



**THE ABRIDGED MEDIUM  
TERM STRATEGIC PLAN  
OF AFCONE  
2021-2025**



## FOREWORD

This abridged Strategic Plan is a condensed version of the original document. The African Nuclear-Weapon-Free Zone (African NWFZ) Treaty (the Pelindaba Treaty) entered into force on 15 July 2009.

For the purpose of ensuring compliance with the provision of the Treaty, the State Parties agreed to establish the African Commission on Nuclear Energy (AFCONE).

Pursuant to Article 12 of the Treaty, AFCONE has been mandated to monitor State Parties' compliance with the provision of the Treaty and to promote peaceful applications of Nuclear Science and Technology (NS&T) for socio-economic development in a safe and secure manner, including regional and international cooperation in the field.

This medium term Strategic Plan (SP) 2021-2025 has been developed to further strengthen AFCONE's capability and to enlarge the scope of its activities so as to cover all mandatory tasks as stipulated in the Pelindaba Treaty.

The medium term Strategic Plan takes into account the progress achieved so far in the field of NS&T as well as the persistent challenges that are still slowing down the growth of the African nuclear capacity. The medium term SP establishes strategic goals, specific objectives, and performance indicators for progress measurement and calibration. It has been conceived and formulated with the aim to enable the AFCONE Secretariat to take full charge of the responsibilities assigned to AFCONE by the Treaty, while broadening its partnership base to further gain in relevance and visibility.

To successfully deliver the plan, AFCONE Secretariat should be fully empowered; through essential enablers, such as a secured and predictable budget, adequate human resources and suitable processes and procedures, including the implementation of AFCONE Long Term Organogram, which foresees the full manning of the AFCONE Secretariat by 2020/21.



On behalf of the AFCONE Secretariat

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## TABLE OF ACRONYMS

AAEA	Arab Atomic Energy Agency
AFCONE	African Commission on Nuclear Energy
AFRA	Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology
AU	African Union
AUC	African Union Commission
CAP	Common African Positions
CSP	Conference of State Parties
CTBTO	Comprehensive Nuclear-Test-Ban Treaty Organization
ECA	Economic Commission For Africa
EU	European Union
FNRBA	Forum of Nuclear Regulatory Bodies in Africa
IAEA	International Atomic Energy Agency
M&E	Monitoring & Evaluation
MDG	Mellinium Development Goals
MOU	Memorandum of Understanding
NWFZs	Nuclear-Weapon-Free Zones
NS&T	Nuclear Science and Technology
OECD	Organization for Economic Cooperation and Development
PPPs	Public-Private Partnerships
RBM	Results-based Management
PSC	Peace and Security Council
SP	Strategic Plan
SDGs	Sustainable Development Goals
STI	Science Technology and Innovation
PSD	Peace and Security Department
ToR	Terms of Reference
TB	Tuberculosis
Treaty of Tlatelolco	Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean
Treaty of Rarotonga	South Pacific Nuclear Free Zone Treaty
Treaty of Bangkok	Treaty on the Southeast Asia Nuclear Weapon-Free Zone
Treaty of Pelindaba	African Nuclear-Weapon-Free Zone Treaty
	Treaty on a Nuclear-Weapon-Free Zone in Central Asia
TWG	Thematic Working Groups
UN	United Nations
UNIDIR	Institute for Disarmament Research
UNODA	United Nations Office fir Disarmament Affairs

## EXECUTIVE SUMMARY

The medium term Strategic Plan (SP) 2021-2025 integrates AFCONE's mission, vision, overarching goals, specific objectives and enablers. The medium term SP also identifies high priority activities and articulates how the Secretariat can best maximize its contribution towards addressing regional development priorities using peaceful applications of NS&T; while ensuring that the State Parties remain fully compliant with their obligations to the Treaty.

