clients	Promote the use of technical services
	Develop framework for non-ionising radiation monitoring	Availability of equipment and technical expertise	Competition from other agencies	Enhance service delivery
	Establish food, materials and water monitoring framework	Cooperation with Food and Food Standards Board Interested party's buy in	Inadequate infrastructure	Develop partnerships
	Improve Laboratory Services and Systems	Availability of experts and technical support	Limited financial space	Implement phased approach
	Improve environmental monitoring capability	Availability of experts	Low uptake by clients	Increase promotion of services and Engagements of clients
2-3 Years	Strengthen training and competence building of licensees	Willingness of licensees to be trained	Competing priorities	Continuous engagements
	Promote technical support organisations	Conducive business environment	Limited players in the industry	Targeted promotion
	Upgrade waste management infrastructure and services	Completion of construction works	Fiscal competing priorities	Continuous engagement Technical cooperation (IAEA projects)
	Develop consultancy services framework (RP, EIA, QA)	Capability to offer services	Low uptake from clients	Promote the use of technical services

	Refine framework for non-ionising radiation monitoring	Availability of equipment and technical expertise	Competition from other agencies	Enhance service delivery
	Implement Food, materials and Water Monitoring framework	Cooperation with Food and Food Standards Board Interested party's buy in	Inadequate infrastructure	Develop partnerships
	Strengthen Radiation Contamination Monitoring for Imported Vehicles	Enabling framework and existing capacity	Changes in government policy Corruption	Improve financial management controls
	Improve laboratory services and systems	Availability of experts and technical support	Limited financial space	Implement phased approach
	Improve environmental monitoring capability	Availability of experts	Low uptake by clients	Increase promotion of services and Engagements of clients
4-5 Years	Strengthen training and competence building of licensees	Willingness of licensees to be trained	Competing priorities	Continuous engagements
	Promote technical support organisations	Conducive business environment	Limited players in the industry	Targeted promotion
	Upgrade waste management infrastructure and services	Completion of construction works	Fiscal competing priorities	Continuous engagement Technical cooperation (IAEA projects)
	Enhance consultancy services framework (RP, EIA, QA)	Capability to offer services	Low uptake from clients	Promote the use of technical services
	Implement framework for non-ionising radiation monitoring	Availability of equipment and technical expertise	Competition from other agencies	Enhance service delivery
	Enhance food, materials and water monitoring	Cooperation with Food and Food Standards Board Interested party's buy in	Inadequate infrastructure	Develop partnerships

## SECTION B: PERFORMANCE FRAMEWORK FOR THE AUTHORITY

### 17. PROGRAMME PERFORMANCE FRAMEWORK

#### 17. (a) Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement ent Criterion	Baseline		2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OUC 1.	Improved Organisational Performance	Budget variance	%	2020	+30	0	+/- 5	0	+/- 5	0	+/- 5	0	+/- 5	0	+/- 5
		Audit Observations resolved	%	2020	63	90	+8	90	+8	95	+4	95	+4	95	+4
		Litigations	Number	2020	0	1	0	1	0	1	0	1	0	1	0
		Compliance with statutory Requirements	%	2020	100	100	0	100	0	100	0	100	0	100	0
		Client Satisfaction level	%	-	-	75	+5	75	+5	80	+8	85	+8	90	+9
		Scheduled inspections conducted	%	2020	98	95	+4	95	+4	95	+4	95	+4	95	+4
OUC 2.	Enhanced Radiation Safety	Search and secure exercises conducted	Number	2020	5	2	0	2	0	3	0	3	0	3	0
		Enforcement Actions Addressed	%	2020	100	100	0	100	0	100	0	100	0	100	0
		Radiation incidents	Number	2020	0	0	0	0	0	0	0	0	0	0	0
		Compliance to Thematic Safety Areas	%	2020	45	50	+3	55	+3	60	+3	65	+3	70	+3
		Implementation of INSSP	%	2020	50	60	+5	65	+5	70	+6	75	+6	80	+8
		Training conducted	Number	2020	1	5	0	5	0	3	0	4	0	4	0
OUC 3.	Improved Nuclear Security	Nuclear security Events	Number	2020	0	0	0	0	0	0	0	0	0	0	0
		Major public events covered	%	2020	100	100	0	100	0	100	0	100	0	100	0
		EPR Exercises	Number	-	-	3	0	3	0	3	0	3	0	3	0
		Training programmes	Number	2020	3	10	+1	11	+1	12	+1	12	+2	14	+2
4.	Improved Awareness and	Extent of Compliance	%	2020	75	80	+6	80	+6	85	+6	85	+8	85	+7
		Occupationally exposed	%	2020	100	100	0	100	0	100	0	100	0	100	0



