LI, XIAOPING
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Building Strategic Partnerships for Nuclear Collaboration
A Strategic Partnership as a formal long term alliance between two or more organizations dedicated to the successful outcome of a common endeavour of particular importance.

Each Partner brings to the relationship particular assets and capabilities that together will contribute to a much stronger outcome than each could accomplish individually, and contribute significantly to the strengthening the existence of the capabilities

Strategic partnerships shall not compromise safety and are in accordance with the basic principles and standards for nuclear safety. Economic and business relationships should never compromise safety.
BENEFITS OF STRATEGIC PARTNERSHIPS

Credibility
Increased credibility for nuclear corporations with regulatory agencies, stakeholders, including the public and the international community

Economic and Financial Risk
The mitigation of financial risk
Improved economics and cost efficiencies in the long run

Efficiency
Long term partnerships simplifies procurement of high quality critical goods and services important to maintaining and expansion of efficient and safe operation without having to go through the process of qualifying suppliers every time

Sustainability
Long term stability of the utilities, vendors and various supporting business in the international nuclear industries.
GOVERNMENT, INTERGOVERNMENT AND PROJECTS LEVEL

National Civilian Nuclear Bilateral Agreement

TSO

Safety Authority

Institution

Vendor

Utility - Operator

Equipment Suppliers

NPP Suppliers

Local Owner/Operator
Or/and Foreign Owner/Operator

Local Suppliers

Possible partnerships, JV, ...

International

IAEA

NEA

WENRA

WNA

WANO

……

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SOURCE: France Mr Barbu, 2011 IAEA TM ON STRATEGIC PARTNERSHIP
SCOPE OF THE STRATEGIC PARTNERSHIP

Example
1. China-Pakistan Project: China is the supplier to build NP with finance option.
2. Russia-Turkey Project: Russia is the BOO supplier, Transfer 15 years 20% profit.
3. EDF-China project: EDF starting from the technical service to the shareholder 30% of Taishan EPR Project.
SUPPLIER QUALIFICATION FOR STRATEGIC PARTNERSHIP

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Sourcing and identification of the available suppliers.
Assessment and qualification of potential suppliers.
Technical/manufacturing capability.
Commercial competitiveness.
Financial status.

- Recommendation
- Public Bidding
- Sourcing

Supplier hierarchy:

- Identified
- Qualified
- ActiveVendor

Supplier management system/database
Procurement task launched
Assessment and qualification
Pass
Procurement process
Contract released
Performance evaluation

- NOT GO (Filling)
- No contract released (Filling)
- Information renewal
- Results Feedback (Filling)
- No Procurement task launched

Procurement process and contract release.
Performance review and follow-up improvement.
Suppliers’ information concentrated into the Suppliers Management System.
Sustain or expire suppliers’ qualification by timely evaluation.
Building strategic partnerships as necessary.
THE TARGET FOR THE SUPPLIERS QUALIFICATIONS IS TO FIGURE OUT THE STRATEGIC PARTNERS

- Potential
- Identified
- Qualified
- Active vendor
- Strategic partner

Management Level

Suppliers Hierarchy
<table>
<thead>
<tr>
<th>Individuals involving procurement</th>
<th>Senior Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure the information to suppliers correct</td>
<td>• Establish relationship</td>
</tr>
<tr>
<td>• Supplier is capable</td>
<td>• Optimize the number of suppliers</td>
</tr>
<tr>
<td>• Monitor supplier’s performance</td>
<td>• Establish two ways communication</td>
</tr>
<tr>
<td>• Conform the products and services</td>
<td>• Validate the capability of suppliers’ process</td>
</tr>
<tr>
<td>• Communication</td>
<td>• Encourage suppliers to participate the joint initiatives for improvement</td>
</tr>
<tr>
<td>• Interfaces between suppliers and organizations</td>
<td>• Eliminate redundant verifications</td>
</tr>
<tr>
<td></td>
<td>• Conform products effectively and efficiently</td>
</tr>
<tr>
<td></td>
<td>• Develop joint strategy with suppliers</td>
</tr>
<tr>
<td></td>
<td>• Evaluate, recognize and rewarding the efforts and achievements of suppliers.</td>
</tr>
</tbody>
</table>
The IAEA offers extensive support on procurement processes:

