

Stakeholder Engagement

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CATALYSTRA

CONTENT

- Objectives
- Stakeholder Definition, Stakeholder Groups and their Concerns
- Stakeholder Analysis
- Stakeholder Communication Planning

Lecture Objectives

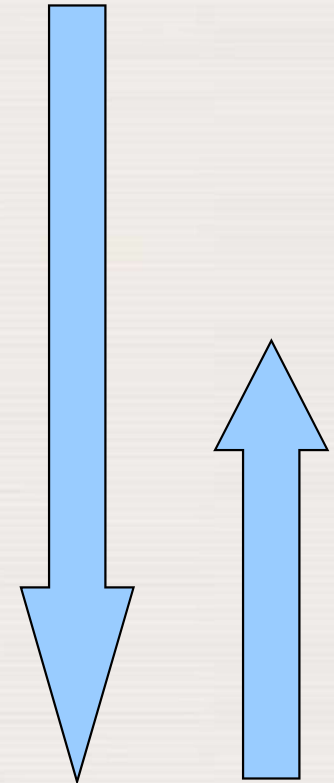
- Awareness of Stakeholder Analysis
- Better idea about who your key stakeholders might be
- Ideas about the first steps you might take to develop your own strategic Communication Plan
- Knowledge about what this lecture does not provide you with !

Stakeholders: A Working Definition

Stakeholders are individuals or groups that are either directly affected by the activities of your organisation, are interested in the activities of your organisation or that can influence the activities of your organisation.

Evolution in Stakeholder Dialogue for Siting

- Decide – Announce – Defend
 - Use technical (and political!) criteria to make a decision in secret
- Techno-Social Approach
 - Identify apparently technically suitable areas then engage with the potential host communities
- Volunteerism
 - Publish technical requirements and ask for volunteer communities that meet them



First Things First.....

- What is it that you want to communicate?

EXAMPLES OF STAKEHOLDER CATEGORIES

STAKEHOLDER GROUPS	ISSUES
POLITICAL & ECONOMIC (Government, customers, RWM agency, suppliers, local community)	Overall cost, supply chain making a fair profit, incentives, impact on economics of local community, power
ENVIRONMENTAL (Environmental regulators, local community, NGOs, wider society)	Local environmental issues e.g. transport, noise, dust, water uses, non-RW, health of public and non-human biota
SOCIAL (Workforce, regulators, local community, local suppliers, wider society)	Health and safety, jobs, impact on local suppliers, impact on local/regional community
TECHNICAL (Operator, Nuclear regulator, managers, TSO's, universities, R&D institutions)	Nuclear safety, radioprotection, education, investments, work planning.



**Segmentation is relatively easy.
However, you have to know who you want
to communicate with in order to have any
chance of success !**



Analyse your Stakeholder Groups

For those Stakeholder Groups you need to engage with, you must understand:

- Their characteristics
- Their concerns
- Their needs

Characteristics of Stakeholder Groups

- Community boundaries
- Demographics
- Economic conditions & employment
- Education
- Environmental awareness & values
- Governance – how decisions are made
- Infrastructure
- Local identity
- Property ownership
- Religion
- Natural resources & landscape

Understanding Concerns & Needs

- “You” need to “speak” with the people
 - “You” could be you yourself, an expert at eliciting the required information or a trusted third-person.
 - “Speak” means to engage in dialogue, i.e. through a two-way exchange elicit the key information required to understand motivations, (concerns and needs) and attitudes.
- Channels for dialogue include one-to-one discussion, focus groups & open meetings

STAKHOLDERS AND THEIR MOTIVATIONS

- Waste generators – RW disposal to permit electricity generation and/or ensure profits
- WMO – implement the disposal Mission safely
- WMO's management – organize resources and activities as needed for successful project completion
- WMO staff – perform activities in line with policies
- Government – solve the problem while maintaining support (???)
- Funding entities – spend funds reasonably
- Regulators – ensure legal requirements are met efficiently and competently
- Neighbouring countries – prevent impacts on them

