



CO-ORDINATION ACTION

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Models of Governance and Success Factors

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Governance – short definition

Governance

.... is the process whereby societies or organizations

- **make important decisions,**
- **determine**
 - **whom they involve** and
 - **how they render account.** (Institute on Governance, 2006)

.... is a **neutral concept** comprising the **complex mechanisms, processes, relationships and institutions** through which citizens and groups **articulate their interests, exercise their rights and obligations and mediate their differences.** (United Nations Development Programme, Glossary of key terms)

Governance – General Characteristics

General characteristics of good governance:

- **openness** (work in an open manner, using accessible and understandable language, improving confidence),
- **participation** (ensuring participation from conception to implementation),
- political, bureaucratic and corporate **accountability** (**clear roles** of legislative and executive processes),
- **freedom of information and expression** (access to information and right to say),
- **capacity building**

Indicators of good governance in long term radwaste management (exemplary)

- Enhances the development of **societal acceptance** and support of the planned waste management process and the foreseen steps and results of decision making
- Supports the development of **public perception of the necessities** of long term waste management
- **Integrates** all relevant stakeholders and defines their **accountabilities and responsibilities**
- Pays adequate account to the **national and the regional level** and the respective functions, problems and interests
- **Balances** the technical, ecological, economical and social dimension
- Integrates aspects of **regional development and infrastructure**
- Has adequate **political support**

Examples of governance issues in radwaste management

Institutional issues	Siting issues
Responsibilities of national authorities	Criteria and choice of candidate sites
Responsibilities of local/regional authorities	Site comparison and selection: procedure and criteria
Financing	Time scale
Accountabilities of the implementer/applicant	
Safety objectives	Involvement and regions
Overriding objectives (health, ecology, quality of life, socioeconomic stability)	Integration of the national und regional level
Site evaluation criteria (radiological, chemical, environmental impacts, socioeconomic development, infrastructure)	Information, dialog, involvement
	Bindingness of results
	Regional development and compensation

Success Factors for Governance Processes

OBRA Action Levels

OBRA action levels to apply success factors:

- *The level of the OBRA activities:* The activities that are planned and implemented on the OBRA platform should be adjusted to the needs of good governance processes in the affected regions.
- *The level of OBRA culture:* The way OBRA itself is organised, works and interacts with stakeholders should be geared to the principles of good governance and ensure participative development.

Success Factors for Governance Processes

Preliminary set of Success Factors

1. Overarching principles of good governance

- *Legitimacy* of the process and the decisions;
- Following the aim of *fairness* so that all parties benefit from the cooperation;
- Ensuring *transparency* of the process;
- Enhancing *quality* of decision making.

2. Prerequisites of governance processes

- Sufficient resources for all necessary activities and all stakeholder groups;
- A clear national policy and framework setting;
- Strong interaction between the national and all other governance levels.

