UGANDA
ATOMIC ENERGY COUNCIL

THIRD ATOMIC ENERGY COUNCIL
STRATEGIC PLAN

(FY 2025/26 - 2029/30)

June, 2025

VISION: A nation safe and secure from harmful Radiations

THEME: Radiation safety, and Nuclear security for all

STRATEGIC PLAN III

2025/26 -2029/30

Radiation Safety, and Nuclear Security for All

AEC
UGANDA

ATOMIC ENERGY COUNCIL

Published:	**2025**
Published By:	**Atomic Energy Council**
Address:	**Plot 40, Bukoto Street P.O. Box 7044, Kampala - Uganda**
Tel:	**+256 417 101700**
Email:	**admin@atomiccouncil.go.ug**
Website:	**www.atomiccouncil.go.ug**
Note:	**The material in this document may be reproduced provided due acknowledgement is made of the publisher and source.**

Copyright © 2025 Atomic Energy Council SP III

Foreword by the Hon. Minister

HON. DR. CAN RUTH NANKABIRWA SSENTAMU
Minister of Energy and Mineral Development

I congratulate the Atomic Energy Council (AEC) on the successful formulation of the third strategic plan (FY 2025/26 – 2029/30). The plan demonstrates the Council's commitment to align its operations with Uganda's long and medium-term development aspirations enshrined in Vision 2040 and the fourth National Development Plan (NDP IV).

Uganda is committed to the implementation of Sustainable Development Goals (SDGs) as part of the global mandate but also for ensuring sustainable livelihoods anchored on a safe and secure environment. Atomic Energy Council's mandate of regulating the peaceful application of atomic energy in the country is critical for ensuring the protection and safety of individuals, society, and the environment from the harmful effects of ionising and non-ionising radiation. Therefore, the Council's mandate contributes to the realization of Objective 4: Strengthen coordination and innovation for energy security and sustainable development under the Sustainable Energy Development programme of NDP IV.

With the adoption of the Energy Policy in 2023 and the drafting of the Atomic Energy Bill in 2024, the Government of Uganda has demonstrated its dedication to legal and regulatory reforms in the energy sector. In addition, Uganda has made commitments towards the sustainable development of nuclear energy for power generation and other peaceful purposes. As such, the country plans to commission a first nuclear power plant of about 1000 MW in 2031 and a second plant of similar size by 2040 as part of the strategy to diversify the energy mix. The country's nuclear energy development ambitions call for the establishment of strong safeguards for protecting both the population and environment from possible dangers of radiation. These matters serve as evidence that the peaceful applications of atomic energy necessitate meticulous planning and execution due to the corresponding prerequisites.

It is in a good spirit that Atomic Energy Council; a lead agency in ensuring radiation safety and nuclear security has remained on course in executing its mandate. The strategic aspirations and corresponding interventions are well aligned with the country's long- and medium-term sustainable energy development agenda. As the Ministry, we continue to pledge commitment to supporting all subordinate agencies; AEC inclusive, in their successful execution of their respective mandates.

With much optimism, the Atomic Energy Council's strategic direction in this Plan will profoundly impact the Council's capacity to effectively deliver on its mandate hence providing adequate protection to the public and environment from dangers of both ionising and non-ionising radiation.

The professionals at the Council and stakeholders within my Ministry and general Government who contributed to the design of this Plan deserve my heartfelt expression of appreciation. Let this Plan serve as a foundation for action and a call to action for all of us to collaborate in the promotion of the peaceful applications of atomic energy in Uganda.

HON. DR. CAN RUTH NANKABIRWA SSENTAMU
Minister of Energy and Mineral Development

MESSAGE FROM THE COUNCIL CHAIRPERSON

PROF. SAM KINYERA OBWOYA
Chairperson Council

With deep commitment to national progress, I present to you the third Atomic Energy Council Strategic Plan (FY 2025/26-2029/30). This Plan maps a bold and pragmatic course for harnessing the peaceful applications of atomic energy to meet Uganda's developmental, environmental and technological aspirations, including regulating the country's nuclear power programme.

The field of atomic energy has the potential to significantly influence the country's socio-economic development. It is utilized in the energy generation, mining, agriculture, health sector, education and research, and telecommunications industries. The Council is tasked with the responsibility of fostering the peaceful applications of atomic energy in order to ensure the radiation safety and nuclear security of the nation from the harmful effects of radiation. This is achieved through the stewardship of the regulatory framework and conformity with required practices and activities.

This strategic plan conveys the Council's commitment to ensuring national radiation safety and nuclear security with prioritized interventions directed at strengthening the institutional capacity in order to deliver quality regulatory services effectively and efficiently. With Uganda's ambition of developing its nuclear power programme, strengthening of the regulatory body is of great significance for the enabling of an environment in which radiation safety and nuclear security is ensured.

Building on the achievements registered under the past strategic plan implementation and coupled with the expanding need for radiation safety and nuclear security of the nation from harmful dangers of radiation, the Council remains with an anthill task of ensuring radiation safety and nuclear security. This third strategic plan is a reflection of the Council's current position in terms of the governance, management, and operational aspirations that are required to fulfil the mandate and contribute to national development. It delineates interventions in critical domains, including the legal and regulatory framework, compliance monitoring, effective stakeholder coordination at the national and international levels, research and innovation, and administrative support services.

I wish to commend the Management team for successfully coordinating the strategic plan formulation process. The concerted efforts of various stakeholders who participated in the strategic plan formulation process are much appreciated.

Importantly, I wish to thank the Minister and her entire team for the support provided to the Council in the past and look forward for more support. It is apparent that the performance of the Council strongly hinges of the support of the mother ministry and the overall governance environment put in place by the Government.

On behalf of the Council, I pledge continuous support to management in the implementation of this strategic plan for the realization of its vision: "A nation safe and secure from harmful radiations".

PROF. SAM KINYERA OBWOYA
Chairperson Council

Statement by the Secretary and Chief Executive Officer

NOAH DEOGRATIAS LUWALIRA
Secretary and Chief Executive Officer

The atomic energy sector has witnessed significant developments in Uganda over the last five years with the passing of the Energy Policy, 2023, and drafting of the Atomic Energy Bill, 2024. Like-wise, the Council has noted the exponential increase of atomic energy applications in Uganda especially in the health, mining, industrial and telecommunications sector. As a steward for regulating the peaceful applications of atomic energy, we are duty bound to respond to the evolving global, national and sector requirements. This third Strategic plan (FY 2025/26-2029/30) takes cognizance of these advancements, consolidates the achievements registered by the outgoing plan, and straightforwardly articulates interventions in line with the Council's mandate.

The third Strategic Plan has been developed in a consultative and participatory manner involving staff and some key stakeholders. Accordingly, the strategic framework, aligned to the sector requirements as enshrined in the fourth National Development Plan (NDP IV) has been agreed as follows:

Vision: A nation safe and secure from harmful radiations

Mission: To regulate the peaceful applications of atomic energy for the protection of people and the environment from harmful effects of ionising and non-ionising radiation

Strategic Objectives:

i. To strengthen the regulatory framework for the Nuclear Power Programme.

ii. To strengthen the legal and regulatory framework for ionising and non- ionising radiation.

iii. To improve regulatory compliance and monitoring.

iv. To sustain stakeholder engagement and participation in the formulation and implementation of atomic energy regulations and guides.

v. To strengthen the regulatory advisory function of the Council.

vi. To strengthen the governance and management system of the Council.

Overall, this Plan places emphasis on the development of regulatory processes for the nuclear energy programme, completion of headquarters and associated laboratory facilities, enhanced stakeholder cooperation, automation of regulatory processes, widening the scope of authorization to include non-ionising radiation, deepened research undertakings, as well as enhancement of human resource capacities.

On behalf of the Management team, I wish to appreciate the support of the Government of Uganda through the Ministry of Energy and Mineral Development provided to the Council during the implementation of the past two strategic planning cycles. The achievements of the Council have been dependent on such support. I extend my appreciation to the dedicated staff of the Council whose contributions and foresight form the backbone of this Plan. I continue to implore staff and stakeholders to implement this Plan- with caution, clarity, and excellence- to effectively execute our mandate, and ultimately serve our stakeholder expectations and needs.

.....
NOAH DEOGRATIAS LUWALIRA
Secretary and Chief Executive Officer

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

List of Acronyms and Abbreviations

AEA	Atomic Energy Act CAP. 154
AEC	Atomic Energy Council
AER	Atomic Energy Regulations
AFRA	African Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology
CEO	Chief Executive Officer
CNS	Convention on Nuclear Safety
CRWMF	Centralized Radioactive Waste Management Facility
CSAs	Comprehensive Safeguards Agreements
CSR	Corporate Social Responsibility
CTBT	Comprehensive Nuclear-Test-Ban Treaty
DSRS	Disused Sealed Radioactive Sources
EM	Environmental Monitoring
EMDSDP	Energy and Mineral Development Sector Development Plan
EPR	Electron Paramagnetic Resonance
EPRMIS	Emergency Preparedness and Response Information Management System
ERP	Enterprise Resource Planning
GCOF	Government Communicators Forum
GOU	Government of Uganda
HR	Human Resource
IAEA	International Atomic Energy Agency
ICT	Information Communication and Technology
INSSERV	Integrated Nuclear Security Advisory Service
INSSP	Integrated Nuclear Security Support Plan
IRRS	Integrated Regulatory Review Service
IRSMF	Interim Radioactive Sources Management Facility
IT	Information Technology
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MIA	Ministry of Internal Affairs
MOFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
MOICT & NG	Ministry of Information Communication Technology and National Guidance
MORC	Material out of Regulatory Control
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MW	Mega Watts
NDP	National Development Plan
NEMA	National Environment Management Authority
NI	Nuclear Installations
NIR	Non-IonizingIonising Radiation
NPA	National Planning Authority
NPT	Treaty on the Non-Proliferation of nuclear weapons
NS	Nuclear Security and Emergency Response
PFMA	Public Finance Management Act
PIAP	Programme Implementation Action Plan
PPDA	Public Procurement and Disposal of Public Assets
PPE	Personal Protective Equipment
QA	Quality Assurance

RAIS	Regulatory Authority Information System by IAEA
RIA	Regulatory Impact Assessment
RSA	Revised Supplementary Agreement
RWM	Radio-active Waste Management
SDGs	Sustainable Development Goals
SDS	Service Delivery Standards
SP	Strategic Plan
SQP	Small Quantities Protocol
TLD	Thermo-Luminescent Dosimeters
TSOs	Technical and Scientific Support Organizations
UCC	Uganda Communications Commission
UETCL	Uganda Electricity Transmission Company Limited
UN	United Nations
UNBS	Uganda National Bureau of Standards
UPF	Uganda Police Force
URA	Uganda Revenue Authority
WM	Waste Management
EPD	Electronic Personal Dosimeter
PERDs	Personal Emergency Radiation Detectors
PRDs	Personal Radiation Detectors
ER-PRDs	Extended Range Personal Radiation Detectors
RIID	Radioisotope Identification Device

Executive Summary

Atomic Energy Council has formulated its third Strategic Plan for the period 2025/26 – 2029/30 in alignment with the fourth National Development Plan (NDP IV). The plan carries the Council's growth ambitions through systematic execution of its mandate and functions enshrined in the Atomic Energy Act, Cap 154. The strategic plan formulation was informed by the Council's performance on the implementation of its second strategic plan, the emerging issues in the Atomic Energy sub section that requires transformative regulatory approaches. Thus, the formulation of the plan hinged on both problem-based and futuristic approaches focusing on addressing the Council's performance bottlenecks while harnessing available opportunities for supporting its strategic aspirations for the future.

Through the strategic interventions stipulated in this strategic plan, the Council envisions "*A nation safe and secure from harmful radiations*". As such, the central focus of the strategic plan is to ensure radiation safety and nuclear security for all. Therefore, the strategic objectives, interventions and outputs have all been derived from the requirements for achieving the vision of this plan.

Using a highly participatory approach, the core requirements for achieving the vision were identified as: adequate regulatory framework for the nuclear power programme, adequate regulatory framework for ionising and non-ionising radiation; systematic regulatory compliance and monitoring; effective stakeholder engagement and participation in the formulation and implementation of regulations; effective regulatory advisory functions; as well as effective and efficient governance and management system of the Council. In light of these requirements for achieving the vision, the strategic objectives are derived as here below;

i. To strengthen the regulatory framework for the Nuclear Power Programme.
ii. To strengthen the legal and regulatory framework for ionising and non- ionising radiation.
iii. To improve regulatory compliance and monitoring.
iv. To sustain stakeholder engagement and participation in the formulation and implementation of atomic energy regulations.
v. To strengthen the regulatory advisory functions of the Council.
vi. To strengthen the governance and management system of the Council.

Various strategic interventions, Actions, and outputs have been prioritized under each of the six strategic objectives above. Much as some indicative actions have been listed, the detailed activities are to be defined and planned for in the annual departmental work plans in complete alignment with strategic plan interventions and outputs.

Under strategic Objective 1 "To strengthen the regulatory framework for the Nuclear Power Programme", two strategic interventions have been designed and they are: i) Develop and implement regulations and guides for nuclear installations; ii) Develop institutional capacity for nuclear regulation.

Under strategic objective 2 "To strengthen the legal and regulatory framework for ionising and non-ionising radiation", four strategic interventions have been prioritized and these include: i) Develop Regulations and Guides; ii) Organize and host peer review missions and implement follow-up actions; iii) Provide regulatory implementation support; and iv) Review of the existing atomic energy regulations and guides as well as institutional policies.

In respect to strategic objective 3 "To improve regulatory compliance and monitoring", three strategic interventions have been designed and they are: i) Streamline the authorization process;

ii) scale-up regulatory authorization and enforcement process; and ii) enhance regulatory support services.

Achievement of strategic objective 4 “To sustain stakeholder engagement and participation in the formulation and implementation of atomic energy regulations” is premised on: i) Enhance and maintain partnerships with relevant state and non-state agencies; ii) Promote effective stakeholder engagement; and iii) Review and update Service Delivery Standards.

Developing the AEC’s research capacity coupled with building collaborations with regional & international atomic energy bodies are the prioritized strategic interventions that are envisaged to support the realization of strategic objective 5 “To strengthen the regulatory advisory functions of the Council”. Strategic objective 6 “Strengthen the governance and management system of the Council” is envisaged to be achieved through: i) Enhance the performance of the Council members; ii) Attract and retain competent and motivated staff; iii) Enhance internal controls for efficient and effective operations; iv) Adequate resource mobilization for effective strategic plan implementation; v) Quality assurance of Council’s processes, services and outputs; vi) Acquisition and maintenance of necessary infrastructure and equipment; vii) effective performance management and viii) Functional alignment.

The implementation progress as well as the achievement of the envisaged results is to be systematically tracked in accordance to the articulated results framework in the annexure. Key performance monitoring activities shall include monthly departmental review meetings as well as quarterly and annual performance review meetings focusing on the institutional-wide strategic plan implementation status. Additionally, independent mid and end line evaluations have been planned for as key mechanisms that will support objective results tracking and reporting of the strategic plan.

The overall implementation five-year cost of the plan stands at UGX 619,222,000,000 Uganda Shillings with expected sources of funds being largely Government of Uganda and development partners. As part of the strategic plan implementation, a robust resource mobilization strategy is to be developed to ensure availability of adequate resources for the smooth implementation.

Chapter 1

INTRODUCTION

1.0 Background

The Atomic Energy Council plays a fundamental role in Uganda's development agenda and the socio-economic well-being of its citizens by ensuring the country's protection from the harmful effects of radiations. Building upon the achievements and lessons learned from the implementation of the previous strategic plans, this third strategic plan, spans Financial Years (FY) 2025/26-2029/30 and provides a comprehensive roadmap for establishing and realizing long-term objectives, creates a foundation for aligning the Council's organizational resources, and positions the Council to capitalize on emerging opportunities while addressing potential challenges during this period.

This Strategic Plan recognizes the current mandate as outlined in the Atomic Energy Act, Cap. 154, while also anticipating provisions of the forthcoming Atomic Energy Bill, 2024. Furthermore, the Sustainable Energy Development Program has been integrated to enhance clarity regarding the sector's requirements within which the Council operates. The development of this Strategic Plan has been informed by prevailing trends in atomic energy at both national and international levels.

1.1 Mandate and functions of Atomic Energy Council

The Atomic Energy Council was established under Section 3 the Atomic Energy Act, Cap. 154 as the corporate body mandated to, inter alia, regulate peaceful applications of ionising and non-ionising radiation and provide for the protection and safety of individuals, society, and the environment from the dangers resulting from ionising radiation. This mandate is fulfilled through the enforcement of compliance requirements in accordance with international safety standards.

The core mandate of the Atomic Energy Council is to:

a) regulate the peaceful application and management of ionising radiation for the protection and safety of society and the environment.

b) provide for the regulation of the development of nuclear energy for use in power generation in compliance with international safety requirements.

c) advise government and other agencies on matters within its competence.

Section 8 of the Atomic Energy Act, Cap. 154 provides a comprehensive framework outlining the functions and services of the AEC, which include:

i. To define the exposures of ionising radiation that is excluded from the application of the Act on the basis of their not being amenable to regulatory control.

ii. To issue Authorizations and grant exemptions for the possession and use of radiation sources.

iii. To define the detailed obligations, including financial conditions, to be imposed on persons who undertake any practice under the Act

iv. To conduct inspections to assess radiation safety and security conditions and compliance with the Act and the regulations and other requirements specified in an authorization.

v. To take such action as is necessary to enforce the requirements of the Act and of any regulations or authorizations.

vi. To ensure that corrective action is taken if unsafe or potentially unsafe conditions are detected.

i. To ensure proper documentation, storage and retrieval of records relating to the safety of facilities and activities of ionising radiation.

ii. To establish and inform authorized persons of any requirements for systematic safety reassessment or periodic safety review.

iii. To prescribe and collect fees for authorizations, inspections and other related service.

iv. To advise other Government Authorities and organizations on matters within the competence of the council.

v. To assist in emergency response to radiological incidents and accidents.

vi. To initiate, recommend or provide support on intervention relating to radiological emergencies, as may be appropriate.

vii. To maintain contact for information exchange and cooperation with regulatory bodies of other countries and relevant international organisations.

viii. To establish appropriate mechanisms to inform the public about the regulatory process and radiation safety aspects of the regulated practices

ix. To monitor and appraise radiation workers, the public, the environment on the extent of radiation exposure

x. To ensure proper collection and dissemination of information and advice to the public generally, and to authorized persons in particular, regarding measures necessary or desirable to be taken to reduce exposure to prescribed limits.

xi. To perform any other function that is incidental or consequential to its functions under the Act.

The other functions are stipulated under sections 13, 68, 72 & 73 of the Act.

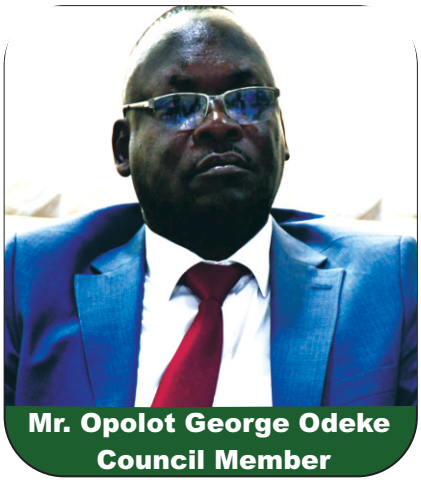
Notwithstanding the provisions in the current Act, Uganda is currently at an advanced stage in the process of enacting the Atomic Energy Bill, 2024. This Bill proposes an expanded regulatory framework for the Council, extending its oversight to nuclear materials and the entire nuclear fuel cycle. It also provides for the establishment of additional institutions, including the Uganda National Nuclear Company, whose activities will directly impact the scope and execution of the Council's responsibilities. The Bill is expected to enhance the legal foundation for the safe, secure, and peaceful use of atomic energy in the country.

Aligned with this broader legal and policy evolution, the Strategic Plan recognizes the government's commitment to developing a nuclear power programme for electricity generation and research, as outlined in the Energy Policy, 2023. In response, the Plan takes into account the establishment of a regulatory infrastructure to oversee the development and safe implementation of Uganda's nuclear power programme.

1.2 Governance and Organizational Structure of the Atomic Energy Council

The Council members serve as the top-level authority in the Atomic Energy Council's governance structure. It is responsible for approving policies, budgets, and providing strategic direction. The Council reports to the Minister responsible for Energy and Mineral Development. Currently, the Council members operate through five specialized committees. These are the Human Resource Committee, Finance, Planning and Administration Committee, Technical Committee, Legal and Corporate Affairs Committee and Audit Committee.

MEMBERS OF THE COUNCIL



Mr. Opolot George Odeke
Council Member

Prof. Sam Kinyera Obwoya
Chairperson Council

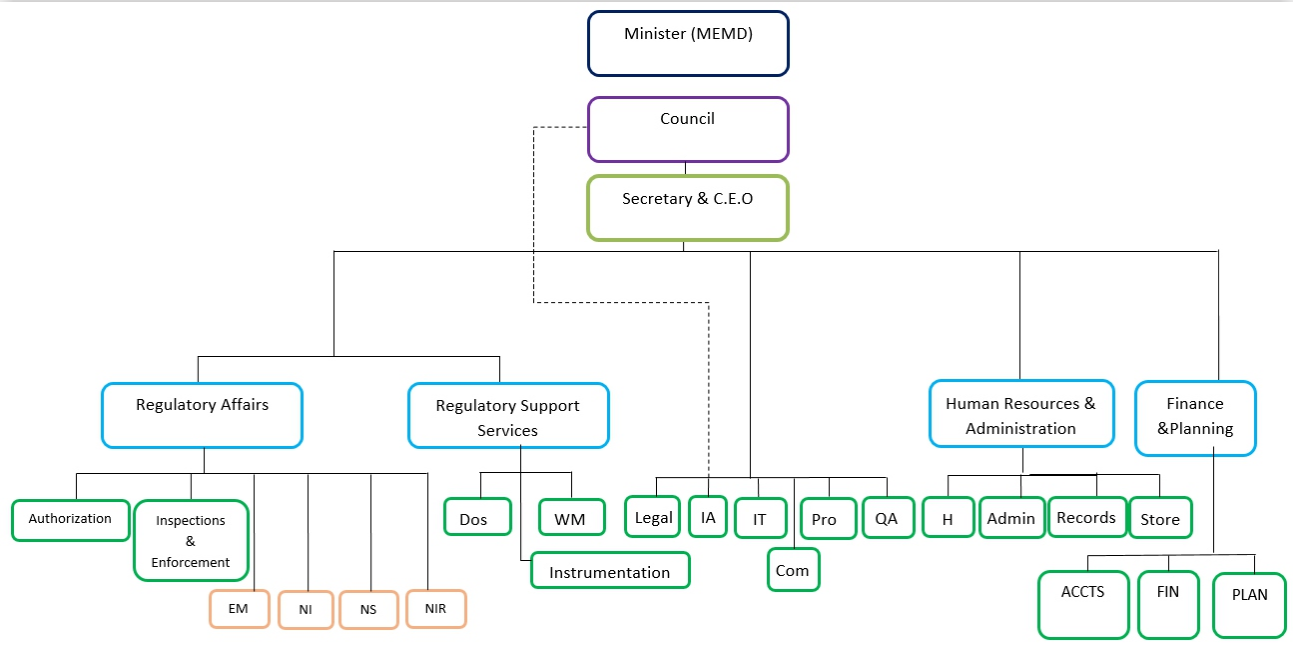
Ms.Apwono Stella Charity
Council Member

Dr. Mugisha Julius Sebikali
Council Member

Eng. Angella Mukabene Bamuleseyo
Council Member

Mr. Noah Deogratias Luwalira
Secretary & CEO

The Secretariat constitutes the technical arm of the Council. It is headed by the Secretary, who also serves as the Chief Executive Officer (CEO) responsible for overseeing the day-to-day operations and administration of the Council. Both technical and administrative branches provide essential support to the CEO. This support enables the execution of the Council's mandate. Each branch comprises departments and specialized units that implement the Council's core functions. The interaction and coordination among the various departments and units are depicted in the organizational structure diagram in Figure 1 below.



KEY

EM - Environmental Monitoring
NI - Nuclear Installations
NS - Nuclear Security and Emergency Response
NIR - Non-Ioninsing Radiation
DOS - Dosimetry
WM - Waste Management
IA - Internal Audit
IT - Information Technology
COM - Communication
PROC - Procurement
QA - Quality Assurance
HR - Human Resource
Admin - Administration
Stores - Stores and Inventory Management
ACCTS - Accounts
FIN - Finance
PLAN - Planning

Departments

1. Regulatory Affairs Department
2. Regulatory Support Services Department
3. Human Resource and Administration Department
4. Finance and Planning Department

Figure 1: AEC Organizational Chart

The four departments include: Regulatory Affairs, Regulatory Support Services, Human Resource and Administration and Finance and Planning Department. Under the regulatory affairs department, the technical units include the following: authorizations; inspections and enforcement; environmental monitoring; nuclear installations; nuclear security; and non-ionising radiation. Under the regulatory support services, the technical units include: dosimetry; instrumentation; and waste management. The human resource and administration department comprises the units of; human resource, administration, records and stores. The finance and planning department comprises units of: accounts, finance and planning. The Council also has other units that include: procurement, internal audit, legal affairs, communications, information technology and quality assurance that report to the Secretary and Chief Executive Officer.

A group photo of AEC Staff Members during a Planning Retreat

The aforementioned departments and units provide a range of outputs and services which are summarized below.

Regulatory Affairs Department: This department is responsible for the following functions:

i. To conduct inspections to assess radiation safety and security conditions and compliance with the Act and the regulations and other requirements specified in an authorization
ii. Develop regulations, safety guides, guidelines, codes, standards, procedures and other regulatory documents related to authorization.
iii. To oversee all activities related to the nuclear regulatory infrastructure development and the regulation of nuclear installations in Uganda
iv. To spearhead any activities or aspects involving non ionizing radiation protection.
v. To monitor radioactivity levels within the environment.
vi. To spearhead any activities or aspects related to the nuclear security regime.

Regulatory Support Services: This department is responsible for the following functions:

i. To assess and monitor radiation exposure
ii. To maintain nuclear and other related equipment
iii. To oversee the safe management of radioactive waste in Uganda in accordance with the Atomic Energy Act, Cap. 154

Finance and Planning: This department has the following responsibilities:

i. To prepare the AEC budget and work plans
ii. To ensure the acquisition, processing and proper accounting of financial resources
iii. To coordinate external audits

iv. To coordinate the development of the strategic plan, projects, and monitoring and evaluation

Human Resource and Administration: This department has the following responsibilities:

i. To maintain office premises and the fleet
ii. To ensure the acquisition of office facilities and supplies
iii. To coordinate payment of utility bills
iv. To maintain office records and archives
v. To coordinate the recruitment and management of staff

Table 1 below provides a detailed depiction of the functional outputs of the respective departments and units.