## 18. OUTPUTS PERFORMANCE FRAMEWORK

No. & Prog. Code	Outputs	Five Year target	Baseline		Previous Year			Targets											
			Value	Year	T	A	AV	T	ALV	2022		2023		2024		2025			
										2020	2021	2022	ALV	T	ALV	T	ALV	T	ALV
Programme 1: Policy and Administration																			
OUC 1: Improved Organisational Performance																			
OP 1.1	Audit report produced	20	4	2019	4	4	0	4	0	4	0	4	0	4	0	4	0	4	0
OP 1.2	Budget Produced	1	1	2019	1	1	0	1	0		0	1	0	1	0	1	0	1	0
OP 1.3	Communication Strategy crafted	1	0	-	-	-	-	1	0	1	0	1	0	1	0	1	0	1	0
OP 1.4	Employee training Programmes conducted	200	10	2020	15	10	-5	25	+1	40	+2	45	+1	45	+2	45	+3		
OP 1.5	Statutory returns submitted	100%	100	2020	100	100	0	100	0	100	0	100	0	100	0	100	0	100	0
OP 1.6	Annual report produced	5	1	2019	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0
OP 1.7	Resolutions implemented	100%	100%	2020	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
OP 1.8	Board reports produced	20	4	2020	4	4	0	4	0	4	0	4	0	4	0	4	0	4	0
OP 1.9	Regulations developed	10	2	2020	2	1	-1	2	0	2	0	2	0	2	0	2	0	2	0
OP 1.10	Contracts honoured	100%	100%	2020	100	100	0	100	0	100	0	100	0	100	0	100	0	100	0

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

Government of Zimbabwe, 2020

## Results Based Budgeting (RBB)

No. & Prog. Code	Outputs	Five Year target	Baseline		Previous Year				Targets								
					2020				2021		2022		2023		2024		2025
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 1.11	Revenue realised (Zw\$)	1.2 billion	35.2m	2020	32.8m	35.2m	+2.4 m	190.6m	+19m	210m	+20.9m	230m	+23m	254m	+25.3m	279m	+27.9m
OP 1.12	Procurement Plan produced	5	1	2020	1	1	0	1	0	1	0	1	0	1	0	1	0
OP 1.13	Online Licensing System Developed	100%	-	-	-	-	-	100%	0	-	-	-	-	-	-	-	-
OP 1.14	Unqualified Audited financial statements produced*	5	1	2020	1	1	0	1	0	1	0	1	0	1	0	1	0

\*The qualification of the opinion should not be within the control of management.

No. & Prog. Code	Outputs	5 year target	Baseline			Previous Year				Targets									
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV				
																2020	2021	2022	2023
Programme 2: Regulatory Services																			
OUC 2: Enhanced Radiation Safety																			
OUC 3: Improved Nuclear Security																			
OP 2.1	Inspections conducted	730	136	2020	136	134	-2	162	+12	170	+13	170	+12	190	+13	200	+15		
OP 2.2	Authorization decisions made	1910	317	2020	317	317	0	350	+30	360	+35	380	+36	400	40	420	40		
OP 2.3	Enforcement actions	100%	100%	2020	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0		

