



IAEA

60 Years

Atoms for Peace and Development

Stakeholder Service of CIDER Project – Phase II on D&ER

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CIDER II – An IAEA Initiative

- Constraints to Implementing Decommissioning and Environmental Remediation Strategies – Phase II
- Addressing Member States with legacy nuclear/radioactive contamination issues
- Aim of CIDER – Improve current levels of performance on D&ER across the Member States (MS)
- CIDER II goals – action oriented to:
 - Improve stakeholder communication and engagement
 - Help MS establish and implement strategies for D&ER
 - Support capacity building in the MS

CIDER II – Objectives

- Enable dynamic support to facilitate MS D&ER program implementation
- Raise awareness of the importance and urgency for action
- Contribute to the efficiency and effectiveness of D&ER programs
- Identify initiatives that will overcome constraints currently impeding implementation of D&ER programs

CIDER II – Working Groups

1. D&ER Strategy development and implementation
2. **Development and implementation of effective stakeholder engagement plans**
3. Site/facility inventory development
4. Capacity building

Note considerable potential for overlap or mutual benefit between the Working Groups

Stakeholder Engagement Advisory Program (SEAP)

Action oriented – aimed at providing direct support to MS D&ER programs

Objectives:

- Discuss SE challenges facing MS projects
- Identify specific SE needs
- Recommend ways to achieve SE needs
- Implement recommendations in select MS D&ER programs

Concepts

- SE is successful when there is an emphasis on relationship building and trust building
- Once trust is formed/obtained then approaches to SE can be further explored in the site-specific (local) setting of the project
- Interest is in obtaining/understanding stakeholder values/concerns
- Values/concerns can/should be used to support decision making
- SE must happen at the beginning, throughout, and at (after) the end of a project (supports adaptive management)
- SE leads to better solutions because it avoids redo if everyone is on board

Approach

Two basic components

1. Stakeholder Engagement
2. Support for Decision Making

That is, engage, and use the engagement effectively to actively support decision making

Assets:

Technically defensible; transparent; traceable; reproducible; leads to adaptive management as more information is collected

Values/Concerns and Structured Decision Making

Structured decision making:

- Values-focused thinking (Prof. Ralph Keeney, 1990s)
 - What matters to the stakeholders (why)
 - Concerns lead to identification of objectives (reduce risk, minimize costs, improve local economy, sustain economy, protect environment, etc. – can/should get very specific)
 - Objectives (what) lead to initial options (how)
 - Options augmented by subject matter experts
 - Consequence analysis performed by SMEs (evaluate options by connecting to and estimating effect on objectives – address uncertainties throughout)
- Dialogue/iterate
- Adaptive management

Values/Concerns – Sustainability

Values can be framed in terms of the pillars of sustainability:

- Economic (tangible cost elements)
- Environmental (environmental quality, ecological system, renewable extraction, etc.)
- Social (quality of life, health, jobs, local economy, infrastructure, social well being, etc.)

In effective SE all values related to Sustainability are captured

January OECD-NEA meeting

Mr Magwood (NEA Director-General) recalled that

- "As we have learned through hard experience in many countries, experts cannot act alone to solve difficult problems.
- For the greatest challenges facing society today, they must, as a central component of their activities, ensure the broad and deep support of public stakeholders.
- This is important in all long-term, complex undertakings, but for decisions concerning nuclear energy that employ large tracts of land, use significant quantities of resources, and sometimes generate public questions about safety, achieving a durable public consensus has become an absolute requirement."

CIDER II SEAP Benefits

- Mitigates against decision making bias (improves decision making and reduces costs)
- Provides clarity on wider question of value (rather than just costs)
- Transparency improves societal support and benefits local socio-economic planning
- Provides greater certainty and confidence (more reliable lifetime planning and cost estimation)
- Provides reassurance that investments are both responsible and accountable to wider society
- Supports more effective regulatory decision making

CIDER II SEAP

- CIDER II SEAP can make available through a community of practice:
 - Case studies
 - Tools
 - Training and support
- Goal – use SE to improve the D&ER decision making process
- Move towards “Stakeholder engaged structured decision making”

SEAP Planning Stages

- Early draft implementation plan
- Scope of work items identified
 - Identify tools for both Stakeholder Engagement approaches and Structured Decision Making
 - Provide direct support to MS
 - Identify training needs and resources
 - Add case studies, website for information
- Gather other resources for support from: IAEA, OECD-NEA, England and US guidance

SEAP – documents and tools

- SE criteria
 - identify stakeholders, resources, capacity among MS, project components (landscape or type of problem)
- Documents and tools
 - Use/adapt existing documents/tools where possible
 - Stakeholder Engagement approaches and strategies
 - Tools to obtain/understand values/concerns of stakeholders
 - Structured Decision Making tools
 - Create website for sharing information on SEAP approach, and linking to other resources
 - Case studies – start building a library of case studies