Table 1: Functional Outputs and Services of the Units

N.	Department	Unit	Key responsibilities	Functional Output/Service
1.	**Regulatory Affairs**	Authorizations	a. Review and assess applications for licenses and permits b. Issue authorizations for regulated facilities and activities c. Maintain a national register of radiation sources d. Develop regulatory documents related to authorizations e. Conduct pre-authorization inspections f. Conduct research in the authorization field	• Licenses, permits, and registration certificates • National source inventory reports • Research papers and reports
2.		Inspections and Enforcement	a. Maintain an up to date register of inspected and enforced facilities b. Conduct routine follow-up and compliance inspections c. Enforce compliance measures on non-compliant facilities d. Develop inspection and enforcement procedures and related documents e. Verify compliance with radioactive safety requirements f. Follow up for corrective actions	• Up to date register of enforced and inspected facilities • Inspection and enforcement reports • Research papers and reports • Compliance monitoring reports
3.		Non-Ionising Radiation Protection	a. Develop national regulations, guidelines, and standards on non-ionising radiation b. Monitor exposure from telecommunications, High Voltage power lines and other sources c. Conduct inspections of facilities with Magnetic Resonance Machines d. Address complaints/safety concerns related to Non-Ionising Radiation from clients and public e. Maintain a registry of non-ionising installations f. Conduct public awareness and assurance campaigns non-ionising radiation safety g. Collaborate with other regulators with mandates that involve non-ionising radiation safety h. Conduct research in the non-ionising radiation field	• Exposure assessment reports • Awareness materials • Registry of installations • Research reports and published papers in the NIR field
4.		Nuclear Security and Emergency Preparedness and Response	a. Develop, review, and update the National Nuclear and Radiological Emergency Preparedness and Response Plan b. Conduct hazard assessments and maintain a national radiological threat profile	• National Emergency Plan and SOPs • Radiological hazard assessment reports • Emergency equipment inventory records

N.	Department	Unit	Key responsibilities	Functional Output/Service
			c. Coordinate the activities of the Radiological Emergency Response Committee d. Organize and conduct drills and exercises to test response capabilities e. Develop Standard Operating Procedures (SOPs) and response protocols for responders and technical teams f. Establish and train response teams g. Maintain a national inventory of emergency response equipment and ensure readiness h. Assess and monitor security of radioactive materials i. Conduct security inspections of facilities j. Develop national nuclear security plans k. Coordinate with security agencies on threats and incidents l. Provide technical input on threat assessments m. Conduct scientific research	• Training and exercise reports • Nuclear security inspection reports • National nuclear security plans • Research reports and published articles.
5.		Nuclear Installations	a. Develop regulatory guides and standards for the safe and secure development of nuclear power b. Coordinate the implementation of safeguards obligations under IAEA agreements (CSA and AP) c. Provide regulatory input into the development of national nuclear energy policy and strategy d. Guide and evaluate nuclear infrastructure development, including human resource, legal, and technical capacity e. Collaborate with relevant ministries, utilities, and stakeholders to ensure an integrated and phased approach to nuclear power development f. Maintain a national inventory of nuclear material and relevant facilities in line with safeguards requirements g. Conduct safeguards inspections and facilitate IAEA verification missions i. Conduct research in the nuclear installations field	• National safeguards implementation reports and inventory declarations • Inspection and verification reports • Policy and strategy advisory briefs • Compliance records and notifications to IAEA • Regulatory and guidance documents for nuclear infrastructure development • Research reports and published papers
6.		Environmental Radiation Monitoring	a. Monitor environmental radiation levels b. Establish baseline radiological data c. Investigate abnormal radioactivity levels in the environment d. Develop environmental monitoring programs e. Maintain a national environmental radiation database j. Conduct research in the environmental radiation monitoring field	• Monitoring reports Environmental assessment data • Research reports and published papers
7.	**Regulatory Support Services**	Dosimetry	a. Update and maintain a register of radiation workers b. Conduct dosimetry inspections c. Monitor occupational radiation exposure d. Maintain dose records for workers e. Operate and maintain dosimetry equipment f. Issue individual dosimetry reports g.	• Up to date register of radiation workers • Dose reports • Exposure records
8.		Instrumentation	a. Store and maintain radiation detection equipment b. Provide technical support to other units on the issuance of equipment	• Calibration certificates • Equipment inventory reports

N.	Department	Unit	Key responsibilities	Functional Output/Service
			c. Maintain inventory of instruments d. Facilitate the procurement of equipment e. Train staff in the use of radiation instruments	
9.		Radioactive Waste Management	a. Coordinate collection, storage, and conditioning of radioactive waste b. Develop waste management guidelines and procedures c. Maintain waste and DSRS inventories d. Monitor the interim radioactive waste source storage facility(IRSMF) e. Conduct research in the RWM field	• Radioactive waste tracking reports • Updated waste registers • Facility condition reports Research reports and published papers
10.	**Human Resources and Administration**	Human Resources Management	a) Attract, recruit, train and maintain a motivated workforce b) Maintain human resource management information system c) Improved staff welfare	• Updated human resource manual • Consolidated training, and recruitment plan • Record of special committees (training, disciplinary, etc) • Balanced score card Staff medical insurance • Staff team building
11.		Administration	a) Maintain a conducive working environment b) Construction of new headquarters c) Clean, secure premises d) Furniture, fittings, and office supplies e) Payment of bills- rent and utilities f) Coordinate security deployments g)	• Updated asset register • Fleet management system • Insurance premiums • AEC Headquarters construction • Premise inspection reports • Security assessment reports • Stock-take reports
12.		Records and Information Management	a) Electronic and manual proper keeping of organizational records b) Receipt and dispatch of external organizational records	• Records information management system • Mobile compact bay
13.		Stores	a) Proper storage of AEC equipment, and supplies b) Coordinate annual stock-taking c) Develop and update a stores manual	• Updated stores manual • Annual stock-take report
14.	**Finance and Planning**	Finance	a) Write statutory financial reports b) Consolidate the annual budget c) Financial resource mobilization strategy d) Develop and update a finance manual, and financial and accounting circulars e) Coordinate external audits f) Updated financial information management systems g) Development of project documents	• Annual Budgets • Monthly, quarterly and annual financial reports • Statutory payment reports • Management Letter • Finance manual • Accounting circulars
15.		Accounts	a) Processing and proper accounting of financial resources b) Develop financial accounting guidelines	• Ledgers, payment receipts
16.		Planning	a) Ensure development of the Strategic Plan b) Guide in the formulation of work plans and consolidate the annual AEC work plan c) Monitor and evaluate strategic plan implementation	• Consolidated annual work plans • Quarterly monitoring reports

N.	Department	Unit	Key responsibilities	Functional Output/Service
				• Annual performance reviews • Project evaluations
17.		Internal Audit	a) Provide an independent objective assurance of the Council's processes	• Internal Audit reports • Special investigations reports • Updated audit manual • Performance reports • Risk assessment reports
18.		Procurement and Disposal	a) Acquisition of supplies, services and undertaking of works b) Digitizing of procurement processes	• Consolidated annual procurement plan • Contracts, evaluation, negotiation, due-diligence committee reports • Market survey reports
19.		Information Technology	a) Re-engineering and digitization of AEC processes b) Regulatory documents on computer/cyber security for nuclear facilities c) Providing IT support AEC d) Develop and implement an IT business continuity plan	• Digitized office processes • Software and hardware upgrades • Cybersecurity and computing for nuclear facilities • Disaster recovery/business continuity plans
20.		Legal Affairs	a) Review of existing regulations and guidelines to ensure alignment with industry standards and best practices b) Review and initiation of memoranda of understanding (MoUs) c) Assessment of compliance to regulations and practices d) Provide legal representation as and when need arises e) Spearhead ratification of international legal instruments	• Regulations and guidelines gazette • Updated Memoranda of Understandings (MoUs) • Compliance and enforcement reports • Updated institutional policies • Database of legal actions and compliance
21.		Corporate Communications	a) Management of stakeholder communication and information exchange b) Maintenance of good corporate image and public relations c) Awareness creation and enhanced visibility d) Develop and update the AEC Clients charter	• Updated client's charter • Stakeholder engagement reports and exhibitions • Media and sensitization workshops • Corporate social responsibility
22.		Quality Assurance	a) Conduct verification inspections b) Review regulatory documents c) Review implementation of regulatory processes, systems and procedures d) Monitor, review and update service delivery standards	• Quality assurance reports • SDS review reports
23.		Office of the Secretary and Chief Executive Officer	a) Implementation of the policies and programmes of the Council and reporting on them to the Council; b) Proper management of the funds and property of the Council; c) Organization and control of the staff of the Council.	• Minutes of the Council • Approved financial reports • High-level stakeholder management

N.	Department	Unit	Key responsibilities	Functional Output/Service
				• Management of resources/Accounting officer • Performance reports

1.3 The National Legal and Policy Context

1.3.1 Linkage of the Council's Strategic Plan III to Global and Regional Development Frameworks

Atomic energy being a specialized and technical field, its application must meet the international standards and principles as well as bet practices. Therefore, the national laws, regulations and guidelines on peaceful application of atomic energy in Uganda must conform to the relevant international principles, requirements and guidelines. Atomic Energy Council verifies its adherence and conformity with international standards through peer reviews and advisory missions by the IAEA and self-assessments using internationally designed systems by the IAEA which include RASMIS, EPRIMS, etc. Uganda has been a member of the International Atomic Energy Agency (IAEA) since 1967. The IAEA serves as the secretariat and depository for all international conventions and treaties related to peaceful use of atomic energy. Under the international framework, Uganda is obligated to assent to and ratify the relevant treaties and conventions for which AEC must implement and enforce. The Council will carefully monitor and play a critical role in the ongoing collaboration between Uganda and the IAEA to ensure a safe and secure development of the nuclear power program, which is anticipated to transition from site evaluation to electricity production by 2031.

As of 2025, Uganda has ratified the following treaties of the IAEA and the United Nations in regard to Atomic Energy:

Table 2: Global Linkages of the Council

No.	Treaty/Conventions/Agreements	Key actions for the Council
1.	Non-Proliferation Treaty (NPT), 1970 (20/10/1982)	• Ensure peaceful use of nuclear energy • Monitor compliance with non-proliferation obligations • Establish regulatory control over nuclear material
2.	African nuclear weapons Free Zone (ANWFZ) (Treaty of Pelindaba) (11/04/1996 S)	• Ensure security of nuclear material and facilities
3.	Comprehensive Nuclear-Test-Ban Treaty (CTBT) (14/03/2001 R)	• Collaborate with CTBTO on verification mechanisms
4.	Convention on the Physical Protection of Nuclear Material (CPPNM) (10/10/2004)	• Establish physical protection regulations for nuclear material • License and inspect facilities handling nuclear material • Coordinate national response to nuclear security incidents • Develop and implement national physical protection measures
5.	UN Security Council Resolution (UNSCR) 1540	• Regulate and control access to nuclear and radiological materials • Contribute to implementation reports to the UN through relevant channels
6.	Comprehensive Safeguards Agreements (CSAs) (14/2/2006)	• Maintain a national nuclear material accounting and control system • Submit inventory reports and declarations to the IAEA • Facilitate IAEA inspections and verifications • Ensure timely updates on nuclear material transactions
7.	Additional Protocols (APs) (14/2/2006)	• Provide expanded declarations to the IAEA Facilitate complementary access by IAEA inspectors

No.	Treaty/Conventions/Agreements	Key actions for the Council
		• Strengthen reporting processes and internal data collection mechanisms
8.	Small Quantities Protocol (SQP) (24/06/2009).	• Regularly submit SQP declarations to the IAEA • Notify the IAEA of any changes to nuclear material holdings Maintain a national registry of nuclear-related activities • Coordinate with stakeholders to avoid SQP breach

Uganda plans to develop its nuclear power program at Buyende and a research reactor at Soroti University during the third Strategic Plan (SP III) period, with the first nuclear power programme planned for commissioning by 2031 and the research reactor by 2029. Therefore, there is urgent need to ratify instruments related to nuclear energy and these include:

1. 2005 Amendment to the Convention on the Physical Protection of Nuclear Material (A/CPPNM)
2. Convention on Nuclear Safety (CNS)
3. Joint Convention on Safety of spent fuel and Radioactive waste management
4. International Convention on Suppression of Acts of Nuclear Terrorism (ICSANT)
5. Convention and Protocol on Suppression of Unlawful Acts in Maritime Navigation and on Fixed platforms (SUA Convention)
6. Conventions on early Notification and Assistance in case of Nuclear or Radiological accident
7. Convention on Suppression of Unlawful Acts relating to International Civil Aviation

In addition to the already existing mechanisms, the Council is expected to put in place mechanisms that strengthen nuclear security, safety and planning. These include the Africa's Agenda 2063, a strategic framework for the continent's transformation which acknowledges the potential of nuclear energy and technology to contribute to sustainable development and economic growth through a variety of peaceful applications in the fields of energy production, healthcare, water management, and agriculture. This recognition is at the continental level.

The Forum of Nuclear Regulatory Bodies in Africa (FNRBA) and the African Commission for Nuclear Energy (AFCONE) acknowledge the weak institutional and human capacity in this specific discipline. Consequently, they advocate for regional collaboration and the cultivation of indigenous human resources to ensure a sustainable nuclear energy program. In this regard, the Council will persist in its subscription to and participation in the Continental initiatives for atomic energy governance. Furthermore, the Council has developed interventions that are intended to cultivate partnerships with the continent's prominent countries for communication, engagement, and outreach, as well as to improve the critical human resource.

In recent years, there has been an increasing interest among countries in the East African Community develop nuclear energy for electricity generation and research. Numerous feasibility studies, regulatory frameworks, and other related studies are currently underway in the partner states of Kenya, Tanzania, and Rwanda. The Council should be able to capitalize on these advancements from regional actors by sharing research, lessons, and equipment, whenever feasible.

Agenda 2030 (SDG 7&9) and Africa Agenda 2063: Aspiration 1 aspires to achieve universal access to modern energy. The East African Community (EAC) Vision 2050 sets a target of increasing the energy production from 3,965MW in 2014 to an estimated 70,570MW in 2030, of which nuclear energy is among the sources that will be exploited to provide input. In this regard, AEC as the regulatory body will play a significant role to the building of resilient nuclear safety and security infrastructure from the protection of society and environment from the harmful effects of ionising radiation.

1.3.2 Linkage of the Council's Strategic Plan III to National Development Planning Framework

Uganda's planning process is encompassed on the Comprehensive National Development Planning Framework (CNDPF) which was introduced in 2007 as the country's strategic planning framework. The CNDPF comprises, among others; the 30-year Vision 2040, the 5-year National Development Plans and MDA Strategic Plans, annual work plans and budgets in accordance with development needs and constraints of each sector or institution.

The Uganda Vision, 2040 distinctly articulates energy as a pivotal element essential for catalyzing economic growth and development. Nuclear power is recognized as one of the fundamental initiatives intended to enhance the current power generation portfolio, which encompasses hydro, solar, and thermal facilities. Vision 2040 underscores the government's focus on pivotal economic drivers, notably the generation of electricity, which includes a significant contribution of 24,000 MW from nuclear energy, recognized for its efficiency as an energy source. The enhancement of health care services, modern agriculture and the optimization of delivery mechanisms stand as a pivotal priority within Uganda's developmental agenda. With the enactment of the Atomic Energy Bill, 2024 the AEC is poised to assume a regulatory function aimed at enhancing the application of ionising sources within the healthcare sector, nuclear energy, alongside the advancement of atomic technologies.

The Strategic Plan III of this Council is synchronized with the fourth National Development Plan (NDP IV) and its constituent Sustainable Energy Programme Implementation Action Plan (PIAP) in terms of timing. The NDP IV's interventions with respect to the energy sector include the following: enhance nuclear safety, security, and safeguards; strengthen the energy research and innovation ecosystem; develop new utility-scale energy generation infrastructure; and strengthen the energy policy and regulatory framework. The Council is poised to contribute to the NDP IV key interventions as shown in Table 3 below:

Table 3: Linkage of the Council SP III Actions with the NDP IV

NDP IV Actions	**SP III Actions planned by the Council**
Realization of the Buyende nuclear power plant	- Coordinate an IAEA Integrated Regulatory Review Services mission on nuclear installations regulatory infrastructure - Conduct inspections on the proposed nuclear power plant site in Buyende district. - Develop regulations and guides on siting design, construction of nuclear installation - Develop a licensing criteria for nuclear installations - Recruit and train staff to support the regulation of nuclear installations - Establish collaborations with regulating bodies in countries with mature nuclear safety infrastructure - Develop procedures for review and assessment of applications, licensing and inspections
Research reactor project at Soroti University	- Conduct stakeholder awareness on nuclear safety in the host communities in Soroti City, Soroti and Buyende districts
Construction and equipping of the Centre for Nuclear Science and Technology	- Conduct inspections on the nuclear research reactor site at Soroti University
Construction and equipping national radiation safety laboratories	- Construct and equip radiation safety laboratories at the Mpoma site - Develop regulations on: o Safety of research reactors o Physical protection of radioactive and nuclear materials o Safeguards of nuclear materials o Site evaluation for nuclear installations o Nuclear Emergency preparedness and response
Expansion of energy transmission infrastructure	- Develop regulations for non-ionising radiations. - Formalize partnerships with ERA, UCC and UETCL for inspection and monitoring on radiation sources.

NDP IV Actions	SP III Actions planned by the Council
	- Conduct radiofrequency assessments and inspections around sources of NIR.
Collaboration in research and academic institutions to deliver relevant atomic energy knowledge products	- Develop and implement AEC research agenda. - Hold career sessions and enhance awareness of AEC mandate in tertiary institutions. - Participate in IAEA coordinated research projects
Strengthen atomic energy industry information and knowledge centres	- Establish remote environmental radioactivity monitoring stations. - Update inventory of radiation sources and generators. - Establish a training centre at the Mpoma office premises. - Establish and equip a public information centre - Perform safety assessments for designs, construction and safety systems
Mainstream energy planning and management at the Local government	- Maintain partnerships with national agencies whose mandate resonates with AEC business. - Create regional offices and initiate collaborations with local governments. - Engage local governments in securing orphan sources and reporting incidents.
National Centralized Radioactive Waste Management Facilities (CRWMF) constructed and equipped	- Develop comprehensive regulations on radioactive waste management - Develop regulations and guides for licensing and inspection of CRWMF - Strengthen the infrastructure at IRSMF - Develop guides on a safe and secure operation of CRWMF - Conduct inspections and enforcement at the CRWMF - Develop a licensing process and criteria for the CRWMF
Atomic Energy Regulatory Infrastructure developed	- Construction of AEC headquarters - Construct and equip radiation safety laboratories

Consequently, the Council will expedite the process of addressing any matters within its jurisdiction in order to enact the Atomic Energy Bill as the overarching legal framework for nuclear energy. Additionally, the Council will develop regulations that are specifically designed to address nuclear waste management, environmental management, and deliberate efforts to acquire equipment and well-stocked laboratories.

1.4 Purpose of the Council's Strategic Plan III

The Council's second strategic plan expired, necessitating the formulation of the third strategic plan within the national development planning framework to integrate the objectives for the financial years 2025/26 to 2029/2030. This Plan positions the Council in the context of the global and national aspirations for atomic energy applications. It delineates the Council's Vision, Mission, Theme, Goal, Strategic Objectives, and the interventions that will be implemented over the next five years. In order to achieve this strategic framework, the Plan establishes a clear path for success for both management and staff, serves as a foundation for the monitoring, evaluation, and improvement of performance, broadens the range of options for prioritization and organizational efficiency, and functions as a resource mobilization instrument. The key drivers that have informed this Strategic Plan are:

i. Developments in the formulation of the nuclear power programme in Uganda. The nation has acknowledged the contribution of nuclear energy to socio-economic development. The initiation of collaborations with the IAEA demonstrates the country's commitment to international standards in the safe and secure use of atomic energy. These commitments and compliance to requirements necessitate meticulous planning and execution in the SP III period.

ii. The Council's second Strategic Plan: This reinforced the basis for the coordination and management of atomic energy planning by clearly outlining the strategic framework for that period. Furthermore, that plan represented the initial effort to align with the national development planning frameworks. An evaluation of the second strategic plan's performance has facilitated the identification of issues to be addressed, particularly at the strategic level.

iii. The fourth National Development Plan: This third strategic plan aligns with the NDP IV. The NDP establishes the strategic framework for the nation, necessitating that the Council aligns with this direction. This plan integrates the requirements outlined in the national development plan.

iv. Projections in the Atomic Energy Bill, 2024: The atomic energy bill has made significant strides in establishing governance frameworks for nuclear energy in Uganda, alongside an expanded mandate for the Council.

v. Global developments in the atomic energy sector indicate that atomic energy is poised to drive significant changes in the adoption of clean energy solutions. The anticipated growth in global nuclear energy generation is closely linked to the production of small modular reactors. This development is accompanied by improvements in security, safety, and efficiency, particularly through the implementation of molten salt reactors. Furthermore, energy planning is increasingly influenced by technological advancements, regulatory reforms, and international collaborations.

vi. Research, capacity, and organizational advancement. Uganda is still in the early stages of development in the field of atomic energy. The expanding array of generation sources and centers places increased responsibility on the Council to adjust its approach in delivering the necessary regulations, enforcement strategies, and compliance frameworks. This necessitates robust institutional capabilities and interventions driven by research.

vii. Enhancing awareness, engaging stakeholders, and facilitating communication regarding atomic energy in Uganda. The mandate and functions of the Council, along with the discipline of atomic energy, are largely unclear to most of the population in Uganda. The Council must engage in intentional efforts to enhance awareness, improve communication, and foster effective stakeholder engagement to achieve its mandate.

1.5 Process of developing the Council's Strategic Plan III

The process of developing this strategic plan was consultative and participatory in alignment with the NPA Guidelines. It comprised of four main phases that included: Initiation of planning process; Consultations and Data collection; Plan formulation, and Plan Approval, submission and dissemination. This was intended to obtain comprehensive information from stakeholders to ensure wider ownership, buy-in and appreciation leading to a relatable and implementable Strategic Plan.

The strategic plan has greatly benefitted from the mid-term review and final evaluation of the second strategic plan. This led to the identification of key issues that informed the direction of this strategic plan. As such, document review has informed this plan. Development planning documents as well as those related to atomic energy have been reviewed to identify matters that resonate with the Council's mandate. The key documents include NDP IV, Energy and Sustainable Development Programme Implementation Action Plan (PIAP), Agenda 2030, Statute of the International Atomic Energy Agency (30/08/1967).

Stakeholder consultations encompassed a representative sample of licensees in the health sector, staff of the AEC, Management, the Ministry of Energy and Mineral Development (MEMD) and other stakeholders such as Uganda Revenue Authority (URA), Uganda Police Force (UPF) and Uganda Communications Commission (UCC).

1.6 Structure of the Council's Strategic Plan III

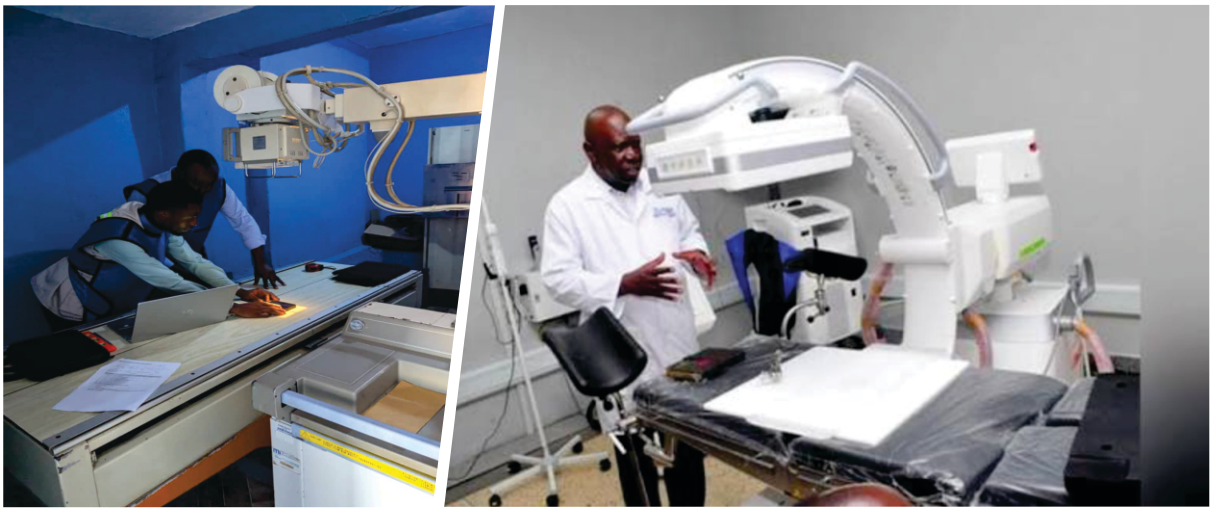
The structure of this Plan adheres to the template provided by the National Planning Authority and is organised as follows:

i. Introduction
ii. Situation Analysis
iii. The Strategic Direction of the Council
iv. Financing Framework and Strategy
v. Institutional Arrangements for Implementing the Plan
vi. Communication and Feedback Strategy/ Arrangements
vii. Risk Management
viii. Monitoring and Evaluation Framework
ix. Project Profiles

The annexure provides the cost implementation, results matrix and detailed functional outputs of the Council.

Chapter 2

SITUATION ANALYSIS



The context, environment, and foundation upon which this Strategic Plan has been based are examined in the situation analysis chapter. It encompasses the Council's current performance in relation to the 2nd strategic plan, records the accomplishments that have been registered, identifies the main strengths, weaknesses, opportunities, and threats (SWOT), and emphasizes the challenges, best practices, and lessons learned. It delineates the financial and human resource status, stakeholder analysis, emerging issues, and cross-cutting issues.

2.1 Performance of the previous Strategic Plan II

The Council's second strategic plan was purposed on ensuring safe and secure applications of atomic energy technologies towards Uganda's development agenda. Accordingly, four strategic objectives were agreed to achieve the aforementioned strategic goal, namely:

i. To strengthen AEC's capacity in regulating atomic energy technologies and applications.
ii. To strengthen compliance with regulatory requirements.
iii. To strengthen administrative and support services for institutional development.
iv. To strengthen the capacity to regulate non-ionising radiation.

2.1.1 Performance at Outcome level

The performance of the Council at outcome is fairly good. There are intended outcomes that were realized during the SP II period which are summarized in Table 4 below.

Table 4: Performance at Outcome level

Outcomes	Indicators	Targets 2024/25	Status/Progress	Rating
Strengthen AEC's capacity in regulating atomic energy technologies and applications				
Functional modern radiation detection, monitoring and analytical equipment secured	Quality and usable equipment infrastructure	80%	-Completed designs for the construction of the Mpoma headquarters with provisions for 5 laboratories namely: • nuclear security, • non-ionising radiation, • environmental monitoring, • dosimetry and instrumentation testing. -The acquisition of new scalable equipment and their functionality is dependent on the completion of laboratories.	

Outcomes	Indicators	Targets 2024/25	Status/Progress	Rating
Improved research and innovation	New products and innovations	5%	-Regulatory frameworks such as radiological and emergency response plans, regulations on non-ionising radiation, Naturally Occurring Radioactive Material, Licensing of Nuclear Installations -radio-active waste monitoring, disused and orphaned sources -publications in the area of inspections	
	Partnerships and collaborations formulated	5%	-Formalization of partnerships through MoUs with partner MDAs -Collaboration with regional and international bodies -Joint implementation of cross-cutting activities e.g use of scanning technology at points of entry	
Effective and efficient regulatory processes	Developed institutional capacity across the entire regulatory chain	25%	-This relates to construction of office block and laboratories. Majority of the targets were not achieved.	
	Laws, regulations, policies and ratified instruments	10%	Technical advice provided towards the drafting of the Atomic Energy Bill Eleven regulations and guides initiated; however, they are yet to be approved	
Strengthen compliance with regulatory requirements				
Increased corporate visibility	Demand and access rates to AEC services.	50%	-Increased demand for compliance assessments and authorizations especially in the health sector. An average of 70% requests were addressed	
Improved acceptability and uptake of regulatory requirements	Compliance rates with regulatory requirements	70%	-Increased pre-authorization inspections, and the number of facilities re-opened after compliance demonstrates acceptability of requirements	
	Integrated automated web-based systems for internal and external process management	100%	Efforts to automate the inspection and record management process were started but not concluded, as such manual processes exist	
Strengthen administrative and support services for institutional development				
Knowledgeable and committed staff	Functional human resource, finance, planning and administration structures	100%	A functional review was conducted, and essential staff recruited. However key units directly responsible for implementation of the strategic plan were not considered. The average staffing rate stood at 39%	
Accountable and transparent institution	Unqualified audit reports	100%	The Council remained compliant to statutory financial obligations evidenced by unqualified audit reports	
Improved strategy management	Percentage of strategic plan implemented	80%	The Strategic Plan implementation stood at 55%. Interventions relating to office construction and acquisition of equipment lagged behind due to the huge capital investments required	
Strengthen the capacity to regulate non-ionising radiation				
Safe and peaceful non-ionising environments	Quality of services provided	80%	Regulations for NIR were developed Formal collaborations with UCC established in 2022 Inventory of NIR sources established	

Key

	Over 60% of the Planned outputs were achieved
	Over 20% but less than 60% of the planned outputs were achieved
	Less than 20% of the outputs were achieved

2.1.2 Performance at Output level

Overall, the Council fully achieved 55% of the planned outputs as at the end of the five-year period. 4.2% of the outputs were started while 40.8% of the outputs were not done. Notable progress was achieved in the fourth objective on the capacity to regulate non-ionising radiation at 68% while the lowest performance was observed in the first strategic objective of strengthening AEC's capacity in regulating atomic energy technologies and applications at 42.2% This performance level is shown in Table 5 below:

Table 5: Performance of the Council at Output level

Interventions/Outputs	% achieved		
	Done	Ongoing	Not done
Strengthen AEC's capacity in regulating atomic energy technologies and applications	**42.2**	**8.6**	**49.3**
Enhance the effectiveness and efficiency of regulatory controls and measures	60.9	26.1	13.0
Strengthen the atomic energy legal framework	25.0	0.0	75.0
Strengthen the capacity of the regulatory infrastructure	16.7	16.7	66.7
Strengthen strategic partnerships at national and international levels	75.0	0.0	25.0
Strengthen research and innovation in regulating atomic energy applications	33.3	0.0	66.7
Strengthen compliance with regulatory requirements	**62.7**	**0.0**	**37.3**
Enhance awareness of the peaceful applications of atomic energy	66.7	0.0	33.3
Enhance quality assurance mechanisms for effective regulation	58.8	0.0	41.2
Strengthen administrative and support services for institutional development	**52.8**	**0.0**	**47.2**
Strengthen the human resource management function with consideration of gender, equity and other cross-cutting issues	83.3	0.0	16.7
Enhance funding and accountability for sustainable atomic energy programmes	75.0	0.0	25.0
Strengthen records management and information technology	0.0	0.0	100.0
Strengthen the capacity to regulate non-ionising radiation	**68.8**	**4.2**	**27.1**
Enhance the effectiveness and efficiency for regulatory controls and measures	100.0	0.0	0.0
Strengthen the non-ionising radiation legal framework	50.0	0.0	50.0
Strengthen the capacity of the regulatory infrastructure	50.0	16.7	33.3
Strengthen strategic partnerships at national and international levels	75.0	0.0	25.0
Overall	**55.0**	**4.2**	**40.8**

Source: performance reports

2.1.3: Key achievements

Key achievements during the previous period by strategic goal include:

SO1: Strengthening AEC capacity in regulating atomic energy technologies and applications

Functional modern radiation detection, monitoring and analytical equipment secured, Effective and efficient regulatory processes, and improved research and innovations are just a few of the outcomes that this strategic objective aimed to achieve. In pursuit of this objective, the Council has documented the following successes:

a) **Laws, regulations and guides:** The Council noted significant advancements in the development of the regulations required to carry out its operations. Notably, the Council participated in the review of the Atomic Energy Act, Cap 154, at the conclusion of the second plan period. The goal of the review was to, among others, repeal the Atomic

Energy Act Cap 154, to provide for a comprehensive framework for the regulation of atomic energy applications, to strengthen the Atomic Energy Council. This led to the drafting of the Atomic Energy Bill 2024 which is already before a committee for Parliament for promulgation. If enacted, it will strengthen the Council to conform to the current worldwide industry standards, including provisions on regulatory independence, and provisions on nuclear facilities and nuclear materials-which clauses the original Atomic Energy Act did not consider. The Council finalized regulations including Atomic Energy Regulations 2012, Atomic Energy (security of radio-active materials) Regulations 2021. The Guides include those on control of radioactivity in scrap metals, design of radiation facilities, safe and secure storage of radioactive sources, siting of nuclear installations, authorization to design a nuclear installation and transport of radioactive sources. Others still under development include Radioactive Waste Management, Licensing of Nuclear Installations, Non-ionising Radiation, Transport of Radioactive materials, Safety of research reactors, Naturally Occurring Radioactive Materials.

b) **Expanded collaborations and partnerships with both domestic and foreign organizations.** AEC employees actively participated in more worldwide events that are typical of the atomic energy discipline between 2020 and 2025. Additionally, formal working arrangements and collaborations with certain key Ministries, Departments, and Agencies (MDAs) were recognized through Memorandums of Understanding (MoUs). These kinds of collaborations are crucial for improving mandate coordination, cutting costs, exchanging information, preventing conflicting interests, and lessening client fatigue. The Memorandum of Understanding with the Uganda Revenue Authority on scanning technologies and the Uganda Communications Commission on radio-frequency radiations are important collaborations that will go a long way in enhancing execution of the Council's mandate. Other MoUs were signed with Tanzania Atomic Energy Commission (TAEC), National Environment Management Authority and Ministry of Health. Collaborations with IAEA, AHPC and US NRC provided technical support and capacity building of AEC staff in performing regulatory roles such as development of regulations and guides in specific areas of interest to the Council

c) **Integrated nuclear security sustainability plan (INSSP) review.** It is a plan that was signed between the IAEA and the Ministry of Energy and Mineral Development in 2014 to enhance nuclear security regime in Uganda. It was necessary to review it to document the progress of implementation as well as align it to the current developments in the atomic energy sector and nuclear security threats.

d) **Promulgate the Statutory Order on Non-Ionising Radiation Protection.** Subject to the provisions of section 2(3) of the Atomic Energy Act where the Council may at its discretion, by statutory order, apply the provisions of this Act to sources of electromagnetic radiation other than X-rays and gamma rays, the Council promulgated the Statutory Order for regulation of non-ionising radiation sources.

e) **Gazetting of the dosimetry service fee**. AEC offers dosimetry services to the general public. Personal dosimetry refers to assessment of doses to individuals using personal dosimeters. It is important to record and manage personal doses associated with work with ionizing radiation in order not to exceed the regulatory limits. Under this period, the Council gazetted the dosimetry service fee. The charges for reading a TLD badge is Uganda shillings 10,000/=, but is subject to revision from time to time.