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025



## Results Based Budgeting (RBB)

No. & Prog. Code	Outputs	5 Year target	Baseline		Previous Year			Targets									
					2020			2021		2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	conducted																
OP 2.4	Guidance documents published	6	1	2020	1	1	0	2	0	1	0	1	0	1		1	0
OP 2.5	National dose registry updated	100 %	100	2020	100	100	0	100	0	100	0	100	0	100		100	0
OP 2.6	Framework for patient dose monitoring	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
OP 2.7	National Inventory updated	100 %		2020	100	100	0	100	0	100	0	100	0	100		100	0
OP 2.8	Vehicles screened	150000	3800	2020	-	3800	0	30000	2000	30000	2500	30000	2500	3000	2500	30000	2000
OP 2.9	Cooperation agreements established	15	4	2020	4	4	0	2	0	3	0	3	0	4		3	0
OP 2.10	Nuclear material accounting and control report compiled	5	1	2017	-	-	-	1	0	1	0	1	0	1		1	0
OP 2.11	EPR exercises conducted	15	-	-	-	-	-	3	0	3	0	3	0	3		3	0
OP 2.12	Search and Secure Exercises	14	5	2020	5	5	0	2	0	2	0	3	0	3		3	0

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

Government of Zimbabwe, 2020

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Targets									
					2020			2021		2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 2.13	INSSP Events implemented (%)	80%	35	2019	50	50	0	60	+5	65	+5	70	+6	75	+6	80	+6
OP 2.14	Nuclear Security Training programmes conducted	15	7	2019	1	1	0	5	0	5	0	3	0	4	0	4	0
OP 2.15	Major Public Events covered (%)	100%	100%	2020	100	100	0	100	0	100	0	100	0	100	0	100	0
OP 2.16	Nuclear Security drills conducted	4	1	2019	-	-	-	0	00	1	0	1	0	1	0	1	0
OP 2.17	Research conducted	15	1	2020	2	2	0	2	0	4	0	3	0	3	3	3	0

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Targets									
			Value	Year	2020			2021		2022		2023		2024		2025	
					T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV		
Programme 3: Technical Services																	
OUC 4: Improved awareness and Regulatory Compliance																	
OUC 5: Improved Public and Environmental Protection																	

**RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025**

Government of Zimbabwe, 2020

## Results Based Budgeting (RBB)

No. & Prog Code	Outputs	5 year target	Baseline		Previous Year				Targets							
					2020				2021				2022			
			Value	Year	T	A	AV		T	ALV	T	ALV	T	ALV	T	ALV
OP 3.1	Technical Training programs conducted	42	3	2020	10	3	-7		10	+1	11	+1	12	+1	12	+1
OP 3.2	Laboratories Infrastructure Expanded	80%	30%	2020	30%	30%	0		40%	+2	50%	+2	60	+3	70%	+3
OP 3.3	Regulatory guides issued	15	-	-	0	0	0		4	0	4	0	3	0	2	0
OP 3.4	Consultancy services provided	55	1	2020	1	1	0		5	0	10	+1	10	+1	10	+1
OP 3.5	Non-ionising radiation framework established (%)	100%	25%	2020	25%	25%	0		40%	+3	60%	+5	80%	+5	100%	+8
OP 3.6	Awareness campaigns conducted	200	5	2020	5	5	0		20	+1	30	+2	40	+3	50	+4
OP 3.7	Research conducted	11	1	2020	2	2	0		1	0	2	0	2	0	3	3
OP 3.8	Monitoring installations and areas	300	56	2020	-	56	0		100	8	150	10	200	20	250	20
OP 3.9	Waste Management infrastructure Completed	75%	40	2020	40	40	0		55	+3	60	+3	65	+5	70	+5
OP 3.10	Radiation workers monitored	3000	2000	2020	2000	2000	0		2200	10	2500	10	2800	10	3000	3000

**RADIATION PROTECTION AUTHORITY OF ZIMBABWE**  
**STRATEGIC PLAN 2021-2025**

Government of Zimbabwe, 2020

## 19. PROGRAMME BUDGET

Programme	Programme Outputs	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1: Policy and Administration	Audit report produced	25,000	75,000	150,000	200,000	250,000	300,000
	Budget Produced	25,000	75,000	150,000	200,000	250,000	300,000
	Communication Strategy crafted	-	200,000				
	Employee training Programmes conducted	350,000	1 400 681	1,798,728	1,500,000	2,000,000	1,400,000
	Statutory returns submitted	30,000	100,000	150,000	200,000	250,000	300,000
	Annual report produced	180,000	400,000	450,000	472,000	496,125	496,125
	Resolutions implemented	250,000	700,000	450,000	500,000	600,000	1,000,000
	Board reports produced	25,000	75,000	150,000	200,000	250,000	300,000
	Regulations published	125,000	260,000	300,000	350,000	400,000	500,000
	Contracts honoured	-	-	-	-	-	-