STAKEHOLDERS & THEIR MOTIVATION (2)

- Local authorities – ensure benefits for the local community
- Local communities – accrue benefits while minimising derogatory impacts
- Elected officials - satisfy the public they represent
- Trade unions – keep members (reflect their needs), improve rewards and protect employees
- Real estate owners – prevent financial loss
- Contractors – promote long term planning for jobs & profit
- Nuclear industry – ensure safe and sustainable development
- Non-nuclear industry – encourage spin-off jobs & profit



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STAKEHOLDERS & THEIR MOTIVATION (3)

- Emergency organizations – put in place planning infrastructure/capacity
- Pressure groups – achieve anti-(& pro) nuclear aims
- General public – health, sustainable development
- Universities – plan and deliver education
- R&D organisations – innovate and secure long term projects (funding)
- Tourist industry – establish and promote attractions
- Media – gather and disseminate information to “sell papers”

**So what factors influence
stakeholder opinions, especially
with regards to “risk” ?**



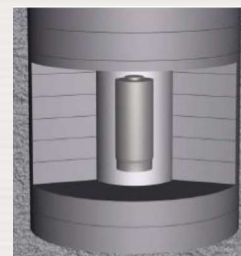
Safety perception: comparison of HLW and airplane

Boeing 747



- ✓ No. of components: more than 6 million Weight: ~ 400t
- ✓ Flying ~10,000 m above the ground with a speed of ~ 900 km/h.
- ✓ Safety: pilot's skill, computer-controlled navigation system
- ✓ An accident can result in the immediate deaths of many people.

A HLW package disposed in deep underground geological environment



- ✓ No. of components: 4 Weight: ~ 60t
- ✓ Immobile at 300m or deeper below the ground.
- ✓ No need to control safety critical components (i.e. passive barrier)
- ✓ Release of radionuclides “may” cause radiation induced effects for future generations by increasing cancer risks .
- ✓

For both, malfunctioning of the systems can lead to lethal accidents. However, people frequently use airplanes without any hesitation. Meanwhile, they express difficulties to accept a disposal site. Why is there such a difference in safety perception?

RISK PERCEPTION FACTORS:

- **Trust** (Honesty/Openness, more trust = less fear),
- **Benefit v. Risk** (more benefit = less fear),
- **Personal Control** (more control = less fear),
- **Voluntary or Imposed** (a risk done to us = more fear than a risk we choose ourselves)
- **Natural or Manmade** (natural = less fear) ,
- **“Dread”** (more suffering/pain = more fear),
- **Uncertainty** (less knowledge = more fear),
- **Catastrophic or Chronic, Can It Happen To Me** (1 in 1,000,000 is too high if you think you can be the one),
- **Familiar or New** (new risks evoke more fear than ones we’ve lived with),
- **Children** (risk to children = more fear),
- **Personalisation** (real victims/faces/names = more fear),
- **Awareness** (greater awareness = more fear)

Stakeholder Analysis & Communications Planning



Audience Pyramid Model

- Decision makers
- Influentials
- Opinion leaders
- Multipliers
- General public





