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MANAGING STAKEHOLDERS INVOLVMENT

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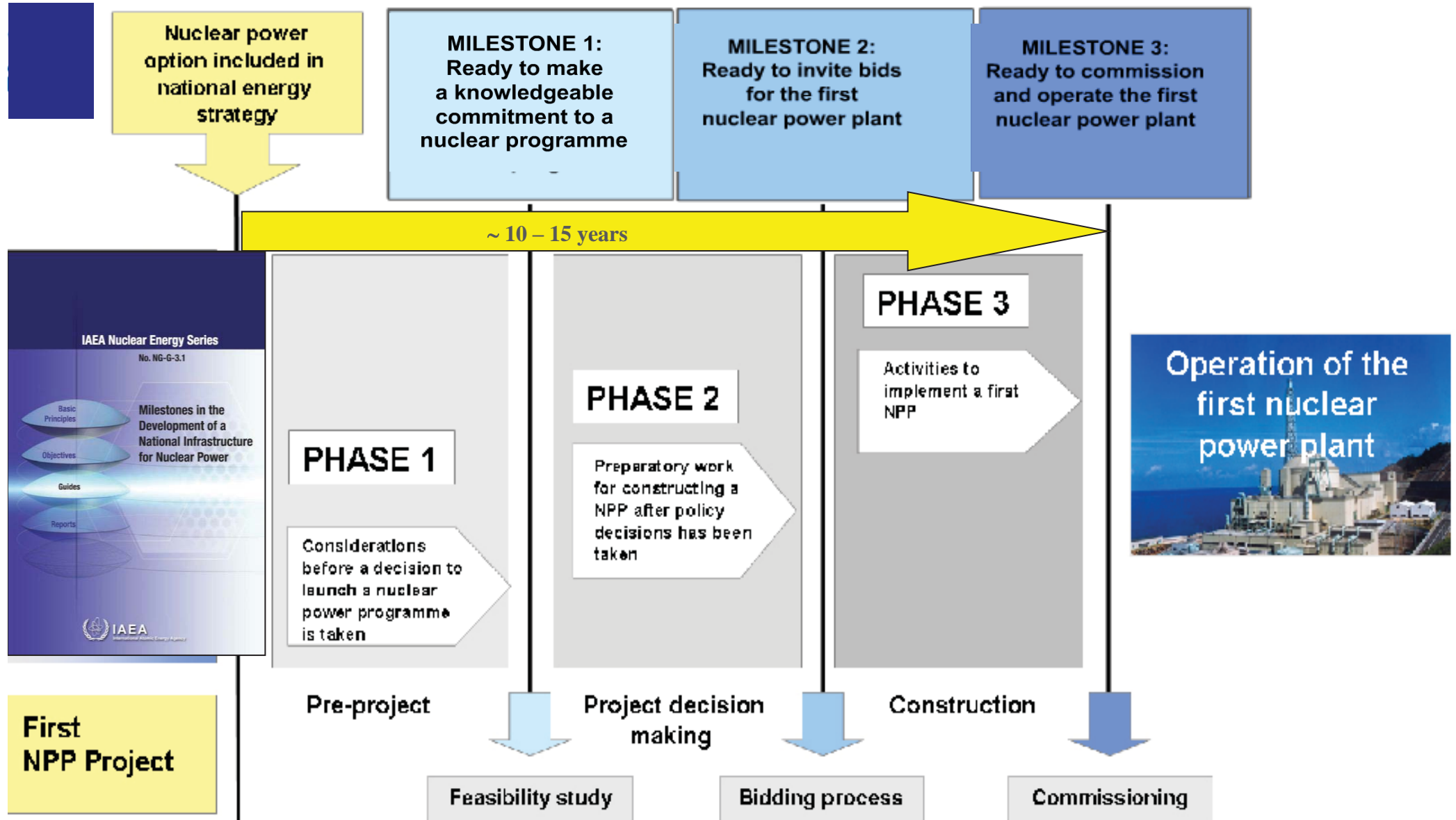
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IAEA
International Atomic Energy Agency

MILESTONES APPROACH



DEFINITION OF STAKEHOLDER (1)

- **Stakeholder** is anyone who feels impacted by an activity, whether physically or emotionally.
- This definition makes it difficult to identify all relevant stakeholders in particular circumstances.
- IAEA Handbook on Nuclear Law: **Stakeholders** have typically included the following:
 - ✓ regulated industry or professionals;
 - ✓ scientific bodies;
 - ✓ governmental agencies (local, regional and national);
 - ✓ media;
 - ✓ public (individuals, community groups and interest groups);
 - ✓ other States (especially neighbouring States or involved in the export or import of certain technologies or material).