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

## Results Based Budgeting (RBB)

	Revenue realised (ZWS)	35,164,709	190,668,620	209,735,482	220,222,256	231,233,368	231,233,368
	Procurement Plan produced	25,000	75,000	150,000	200,000	250,000	300,000
	Online Licensing System Developed	-	200,000	300,000	-	-	500,000
	Audited financial statements produced	430,000	1,200,000	1,700,000	2,200,000	2,700,000	3,200,000
Programme 2: Regulatory Services	Inspections conducted	859,684	2,400,000	3,526,000	4,663,340	5,813,040	6,813,040
	Authorization decisions made	35,174	100,000	215,000	335,000	450,000	550,000
	Enforcement actions conducted	900,000	1,963,000	2,030,410	3,102,538	4,179,716	5,179,716
	Guidance documents published	110,000	260,000	300,000	350,000	400,000	500,000
	National dose registry updated	70,000	450,000	570,000	785,000	910,000	1,210,000
	National Inventory updated	150,000	450,000	570,000	785,000	910,000	1,210,000
	Research conducted	90,000	2,250,000	5,300,000	2,400,000	7,500,000	9,500,000

**RADIATION PROTECTION AUTHORITY OF ZIMBABWE**  
**STRATEGIC PLAN 2021-2025**

## Results Based Budgeting (RBB)

	Cooperation agreements established	-	500,000	700,000	1,000,000	1,500,000	2,000,000
	Nuclear material accounting and control report compiled	110,000	250,000	480,000	620,000	860,000	260,000
	EPR exercises conducted	125,000	500,000	750,000	930,000	1,080,000	1,580,000
	Search and Secure Exercises Conducted	620,000	700,000	1,740,000	2,780,000	4,820,000	2,820,000
	INSSP Events implemented	110,000	1,130,000	2,165,000	3,190,000	4,210,000	5,210,000
	Nuclear Security Training programmes conducted	300,000	580,000	720,000	970,000	1,530,000	2,000,000
	Major Public Events covered	1,647,696	3,000,000	7,000,000	20,000,000	10,000,000	15,000,000
	Nuclear Security drills conducted	110,000	1,250,000	4,350,000	7,400,000	5,450,000	6,450,000
Programme 3: Technical Services	Technical Training programs conducted	300,000	5,550,000	10,700,000	17,900,000	12,300,000	10,500,000

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

Government of Zimbabwe, 2020

Results Based Budgeting (RBB)

	Laboratories Infrastructure Expanded	110,000	5,000,000	25,000,000	15,000,000	10,000,000	10,000,000
	Regulatory guides issued	60,000	260,000	300,000	350,000	400,000	500,000
	Consultancy services provided	700,000	1,000,000	2,300,000	3,600,000	4,000,000	5,000,000
	Awareness campaigns conducted	435,000	3,269,529	3,531,091	3,848,889	4,156,801	4,156,801
	Number of workers monitored	700,000	1,000,000	2,300,000	3,600,000	4,000,000	5,000,000
	Number of monitoring installations and areas		1,500,000	3,000,000	1,300,000	1,800,000	1,000,00
	Non-ionising radiation assessment framework established (%)	-	4,500,000	5,000,000	6,000,000	6,500,000	6,500,000
	Waste Management infrastructure Completed	1,600,000	60,000,000	150,000,000	-	-	-
	Research conducted	90,000	2,250,000	5,300,000	2,400,000	7,500,000	9,500,000

## 20. HUMAN RESOURCES FOR THE STRATEGIC PERIOD

No.	Category	Programme 1	Programme 2	Programme 3	Agency Total	Personnel Requirements
1	Top Management	5	2	1		8
2	Middle Management	4	2	2		8
3	Supervisory Management	0	0	0		0
4	Operational and Support staff	25	38	17		80
	Total	34	42	20		96

