



رئاسة مجلس الوزراء
هيئة الرقابة النووية والإشعاعية
ENRRA
Egyptian Nuclear & Radiological
Regulatory Authority

STRATEGIC PLAN

2026 - 2030

Message from ENRRA Chairman

During the past five years, the Egyptian Nuclear and Radiological Regulatory Authority, has adopted a rigorous strategy (2020-2025) that defines the authority's persistence and consistency in pursuing robust regulatory entity capable of protecting people's lives, property and environment against any possible nuclear or radiological hazards. The achievements realized in 2020-2025 are considered the initial steps in building ENRRA as a strong, independent and well-established regulatory authority.

Clear forward-looking five-year strategy (2026-2030) was thus endorsed by ENRRA board. This strategy sets our direction for the next five years. Our mission focuses on protecting people, the environment and property through ensuring that "**Safety comes first**", while our vision looks to a distinguished regulatory authority on the regional, and international level for nuclear and radiological safety, nuclear security, and nuclear safeguard, and to develop strong safety and security culture to gain public trust.

ENRRA strategy identifies five strategic objectives with specific indicators to guide its activity. These mainly targets: **Strengthening the national regulatory framework** to continuously enhance and upholds the highest nuclear and radiological safety standards, and security and safeguards measures, enforcement mechanisms, and institutional regulatory capacity; **Fostering a healthy organization** through strengthening leadership and organizational culture, promoting employee well-being, investing in talent development; **Advancing digital modernization** through technology to modernize digital infrastructure and tools as well as ensuring timely, transparent, and secure oversight; **Maintaining Public Trust and Fostering Partnerships** to instill confidence and maintain trust in what we do, ENRRA will expand our stakeholder engagement efforts, improve information accessibility and proactively seek and use stakeholder feedback to help us understand concerns, finally; **Enhancing Organization sustainability** to ensure the organization remains effective, adaptable and future ready by embedding sustainability and resilience principles into the governance, Management system, workforce development, infrastructure and environmental management.

Given its mandate, ENRRA will not only operate in a national context, but also within a global context of international obligations, standards and guidelines. We will always be committed to actively sharing best practices and effectively influencing the development of international standards and practices, as well as, taking full advantage of experience feedback and international collaborations.

As I proudly, present this five-year strategic plan, which reflects and builds on the main highlights of the past years, I sincerely acknowledge and appreciate the distinctive efforts of the ENRRA Board members representing various national entities, our International and National stakeholders as well as ENRRA team for their dedication and for unwavering commitment to public safety.

Finally, I invite all stakeholders to support our strategic plan and ensure that we collectively fulfill the mission of the ENRRA.

Dr. Hany KHEDR

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1. SCOPE AND PURPOSE OF THE STRATEGIC PLAN

Upon the conclusion of ENRRA first strategic plan for the period 2020 - 2025, and with the authority now entering a new phase of development characterized by rapid technological advancement in various nuclear and radiological fields, the expanding use of nuclear and radiological applications, and Egypt's progress towards operating its first nuclear power plant, it has become necessary to formulate a new strategic plan for the period 2026 - 2030.

The new Strategic Plan 2026 - 2030 affirms and strengthens that ENRRA Carries out all regulatory and control functions related to the nuclear and radiological activities in Egypt and its priority is nuclear and radiation safety without being affected by economic, political, financial, or any other aspects.

The strategic plan for 2026 - 2030 defines ENRRA's future directions and sets strategic goals, objectives, and KPIs in order to formulate specific action plans that ensure the achievement of the ENRRA's vision and the efficient and effective performance of its mandate, within the framework of the core values on which ENRRA is based and in compliance with national laws, international obligations, international standards, and best practices in the field of nuclear and radiological safety.

In order to fulfill the Strategic Plan's goals, strategic goals and their objectives, goals are cascaded into annual S.M.A.R.T. objectives with specific action plans throughout the authority. These annual sector and department objectives are then cascaded down to individual objectives for each employee.

