



World Institute for
Nuclear Security

WINS Strategy 2021-2026



Strategy Document for the World Institute for Nuclear Security, 2021-2026

Vienna, May 2021

1. Background

The World Institute for Nuclear Security (WINS) has been in existence since 2008. WINS is a dynamic and responsive organisation operating in the nuclear security realm with the purpose of reducing risk on a global scale. WINS' far-reaching and highly impactful programmes are carried out by a small team of individuals dedicated to furthering nuclear security.

This strategy document defines WINS' goals for the next five years. As a starting point, this document introduces WINS' Statute, Vision and Mission and then addresses the ways and means by which these goals will be achieved.

In partnership with the Institute for Nuclear Materials Management and the United States Department of Energy, the Nuclear Threat Initiative originally formulated WINS' role in nuclear security. WINS was established with the endorsement of the International Atomic Energy Agency (IAEA). WINS complements the IAEA's mandate and continues its strong engagement with the IAEA Secretariat and a range of its Member States, several of whom are WINS' funding partners.

While the IAEA is a UN organisation that is accountable to and interacts with its Member States, WINS is a non-governmental, membership-based organisation formed as a professional institute dedicated to strengthening the nuclear security profession through engaging operators, regulatory authorities, governments, law enforcement agencies and various other stakeholders. Whereas the IAEA focuses on developing and supporting national and international nuclear security regimes, WINS focuses on the professionalisation of individuals holding functions related to nuclear security.

For WINS, professionalisation encompasses all aspects of nuclear security, including governance arrangements, and is delivered through the following four areas of work: (a) sharing operational experience, (b) disseminating knowledge, (c) providing training and certification and (d) offering benchmarking and evaluation services. WINS is committed to helping its Members continuously develop their nuclear security understanding and competences; develop partnerships; address specific needs; and develop solutions that can address new challenges.

WINS is the only organisation to offer and promote professionalisation of this nature – and on an international scale – in a systematic manner. Furthermore, the approach that WINS takes to professionalisation is inclusive and recognises the importance of engaging all stakeholders. As a result, WINS membership is broad and includes thousands of individuals from all over the world. Independent of gender, ethnic origin or country, all WINS Members have one thing in common: *by strengthening their profession locally, they enhance nuclear security globally.*

2. WINS' Vision, Mission and Goals

The goals set out below are derived from the WINS Statute and the Vision and Mission defined as part of it. According to WINS Statute §4, the task of the organisation is to work on a non-profit basis for the global improvement of nuclear security in the global and public interest. This is followed by WINS' Vision stating that "all nuclear and other radioactive materials and facilities are effectively secured by demonstrably competent professionals applying best practice to achieve operational excellence". Accompanying this is WINS' Mission, which is the role "to be the leader in knowledge exchange, professional development and certification for nuclear security management". WINS strives to be recognised globally as a trusted partner that delivers on its commitments so that all parts of the world benefit from measurable improvements in the security of all nuclear and other radioactive material.

Thus, WINS' overarching goal is to *be of service to the entire world and to address all security issues related to nuclear and other radioactive facilities, activities and materials, whether under or outside of regulatory control*. To achieve this overarching goal, WINS has the following three operational goals:

1. To be an international forum for nuclear security professionals and stakeholders,
2. To extend WINS' influence to a broad range of stakeholders involved in all areas of nuclear security,
3. To further develop WINS as a high-quality professional institute and ensure the continuous improvement of WINS' in-house capabilities to provide high-quality services.

These three operational goals overlap, intersect and together strengthen WINS' performance and contribution.

3. Achieving the Overarching and Operational Goals

WINS aims to achieve its overarching goal by engaging all stakeholders in all nuclear security areas and by recognising the interface of security with nuclear safety, safeguards, radiation protection and operations. WINS will also continue to interact with and learn from other sectors to achieve its strategic goals. Furthermore, WINS commits to gender parity, diversity and inclusion in all of its activities and through the external promotion of gender parity by design.

To reach its overarching goal, WINS will:

Operational Goal 1: Be an international forum for nuclear security professionals and stakeholders by:

- Providing an international forum where nuclear security stakeholders can share knowledge, experience, lessons learned, identify security risks and gaps; promote international best practices (including through self-assessment tools); and work to continuously deepen the knowledge and strengthen the professional practice in the fields under review.
- Establishing itself as an active participant at the forefront of the discipline through leading and assisting field-based and academic projects and remaining an active member and supporter of the work of the global nuclear security community.
- Creating greater opportunities for professional development for nuclear security practitioners through high-quality training materials and certified training modules. To accomplish this, WINS will also seek endorsement from relevant partners and stakeholders for its certified training.