## 21. OTHER RESOURCES

## I. Materials, Equipment and ICTs

Materials/ Equipment /CT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	4	32million	4	20million	4	25million	4	25.5million	4	26million
Laptops	25	2.7million	20	2million	20	2.5million	15	2million	30	4million
Alpha Spec /Alpha Beta Counters/Radon	1	4.8million	-	-	1	3million	-	-	-	-
Radon Monitors	20	1.2million	40	3million	40	3.5million	50	5million	50	6million
Non-ionising radiation equipment	4	1 million	4	1million	4	1.5million	4	2million	4	2.2million

## II. Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m <sup>2</sup> )	Cost	Quantity (m <sup>2</sup> )	Cost	Quantity (m <sup>2</sup> )	Cost	Quantity (m <sup>2</sup> )	Cost	Quantity (m <sup>2</sup> )	Cost
Head Office	-	-	-	-	-	-	-	-	-	-
Bulawayo	-	-	4000	8.4million	-	-	-	-	-	-

RADIATION PROTECTION AUTHORITY OF ZIMBABWE  
STRATEGIC PLAN 2021-2025

Government of Zimbabwe, 2020



**LIST OF PARTICIPANTS FOR STRATEGIC PLAN DEVELOPMENT:**

<b>NAME</b>	<b>REMARKS</b>
Dr A. M. Nyakabau	Radiation Protection Board Chairperson
Mr W. Zhakata	Board Vice Chairperson
Eng. B. Munyaradzi	Board Member
Mr A. Chigona	Board Member
Mr N. Charumbira	Board Member
Prof R. Masanganise	Board Member
Mrs L M Chikerema	Board Member
Dr X Ndlovu	Board Member
Mrs S Gundu	Legal, HR and Risk Management Committee Member
Mrs V. Chinyadza	Finance Committee Member
Mr J Chipuru	Chief Executive Officer
Ms V. Mavurayi	Legal & Corporate Secretary
Mr L. Mazuru	Chief Finance Officer
Mr I. Mayida	Acting Chief of Technical Services
Mr B. Mutangandebvu	Human Resources and Administration Manager
Mr C Jembere	Internal Auditor
Mr T. Pisirayi	Accountant
Ms N. Ncube	Principal Regional Inspections Officer

**RADIATION PROTECTION AUTHORITY OF ZIMBABWE**  
**STRATEGIC PLAN 2021-2025**

Government of Zimbabwe, 2020

Ms N. Mutanga	Acting Principal Licensing Officer
Ms P Ruhukwa	Acting Principal Inspections Officer
Mr N. Manjeru	Inspector
Mr S Mangena	Inspector
Ms P. Sithole	Dosimetry Officer
Mr M. Nyamanhindi	Procurement Officer
Ms T. Chikuni	HR & Admin Officer
Mr C. Murava	Corporate Communications (Secretariat)
Mr A. Muzongomerwa	Acting Principal Environmental monitoring and EPR Officer (Secretariat)

**FACILITATORS:**

NAME	REMARKS
Mr A. Tavengwa	Public Service Commission -Highlands Training Institute
Mr C. Gono	Public Service Commission -Elangeni Training Institute



**Radiation Protection Authority of Zimbabwe**

*"...Protecting people and the environment against radiation effects..."*

**2021-2025 STRATEGIC PLAN**

**Board Chairperson**

**DR. ANNA MARY NYAKABAU**

Name

*Dr. Anna Mary Nyakabau*  
Signature

Date:

*11-05-2021*

**Chief Executive Officer**

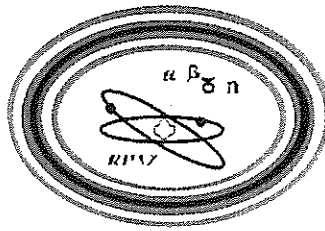
**MR. JUSTICE CHIPURU**

Name

*Justice Chipuru*  
Signature

Date:

*07/5/2021*



**Radiation Protection Authority of Zimbabwe**

*"...Protecting people and the environment against radiation effects..."*

**2021-2025 STRATEGIC PLAN**

**Board Chairperson**

**DR. ANNA MARY NYAKABAU**

Name

Signature

Date:

11-05-2021

**Chief Executive Officer**

**MR. JUSTICE CHIPURU**

Name

Signature

Date:

07/5/2021