Assessing Stakeholders – Initial Questions

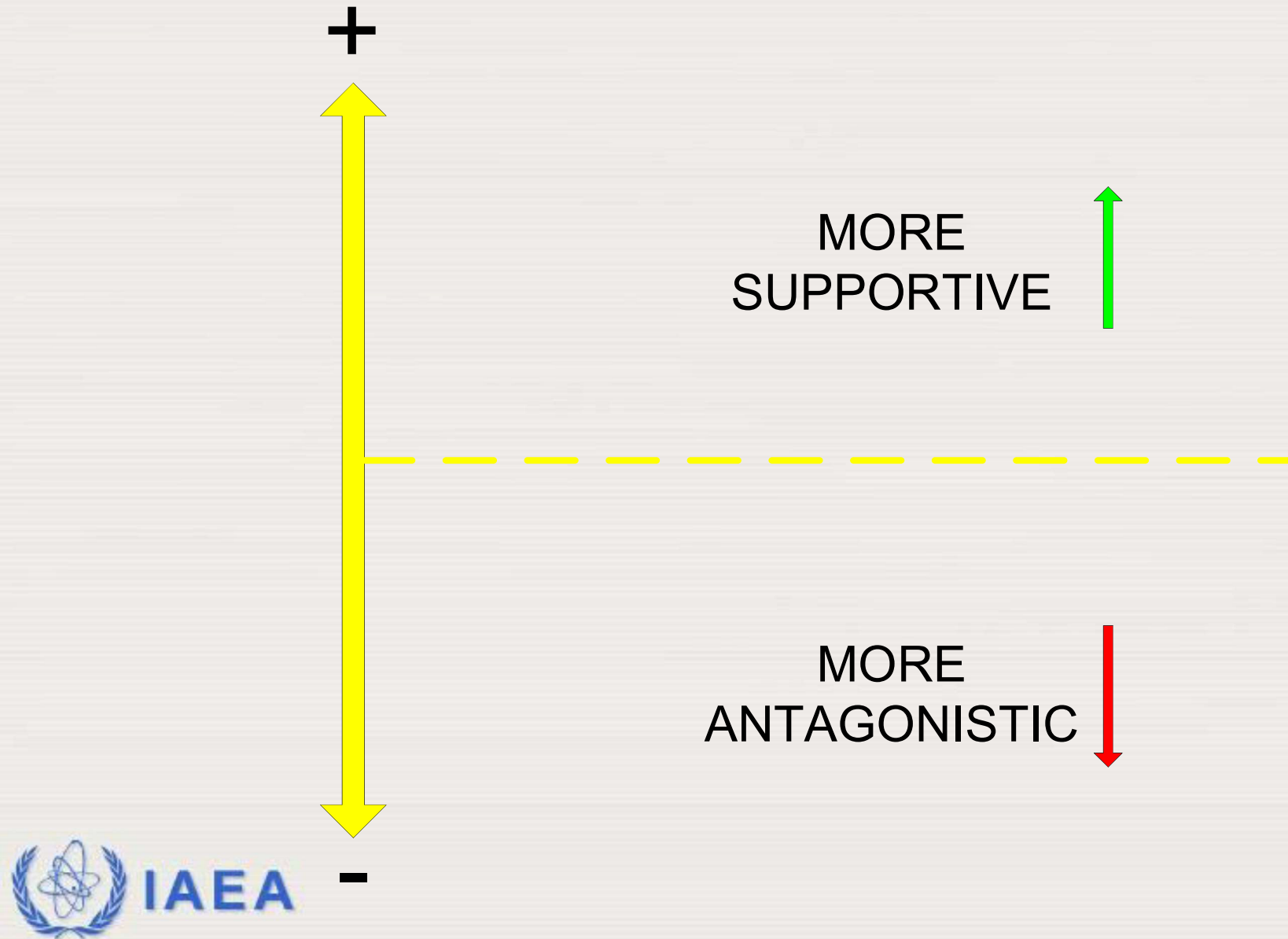
- Who is directly responsible for decisions on the issue?
- Who will be affected by any decisions on the issue?
- Who holds positions of responsibility in the key stakeholder groups?
- Who can promote a decision?
- Who can obstruct a decision?
- Who has been involved in the issue in the past?
- Who has not had a voice in the issue before, but should have?

