



**IAEA**

International Atomic Energy Agency  
*Atoms for Peace and Development*

# **Technical Meeting on Enhancing Institutional Strength in Depth in the Nuclear Industry**

**14-17 December 2021**

**Ref. No.: EVT2003867**

## **Information Sheet**

### **Introduction**

Nuclear electricity generation has been facing critical economic challenges under competitive electricity markets and stagnant or slowly increasing demand. Nuclear Power Plant (NPP) owner/operator organizations now need to re-evaluate and re-establish their business model, as well as their institutional strength, to become more robust and resilient so that nuclear generation continues to fulfil its expected role among low-carbon generation sources.

The key factors needed to overcome economic challenges and to sustain operational excellence in plant operation and management were discussed in the consultancy meetings and the technical meeting on Operational Excellence at NPPs under Worldwide Change in Business Climate in 2019 and 2020. Various initiatives, both within and beyond plant management, were discussed and identified in those meetings. Among others, Institutional Strength in Depth was recognized as one of the areas that can be most influential toward improvements for the nuclear industry and to sustain operational excellence. Particularly, in the aftermath of the Fukushima Daiichi Accident, the importance of institutional systems and governance over technology, process and human & organizational factors was recognized as another aspect in the maintenance and improvement of safety, in addition to technical strength. Reports on the Fukushima Daiichi Accident identified and described this lack of governance as one of the dominant contributors to the accident. Consequently, on reflection of this finding, INSAG started to explore institutional defence in depth in three sub-systems (industry, regulator, stakeholder) by applying similar defence in depth in Engineering and INSAG-27 “Ensuring Robust National Nuclear Safety Systems – Institutional Strength in Depth” was issued.

Therefore, the development of a guiding document that discusses the strategies and initiatives for the nuclear industry centred by NPP owner/operating organizations to take specific actions to ensure nuclear safety and continuously achieve excellent performance, is deemed valuable. The drafting of the document was started in October 2020.

## Objectives

The purpose of the event is to provide a venue for Member States with operating (or soon-to-be operating) nuclear power plants (NPPs) experience, to share good practices and lessons learned in developing and achieving institutional strength in depth in the nuclear industry to sustain operational.

The topics to be discussed in this event include:

- Key attributes of institutional strength in depth in nuclear organization, such as:
  - Strong nuclear leadership
  - Integrated nuclear management system
  - Safety culture
  - Effective governance
  - Robust oversight
  - Technical competence
  - Decision making
  - Organizational resilience
- Industry interfaces with regulators, public and other stakeholders

The event will also enable Members States to review and provide feedback on a draft IAEA guiding document on Institutional Strength in Depth in the Nuclear Industry to Sustain Operational Excellence.

## Target Audience

The meeting is targeted mainly at mid- and high-level management including executives and officers of NPP owner/operating organizations, who are directly responsible for plant safety and performance. Nuclear industrial associations such as WANO, INPO, NEI, OECD/NEA, Foratom and JANSI are also targeted as their activities to support plant operation and management are closely related to institutional strength in the nuclear industry.

Manufacturers, vendors and contractors would also benefit from this meeting as it would help them to improve and establish NPP customer interfaces and to better understand the needs and challenges faced by NPP owner/operator organizations.

Although the decision-making processes by the regulatory body, government and NPP owner/operating

organization on plant operation and management is independent of each other, the practice of transparency and informative interface between them is essential in the activities towards decision making for better plant performance. Therefore, this meeting could also be beneficial for participants from the regulatory bodies and governments.

Participants will be asked to discuss the topics listed above and make presentations on their experience, good practices and lessons learned in developing and achieving institutional strength in depth in the nuclear industry of their countries, as well as the needs and challenges faced by their countries. Therefore, they should be knowledgeable and experienced in industry-wide operational practices, rules and regulations, as well as in their implementation with respect to plant operation and management.

Participants will be also asked to make comments and provide perspectives on the above-mentioned draft IAEA guiding document on Institutional Strength in Depth.

## Working Language(s)

English.

## Participation and Registration

All persons wishing to participate in the event have to be designated by an IAEA Member State or should be members of organizations that have been invited to attend.

In order to be designated by an IAEA Member State, participants are requested to send the **Participation Form (Form A)** to their competent national authority (e.g. Ministry of Foreign Affairs, Permanent Mission to the IAEA or National Atomic Energy Authority) for onward transmission to the IAEA by **19 November 2021**. (extended by 3 weeks) Participants who are members of an organization invited to attend are requested to send the **Participation Form (Form A)** through their organization to the IAEA by the above deadline.

Selected participants will be informed in due course on the procedures to be followed with regard to administrative and financial matters.

Participants are hereby informed that the personal data they submit will be processed in line with the [Agency's Personal Data and Privacy Policy](#) and is collected solely for the purpose(s) of reviewing and assessing the application and to complete logistical arrangements where required. Further information can be found in the [Data Processing Notice](#) concerning IAEA InTouch+ platform.

## Venue

The event will be held remotely using a standard IAEA IT platform in accordance to an agenda provided

in advance of the first session.

Selected participants will be required to provide confirmation of accessibility to the standard IAEA IT platform.

## **IAEA Contacts**

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Subsequent correspondence on scientific matters should be sent to the Scientific Secretary and correspondence on other matters related to the event to the Administrative Secretary.

## **Event Web Page**

Please visit the following IAEA web page regularly for new information regarding this event:

[www.iaea.org/events/EVT2003867](http://www.iaea.org/events/EVT2003867)