SE Tools – England Environment Agency

7 steps to Working With Others:

1. Preparation – how much engagement is needed?
2. What do you want to do? (objectives)
3. Why do you need to engage others? (engagement objectives)
4. Who do you need to work with?(stakeholder analysis)
5. How will you work with them? (engagement plan)
6. Do it!
7. How did it go and what did you learn? (evaluation)

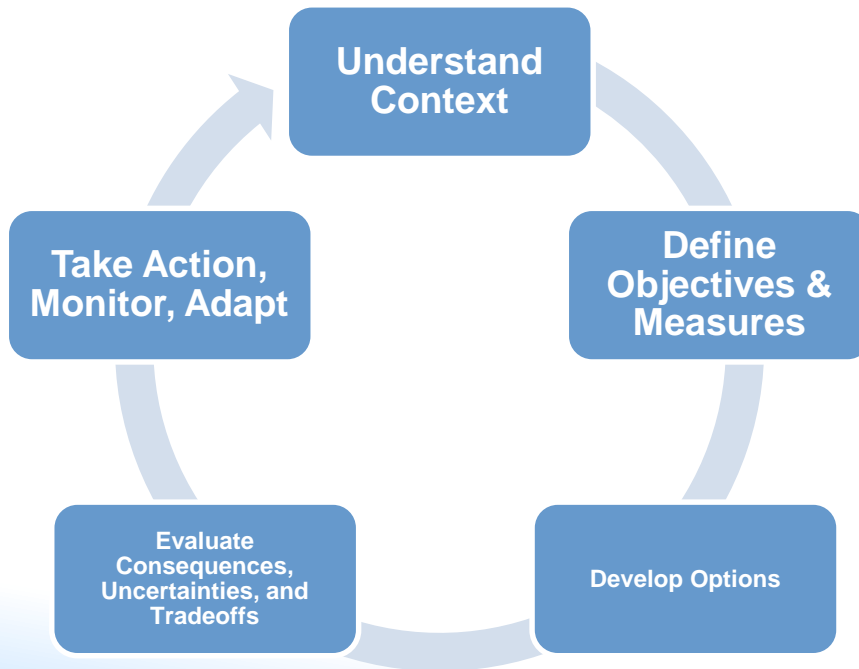


SDM tools – US EPA and Neptune

GiSdT

Guided Interactive Statistical Decision Tools

STRUCTURED DECISION MAKING



Structured decision making (SDM) provides a transparent framework to develop optimal solutions to complex problems. The process is reproducible and technically defensible, integrating science and values in an analytic-deliberative structure. Using this structure, we can achieve a common understanding of objectives, develop a rich set of options, conduct science-based consequence modeling, and explicitly acknowledge sources of uncertainty. Neptune continues to develop SDM methods and tools that improve the quality and transparency of decisions.

*STRUCTURED DECISION MAKING IS AN INTERACTIVE PROCESS THAT, BY DESIGN, IS
TRANSPARENT, REPRODUCIBLE, AND ADAPTIVE*

SEAP – Mission support

- Provide questionnaire for mission requests to help with evaluation and prioritization
- Create a self-assessment form to gather feedback on the SE mission(s)
- Provide SE support
- Evaluate effectiveness of SE support and adapt/iterate
- Add to case study database

SEAP – Training and Capacity Building

- Start Community of Practice
- Develop training materials (with Capacity Working Group)
- Create/provide platform for more open discussions on SE
 - MS Programs currently run by engineers, so SE is still on the fringe despite “intent”
- Training new SE experts with focus on local needs
 - Address culture, language, politics, etc.
- Train trainers program to expand capacity quicker
- Include an SE course in the overall CIDER II (IAEA) training program
 - consider cross over with other training needs

Next Steps

- Identify new players that can meaningfully engage in tool development, development of training programs, questionnaires, etc.
- Identify ½ dozen existing case studies that could be written up and shared to promote Community of Practice
 - Map a diverse set of generic or real projects – to ensure the diversity of sites within are covered
- Identify 1-3 potential projects that the SEAP could consider to develop a mission proposal
- Implement questionnaire for those projects
- Apply prioritization scheme (if developed) – to be used by the SEAP leads
- Obtain feedback on initial tool set... derived from proven/tried tools from England and the US
 - Also research tools in other MS

Some longer term steps

- Develop web-based system to house SEAP
- Develop criteria for evaluation of state of a project
 - Questionnaire for MS
 - Prioritization of projects
 - Tracking progress throughout a project (checklist tracking)
- Develop template for case studies
- Develop and finalize tools (SE tools, and SDM tools)
- Test use of tools on example projects (perhaps retrospectively on case study list)
- Develop self-assessment questionnaire for MS to complete
- Develop training program around tools
 - Curriculum, materials, tools, etc.
- Engage in a mission



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Thank you!