In developing the medium term SP, a particular attention has been given to the vital need for integration into and alignment with the AUC Strategic Plan, Agenda 2063 and the universal 2030 Agenda for Sustainable Development. The Sustainable Development Goals (SDGs) require a new approach and mind-set that promotes multi-stakeholder engagement and multi-sectoral linkages that capitalize on synergies between partners in human development, including the participation of a wide range of stakeholders. Attempts were also made to harmonize and streamline the medium term SP with the IAEA Medium Term Strategy as well as the AFRA Regional Cooperative Framework (RCF) 2019-2023 and the Forum of the Nuclear Regulatory Bodies in Africa (FNRBA) Mid Term Programme of Work

Taking into account the results achieved as well as the experience and lessons learned from stakeholders' feedbacks, the focus in the medium term will be to empower the AFCONE Secretariat to: i) upscale the contribution of NS&T to address the development objectives of the State Parties, ii) secure full compliance of the State Parties with the provision of the Pelindaba Treaty; and iii) enlarge the partnership base of the Secretariat while enhancing its governance and services. They are spread over the three strategic Pillars of AFCONE, namely i) *Compliance with the provision of the Pelindaba Treaty, including Safeguards*, ii) *nuclear safety and security (2S)*; and iii) *Promotion of the peaceful applications of NS&T, including regional and international cooperation*. To the maximum extent possible, the specific objectives will be reached in collaboration with the IAEA, AFRA and FNRBA, using the nuclear infrastructure and expertise available in the State Parties.

In order to effectively implement the priority activities in 2021-2025, AFCONE Secretariat should have adequate and predictable financial resources; a competent and high performing workforce and sound collaborative arrangements with the IAEA, AFRA and FNRBA. To maximize the benefits from these resources, AFCONE Secretariat adopted the following set of Strategic Enablers:

- Results-based management, focused on achieving tangible outcomes through applied R&D in all socio-economic sectors where nuclear technologies can add values;
- Operational excellence through increased commitment and team spirit, as well as efficiency and enhanced accountability and performance,

- Working collaboratively with partners, both internal and external, for mutual benefits,
- Safety, security and environmental sustainability – to protect humans and their environment, and to ensure high standards in safety and security operations, while minimizing environmental footprint;
- Institutional Knowledge Management and Social Responsibility, to ensure a high quality management at all levels of programme delivery, including high accountability, transparency and a social responsibility framework which will enhance AFCONE's added values to its employees, partners and the African nuclear community and populations.
- Zero tolerance in term of compliance with the provision of the Pelindaba Treaty, including an effective safeguards system and efficient radioactive waste management in collaboration with the IAEA and other partners

This medium term SP has taken into consideration the increasing national and regional needs in terms of peaceful applications of NS&T and the resulting challenges that are facing the African nuclear community. The medium term SP also offers opportunities for the AFCONE Secretariat to develop and implement additional specific strategies to further enhance its ability to mobilize additional resources, better communicate with its stakeholders and partners, improve the quality of its work and enhance its governance.

Building upon its current partnership base, AFCONE Secretariat will increase its efforts to identify opportunities to further enhancing collaborations with continental and international organizations and sister-NWFZs Treaties, and to promote the sharing of experiences, lessons learned and best practices within and amongst the State Parties.



# Strategy Pillars

## 1. VISION, MISSIONS, AND VALUES OF AFCONE

### AFCONE Vision Statement

To be the Leading African Organisation Promoting Nuclear Disarmament, Prevention of Nuclear Proliferation and Coordinating & Developing Continental Efforts, in Peaceful Applications of Nuclear Science & Technology Toward Sustainable Social and Economic Development Charted by the AU Agenda 2063 and UN SDGs.

### AFCONE's Mission Statement:

As the Pelindaba Treaty Body and recognized AU specialized agency, AFCONE works with all State Parties with a view to **achieving full compliance with the provision of the Treaty**, by:

- i) enforcing commitment to compliance through enhanced organizational culture, transparency and codes of conduct,
- ii) detecting and preventing any non-compliance acts, and
- iii) promoting peaceful applications of NS&T for socio-economic development in Africa in a safe and secure manner

### AFCONE Core Values

AFCONE's short and medium term strategy rests on the same basic principles adopted by the African Union Commission (AUC) in its strategy. In addition, the following specific principles and values will guide AFCONE's actions and initiatives throughout the process of strategy implementation:

<b>Value</b>	<b>Description</b>
<b>Excellence</b>	Commitment to Results by demonstrating accountability while delivering on AFCONE's mandate
<b>Adding value</b>	Consistently encouraging State Parties to develop and enforce Intellectual Property (IP) Policies and procedures to protect the results of their R&D activities Monitor and evaluate coherence of policies and programmes
<b>Collaboration</b>	Complementarity and partnership with all national, sub-regional and regional development stakeholders (governments, nuclear R & D institutions, bilateral and multilateral technical partners, civil society and the private sector. Close coordination and cooperation with regional and international partners, Subsidiarity and complementarity with other African Organs and Member States; Interdisciplinarity and intersectorality
<b>Trustworthiness</b>	Promoting peaceful safe and secure uses of nuclear energy Commitment to humanitarian principles Exercising Social Responsibility and confidentiality Caring about Protecting the Environment Unity of Purpose, Integrity and Dedication

