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Joint ICTP-IAEA School on Nuclear Energy Management

15 July - 3 August, 2013

Main Principles of Effective Stakeholder Involvement

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Joint IAEA/ICTP

School of Nuclear Energy Management

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Main Principles of Effective Stakeholder Involvement

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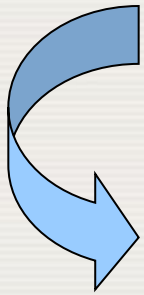
IAEA
International Atomic Energy Agency

BUILDING PUBLIC SUPPORT

- How can you find out what level of support you have for any activity?
- How can you increase the level of support you have?

Answer:



Communication

STAKEHOLDER INVOLVEMENT

PRESENTATION OBJECTIVES

By the end of this session the participant should be able to:

- Demonstrate an understanding of the concept of Stakeholder Involvement
- Recognise the importance of Stakeholder Involvement to the success of a Nuclear Power Programme
- State the six Principles of Stakeholder Involvement
- Demonstrate an appreciation of IAEA guidance available in this area

TERMINOLOGY

- What is a Stakeholder?
- What is Stakeholder Involvement (SI)?

DEFINITION OF A STAKEHOLDER

- Any institution, group or individual with an interest in or a role to play in a societal decision making process*
- The reality is YOU don't get to decide who the stakeholders are, stakeholders select themselves!

*source: OECD/NEA

STAKEHOLDER INVOLVEMENT (SI)

- At different phases and with different stakeholder groups, involvement may take the form of sharing information, consulting, participating in dialogue, or deliberating on decisions.
- An integral part of a of decision making process.
- It should be seen always as a meaningful part of formulating and implementing good policy.
- Stakeholder involvement techniques should not be viewed as convenient tools for ‘public relations’, image-building, or winning acceptance for a decision taken behind closed doors.*

*source: OECD/NEA

STAKEHOLDER INVOLVEMENT (SI)

- How it is accomplished is very much related to national norms, standards and culture.
- Expectations regarding stakeholder involvement have and will continue to change over time.
- It should start early in the process, before a decision is made

WHY STAKEHOLDER INVOLVEMENT

- Communication, on its own, is not enoughto build understanding and trust
- Involvement includes participation in the decision making processes
- The media is not the only “stakeholder” of importance

WHO ARE OUR STAKEHOLDERS?

- Politicians
- Regulators
- Special interest groups
- Investors
- Economic developers
- Media
- Electricity customers
- Local community
- Employees past and present
- Labour Unions
- Suppliers
- Educational Institutions
- Neighbouring Countries
- International Organisations
- Etc., etc.

NUCLEAR ENERGY AND THE PUBLIC

- Public acceptance is a major concern in many newcomer States
- Decision makers themselves not convinced
- Nuclear establishment often ignorant
- Legacy of the past
- Can’t be trusted
- Fukushima has highlighted there are still lots of lessons to be learned

NUCLEAR ENERGY AND PUBLIC COMMUNICATION – KEY MESSAGES

- Why nuclear energy is essential for the country
- Demonstrate that all options have been duly analysed
- Comparative assessment of benefits and risks
- Use plain language
- Preferably presented by a trusted source

Comparison of Fatalities due to Primary Energy Sources

(Electricity generation accounts for about 40% of total primary energy)

Fuel	Immediate fatalities 1970-92	Who?	Normalised to deaths per TWy* electricity
Coal			
Natural gas			
Hydro			
Nuclear			

Safety_of_Nuclear_Power_Reactors.pdf

Source: Ball, Roberts & Simpson, Research Report #20, Centre for Environmental & Risk Management, University of East Anglia, 1994; Hirschberg et al, Paul Scherrer Institut, 1996; in:
IAEA, *Sustainable Development and Nuclear Power, 1997; Severe Accidents in the Energy Sector, Paul Scherrer Institut, 2001).*