This plan has been developed based on a comprehensive evaluation of previous strategic plan outcomes, significant achievements during the previous period, as well as the challenges faced in fulfilling its strategic objectives. Also, comprehensive analysis of the authority's internal and external environment and assessment of strengths, weaknesses, available opportunities and potential threats (SWOT Analysis). This enables decision-making based on scientific and objective bases and supports the ability to adapt to rapidly evolving developments in the nuclear and radiological field.

This strategic plan is the outcome of an institutional and participatory effort involving all sectors and departments of the Authority, with consideration to the views and needs of the various stakeholders, to support the achievement of sustainable development of the Authority's activities in the coming period and in alignment with Egypt's Vision 2030.

Top management is committed to the implementation of this strategy and will exert all necessary efforts and provide all required resources to fulfill its objectives.

2. ENRRA PROFILE

ENRRA is established in line with Article (215) of the Egyptian Constitution of 2014, which states that: “Independent bodies and regulatory entities are identified by law. These bodies and entities have legal personality, technical, financial and administrative independence, and are consulted about draft laws and regulations that relate to their fields of operation”. Article (216), further states that: “For the establishment of any independent body or regulatory entity, a law is issued defining its competencies, regulating its work and stipulating guarantees for its independence and the necessary protection for its employees and the rest of their affairs, to ensure their neutrality and independence”.

ENRRA represents the national nuclear and radiological regulatory entity of the Arab Republic of Egypt. ENRRA is established according to nuclear law No. 7 for the year 2010, its amendments and supplements.

ENRRA carries out all regulatory and control functions related to the nuclear and radiological activities in Egypt. Its main objective is to protect human, property, and the environment from the risks of exposure to ionizing radiation. It has all the power and authority in order to conduct its mission. Its priority is nuclear and radiation safety without being affected by economic conditions or any other aspects “safety is not compromised”.

ENRRA is the national point of contact for the implementation of safeguards, nuclear security matters, and nuclear and radiological emergencies. ENRRA regulates all nuclear and radiation facilities, activities, and practices and heads the National Supreme Committee for nuclear and radiological emergencies.

In the course of the decision-making process, ENRRA makes decisions with respectful independence, and objectivity, with the highest ethical and professional standards and ensures that safety is not compromised by other priorities.

ENRRA is an independent authority holding a judicial personality with a separate budget and reports directly to Egypt's Prime Minister. ENRRA has an open and transparent internal and external system of governance and auditing of its funds and budget.

ENRRA is governed by a Board of sixteen members appointed for a renewable four-year term by presidential decree, upon the Prime Minister’s proposal. The Board is chaired by ENRRA’s Chairman and includes the vice chairman, ENRRA Legal Advisor, Head of Legislation Department at the State Council, five members that represent ministries and public authorities (Ministry of Defense, Ministry of Interiors, Ministry of Foreign Affairs, Ministry of Environment, and Ministry of Civil Aviation Authority), and five experienced members in technical areas nominated by the Prime Minister.

The Board is the supreme governing authority, setting ENRRA's policies, approving regulations and safety standards, issuing licenses and permits, determining fees, ensuring the confidentiality of sensitive information, approving the annual budget, organizational structure, and human resources regulations, in addition to other responsibilities mentioned by law No. 7 for the year 2010, its amendments and supplements.

The chairman is responsible for implementing the general policies to achieve the objectives of ENRRA. He is responsible for managing ENRRA and supervising its work flow, and other responsibilities as per nuclear law No. 7 for the year 2010, its amendments and supplements.

ENRRA headquarter is located in Cairo, Nasr City, and by a decision of the Board of Directors, branches or offices may be established within the Arab Republic of Egypt.

The functions of ENRRA have been set up in the Egyptian Nuclear Law no. (7/2010), in two articles; article (12) that establishes the legal authority of ENRRA to carry out the regulatory tasks and functions, and article (17) that delegates the needed power to ENRRA's board to support the decision-making process.