- Providing the design and implementation of nuclear security activities related to the peer review of governance arrangements, including management systems, training arrangements and security culture.

Operational Goal 2: Extend WINS' influence to a broader range of stakeholders involved in all areas of nuclear security by:

- Providing leadership in gender parity, diversity and inclusion in the nuclear security sector.
- Developing and implementing a structured approach for creating alliances and partnerships with diverse organisations.
- Creating different levels and types of engagements with organisations (corporate members, media partners, knowledge partners, etc.) to collaborate with WINS and endorse its activities and strategic goals.
- Participating in international and diverse fora, including those convened by industry and academia with the aim of making practical experience and subject matter expertise available.
- Providing, developing and advocating for the inclusion of nuclear security and supporting the professionalism of personnel as a necessary aspect of the peaceful use of nuclear technologies.

Operational Goal 3: To further develop WINS as a high-quality professional institute and ensure the continuous improvement of WINS' in-house capabilities to provide high-quality services by:

- Providing tailored membership management, project management, website and communication services. WINS aims to actively engage with its Members and build strong relations with WINS Ambassadors and WINS Academy Alumni.
- Building WINS' workforce by taking into consideration gender parity, diversity and inclusion. WINS will develop a flexible approach to its work and *an organisational culture that is transparent, honest, inclusive, and based on trustworthiness*. WINS will also promote a healthy attitude of questioning and continuous improvement.
- Proactively seeking audits from external organisations on the quality of WINS' services and financial management to demonstrate excellence in its quality management systems. WINS will invite feedback from all stakeholders to learn and grow.
- Increasing and diversifying WINS' funding base and the ensuing greater resilience and sustainability.
- Reinvigorating its organisational structure, expanding its staffing in a sustainable manner and establishing a work culture that attracts a diverse, high-performing workforce.
- Pursuing the development of subject matter expertise, professional certification and languages among WINS staff.
- Upgrading its IT infrastructure, including state-of-the-art communication, financial and project management tools based on cutting-edge software and hardware technologies in line with information security principles.
- Identifying the subdisciplines in the field of security for nuclear and other radioactive materials facilities and activities, and map how WINS' existing and new activities can be structured and organised to maximise their impact.

- Defining the competence and support requirements underlying the professionalisation of each subdiscipline that is contemplated.
- Participating in various studies and practical activities including the publication of Special Reports, Best Practice Guides and other publications, alone or in cooperation with other organisations.

WINS will publish an annual plan in relation to this strategy in November each year. It will include targets for all operations and key performance indicators. Reports on its annual performance will be published in WINS' Annual Report and further be discussed with the WINS Board.

4. Conclusion

The international community has made collective commitments to several international instruments that seek to reduce the risk of malicious use of nuclear and other radioactive material. These instruments include the International Convention on Suppression of Acts of Nuclear Terrorism, the Convention on the Physical Protection of Nuclear Material and the related Amendment. The Nuclear Non-Proliferation Treaty sets out the circumstances in which States will have access to nuclear technologies for peaceful purposes and requires that States control their nuclear materials. Other instruments are binding on all States by virtue of their status in international law, such as UNSCR 1540, which concerns measures to protect against the acquisition or use of weapons of mass destruction by non-state actors.

Because of proliferation and security concerns, access to various peaceful nuclear technologies has been restricted or otherwise difficult to ensure for certain States and regions for decades. By offering a practical way of resolving the basis for these concerns, WINS can facilitate trust, and as a result, provide the basis for trade in and access to nuclear technologies.

This strategy document has defined WINS' overall objectives and strategic goals to be achieved by 2026 in accordance with WINS' Vision and Mission. WINS commits itself to: (1) being an international forum and high-quality institute for nuclear security professionals and stakeholders; (2) extending WINS' influence and engagement with stakeholders; and (3) pursuing the development of WINS excellence over the next five years. In so doing, WINS will contribute to resolving security concerns with regards to nuclear and other radioactive materials, as well as facilitating trust and peaceful developments globally.