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Coal	6400		
Natural gas	1200		
Hydro	4000		
Nuclear	31		

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Comparison of Fatalities due to Primary Energy Sources

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Fuel	Immediate fatalities 1970-92	Who?	Normalised to deaths per TWy* electricity
Coal	6400	workers	
Natural gas	1200	workers & public	
Hydro	4000	public	
Nuclear	31	workers	

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Comparison of Fatalities due to Primary Energy Sources

(Electricity generation accounts for about 40% of total primary energy)

Fuel	Immediate fatalities 1970-92	Who?	Normalised to deaths per TWy* electricity
Coal	6400	workers	342
Natural gas	1200	workers & public	85
Hydro	4000	public	883
Nuclear	31	workers	8

Safety_of_Nuclear_Power_Reactors.pdf

Source: Ball, Roberts & Simpson, Research Report #20, Centre for Environmental & Risk Management, University of East Anglia, 1994; Hirschberg et al, Paul Scherrer Institut, 1996; in:
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DEMONSTRATE COMPARATE BENEFITS AND RISKS

- Energy essential for socio-economic development
- No technology without risks and wastes – compare with other technologies
- Inherent uncertainty
- Energy security
- Economics
- Environment
- Operating safety and public health

LESSONS LEARNED (Public Information)

Essential for any newcomer

- Understanding benefits and risks (awareness)
- Confidence building
- Ongoing activity

One size does not fit all

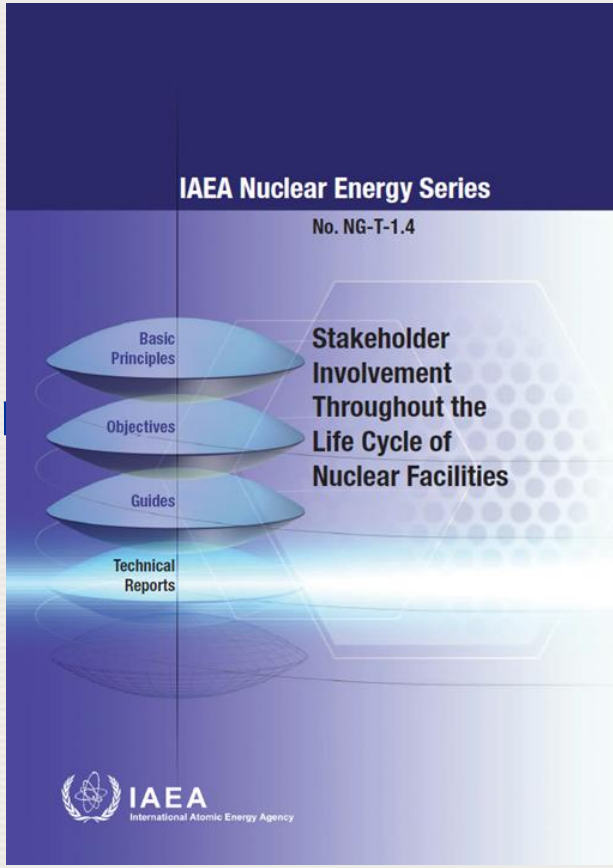
- Need to be tailored to specific stakeholder interests/concerns
- Smaller groups better than large audiences
- Meet on their turf
- Involve stakeholders from communities with nuclear power
- Listen to their concerns

Lessons Learned (Communications)

- Decisions in a modern society are not left only to “experts”
- Politics is based on reflections in media
  - Politicians follow the media to see what voters want
- Media can influence perceptions of truth
  - Half truths, misinformation and one-sided views can be publicly accepted if repeated in media
- There is no shortcut toward gaining public acceptance of nuclear energy; start as soon as possible
- Persistent public information with clear and honest messages can have positive results in the long term