SO2: Strengthening compliance with regulatory requirements

The Council aimed to accomplish the following results under this strategic objective: Increased corporate visibility, and Improved acceptability and uptake of regulatory requirements. The following accomplishments were noted throughout this implementation period:

a) **Increase in public awareness campaigns**: The Council made a conscious effort to raise knowledge of its operations through print and broadcast media, in contrast to the first strategic plan period. Along with participation in major events and corporate social responsibility, talk shows on radio and television were broadcast nationwide. Since atomic energy is a highly scientific field, raising knowledge helps to clarify some of the hazy ideas, which improves acceptability of atomic energy applications and enhances public exposure protection for ionising radiation.

b) **Delivery and access to AEC services:** As part of the Energy Development Program, the Council maintained its position as a leader in evaluating, registering, and authorizing atomic energy uses in the nation, with a focus on mining, industry, and medicine. The number of additional radiation sources and facilities registered increased significantly during this time. For instance, the number of facilities with radiation-generating equipment registered increased by 33% in 2021–2022, and by 50% in 2022–2023. A significant component of quality assessments was conducted to enlist feedback from licensees thereby demystifying the role of AEC to segmented categories of stakeholders. Although there was a noticeable rise in the use of AEC services, it is still challenging to link this growth to the rise in the establishment of radiation sources or facilities. The projection and full enumeration of all clients is crucial because it provides a foundation for measuring the precise consumption of services at a particular moment in time.

c) **Dosimetry services and training:** The Council continued to provide dosimetry services and trainings to individuals upon demand. The Council acquired a Thermo-luminescent dosimeters (TLDs) reader for reading and annealing TLDs for personal monitoring to ensure that occupationally exposed radiation workers are aware of their absorbed doses and that doses do not exceed the regulatory limits

SO3: Strengthen administrative and support services for institutional development

Besides the discipline requirements, the Council developed interventions that were crucial to fulfilling the mandate but were typically led by the support departments. Results like competent and dedicated employees, accountable and transparent organization, and better strategy management would result from these. Among the noteworthy accomplishments listed under this strand are:

a) **Development of staff capacity:** Trainings were conducted to improve the competence and abilities of employees to oversee operations in the various Council departments. A fair distribution of training opportunities demonstrates that departments work together to help one another in carrying out the required tasks, which promotes overall capacity development for the entire AEC.

b) **Clean audit reports:** The internal audit controls worked well for the five years that they were in place. An important indication of efficient financial and physical resource management is the Council's continuing maintenance of its unmodified opinion, as supported by the auditor general's reports.

c) **Review of the AEC human resource manual.** The review of the manual as guiding HR framework for management of staff-organization expectations and obligations was

completed. Job descriptions were developed as well as a number of staff undertook trainings to boost their skills capacity

SO4: Strengthen the capacity to regulate non-ionising radiation

Since non-ionising radiation is subtle and present in daily life, but exposure above certain thresholds might have detrimental effects, it was highlighted during this time. Results like functional laboratory for non-ionising radiation and safe and secure non-ionising radiation environments were anticipated by this strategic objective. In order to do this, the Council drafted regulations on non-ionising radiation protection, acquired a number of equipment for measurement, conducted baseline national safety survey and capacity building initiatives. The Council promulgated the statutory order in 2023, signed an MoU with UCC and set up an inventory of NIR sources.

2.1.4: Targets not accomplished

Notwithstanding the good performance, important outputs that would have improved performance in the direction of results were not obtained. These include the completion of the office building at Mpoma in Mukono district, the establishment of a non-ionising radiation laboratory, and the acquisition of adequate modern radiation detection equipment, monitoring, and analytical equipment; automation of inspection and authorization processes; automation of dosimetry processes; IAEA IRRS mission to review the regulatory infrastructure; Nuclear and Radiological Emergency Preparedness and Response Plan; Condition disused radioactive sources; collect disused radioactive sources; develop a communication plan for emergency and radiological response; review the risk and threat assessment; finalizing of regulations that are still under development; develop a research strategy and plan; strategy for the management of naturally occurring radioactive material; development of a client's charter; conduct of career sessions in tertiary institutions; and development of certification marks.

2.1.5: Cross cutting issues

In accordance with the development planning guidelines, the Council must illustrate the integration of matters necessitating intervention from multiple sectors. Prominent among the concerns are gender and equity, environmental sustainability, human rights, disability, climate change, disaster preparedness, HIV/AIDS, and others.

a) Gender, equity and inclusion.

The Council developed a gender and equity policy; however, this had not been approved due to the absence of a fully constituted Council/Council. This has in a way hampered subsequent design and implementation of gender and equity initiatives. It has been observed that the outgoing Council had skewed female representation (one female Council member). The physical structure does not conform to the inclusion requirements as there are no lifts or ramps for easy access to premises by people with disabilities. Much as there are no staff with physical disabilities at the moment, the Council will make deliberate efforts to enable any staff or clients with a disability to access the premises seamlessly. The Council will undertake detailed analysis of the disability and devise all means possible to ensure that such staff or clients are equitably served.

b) Workplace HIV/AIDS policy

Much as the Council developed an HIV/AIDS workplace policy, there have been no specific interventions undertaken in this regard. The assessment established that the Ministry of Public Service advised that the policy was redundant and so would not be fully implemented. However, given the criticality of this important cross-cutting issue, it is important that the AEC reconsiders its development and implementation. More specifically, the staff that voluntarily declare living with HIV/AIDS should be given special consideration under the staff health insurance scheme.

c) Environmental protection

Sustainable Development Goals require countries through their respective MDAs to integrate environmental protection in their planning and execution of programs. The Council highly prioritizes environmental protection and has in effect established an environmental monitoring unit whose responsibility is to monitor radioactivity levels in the environment, thereby resulting in interventions for protection of the environment from harmful effects of radiation. Some of these include radon assessments, assessment of consumer products and publications in journals on radioactivity in water.

d) Emergency preparedness

The Council has an established unit to oversee matters of radiological emergency preparedness. This Unit has drafted the national nuclear and radiological emergency preparedness and response plan. However, the Plan is yet to be approved much as a number of activities were implemented during the last strategic plan implementation period. The focus of the third strategic plan will be to fast track the approval of this plan and subsequent implementation of the designed strategies therein.

2.1.6: Lessons learnt

Based on the challenges encountered during the implementation of the Council's second strategic plan, the following key lessons have been identified to guide future planning and operations:

i. There is a need for development of a comprehensive legal and regulatory framework atomic energy applications**.** A comprehensive legal and regulatory framework is fundamental to effective operations. The gaps in the current Act, particularly regarding nuclear safety, security and non-ionising radiation, have limited the Council's ability to fully execute its mandate. Future strategic planning must prioritize the review and strengthening of legal requirements to ensure comprehensive coverage of all regulatory areas.

ii. There is a need for inter-agency coordination mechanisms. Formal coordination structures with key agencies in the nuclear sector are essential for integrated governance. The absence of coordination mechanisms with bodies such as the nuclear security committee has hindered collaborative efforts. Establishing clear coordination frameworks significantly improves policy implementation and service delivery.

iii. There is a need for the development of physical infrastructure and capacity: Adequate physical infrastructure is crucial for operational effectiveness. The non-establishment of headquarters offices has created space constraints that limit the acquisition of essential facilities and equipment as well as staffing of the AEC. Strategic planning should prioritize infrastructure development to support the Council's growing mandate and operational requirements.

iv. There is a need for financial autonomy and resource management. Financial independence through dedicated budget allocations is critical for predictable operations. The absence of a vote and vote function has reduced financial planning capacity and affected resource acquisition. Securing financial autonomy enables better resource management and sustainable program implementation.

v. There is a need for enhancing technical capacity and acquiring modern radiation detection and monitoring equipment. Access to specialized equipment and facilities,

particularly laboratories, is essential for technical service. The lack of such facilities has constrained the Council's operational capacity and ability to provide quality services to stakeholders.

vi. There is a need to scale up public engagement and stakeholder communication. Early and sustained public awareness campaigns are critical for building stakeholder support. Low public awareness of the Council's mandate and operations has limited engagement and acceptance of its activities. Comprehensive communication strategies must be integrated into all strategic interventions.

vii. There is a need for continuous human resource development. Adequate staffing levels are fundamental to program delivery. Insufficient staff numbers in key positions have affected the full implementation of planned activities. Strategic human resource planning and capacity building are essential for organizational effectiveness.

viii. There is a need for a fully functional governance structure and decision-making system. A fully constituted governing body is necessary for effective governance and policy approval. The absence of a complete Council board has created approval delays and raised questions about decision validity. Strong governance structures are essential for organizational credibility and effectiveness.

ix. There is a need for process efficiency and digitization. Streamlined processes are crucial for timely service delivery. Long and complex regulatory development processes have led to delays and obsolescence. Digital transformation and process reengineering are necessary to improve efficiency and responsiveness to stakeholder needs.

These lessons provide important guidance for improving the Council's effectiveness and inform the strategic interventions outlined in this third strategic plan.

2.2 Institutional Capacity of the Council

2.2.1: Financial performance

The Council's budget has grown during the SP II period. This has been mainly driven by the projects. However, a number of key projects were not or remained under-funded. Financial performance over the years is shown in Table 6.

Table 6: Financial performance during SP II period

	Government of Uganda						Donor
FY	**Approved**	**% share of the National budget**	**Released**	**% difference**	**Utilized**	**% utilized**	**Approved**
2020/21	19,060,000,000	0.042	13,850,725,669	27	13,850,725,669	100	0
2021/22	19,060,000,000	0.043	12,412,643,182	35	12,412,643,182	100	0
2022/23	11,436,000,000	0.024	11,236,000,000	2	11,236,000,000	100	0
2023/24	26,053,331,235	0.049	26,053,331,235	0	26,053,331,235	100	0
2024/25	17,511,189,363	0.024	17,511,189,363	0	17,511,189,363	100	0
Average	**93,120,520,598**	**0.036**	**81,063,889,449**	**13**	**81,063,889,449**		0

Source: Finance Department

For the past five years, the Council has exclusively received approximately 81 billion shillings from the Government. This represents an average of 0.04% of the Uganda national budget, over the years. On a positive note, the budget shortfall was significantly elevated at the commencement of the SP II period; however, these discrepancies were resolved during the final years of implementation. Additionally, the Council continues to maintain 100% financial absorption rates over the years- a sign of frugal financial planning and budget execution.

The second Strategic Plan was estimated to cost approximately 458 billion Uganda Shillings over the five years. The comparison with the actual flows is presented in Table 7 below

Table 7: Comparison of SP budget and actual releases

FY	Planned	Released	Percent
2020/21	38,080,000,000	13,850,725,669	36.37
2021/22	40,110,000,000	12,412,643,182	30.95
2022/23	108,680,000,000	11,236,000,000	10.34
2023/24	110,290,000,000	26,053,331,235	23.62
2024/25	161,160,000,000	17,511,189,363	10.87
TOTAL	**458,320,000,000**	**81,063,889,449**	**22.43**

Source: Finance Department

An analysis of the planned SP budget and releases shows that overall, 22.43 percent of the funding was released (this is based on the assumption that the Council did not fund the implementation of ad hoc activities/ activities outside the SP. In order to effectively implement the SP III, the Council should develop financial mobilization strategies that not only sustain the low budget shortfalls observed at the conclusion of SPII but also increase the approved amounts flowing into the institution.

2.2.2 Human resource status

By the end of FY 2024/25, the Council was operating at 39% in terms of filled positions with regard to the approved staff structure as shown in Table 8.

Table 8: AEC staff operating capacity as at June 2025

Level	Established Positions	Number filled	% filled
Management	27	4	14.81
Senior Officers	29	10	34.48
Officers	53	22	41.51
Assistant Officers	9	7	77.78
Others	17	9	52.94
Total	**135**	**52**	**39**

Source: Human resource unit

The 39% staffing level represents sub-optimal capacity that significantly constrains the Council's ability to deliver certain core functions. It was noted the triangular shaped operating capacity, in that the majority of the vacancies exist at the decision-making management positions. 75% of management positions are yet to be filled compared to 22% at Assistant Officer level. Without a fully-constituted management structure, it: creates gaps in management oversight potentially leading to sub-par results; over-stretching of the existing management staff leading to inefficiencies in clear direction and the deserved management guidance; and decreased productivity. During the third strategic plan period, a comprehensive human resource strategy is required to enhance operational capacity, with particular emphasis on filling essential

positions, improving staff motivation, and conducting thorough job analysis to ensure optimal organizational effectiveness.

2.1.3 Monitoring and Evaluation functions

The Council's monitoring and evaluation function has been implemented through quarterly, and annual performance reviews. In addition, the Council organizes weekly progress review meetings to report on activities implemented during the previous week. The routine reporting on the performance of the strategic plan and work-plan is overseen by the Internal Audit unit. The SP II design process endeavored to establish an M&E framework that would be used to evaluate progress by articulating measurable results and indicators under the Plan. The function is still impeded by a number of shortcomings, including the absence of a dedicated M&E officer and unit, the lack of an operational M&E plan, and the limited mainstreaming of M&E in the individual activities and tasks implemented by especially the technical departments. The absence of an electronic M&E system is also a notable gap in regard to effective performance tracking and management. This results in a culture of M&E that is weak within the organization.

2.3 Key challenges

During SP II period, several challenges impeded the smooth operations of the Council, including:

i. Inadequate legal and regulatory framework. The current Act has limited provisions on some regulatory areas such as nuclear safety and security and non-ionising radiation protection
ii. Inadequate coordination mechanisms with agencies in the nuclear sector.
iii. Limited office space due to non-establishment of AEC headquarters. This inhibits the acquisition of adequate office facilities, staff recruitment and acquisition of equipment and some immobile assets.
iv. Limited financial autonomy due to the absence of vote and vote function pauses reduced financial planning and management. This affects the predictable flow and acquisition of funding.
v. Inadequate number of radiation detection and monitoring equipment and facilities such as laboratories that are critical to the operations of the Council.
vi. Low public and stakeholder awareness and appreciation of the mandate and operations of the Council.
vii. Low staff numbers in some of the positions affect the full delivery of the plans.
viii. The absence of a fully constituted Council means that some policies remain un-approved as well as bringing into question some of the resolutions taken.
ix. Protracted and bureaucratic processes of developing regulations and guides. This leads to the failure to conclude their timely development, rendering them obsolete in some instances.

2.4 SWOT Analysis

SWOT analysis is a key analysis framework that enables the identification and analysis of an organization's internal strengths and weaknesses, as well as external opportunities and threats. This analysis will help the Council to appreciate its current position and strategize effectively and realistically through identifying areas for improvement and potential risks, capitalize on opportunities, and prepare for potential threats. The SWOT Analysis Matrix is presented in Table 9.

Table 9: SWOT Analysis Matrix

STRENGTH	WEAKNESSES
• Existence of international conventions mandating the creation of AEC among state parties	• Inadequate equipment for effective regulation especially laboratories, radiation detection monitoring, onsite analytical equipment.

• Presence of energy policy that provides assurance of Government commitment and support in Council's operations	• Insufficient funding especially for developing a strong regulatory infrastructure
• Presence of trained and qualified staff in nuclear science	• Inadequate quality assurance mechanisms
• Access to support and assistance from external partners such as IAEA	• Existing organogram not appropriate for regulation of some areas such as nuclear power program
• Existing partnerships and collaborations i.e. national, regional and international	• Limited use of technology to execute some of core activities digitally
• Availability of land for establishment of offices and laboratory and waste management facilities	• Inefficient procedure for development of technical documents such as regulations
• Good public image, trust and appreciation of the mandate of the Council	•
OPPORTUNITIES	**THREATS**
• Good reputation to AEC staff especially in the medical facilities	• Increased proliferation of nuclear substances and porous borders
• Increasing volume of facilities in the country	• Staff turnover of trained technical staff seeking competitive employment out of the Council
• The review of the Atomic Energy Act by Parliament	• Public rejection of AEC projects/activities due to inadequate knowledge on nuclear science and technology
• Uganda has signed and ratified some international instruments on nuclear energy development	• Contentious modalities of disposing of radiation generating equipment
• Government is committed to develop nuclear power and introduce modern atomic energy technologies	• Exposure of staff to radiation- occupational safety concerns
• Growing demand for clean energy for development	• Existence of regulations that conflict with the AEC regulatory position and mandate
• International goodwill and corroborations especially supporting postgraduate studies	• Existence of organized anti-nuclear movements
• Growing demand in the use of atomic technology in the oil, gas, health, road construction, mineral exploration and agricultural sectors	• Possibility of legal actions against the Council's position.
• Growing trend of funding from government	• Limited visibility, corporate outreach and simplification of atomic energy matters to the public
• MDAs willing to sign MoUs that could enhance compliance with regulatory requirements	• High costs of training, acquisition of equipment, and operations.
• No overlapping mandates with other agencies with regulatory oversight	• Possible resistance from operators over new regulations
	• High international demand for strategic nuclear materials
	• Change in government priorities

2.5 Stakeholder Analysis

Stakeholder analysis is purposed to understand the perceptions and expectations of people, groups or organizations that will be involved in the actualization of SP III. The stakeholder analysis matrix in Table 10 assessed the interests of internal and external stakeholders, their level of influence and how they will be impacted by SP III.

Table 10: Stakeholder Analysis Matrix

Stakeholder	Power	Influence	Category	Likely Impact
Ministry of Energy and Mineral Development	High	High	Policy and Legal	-Lead Ministry of the Sustainable Energy Development Program -Approval of regulations, guides -Statutory reports and budgets
Cabinet and Parliament	High	High	High-level political approvals	-Enactment of bills and other laws -Political support for peaceful application of atomic energy
Council members	High	High	Policy and direction	-Approve policies, plans and senior staff recruitment -Provide strategic oversight and direction
Council Staff	High	High	Technical implementation	-Implement SP III interventions -Uphold the Council's reputation -Devise efficient and effective means of mandate execution -Drive the innovation agenda
Licensees	Medium	Medium	Target Consumers	-Compliance with regulatory requirements
Key MDAs: UCC, UPF, URA, MODVA, MOICT, MOFPED, MOH, MOWT, UNBS, MIA, NPA, NEMA, AHPC	Medium	High	Implementing partners	-Sign, review and implement MoUs -Collaboration in delivering some interventions -NPA reviews and guides on development planning
Other MDAs and LGs	Low	Medium	Specialized support	-Implementation of interventions with connotation on AEC's mandate
Soroti University and other research and training institutions	Medium	Medium	Implementing partner	-Set up of a nuclear Centre -Train AEC staff -Conduct atomic energy research
Other atomic energy regulatory bodies in the region	Low	Low	Peer partners	-Share lessons, information and equipment -Benchmarking industry best practices
International Atomic Energy Agency	Medium	High	Technical guidance	-Technical cooperation and support
Development Partners	Medium	Medium	Technical support	-Financial and technical support

The strategies to engage these stakeholders will be contingent upon their power and influence. Consequently, stakeholders with high power and influence will be maintained in a state of satisfaction throughout the SP III period, as they are essential to the achievement of objectives and mission. In order to guarantee that the Council's operations have a beneficial impact on stakeholders with medium influence and high power, they will be closely monitored. The Plan's implementation progress will be communicated to and engaged with by other categories of stakeholders as and when necessary. In regards to implementation of this Plan, the parent Ministry of Energy and Mineral Development is a key stakeholder as it is charged with the policy direction, oversight and guidance with regard to the Council's business. Additionally, the anticipated enactment of the Atomic Energy Bill, 2024 is being spearheaded by the Ministry; therefore, its efforts towards faster realization of this Act will call for an equal re-organization of some functions at the Council to adapt to the national commitments therein. Furthermore, the implementing partner MDAs such as Ministry of Health, Ministry of ICT&NG are central to the realization of the objectives in this Plan. This is because, the majority of the activities require their appreciation, collaboration and buy-in order to generate the requisite compliance levels.

2.6 Summary of Emerging Issues and Implications

There have been several issues that emerged after the development of the second strategic plan that require strategic attention and have significant implications for the third strategic plan period. These developments reflect the dynamic nature of the atomic energy sector and necessitate adaptive responses to ensure the Council remains effective in its regulatory and advisory functions.

i. Changes in the regulatory environment: The Council has had to develop additional regulations and guides that respond to the evolving atomic energy environment. While some documents were not initially planned during the second strategic plan period, their development reflects the Council's ability to address emerging sector demands. However, several of these critical documents remain in draft form and require completion during the third strategic plan period to ensure comprehensive regulatory coverage.

ii. New developments in the legislative and policy landscape in Uganda: The review and approval of the Uganda Energy Policy in 2023 has provided important provisions for reviewing the Atomic Energy Act to incorporate nuclear materials and nuclear facilities. Concurrently, the Atomic Energy Bill, 2024 has been drafted with enhanced legal provisions to strengthen the regulatory independence and capacity of the Council, though it remains under legislative consideration. These developments create both opportunities and obligations for the Council's expanded mandate.

iii. Government's commitment to the development of the nuclear power program in Uganda: The Government of Uganda's commitment to a nuclear power program, evidenced by International Atomic Energy Agency approvals for nuclear power plant development, represents a significant strategic shift. This commitment necessitates the urgent development of comprehensive regulations and requirements for siting and licensing of nuclear installations, requiring substantial institutional capacity building and regulatory framework enhancement.

iv. Introduction and integration of new radiation technologies: The introduction of new technologies, including linear acceleration and other specialized radiation sources, requires practice-specific regulations and capacity building to address dynamic technological demands.

v. Emergence of artificial intelligence systems: The global adoption of Artificial Intelligence (AI) across work operations presents opportunities for operational enhancement. While Uganda awaits completion of the national AI policy by the Ministry of ICT&NG, the Council should prepare for AI integration in its operations to improve efficiency and service delivery.

vi. Nuclear power technology selection and strategic planning: At the time of development of this third strategic plan, Uganda has not yet determined the specific technologies for the nuclear power program to adopt, while at the same time, newer cost-efficient technologies such as small modular reactors emerge as potential options. This technological uncertainty requires strategic planning flexibility and enhanced technical capacity to evaluate and advise on appropriate technological choices for the country's energy needs.

vii. Anticipated digital transformation requirements: The electronic single window system, though not planned under the second strategic plan period, has emerged as critical for Council operations, particularly for managing import and export of radiation sources. Additionally, manual systems remain prevalent in inspections, licensing, and records management functions, requiring comprehensive digitization and modern software and hardware installation to improve operational efficiency.

viii. Increased requirement for capacity and demand management: The Council has experienced increased volumes of license applications for facilities, attributed to the growing adoption of nuclear radiation technology in medical and industrial practices. This trend requires enhanced capacity to forecast and efficiently process increasing applications while maintaining regulatory standards and service quality.

ix. Inadequate organizational structure and quality management: Key units for monitoring, and evaluation remain incompletely established, impacting organizational reporting quality and compliance with national requirements. The Council's draft quality management system awaits approval, resulting in non-implementation and inconsistent service delivery. These structural gaps require urgent attention to ensure organizational effectiveness and accountability.

x. Establishment of new stakeholder engagement mechanisms: The formalization of the new Memoranda of Understanding with MDAs such as URA, NEMA, MoH represents significant achievements. This highlights the need for enhanced monitoring and evaluation mechanisms to ensure stakeholder partnerships deliver intended outcomes.

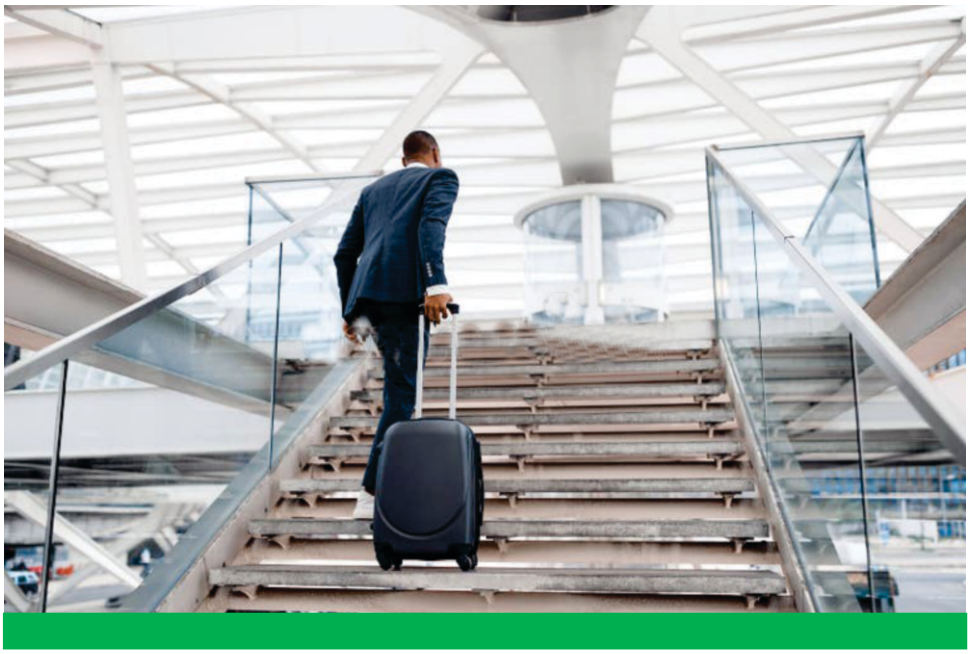
xi. Production of uranium resources to power nuclear power plants: the government plans to explore and mine uranium in the different parts of the country to enable sustainability and reliability of fuel for the planned nuclear power plants. The Council notes that regulations and guides need to be developed in this regard.

xii. Expanding oil and gas industry: Production of NORM and the construction of the oil pipeline needs to train human resource, enhance stakeholder and public awareness

These emerging issues collectively underscore the need for strategic repositioning during the third strategic plan period to address evolving sector demands, enhance operational capacity, and ensure the Council remains effective in its regulatory and regulating advisory functions within Uganda's expanding atomic energy landscape.

Chapter 3

Strategic Direction of the Council



This chapter establishes the strategic framework that guides the Atomic Energy Council's operations during the third strategic plan implementation period. It outlines the Council's vision, mission, core values, and strategic objectives that will direct organizational efforts and resource allocation.

3.1 Vision

A nation safe and secure from harmful radiations

3.2 Mission

To regulate the peaceful applications of atomic energy for the protection of people and the environment from harmful effects of ionising and non-ionising radiation.