- **NG-T-3.9** - Invitation and Evaluation of Bids for Nuclear Power Plants, 2012

The various IAEA guides should be referred to for more information.
INTEGRATED MANAGEMENT SYSTEMS (IMS) TO ENHANCE THE TRUST OF THE STRATEGIC PARTNERSHIP

1 year organization rely on the luckiness
10 year organization rely on the management
100 year organization rely on the culture

Safety, Security, Safeguards, Quality, Economics, Health and Environment are the core of the culture.

Integrated Management System is the approach to promote the culture.

The vision to implement the IMS is to start as early as possible and keep as long as possible.

The Integrated Management System is the driver to motivate the establishment of the strategic partnerships and enhance the trust.
THE KEY FOR THE STRATEGIC PARTNERSHIP

Continuous Improvement

- Established, implemented, assessed continuously improved
- Aligned with the goal of organization
- Contribute to the achievement
- Safety shall overriding all other demand
- Demonstrate the effective fulfill of the management
  ✓ BRING a coherent manner all the requirements of IMS
  ✓ DESCRIBE the planned and systematic actions
  ✓ Ensure the core of the culture are considered

Safety Culture

- Ensure a common understanding on safety culture
- Provide the means to support the staffs and team in carrying out their tasks safely and successfully
- Reinforce a learning and questioning attitude at all levels of the organization
- Provide the means the organization continuously seek to develop and improve its safety culture.

Grading

Grading to deploy appropriate resource on
- The significance and complexity of each product or activity;
- The hazards and the magnitude of the potential impact (risks) associated with the core elements of each product or activity
- The possible consequences if a product fails or an activity is carried out incorrectly
Grading requirements shall be applied to each process.

Documentation

The documentation of the management system
- Policy statements
- Description of IMS
- Description of the structure
- Description functional responsibilities, accountabilities
- Authority and interactions of those managing, performing and assessing work
- Description of the processes and supporting information
IMPLEMENTATION OF IMS

MANAGEMENT RESPONSIBILITY
- Management Commitment
- All Level Management
- Individual, Institutional Value
- Communication
- Foster the Involvement
- Clear Decision
- Satisfaction of Interested Parties
- Enhancing the satisfaction while ensuring safety
- Organizational Policies
- Develop the policy
- Planning
- Establish the goals, strategies, plans, objectives
- Responsibility and Planning
- Full Responsibilities

RESOURCE MANAGEMENT
- Provision of Resources
- Determine the necessary resources
- Information and Knowledge are resources
- Human Resources
- Competencies Requirements and Training
- Working Environment
- Determine, provide, maintain and reevaluate the working environment in the safe manner

PROCESS IMPLEMENTATION
- Developing Processes
- Identify the process
- Determine the Sequence and Interactions
- Ensure the effectiveness of implementation and control of process
- Interfaces between individuals and other organization
- Process Management
- Designated Personnel
- Clear responsibility
- Control the process
- Generic Management System
- Control of document, products, records, purchase, communication, organization change

MEROASUREMENT ASSESSMENT
- Monitoring and Measurement
- Confirm the ability of the process to achieve the goals
- Self Assessment
- Evaluate the performance of the work and improvement of safety
- Independent Assessment
- Empower the personnel
- Overal assessment
- Evaluate the results
- Management System Review
- Conduct interval reviews
- Figure out strength and weakness
- Non-conformances, Corrective and Preventive Actions

IMS requirements directly related to safety or are the part of the managerial framework
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How does the strategic partnership fit into the strategy of organization?</td>
<td>How well do we know our potential partners?</td>
</tr>
<tr>
<td>How much analysis and evaluation are we doing?</td>
<td>How constructive are we in the negotiation?</td>
</tr>
<tr>
<td>How many open questions?</td>
<td>How much supportive do we get from all our shareholders?</td>
</tr>
<tr>
<td>How long will the cooperation be?</td>
<td>Who will be the potential alternative partners?</td>
</tr>
</tbody>
</table>

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Thank You!