IAEA GUIDANCE

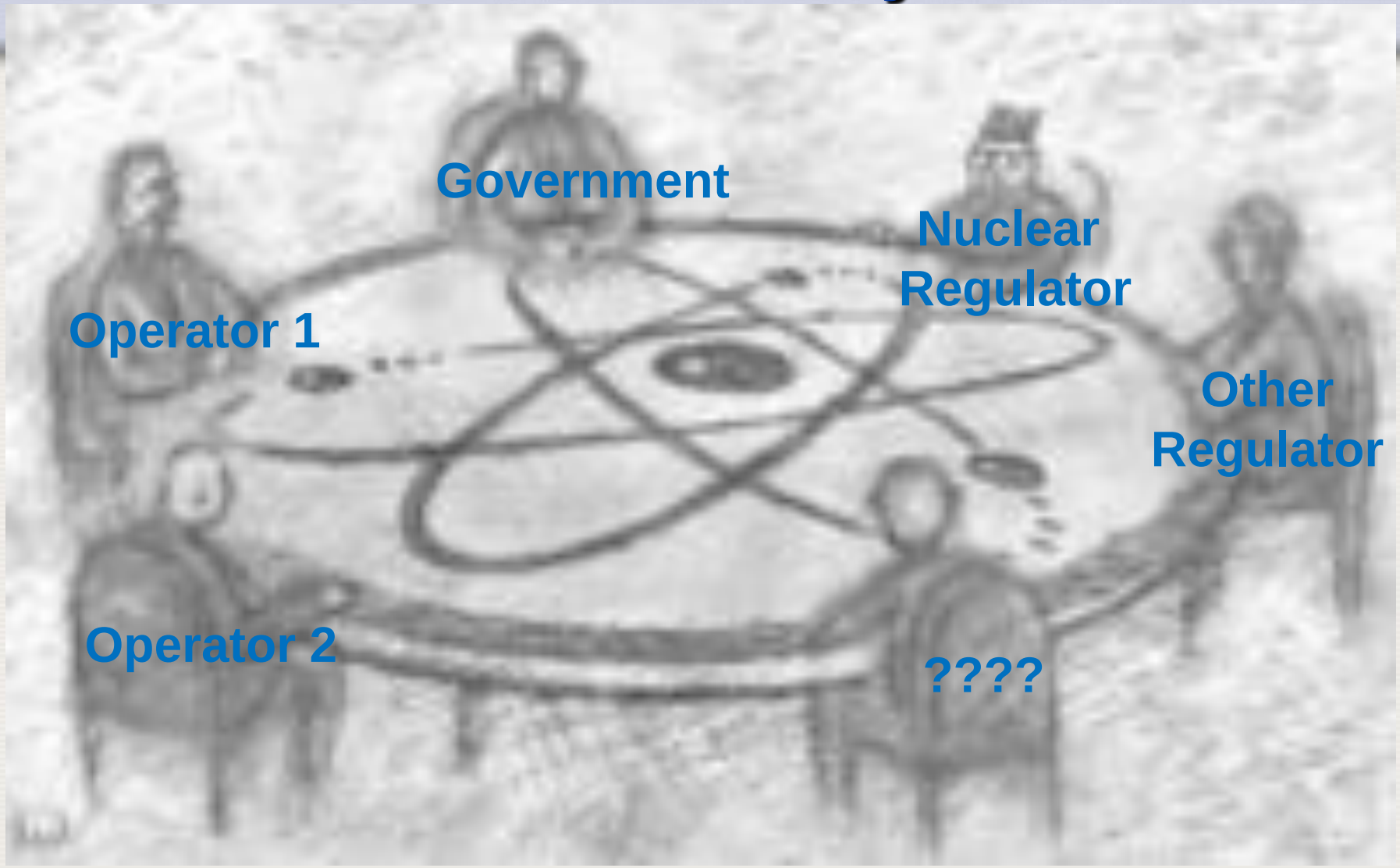
- New Document produced in July 2011
- Identifies six Principles for stakeholder involvement:
  - ✓ Exhibit Accountability
  - ✓ Recognise the purpose of Stakeholder Involvement
  - ✓ Understand stakeholder issues and concerns from the beginning
  - ✓ Build trust
  - ✓ Practice openness and transparency
  - ✓ Recognize the evolving role of and methods for stakeholder involvement



1. Exhibit Accountability

- Public expectations regarding communication by both the operating organizations and the regulatory body have significantly increased during the last 20 years leading these organizations to work more on public communication.
- This accountability cycle should ensure that all parties communicate their activities clearly and concisely, thereby avoiding accusations of secrecy and helping to develop trust.