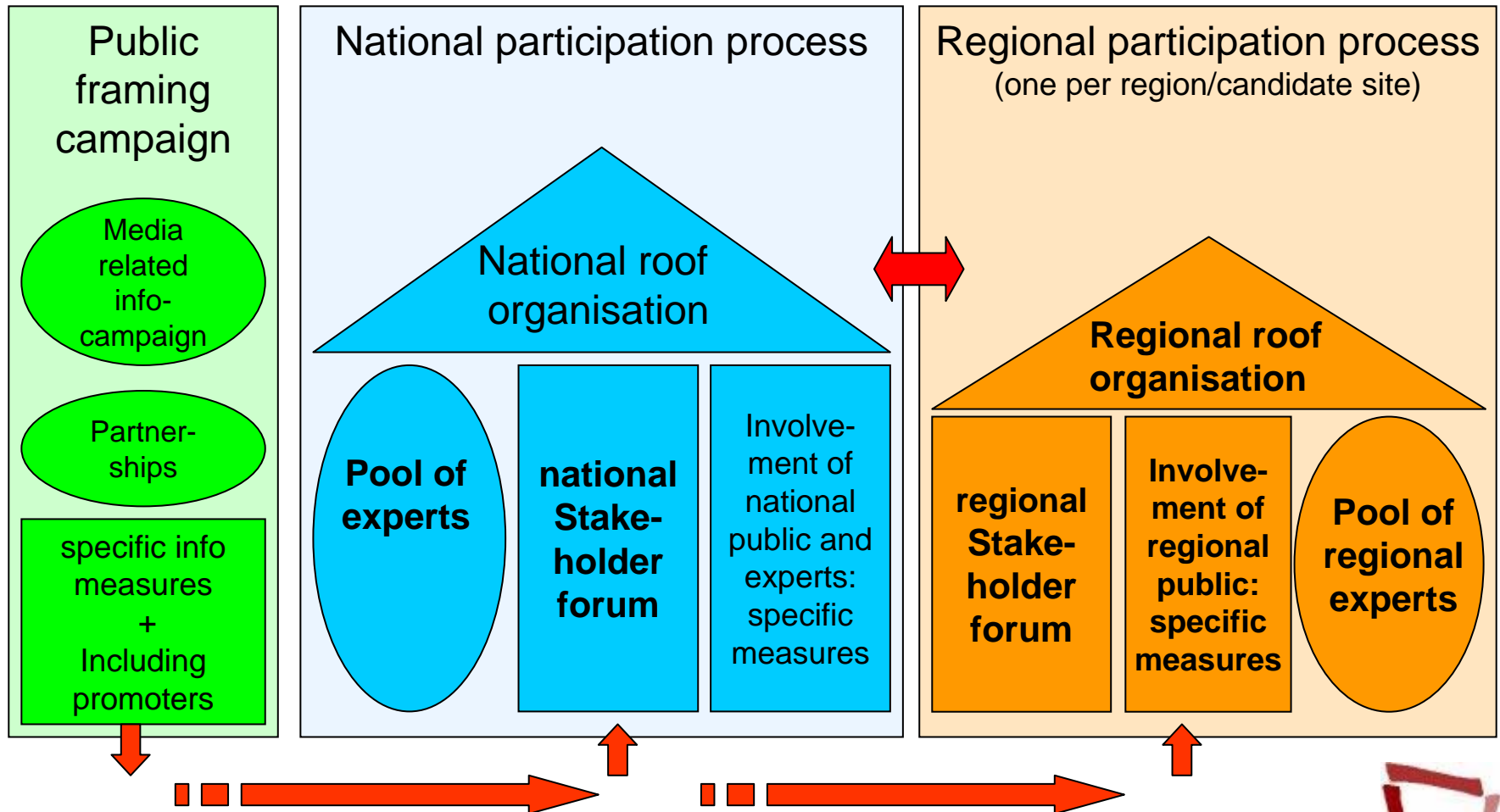
Success Factors for Governance Processes

Preliminary set of Success Factors (ctnd.)

3. *The organisational framework*

- Build up institutionalised cooperation that assures:
 - Agreement on common *targets*; Regularly working context assuring *integration* of all relevant *stakeholders*; Inclusive working context assuring *integration* of all *relevant issues*; coordination of the whole process e.g. by institution of an *intermediary* assuring focussing and transfer of results.
- Linking the governance process with the formal decision-making procedure;
- Transparent roles and responsibilities of all actors – clear definition of the specific stakeholders' roles in the decision making process.

Example of a structure for stakeholder involvement in radwaste governance



Success Factors for Governance Processes

Preliminary set of Success Factors (ctnd.)

4. Core activities

- **Develop a shared governance culture**
 - Iterative participatory goal formulation regarding the economical, ecological and societal development;
 - Early integration of all affected individuals and groups;
 - Promoting mutual understanding and confidence.
- **Foster participatory knowledge acquisition and capacity building**
 - System of working groups; information exchange; access to expertise
- **Assure continuous exchange and communication**
 - Use of different media; “trusted” information; word-of-mouth information; adequate language; promoters