It is clear that many of the above factors involve consideration of “interest”, “influence” and

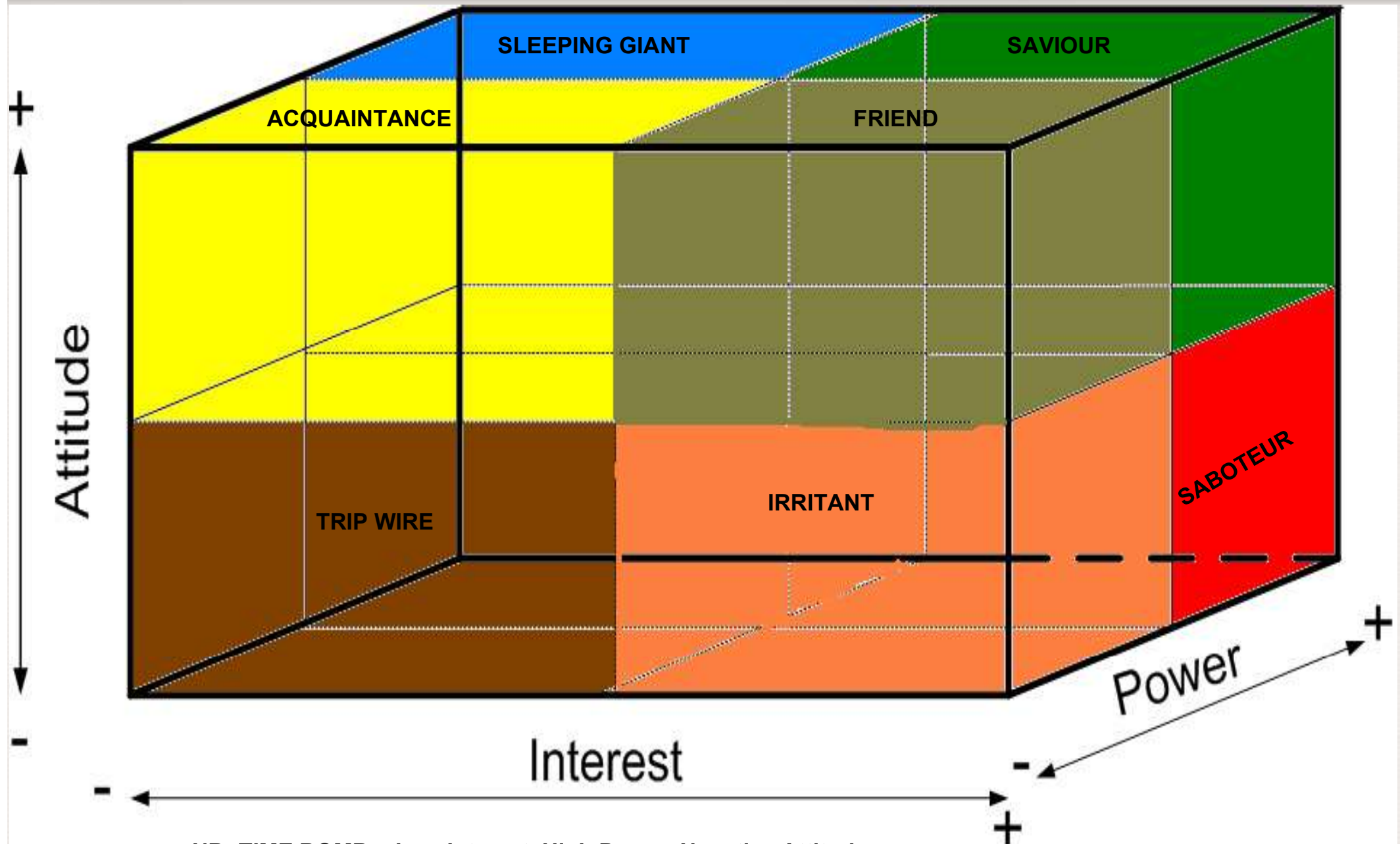
Stakeholder Matrix

	<i>Strong interest / support</i>		<i>Little interest / support</i>
<i>Strong influence / power</i>	1	2	3
	4	5	6
<i>Little influence / power</i>	7	8	9

