
Consensus building

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Sources of Conflict

Disagreement over “facts”

- what information is relevant
- what is valid (sources, methods)
- what is certain
- how is it interpreted

Incompatible interests

- who gets what (allocation of resources)
- how the process works (who is involved, how, when)
- what trade-offs will be made (economy vs. environment; disbursement vs. accountability; short- vs. long-term gains)

Clash of values and identities

- how the world “is” or “ought to be”
- who has moral or legal right to do something
- who should bear the costs or risks of public action
- who is respected, and who is not

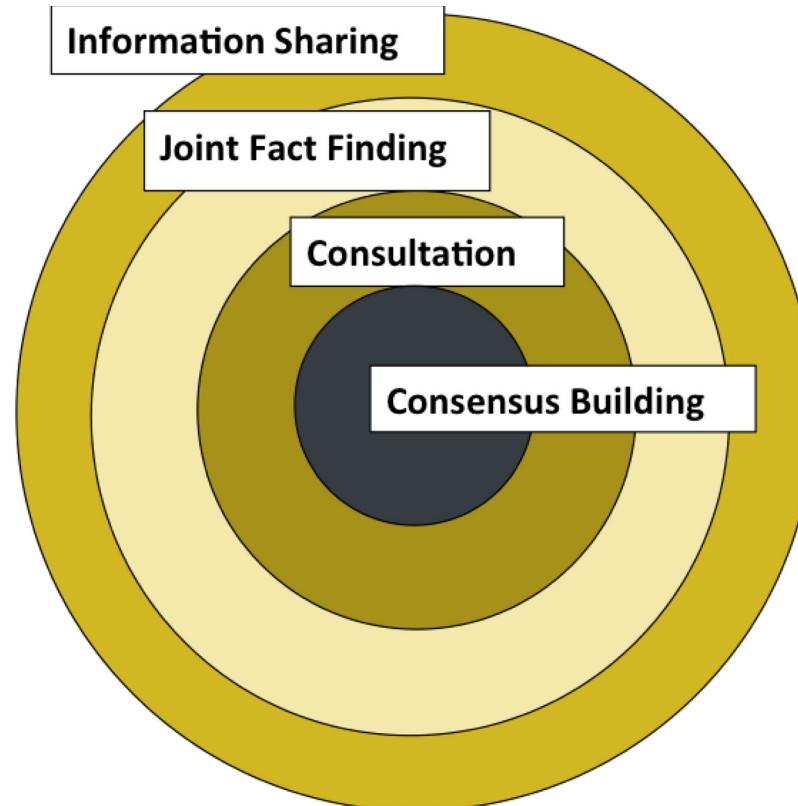
Negative relationships

- historic tension
- lack of trust, misperceptions among groups

Process factors

- unequal representation
- unequal control of power, authority and resources
- competing organizational missions, mandates, procedures
- time frames not matched to pace of demographic, economic and political change