1. Exhibit Accountability



2. Recognize the purpose of Stakeholder Involvement

- The purpose of SI is to enable all stakeholders to make known their views and to work together to ensure that these views are addressed / considered.
- It is not always necessarily to gain consensus or 100% acceptance, but rather for stakeholders to understand the basis for a decision and have greater trust that the decision was appropriate.

2. Recognize the purpose of Stakeholder Involvement

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Press Release 2011/24

Low Levels of Iodine Detected in Europe

11 November 2011 | The IAEA has received information from the State Office for Nuclear Safety of the Czech Republic that very low levels of iodine-131 have been measured in the atmosphere over the Czech Republic in recent days.

The IAEA has learned about similar measurements in other locations across Europe.

The IAEA believes the current trace levels of iodine-131 that have been measured do not pose a public health risk and are not caused by the Fukushima Daiichi nuclear accident in Japan.

Iodine-131 is a short-lived radioisotope that has a radioactive decay half-life of about eight days.

The IAEA is working with its counterparts to determine the cause and origin of the iodine-131.

The IAEA will provide further information via its Website as it becomes available.

Inform

Reassure

Explain

Take Action

Accountability and Transp

2. Recognize the purpose of Stakeholder Involvement

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Press Release 2011/27

Source of Iodine-131 in Europe Identified

17 November 2011 | The IAEA has received information from the Hungarian Atomic Energy Authority (HAEA) that the source of the iodine-131 (I-131) detected in Europe was most probably a release to the atmosphere from the Institute of Isotopes Ltd., Budapest. The Institute of Isotopes Ltd. produces radioisotopes for healthcare, research and industrial applications. According to the HAEA, the release occurred from September 8 to November 16, 2011. The cause of the release is under investigation.

As previously mentioned, the levels of I-131 that have been detected in Europe are extremely low. There is no health concern to the population. If any member of the public were to breathe iodine for a whole year at the levels measured in European countries, then they would receive a dose in the range of 0.01 microsieverts for the year. To put this into perspective, the average annual background is 2 400 microsieverts per year.

The IAEA was first notified of the presence of trace levels of I-131 by authorities from the Czech Republic on 11 November. Since this notification, the IAEA contacted several member states throughout the region to determine the cause and origin. The IAEA also worked with the World Meteorological Organization (WMO) to conduct air dispersion modelling, as part of efforts to determine the source.

3. Understand Stakeholder issues and concerns from the beginning

- To start a stakeholder involvement plan, you need to identify your stakeholders and understand their issues or concerns.