**Table 1: AFCONE Values**

## 2. STRATEGIC CONTEXT AND CONSIDERATIONS

### 2.1 A global Perspective



**Figure 1: Nuclear- Weapon-Free Zones (United Nations Platform for Nuclear-Weapon-Free Zones)**

Globally, there are treaties in place giving effect to regional Nuclear Weapon Free Zones (NWFZ). These require parties to set up a safeguards agreement with the IAEA. These Treaties cover Africa, Latin America and the Caribbean, the South Pacific, Southeast Asia and Central Asia as depicted in *Figure 1*. The Non Proliferation Treaty explicitly refers to the right of any group of States to conclude regional treaties to assure “the total absence of nuclear weapons in their respective territories.” Such regional Nuclear-Weapon-Free Zones help strengthen global nuclear non-proliferation and consolidate international efforts towards peace and security. The Pelindaba Treaty is one of five Treaties on regional Nuclear-Weapons-Free-Zones. The list is as follows:

- Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco, 1967)
- South Pacific Nuclear Free Zone Treaty (Treaty of Rarotonga, 1985)
- Treaty on the Southeast Asia Nuclear Weapon-Free Zone (Treaty of Bangkok, 1995)
- African Nuclear-Weapon-Free Zone Treaty (Treaty of Pelindaba, 1996)
- Treaty on a Nuclear-Weapon-Free Zone in Central Asia (Treaty of Semipalatinsk, 2006)

The Pelindaba Treaty, whose articles the AFCONE is tasked with implementing, is therefore established in the broader context of this global initiative and it focuses on the African region.



## 2.2 The Pelindaba Treaty

The African Nuclear-Weapon-Free Zone (African NWFZ) Treaty (the Pelindaba Treaty) was opened for signature in Cairo, Egypt, on 11 April 1996, and entered into force on 15 July 2009. Pursuant to this Treaty, Each Party undertakes not to conduct research on, develop, manufacture, stockpile or otherwise acquire, possess or have control over any nuclear explosive device by any means anywhere; not to seek or receive any assistance in the research on, or development, manufacture, stockpiling or acquisition, or possession of, any nuclear explosive device; and not to take any action to assist or encourage the research on, or development, manufacture, stockpiling or acquisition or possession of, any nuclear explosive device.



**Figure 2: Map of Africa – jurisdiction of the Pelindaba Treaty**  
([African Nuclear-Weapon-Free Zone Treaty - Wikipedia/2020](#))

Under the Pelindaba Treaty, each State Party undertakes to conduct all activities for the peaceful use of nuclear energy under strict non-proliferation measures to provide assurance of exclusively peaceful uses, to conclude a comprehensive safeguards agreement with the IAEA and not to export source or special fissionable material, or especially designed or prepared equipment or material, to Non-Nuclear Weapon States (NNWSs) unless subject to a comprehensive safeguards agreement.

## 2.3 The mechanism of compliance with the provision of Pelindaba Treaty



*Figure 3: Context of AFCONE*

The six **Strategic Enablers** adopted by AFCONE for the success of the Pelindaba Treaty are demonstrated in the outer circle of Figure 3 and stated fully below as follow:

1. Results-based management, focused on achieving tangible outcomes through applied R&D in all socio-economic sectors where nuclear technologies can add values
2. Operational excellence through increased commitment and team spirit, as well as efficiency and enhanced accountability and performance
3. Working collaboratively with partners, both internal and external, for mutual benefits
4. Safety, security and environmental sustainability – to protect humans and their environment, and to ensure high standards in safety and security operations, while minimizing environmental footprint
5. Institutional Knowledge Management and Social Responsibility, to ensure a high quality management at all levels of programme delivery, including high accountability, transparency and a social responsibility framework which will enhance AFCONE's added values to its employees, partners and the African nuclear community and populations.