3.3 Core Values.

The Council's operations are guided by five core values that define the organization's culture and approach to service delivery:

i. **Professionalism** The Council executes its responsibilities with high ethical standards, maintaining safety and security in all operations while demonstrating technical competence and integrity.

ii. **Transparency** The Council operates with honesty, trustworthiness, and accountability in its public stewardship role, ensuring open communication and accessible information sharing with stakeholders.

iii. **Innovation** The Council continuously seeks improved and efficient methods of delivering excellence in all activities, embracing new technologies and approaches to enhance service delivery.

iv. **Respect** The Council demonstrates courtesy and consideration for diverse stakeholder

needs, fostering collaborative relationships and building partnerships across different sectors and communities.

v. **Reliability** The Council maintains responsibility, efficiency, and dependability in all actions, ensuring consistent and predictable delivery of service to stakeholders.

3.4 Strategic Goal

The strategic goal is, "To maintain a comprehensive national framework for the regulation and control for the safety and security of atomic energy applications".

This strategic goal provides the foundation for all strategic interventions and operational activities outlined in this third strategic plan, ensuring that the Council's regulatory and advisory functions contribute meaningfully to national development while maintaining the highest standards of safety and security. At the national level, the Council contributes to the Sustainable Energy Development programme of the NDP IV whose goal is "Increased access to and consumption of reliable, affordable clean and modern energy services." In the programme implementation action plan, the Council mainly contributes to objective 4: Strengthen coordination and innovation for energy security and sustainable development. The linkages to the NDP IV programme goal and measurable results are shown in Table 11.

Table 11: Strategic Goal, Outcome and Performance Indicators

NDP IV Programme	Council Strategic Goal	Outcome(s)	Performance Indicator
Sustainable Energy Development **Programme Goal:** Increased access to and consumption of reliable, affordable clean and modern energy services. **PIAP Objective 4:** Strengthen coordination and innovation for energy security and sustainable development	To maintain a comprehensive national framework for the regulation and control for the safety and security of atomic energy applications.	- Strengthened regulatory framework for the Nuclear Power Programme - Strengthened regulatory framework for ionising and non-ionising radiation. - Enhanced regulatory compliance and monitoring. - Effective stakeholder management and coordination - Adoption and domestication of best practices in regulating atomic energy applications - Functional governance and management systems	- Atomic energy regulations developed and enforced - Regulatory guides developed - Percentage of authorized facilities and activities - Average annual percentage of regulatory requirements complied with. - Percentage increase in the score of the Ugandan atomic energy sector arising out of the IRRS score. - Unqualified opinion of the auditor general - Collaborative partnerships established

3.5 Strategic Objectives

The SP III will be realised by pursuing of the following six strategic objectives:

i. To strengthen the regulatory framework for the Nuclear Power Programme.

ii. To strengthen the legal and regulatory framework for ionising and non-ionising radiation.

iii. To improve regulatory compliance and monitoring.

iv. To sustain stakeholder engagement and participation in formulation and implementation of atomic energy regulations.

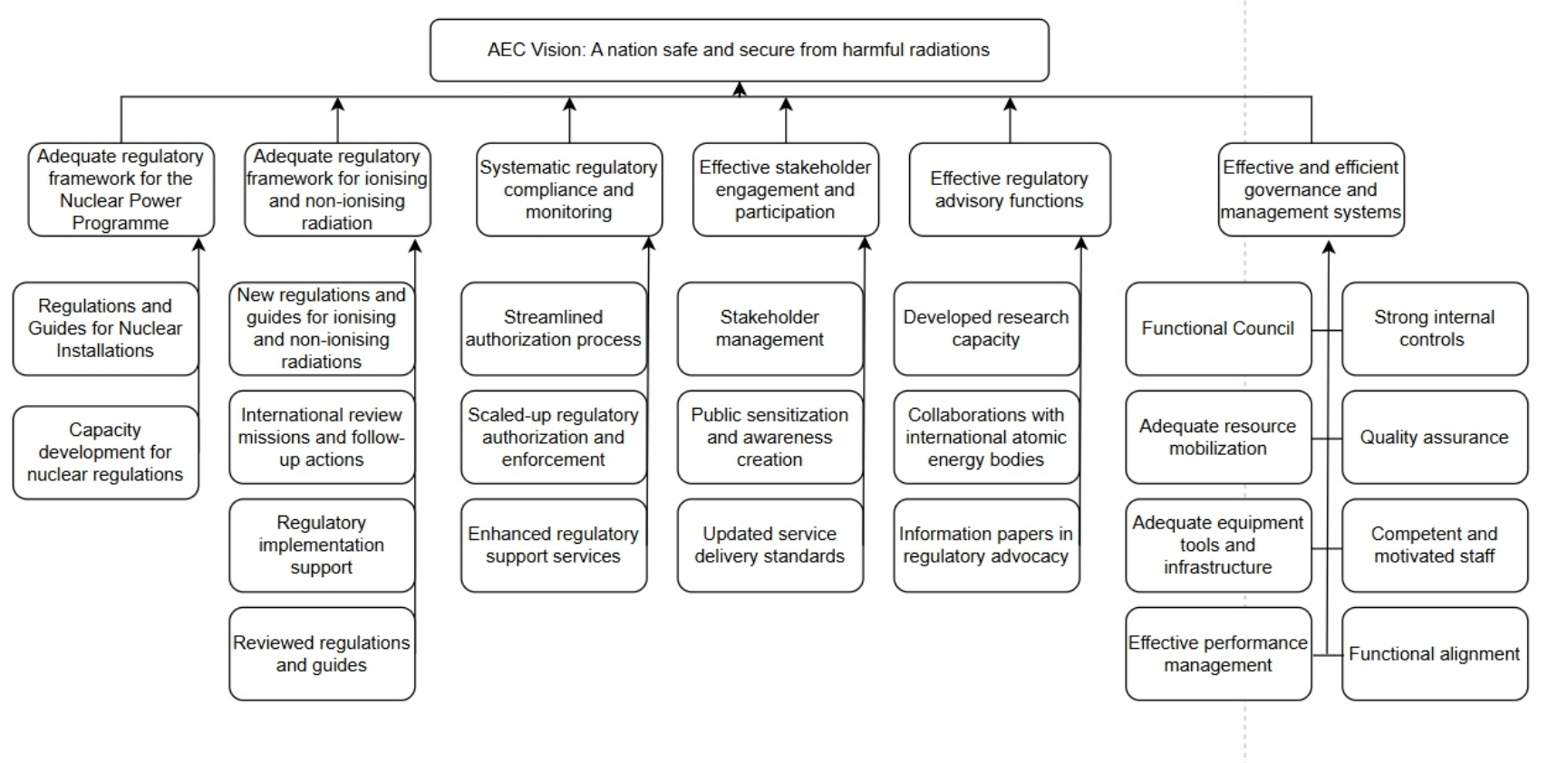
v. To strengthen the regulatory advisory functions of the Council.

vi. To strengthen the governance and management system of the Council.

3.6 Third Strategic Plan (SP III) Intervention Logic

Pursuant of the above strategic objectives, several corresponding interventions have been prioritized. The intervention logic demonstrates pathways through which the strategic interventions will support the realization of the strategic objectives and consequently the vision as presented in Figure 2 below.

Figure 2: AEC Strategic Plan III Interventional Flow



3.6.1 Summary of the Interventions and Actions

Interventions and Actions required to achieve the objectives are summarised in the Table 12 below

Table 12: Summary of interventions and actions

Objective	Interventions	Actions
1.0 To strengthen the legal and regulatory framework for the Nuclear Power Programme.	1.1 Participate in the development of national legal and policy framework for Nuclear Power Programme.	1.1.1 Provide technical advice required for the finalization of the Atomic Energy Bill, 2024 and other national policies and strategies. standards
	1.2 Develop and implement regulations and guides for nuclear installations	1.2.1 Develop regulations and guides on siting, design and construction of nuclear facilities 1.2.2 Develop regulations and guides for uranium exploration and mining.
	1.3 Develop institutional capacity for nuclear regulation	1.3.1 Conduct a competence needs assessment and trainings 1.3.2 Conduct Scientific Visits on regulation of nuclear installations. 1.3.3 Establish partnerships and collaborations with mature nations in nuclear safety infrastructure
2.0 To strengthen the Legal and regulatory framework for ionising and non-ionising radiation	2.1 Development of Regulations, Guides and Standards.	2.1.1 Develop facility and activity specific regulations, and guides 2.1.2: Review the regulation development procedure 2.1.3 Provide technical advice during the development of national legal, policy and strategy documents in relation to ionizing and non-ionizing radiation..
	2.2 Organize and host peer review missions and implement follow-up actions.	2.2.1 Conduct pre & post mission stakeholder consultations & coordination 2.2.2 Develop implementation roadmap of the recommendations. 2.2.3 Conduct in-country implementation progress review of the IAEA expert mission recommendations
	2.3 Provide regulatory implementation support	2.3.1 Spearhead the approval and promulgation of regulations, guides and implementation plans. 2.3.2 Undertake provision visits to and follow-up on regulated facilities and activities. 2.3.3 Develop, implement and review implementation plans, processes, procedures, standards, programmes and strategies. 2.3.4 Evaluate implementation of regulations and legal compliance. 2.3.5 Develop and implement a regulations/guides popularization strategy.
	2.4 Review of the existing Atomic Energy regulations and guides.	2.4.1 Identify regulations and guides due for review. 2.4.2 Plan and execute the review process of the regulations and guids. 2.4.3 Publish the reviewed regulations and guides
3.0 To improve regulatory compliance and monitoring	3.1 Streamline the authorization process	3.1.1 Automate the authorization and inspection process. 3.1.2 Register Technical Support Organizations (TSOs). 3.1.3 Conduct trainings on the authorization and inspection processes. 3.1.4 Develop information sharing platforms with other regulators

	3.2 Scale up regulatory inspection and enforcement	3.2.1: Conduct routine inspections. 3.2.2 Develop and update databases of regulated facilities and products. 3.2.3 Procure requisite equipment for all units with an inspection mandate 3.2.4 Training staff and other stakeholders in inspections and enforcement requirements 3.2.5 Implement the repatriation of disused sources to the manufacturer or suppliers
	3.3 Enhance regulatory support services	3.3.1 Procure requisite equipment for dosimetry services 3.3.2 Establish a functional Standard Secondary Dosimetry Laboratory (SSDL) 3.3.3 Maintain, calibrate and repair equipment 3.3.4 Carry out dosimetry inspections 3.3.5 Conduct search and secure of orphan & disused radioactive sources. 3.3.6 Procure requisite equipment for IRSMF 3.3.7 Collection & conditioning of disused rediactive sources
4.0 To sustain stakeholder engagement and participation in formulation and implementation of regulations, standards and guides.	4.1 Enhance and maintain partnerships with relevant state and non-state agencies	4.1.1 Periodically review and update stakeholder matrix. 4.1.2 Initiate and formalize MoUs. 4.1.3 Review the performance of existing partnerships & MoUs 4.1.4 Establish an effective & efficient communication & information management system
	4.2 Promote effective stakeholder engagement	4.2.1 Host periodic breakfast meetings with relevant stakeholders 4.2.2 Develop & implement stakeholder engagement strategy & guidelines 4.2.3 Conduct stakeholder awareness campaigns.to harness their contribution towards effective execution of the Council's mandate. 4.2.4 Establish mechanisms for collecting and utilizing stakeholder feedback to inform service delivery improvements & stakeholder satisfaction.
	4.3 Review and update Service Delivery Standards	4.3.1 Popularize the service delivery standards 4.3.2 Monitor the implementation Service Delivery Standards. 4.3.3 Review and update the Service Delivery Standards.
5.0 To strengthen the regulatory advisory functions of the Council	5.1 Develop AEC's research capacity	5.1.1 Establish and resource a research & publication unit 5.1.2 Develop and popularize the AEC's Research Agenda. 5.1.3 Establish and operationalize a research fund. 5.1.4 Undertake research project and publish the results in journals
	5.2 Build collaborations with regional & International Atomic Energy Bodies	5.2.1 Foster Uganda's subscription and membership to regional and international atomic energy communities 5.2.2 Advocate for the ratification of international treaties and conventions relevant to nuclear power. 5.2.3 Support staff to attend regional & International Atomic Energy events 5.2.4 Carry out benchmarking for adoption of best practices.
	5.3 Prepare and present information papers in advocacy for improved legal and policy environment.	5.3.1 Systematically identify critical areas on which information papers are to be prepared. 5.3.2 Prepare and present information papers on topical issues. 5.3.3 Conduct follow-ups to accelerate the adoption of preferred actions and practices.

6.0 To strengthen the governance and management system of the Council	6.1 Enhance the performance and functionality of the Council members	6.1.1 Conduct regular Council and Committee Meetings 6.1.2 Conduct periodic performance evaluation of the Council 6.1.3 Undertake capacity building for the Council members to competently discharge their obligations
	6.2 Attract and retain competent and motivated staff	6.2.1 Equip staff with necessary tools for effective execution of duty. 6.2.2 Implement competitive staff motivation program. 6.2.3 Staff capacity development & training. 6.2.4 Develop and implement a staff qualification programme.
	6.3 Enhance internal controls for efficient and effective operations	6.3.1 Enhance the audit and compliance function 6.3.2 Enhance financial management system 6.3.3 Enhance the procurement function of AEC. 6.3.4 Automate business processes. 6.3.5 Develop and implement a risk management strategy 6.3.6 Build capacity in cyber security and data protection.
	6.4 Mobilize adequate resources for effective strategic plan implementation	6.4.1 Obtain an AEC vote 6.4.2 Develop and submit project proposals for possible funding. 6.4.3 Develop quarterly & annual work plans and budgets 6.4.4 Support the Council leadership to participate in high level networking fora.
	6.5 Mainstream quality assurance in the Council's processes and performance	6.5.1 Develop quality assessment tools, instruments and manuals 6.5.2 Undertake quality assessment of processes and services 6.5.3 Develop a selection criteria for advisory bodies and external experts. 6.5.4 Develop an automated quality management system
	6.6 Acquisition and maintenance of critical infrastructure and equipment	6.6.1 Construction of the AEC Headquarters at Mpoma. 6.6.2 Acquire of office furniture, support equipment and supplies 6.6.3 Acquire vehicles and operate a fleet management system 6.6.4 Explore possibilities for the establishment and operationalization of regional offices
	6.7 Effective performance management	6.7.1 Undertake annual staff performance appraisals and capacity needs assessment 6.7.2 Implement a performance improvement plan (Abdul) 6.7.3 Conduct periodic performance reviews and SP III monitoring and evaluation activities 6.7.4 Introduce the balanced score card for planning and management of staff performance
	6.8 Conduct effective and efficient operations	6.8.1 Evaluate the performance of the AEC staff structure for functional re-alignment and remuneration reviews 6.8.2 Develop and implement a staff recruitment and annual training plan 6.8.3 Develop, review and implement relevant organisational policies, procedures. and manuals 6.8.4 Constitute and operationalize relevant HR committees

3.7 Narration of the Strategic Objectives, Interventions and Actions

This sub-section provides a detailed clarity of explanation on the objectives, interventions and Actions envisaged in this Plan.

Strategic Objective 1: To strengthen the legal and regulatory framework for the Nuclear Power Programme.

With a goal of 1,000 MW to be produced by the proposed Buyende plant by 2031, the Ugandan government has made significant commitments to the realization of the nuclear power programme. Consequently, valuation studies have commenced at Buyende to assess the suitability of the site with regard to climate, natural disasters such as floods, geology, and earthquakes; cooling sources; events such as aircraft collisions; and movement and impact of radioactive materials. In addition, Uganda assessed its capabilities to develop the uranium exploration programme and eventually mine uranium for a domestic nuclear power programme. These ambitious events put the Council in a crucial position to foresee and provide the regulatory framework and infrastructure needed for the peaceful applications, strictly adhering to best practices and international standards. As a result, the Council will create and implement pertinent regulations and guides, as well as increase the capacity of her employees to carry out her mandate competently and support the country's nuclear energy workforce.

Strategic Intervention 1.1 Participate in the development of national legal and policy framework for Nuclear Power Programme

Uganda's Nuclear Power Programme is in its infancy stages. As such, its legal and policy framework is still evolving. For example, much as formulation of the Atomic Energy Bill is underway, the development of corresponding national Nuclear Power Policy, and strategies is much anticipated. While the Council has provided input during the formulation of the draft Atomic Energy Bill up to this stage, the Council's contribution in the development of other legal, policy and strategic documents governing the Nuclear Power programme is envisaged. As such, the Council remains committed to providing more necessary technical input in the finalization

of the bill as well as development of other strategic documents to guide the implementation and oversight of the Nuclear Power Programme as further elaborated in the strategic action below.

Action 1.1.1: Provide technical advice required for the development of national legal and policy documents.

Advising government and other agencies on matters within the competence of the Council is one of its core mandate. Pursuant to this, the Council shall throughout the implementation of this strategic plan continue to provide requisite technical advice in the development and implementation of the national legal and policy framework governing the Nuclear Power Programme.

Strategic Intervention 1.2. Develop and implement regulations and guides for nuclear installations

Uganda is a signatory to the Treaty on the Non-Proliferation of nuclear weapons (NPT) and comprehensive safeguards agreements which require the country to ensure that the national nuclear power program adheres to international safeguard obligations. Uganda adopted a mile-stone approach to developing its nuclear power program. The approach stipulates specific actions to address the 19 infrastructural issues. As the atomic energy regulator, the Council is required to develop regulatory infrastructure for the Nuclear Power Program as well as supporting the implementation of safeguard requirements.

Action 1.2.1: Develop regulations and guides on siting, design and construction of nuclear facilities

Pursuant to the requirements of her mandate, the Council will develop regulations and enforce guides on nuclear installations. Some of the guides will cover aspects of siting, design and construction of nuclear facilities. In addition, regular inspections on nuclear sites and the nuclear research reactor at Soroti will be undertaken to ensure conformity with the industry standards and practices, and where compliance is confirmed, authorisations will be issued. The Council will coordinate an IAEA Integrated Regulatory Review Services mission on nuclear installations regulatory infrastructure in the FY 2025/26.

Action 1.2.2: Develop regulations and guides for uranium exploration and mining

The Council is cognizant of the uranium exploration that the Government has initiated. The appraisal of the country's uranium prospects as a sustainable fuelling mechanism of the nuclear power development programme have been undertaken, in addition to more exploration activities.

Strategic Intervention 1.3. Develop institutional capacity for nuclear regulation

The Council is cognizant of that the country is still in infancy stages of implementation of the nuclear power programme, and so critical skills and experience are being developed. The Nuclear power programme has allocated 30% of assignments to be undertaken by Ugandans. In order to competently execute the mandate, the Council will undertake deliberate effort to build the capacity of her staff and infrastructure. This will be through collaborations with nations with mature nuclear regulatory regimes, the Centre for Nuclear Science and Technology at Soroti University, staff training and acquisition of robust equipment, and laboratory facilities.

Action 1.3.1: Conduct a competence needs assessment and training

For systematic capacity development, it is good practice that the Council conducts a comprehensive and cost-effective assessment of the skills required in relation to the available,

equipment required as compared to what is existing. The results of the assessment should inform the prioritization and scheduling of the acquisition of the desired competences.

Action 1.3.2: Conduct scientific visits on regulation of nuclear installations

One of the mechanisms of enhancing capacity of staff is to conduct scientific visits, attachments and placements, benchmarking in countries that exhibit best practices. This will enable staff to obtain knowledge and skills to train others upon return to Uganda.

Action 1.3.3: Establish partnerships and collaborations with mature nations in nuclear safety infrastructure

The Government has already commenced collaborations with Korea, USA, China and Russia with regard to technical support for the overall nuclear power programmes. It is therefore prudent that these will trickle down to activities that connote the Council mandate, therefore formal partnerships will be pursued in areas that enhance the regulatory capacity of the Council.

Strategic Objective 2: To strengthen the legal and regulatory framework for ionising and non-ionising radiation

AEC Staff & IAEA Experts at IRWM store at Mpoma

The Atomic Energy Council's core mandate is to regulate the peaceful use of atomic energy while ensuring the protection and safety of individuals, society, and the environment from ionising radiation dangers. An effective atomic energy regulatory framework is essential for the Council to carry out its mandate and work toward the strategic vision of "A nation safe and secure from harmful radiation."

Although the Atomic Energy Act Cap. 154 and the Council initially focused on ionising radiation, Section 1(3) of the Act empowers the Council to apply the Act's provisions to other electromagnetic radiation sources beyond ionising radiation. As a result, the Council is developing a regulatory framework for non-ionising radiation.

Building on the achievements from previous strategic plan cycles, the Council remains committed to improving and strengthening the regulatory framework through several priority interventions outlined in the following sections.

Strategic Intervention 2.1. Development of Regulations, Guides and Standards.

The Council has made notable progress in developing some regulations, such as the Atomic Energy Regulations (2012) and the Atomic Energy (Security of Radioactive Materials) Regulations (2021). Currently, about 20 regulations are under development, including those on non-ionising radiation, safe and secure transport of radioactive materials, physical protection of nuclear

materials and facilities, radioactive waste management, and environmental monitoring. These regulations need to be finalized.

Additionally, the Council has developed several guides on safety and security of radiation sources. However, there is always a need to develop more guides to create a more complete regulatory framework. There are also policies that need to be developed and finalized.

This will be a key Action for the Council during its 3rd Strategic Plan (2025/26-2029/30). The main deliverables will be completing the regulations currently under development, developing additional practice -specific safety and security guides, and creating and finalizing necessary policies as further explained in the planned outputs below.

Action 2.1.1 Develop facility and activity specific regulations, and guides

The Atomic Energy Act provides for the regulation of various practices under both ionising and non-ionising radiation. Thus, the development of practice specific regulations is critical for the strengthening of the overall regulatory framework. The development of each regulation and guide will involve several activities, including preparing a concept paper that explains the need for and method of developing the regulations, conducting regulatory impact assessments, consulting with stakeholders, drafting and reviewing the regulations, and obtaining necessary approvals.

Action 2.1.2: Review the regulation development procedure

The development of regulations and guides has always adhered to the established procedure and processes by the council. However, due to changing operational environment, it is necessary that these procedures and processes are appropriately reviewed to ensure efficiency and quality. The Council shall conduct the review of these procedures and processes twice in the implementation span of this strategic plan.

2.1.3 Provide technical advice during the development of national legal, policy and strategy documents in relation to ionizing and non-ionizing radiation.

The Council has made valuable contribution in the development of the draft Atomic Energy Bill. It is possible that more technical input shall be needed prior to its finalization. Under this strategic action, the Council pledges commitment to supporting the development of national legal and policy framework for ionizing and non-ionizing radiation in the country.

Strategic Intervention 2.2: Organize and host peer review missions and implement follow-up actions.

Strengthening the regulatory framework is a gradual process that requires continuous assessments (both internal and external) to identify and address weak areas in the regulatory system. One of the ways to assess regulatory effectiveness is through the IAEA's expert review missions. These missions provide countries with a peer review process to evaluate their national safety frameworks against international standards. During the missions, international experts review the host country's legal and regulatory systems and provide detailed feedback in a mission report. This report highlights the strengths of the regulatory system, identifies areas that need improvement, and shares good practices that other countries can learn from.

While the Council regularly conducts internal regulatory assessments, it is important that the national nuclear regulatory framework is externally assessed to verify its effectiveness and identify areas for improvement. The last IRRS was conducted in Uganda from October 15 to 19, 2007, on request by the Nuclear Radiation Protection Service (NRPS)[1]. Following the enactment of the Atomic Energy Act in 2008 and the creation of the Atomic Energy Council, several

regulatory improvements have been made. However, the extent to which the current system meets the international best practices has not yet been externally assessed. Therefore, the Council needs to host an IRRS mission during this 3rd Strategic Plan period and implement the recommendations that follow.

Action 2.2.1: Conduct pre & post mission stakeholder consultations & coordination

Organizing radiation safety and nuclear security missions involves a number of stakeholders whose effective involvement and coordination in the planning of the missions is critical for its success. The Council shall therefore engage all stakeholders before and after the mission to coordinate the availability of information and synthesis of the mission recommendations before their final adoption. Stakeholder engagement meetings shall accordingly be held.

Action 2.2.2: Develop implementation road map of the recommendations.

Implementation of the recommendations from the missions require adequate planning and sequence. It is possible that not all recommendations can be implemented at once. This requires wide stakeholder consultations and a plan of action on how the recommendations shall be implemented. Thus, a costed implementation road shall be prepared explicitly indicating all the requirements and responsibility holders for the implementation of different recommendations.

Action 2.2.3: Conduct in-country implementation progress review of the IAEA expert mission recommendations

In line with output 2.2.2 above, periodic progress reviews shall be conducted to ascertain implementation successes and challenges as well as drawing lessons for better progress. AEC shall coordinate an in-country peer progress review team to systematically track the implementation progress of the mission recommendations.

Strategic Intervention 2.3: Provide regulatory implementation support

Smooth implementation and enforcement of regulations requires a conducive environment built on effective stakeholder awareness and engagement. This calls for adequate investment in creating stakeholder awareness about the regulations in order to secure their cooperation during regulatory implementation and enforcement. As such, prioritized outputs under this strategic intervention are explained in the next sub sections.

Action 2.3.1: Spearhead the approval and promulgation of regulations, guides and implementation plans.

Throughout the implementation of the first and second Atomic Energy Council strategic plans, a multipronged stakeholder awareness campaign has been used. This includes inter alia; conducting radio and TV talk shows, publishing articles in the national print media as well as holding stakeholder workshops. The Council plans to maintain these activities with increased intensity. Therefore, the development of public awareness materials and content for radio and TV programs regarding all regulations remains a key priority under this strategic plan.

The planned actions under this output are intended to facilitate smooth enforcement of the regulations with adequate stakeholder cooperation that would drive high compliance levels. It is planned that the first six months after the passing of any regulation shall be dedicated to promulgation of the regulations using the most effective and efficient available avenues.

For enhanced cost effectiveness, harmonized work planning across all departments and units shall be prioritized to enable related activities to be jointly undertaken in order to save on the resources. As such, all planned stakeholder awareness initiatives by all units under a particular period shall be identified and a harmonized implementation plan developed to facilitate effective inter and intra-departmental coordination and cooperation for greater realization of efficiency gains.

Action 2.3.2: Undertake provision visits to and follow-up on regulated facilities and activities.

Building on the stakeholder awareness campaigns, conducting support visits to and follow-ups on regulated facilities and activities is critical for enhanced regulatory compliance. During such visits, various aspects of the regulations shall be explained to stakeholders in addition to providing adequate guidance on achieving regulatory compliance. In the event that a facility is closed for non-compliance, follow-up visits and advisory support shall be provided to the facility to meet the regulatory compliance requirements and its subsequent re-opening.

2.3.3 Develop, implement and review implementation plans, processes, procedures, standards, programmes and strategies.

Effective implementation of regulations require systematic plans, streamlined processes and procedures that adhere to set standards. The respective units of the Council shall ensure that necessary plans are developed, processes and procedures documented in compliance with the set standards. Where necessary specific programmes and strategies to support regulatory implementation shall be developed. For continued alignment and relevance, all the developed plans, procedures, processes, standards, programmes and strategies shall be periodically reviewed and updated to appropriately align with the legal and regulatory framework.

Action 2.3.4: Evaluate implementation of regulations and legal compliance

Ascertaining the efficacy of regulatory implementation and enforcement is necessary for establishing implementation progress and bottlenecks hence forming an objective basis of identifying regulatory gaps and redress mechanisms. Thus, the implementation of each regulation shall undergo both internal and external evaluations to generate feedback that would inform the necessary improvements. Through continuous stakeholder engagements, feedback on the implementation status of different regulations shall continually be gathered. Additionally, the Council shall commission independent evaluation studies to ascertain the regulatory implementation success, lessons and recommendations for improvement.

The independent evaluations shall be commissioned following PPDA consultancy procurement guidelines. As such, the development of the terms of reference, managing the bidding process, commissioning of the evaluation, evaluation contract management as well as communicating the evaluation findings shall be the critical activities leading to this output.

2.3.5 Develop and implement a regulations/guides popularization strategy.

Popularizing the developed regulations and guides across all stakeholders (internal & external) is critical for regulatory compliance. As such, the Council shall intentionally create awareness about these regulations and guides through a clear and measurable strategy.

Strategic Intervention 2.4: Review of the existing Atomic Energy regulations and guides as well as institutional policies.

The significance of periodic regulatory reviews can never be overstated. Reviews are necessary to ensure that regulations remain relevant and aligned with the national laws and industry's best practices at regional and global levels. During the era of the AEC 2nd strategic plan, the Council regulations and guides that are set to be reviewed during the implementation period of the new strategic plan. The Council plans to review a number of regulations and guides during the implementation of its 3rd strategic plan. As such, the planned outputs are detailed hereunder.

Action 2.4.1: Identify regulations and guides due for review.

Regulatory review process is often triggered by many factors which include inter alia: the materialization of the set review dates; changes in industry practices; and gaps in the existing regulations and guides. Working in collaboration with the Legal and Corporate Affairs Unit, each unit shall identify regulations and guides relevant to its mandate that are due for review during the implementation time frame of the Council's 3rd strategic plan. Legal and Corporate Affairs shall develop a consolidated list of the regulations, guides and policies due for review in order to facilitate prioritization. This shall enable the integration of the prioritized regulations and guides for review into the work plans of the respective units.

Action 2.4.2: Plan and execute the review process of the regulations and guides

The success of the review process is influenced by the planning and execution quality. All identified regulations and guides shall go through a 10-step review process illustrated in Figure 3 below.