3. ENRRA VISION, MISSION, AND CORE VALUES

3.1 Vision

To be a distinguished regulatory authority on the regional and international levels for nuclear and radiological safety, nuclear security, and nuclear safeguard, and to develop strong safety and security culture to gain public trust.

3.2 Mission

Protect People, environment and property through ensuring safe and secure operation of all peaceful nuclear and radiological applications in Egypt.

3.3 Core Values

On our path to achieve ENRRA's mission, ENRRA is committed to specific values that govern actions and all safety related decisions to ensure that public safety always comes first.

- ***Transparency and Openness:*** A model of transparency and openness to maintain the trust and confidence of public we serve.
- ***Integrity and Impartiality:*** Unbiased, Fair, treat all persons in accordance to rules and regulations based on facts without any discrimination.
- ***Objectivity:*** Be accountable, transparent and take decisions based on facts without any prejudice.
- ***Independence:*** in all aspects to ensure objectivity and accountability. Decisions are taken independently to ensure safety is overriding priority.

4. ENRRA STRATEGIC GOALS AND OBJECTIVES

To address upcoming challenges, achieve the Authority's vision, and ensure the efficient and effective performance of its mandate and in line with its core values and best practices in nuclear and radiological safety, the authority has defined five strategic goals.

A. Strategic Goal 1

Strengthen the National Regulatory Framework to continuously enhance and upholds the highest nuclear and radiological safety, security and safeguards standards, enforcement mechanisms, and institutional regulatory capacity.

This strategic goal focuses on reinforcing the existing national regulatory framework to ensure it remains effective, adaptable, and aligned with international standards and best practices. It aims to enhance regulatory oversight, compliance, and institutional capabilities in order to uphold the highest standards of nuclear and radiological safety, security, and safeguards, as well as effective enforcement mechanisms.

GOAL	OBJECTIVES
<p>Strengthen the national regulatory framework to continuously enhance and upholds the highest nuclear and radiological safety, security and safeguards standards, enforcement mechanisms, and institutional regulatory capacity</p>	<ol style="list-style-type: none"> 1. Update the legislative and regulatory framework considering the current and future situation and activities, international legal instruments, international standards, and best practices. 2. Enhance the regulatory oversight practices for all nuclear and radiological facilities and activities in a systematic manner and graded approach. 3. Improve the regulatory authorization process through enhancing the administration and legal process of licensing, the review and assessment process, the inspection process, and the independent verification. 4. Strengthen enforcement mechanisms and ensure consistent implementation of corrective actions across all regulatory areas. 5. Strengthen the fulfillment of international obligations arising from conventions and treaties ratified by Egypt. 6. Develop a comprehensive national regulatory roadmap for SMRs, new and emerging technologies. 7. Apply best practice approach in regulatory practices, processes, and tools to incorporate lessons learned effectively and improve the regulatory oversight. 8. Support the continuous improvement of safety, security, and safeguards implemented by licensees / authorized persons.

B. Strategic Goal 2

Continue to Foster a Healthy Organization.

This strategic goal involves a multidimensional approach that nurtures both people and systems within ENRRA. It includes strengthening leadership and organizational culture, promoting employee well-being, investing in talent development, fostering innovation and agility, and ensuring operational integrity.

GOAL	OBJECTIVES
Continue to foster a healthy organization	<ol style="list-style-type: none"> 1. Strengthening leadership and reinforce organizational culture. 2. Enhance employee well-being and foster a supportive work environment. 3. Build sustainable regulatory competency through continuous talent development. 4. Promote innovation and organizational agility across ENRRA. 5. Strengthen operational integrity, documentation discipline, and institutional resilience through people, culture, and capability development.

C. Strategic Goal 3

Advance Digital Modernization.