Stakeholder engagement



Stakeholder interest/influence: Lower → Higher

Sequence of Engagement: Begin → End

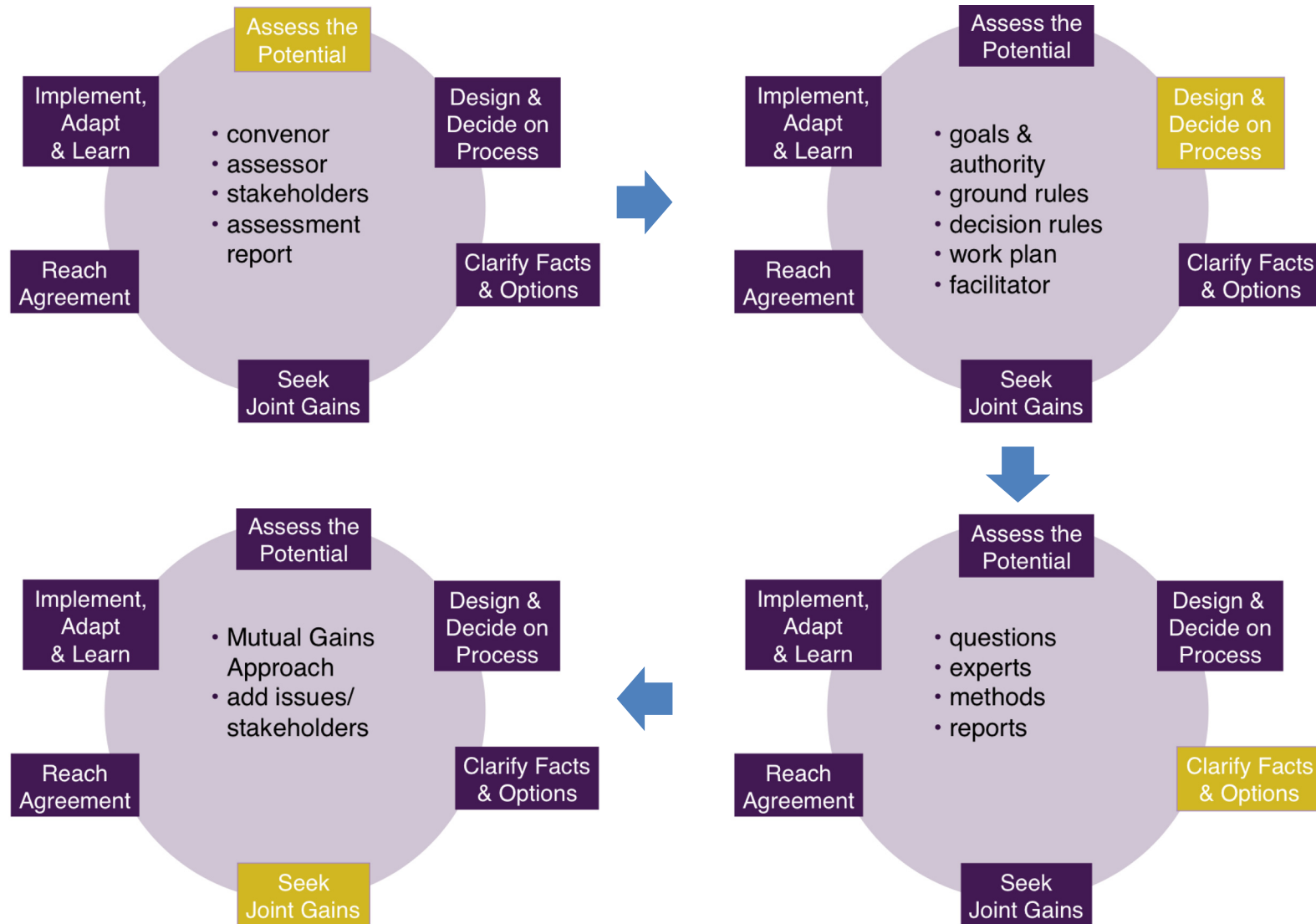
Consensus building: Approach

CONSENSUS BUILDING ⇒

Decision making processes in which groups...

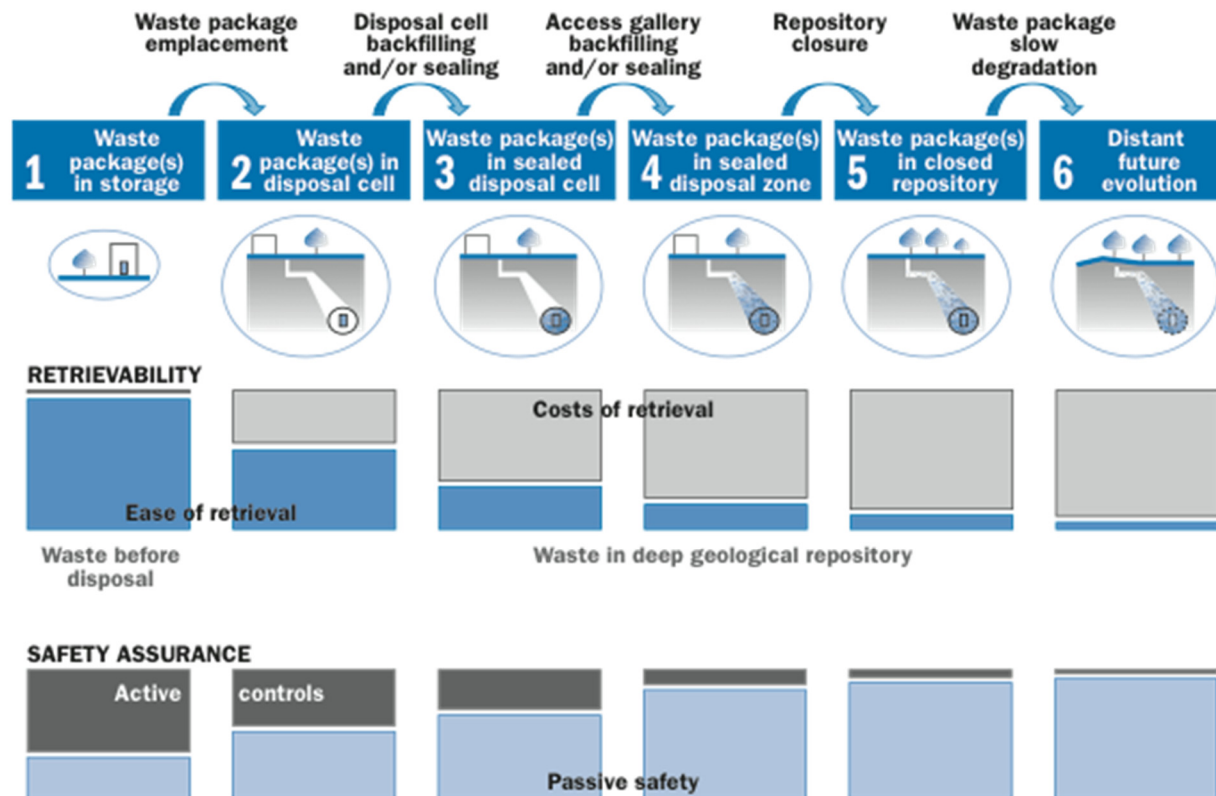
- Seek representation of all affected stakeholders
- Gain a shared understanding of each other's underlying interests and of the technical, political, social, economic and environmental issues at stake
- Jointly develop options that are more creative and widely supported than the initial proposals of any one stakeholder
- Seek agreements that satisfy everyone's primary interests

Consensus building: Procedure



R&R in implementation of waste disposal program

- “Stepwise decision making” and “adaptive staging” in which the public is to be involved in the review and planning of developments, through implementation of a **consensus building process**, while reserving **reversibility** of the project and **retrievability** of the wastes emplaced in a repository (R&R)



Suggested readings

- **The Consensus Building Institute, OVERVIEW OF MULTI-STAKEHOLDER CONSENSUS BUILDING**
<https://www.ctdatahaven.org/sites/ctdatahaven/files/HEA%20Consensus%20Building%20Steps%20CBI.pdf>
- **Suskind and Cruikshank, Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, And Get Results, 2006.**
- **OECD/NEA, Reversibility and Retrievability (R&R) for the Deep Disposal of High-Level Radioactive Waste and Spent Fuel, Final Report of the NEA R&R Project (2007-2011) December 2011**