Figure 3: Proposed procedure for conducting the review of regulations and internal policies

In light of the factors that drive the need for regulatory review presented above, it is not possible to accurately project the regulations that will be reviewed. Nevertheless, consultations made with different units during the process of developing this strategic plan revealed a number of regulations, guides and institutional policies that shall be due for review during the implementation span of this plan. They include Safety of research reactors; Physical protection of radioactive and nuclear materials; Safeguards of nuclear materials; Site evaluation for nuclear installations; management of

disused sealed radioactive sources; and Human Resource Manual. It should however be noted that due to changes in industry practices coupled with the need to domesticate global best practices, other regulations other than these mentioned here above may be identified for review.

Regulatory and institutional policy review is a shared responsibility and task across several units. Therefore, the prescribed review procedure illustrated in figure 3.1 shall be adhered to albeit with necessary modifications.

Action 2.4.3: Publish the reviewed regulations and guides.

Publishing the reviewed regulations in the Uganda gazette is a statutory requirement aimed at informing the public about the revised laws and regulations, ensuring transparency and accountability as well as supporting legal and administrative processes in the enforcement of the regulations. For enhanced public awareness about the revised regulations, the Council shall utilize other platforms of information sharing including but not limited to electronic and print media as well as website bearing in mind cost effectiveness of such platforms.

Creation of awareness about the reviewed internal policies and manuals shall rely on the internal communication platforms which shall include inter alia; printing and physical distribution of the documents to staff, holding internal workshops, uploading the documents on the organization website as well as use of emails among others.

The Council's focus under strategic objective 1 shall be to ensure that relevant regulations, guides and internal policies are developed and appropriately reviewed to provide a solid regulatory foundation for the achievement of its mandate.

Strategic Objective 3: To improve regulatory compliance and monitoring.

Stakeholders on courtesy visit to AEC Laboratory

The success of any regulation is determined by the degree of regulatory compliance by the targeted constituents. Thus, periodic assessments to ascertain whether or not regulatory standards and guides are adhered to, coupled with support inspections and other improvements in the regulatory environment are critical for achieving the desired regulatory compliance levels. As such, regulatory compliance and monitoring is driven by a number of factors within the regulatory environment. These include inter alia: clear communication; simplified procedures; accessible resources as well as user-friendly tools and technologies.

Since inception, regulatory compliance monitoring has been a core function of the Council that has been executed through authorizations and routine inspection of facilities in possession of sources of radiation. The authorization process, however, has been largely manual (relying on paper) hence causing unnecessary process delays and is prone to errors. Several authorizations revealed that they took 1-3 months to get licensed; a time they considered too long in the current digital era. It is against this backdrop that the Council focuses on improving the regulatory environment that would facilitate compliance as explained further here below.

Strategic Intervention 3.1: Streamline the authorization and inspection process

The ease with which authorizations and licenses are obtained motivates operators to apply for and/or renew their licenses. Making the entire authorization and inspection process as easy as possible for clients to fulfill their obligations is not only beneficial to the client but also the regulator because of the inherent efficiency gains.

Action 3.1.1: Automate the authorization and inspection process.

Action 3.1.1: Automate the authorization and inspection process.

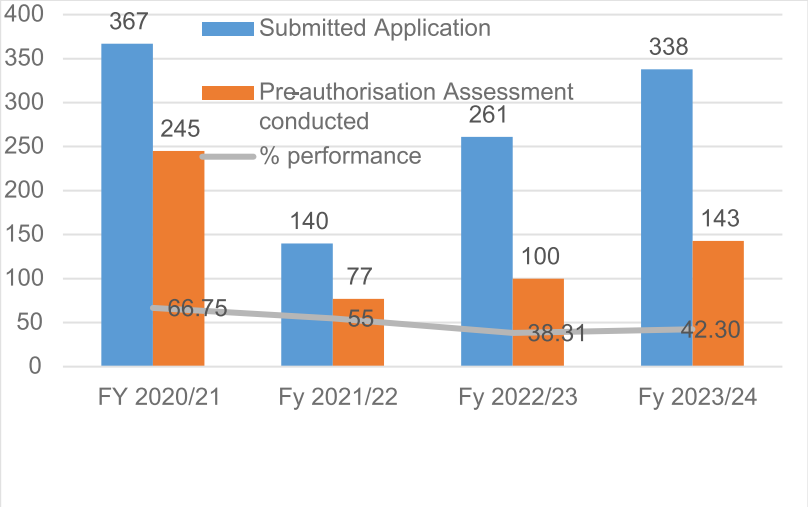
Process automation is associated with numerous benefits such as increased efficiency, improved accuracy, enhanced productivity, consistency and overall process quality improvement. It is projected that automation of the authorization and inspection process will make it faster and highly efficient for the applicants to obtain authorizations and licenses. The automation process shall begin with a detailed analysis of the entire authorization and inspection process flow in order to assess the feasibility and viability of the process automation. This will be followed by the development of a concept paper that will be presented to the Council to secure approval.

Upon approval, key activities leading to the realization of this output will include inter alia; development of Terms of Reference, procurement of a consultant and actual implementation of the work. The automated system shall be piloted for at least six months and later rolled out fully upon satisfactory pilot results. The AEC Council shall conduct the final review and approval of the system subject to periodic review and updates in the first six months after its launch.

Action 3.1.2: Register Technical Support Organizations (TSOs).

The authorization and inspection procedures require applicants to attach a safety assessment report on the license application form. The applicant is therefore obliged to hire a TSO to conduct the assessment and produce a report that is attached to the application. Upon receipt of the application, Atomic Energy Council conducts verification of the report by conducting a re-assessment. This in a way has inevitably caused some delays in the authorization and license acquisition process. Performance review of the past years of the Strategic Plan II implementation reveals 50.6% of the applicants successfully received pre-authorization assessments as shown in Figure 4.

Figure 4: Facilities that submitted applications and those that received pre-authorization assessments



The percentage of applicants who do not get assessed is significant, implying considerable delays in the authorization process. Limited staff and logistical support such as field vehicles are the major factors behind the dismal number of applicants that receive pre-authorization assessment.

While the Council relies on assessment reports from independent radiation experts, quality concerns arise when there are no proper mechanisms to ensure professionalism and integrity in the assessment process. Therefore, there is a need to harmonize and standardize the assessment methods used by different experts to ensure they meet authorization and licensing requirements. In order to leverage on the expertise and presence of independent radiation experts, there is need to know them and ensure professionalism and integrity in the facility assessment process if their reports are to be relied on.

The Council in this strategic plan period plans to conduct a certification process of the independent radiation experts in order to ensure professionalism and integrity in the conduct of independent pre-authorization and licensing assessments. The process shall entail registration and verification of the experts, providing them training on assessment procedure, issuance and

renewal of certificates and creating and maintaining annual information sharing platforms with the certified experts.

Action 3.1.3: Conduct training courses in the authorization and inspection processes.

Keeping clients informed about regulatory requirements through provision of ongoing training has a significant impact on the compliance levels. When clients are well-informed about a regulation, they are more likely to understand its requirements and implications, leading to higher compliance rates. While the Council has undertaken a series of training courses during the implementation of the previous strategic, focus on authorization and licensing has been limited. This has been a missed opportunity for creating stakeholder awareness on the authorization and inspection processes that would have driven higher compliance rates. In the implementation of this strategic plan, training courses on authorization and licensing have been prioritized as one of the avenues for achieving higher regulatory compliance rates. Thus, physical and media-based stakeholder sensitizations workshops shall be conducted.

Action 3.1.4: Develop information sharing platforms with other regulators.

Pursuant to Section 68 of the Atomic Energy Act Cap. 154, AEC establishes and maintains a registry of radiation sources, practices, radioactive materials and radioactive waste. However, the identification of these sources, practices and materials has largely been dependent on field visits. Amidst the high staffing gaps averaging at more than 50%, the identification of clients through field visits leaves out many. A number of institutions such as Uganda Revenue Authority and Medical Council have useful databases that can be used to identify potential licensees. However, lack of integration of such databases has deprived the Council of a cost-effective mechanism of identifying potential authorized persons. While the Council has established MoUs with some of the institutions with rich databases that would facilitate identification of potential licensees, sharing of information has been very limited besides being less structured and systematic. Working in collaboration with relevant institutions, the Council carries the ambition in this strategic plan to establish an integrated database to facilitate information sharing and an efficient mechanism of identifying potential license applicants. Signing and respecting the terms of MoUs as well as creation of thematic working groups shall be some of the activities that will be implemented to support the realization of this output.

Strategic Intervention 3.2: Scale up regulatory inspection and enforcement

Effective inspection and enforcement strategies help to maintain regulatory compliance, protect the public and also generate feedback on the regulatory implementation opportunities and bottlenecks. These are important in building a regulatory compliance culture as well progressive improvement of regulations and their implementation landscape.

While the Council has remained committed to conducting both pre-authorization and routine inspections during the implementation of its strategic plan II, this intervention is at the core of the Council's mandate and functions. As such, it shall remain central in the Council's execution of its mandate and functions under the 3rd strategic plan implementation but with some improvement in its planning and execution as detailed hereunder.

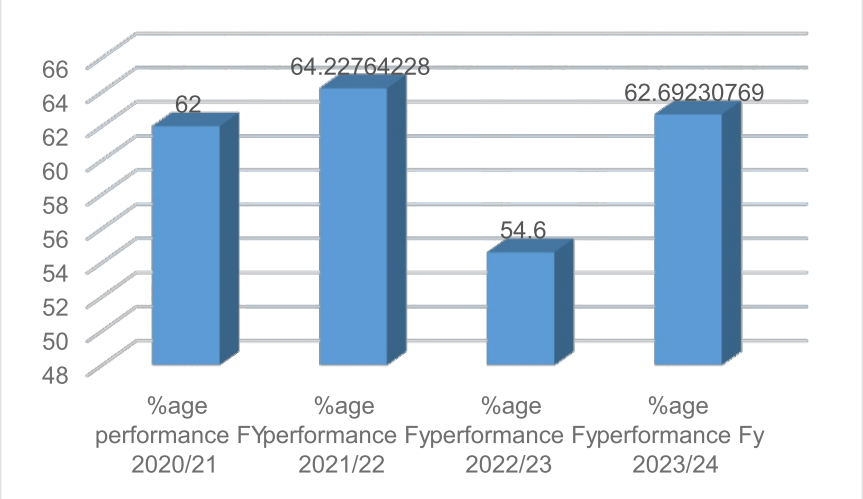
Action 3.2.1: Conduct routine inspections.

While conducting pre-authorization inspections is a responsibility of the authorization unit, routine inspections on the other hand fall under a shared responsibility across several units. Thus, inspection focus is often placed on: nuclear security situation in regulated facilities; radiation safety; dosimetry, radioactive waste management as well as computer/cyber security

in facilities. All these inspections shall continue being conducted even during the implementation of the 3rd strategic plan. However, there are planned improvements in the inspection frequency.

A review of the Council's performance on conducting routine radiation safety and nuclear security inspections averaged at 60.9% during the implementation of the AEC 2nd strategic plan

Figure 5: AEC percentage performance on Radiation Safety and Nuclear Security Inspections



Achieving better performance under this indicator is the Council's ambition under its 3rd strategic plan. It is projected that at least 90% of the facilities under the 3 categorizations shall be inspected in accordance with best international best practices. The planned routine inspections coupled with advisory services and follow-up inspections are envisaged to bring down the percentage of facilities against which enforcement actions shall be implemented. Each unit with an inspection mandate shall annually develop an inspection plan which shall approved and shared with the targeted facilities.

The Council's performance under routine inspections shall be facilitated by the existence of updated databases for regulated facilities as well as tracking radioactive waste generation and movement as further presented here under.

Action 3.2.2: Develop and update databases of regulated facilities, activities and products.

The Atomic Energy Council is mandated under Section 68 of the Atomic Energy Act Cap. 154 to establish and maintain a registry of radiation sources, practices, radioactive materials and radioactive waste. Throughout the implementation of the first and second strategic plans, the Council has consistently undertaken database updates in tandem with this regulatory requirement. There is a notable growth of 55.2% of radiation sources in the country with an average annual growth of 17.2% between the financial year 2020/21 and 2023/24. This implies that every year, new radiation sources and operators come on Council and hence the need for periodic update of the databases. Thus, the Council through the authorization and radioactive waste management units will continue to undertake field visits to identify and document both radiation generators or radioactive sources and subsequently update the respective databases.

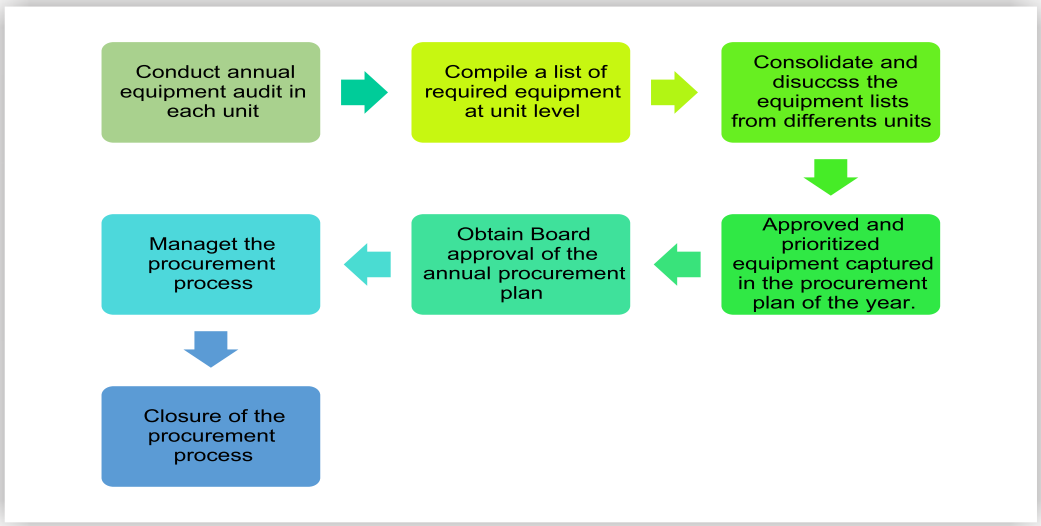
Action 3.2.3: Procure requisite equipment for all units with an inspection mandate.

The criticality of quality equipment and tools in compliance monitoring can never be overstated. This calls for committed investment in acquisition of requisite equipment and tools to ensure accurate measurements, efficient data collection, enhanced reliability and data integrity among others. The Council under this strategic plan will prioritize the procurement of adequate and quality equipment and tools to facilitate effective and efficient regulatory compliance monitoring.

Various equipment and tools earmarked to be procured by different units with a compliance monitoring mandate are indicated in the multi-year costed work plan in Annex 1. However, given the rapid technological changes, the equipment has been listed in general terms to allow flexibility in the procurement of modern equipment at different periods of the strategic plan implementation.

Designated units shall annually conduct an equipment audit to ascertain the condition and efficacy of the existing and additional equipment for procurement during the year. Each unit shall draw up a list of required equipment which shall be discussed and approved by management to be incorporated in that year's procurement plan. Therefore, the activities that shall support the realization of this output are indicatively summarized in Figure 6 below.

*Figure 6: Indicative core activities in the equipment procurement process under SP**III***



Action 3.2.4: Train staff and other stakeholders in inspections and enforcement requirements

Demonstration of high competence levels and professionalism on the side of AEC staff is necessary in installing trust in the clients in the overall inspection process and subsequent results. While the Council has availed staff internal and external training opportunities during the implementation of the implementation of past strategic plans, the need for continuous learning and training remains a key priority of the Council even under the new strategic plan if the staff are to discharge their duties with high levels of competence and professionalism. Specific training in inspections and enforcements shall periodically be organized for staff both internally and externally in order to enhance their competence and professionalism subsequently leading to high client satisfaction.

In collaboration with the HR and Administration department, the Inspections and Enforcement unit shall upon completion of training needs assessment develop a training plan which shall form part of its annual work plan. This shall form the basis of the Council approval and subsequent allocation of resources for the planned trainings.

Furthermore, training of stakeholders on the inspection and enforcement processes and procedure shall remain high of the Council's priorities even in this strategic plan. Specifically, regional training programs for stakeholders on different emerging issues shall be conducted with at least one regional training course conducted annually.

Action 3.2.5: Implement the repatriation of disused sources to the manufacturer or suppliers

The repatriation agreement between an operator of a radioactive source and the manufacturer is a key requirement for obtaining an import permit of such sources. However, there are still a number of disused radioactive sources that that were imported into the country before the repatriation requirement came into force. Whereas Regulation 73 (1) of AER, 2012 stipulates that the owner of a radioactive waste or of a facility is responsible for its safe management, decommissioning and disposal, some operators do not have secure on-site storage facilities requiring safe transportation of such disused sources to the AEC's facility at Mpoma awaiting repatriation.

In fulfillment of its mandate of protecting the people and the environment from the significant radiological hazard poorly managed disused sources, the Council has undertaken various activities including inspection of facilities with onsite storage facilities, search and secure of orphan sources, as well as transfer to the Interim Radioactive Source Management Facility (IRSMF) for safe and secure storage. Given the criticality of proper management of disused radioactive sources, the Council shall scale up the above safety measures with emphasis on inspection, search and secure of the sources, transfer of the sources to the AEC facility as well as ensuring that repatriation processes are implemented.

Strategic Intervention 3.3: Enhance regulatory support services

The use of radiation in the medical and other fields is continuously evolving, due to clinical and technological developments. New imaging and therapy modalities require accurate dosimetry and comprehensive quality assurance. At the Council, regulatory support services include dosimetry and instrumentation services which are provided to ensure the safety and accuracy of radiation applications. These services include calibration and auditing services to medical facilities and other institutions at a gazette cost. The calibration ensures international standards and traceability for radiation measurements while the independent quality checks are critical for verifying the accuracy of radiation doses in medical facilities.

Action 3.3.1: Procure requisite equipment for dosimetry services

To ensure verifiable and valid radiation measurements, it is imperative that the Council procures modern and robust radiation dosimeters for dose and exposure monitoring and worker safety equipment. Some categories of such equipment include; Handheld survey meters, Personal dosimeters, Pocket ionization chamber, Electronic personal dosimeter (EPD), Personal emergency radiation detectors (PERDs) and monitors, Non-alarming PERDs, Personal radiation detectors (PRDs), Extended range personal radiation detectors (ER-PRDs), and Radioisotope identification device (RIID). Acquisition of such equipment should embed associated operation training and warranty.

Action 3.3.2: Establish a functional Standard Secondary Dosimetry Laboratory (SSDL)

A national Secondary Standards Dosimetry Laboratories (SSDL) would provide space for experimentation and radiation measurements, but also link to the IAEA central hub for SSDLs.

This would enable the Council to participate in inter-laboratory comparisons, facilitated by IAEA to help harmonize dosimetry practices and resolve any discrepancies.

Action 3.3.3: Maintain, calibrate and repair equipment

It is important the dosimeters and other categories of equipment are repaired, serviced and maintained so as to reduce the risk of delivering inaccurate measurements. By taking cognizance of this, the Council will schedule periodic repairs and calibration of equipment to ensure that they are fit for purpose.

Action 3.3.4 Carry out dosimetry inspections

It is the responsibility of the medical facilities to ensure that all radiation beams are properly calibrated prior to the first treatment and that the output is monitored for stability over the lifetime of the device. Therefore, the Council, in performing its regulatory role will inspect these facilities to assess conformity with regulations and guides, confirm calibration accuracy, identify problems in clinical dosimetry, and for quality improvement in radiotherapy.

3.3.5 Conduct search and secure of orphan & disused radioactive sources

Conducting search and secure of orphan and disused radioactive sources requires careful planning and execution to prevent harm to people and the environment. Through stakeholder collaborations and continuous public sensitization about the dangers of these sources, voluntary reporting shall be promoted. The whole process shall begin with the identification and location of the source, risk assessment, containment and isolation of the location and finally recovery and storage. The entire process shall strictly adhere to the established protocols and guidelines.

3.3.6 Procure requisite equipment for IRSMF

The quality of equipment is of essence in the establishing of an Integrated Radiation Safety Management Facility. These are necessary for the effective protection of both the people and environment. A wide range of equipment for detection, identification and management of radioactive sources are used. The Unit shall identify and incorporate the needed equipment in its annual work plans. The equipment needs from different units shall be aggregated to form annual procurement plans and budgets.

3.3.7 Collection & conditioning of disused radioactive sources

Coordinating the collection, storage, and conditioning of radioactive waste is the core mandate of the Radioactive Waste Management Unit and is aimed at minimizing radiation exposure and environmental risks. The process shall entail a number of activities including inter alia; categorization, retrieval, packaging, verification and documentation.

Strategic Objective 4: Sustain stakeholder engagement and participation in the formulation and implementation of regulations, standards and guides.

AEC Stakeholders during an engagement workshop

Effective stakeholder management is critical in the implementation of sustainable programs. The way stakeholders are consulted and engaged is a key factor in the successful implementation of regulations. The Atomic Energy Council has always prioritized stakeholder engagement in its work. The Council has entered into memoranda of understanding with several stakeholders deemed to be vital while consultations and information sharing initiatives have been extended to others.

The Council plans to sustain its stakeholder engagement efforts but with more streamlined interventions and measurable results, unlike in the previous strategic plan implementation. This plan emphasizes creating and formalizing partnerships, effective stakeholder engagement, and clear communication and information sharing, as detailed in the following sections.

Strategic Intervention 4.1: Enhance and maintain partnerships with relevant state and non-state agencies

During the implementation of the AEC Strategic Plan II (2020/21-2024/25), several partnerships were developed and formalized with the signing of memoranda of understanding (MoUs). The Council has signed several MoUs with different agencies including other regulators like Uganda Communications Commission (UCC), Uganda Revenue Authority, and Allied Health Professional Council; Ministry of Health; security agencies such as Uganda Police Force, among others. However, mechanisms for regularly reviewing the effectiveness of these MoUs and learning key lessons for improvement have been lacking. Besides, information sharing within the established partnerships has been less structured and organized. It is on this basis that the AEC Strategic Plan III has prioritized the following outputs under this strategic intervention.

Action 4.1.1: Periodically review and update stakeholder matrix.

The successful execution of the Council's functions depends on various stakeholders who need to be managed according to their level of power and influence on the Council's work. To better manage stakeholders, the Council, under this strategic plan will regularly conduct stakeholder mapping exercises to identify and analyze its stakeholders for appropriate management. Besides, the level of power and influence different stakeholders have over the Council's functions changes over time, requiring changes in the management strategy for such stakeholders. Annually, the Council will conduct a stakeholder analysis and update the stakeholder matrix that guides the stakeholder management plan.

Action 4.1.2: Initiate and formalize MoUs.

In addition to the existing MoUs, the Council in its 3rd strategic plan carries the ambition of initiating and formalizing new MoUs with key stakeholders and partners in the implementation of various strategic initiatives under this plan. The initiation and formalization of such MoUs shall be informed by the stakeholder analysis in output 4.1.1 above. As such, the roles and obligations of each partner shall be established on the basis of their degree of power and influence over the Council’s execution and fulfillment of its mandate and functions.

Action 4.1.3: Review the performance of existing partnerships & MoUs

Following the establishment of various partnerships and subsequent signing of MoUs, their periodic review and update shall be critical for enhanced effectiveness. Annually, the performance of the established partnerships shall be reviewed to objectively ascertain the implementation successes and challenges that would inform the necessary modifications of the partnership conditions and terms. The review process shall employ different methodologies including inter alia; joint performance reviews as well as external and independent reviews among others. The adoption of an external and independent review of the partnership shall require the approval of the Council.

Action 4.1.4: Establish an effective & efficient communication & information management system

Effective and efficient information flow is key to sustaining partnerships and appropriate stakeholder management. Based on the stakeholder categorization and management plan, appropriate information will be regularly shared with different stakeholders at suitable times throughout the implementation of this strategic plan. Key stakeholders with whom different information will be shared will be identified and an information sharing schedule developed and followed according to the Council's communication strategy.

In addition to the general communication strategy for the entire organization, other practice-specific communication strategies, for example the national communication plan and strategy for nuclear and radiological emergencies, are also planned for development. These are intended to guide the handling of practice-specific communication management and will be part of the broader communication strategy of the Council.

Currently, communication management falls under the communications unit while key public relations matter such as holding press conferences are handled by the CEO. While the Communications unit has been managing and organizing public events, there is a need to strengthen the unit's capacity in public relations management as well. Under this initiative, staff in the unit will be supported with short-term public relations courses among other initiatives that may be developed from time to time following the results of a capacity needs assessment.

Strategic Intervention 4.2: Promote effective stakeholder engagement

The Council has been engaging different stakeholders in various ways. These engagements have been key channels for sharing information with and gathering feedback from different stakeholder groups on various aspects of the Council's work. These engagements will continue to be prioritized and supported during the implementation of this strategic plan. For organized and effective stakeholder engagement, four outputs have been prioritized under this strategic intervention as explained below.

Action 4.2.1: Host periodic breakfast meetings with relevant stakeholders

As an effective avenue for taking atomic energy concepts and developments to a higher level political forums, the Council will host regular breakfast meetings for relevant stakeholders to publicize the roles and contributions of the Council, but also for identification of partnerships and collaborations. Relevant stakeholders include; energy sector players, development partners, licensee holders, committees of parliament. Efforts will be made to ensure such meetings attain print and broadcast media attention.

Action 4.2.2: Develop & implement stakeholder engagement strategy & guidelines

Although the Council has been conducting stakeholder engagements through different units, they have not been streamlined due to the absence of a formal stakeholder engagement strategy. As part of the outputs under this strategic intervention, the Council has prioritized the development of a stakeholder engagement strategy to guide all the planned engagement initiatives under this strategic plan and going forward. The strategy will provide guidance on the key principles of stakeholder engagements including engagement scope and objectives, methodology, processes, and measurable indicators to track progress.

Action 4.2.3: Conduct stakeholder awareness campaigns to harness their contribution towards effective execution of the Council's mandate.

Creating awareness on radiation protection, safety, and nuclear security is key to protecting the public from the dangers of both ionising and non-ionising radiation. Using a diverse approach involving the use of media, stakeholder engagement workshops and targeted operator trainings, the Council has in the past run a series of awareness creation campaigns. Guided by the stakeholder engagement strategy, the Council through different units, plans to continue running stakeholder awareness campaigns targeting both the general public and operators of radiation sources using the most practical and cost-effective methods from time to time. These may include inter alia; on-line, print and electronic media, workshops as well as operator trainings.

Action 4.2.4: Establish mechanisms for collecting and utilizing stakeholder feedback to inform service delivery improvements & stakeholder satisfaction.

Obtaining feedback from different stakeholder categories on the Council's service delivery stance is important for guiding the design, implementation and performance measurement of initiatives for continuous service delivery improvement. While stakeholder feedback has been collected from various engagements the Council has always conducted, there has been a lack of a systematic mechanism for gathering the feedback and utilizing it to improve the Council's service delivery system. Under this output and following the guidance of a stakeholder engagement strategy, systematic stakeholder feedback gathering mechanisms shall be developed. This shall entail defined objectives, scope, methodology as well as tools for gathering feedback from various stakeholder categories.

This output shall leverage established stakeholder engagement fora such as social media platforms as well as events to gather feedback in a cost-effective manner. As such, feedback gathering shall be mainstreamed in all the stakeholder engagement platforms and events that are to be established and organized under the implementation of this strategic plan.

Strategic Intervention 4.3: Review and update Service Delivery Standards

Service Delivery Standards (SDS) constitute the Council's service delivery commitment. It helps to instill trust and confidence across the stakeholder categories on the standards of service to expect from the Council hence forming a social contract between the Council and its stakeholders. As part of this strategic plan development, the Council has also developed its very first Service Delivery Standards to form a benchmark against which the Council's service quality shall be continuously assessed. As a result, during the implementation processes, and owing to the dynamic sector and stakeholder requirements, it may become necessary to review and update the SDSs to align with the industry good practices.

Action 4.3.1: Popularize the service delivery services

Effective demand and supply of quality services is achieved when the service supplier and the recipients are all aware of the service standards. The service recipients use such awareness to demand services that measure to the set standards while the provider uses it to for self-assessment to ascertain whether the services being provided conform to the set standards. This inevitably creates a system of checks and balances within the service delivery continuum that ensures quality services. During the AEC 3rd strategic plan implementation era, the Council plans to popularize the developed service delivery standards to ensure that the frontline services providers and the recipients have a comprehensive and common understanding of the service standards to provide and expect respectively.

Action 4.3.2: Monitor the implementation of the service delivery standards

The Council will utilize internal communication mechanisms to monitor the implementation of service delivery standards. Staff of the Council are the first stakeholders to provide valuable feedback on the implementation of the SDS with regard to unmet standards, surpassed targets and the enabling environment. For external stakeholders, regional workshops will serve as the primary engagement platform. The Quality Assurance Unit will coordinate both internal and external stakeholder engagements to monitor the implementation of the Council's service delivery standards. It will be required by staff to share feedback obtained from clients with the QA unit, that concerns the

Action 4.3.2: Review and update the service delivery standards

The maiden SDS document indicates the expected standard of all the services the Council offers. This forms the basis of the Council's commitment to scale up its service delivery standards under this strategic plan. Given that this is a maiden version, the Council will provide for routine updates of this document to incorporate changing legal, regulatory infrastructure and necessities of the atomic energy landscape at global and national levels.

Strategic Objective 5: Strengthen the regulatory advisory functions of the Council.