Degree of Support

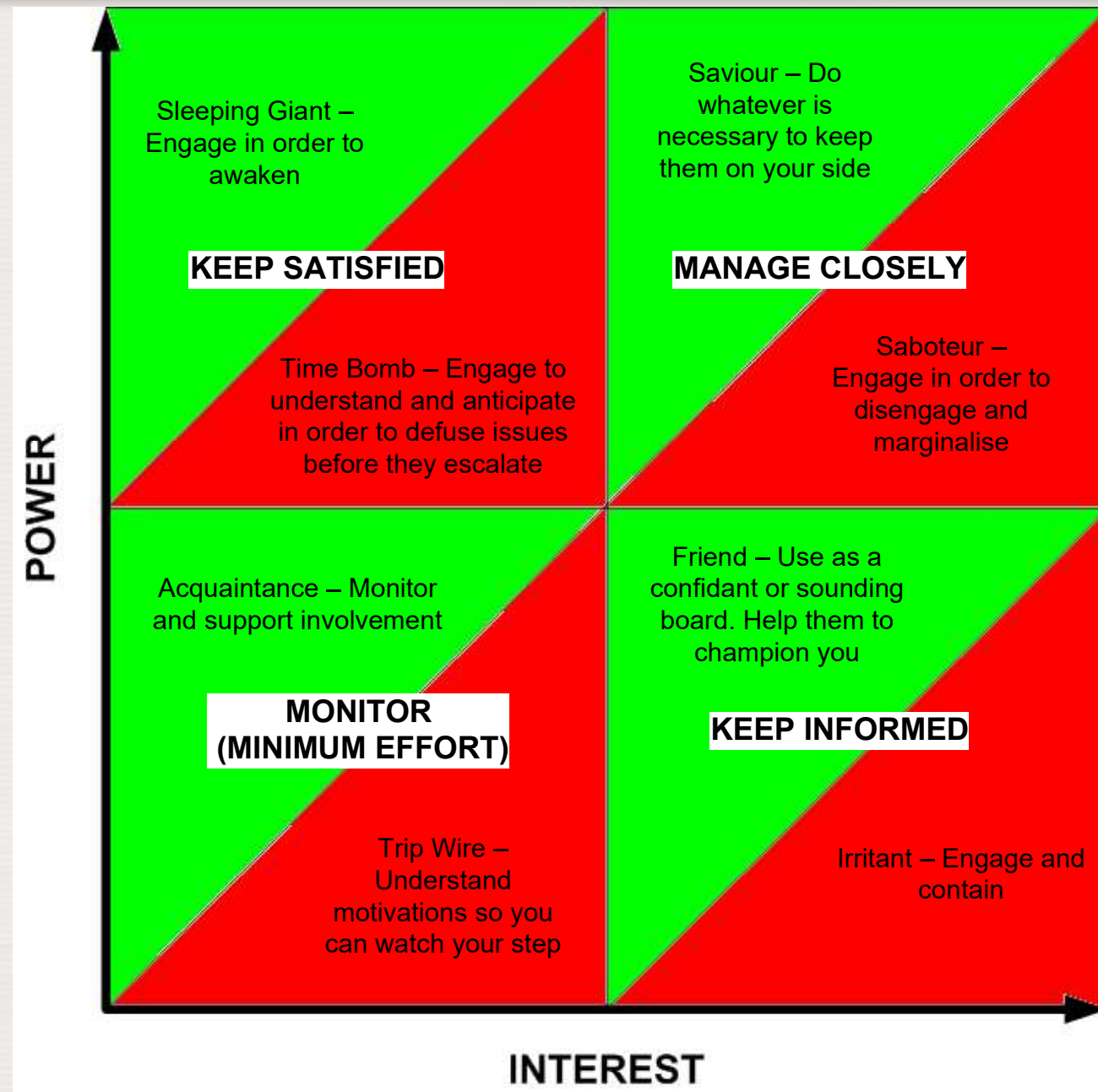


Power vs Interest vs Attitude

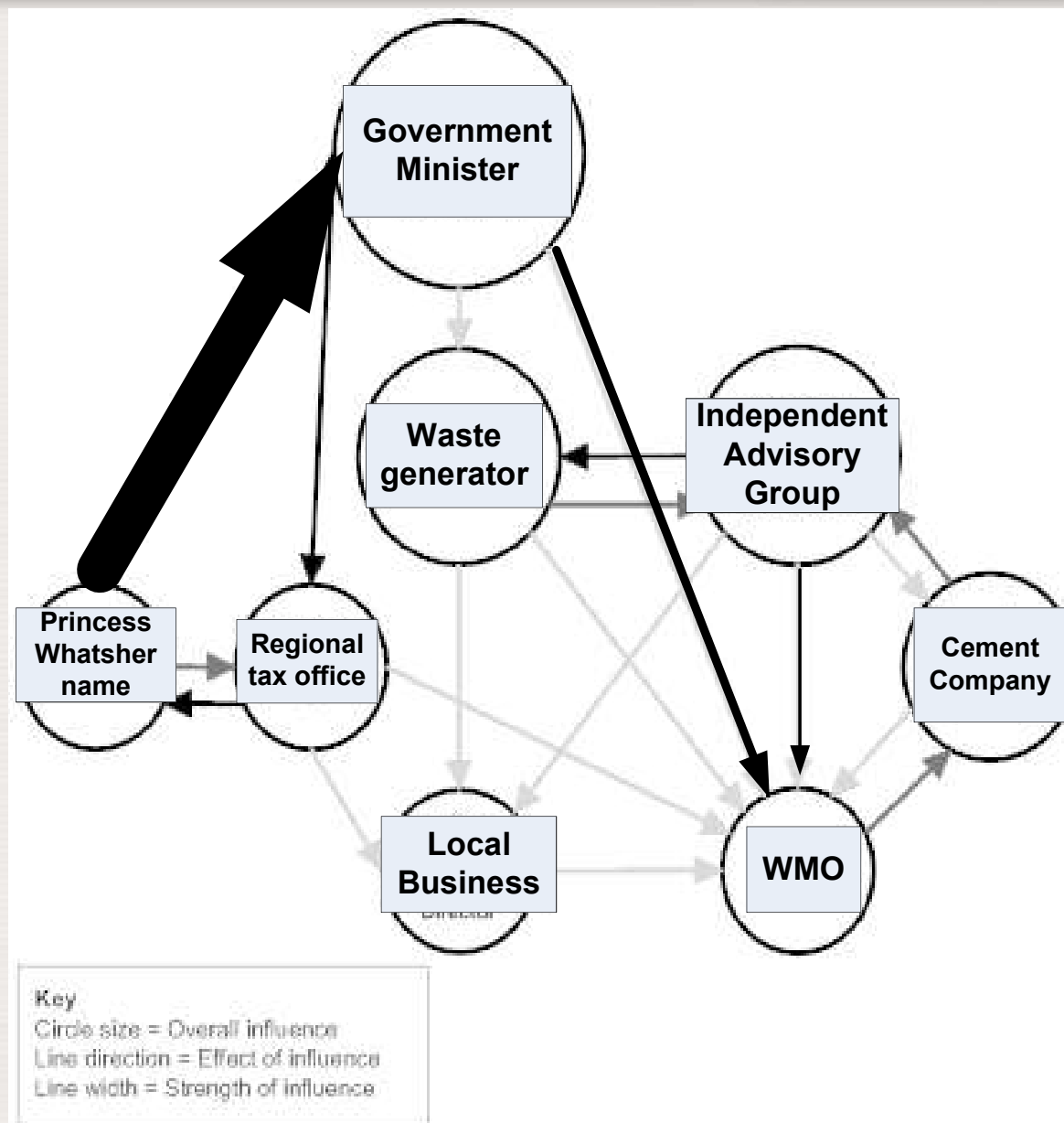


Strategy for Managing Stakeholders

*Modified
2D matrix
according
to degree
of support
(attitude)*



Stakeholder Analysis – Influence Mapping



Examples of Communication Channels for various audiences

AUDIENCES

Communication means	Opinion leaders	Media	Public: nationwide	Public: local (sites)	Authorities: federal/local	Special and environmental interest groups	Scientific community	International contacts	Employees
News releases, News conferences News interviews		**	**	**				**	
Advertisements			**	**					
Exhibitions			**	**		*			
Information meetings				***	***	**	**	*	**
Visits/tours to national facilities	**	***	*	***	***	***	**	**	**
Visits to facilities abroad		***			***	**	**		
Face to face contacts	**	***		**	***	**	**	**	
Brochures, pamphlets	**	**	**	**	**			**	**
Newsletters		*	*	***	**	*	*	*	***
News magazines	**	*			***	*	***	***	**
Technical reports		*					***	***	**
Films, videotapes	**	**	***	**	**	**		**	
Public speakers	***			**		**	**		

* Somewhat useful. ** Useful. *** Most appropriate.