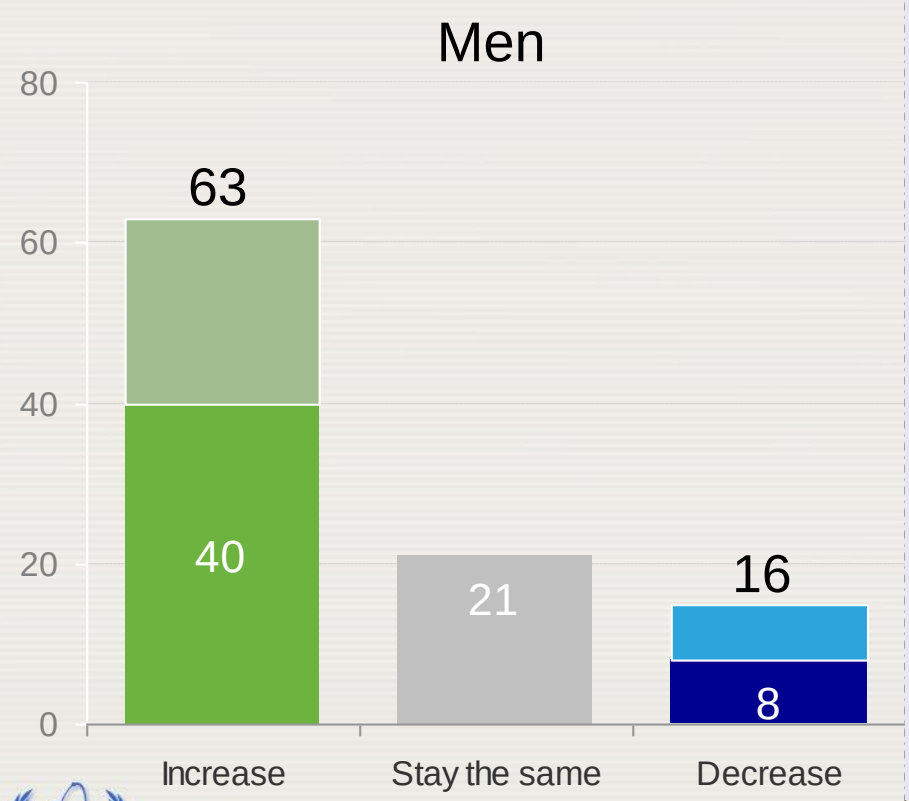
- In no case should a stakeholder difficulty to comprehend issues be used as an excuse to withhold information. In the past scientists used to say "*Don't worry I am an engineer I know what's happening everything is under control*".

Today you cannot say that anymore.

3. Understand Stakeholder issues and concerns from the beginning

Now I am going to read you a list of different forms of energy produced in the U.S., and I'd like you to tell me if you think the United States should increase its production of this type of energy, decrease it, or produce the same amount as we currently produce.