6. Zero tolerance in term of compliance with the provision of the Pelindaba Treaty, including an effective safeguards system and efficient radioactive waste management in collaboration with the IAEA and other partners

Pursuant to **Article 12** of the Pelindaba Treaty, the **specific mandate of AFCONE**, is demonstrated in the inner circle of the Figure 3 and is stated fully below as follows;

1. Collate the reports and the exchange of information as provided for in article 13;
2. Arrange consultations as provided for in annex IV, as well as convening conferences of Parties on the concurrence of simple majority of State Parties on any matter arising from the implementation of the Treaty;
3. Review the application to peaceful nuclear activities of safeguards by IAEA as elaborated in annex II;
4. Bring into effect the complaints procedure elaborated in annex IV;
5. Encourage regional and sub-regional programmes for cooperation in the peaceful uses of nuclear science and technology;
6. Promote international cooperation with extra-zonal States for the peaceful uses of nuclear science and technology.

The Figure 3 above further portrays **success operational criteria** for AFCONE to achieve its purpose through the empowerment of the Secretariat by State Parties as follows:

1. Have organisational capacity to deliver to its mandate through personnel, expertise, partnerships and collaborations.
2. To have resources ensuring the implementation of the strategy including funding, offices, equipment and ICT infrastructure amongst others.
3. To nurture a culture of operational excellence by being responsive to the needs of all its stakeholders
4. To ensure a results based work ethic and efficient, uncumbersome processes