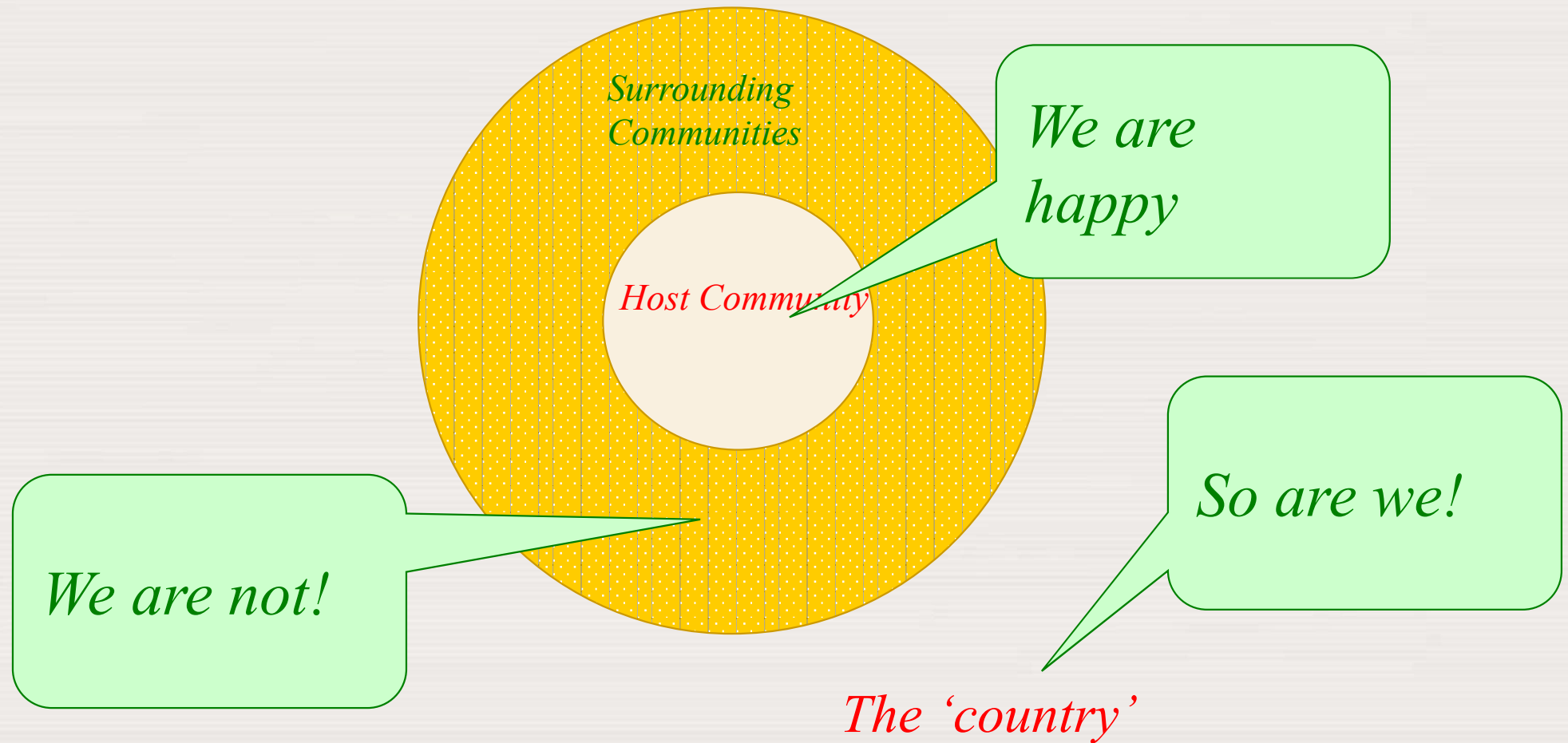
Lessons Learned Regarding Media

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

ISSUES IN STAKEHOLDERS INVOLVEMENT

- Dilemma: Repository = a national concern requiring a local solution
- RWM is a complex decision-making process (technical, ethical, social, political, economic matters)
- No solution can be reached solely on the basis of technical considerations
- At any phase in the project, the community may call for a “change of course” if they are dissatisfied
- A sound “contract” between the national community and a local community is a prerequisite (overcome NIMBY effect through partnership)
- The local community may be supportive and nationally there may be support, but..... (Doughnut effect)

The 'doughnut effect'



ISSUES IN STAKEHOLDER INVOLVEMENT

- Shareholders represent a spectrum of views and you may encounter a number changes in views over time
- Shareholders balance issues – identification of benefits may draw in neutral Shareholders
- Negative views are based mostly on emotional feelings – this needs to be addressed by emotional approaches, not just technical ones. However....
- Converting discussion from emotional to a more technical level can significantly affect the chances for success

ISSUES IN STAKEHOLDER INVOLVEMENT

- The most difficult group does not want to communicate. Consider them in your strategies and plan accordingly
- Regulators represent the public interests –
 - Regulators must be independent and have the capacity to review the safety case presented by the implementer.
