

Chairman's Concluding Remarks on the Managing the Development of National
Infrastructure for Nuclear Power

THIS HAS INDEED BEEN A VERY BUST WORKSHOP! WE HAVE HAD A VERY FULL AGENDA. IN MAY APPEAR TO BE TOO AGGESSIVE, BUT YOU HAVE MADE THE COMMITMENT TO TAKE TIME FROM YOUR BUSY SCHEDULES TO ATTEND, AND SO THE AGENCY HAS TAKEN THE OPPORTUNITY TO IMPART AS MUCH INFORMATION AS POSSIBLE DURING THE SHORT TIME WE CAN SPEND TOGETHER.

IT IS MY OBSERVATION THAT THIS HAS BEEN THE MOST SUCCESFULL WORKSHOP THAT WE HAVE CONDUCTED IN THE CONTINUING SERIES ON INFRASTRUCTURE DEVELOPMENT. THIS MAY BE IN PART DUE TO THE FACT THAT WE HAVE CONCENTRATED ON SEVERAL IMPORTANT ISSUES IN MORE DETAIL RATHER THAN DISCUSSING ALL 19 ISSUES IN A GENERAL MANNER. BUT I THINK IT IS DUE MORE TO YOUR ACTIVE PARTICIPATION. YOU HAVE PROVIDED SOME SIGNIFICANT FEEDBACK ON THE DIFFICULTIES OF DEVELOPING A STRONG AND CONTINUING NATIONAL POSITION AND STRATEGY FOR NUCLEAR INFRASTRUCTURE DEVELOPMENT, THE IMPORTANCE AND CHALLENGES OF HUMAN RESOURCE DEVELOPMENT AND THE MORAL IMPERITIVE OF ADEQUATE SAFEGUARDS AND SECURITY PROGRAMS.

IT APPEARS TO ME THAT YOU ARE MORE ENGAGED IN THE ISSUES WITH A GREATER UNDERSTANDING OF THEIR IMPORTANCE IN DEVELOPING THE

INFRASTRUCTURE NEEDED FOR A SUCCESSFUL NUCLEAR POWER PROGRAMME.

YOU HAVE ALSO EXPRESSED A DESIRE FOR MORE ASSISTANCE AND SERVICES FROM THE AGENCY, IN PARTICULAR FOR PHASE 1.

I AM CONFIDENT THAT THE FEEDBACK YOU HAVE PROVIDED WILL BE CAREFULLY CONSIDERED BY THE AGENCY IN THEIR EFFORTS TO PROVIDE YOU WITH THE SERVICES AND ASSISTANCE YOU NEED TO MOVE FORWARD.

LET ME MAKE A FEW GENERAL OBSERVATIONS IN THIS REGARD.

MANY INDIVIDUALS ARE DEVOTING SIGNIFICANT EFFORTS TO THE ADVANCEMENT OF NUCLEAR POWER. WE DO THIS NOT BECAUSE WE HAVE AN INHERENT LOVE OF NUETRONS, BUT BECAUSE WE BELIEVE THAT NUCLEAR ENERGY CAN PLAY A SIGNIFICANT ROLE IN PROVIDING THE ENERGY NECESSARY TO REALIZE THE ECONOMIC ASPIRATIONS OF THE DEVELOPING NATIONS FOR AN IMPROVED STANDARD OF LIVING FOR ALL OF OUR PEOPLE.

TO THIS END THE AGENCY HAS DEVELOPED GUIDANCE FOR THE DEVELOPMENT OF THE INFRASTRUCTURE NECESSARY TO SUCCESSFULLY EMPLOY NUCLEAR ENERGY. THIS GUIDANCE HAS BEEN GIVEN IN THE FORM OF THE MILESTONES APPROACH TO INFRASTRUCTURE DEVELOPMENT. IT IS NESSESARILY PRESENTED AS AN IDEALIZED

APPROACH TO NUCLEAR PROGRAM DEVELOPMENT.

PHASE ONE OF THIS APPROACH IS MEANT TO ENCOURAGE YOU TO GAIN THE UNDERSTANDING OF THE REQUIREMENTS AND OBLIGATIONS OF A NUCLEAR PROGRAMME SO THAT YOU MAY MAKE AN INFORMED DECISION WITH REGARD TO PROCEEDING TO INTRODUCE NUCLEAR ENERGY. WE PRESENT INFORMATION HERE WHICH NATURALLY ASSUMES THAT YOUR DECISION WILL BE POSITIVE. THIS IS THE APPROPRIATE ASSUMPTION FOR THESE WORKSHOPS. BUT THE PROCESS MUST ALLOW FOR THE FACT THAT, GIVEN THE SERIOUS DEMANDS OF A NUCLEAR PROGRAMME, YOUR DECISION MAY BE THAT IT IS NOT PRACTICAL TO MOVE FORWARD, OR AT LEAST NOT AT THIS TIME.

THIS IS THE SIGNIFICANCE OF PHASE 1.