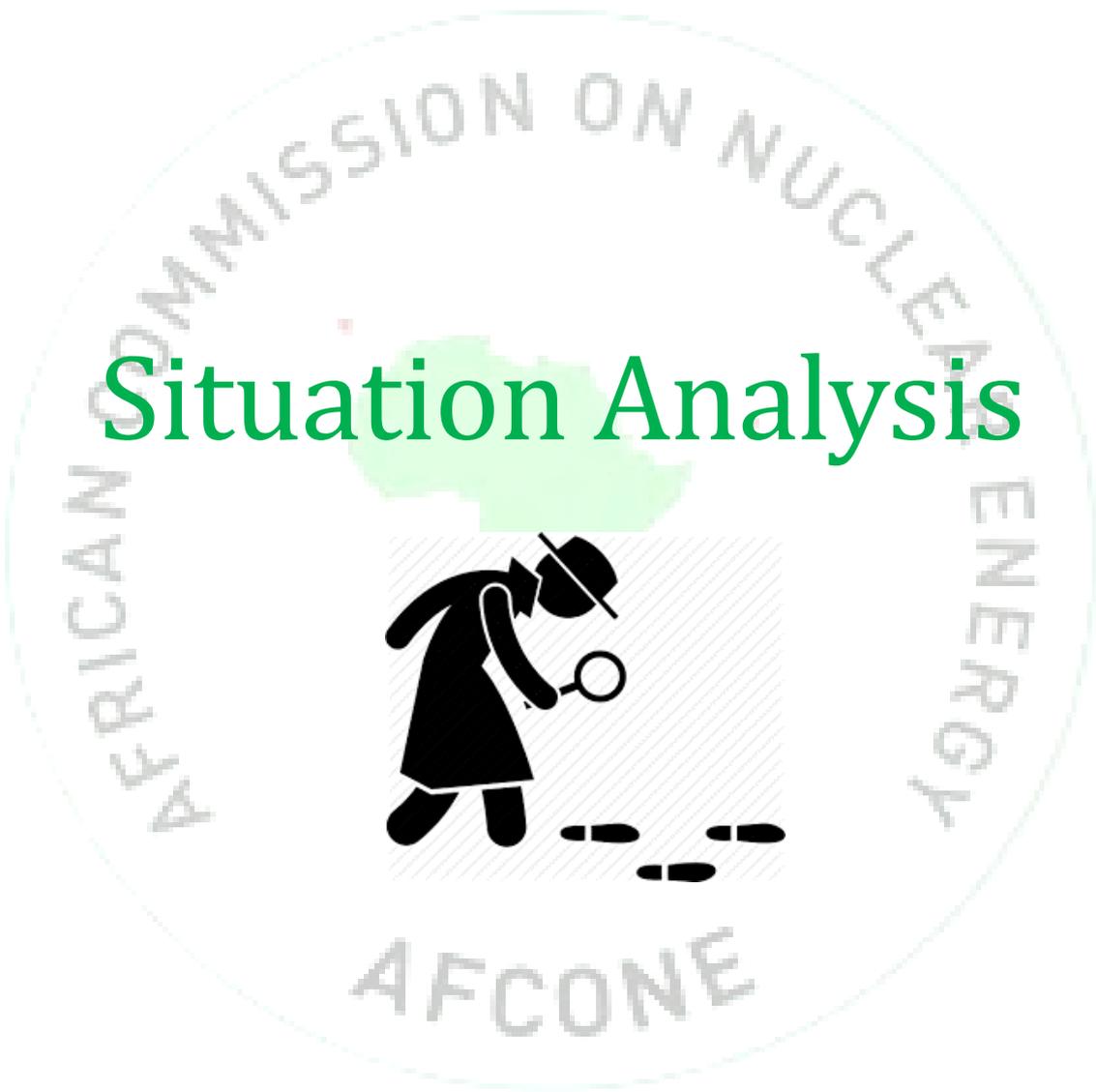
### **State Parties involvement**

The Parties to the Pelindaba Treaty have, amongst others;

1. Determined to promote regional cooperation for the development and practical application of nuclear energy for peaceful purposes in the interest of sustainable social and economic development of the African continent;
2. Determined to keep Africa free of environmental pollution by radioactive wastes and other radioactive matter;
3. Welcome the cooperation of all States and governmental and non-governmental organizations for the attainment of these objectives.

Have decided by this treaty to establish the African NWF and have agreed a set of 22 articles to that effect.

# Situation Analysis



### 3. ANALYSIS OF THE WORKING ENVIRONMENT

The purpose of the PESTEL analysis is to provide an external perspective into the various vantage points in the operating environment of AFCONE, whilst the SWOT analysis is more inwardlooking and addresses somethings that the organization can address.

Political	<p>Both the AUC 2063 Agenda and the universal Agenda 2030 with its SDGs recognize the role of Science, Technology and Innovation (STI) as essential enablers for development, and place the priority on partnerships as a critical means of implementation.</p> <p>Solid regional foundation of AFRA and the outreach achieved through its technical cooperation programmes in the field of NS&amp;T.</p> <p>African countries have established, in collaboration with the IAEA, national regulatory authorities, and in 2009, the Forum of Nuclear Regulatory Bodies in Africa (FNRBA) 2009.</p> <p>The existence of the technical cooperation programme of the IAEA in Africa, which has been on-going for more than 60 years.</p>
Economic	<p>The sustained utilization of peaceful applications of NS&amp;T for socio-economic purpose requires strong national and regional safety and security frameworks.</p> <p>Following the liberalization of the national economy in some countries, new competitors from the private sector have emerged in some nuclear areas</p> <p>Lack of sound resource mobilization strategies resulted in high financial unpredictability, overdependence on donations, and under-funding;</p> <p>Declining donor support for the promotion and development of NS&amp;T in Africa as a result of general 'donor fatigue'</p>
Social	<p>Negative image associated with nuclear applications in some countries due to the absence of efficient public relations and communication strategies</p> <p>Declining relevance, public perception and credibility at national level</p>
Technological	<p>Fierce competition from new conventional technologies.</p> <p>Further strengthening of nuclear infrastructure and enhancing nuclear expertise</p> <p>Demand for nuclear techniques will continue growing at a fast pace</p> <p>Absence of methodologies and tools to critically evaluate R&amp;D activities, core competencies and structures.</p>
Enviromental	<p>Frequent devastating natural disasters due to climate change</p> <p>United Nations Framework Convention on Climate Change (2015 of the Paris Agreement)</p>
Legislative/ Legal/ Policy	<p>Lack of enforced legislative framework in some countries</p> <p>Facilitating and enhancing the development of NS&amp;T and know-how and their transfer to and amongst the State Parties to the Pelindaba Treaty.</p> <p>Lack of good institutional governance, including accountability and auditing systems in some countries</p> <p>Lack of integration into and alignment with the national development goals of R&amp;D activities and objectives</p> <p>In some countries, the government policy does not allow retention of funds earned by the nuclear research centres from services and products</p> <p>The majority of nuclear research centres do not have sound Intellectual Property (IP) Policies to protect the result of their R&amp;D and to gain recognition;</p>

