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Integrated Management System for Prevention and Reduction of Pollution of Waterbodies at Contaminated Industrial Megasites

Stakeholder organizational structure

For setting up an efficient structure for the management of complex contaminated megasites, it is needed to build an efficient communication structure between the IMS team and stakeholders. It is recommended to define for each stakeholder a clear responsibility and position in the structure to guarantee an effective role in the decision and evaluation process. The goal of the group of stakeholders (GOS) is the decision/evaluation body in all the stages of the development management plan. In this way legal, economic and environmental costs and benefits will be taken into account, resulting in a remediation and management concept (megasite management plan), supported by all stakeholders, which will be able to acquire a legal permit for implementation.

Four issues are important to be taken into account:

1. [Organisation of the instruments of financing](#)
2. [Organisation of the instruments of control and decision](#)
3. [Organisation of the communication and information structure](#)
4. [Organisation of a data network](#)

1. Organisation of the instruments of financing

In the case of megasites, different financial sources for remediation are to be obtained almost continuously. Hence, the development of a financial concept is an essential part of establishing an active management of the megasite. The following aspects regarding the financial boundaries should be considered:

- a rough cost estimation of possible measures for investigation, remediation (see: *Starting IMS -> Decision on IMS*) and surveillance, including the reasonable risk add-ons,
- reimbursement regulations,
- process of negotiations with potential financiers,
- modalities of the pay-off,
- reporting duties.

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2. Organisation of the instruments control and decision

Due to the various involved parties, the establishment of a megasite management strategy has to be structured in two levels.

Decision level

All relevant decision makers are involved according to the respective stage of the integrated management process. The group of stakeholders should have a chairman and secretary (accepted by all parties involved) that have to prepare the meetings on this level and supply the group of stakeholders on beforehand with agendas including adequate background information and points to decide on. The IMS expert team should support the chairman and secretary to provide adequate information to this. After each meeting, minutes of meeting have to be distributed by the chairman and secretary through the whole group of stakeholders and the IMS expert team. Based on this procedure, a continuous documentation of the work at the decision level is guaranteed. According to experiences in the WELCOME cases, the meetings at the decision level should be held 3 – 6 times a year. It is important that the institutions involved at the decision level and the IMS expert team delegate permanent representatives, who participate in the meetings. Only in this way, loss of information can be avoided and an appropriate working atmosphere can be achieved, which are two basic requirements for an effective operation of the group

achieved, which are two basic requirements for an effective operation of the group of stakeholders.

Besides the decision making, the meetings at the decision level also serve as a source of information. The goal is to inform all relevant decision makers regularly about the respective status of the process. In order to do so, the project management has to elaborate and update comprehensible reports.

Expert level

The submittals for the decision process have to be sufficiently comprehensive allowing for the elaboration of issues relevant for the decision without discussion on technical details. Therefore, the technical basics are to be accomplished and agreed upon on the expert level. Mainly consultants and directly involved problem owners and megasite managers are active at this working level. The expert team should be led by an experienced senior expert or the megasite manager, who distributes agenda's, minutes of meetings and other information to team members and keeps a project file according to good project management standards (i.e. ISO9001 or similar quality control standards). The information and decisions at the decision level should be shared and communicated towards the IMS expert team. According to experiences in the WELCOME case-studies, the meetings at the expert level should be held 6 – 12 times a year.

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3. Organisation of the communication and information structure

Additionally to the mentioned levels of management, a separate communication management has to be developed. This communication management can be performed by using the WELCOME IMS, and developing an example line for a new megasite. Different access entries to stakeholders and experts can be made to separate information flows. The information structure accessible to stakeholders has two main tasks:

1. Structured organisation and distribution of information, which is of comprehensive interest to stakeholders. In this way contradictory information and misinterpretation can be avoided.
2. Transfer of information for the development of the remediation concept and its realization.

All stakeholders should be involved in the communication management system as far as possible, which requires much more parties involved than in the project management team. The IMS is a suitable instrument for that.

To avoid conflicts among stakeholders which stand for the diverse interests of the site, the remediation process is to be acknowledged as a management task. The following aspects are part of this task:

- political and technical decisions should be made independently, nevertheless it is recommended to take all aspects of the decision into account,
- one responsible authority (local or regional) has the function of a communication center (i.e. should adopt and maintain the IMS accessible for all stakeholders)
- purely hierarchical structures should be changed into a communicative ones and based on commonly accepted and shared technical, economical, and regulatory facts.
- premature involvement of mediators can help in addition to the IMS information management system.

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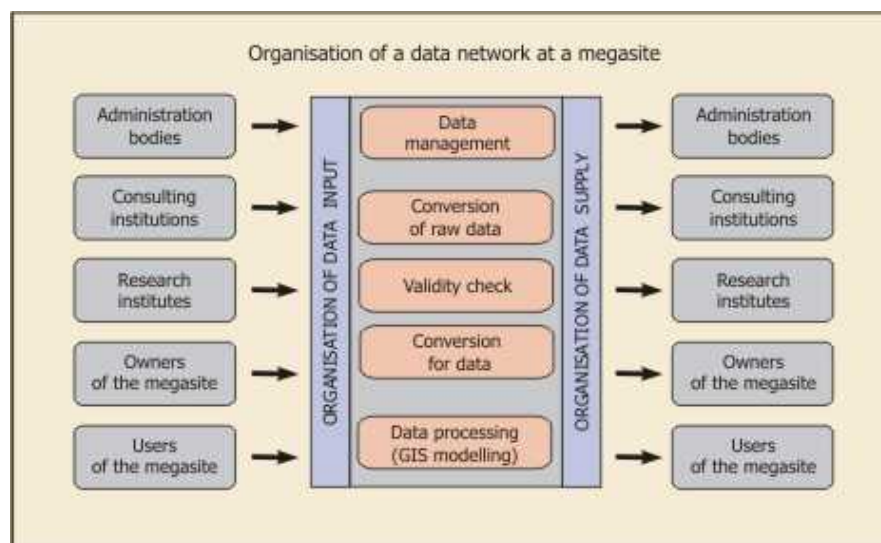
4. Organisation of a data network

In the assessment area a number of different parties is usually collecting soil,

groundwater and other environmental data. To guarantee an integrated database and an effective data ascertainment, it is necessary to organise a data transfer between the management partners, as well as with third parties involved. The grade of data transfer should be limited to the essential data.

For the management of the megasite a data network has to be organised. Data administration should be realised by a party with the required knowledge, which is accepted by all involved stakeholders. The fast and easy use of the existing monitoring data is essential for the management of a megasite. To assure the necessary quality of the information, all data should be managed by an organized data network, checked for validity and processed by the data manager. An efficient database system should be installed with search and export functions, and links to data origins. Special arrangements must be made to deal with separation of public accessible, confidential and partly confidential data. At almost all megasites liability and public relation issues of site users and management organisations are at stake and these will demand such constructions.

The figure below shows the recommended data network.



The role of the stakeholders of the megasites can be displayed in a chart, showing the different levels and interconnections. See examples for WELCOME megasites:

[Bitterfeld](#) || [Rotterdam](#) || [Tarnowskie Góry](#)