Nuclear Energy



Source: Greenberg Quinlan Rosner

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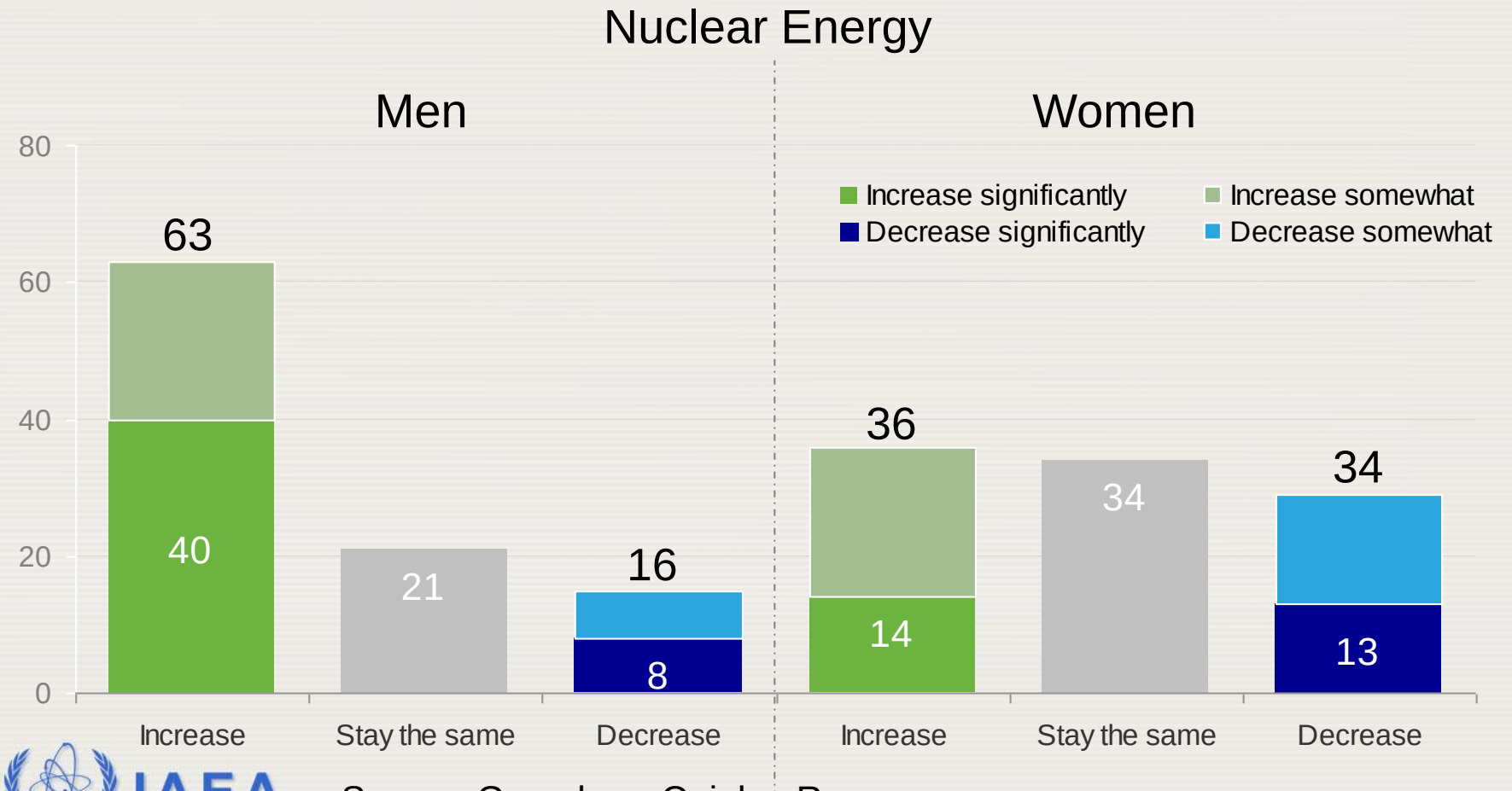


Source: Greenberg Quinlan Rosner

4. Build trust

- When members of the public have personal experience or knowledge related to a potential or perceived risk, they make up their own minds. However, when they lack direct experience with a potential risk, they rely on the people they trust.
- Therefore, an important element in creating trust is the perceived credibility of the responsible organization and reviewing agencies.

Trust can be quickly destroyed by unexpected events.

- Trust can be strengthened by demonstrating technical competence and adherence to high standards both in performance and reporting.