DEFINITION OF STAKEHOLDER (2)

- OECD/NEA: Stakeholder is "any actor-institution, group or individual with an interest in or a role to play in the societal decision making process".
- **“Statutory” (or internal) stakeholders** include:
 - ✓ regulator,
 - ✓ local or national planning authorities,
 - ✓ various service related bodies (power, water and emergency planning) that will service or be impacted by a development,
 - ✓ national and local government entities.
- **“Non-statutory” (or external) stakeholders** include those organizations and individuals who feel in whatever way impacted or affected by an activity [include local communities and non-governmental organizations (NGOs)].

STAKEHOLDERS INVOLVEMENT (1)

- Involvement of both stakeholder groups can be essential to achieving project goals and objectives and can contribute substantially to safety.
- General public involvement to be achieved through an open and honest dialogue between proponents of the nuclear program (e.g. government, utilities and the owner/operator) and other stakeholders.
- All concerned citizens should be provided with relevant information and have opportunities to participate in the dialogue.
- Most influential stakeholders are the societal opinion leaders, e.g. national and local government officials, heads of business and industry, the media and leaders of non-governmental organizations.

STAKEHOLDERS INVOLVEMENT (2)

- Nuclear power has the potential for causing concern across national boundaries, a dialogue with neighbouring countries should also be undertaken.
- Successful socio-political involvement will depend on the competence and credibility of the organizations and individuals responsible for the nuclear program.
- Competence of the Regulatory Body and of the NPP Owner/Operator is vital to maintain public confidence.
- National Government will gain and keep the confidence of the nation and of the international community by maintaining open and timely interaction and communication regarding all aspects and activities of the nuclear power program.

STAKEHOLDERS MANAGEMENT IN PHASE 1

- Government and the NEPIO should begin to address the commitment to nuclear power from the very beginning.
- In Phase 1 of the program, the Government and NEPIO are to plan to:
 - ✓ Conduct surveys or public opinion polls to determine the degree of knowledge and receptiveness to the local use of nuclear power;
 - ✓ Develop public information tools that respond to the surveys and clearly explain the reasons for the government interest in and the societal benefit to resulting from the use of nuclear power;
 - ✓ Develop and implement a plan of interaction with opinion leaders and other stakeholders, including neighbouring countries;
 - ✓ Train and have available senior spokespersons to interact with stakeholders in response to any request.

STAKEHOLDERS MANAGEMENT IN PHASE 2 (1)

- New created organization (Regulatory Body and NPP owner/Operator organization) should join the effort of the Government and of the NEPIO.
- Regulatory Body and NPP owner/Operator organization should develop public information and education programs and engage in public dialogue as they were formed and begin to exercise their responsibilities.
- Effective public communication is a skilled discipline and those involved should receive professional training.
- In Phase 2, the Government should continue to communicate the reasons for and expected benefits of the introduction of nuclear power and remain responsive to expressions of concern as the implementation of the program moves forward.

STAKEHOLDERS MANAGEMENT IN PHASE 2 (2)

- Regulatory Body should:
 - ✓ explain its independent role in licensing and inspecting all nuclear activities to ensure compliance with safety regulations and standards;
 - ✓ decide upon and communicate the formal process for public participation in the licensing process and should declare its openness to public participation.
- NPP Owner/Operator should explain the basic technology being employed and the plans for construction activities of the first NPP.
- All organizations should:
 - ✓ openly discuss problems and difficulties encountered and the plans to successfully resolve them;
 - ✓ communicate with one another in a transparent and professional manner demonstrating understanding and respect for their respective roles.

STAKEHOLDERS MANAGEMENT IN PHASE 3 (1)

- By the start of construction of the nuclear power plant, each of the organizations involved should have established reasonable credibility with the stakeholders and the public.
- Communication efforts should continue throughout the construction and preparation for operation of the first NPP.
- Government should continue to explain its rationale for introducing nuclear power, addressing the balance of benefits and costs/risks considered for the safe, secure and peaceful application of nuclear power.

STAKEHOLDERS MANAGEMENT IN PHASE 3 (2)

- Regulatory Body should:
 - ✓ continue to communicate the progress of the licensing process and the planned operational inspection program;
 - ✓ provide opportunities for appropriate public involvement in the licensing and inspection process in strict compliance with the formal process adopted and previously explained.
- NPP Owner/Operator should routinely communicate the progress of the construction program and the preparations for operation of the first NPP.
- All organizations should continue:
 - to openly discuss problems and difficulties encountered and their resolutions;
 - to interact with one another in a transparent and professional manner.