FOR THOSE OF YOU TRULY IN PHASE 1, I SENSE TOO MUCH OF A CONCERN FOR HOW MANY NUCLEAR ENGINEERS YOU HAVE. WHILE TECHNICAL INPUT TO YOUR DELIBERATIONS IS NEEDED, THE MAJOR DECISION MADE IN PHASE 1 IS NOT A TECHNICAL DECISION. IT IS AN ECONOMIC, SOCIAL AND POLITICAL DECISION.

TECHNICAL INPUT FOR THE DECISION MAY BE OBTAINED FROM MANY SOURCES. IF THE DECISION TO MOVE FORWARD WITH NUCLEAR ENERGY IS TAKEN, THEN THE REAL TECHNICAL DECISION MAKING OCCURS IN PHASE 2.

FOR THOSE OF YOU PROCEEDING UNDER A MANDATE FROM YOUR GOVERNMENT, YOU ARE NOT REALLY IN PHASE 1. YOUR SITUATION IS PERHAPS MORE DIFFICULT, BECAUSE YOU ARE REALLY BEYOND PHASE 1 WITHOUT BEING FULLY PREPARED TO BE THERE. NONETHELESS, THE SUM TOTAL OF THE REQUIREMENTS AND COMMITMENTS REMAINS THE SAME.

IRREGARDLESS OF THE SITUATION YOU FIND YOURSELF IN, IF THE DEVELOPED NATIONS CONTINUE TO ENCOURAGE YOUR ADOPTION OF NUCLEAR POWER, THEY SHOULD FEEL OBLIGATED TO HELP YOU ACHIEVE IT. HOWEVER, THE POLITICAL WILL AND GOVERNMENT COMMITMENT MUST COME FROM YOU.

I MUST SAY A FEW WORDS REGARDING THE INFRASTRUCTURE METHODOLOGY AND INIR PROCESS. YOU HAVE EXPRESSED SOME CRITICISM OF THE DOCUMENT AND THE PROCESS. CLEARLY BOTH CAN BE IMPROVED. YOUR CONCERNS HAVE BEEN HEARD AND I AM SURE THE AGENCY WILL MAKE IMPROVEMENTS AT THE APPROPRIATE TIME. HOWEVER, I DO NOT PERSONALLY CONSIDER THIS A HIGH PRIORITY ISSUE. PERHAPS WHAT APPEARS TO BE OVERLAP AND REDUNDANCY IN THE EVALUATION IS A REFLECTION OF THE FACT THAT MANY OF THE ISSUES SUCH AS SAFETY, SECURITY AND HUMAN RESOURCE DEVELOPMENT ARE CROSS CUTTING ISSUES.

I AM STRONG PROPONENT OF SELF EVALUATION AND INDEPENDENT

EVALUATION. YOU HEARD IN THE VENDOR PRESENTATIONS YESTERDAY OF THE SIGNIFICANT INCREASE IN SAFETY AND ECONOMIC PERFORMANCE OF THE NUCLEAR PLANTS IN THE U.S OVER THE PAST 10 TO 15 YEARS. THIS INCREASED PERFORMANCE WAS NOT DUE TO RESEARCH AND DEVELOPMENT BREAKTHROUGHS OR MAJOR DESIGN IMPROVEMENTS. IT WAS ACCOMPLISHED BY INSTILLING A SAFETY CULTURE AND A LEARNING ENVIRONMENT. THE IMPROVEMENTS CAME FROM THE OPERATORS, PLANT ENGINEERS AND MAINTENANCE STAFF COMMITTED TO FULFILLING THIER PERSONAL RESPONSIBILITIES THROUGH HONEST SELF EVALUATION AND IMPROVEMENT OF THEIR PERFORMANCE.

SO, DO NOT USE THE EVALUATION DOCUMENT TO CREATE YOUR PROGRAMMES SO YOU CAN PASS THE TEST. USE THE MILESTONES DOCUMENT, SUPPORTING DOCUMENTS AND REFERENCES TO CREATE YOUR PROGRAMMES AND USE THE EVALUATION PROCESS AS A VEHICLE TO HELP YOU REALIZE YOUR SHORTCOMMINGS AND IMPROVE YOU PROGRAMMES.

FINALLY. LET ME SAY THAT YOU HAVE BEEN A WONDERFUL GROUP TO WORK WITH. EVERY TIME I ALLOWED US TO GET BEHIND ON OUR AGENDA, YOU HAVE HELPED US GET BACK ON SCHEDULE AND KEPT ME OUT OF TROUBLE. SO IT HAS BEEN MY HONOR AND PLEASURE TO HAVE SERVED AS YOUR CHAIRMAN FOR THIS IMPORTANT WORKSHOP. I WISH

YOU CONTINUED SUCCESS IN YOUR EFFORTS TO DEVELOP THE SAFE AND
PEACEFUL APPLICATION OF NUCLEAR ENERGY.