AEC Staff conducting QC Test on CT machine

Section 8 of the Atomic Energy Act, Cap. 154 stipulates that advising government, its branches, departments and other agencies on matters within the Council's competence is one of the Council's core functions. It is also the Council's function to advise the public in general, and authorized persons in particular, on measures necessary or desirable to reduce exposure to harmful radiation. For effective execution of these functions, the Council established Committees whose role is to provide advice and make recommendations to the Council on all matters under their jurisdiction. Overall, in addition to enforcing regulations, the Council's mandate also extends to promoting the adoption of good practices in formulating and enforcing regulations. Thus, strengthening the advisory and advocacy capacity of the Council to effectively deliver evidence-based advice and promote the adoption of good practices through advocacy has been prioritized under this strategic plan. Accordingly, two strategic interventions: i) Developing the AEC's Research Capacity; and ii) Building collaborations with regional and international atomic energy bodies have been prioritized as detailed below.

Strategic Intervention 5.1: Develop AEC's research capacity

The Atomic Energy Council is one of the agencies contributing to the achievement of objective 5 "Strengthen governance, coordination, and innovation for energy security and sustainable development" under the Sustainable Energy Development programme of the National Development Plan IV. Strengthening the energy research and innovation ecosystem is clearly a key investment area planned to support this objective under NDP IV. Additionally, the Council's ability to provide advice backed by evidence requires strong investment in research. Thus, the Council has prioritized research capacity development under this strategic plan with particular focus on the following outputs.

Action 5.1.1: Establish and resource a research & publication unit

While the Council has been conducting research projects performance in this endeavour has remained low. For example, in FY 2023/24, the Council planned to publish five research products but was able to publish only one. There is no dedicated office handling research and

While the Council has been conducting research projects performance in this endeavour has remained low. For example, in FY 2023/24, the Council planned to publish five research products but was able to publish only one. There is no dedicated office handling research and the little that has been done has been driven by the passion of a few staff members. The Council, in this new strategic plan, commits to deliberately support scientific research and the starting point is designating and resourcing a research and publication unit to drive the Council's research agenda. The Office of the CEO and Secretary in collaboration with HR and Administration Department will lead all the activities to achieve this output.

Action 5.1.2: Develop and popularize the AEC's Research Agenda.

The Council plans to develop and popularize a research agenda. This will involve identifying and prioritizing AEC's areas of interest for research. A research agenda is a list of titles and possible thematic areas proposed for research in accordance with the Council's and sector priorities. A criterial for identification and prioritizing research topics will be developed and shared with staff. Vetted and approved research concepts will be published to attract interested researchers and research collaborations.

Action 5.1.3: Establish and operationalize a research fund.

As part of building the Council's research capacity, a dedicated research fund is planned to be established during the implementation of this strategic plan. The fund will be used as a resource mobilization mechanism to attract potential partners with an interest in funding atomic energy research. Being a new initiative, the establishment of this fund will go through the required approval processes.

Planned activities to achieve this output include preparing a concept note for establishing the fund; obtaining Council approval; and designing and implementing a resource mobilization strategy for building the fund. Resource mobilization will involve different initiatives with the main ones being sourcing research grants and establishing research collaborations with other agencies.

Action 5.1.4: Undertake research project and publish the results in journals

With a defined research agenda and established research and publication unit, the Council plans to undertake various research projects in line with the research objectives of the Council. Prioritized research areas shall cover the core fields of the council including inter alia; regulated activities and practices; nuclear security and emergency preparedness; Authorization; Non-Ionising radiation; environmental monitoring; and radioactive waste management.

Building in-house research and publication capacity through various initiatives such as supporting staff on short and medium-term courses in research methodology as well as the envisaged research collaborations are the core initiatives prioritized under this strategic plan. Publication of research outputs provides an opportunity for peer-review, knowledge sharing and enables authors to keep abreast with industry practices.

Strategic Intervention 5.2: Build collaborations with regional & international atomic energy bodies.

Uganda has made commitments to regional and international atomic energy aspirations enshrined in various treaties, protocols and MoUs. Some of the treaties, protocols and MoUs the country has ratified and entered into include the Non-proliferation Treaty (NPT) prohibiting the development of nuclear weapons; the Comprehensive Safeguards Agreement (CSA) that provides for enhanced monitoring and verification measures for nuclear materials. There are also other

bilateral agreements, especially with China, US, Korea and Russia, on the development of the nuclear power program. While the ratification of treaties and signing of MoUs in the atomic energy field is beyond the mandate of the Council, the advisory function of the Council positions it to play some role. Specifically, the Council under this strategic plan has prioritized undertaking the following strategic interventions and corresponding outputs.

Action 5.2.1: Foster Uganda's subscription and membership to regional and international atomic energy communities

The atomic energy sector is evolving with rapid changes in regulatory requirements and practices at both regional and global levels. Aligning the country's atomic energy architecture to achieve regional and global atomic energy aspirations is key and the Council's mandate inclines it to play a supportive role. Thus, under this output, the Council commits to develop a list of the Gov'ts obligations that require subscription renewal and subsequently engage with responsible parties to take appropriate actions.

Action 5.2.2: Advocate for the signing and ratification of new international atomic energy treaties and agreements relevant to Uganda.

In light of developments in the atomic energy sector, regional and global treaties to ensure nuclear safety and security are initiated from time to time. Pursuant to its advisory function to the government on matters of atomic energy, the Council shall undertake various activities to support the ratification of such regional and international treaties, protocols and agreements. Thus, conducting assessments of the implications of such treaties and sharing the results with the government shall be pivotal under this output. Based on the findings, the Council shall provide evidence-based advice to responsible government agencies.

Action 5.2.3: Support staff to attend regional & international atomic energy events

Internal and external interactions with other atomic energy players provides a platform for identifying, documenting and domesticating best practices in the atomic energy regulatory environment. The Council has in the past supported its staff to attend various regional and global events, especially trainings and workshops in various fields.

Supporting staff to attend regional and international atomic energy events remains high on the Council's agenda of strengthening its collaborations with regional & international atomic energy bodies. At the beginning of each financial year, each department with a relevant regional and international event to attend shall identify and budget for such events. The supported staff shall prepare and share the proceedings from such events with emphasis on key lessons and actionable recommendations.

Action 5.2.4: Carry out benchmarking for adoption of best practices.

The atomic energy regulatory framework in Uganda is evolving with some necessary improvements to match the regional and global standards. In such an environment, benchmarking plays a critical role in identifying best practices, improving processes, appropriate risk management leading to continuous improvements in the implementation of regulatory controls. The Council has supported benchmarking visits during the implementation of the previous strategic plan and further commits to maintain this strategic focus even in the new strategic plan. All technical units have been earmarked for support to undertake benchmarking visits in order to generate lessons and best practices for service delivery improvement.

5.3 Prepare and present information papers justifying the rationale for policy formulation or domestication of good practices

From the planned benchmarking visits and peer review missions, best practices and recommendations shall emerge. However, the adoption and/or implementation of the recommendations may be beyond the mandate of the Council. This shall require the Council to advocate for their adoption and implementation through regulatory advice. This shall entail preparation and presentation of information papers justifying the proposed adoption and implementation of emanating best practices and recommendations.

5.3.1 Systematically identify critical areas on which information papers are to be prepared.

Information papers are critical advocacy tools used to promote the adoption of a specific good practice or formulation of strategic documents. This shall be one of the ways in which the Council shall provide advice to different authorities particularly on areas where its regulatory mandate is limited. At the start of each, all technical units will identify strategic areas on which information papers need to be prepared and shall be contained in the respective departmental workplans.

5.3.2 Prepare and present information papers on topical issues

Upon identification of strategic areas to be covered under information papers, the Council shall charge specific officers or teams to develop the papers in respect to the agreed upon scope and targeted audience. The paper shall be internally reviewed to ascertain its comprehensiveness and quality.

5.3.3 Conduct follow-ups to accelerate the adoption of preferred actions and practices.

The adoption of the preferred actions and practices is a function of consistent engagement. Thus, the Council shall remain committed to follow-ups to obtain feedback as well as tracking status of the expected response. This shall take different forms including inter alia; writing emails, making phone calls as well as courtesy visits among others. The choice of any preferred follow-up method shall be informed by the appraisal results of its effectiveness and efficiency.

Strategic Objective 6: Strengthen the governance and management system of the Council

AEC Team during annual planning retreat

An effective and efficient governance and management system is a critical enabler for the Council to achieve its regulatory mandate and overall vision of "A nation safe and secure from harmful radiation." The rapidly evolving nature of atomic energy applications, the increasing complexity of regulatory requirements, and the broadening of the Council's scope of work necessitate a robust governance and institutional management system that is responsive, accountable, and future-focused.

The Council, building upon achievements made during previous strategic planning cycles, shall prioritize governance and institutional strengthening by focusing on the performance of the Council, functional alignment of the organization, human resource development, internal control systems, risk management, and resource mobilization. The following strategic interventions are planned to ensure that the Council remains effective, resilient, and adaptive to emerging regulatory needs.

Strategic Intervention 6.1: Enhance the performance and functionality of the Council members.

The Council is the top most organ of AEC charged with the responsibility of providing oversight as well as setting the strategic direction of the entire organization. In the past, the Council ably played its core functions, being able to conduct quarterly meetings in which the performance of management has been reviewed. However, since July 2024, the Council has yet to be fully constituted; a factor that has affected its performance. The process of constituting the Council

is underway. This notwithstanding, this strategic plan carries the ambition of enhancing the performance of the Council by delivering the following outputs.

Action 6.1.1: Conduct regular Council and Committee Meetings

The Council discharges its functions through five committees which are charged with the responsibility of rendering advice and making recommendations to the Council on all matters under their jurisdiction. Both the Council and its committee meet quarterly to review the performance of management and consider other matters. To facilitate timely and informed decision-making, the Council shall continue to support quarterly Council and Committee meetings. The Office of the Secretary shall coordinate and ensure adherence to meeting schedules and documentation timelines. Activities that will support the realization of this output shall include timely preparation and circulation of Council papers and other documents to guide Council discussions.

Action 6.1.2: Conduct periodic performance evaluation of the Council

Periodic performance review of the Council and its Committees is necessary for taking stock of the achievements, identifying the facilitators and inhibitors of performance hence forming the basis of continuous performance improvement. During the past strategic plan implementation, a Council evaluation tool was developed, and the Council was undertaking periodic self-assessments. While this has been useful, it is important that an independent facilitator is involved in enhancing objectivity. This is a new innovation the Council has prioritized under the AEC 3rd strategic plan.

For streamlined performance assessment of the Council, the setting of the performance targets and review of the evaluation tool shall be undertaken at the beginning of every financial year. This shall form the basis of tracking effectiveness, identify areas for improvement, and inform capacity-building efforts.

Action 6.1.3: Undertake capacity building for the Council members to competently discharge their obligations

Continuous capacity strengthening of the Council members is key for performance improvement in terms of improved decision making, enhanced oversight, better risk management and strategic leadership among others. According to Section 4(2) of the Atomic Energy Act, Cap 154, members of the Council are required to have a professional background in nuclear science and technology. However, the Council handles other matters beyond nuclear energy such as human resources, Audit, Finance and other. This calls for targeted trainings for the Council members in order to enhance their performance in all matters within the jurisdiction of the Council.

It is against this backdrop that the Council has prioritized capacity building initiatives for the Council members. It is however possible that different Council members may have different capacity strengthening needs. Key activities leading to the effective delivery of this output shall include inter-alia: i) Conducting capacity needs assessment of the Council; ii) Developing a capacity development plan for the Council; and iii) Organizing capacity strengthening initiatives for the Council members.

In addition to strengthening the Council as envisaged through the above strategic interventions and outputs, the Council plans to strengthen the management through a number of prioritized interventions here under.

Strategic Intervention 6.2: Attract and retain competent and motivated staff

At the core of a high-performing regulatory institution is a competent and motivated workforce. The Council shall invest in tools, motivation strategies, and capacity-building programs to attract and retain the right talent. Three Actions have been prioritized under this strategic intervention as detailed below.

Action 6.2.1: Equip recruited staff with necessary tools for effective execution of duty.

Equipping staff with necessary tools is key in enhancing productivity, job satisfaction, reduced errors, leading to better performance. The Council in this strategic plan commits to ensuring that all staff have necessary tools to support their performance. Key tools to be procured for staff include inter alia appropriate workstations, laptops, identification badges, and staff uniforms among others. Identification of the required tools and managing the procurement process shall be the key activities supporting the realization of this output.

Action 6.2.2: Implement competitive staff motivation program

Staff motivational packages are important in boosting job satisfaction, productivity and employee morale. This helps to create a positive work environment that drives organizational success. As such, the Council has prioritized a number of staff motivational packages covering recognition and rewards, wellness initiatives, health insurance, team building and celebrating milestones; implementation of a salary enhancement policy among others. Periodically, these motivational packages shall be reviewed and updated to ensure the achievement of the core objectives.

Action 6.2.3: Staff capacity development & training.

Investment in staff development and training demonstrates an organization's commitment to its employees' growth and success. Such an investment has significant impact on the organization through reduced staff turnover, improved productivity and enhanced organizational reputation. The Council plans to maintain its core initiatives towards staff development and training with particular focus on i) Fellowship placements for technical staff; ii) Support staff to acquire post-graduate training in relevant fields; iii) Support staff on short-term courses; iv) Conduct internal trainings for staff on relevant topics; and v) Support staff to acquire professional certifications.

Each unit will at the start of each financial year identify the staff development and training needs to be incorporated in the year's work plan and budget. The Human Resource Unit shall consolidate all the needs from the units into an annual staff development and training plan.

6.2.4 Develop and implement a staff qualification programme.

The staff qualification program is crucial to ensure safety and security in the atomic energy industry. The Council is committed to building a skilled workforce for effective regulation and safety in the atomic energy sector. Although the development and implementation of the programme shall be informed by the gap analysis, it shall adhere to the set international standards.

Strategic Intervention 6.3: Enhance internal controls for efficient and effective operations

Strengthening internal controls is essential for effective and efficient operations because of its effect on risk mitigation, optimized processes, enhanced accuracy and compliance. The Council's planned investment in strengthening internal controls is envisaged to support the realization of the organizational goals while minimizing risks. Thus, strengthening the audit and compliance, financial management, procurement, risk management functions form the core outputs under this strategic intervention as detailed hereunder.

Action 6.3.1: Enhance the audit and compliance function

The Council's audit and compliance function has been active since its inception. The unit is manned by two staff who oversee the Council's audit and compliance activities. While the Council intends to sustain its support for audit and compliance activities under this strategic Plan, the Council plans to undertake new initiatives to strengthen the audit and compliance function. Key activities planned for this strategic plan shall include inter alia: i) production of monthly audits; ii) Coordinating external audits; iii) Standardizing Audit Processes; iv) Procurement of audit management software to streamline planning, execution, and reporting; v) Supporting staff to attend regional and international audit networks to share knowledge; and vi) Developing compliance guidelines.

Action 6.3.2: Enhance the financial management system.

The Council uses QuickBooks as financial application software although adoption of an Integrated Financial Management System is a key recommendation for government agencies. Within the next five years of this strategic plan, the adoption of Integrated Financial Management system has been prioritized. This will however be actualized with the acquisition of a Vote.

Action 6.3.3: Strengthen the procurement function of AEC.

The Council has an active procurement unit that handles all procurement matters of the Council. However, the procurement processes are still largely manual and there has been no systematic evaluation of the procurement processes. This curtails opportunities for improvement based on lessons learnt. While the Council under this strategic plan shall sustain its investments in the procurement unit, improvements in a number of areas have been planned. These include enrollment on the e-government procurement system; conducting a procurement needs assessment; developing and implementing annual procurement plans and conducting a procurement integrity survey.

Action 6.3.4: Automate business processes.

Automation of business processes involves using technology to streamline and optimize workflows, reducing manual efforts and increasing efficiency. This shall provide a sustainable remedy for the current manual processes run by the Council in all its service delivery chains. Key processes earmarked for automation include: i) Inspection processes; ii) Dosimetry processes; iii) Human Resource management processes; iv) Inventory management systems for disused sealed radioactive sources; v) authorization processes; and vi) Records Management system.

The automation of each process shall take several steps including: i) development of a concept paper to obtain necessary approvals; ii) development of the Terms of Reference; iii) Procurement of a consultant; iv) supervision of the contract; v) review and approval of the automated system.

Action 6.3.5: Develop and implement a risk management strategy

The Council recognizes that a robust risk management system is essential to anticipate, mitigate, and respond to risks that may undermine its operations. Currently, the Internal Audit unit is the one charged with risk management responsibility. While there have been deliberate efforts to periodically update the organization's risk register, the application of the organization-wide risk management approach is still weak. The Council under this strategic plan has prioritized key outputs that would strengthen risk management across all operational areas of the Council as detailed here below. Effective risk management requires a strategy that spells a systematic procedure for risk identification, assessment, prioritization, mitigation, monitoring and governance. The development of this strategy shall be a key deliverable of the designated risk

and compliance function. The strategy shall also contain a communication plan with a particular focus on risk management trainings targeting both internal and external stakeholders.

Action 6.3.6: Build capacity in cyber security and data protection

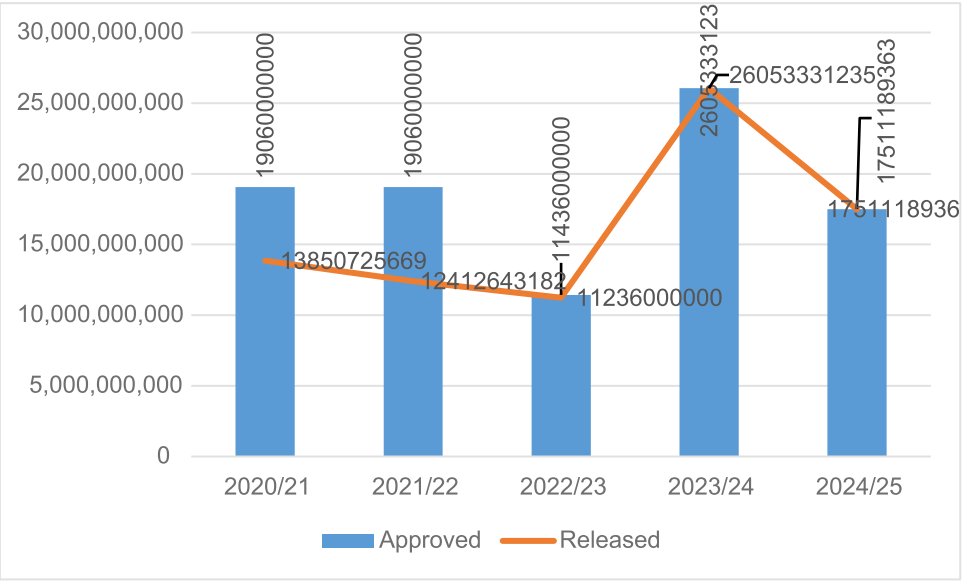
Strengthening cyber security and data protection is essential in today's digital landscape for protecting sensitive information, prevent cyber threats, ensure compliance with data protection guidelines as well as building stakeholder confidence. While the Council has an established IT unit that oversees installation, protection and maintenance of ICT infrastructure, much is still needed in strengthening the capacity of the unit to effectively deliver on its mandate.

As such, acquiring latest IT software and hardware devices, developing the regulatory documents on computer/cyber security for nuclear facilities, conducting computer/cybersecurity inspections in facilities, carrying out research on computer/cyber security as well as trainings to nuclear facilities about best practices/drills on computer/cyber security in a nuclear facility are the planned initiatives under this output. The current server is obsolete to support the envisaged digitization of the business processes under SP III.

Strategic Intervention 6.4: Mobilize adequate resources for effective strategic plan implementation

Successful implementation of strategic plan hinges on the availability of adequate resources. Much as the Council's legal status allows it to mobilize resources outside government, it has entirely relied on central government transfers. Analysis of the revenue flow over the last strategic plan implementation period indicates that the released funds have averaged at 87.2% of the approved budget which has often affected the Council's operations. Besides, while the magnitude of the Council's work continues to grow, its budget and subsequent releases from government have been shrinking as shown in Figure 7 below.

Figure 7: AEC's revenue flow (2020/21-2024/25)



Currently, the Council obtains its budget through the mother Ministry which deprives its financial autonomy. In this strategic plan, initiatives to achieve financial autonomy as well as diversification of revenue sources have been prioritized as detailed in the next sub sections.

Action 6.4.1: Obtain an AEC vote

While the process of creating votes was temporarily halted pending completion of the rationalization process, the Council will maintain and/or improve all the requirements for obtaining an independent vote. Key activities planned to be undertaken under this output are: conducting follow-ups with MEMD & MoFPED and ensuring that all requirements are adequately complied with.

Action 6.4.2: Develop and submit project proposals for possible funding.

As part of the efforts to diversify revenue sources for sustainable operations of the Council, the Council will leverage external funding opportunities through crafting and submitting funding proposals. To realize this ambition, the Council will support capacity development of staff in grant writing and general resource mobilization.

Action 6.4.3: Develop quarterly & annual work plans and budgets

Development and subsequent submission of annual and quarterly work plans is a requirement for securing central government transfers. The Office of the CEO and Secretary shall coordinate the process of work planning and budget development to ensure timely submission and consequent financial releases.

Action 6.4.4: Support the Council leadership to participate in high level networking fora.

Section 16 (2) (b) of the Atomic Energy Act Cap 157 charges the CEO and Secretary with the responsibility of providing proper management of the Council's funds. This entails providing supervision over the available resources and also leading campaigns for raising funds for the Council through allowable mechanisms. With the ambition of tapping into grants and other external funding sources, the need for high level networking is apparent. It is against this background that the CEO and Secretary should be supported to attend in-country and foreign high level networking events with an objective of identifying possible funding opportunities. However, the Accounting Officer will be at liberty to delegate this action to any member of the senior management team.

Strategic Intervention 6.5: Mainstream quality assurance in the Council's processes and performance

Quality assurance, control and monitoring are essential for building stakeholder trust, enhance compliance and improve regulatory effectiveness. This calls for strategic investment in establishing requisite quality assurance infrastructure as well as establishing structures that would support quality assurance. Under this strategic plan, the Council has prioritized investment in i) Strengthening and equipping a Quality Assurance Unit; ii) conducting quality assessments; iii) establish modern laboratories such as dosimetry, calibration, non-ionising radiation. Under this Action, the Council plans to also establish remote environmental radioactivity monitoring stations. Additionally, the Council under this plan shall establish and review a quality management system with emphasis on defining its scope and objectives, conduct a gap analysis, develop policies and procedures, establish quality indicators as well as monitor and evaluate implementation progress.

Action 6.5.1: Develop quality assessment tools, instruments and manuals

Quality assurance program refers to a systematic program of controls applied by the authorized person aimed at providing adequate confidence that the standards of safety prescribed in the

Atomic Energy Regulations, 2012 is achieved in practice. To achieve the ultimate target of quality assurance, quality assessments have to be conducted a priori. To this end, tools, instruments and manuals for conducting the quality assessments will be developed, piloted and approved.

Action 6.5.2: Undertake quality assessment of people, processes and performance

Quality assessments for atomic energy regulations involve the two levels of assessment, Management Self-Assessment and Independent Assessment. Therefore, quality assessments involve a systematic process of evaluating a facility's adherence to safety and security standards. Key elements include comprehensive documentation, regular checks, and corrective actions to ensure compliance and maintain confidence in the safe use of radioactive materials.

Action 6.5.3: Develop an automated quality management system

Automation of the quality management system is a deliberate intervention in the SP III period to reduce the manual errors, ensure timely production of reports and overall efficiency in the QA process. The Council will identify persons to man the system, information technology hardware and software as well as operational policies relevant for the running of this system

Strategic Intervention 6.6: Acquisition & maintenance of necessary infrastructure and equipment

The quality of physical infrastructure is a key driver of organizational performance. While the Council has continued to maintain a conducive physical environment for enhanced productivity, improvements continue to be desired. While the Council cherishes inclusive physical access to its premises, the current Council's offices along Bukoto street have accessibility barriers to persons with disabilities. Completion of the on-going construction works infrastructure maintenance as well as procurement of office equipment and assets have been prioritized as detailed hereunder.

Action 6.6.1: Construction of the AEC Headquarters at Mpoma.

During the previous strategic plan implementation, plans for the AEC Headquarters at Mpoma were completed. Focus under this strategic plan is placed on the actual civil works with key activities being construction supervision and contract management.

Action 6.6.2: Acquire office furniture, support equipment and supplies

The Council plans to procure and allocated assorted furniture and other office supplies to different units that shall be need. Each unit shall compile a list of needed furniture and submit to administration which shall consolidate and submit to the procurement unit for integration in the annual procurement plan.

Action 6.6.3: Acquire vehicles and operate a fleet management system

Much of the Council's work, especially under the technical units, requires frequent field movements. However, the available number of vehicles is still too small to effectively support the required work. The Council has thus planned to expand its fleet by prioritizing the procurement of additional vehicles. The number and capacity of vehicles to be produced during the implementation period of the Council's strategic plan are detailed in the costed work plan. In addition, it is important that once the vehicles are acquired, an electronic fleet management system with provisions for real-time monitoring the functionality, location, and road-worthiness of the vehicles is set up.

Action 6.6.4: Explore possibilities for the establishment and operationalization of regional offices

Pursuant to the regional decentralization of the Council's service delivery system, establishment of regional office shall be among the interests of the Council under this strategic plan. However, regional offices should be established in a phased manner following the viability analysis that shall prior be conducted. Key activities leading to the realization of the output shall include inter alia; i) Securing office space; ii) Recruitment of regional office staff; and iii) Procurement of office equipment and consumables.

Strategic Intervention 6.7: Effective performance management

Effective performance management is the backbone of any thriving organization. It aligns employee efforts with strategic goals, drives continuous improvement, and ensures a motivated workforce. It includes setting key performance indicators, performance evaluation, providing ongoing and constructive feedback, offering development and training, and recognizing and rewarding achievements. The Council will pursue an effective performance management system during the SP III period.

The performance management system in *Figure 8* below shows that it starts with performance planning. This is where the organization reviews to ensure that each person's job fits with the organization's goals. At the heart of any performance management system is effective goal setting to ensure employees have clarity and focus in their work. A staff capacity development plan agreed, that is rooted within the performance appraisal system bridges the gap between individual aspirations and organizational goals. Ultimately it is designed to ensure that the performance of the staff improves as well as their departments and organisations.

Figure 8: Key components of an effective performance management system.

Action 6.7.1: Undertake annual staff performance appraisals and capacity needs assessment

As a public service standard operating procedure, the Council will continue to track staff performance through the annual staff performance appraisal process. The HR Unit will coordinate the process and consolidate the individual reports to generate the AEC's overall performance reports. During the appraisal process, staff capacity gaps will be identified and recommended to the HR for handling. In order to make the process worth the effort, the HR unit will ensure that the appraisal reports are analyzed and feedback provided to staff especially on the strengths, weaknesses and other points raised.

6.7.2 Develop and implement a performance improvement plan.

The performance appraisals shall elucidate the individual performance gaps and the needed performance enhanced plans. These performance gaps and enhancement plans shall be aggregated to inform the develop and implementation of individualized and organisational-wide performance improvement plans.

Action 6.7.3: Conduct periodic performance reviews and SP III monitoring and evaluation activities

Strategic plan implementation shall be hinged on quarterly and annual work plans which shall also provide the basis of performance reviews. The five-year strategic plan targets shall be distributed among the five years with a set of targets earmarked to be achieved in each year of implementation. The annual targets shall be further broken down into quarterly, monthly and weekly. Thus, conducting weekly department meetings, quarterly and annual performance reviews shall be the internal performance review mechanisms from which implementation progress shall be assessed, lessons picked, and necessary improvements identified. The Council has included planning officer in the structure, and one of the responsibilities will be to coordinate strategic plan implementation by guiding departments on the necessary alignments during budget and work plan formulations, spearhead the baseline study, and monitoring and evaluation activities.

Action 6.7.4: Introduce the balanced score card for planning and management of staff performance

Consistent with the general Government positions, the Council will take steps to adopt the Balanced Score Card (BSC) as a performance and staff management tool that aligns daily activities to the strategic framework. This will be implemented in a phased approach, starting with members of management and thereafter cascaded to cover all positions. The BSC is a strategic management tool that translates an organization's vision and strategy into a set of performance indicators, encompassing both financial and non-financial aspects. The BSC encompasses planning and performance across four perspectives: financial, customer, internal processes, and learning and growth.

Strategic Intervention 6.8: Conduct effective and efficient operations

Ensuring coordinated task execution is a requirement for achieving effective and efficient operations. This calls for proper functional alignment of the staff structure, adequate staffing levels, elaborate updated organisational policies as well as functional coordination structures. AEC will in this strategic plan prioritize these areas as further elaborated in the strategic actions here under.

Action 6.8.1: Evaluate the performance of the AEC staff structure for functional re-alignment and remuneration reviews

The work of the Council is executed through the technical and support branches which play specific but complementary roles and functions. The diagnostic assessment revealed some room for improvement in the inter-departmental and unit coordination. The Council has recently approved a new organizational structure, however over the course of five years, and with the anticipated enactment of the Energy Bill, 2024, it will be necessary that a performance evaluation is conducted. This involves evaluation of each position, identifying workflows, overlaps, misalignments, and redefining the job descriptions to align to the prevailing industry circumstances. The HR unit will achieve this by benchmarking with similar MDAs in Uganda but also regional regulatory bodies for the workflows and remuneration.