LEARNED LESSONS

- ✓ Identify and prioritize your stakeholders.
- ✓ Maximize your budget for stakeholders management
- ✓ Conduct professional and independent research, with appropriate techniques
- ✓ Understand the underlying drivers of opinion – what really matters?
- ✓ Producing specific communication materials
- ✓ Organizing and participating in different events (fairs, lectures, etc.)
- ✓ Don't forget the internet: it will grow in importance

WHAT TO TAKE INTO ACCOUNT

- ✓ Openness and transparency
- ✓ Appropriate language
- ✓ People fears, worries and uncertainties are not mistakes
- ✓ Scientific and technological aspects are not enough
- ✓ People don't speak the same language, even when they speak the same idiom
- ✓ Nuclear technology is a complex topic, radioactive waste is a very unfriendly one

PUBLIC CONSULTATION



CONVENTION ON ENVIRONMENTAL IMPACT ASSESSMENT IN A TRANSBOUNDARY CONTEXT (Espoo, 1991)



CONVENTION ON ACCESS TO INFORMATION, PUBLIC PARTICIPATION IN DECISION-MAKING AND ACCESS TO JUSTICE IN ENVIRONMENTAL MATTERS (Aarhus, 1998)

TOOLS FOR STAKEHOLDER INVOLVEMENT

- ✓ Traditional: press releases, position papers, publications and newsletters
- ✓ Electronic materials (e-democracy): Internet, videos, social media (*Twitter, blog*), *online consultations (EC consultations, national consultations)*
- ✓ Meetings: public hearings, seminars, technical meetings, local information committee meetings, workshops
- ✓ Visitor centers: Visiatom of CEA at Marcoule - France, Rosatom's "train of innovations" mobile exhibition centre - Russia, Olkiluoto NPP – Finland, etc.
- ✓ Stakeholder forums: ENEF (European Nuclear Energy Forum)

NPP OWNER/OPERATOR ATTRIBUTES

Licensable

[legal entity with ultimate responsibility]

Integrated management system

[areas: safety, health, environment, quality, security, economics, commerce, social]

Manages growth and change

[ready for rapid change in size, functions, organization, management techniques]

Learning organization

[structured, continual improvement]

Strong safety culture

[self-disciplined, inherent in actions, enhancement of safety]

Empowers employees

[encourage individuals to take 'ownership']

Assesses of performance

[self/independent, events reporting]

Good communicator

[simple and clear, internal/external]

Effective leader

[managers influence by saying and doing]

Technically competent

[sufficient knowledge, expertise]

Commercially competent

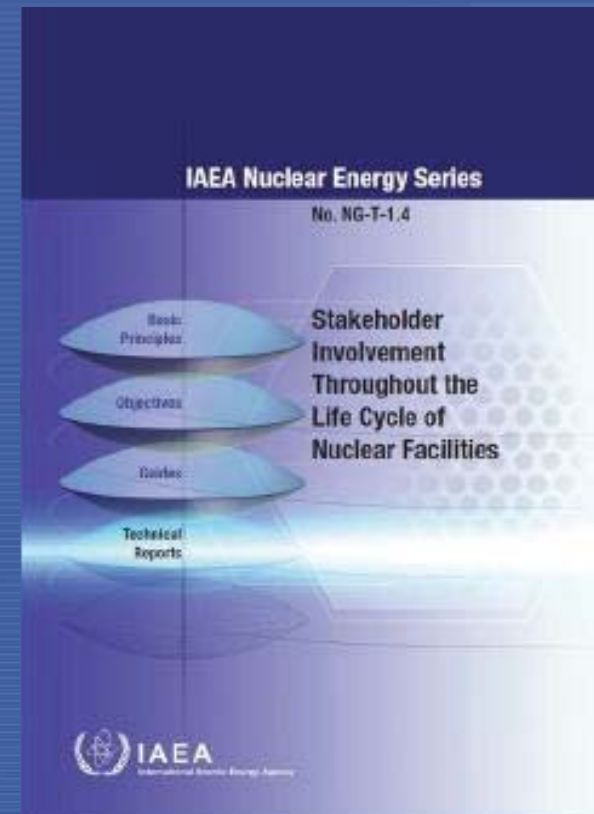
[exercise to control costs, generate a profit]

IAEA ASSISTANCE-WORKSHOPS (2)

Suggested sequence	When is recommended	Subject of WS
7	Beginning of Phase 2	Interfaces with NPP Owner/Operator in a BOO/BOOT approach
8	Middle of Phase 2	Stakeholder involvement
9	Middle of Phase 2	NPP bidding process, including BIS preparation
10	Late in Phase 2	NPP Project Management
11	Late in Phase 2 Beginning of Phase 3	Interfaces of NPP Owner/Operator with Regulatory Bodies for the first NPP licensing
12	Late in Phase 2 Beginning of Phase 3	Management of Construction of the NPP Project
13	Beginning of Phase 3	Management of Commissioning of the NPP Project
14	Beginning of Phase 3	Emergency Preparedness and interfaces with stakeholders

IAEA GUIDANCE

- New document produced in July 2011
- Identifies six principles for stakeholder involvement:
 1. Exhibit Accountability
 2. Recognize the purpose of Stakeholder Involvement
 3. Understand stakeholder issues and concerns from the beginning
 4. Build trust
 5. Practice openness and transparency
 6. Recognize the evolving role of and methods for stakeholder involvement



Thank you!