**Table 2: PESTEL Analysis of AFCONE Constituency**



# AFCONE Stakeholders

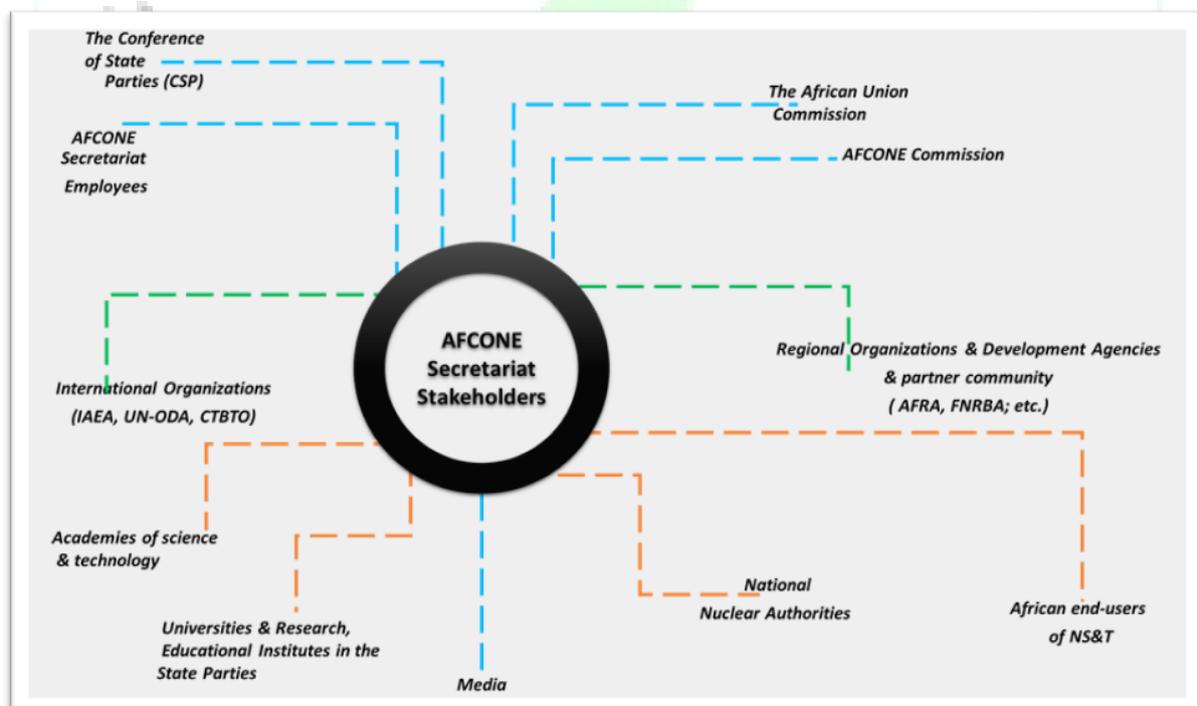
## 4. STAKEHOLDERS OF THE AFCONE SECRETARIAT

The stakeholders of AFCONE are community that includes collaborators, beneficiaries, partners and interested parties.

The stakeholder groups of AFCONE are;

1. The Conference of State Parties (CSP)
2. The AU Commission through its relevant Departments, particularly the Peace and Security Department, the infrastructure and Energy Department, the Trade and Industry Department, the Human Resources and Science and Technology Department and the Social Affairs Department;
3. The AFCONE Commission
4. AFCONE Secretariat Employees
5. International Organizations (UN-ODA IAEA, CTBTO...),
6. Regional Organizations and Development agencies and partner community (AFRA, FNRBA;etc.)
7. African end-users of NS&T
8. The National Nuclear Authorities,
9. Academies of Science and Technology,
10. Universities and other Research and Educational Institutes in the State Parties;
11. Media

A diagrammatic depiction of the same list is here below:



**Figure 4: External Stakeholders AFCONE**

In dealing with its stakeholders, AFCONE Secretariat will pay a particular attention to the trends that characterize the interests and preferences of each group of stakeholders to ensure that they continue supporting its work and initiatives.

In Table 5 below is a summary of joint priority programmes to plan and implement in Africa, according to the Formal Mandate of Each of the concerned stakeholders.

AFCONE has taken into consideration the more recent African Union Policies, Agendas and Strategic Plans including the Common African Position (CAP Post 2015) - recognising the Support to Africa through the Cooperation Programmes developed by the United Nations (UN), its Specialised Agencies (SAs) and Mainly the International Atomic Energy Agency (IAEA).