Action 6.8.2: Develop and implement a staff recruitment and annual training plan

The new organizational structure has brought to light staffing gaps requiring to be filled. As a result, a strategic recruitment plan shall be developed by consolidating staff needs across departments and units, prioritizing positions based on urgency and impact, and scheduling recruitment activities in a phased manner. In addition, the Human Resource and Administration Department will consolidate departmental training plans into the organization-wide annual training plan that also feeds into the long-term plan.

Action 6.8.3: Develop, implement and review relevant organisational policies, procedures and manuals.

Development and appropriate review of organizational policies, procedures and manuals is critical for effective and efficient operations. The Council under this strategic plan will dedicate considerable efforts to develop relevant policies, procedures and manuals to guide its operations. The development and review of such critical documents shall follow a systematic and well coordinated process. Currently, the Council has a Human Resource Management Policy and Procedures Manual but other policies such as Safety, Risk Management among others will need to be developed.

Much as the HR manual is due for review in 2027, prevailing circumstances may dictate an earlier review. The review shall be undertaken to ensure that the manual effectively communicates information and supports its intended purpose while meeting the needs of its users. Depending on the available resource envelope, the Council shall determine the methodology (internally or externally facilitated) to be adopted for the development and review of these documents

6.8.4 Constitute and operationalize relevant task coordination structures

Creation of task coordination structures at various levels of organisational management is critical for organizational success. It is apparent that certain actions and tasks under this strategic plan cuts across different departments and units. Thus, creation of vibrant coordination structures is paramount to ensure appropriate task allocation, tracking and efficient execution. The coordination structures shall meet regularly to develop and review workplans and key achievements in order to set new targets.

Chapter 4: Financing Framework and Strategy

This chapter elaborates the mechanisms for securing funding to implement the Strategic Plan. It provides projected costs for activities that will be met by the Government of Uganda as well as development partners supporting key projects.

Although the Council had intended to secure a distinct vote and operate independently during the prior period, this objective was not achieved owing to protracted procedures and the continuous streamlining of agencies by Government. Nonetheless, the Council shall persist in its efforts to secure a distinct vote, thereby enabling the exercise of independent financial governance. In this context, the Atomic Energy Council will continue sourcing its financial resources from a subvention allocated under the Ministry of Energy and Mineral Development (MEMD) budget. Moreover, several development partners have provided support for essential projects that are anticipated to continue throughout the SP III period.

4.1 Strategic Plan Budget

Therefore, the main sources of revenue for implementation of the SP III will be

i. Appropriation from the Government of Uganda, through the MEMD.

ii. Grants, and donations from development partners or any other source approved through Government of Uganda processes.

iii. Fees charged for services and activities rendered by the Council under the Atomic Energy Act, Cap. 154.

Table 13 presents a summary of the anticipated cost of implementation of this Plan.

Table 13: Estimated SP III funding by strategic objective, million Uganda shillings

Objective	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total	% share
SO1	925	1,855	1,705	1,105	1,105	6,695	1.08
SO2	1,830	755	590	765	595	4,535	0.73
SO3	16,825	35,325	37,930	27,450	26,330	143,860	23.23
SO4	1,465	3,109	2,970	2,415	2,425	12,384	2.00
S05	852	1,745	2,825	2,170	1,945	9,537	1.54
SO6	10,727	84,763	85,022	124,177	137,522	442,211	71.41
TOTAL	**32,624**	**127,552**	**131,042**	**158,082**	**169,922**	**619,222**	**100**

This plan is estimated to cost a total of UGX 619,222,000. Uganda Shillings with each strategic objective getting a considerable share in accordance with the prioritized investments. Note that the SP III estimated budget excludes the wage component. The six strategic objective is estimated to take the highest percentage because of the development components in items such as construction of office premises, acquisition of radiation detection equipment, and setting up of laboratories.

4.2 MTEF Projections and Implications for SP III Financing

The Medium-Term Expenditure Framework (MTEF) projections for the AEC are provided in Table 14. These projections will help the AEC to anticipate flows and act as an early warning for the funding gaps, so the Council can plan for possible avenues to fill the gaps in time.

Table 14: MTEF Projections for the Council

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	13,204,497,161	15,845,396,593	17,746,844,184	19,876,465,487	22,261,641,345
Non-Wage	62,048,058,872	69,493,825,937	77,833,085,049	87,173,055,255	97,633,821,886
Development	800,000,000	52,700,000,000	45,000,000,000	77,100,000,000	47,400,000,000
Total	76,052,556,033	138,039,222,530	140,579,929,233	184,149,520,742	167,295,463,231

4.2.1 Funding gaps.

This is the variance between the budget estimates in Table 13 and the MTEF projections in Table 14. The funding gap is minimal and totals to 0.09% of the five-year SP III budget.

Table 15: SP III Funding gaps

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30	Total
SP III Budget	32,624,000,000	127,552,000,000	131,042,000,000	158,082,000,000	169,922,000,000	619,222,000,000
MTEF Projection (wage & development)	62,848,058,872	122,193,825,937	122,833,085,049	164,273,055,255	145,033,821,886	617,181,846,999
Gap	-30,224,058,872	5,358,174,063	8,208,914,951	-6,191,055,255	24,888,178,114	2,040,153,001

4.3 Financial Mobilization Strategy

The Council shall strategically allocate resources in accordance with the established processes of the Government of Uganda, especially the Public Finance Management Act, 2015 (as amended). Each year, the Council will formulate an annual work plan and budget derived from this strategic plan for submission to the Ministry. Accordingly, the Ministry shall consolidate and present the budget to Parliament for appropriation.

Furthermore, the leadership of the Council will engage in the formulation of fundable project proposals and concepts intended for submission to prospective development partners for financial and technical support. Throughout the implementation phase, AEC will leverage cost-effective funding models to minimize expenses while maximizing outputs. The Council will

actively seek additional collaborations and partnerships with implementing partners to minimize redundancy in efforts, particularly in the execution of activities that yield comparable outcomes. Formal agreements or memoranda of understanding will be established with development partners to ensure the fulfilment of stipulated conditions, including the financing modalities mutually accepted by both parties.

This Strategic Plan will serve as a tool for resource mobilization, facilitating collaboration with development partners, the private sector, and research institutions to pinpoint areas requiring financial support. It is important to note that under this SP, a strategic objective has been formulated to step-up research and advocacy at the Council. This deliberate step is expected to attract financial support for implementation of some interventions.

The Office of the Secretary and CEO will assume a pivotal role in the identification, engagement, and acquisition of stakeholders for the financing of this strategic Plan.

Chapter 5

Institutional Arrangements for Implementing the Plan

This chapter outlines the mechanisms that the Council will utilise to implement the SP III. This includes the use of existing structures, systems, procedures, and regulations for implementing a strategic plan, including synergies among stakeholders. It also outlines approaches, strategies, and key stakeholders/institutions responsible for coordination and leveraging synergies.

5.1 Coordination arrangements

Coordination arrangements involve actions aimed at harmonizing and aligning different actors to achieve a common goal. This requires, among others, set-up and retooling of technical governance structures to address an issue, while avoiding working at cross-purposes, streamlining communication flow and reduction in stakeholder fatigue. In this regard therefore, the Council will undertake the following coordination mechanisms

a) Formation and operationalisation of technical and operational committees

The Council, based on justified need, will constitute inter or intra-institutional committees to manage a specific intervention or purpose. The justification may be due to the desire to integrate multiple disciplines, expanding the reach of services, leverage the different expertise and mandates, enhance appreciation and buy-in of stakeholders, and remove work bottlenecks.

b) Popularizing the Strategic Plan.

A deliberate effort will be taken by the Council leadership to popularise this Strategic Plan among staff and key stakeholders especially the Ministry. It will be a requirement for all staff to draw annual budgets and work plans from this SP. The Unit responsible for communication will undertake measures to produce simplified versions of this SP for segmented categories of stakeholders. Copies of the strategic plan will be shared with staff, development partners and visitors to appreciate the strategic direction of the Council for the next five years.

c) Results-based performance monitoring.

Besides the requirement to plan for activities stipulated in this SP, the Council will align its monitoring, evaluation and learning to the strategic objectives of this SP. Routine progress reports, regular performance reviews and all other forms of performance measurement will be anchored onto the expected outcomes and results as set in this SP.

d) Information technology and systems.

The Council will leverage advancements in information technology such as management information systems, websites, intranet and internet to enhance information sharing and overall communication on matters pertaining this SP to staff and other stakeholders.

e) Council and Management oversight.

The Council will set and approve policies that resonate with the successful execution of this strategic plan. Heads of Departments will consider the inclusion of discussions on the strategic plan during their meetings. The day-to-day execution of this Plan will be overseen by the Secretary and CEO who will report to the Council and Ministry on the progress.

5.2 Roles and responsibilities of key actors

The Secretariat structure is organized into technical and administrative arms. The technical arm is responsible for technical functions as enshrined in the Atomic Energy Act, Cap. 154. It is responsible for defining and setting the technical agenda for the execution of the mandate with functions that include, regulation, assessments, research, licensing, enforcements and advisory. On the other hand, the administrative arm provides a supportive environment to the technical arm for holistic organizational execution of activities. The administrative arm will provide the necessary staffing, systems and procedures, financing, and other management support services. Table 16 summarizes the roles and responsibilities for the actors whose involvement will be pivotal to the successful implementation of this Plan.

Table 16: Roles and responsibilities of key actors in SP implementation

Institution/Stakeholder	Roles and Responsibilities
Internal Actors	
The Council Members	Functions of the Council are clearly stated in the Atomic Energy Council Act 2008. Below are highlights from the same • Be the overall governance body of AEC with powers to approve policies, budgets, strategic plans. • Appoint committees to inquire and advise on any matters of the Council
Secretariat (Staff)	• The secretariat operationalizes the functions of the Council on a day-to-day basis • Recommend to the Council proposals for the formulation of policies of the Council and to implement policies adopted by the Council • It also implements decisions taken by the Council. • Establish and maintain relationships with national, regional and international organizations, institutions and agencies in order to implement policies and carry out functions of AEC.
Internal Audit Unit	• Coordinate the formulation of annual work-plans aligned to the Strategic Plan. • Spearhead the monthly, quarterly and annual progress reporting. • Oversee the monitoring and evaluation function pending the consideration of a monitoring and evaluation unit
Heads of Departments/ Top Management	• Deploy resources for implementation of defined actions. • Ensure the alignment of the quarterly and annual work-plans to this Strategic Plan. • Identify, assess and mitigate any risks that could impede the attainment of the Plan objectives. • Recommend to the CEO any justifiable changes to the Strategic Plan during implementation.
External Actors	
Ministry of Energy and Mineral Development	• Secure high-level political support and buy-in for AEC business • Provide policy guidance and oversight • Present AEC matters in cabinet and parliament • Ensure appropriation of AEC budget
Uganda Revenue Authority	• Control and monitor importation and exportation of radioactive sources and radiation generation equipment in and out of the country • Facilitate information exchange

Institution/Stakeholder	Roles and Responsibilities
	• Install scanners and permit AEC staff to inspect and verify any materials suspected to be radioactive or radiation generators
Uganda Communications Commission	• Implementation of guidelines on non-ionising radiations • Facilitate information exchange • Hold joint training and sensitization sessions
Uganda Police Force	• Enforce actions meant to ensure high levels of safety and security of society and environment from dangers of ionising radiation • Collaborate and carry out joint investigations, inspection, enforcement, emergencies, transportation of radioactive materials while responding to radiological accidents and incidents, in line with the national nuclear radiological emergency and response plan • Share information of any legal actions resulting from enforcement of non-compliance penalties
Ministry of Health	• Ensure all radiation workers in medical facilities are qualified and certified by the relevant authorities • Ensure all medical facilities using ionising radiation are certified by AEC • Ensure that all radiation workers are monitored for occupational exposure • Notify AEC upon procurement and installation of new medical radiological equipment in government health facilities • Ensure that medical radiological equipment in government health facilities are maintained, serviced and periodically calibrated • Ensure all facilities intending to offer diagnostic and therapeutic radiology services comply with ministry Standards on Diagnostic Imaging and therapeutic Radiology of Uganda • Ensure all medical facilities offering radiology services have adequate and appropriate personal protective equipment • Share information on accredited radiation workers, amount of equipment per facility, general inspection reports, and noncompliant medical facilities as regards radiation protection and safety requirement • Hold regular (preferably quarterly) meetings for purposes of discussing the status of radiation safety in previously inspected facilities • Cooperate on the implementation and review of standards on Diagnostic Imaging and Therapeutic Radiology in Uganda • Have a coordinated response towards radiological and nuclear emergencies
Ministry of Local Government	• Approval of applications for site permits • Mobilise host communities to participate in the authorization process for nuclear installations
National Environment Management Authority	• Joint monitoring of license holders and other stakeholders • Coordinate enforcement actions related to environment management • Conduct joint inspections on waste management/dumping facilities, mining sites, mineral and ore processing facilities • Share results from Environmental Social Impact Assessments and the list of facilities managing radioactive and nuclear waste or operating waste management facilities
Research and training institutions	• Establishment of nuclear science training centre • Joint inspections on the nuclear research reactor site • Joint research and training opportunities

Maintenance and improvement of certification stamps: The quality of certification stamps will be improved with more electronic features such as QR codes to enhance the visibility of the services provided to clients; and as a self-monitoring mechanism for the quality of services.

With regard to implementation of this Strategic Plan, the Council purposes to communicate to its stakeholders, obtain feedback and incorporate the concerns in its programmes. The nature of communication mechanisms will be inter-disciplinary (focusing on technical atomic energy concepts as well as administrative matters of the Council). The following mechanisms as presented in Table 17 will be pursued

Table 17: Communication and feedback mechanisms for the Plan

Institution/ Stakeholder	**Communication mechanisms and channels for feedback generation**	**Strategic Plan content to communicate**
License Holders	- Quality assessment meetings - Pre-authorization meetings - Inspections - Automated inspections and licensing systems - Print and broadcast media	- Scheduling of inspections - Results of the inspections - Service delivery standards - New Guides and Regulations
Ministry of Energy and Mineral Development	- Sector working groups - Ministerial directives - Circulars - Telephone calls - Sector/programme reviews	- Budgets and work-plans - Policy briefs - Technical advice - Quarterly progress reports - Content of the Atomic Energy Bill, 2025
Implementing partner MDAs (MoH, UCC, URA, etc)	- Joint implementation - Committee and working group meetings - Official correspondences - Electronic mail - Circulars	- Activity progress reports - Inputs and technical advice on certain activities - Regulatory requirements - Potential collaborations
Secretariat (Staff members)	- Sharing hard copies of the Plan - Production of popular versions - Monthly, quarterly and annual staff meetings - Electronic mail - Performance appraisals - Back-to-office reports	- Progress of performance - Budgeting requirements - Scheduled activities and interventions - Strategic direction of the Council - Rationalization and prioritization of resources.
IAEA and nuclear regulatory bodies in other countries	- Website - Peer reviews - Benchmarking and study tours - International conferences and workshops	- Mandate of the Council - Priorities of the Council - Identification of best practices and lessons learnt - New innovations in the sector

Institution/Stakeholder	Roles and Responsibilities
Allied Health Professionals Council	• Information exchange regarding registered radiation professionals and list of facilities with radiation sources and other related information • Training in radiation protection, safety and nuclear security • Regulating the conduct of radiation workers on matters relating to radiation protection, safety and nuclear security • Joint inspections for radiation protection, safety and nuclear security • Conduct of joint awareness campaigns on radiation protection, safety and nuclear security • Collaborative research in the use of nuclear science and technology in the medical field
Office of the Prime Minister	• Emergency preparedness and response • National coordination of emergency preparedness and response actors • Information sharing
Licensees	• Responsible for safety and security of radioactive sources/equipment. • Ensure compliance with the regulatory requirements • Use issued authorisations as per terms and conditions of the offer by AEC
General public	• Be vigilant and report any non-compliance cases by license holders to AEC • Report all cases of proliferation of nuclear substances to police or AEC • Attend sensitization workshops organized by AEC to create awareness on radiation safety and security
International Atomic Energy Agency	• Support the implementation of the 5th \Country Program Framework 2024-2029 • Develop international standards and guides • Provide technical assistance to member states. • A repository of international instruments (treaties) relevant to nuclear safety and civil liabilities. •
Nuclear regulatory bodies for other countries	• Sharing of specialized equipment and services e.g. equipment calibration and maintenance services • Information sharing • Formation of Forum for Regulatory bodies in East Africa (FRBEA) • Combating illicit trafficking of radioactive materials • Monitoring transportation of radioactive materials across borders • Collaboration in Radiology Emergency Preparedness and Response • Nuclear regulatory and power programs

5.3 Sustainability Arrangements

Ensuring technical sustainability means making sure that the systems, software, infrastructure, or outcomes arising out of this Strategic Plan will endure, evolve, and remain effective over time — without becoming a burden due to obsolescence, fragility, or excessive cost. The following mechanisms will be pursued as part of sustainability arrangements:

a) Construction and equipping of laboratories.

Modern laboratories that comprise nuclear security, non-ionising radiation, environmental monitoring, dosimetry and instrumentation testing capabilities will be constructed and equipped at the Mpoma site. The Council will ensure acquisition of scalable equipment and apparatus with preference to supported tools and libraries, monitor their performance and regular servicing and calibration where necessary.

b) Construction of office block and headquarters.

The Council will resume the construction of its own headquarters for office premises to reduce renting costs incurred at the current premises. This will provide adequate office space for laboratories, training centres and staff offices in a stable and reliable manner.

c) Automation of regulatory processes.

In this strategic plan, the council will scale-up the automation of processes to reduce on costs incurred during manual processes. AEC will ensure consistent testing, deployment and integration of automation systems to sustainably deliver the interventions set forth in this Strategic Plan.

d) Partnerships and collaborations.

The existing inter and intra-institutional collaborations will be strengthened with increased stakeholder participation and ensuring that each party delivers on their roles. Partnerships with international and regional regulatory bodies will strengthen AEC's capacity to meet stakeholder expectations. This will ensure continuity of results emanating from implementation of this strategic plan.

e) Staff retention and motivation.

A continuous evaluation of the suitability of the organizational staff structure is highly recommended to ensure that they deliver their key outputs as stipulated in this plan. Mechanisms of reducing staff turn-over, increasing performance and job satisfaction have been elucidated. This is to ensure that well-trained staff are maintained or retained in the organisation.

f) Documentation and knowledge management.

The Council will undertake a proper documentation and depository of processes, decisions and results of execution of its mandate as a mechanism of preserving institutional memory. In addition, this SP III recommends for establishment of a research unit and fund to streamline the management of the research products for future reference.

Communication and Feedback Strategy/Arrangements

AEC and NEMA staff conducting Inspections

The Corporate Communications Unit has been spearheading matters of communication, outreach and engagements with stakeholders aimed at amplifying the awareness of the Council and its functions within the public domain. However, there is still limited awareness and appreciation of the Council's business within the general population. In the SP III period, the Council will purpose to conduct the following:

Enhancing quality assessments: On conclusion of assessment processes, the Council has devised quality assessments as engagements with potential licensees to share the results and provide feedback. This initiative will be maintained in the SP III period as it will enhance acceptance, and compliance to atomic energy requirements

Communication and feedback strategy: To ensure a unified approach to engaging with stakeholders, it is necessary that the Council fast-tracks the completion and implementation of a communication strategy under the framework of this plan. This strategy will encompass a detailed list of tasks, activities and innovative practices to enhance communication of the Council's business.

Client's charter: The Council will update the client's charter to incorporate in the evolving interests of stakeholders. A client's charter elucidates the processes and procedures for engaging with clients, in addition to enhancing clarity on the obligations of either party.

Service delivery standards: Arising out of this strategic planning processes will be the design and agreement of the Council's service delivery standards. These standards that are in sync with other regional bodies will highlight the expected deliverables and measurable targets of the services that the Council provides.

Maintenance and improvement of certification stamps: The quality of certification stamps will be improved with more electronic features such as QR codes to enhance the visibility of the services provided to clients; and as a self-monitoring mechanism for the quality of services.

With regard to implementation of this Strategic Plan, the Council purposes to communicate to its stakeholders, obtain feedback and incorporate the concerns in its programmes. The nature of communication mechanisms will be inter-disciplinary (focusing on technical atomic energy concepts as well as administrative matters of the Council). The following mechanisms as presented in Table 17 will be pursued

Table 17: Communication and feedback mechanisms for the Plan

Institution/ Stakeholder	Communication mechanisms and channels for feedback generation	Strategic Plan content to communicate
License Holders	- Quality assessment meetings - Pre-authorization meetings - Inspections - Automated inspections and licensing systems - Print and broadcast media	- Scheduling of inspections - Results of the inspections - Service delivery standards - New Guides and Regulations
Ministry of Energy and Mineral Development	- Sector working groups - Ministerial directives - Circulars - Telephone calls - Sector/programme reviews	- Budgets and work-plans - Policy briefs - Technical advice - Quarterly progress reports - Content of the Atomic Energy Bill, 2025
Implementing partner MDAs (MoH, UCC, URA, etc)	- Joint implementation - Committee and working group meetings - Official correspondences - Electronic mail - Circulars	- Activity progress reports - Inputs and technical advice on certain activities - Regulatory requirements - Potential collaborations
Secretariat (Staff members)	- Sharing hard copies of the Plan - Production of popular versions - Monthly, quarterly and annual staff meetings - Electronic mail - Performance appraisals - Back-to-office reports	- Progress of performance - Budgeting requirements - Scheduled activities and interventions - Strategic direction of the Council - Rationalization and prioritization of resources.
IAEA and nuclear regulatory bodies in other countries	- Website - Peer reviews - Benchmarking and study tours - International conferences and workshops	- Mandate of the Council - Priorities of the Council - Identification of best practices and lessons learnt - New innovations in the sector
General Public	- Websites - Print and broadcast media - Participation in national events - Corporate social responsibility	- Standards, and potential collaborations - Mandate of the Council - Role of the public in radiation safety and security - Service delivery standards

Chapter 7

Risk Management

A risk is the likelihood of an event occurring that could have a negative impact on the mandate of the Council, objectives, operations, vision and mission as stipulated in this Plan. Strategic planning requires the profiling of anticipated risks, the extent of their likelihood to occur, the likely consequences if they occurred and the current extent of vulnerability. Towards this end, risk management is essential to plan for, organize systems, direct resources and control for the occurrence of risk. Risk management is the process of identifying, assessing, and prioritizing risks to reduce or eliminate the likelihood and impact of potential events.

There are potential risks that have been identified and are likely to impact on the implementation of SP III. The Council will periodically develop a risk register that will provide the basis of risk assessment and development of mitigation plans. The risks have been categorized and potential mitigation mechanisms outlined in the Table 18.

Table 18: Risk assessment matrix

N.	Identified Risk	Analysis				Mitigation	Lead Actor
		Causes	Likelihood	Impact	Rating		
1	Low public awareness of the AEC business	Limited outreach and public engagements Atomic energy is a highly scientific discipline	High	Medium	High	Continuous communication, feedback. Expansive media engagements	Corporate Communications
2	Limited implementation of MoUs	Non-functional structures Limited resources Inadequate appreciation of the role of AEC Overlapping intergovernmental MDAs roles and responsibilities	High	High	High	Review MoUs signed with key MDAs Clarity in roles and responsibilities of implementing partners	Legal
3	Obsolete equipment and apparatus	Inadequate financial resources High capital costs in the atomic energy sector	High	High	High	Acquire modern equipment in a phased manner	
4	Delayed constitution of the Council	Awaiting the enactment of the Atomic Energy Bill, 2024	High	High	High	Update the Minister	CEO
5	Natural disasters	Act of God	Medium	Medium	Moderate	Decentralise and open regional offices	Admin
6	Data and information loss	Un-protected manual records Haphazard and poor storage	High	High	High	Automation and creation of information depository	Records
7	Losing of essential staff	Low staff motivation	High	High	High	Develop succession plans Streamline key result areas	HR
8	Legal court cases arising out of enforcements/closure	Un-documented assessments and enforcements Double standards	High	Medium	High	Stakeholder collaborations and quality assessments	Enforcements
9	Un-implemented strategic plan	Inadequate alignment of annual work-plans and budgets to the SP III	Medium	Medium	High	Integration of departmental needs into the SP III	Audit

N.	Identified Risk	Analysis				Mitigation	Lead Actor
		Causes	Likelihood	Impact	Rating		
						Regular monitoring and evaluation	
10	Inadequate financing	Competing demands at national level	Medium	Medium	Moderate	Diversify sources of funding	CEO
11	Non-compliance to regulatory requirements	Limited knowledge and weak regulations	High	Medium	High	Collaboration, engagement and education of licensees	Secretariat
12	Fraudulent acquisition of licenses	Corruption Porous borders	Medium	Medium	Moderate	Improve security features on the licensees	Compliance

Key

No.	Impact	Likelihood	Risk rating
3	**High (H)** also Catastrophic	**High (H)** also Almost Certain	**High (H**): (6 – 9) => Highest priority, very serious concern. Immediate action is required and reviewed regularly.
2	**Moderate (M)** also Medium	**Moderate (M)** also Possible	**Medium (M):** (3 – 5) => Steady improvement needed. Continually monitor and perform periodic reviews.
1	**Low (L)** also Minor	**Low (L**) also Unlikely	**Low (L):** (1 – 2) => Occasional monitoring. Tolerate; continue with existing measures and review annually.

Chapter 8

MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is a systematic process used to assess the performance and impact of a project, program, plan or policy over time. While they are closely related, monitoring and evaluation serve different but complementary purposes. Monitoring is a systematic ongoing measurement of actual performance against expected performance of an intervention while evaluation is episodically, time-bound assessment of performance of an intervention in terms of efficiency, effectiveness, relevance, impact, and sustainability.

8.1 Monitoring

Monitoring the implementation of a strategic plan will be directed towards routine tracking of activities, outputs, and performance indicators to ensure the SP III is on course. It will identify achievements, challenges and propose corrective actions where need arises. The M&E Framework, that has been designed will be the guiding tool for all monitoring and evaluation activities, for it has defined indicators at all levels of the results chain (see Annex 2). Besides, the following M&E events are planned:

Weekly departmental meetings to discuss progress of implementation of the plan at department level. These reports shall mainly focus on activity and outputs as well as budget execution. The departmental monthly reports will be discussed in monthly Management meetings.

Quarterly Progress reporting. These reports shall mainly focus on performance along strategic objectives and key interventions. These shall be presented to Management for consideration. Other statutory reports required by the Office of the Prime Minister, Ministry of Energy and Mineral Development and Ministry of Finance, Planning and Economic Development shall be compiled and submitted as required.

AEC Annual Performance Review. The Council shall prepare and organise for annual performance reviews to assess the progress of implementation during the financial year. Internal and external stakeholders shall participate at such forums. These Annual Reports shall provide

input to other reporting frameworks such as Government Annual Performance Reviews and National Planning Authority.

8.2 Evaluation

The Council will undertake key evaluation activities that include:

Mid -term Evaluation; an independent evaluation spearheaded by external consultants shall be undertaken after three years of Plan implementation to assess the Strategic Plan along the evaluation criteria: relevance, efficiency, effectiveness, sustainability, complementarity, etc.

End of Term Evaluation; this will be undertaken towards end of Strategic Plan period along the evaluation criteria covering achievement of broader results, documentation of best practices, generation of lessons and providing strategic recommendations for improvement of Council's business. The end-term evaluation report shall provide input to the Strategic Plan for the subsequent period.

Project evaluation, especially for donor-funded programs and projects as and when need arises. These require baseline surveys, mid-term and terminal evaluation. Project completion reports shall be compiled in response to specific donor requirements.

Chapter 9

PROJECT PROFILES

Currently, and with funding from the Government of Uganda, the Council is implementing a project entitled "Strengthening the National Regulatory Infrastructure for Radiation safety and Nuclear Security". The project is projected to cost UGX 221 billion upon its completion in the fifth year of implementation of SP III i.e. FY 2029/2030. The main components of this project include:

i. Construction and equipping of the environmental radioactivity monitoring laboratory.

ii. Construction and equipping of the dosimetry and calibration laboratory.

iii. Construction and equipping of the non-ionising radiation laboratory.

iv. Construction and equipping of the nuclear security support and training centre with a nuclear forensic laboratory.

v. Construction and equipping of the Nuclear and Radiological Emergency and preparedness support centre.

vi. Construction of the Administration Block.

The Council is currently developing several projects which are anticipated to start during SP III implementation period. These include:

a) Establishing a radon monitoring program for Uganda

b) Establishing levels of natural background radiation in Uganda

c) Establishing a regulatory infrastructure for non-ionising radiation safety in Uganda

d) Monitoring radioactivity in food stuffs.