 - Regulators should be engaged early in the pre-licensing phase for disposal – EIA & siting

ISSUES IN STAKEHOLDER INVOLVEMENT

- Credibility is based on confidence in the responsible institutions. Confidence in institutions is dependant on their long-term behaviour. Credibility is enhanced by:
 - Competence
 - Openness
 - Trust
- It is very difficult, if not impossible, to heal early mistakes affecting credibility or trust. The only way to rectify this is to go back to a point before the mistake was done.

ISSUES IN STAKEHOLDERS INVOLVEMENT

Do not rely on foreign experience;
communication with stakeholders is
country and culture specific !

SUMMARY

- **KNOW** precisely what you want to communicate on
- Proper identification of stakeholders and **UNDERSTANDING THEIR MOTIVATIONS** is a key to success
- Prioritise your efforts to **OPTIMISE USE OF RESOURCES**
- Effective dialogue **NEEDS TIME AND MONEY**
- **LISTEN** to your stakeholders and respond to them appropriately
- Remember that **PERCEPTION IS REALITY**
- Pressure groups will sometimes use unfair methods to win – you **MUST NOT**
- Do not promise **WHAT YOU CANNOT DELIVER**
- Understand your organisations strengths and weaknesses with regards to stakeholder dialogue
- There is no single or simple recipe – There are always **NATIONAL SPECIFICS**



Nuclear Communicators Toolbox: www.iaea.org/nuccomtoolbox

Forum on Stakeholder Confidence: www.nea.fr/html/rwm/fsc.html

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