Organisation / Field of Activity	African Union & NEPAD-AUDA	AFCONE	United Nations & Spec Agencies	IAEA	AFRA	FNRBA
Energy	Infrastr & Energy Dept AUDA Programme AFREC Programme	<b>AFCONE SP 2021 2025</b> <b>Pillar III: Nuclear Energy</b>	UN Energy UNECE	IAEA SP Nuclear Energy Dept	AFRA RCF 2018 2023 Energy Programme	FNRBA SP 2016 2021 TWG 3 & 4 Programmes
Health	Social Affairs Dept AUDA Programme	<b>AFCONE SP 2021 2025</b> Pillar III: Rad Technology in Health	UNDAF WHO	IAEA SP NAHU/ NSA Division	AFRA RCF 2018 2023 Health Prog	FNRBA SP 2016 2021 TWG 2 Programme
Food & Agriculture	Rural Econ & Agric Dept AUDA Programme	<b>AFCONE SP 2021 2025</b> Pillar III: Rad Technology in Agriculture	UNDP- UNDAF FAO IFAD	IAEA & FAO Division	AFRA RCF 2018 2023 Agriculture Prog	FNRBA SP 2016 2021
Water	Rural Econ & Agric Dept Water & Environment AUDA Programme	<b>AFCONE SP 2021 2025</b> <b>Pillar III: Isotopic Hydrology</b>	UNDP-UNDAF UN Water IMO	IAEA FAO Div IAEA NSA Dept	AFRA RCF 2018 2023 Water Programme	FNRBA SP 2016 2021
Industry	Trade & Industry Dept AUDA Programme	<b>AFCONE SP 2021 2025</b> <b>Pillar III: Nuclear Techniques &amp; Techno in Industry</b>	UNDP-UNDAF UNIDO WIPO	IAEA SP NSA Dept	AFRA RCF 2018 2023 Industry Programme	FNRBA SP 2016 2021
Environment	Rural Econ & Agric Dept Water & Environment AUDA Programme	<b>AFCONE SP 2021 2025</b> <b>Pillar III: Climate Change &amp; Nuclear</b>	UNDP-UNDAF UNEP	IAEA SP NSA Department	AFRA RCF 2018 2023 Environment Prog	FNRBA SP 2016 2021 TWG 7, 8 & 9 Programs
		<b>Analysis &amp; Techniques in Environment</b>				
R & D in NST	HR & Sci and Tech Dept AUDA Programme	<b>AFCONE SP 2021 2025</b> <b>Pillar III: R &amp; D in Nucl Science &amp; Technology</b>	UNDP-UNDAF UNESCO	IAEA SP CRP/ NSA Dept	AFRA RCF 2018 2023 Research Chapter	FNRBA SP 2016 2021
E & T in NST	HR & Sci and Tech Dept AUDA Programme	<b>AFCONE SP 2021 2025</b> <b>Pillars I, II &amp; III: Capacity Building</b>	UNDP-UNDAF UNESCO	IAEA SP NKM/ Nucl En Dept	AFRA RCF 2018 2023 AFRA NEST Prog	FNRBA SP 2016 2021 TWG 6 Programme
Nuclear Safety & Security & Safeguards	Peace & Security Dept AUC PS Council	<b>AFCONE SP 2021 2025</b> <b>Pillar II : Non Proliferation &amp; Verification</b>	UNODA	IAEA SP Nuc Safety Sec Dept Nuc Safeguards Dept	AFRA RCF 2018 2023 Radiat Safety Prog	FNRBA SP 2016 2021 TWG 10 Programme
Disarmament & Non-Proliferation	Peace & Security Dept AUC PS Council	<b>AFCONE SP 2021 2025</b> <b>Pillar I: Disarmament</b>	UNIDIR UNODA UNITAR	IAEA Office of Ext Rel and Policy Coord Nuc Safeguards Dept	N/A	N/A

**Table 3: Field of Activities & Regional and International Organisations involved**

Additionally, AFCONE Identified a Group of African Experts to Review the Current (May 2020) Status in each of the Fields of Activity described above and to Develop a Report Analysing the Situation in Africa & Proposing Sound Joint (AFCONE AFRA FNRBA) Projects and Activities to be Submitted to the IAEA and Other African Union Strategic Partners for Support Consideration during the Mid Term Programme (2021-2025).