Annexes

Annex 1: Costed Implementation Matrix

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
To strengthen the regulatory framework for the nuclear power programme.	1.1 Participate in the development of national legal and policy framework for Nuclear Power Programme.	1.1.1 Provide technical advice required for the finalization of the Atomic Energy Bill, 2024 and other national policies and strategies. standards	40	40				80	Legal Affairs All technical Units
	1.2 Develop and implement regulations and guides for nuclear installations	1.2.1 Develop regulations and guides on siting, design and construction of nuclear facilities	80	300	300			680	NI, NSEPR
		1.2.2 Develop regulations and guides for uranium exploration and mining	80	300	300			680	NI, NSEPR
	1.3 Develop institutional capacity for nuclear regulation	1.3.1 Conduct a competence needs assessment	120	110				230	NI, HR
		1.3.2 Conduct scientific visits on regulation of nuclear installations.	500	1,000	1,000	1,000	1,000	4,500	NI, NSEPR
		1.3.3 Establish partnerships and collaborations with mature nations in nuclear safety infrastructure	105	105	105	105	105	525	Office of the CEO
	SUB-TOTAL		**925**	**1,855**	**1,705**	**1,105**	**1,105**	**6,695**	
To strengthen the regulatory framework for ionising and non-ionising radiation	2.1 Development of Regulations, Guides and Standards	2.1.1 Develop facility and activity specific regulations, and guides.	335	200	240	200	200	1,175	NS, EM, IT, Legal Affairs, NSEPR
		2.1.2: Review the regulation development procedure.	925		5		5	935	All technical units
		2.1.3 Provide technical advice during the development of national legal, policy and strategy documents in relation to ionizing and non-ionizing radiation..	10	10	10	10	10	50	All technical units
		2.2.1 Conduct pre & post mission stakeholder consultations & coordination	300	125	50	150	50	675	All technical units

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
	2.2 Organize and host peer review missions and implement follow-up actions.	2.2.2 Develop implementation roadmap of the recommendations.		50		50		100	All technical units
		2.2.3 Conduct in-country implementation progress review of the IAEA expert mission recommendations	80				80	160	All technical units
	2.3 Provide regulatory implementation support	2.3.1 Spearhead the approval and promulgation of regulations, guides and implementation plans	150	150	100	100	150	650	Corporate Communications
		2.3.2 Undertake provision visits to and follow-up on regulated facilities and activities.		100		100		200	All technical units
		2.3.3 Develop, implement and review implementation plans, processes, procedures, standards, programmes and strategies.			50	100	40	190	Legal Affairs, All technical units
		2.3.4 Evaluate implementation of regulations and legal compliance		20	25	25	30	100	Legal Affairs, QA
		2.3.5 Develop and implement a regulations/guides popularization strategy.	5	5	5	5	5	25	All technical units & Corporate communication.
	2.4 Review of the existing Atomic Energy regulations guides and plans as well as Institutional Policies	2.4.1 Identify regulations and guides due for review.	5	5	5	5	5	25	All technical units, Legal Affairs
		2.4.2 Plan and execute the review process of the regulations and guides.		70	80			150	All technical units, Legal Affairs
		2.4.3 Publish the reviewed regulations, and guides.	20	20	20	20	20	100	Corporate Communications
	SUB-TOTAL		**1,830**	**755**	**590**	**765**	**595**	**4,535**	
To improve regulatory compliance	3.1 Streamline the authorization process	3.1.1 Automate the authorization and inspection process.	590	1,100	1,090	950	550	4,280	Authorisation, IT, Inspection and Enforcement

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
		3.1.2 Register Technical Support Organizations (TSOs).	20	20	20	20	20	100	QA
		3.1.3 Conduct trainings on the authorization and inspection processes.	300	350	400	450	500	2,000	All technical units
		3.1.4 Develop information sharing platforms with other regulators	300		300	300		900	Authorisation, IT, Inspection and Enforcement
	3.2 Scale up regulatory inspection and enforcement	3.2.1: Conduct routine inspections.	3,500	3,500	3,800	3,900	4,000	18,700	All technical units
		3.2.2 Develop and update databases of regulated facilities, activities and products	140	240	250	270	270	1,170	Authorisation, NIR, EM, RWM, Inspection and Enforcement
		3.2.3 Procure requisite equipment for all units with an inspection mandate	2,020	4,020	4,020	4,020	4,020	18,100	All technical Units, PDU
		3.2.4 Training staff and other stakeholders in inspections and enforcement requirements	225	225	325	425	525	1,725	All technical units
		3.2.5 Implement the repatriation of disused sources to the manufacturer or suppliers	30	65	30	30	65	220	RWM
	3.3 Enhance regulatory support services	3.3.1 Procure requisite equipment for dosimetry services	400	500	2,400	1,800	1,100	6,200	Dosimetry, PDU
		3.3.2 Establish a functional Standard Secondary Dosimetry Laboratory (SSDL)	8,000	24,000	24,000	14,000	14,000	84,000	Dosimetry, Admin
		3.3.3 Maintain, calibrate and repair equipment	1,000	1,000	1,000	1,000	1,000	5,000	Dosimetry, Instrumentation
		3.3.4 Carry out dosimetry inspections	200	200	200	200	200	1,000	Dosimetry, Instrumentation
		3.3.5 Conduct search and secure of orphan & disused radioactive sources.	20	20	30	40	40	150	RWM

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
		3.3.6 Procure requisite equipment for IRSMF	70	70	50	30	30	250	RWM
		3.3.7 Collection & conditioning of disused radioactive sources	10	15	15	15	10	65	RWM
	SUB-TOTAL		**16,825**	**35,325**	**37,930**	**27,450**	**26,330**	**143,860**	
To sustain stakeholder engagement and participation in formulation and implementation of atomic energy regulations	4.1 Enhance and maintain partnerships with relevant state and non-state agencies	4.1.1 Periodically review and update stakeholder matrix.	15	15	15	15	15	75	Corporate Communications
		4.1.2 Initiate and formalize MoUs.	15	20	15	30	30	110	Legal Affairs
		4.1.3 Review the performance of existing partnerships & MoUs	15	15	15	15	15	75	Legal Affairs, QA
		4.1.4 Establish an effective & efficient communication & information management system	220	420	170	120	120	1,050	Records, Authorisation, QA, IT, Corporate Communications
	4.2 Promote effective stakeholder engagement	4.2.1 Host periodic breakfast meetings with relevant stakeholders	-	240	340	440	520	1,540	Corporate Communications
		4.2.2 Develop & implement stakeholder engagement strategy & guidelines	140	40	140	90	140	550	RWM, NSEPR, Corporate Communications
		4.2.3 Conduct stakeholder awareness campaigns. to harness their contribution towards effective execution of the Council's mandate.	640	1,154	950	1,020	640	4,404	NI, RWM, Legal Affairs, Corporate Communications
		4.2.4 Establish mechanisms for collecting and utilizing stakeholder feedback to inform service delivery improvements & stakeholder satisfaction.	390	1,110	1,270	590	890	4,250	NI, NSEPR, EM, IT, Corporate Communications
	4.3 Review and update Service Delivery Standards	4.3.1 Popularize the service delivery services	30	40	40	40	40	190	QA, Corporate Communications

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
	6.8 Conduct effective and efficient operations	6.8.1 Evaluate the performance of the AEC staff structure for functional re-alignment and remuneration reviews			120	130		250	HR
		6.8.2 Develop and implement a staff recruitment and annual training plan	150	160	170	180	200	860	HR
		6.8.3 Develop, review and implement relevant organizational policies, procedures. and manuals.	55	65	85	75	25	305	Head of departments.
		6.8.4 Constitute and operationalize relevant task coordination structures	45	65	65	80	80	335	HR
		SUB-TOTAL	**10,727**	**84,763**	**85,022**	**124,177**	**137,522**	**442,211**	
		GRAND TOTAL	**32,624**	**127,552**	**131,042**	**158,082**	**169,922**	**619,222**	

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
		4.3.2 Monitor the implementation Service Delivery Standards.		15	15	15	15	60	QA
		4.3.3 Review and update the Service Delivery Standards.	-	40		40		80	QA
	SUB-TOTAL		**1,465**	**3,109**	**2,970**	**2,415**	**2,425**	**12,384**	
To strengthen the regulatory advisory functions of the Council	5.1 Develop AEC's research capacity	5.1.1 Establish and resource a research & publication unit		5	5	5	5	20	Office of the CEO
		5.1.2 Develop and popularize the AEC's Research Agenda.		10	15	15	10	50	QA
		5.1.3 Establish and operationalize a research fund.		50	50	50	50	200	Office of the CEO
		5.1.4 Undertake research project and publish the results in journals	480		1,025	450	230	2,185	All Units
	5.2 Build collaborations with regional & International Atomic Energy Bodies	5.2.1 Foster Uganda's subscription and membership to regional and international atomic energy communities	5	5	5	5	5	25	All technical units
		5.2.2 Advocate for the ratification of international treaties and conventions relevant to nuclear power	128	6	56	6	6	202	All technical units
		5.2.3 Support staff to attend regional & International Atomic Energy events	131	1,131	1,131	1,131	1,131	4,655	All technical units
		5.2.4 Carry out benchmarking for adoption of best practices.	100	530	530	500	500	2,160	All technical units
	5.3 Prepare and present information papers in advocacy for improved legal and policy environment. justifying the rationale for policy formulation or domestication of good practices.	5.3.1 Systematically identify critical areas and issues on which information papers are to be prepared.	2	2	2	2	2	10	All technical units Legal Affairs
		5.3.2 Prepare and present information papers on topical issues.	3	3	3	3	3	15	All technical units Legal Affairs
		5.3.3 Conduct follow-ups to accelerate the adoption of preferred actions and practices.	3	3	3	3	3	15	All technical units Legal Affairs

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
	SUB-TOTAL		**852**	**1,745**	**2,825**	**2,170**	**1,945**	**9,537**	
To strengthen the governance and management system of the Council	6.1 Enhance the performance and functionality of the Council members	6.1.1 Conduct regular Council and Committee Meetings	35	35	35	35	35	175	Legal Affairs
		6.1.2 Conduct periodic performance evaluation of the Council	15	15	15	15	15	75	Legal Affairs
		6.1.3 Undertake capacity building for the Council members to competently discharge their obligations	400	600	800	1,000	1,200	4,000	Legal Affairs
	6.2 Attract and retain competent and motivated staff	6.2.1 Equip staff with necessary tools for effective execution of duty.	500	900	1,000	1,200	1,500	5,100	Admin, HR
		6.2.2 Implement competitive staff motivation program.	2,000	4,000	6,000	7,000	8,000	27,000	HR, Finance
		6.2.3 Staff capacity development & training.	400	650	650	800	1,000	3,500	HR, All Units
		6.2.4 Develop and implement a staff qualification programme.	-					-	
	6.3 Enhance internal controls for efficient and effective operations	6.3.1 Enhance the audit and compliance function		60		60		120	Internal Audit
		6.3.2 Enhance financial management system	40	50	60	70	80	300	Finance, Accounts
		6.3.3 Enhance the procurement function of AEC.	200	270	320	400	500	1,690	PDU, IT
		6.3.4 Automate business processes.	752	833	930	880	340	3,735	IT, HR, QA, EM, Authorisation
		6.3.5 Develop and implement a risk management strategy	100	165	165	165	165	760	Internal Audit
		6.3.6 Build capacity in cyber security and data protection.	100	520	460	260	160	1,500	IT
	6.4 Mobilize adequate resources for effective strategic plan implementation	6.4.1 Obtain an AEC vote	-	10	-	-	-	10	Finance
		6.4.2 Develop and submit project proposals for possible funding.	50	60	70	80	90	350	Planning, Finance
		6.4.3 Develop quarterly & annual work plans and budgets	150	150	150	150	150	750	Planning, Finance

Objective	Intervention	Action	Estimated Cost UGX million shillings						Unit
			25/26	26/27	27/28	28/29	29/30	Total	
		6.4.4 Support the Council leadership to participate in high level networking fora.	500	500	500	500	500	2,500	Finance, Corporate Communications, Office of the CEO
	6.5 Mainstream quality assurance in the Council's processes and performance	6.5.1 Develop quality assessment tools, instruments and manuals	10	20	20	20	20	90	QA
		6.5.2 Undertake quality assessment of processes and services	110	130	225	210	210	885	QA
		6.5.3 Develop a selection criteria for advisory bodies and external experts.	5	5	2	2	2	16	QA
		6.5.4 Develop an automated quality management system			100	100		200	QA, IT
	6.6 Acquisition and maintenance of critical infrastructure and equipment	6.6.1 Construction of the AEC Headquarters at Mpoma.	2,000	52,700	45,000	77,100	84,400	261,200	Admin
		6.6.2 Acquire office furniture, laboratory equipment and supplies	2,000	20,000	25,000	30,000	35,000	112,000	All technical units, Admin
		6.6.3 Acquire vehicles and operate a fleet management system	1,000	2,000	2,400	2,700	3,000	11,100	Admin, PDU
		6.6.4 Explore possibilities for the establishment and operationalization of regional offices	-	300	150	250	300	1,000	Office of the CEO, Admin
	6.7 Effective performance management	6.7.1 Undertake annual staff performance appraisals and capacity needs assessment	50	50	50	50	50	250	HR
		6.7.2 Develop and implement a performance improvement plan						-	Heads of units & HR
		6.7.3 Conduct periodic performance reviews and SP III monitoring and evaluation activities	20	450	480	565	480	1,995	Planning
		6.7.3 Introduce the balanced score card for planning and management of staff performance	40			100	20	160	HR, Office of the CEO

Goal and objectives	Outcome (s)	Indicator	Baseline	Targets				
				2025/26	2026/27	2027/28	2028/29	2029/30
	- Reduced gaps in regulatory infrastructure	% of foolproof and uncontestable requirements	0	100%	100%	100%	100%	100%
	- Stakeholder access to the regulations and guides	Number of regulations and guides not contested	21		25	27		33
3. Improve regulatory compliance and monitoring	- Improved safety of radiation workers and the public	Number of cases of over-exposed workers and public- as shown by dosimetry reports	0	0	0	0	0	0
		Number of cases of inadequately shielded premises	0	0	0	0	0	0
	- Improved security of radio-active sources	Number of cases of stolen or misplaced sources	0	0	0	0	0	0
		% of facilities operating without authorizations	5	0	0	0	0	0
		% of facilities meeting regulatory requirements	42%	50%	60%	70%	80%	90%
	- Streamlined authorization and inspection process	Turn-around time for acquisition of a license and permits	<90 days	<90 days	<90 days	<90 days	<90 days	<90 days
		% of applications Vs authorizations	57.7%	50%	40%	30%	20%	10%
		% of AEC long term equipment needs met	0	10%	20%	30%	40%	50%
4. Sustain stakeholder engagement and participation in formulation and implementation of atomic energy regulations	- Heightened corporate visibility of AEC	Number of AEC-Licensee engagements held	10	10	10	10	10	10
		% of field quality assessment mechanisms per inspection conducted	25%	25%	25%	25%	25%	25%
		Number of regional offices operationalized	0	4	4	4	4	4
	- Full adherence to implementation of MoU terms	Number of new partnerships and collaborations formulated	12	2	2	2	2	2

Annex 2: Monitoring and Evaluation Framework

Table 19: Atomic Energy Council Results Framework at Outcome Level

Goal and objectives	Outcome (s)	Indicator	Baseline	Targets				
				2025/26	2026/27	2027/28	2028/29	2029/30
Goal: To establish and maintain a comprehensive national framework for the regulation and control for the safety and security of atomic energy applications	1.Strengthened regulatory framework for the nuclear power programme	1.1 Regulations and Guides developed for the nuclear power programme	0	0	2	2		
	2.Strengthened regulatory framework for ionising and non-ionising radiation.	2.1 New regulations and Guides developed for the peaceful applications of atomic energy technologies	21	2	3	3	3	3
	3.Enhanced regulatory compliance and monitoring.	3.1 % of facilities authorized	90	50%	50%	50%	50%	50%
		3.2 % activities authorized	10	10%	12%	14%	16%	18%
	4.Effective stakeholder management and coordination.	4.1 % of regulatory requirements complied with	50%	50%	60%	70%	80%	90%
	5.Adoption and domestication of best practices in regulating ionising and non-ionising radiations	5.1 % increase in the score of the Ugandan atomic energy landscape arising out of the IRRS score	5%			10%		
	6.Functional governance and management systems	6.1 Unqualified opinion of the auditor general	100%	100%	100%	100%	100%	100%
		6.2 Staff turnover rates		<5%	<5%	<5%	<5%	<5%
1. To strengthen the regulatory framework for the nuclear power programme.	- Peaceful application of nuclear power technologies in Uganda	% of nuclear power regulation staff competence gaps filled		5	15	25	35	55
2. Strengthen the regulatory framework for ionising and non-ionising radiation	- Seamless compliance with regulations and guides	New regulations and guides developed	11	2	2	2	2	2
		% of imported sources with return agreements	100%	90%	90%	90%	90%	90%
	- Heightened adherence to international codes of conduct	% of recommendations from IAEA IRRS mission adopted	0			70%		

Goal and objectives	Outcome (s)	Indicator	Baseline	Targets				
				2025/26	2026/27	2027/28	2028/29	2029/30
		Number of national collaborating MDAs implementing MoU terms	8	8	10	12	14	16
	- Robust inter-agency coordination mechanisms for nuclear security	Level of functionality nuclear security committee	100%	100%	100%	100%	100%	100%
	- Shared responsibility towards a safe and secure public and environment	% reduction in cases of enforcements	68%	60	50	40	30	40
		Level of participation in the Council's events by invited stakeholders	100%	100%	100%	100%	100%	100%
5. Strengthen the regulatory advisory functions of the Council	- Functional research and innovation agenda	% of information requests from Government effectively addressed	100%	100%	100%	100%	100%	100%
		Number of new research topics and themes approved for publication	0	7	7	7	7	7
	- International best practices adopted in the Ugandan atomic energy sector	Number of projects implemented with international bodies	0	2	3	4	5	7
		% increase in quality of AEC services provided	0	10%	10%	10%	10%	10%
		% of known regional and international atomic energy events that AEC staff fully participate	100%	70%	70%	70%	70%	70%
Strengthen the governance and management system of the Council	- Robust financial management, accountable and administrative procedures	% of quarterly Council members meetings held	100%	100%	100%	100%	100%	100%
		% of Internal Audit recommendations adopted	50%	50%	50%	50%	50%	50%
		% of the SP III implemented	0	20	40%	60%	80%	100%
		Unqualified report opinion of the Auditor General	1	1	1	1	1	1

Goal and objectives	Outcome (s)	Indicator	Baseline	Targets				
				2025/26	2026/27	2027/28	2028/29	2029/30
		Number of automated/digitized processes/tasks	Inspection, Record M'gt, HR, PDU	5	5	5	5	5
	- Efficiency gains realized from automations costs	Number of registers/databases formulated	0	5	5	5	5	5
		Average unit cost incurred during inspection of a facility	2m	2m	1.5m	1.5m	1m	1m
	- Consistent flow of resources for atomic energy functions	% of approved financial resources released	100%	100%	100%	100%	100%	100%
		Financial resource absorption rate	100%	100%	100%	100%	100%	100%
	- Well-maintained assets and fleet that support radiation safety and security	% of equipment calibrated and serviced on time	100%	100%	100%	100%	100%	100%
		Number of office safety and security incidents reported	0	0	0	0	0	0
		Percentage progress for Office construction works	5%	20%	40%	60%	80%	100%
		Level of update of the asset register	100%	100%	100%	100%	100%	100%
	- Skilled and competent staff maintained	Staff retention rates	100%	95%	95%	95%	95%	95%
		Job satisfaction rates	80%	80%	80%	80%	80%	80%
		Average scores in staff performance appraisals and evaluations	60%	60%	60%	60%	60%	60%

Table 20: Atomic Energy Council Results Framework at Output Level

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
1 Strengthen the regulatory framework for the nuclear power programme.	1.1 Participate in the development of national legal and policy framework for Nuclear Power Programme.	Technical inputs on the national nuclear power legal and policy framework provided.	AEC provides technical input in the development of all strategic documents for Nuclear Power programme..		100%	100%	100%	100%	100%	AEC annual performance reports.
	1.2 Develop and implement regulations and guides for nuclear installations	Regulations on siting, design and construction of nuclear installations Regulations and guides on uranium exploration and mining								
	1.3 Develop institutional capacity for nuclear regulation	Nuclear power regulation competence needs assessment report Reports on scientific visits undertaken	# of staff trained in nuclear power regulations		5	5	5	5	5	Nuclear Installations Unit reports
			# of mature nations collaborating with AEC on nuclear security capacity development		4	4	4	4	4	Nuclear Installations Unit reports
2 Strengthen the regulatory framework for ionising and non-ionising radiation	2.1 Development of Regulations, Guides and Standards.	New regulations, guides & standards developed	% of identified regulations, guides & standards developed & approved		60%	60%	20%			Legal Unit reports
		Draft regulations & Guides completed	# of draft Guides concluded and approved	7		2	2	1	2	Legal Unit reports
	2.2 Organize and host peer review missions and implement follow-up actions.	In-country progress report on adoption of recommendations	% of IAEA mission follow-up actions implemented	0			50%			Office of the CEO and Secretary

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
			incentives for compliance							
		Training reports	# of staff and stakeholders institutions trained in inspections and enforcement	20	50	60	70	90	100	Dosimetry Unit
		Waste Management reports	% of disused sources repatriated	20	50	50	80	80	90	RWM reports
	3.3 Enhance regulatory support services	Functional Standard Secondary Dosimetry Laboratory (SSDL)	Level of establishment of the laboratory		5%	20%	40%	80%	100%	Dosimetry Unit reports
		Dosimetry inspection reports	% of facilities that receive pre-authorization assessments	60	60%	65%	70%	75%	80%	Dosimetry Unit reports
4 To sustain stakeholder engagement and participation in formulation and implementation of regulations, standards and guides.	4.1 Enhance and maintain partnerships with relevant state and non-state agencies	MoUs signed Updated stakeholder matrix	# of MoUs signed with new national MDAs	4	0	1	2	1	2	Legal Unit reports
			Number of MoUs reviewed with national agencies	0	2	3	2	2	2	Legal Unit reports
		Communication strategy developed	% of the communication strategy implemented	0	0	50%	60%	70%	80%	M&E reports
	4.2 Promote effective stakeholder engagement	Awareness creation strategy report	# of public awareness campaigns and programs conducted	62	62	70	60	65	70	Corporate communications Unit reports
		User-feedback mechanisms established	# of user-satisfaction inquiries conducted	0	1	2	1	2	1	Corporate communications Unit reports
			# of licensees utilizing the automated systems to access services	0		20	30	50	80	Records Unit

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
	2.3 Provide regulatory implementation support	Legal evaluation reports	# of Atomic Energy regulations and guides evaluated	0		2	5	5	5	Legal Unit reports
		Progress reports on regulated facilities	% regulated facilities followed-up/ revisited to ascertain compliance	0		50%	50%	50%	50%	QA reports
		Report on promulgation initiatives	% of approved regulations promulgated	0		50		100		Corporate communications Unit reports
	2.4 Review of the existing Atomic Energy regulations and guides as well as Institutional Policies	Atomic Energy regulations and guides reviewed	# of Atomic Energy regulations and guides reviewed	0	2	5	6	5	6	Legal Unit reports
		Published Regulations	# of reviewed regulations gazzetted	0		2	5	6	5	Uganda gazette
		Concept Notes	Number of regulations and guides identified for potential review	0	5	6	5	6	2	Legal Unit reports
3 Improve regulatory compliance monitoring	3.1 Streamline the authorization and licensing process	Electronic permits and certificates issued	% of the authorization tasks automated	0		50%	70%	90%	100%	IT Unit reports
		Information sharing platform with other regulators established	% of licensees utilizing electronic information sharing platforms	0	50%	50%	50%	50%	50%	IT Unit reports
		Certificates issued to TSOs	# of TSOs accredited	0	10	10	10	10	10	IT Unit reports
	3.2 Scale up regulatory inspection and enforcement.	Inspection plans successfully implemented.	At 90% of facilities inspected as per the plan.	60.9%	90%	90%	90%	90%	90%	Inspection Unit reports
		Updated database	% of regulated facilities profiled and updated in the database	50	50	60	70	80	90	IT Unit reports
		List of awardees	# of licensees awarded with	0	100	100	100	100	100	Office of the CEO/ Secretary

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
	4.3 Review and update Service Delivery Standards	Service delivery standards report	% progress of development of the Service delivery standards profile	0		50	100			Quality Assurance
5 Strengthen the advisory and advocacy functions of the council	5.1 Develop AEC's research capacity	Research articles peer-reviewed	# of research articles published in high impact journals	0	1	1	1	1	1nh	Journals
		Research fund	% of council budget allocated to the research fund	0	1	2	4	5	5	Budget Reports
		Information articles written by staff	# of articles written	0	5	10	15	15	15	Performance reports
	5.2 Build collaborations with regional & International Atomic Energy Bodies	MoUs signed	# of MoUs signed with international bodies	0	1	1	1	1	1	CEOs office reports
		Peer review mission report	# of peer review missions hosted	1			1			CEOs office reports
			# of international events on atomic energy attended	2	5	5	5	5	5	Back to office reports
	5.3 5.3 Prepare and present information papers in advocacy for improved legal and policy environment. justifying the rationale for policy formulation or domestication of good practices.	All necessary information papers are prepared and submitted/presented on time.	% of identified information papers prepared and submitted to relevant stakeholders	0	100%	100%	100%	100%	100%	Copies of the submitted information papers on file. AEC annual performance reports.
6 Strengthen the governance	6.1 Enhance the performance and functionality of	Council and Committee reports	% of planned Council and committee meetings conducted	100	100	100	100	100	100	Records of Council activities

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
and management system of the Council to meet the demands of a growing regulatory environment	the Council members	Report on Council capacity developments	# of Council members inducted	0	1		1			
	6.2 Attract and retain competent and motivated staff	Staff tools provided	% of recruited staff provided with a basic set of tools	100		100	100	100	100	Performance appraisal reports
		Staff motivation programs	% of staff receiving medical insurance -	100	100	100	100	100	100	Contract Manger's reports
			# of team-building sessions held	2	4	4	4	4	4	HR Unit reports
		Staff training and development programs developed	# of staff trained (short-term/long-term)	5		10	20	30	45	HR Unit reports
	6.3 Enhance internal controls for efficient and effective operations	Quarterly and annual audit reports	# of audit special investigations conducted	0	0	0	0	0	0	Internal Audit reports
			# of audit reports	5	5	5	5	5	5	Reports
		Service level agreements	# of business processes automated	0	1	2	3	4	5	IT Unit Performance reports
		Quarterly risk registers	# of functions assessed for risk and reports written	0	2	4	5	3	5	Quality Assurance reports
		Financial statements	% of fund releases accounted for	100	100	100	100	100	100	Financial reports
	6.4 Mobilize adequate resources for effective strategic plan implementation	Annual Budget approved	% MTEF projected funds appropriated to the Council	4%	80%	90%	90%	90%	90%	Budget reports
			% increase in development funding	0	10%	10%	10%	10%	10%	Budget reports
	6.5 Mainstream quality assurance in the Council's processes and performance	Quality management system reports	# of processes assessed for quality	1	5	10	15	20	25	QA reports
			Level of automation of the QA system	0	5	20	40	80	100	IT progress reports

Objective	Intervention	Output	Indicators	Baseline	Targets					Means of Verification
					2025/26	2026/27	2027/28	2028/29	2029/30	
	6.6 Acquisition and maintenance of critical infrastructure and equipment	Equipment acquired	% of departmental equipment needs met	20	50%	50%	50%	50%	50%	Procurement reports
		Laboratories stocked	# of laboratories opened	0		3	4	5	5	Procurement reports
	6.7 Effective performance management	Staff performance appraisal report and annual training plan	% of staff appraised on time		100	100	100	100	100	HR Reports
		Progress report on Balanced score cord roll-out	Level of adoption of the BSC(%)		10	50	100			HR Reports
	6.8 Conduct effective and efficient operations	Organisational policies developed, reviewed & updated	% of relevant Policies developed, reviewed and updated		20%	30%	30%	20%	100	Annual Reports
		Task coordination structures constituted & operationalized	% of task coordination structures established & are functional		20	80%				Minutes of Mgt meetings Taskforce reports.

Annex 3: *NPA approval Certificate for SP Alignment with NDP IV*

NPA
National Planning Authority

Uganda Vision 2040

Regulation 26(3)

CERTIFICATE

Certificate of Approval of a Decentralized Development Plan

The Authority has reviewed the Development Plan of **ATOMIC ENERGY COUNCIL** and is satisfied that the Development Plan complies with the National Planning Authority Act, 2002, the National Planning Authority (Development Plans) Regulations, 2018, the National Development Plan and guidelines issued by the Authority.

Dated this...8TH... **day**...OCT... **of** ...2025...

Charles Oleny Ojok
Ag. EXECUTIVE DIRECTOR

Rwenzori House
Plot 1
Lumumba Avenue
P.O. Box 21434
Kampala Uganda
E-mail:
npa@npa.go.ug
Website:
www.npa.go.ug

Planning for Development

Annex 4 *Certificate of approval for the Service Delivery Standards*

NPA
National Planning Authority

Uganda Vision 2040

CERTIFICATE OF APPROVAL FOR THE SERVICE DELIVERY STANDARDS

The Authority has reviewed the Atomic Energy Council Service Delivery Standards and is satisfied that it is aligned to the MDA's Development Plan 2025/26 -2029/30 and complies with the National Planning Authority (Amendment) Act, 2024, the National Planning Authority (Development Plans) Regulations 2018, the National Development Plan and guideline 2018 issued by the Authority.

Dated this ..23.. day ....12.....of ..2025.

Joseph Muvawala PhD
EXECUTIVE DIRECTOR

NB: Clarify the business processes

ATOMIN ENERGY COUNCIL

ATOMIC ENERGY COUNCIL
Plot 40, Bukoto Street - Kisementi
P.O. Box 7044, Kampala - Uganda
Contact: +256 417 101700
Email:admin@atomiccouncil.go.ug
www.atomiccouncil.go.u