4. Build trust

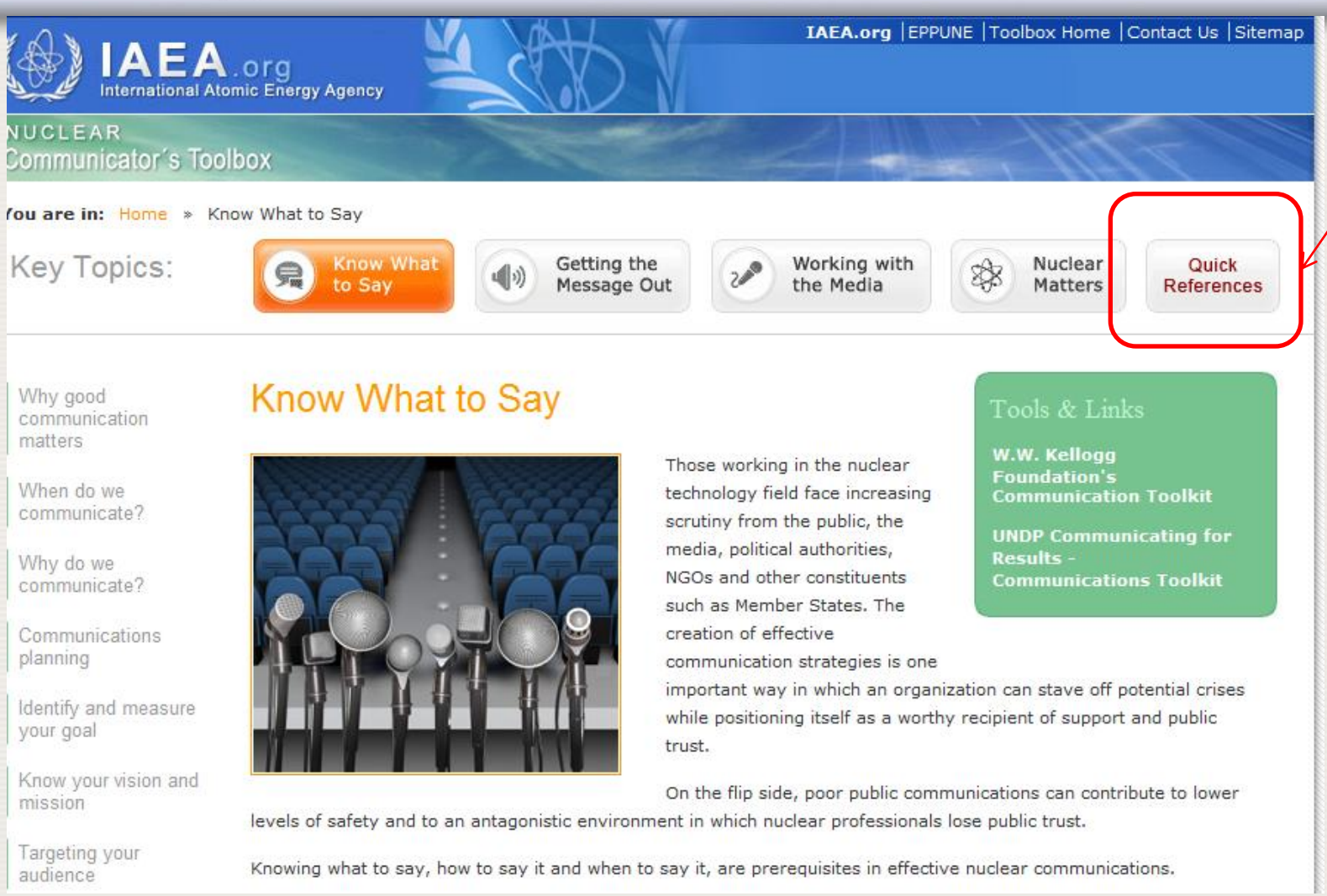
5. Practice openness and transparency

- Openness and transparency are the opposites of the "*decide, announce, defend*" communication model of the past. In most countries this model has been replaced by a more engaging, interactive and cooperative strategy.

6. Recognize the evolving role of and methods for Stakeholder Involvement

- It is vital that engagement with the younger generation forms an important part of any stakeholder involvement process, given that its members will be impacted throughout their lives and are the decision makers of the future.
- This perspective will influence the methods and tools used for future stakeholder involvement. These are likely to be different from those used currently.
- Social media has become a key tool for nuclear communicators

IAEA Nuclear Communicator's Toolbox



http://www.iaea.org/nuccomtoolbox/

Final thoughts

- Communicate, if not silence will be filled by others
- Identify and clarify the role and responsibilities of the different organizations in stakeholder involvement
- Always the truth, but in a way the public can understand
- Address emotional needs of listeners: empathy
- Listen, listen, listen!

"*Without understanding, cooperation and support of general public and international community, it is impossible to revitalize nuclear program in the world*"

Mr Hattori-san, President of JAIF

IAEA

THANK YOU….. ANY QUESTIONS?

…atoms for peace.

http://www.iaea.org/NuclearPower/Infrastructure/elearning/index.html