# Goals & Objectives

## 5. STRATEGIC GOALS & OBJECTIVES OF AFCONE

**Specific Objectives for Strategic Goal 1 :** To enhance the State Parties' commitment to compliance with the provision of the Pelindaba Treaty through enhanced organizational culture, transparency and codes of conduct

- 1) To ensure timely submission of the State Parties' Annual Reports on its nuclear activities as well as other matters relating to the Treaty, in accordance with the available format for reporting (developed and circulated by the Commission) ;
- 2) To examine the Annual Reports and to compile relevant information and data for analysis and proper storage ;
- 3) To ensure effective exchange of relevant information between and amongst the State Parties and the AUC ;
- 4) To sensitize State Parties about the obligation to promptly report to the Commission any significant event affecting the implementation of the Treaty, and to take accordingly the necessary actions ;

**Specific Objectives for Strategic Goal 2 :** To monitor the state of compliance of the State Parties, including detection and prevention of any non-compliance acts ; and, in such cases, to take the necessary corrective measures in accordance with the provision of the Pelindaba Treaty ;

- 1) To arrange consultations and facilitate dialogue between State Parties in the case of dispute in accordance with the provisions of the Pelindaba Treaty ;
- 2) To convene conferences of Parties on the concurrence of simple majority of State Parties on any matter arising from the implementation of the Treaty ;
- 3) In case of unresolved complains by the State Parties alone, to warrant field inspections by requesting the International Atomic Energy Agency (IAEA) to conduct such inspections as soon as possible. AFCONE may also designate its representatives to accompany the Agency's inspection team;
- 4) To review the application to peaceful nuclear activities of safeguards by IAEA as elaborated in annex II; including through the selection and designation of African Collaborating Centres in the Field of Nuclear Safeguards (A RCCs NSGs)

**Specific Objectives for Strategic Goal 3:** To promote peaceful applications of NS&T for socio-economic development in Africa:

- 1) To encourage and facilitate the peaceful application and use of mature nuclear techniques for the purpose of socio-economic development in Africa;
- 2) To enhance awareness about the benefits of NS&T in development and to promote initiatives and practical actions that will augment the utilization of available nuclear infrastructure and expertise in the region;
- 3) To promote integration and alignment of national and regional programmes supported by the IAEA and AFRA with the national and regional development plans in priority sectors such as human health, energy, food and agriculture, water and environment;
- 4) To contribute towards human capacity building programmes supported by the IAEA and AFRA, including education in NS&T and nuclear knowledge management; and
- 5) To request the IAEA to timely provide to the Commission the annual report on the activities of AFRA.

**Specific objectives for Strategic Goal 4:** To enhance radiation safety and nuclear security regimes in Africa in support of the peaceful applications of NS&T; including safe and secure management of radioactive wastes and sources;

- 1) To encourage the State Parties to develop and enforce proper nuclear legislation, regulations and codes of practices in accordance with the international applicable norms and standards;
- 2) To sensitize the State Parties about the need to empower the existing regulatory authorities and to encourage those without such authorities to establish viable ones to ensure safe and secure utilization of NS&T;
- 3) To encourage State Parties to develop and implement safe and secure storage facilities for the radioactive sources and wastes generated from the peaceful utilization of NS&T and to be alert to any illegal dumping of such radioactive materials
- 4) To contribute, in close collaboration with RCF/IAEA and the FNRBA, to the on-going and future human capacity building programmes in Africa; including education and training in nuclear safety and security and nuclear knowledge management
- 5) To select and designate African Collaborating Centres (Expertise Centres) in the Field of Nuclear Safety and Security (A RCCs NSS)

**Specific objectives for Strategic Goal 5:** To expand the scope of regional cooperation between the regional African institutions dealing with NS&T; including integration into and alignment with the AUC strategic goals under Agenda 2063

- 1) To facilitate the coordination and integration of all on-going and future regional cooperative programmes in the field of NS&T, particularly those under IAEA, AFRA and FNRBA, in order to achieve higher impact more effectively;
- 2) To contribute effectively towards the sustainable operationalization of the AFRA regional Networks and centres (Regional Designated Centres-RDCs, Reference centres, etc ) to boost regional cooperation and promote the spirit of mutual assistance;
- 3) To help mobilize resources from the development and other potential partners as well as the parties to the Protocols of the Pelindaba Treaty.

**Specific objectives for Strategic Goal 6:** To ensure stable adequate and predictable funding

- 1) Encourage sustained contribution of State Parties to the programme budget of AFCONE
- 2) Ensure sustained partnership with traditional Donors
- 3) Forge new profitable partnerships
- 4) Explore Domestic resource mobilization with private sector

*\*\* the details of the strategic objectives are contained in the unabridged strategic framework document*