This strategic goal emphasizes transformation through technology to modernize digital infrastructure and tools, ensuring timely, transparent, and secure oversight. It supports the integration of advanced technological tools and platforms - such as digital inspection, digital review and assessment, automated reporting systems, and secure data management - to improve regulatory agility, as well as interested parties' communication and engagement.

GOAL	OBJECTIVES
Advance Digital Modernization	<ol style="list-style-type: none"> 1. Improve and complete the digitalization of all ENRRA Processes and Workflows. 2. Develop digital reporting and dashboards system to improve transparency, and enhance evidence-based decision-making 3. Develop Digital Service Delivery 4. Strengthen skills and cybersecurity to ensure sustainability and protect sensitive information. 5. Develop a strategy to assess, pilot and apply artificial intelligence tools to enhance the authority's processes and overall efficiency.

D. Strategic Goal 4

Maintaining Public Trust and Fostering Partnerships.

This strategic goal is to improve ENRRA communication and engagement with all interested parties and gain public trust & to position ENRRA as a recognized national and regional regulatory leader, enhancing its visibility, credibility, and influence through strong communication frameworks, international cooperation, and active participation in regional and global nuclear safety initiatives.

GOAL	OBJECTIVES
<p>Maintaining Public Trust and Fostering Partnerships</p>	<ol style="list-style-type: none"> 1. Strengthen ENRRA’s Visibility through enhancing ENRRA’s presence across media, digital platforms, and professional networks to increase awareness of its role, achievements, and regulatory leadership. 2. Expand Strategic International and Regional Partnerships, through collaboration with International Partners like IAEA and EU in addition to other competent regulatory authorities and international organizations to support knowledge exchange and joint initiatives 3. Improve knowledge sharing with regulatory bodies in embarking nuclear countries to promote consistent awareness and understanding of ENRRA regulatory practices. 4. strengthen public trust and confidence in the regulatory authority by improving transparency, stakeholder engagement, and risk communication.

E. Strategic Goal 5

Enhance Organization sustainability.

This goal aims to ensure the organization remains effective, adaptable and future ready by embedding sustainability and resilience principles into the governance, Management system, workforce development, infrastructure and environmental management. It supports continuity of mission-critical functions, responsible use of resources and alignment with national sustainability frameworks such as resource utilization efficiency and resilient infrastructure, through long-term resilience against economic fluctuations starts with effective leadership and talented workers that enable continuity of the organization's independence, addresses and identifies opportunities for continuous improvement.

GOAL	OBJECTIVES
<p>Enhance Organization sustainability</p>	<ol style="list-style-type: none"> 1. Strengthen the implementation of an effective risk management model by identifying, assessing, and controlling ENRRA’s potential risks. 2. Enhancement of the effectiveness and efficiency of the Management System, internal controls, and governance measures. 3. Ensure the long-term sustainability of the ENRRA infrastructure (equipment, devices, systems, etc.) and provide confidence in measurement results. 4. Secure, optimize and maintain adequate financial resources for long-term operations. 5. Enhancing governance, transparency, and accountability of the organization’s financial processes 6. Develop and retain competent human resources. 7. Improve the organization knowledge management for long-term continuity and staff competence. 8. Ensure an effective Notification and coordination of Nuclear and radiological emergencies received by CCNRE.

5. MONITORING & EVALUATION OF ENRRA’S STRATEGIC PLAN

ENRRA considers monitoring and evaluation of the strategic plan as an essential process that provides continuous feedback and periodic assessments to ensure the plan adhere to the timeline, achieves its objectives, and remains relevant in a dynamic environment.

ENRRA applies suitable methods for monitoring, analysis, evaluation, and assessment of the strategic plan. The methods used, as well as the extent of their application, are defined in the relevant ENRRA IMS documents.

These methods include regular self-assessment, independent assessment, and top management review.

In case of significant variance or deviation from the defined objectives, the deviation will be analyzed using suitable statistical methods to identify its causes and to evaluate the need for corrective actions and opportunities for improvement.



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