

Policy Dialogue workshop on Mainstreaming SEA in Thailand  
Bangkok, 21<sup>st</sup> June 2019

From Impact based towards  
Strategic Thinking SEA

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Professor

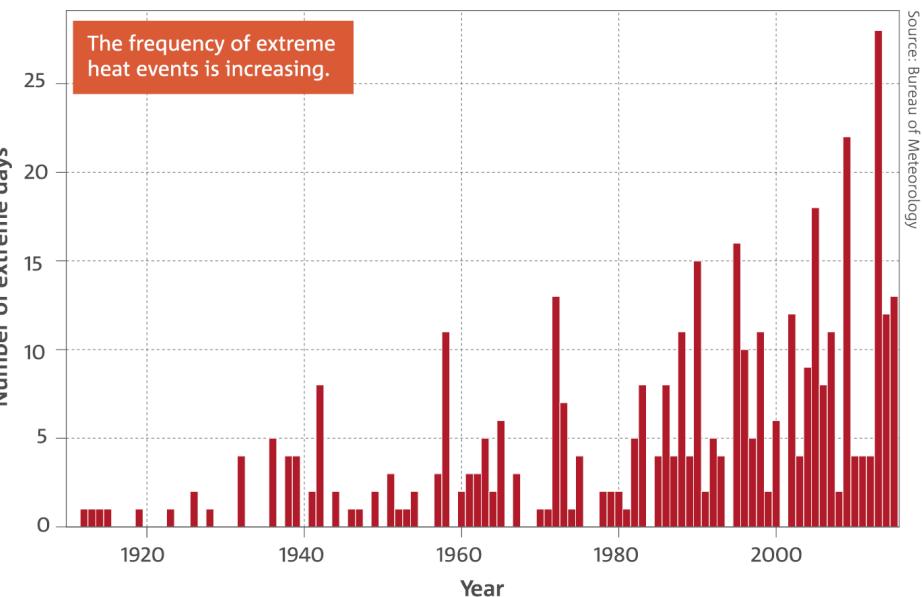
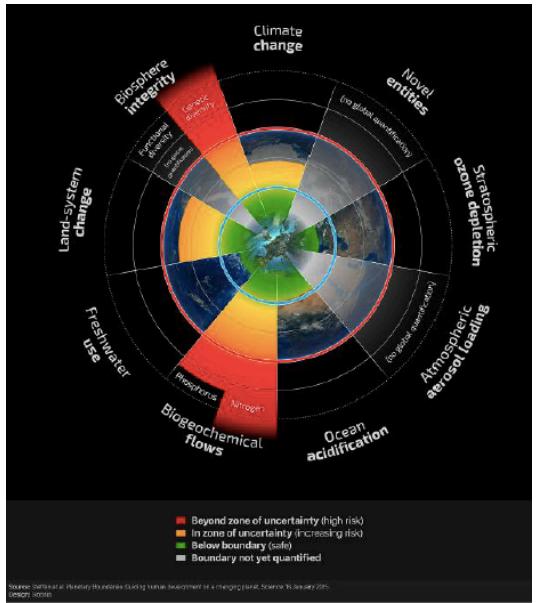
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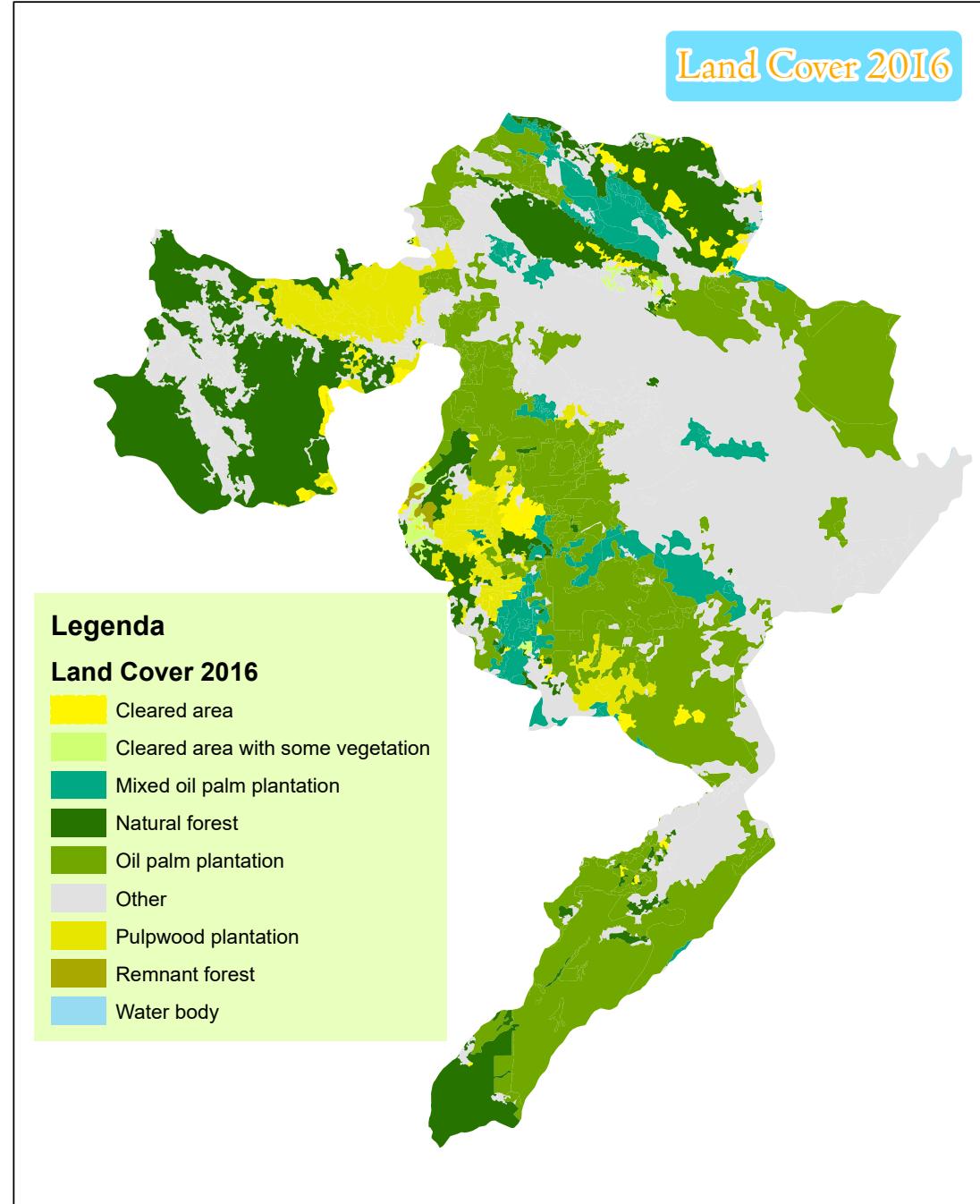
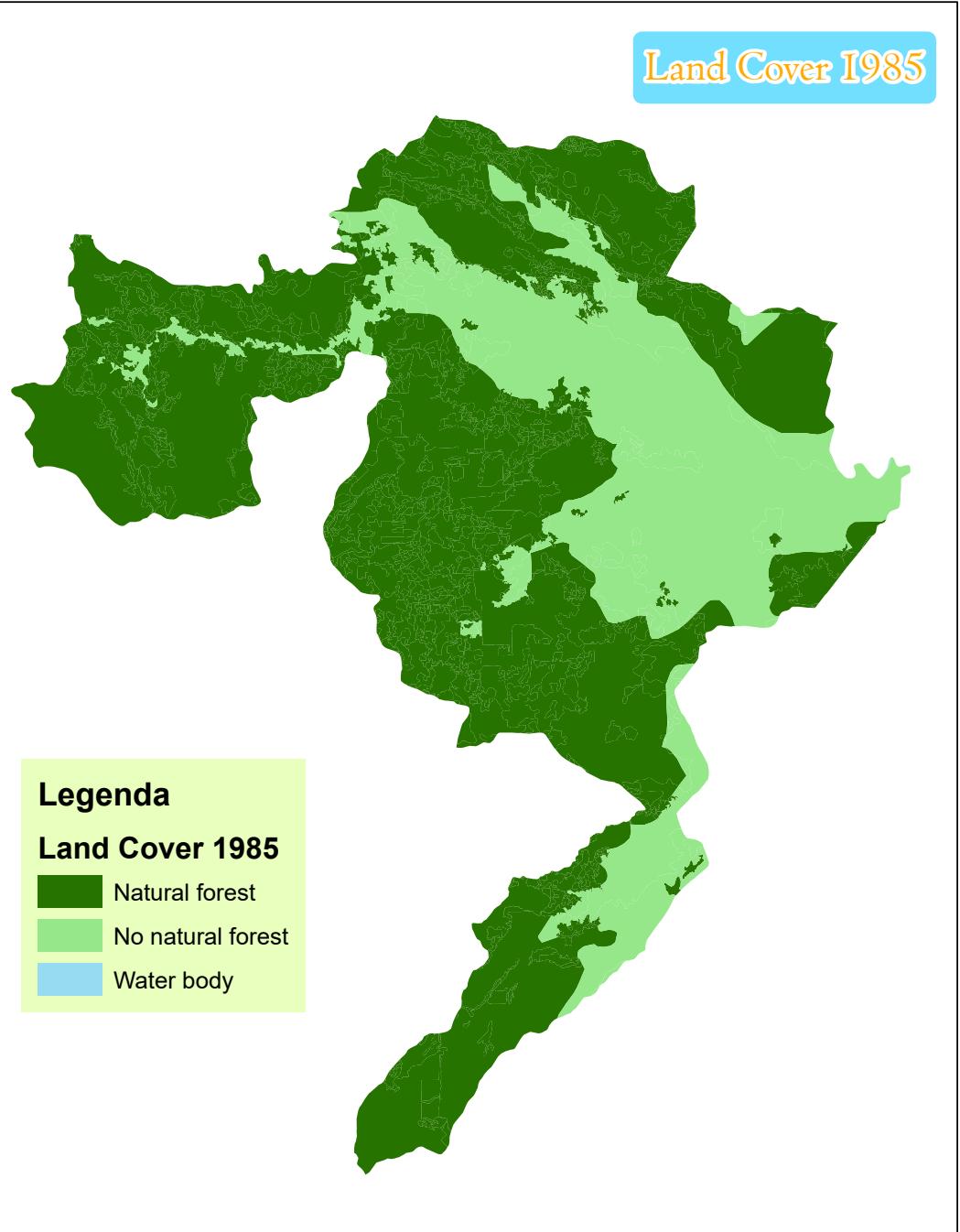
# Challenge

Scale-up and complexity of current persistent societal challenges / problems

# Global changes and persistent environmental problems are complex and uncertain and call for new attitudes and actions



# Dharmasraya Regency, Indonesia



Persistent problems are symptoms of unsustainable societies

Dealing with these problems requires transitions and systemic change

# MEGATRENDS

One example : 6 global megatrends

- 1. Poverty and inequalities**
- 2. Demography**
- 3. Environmental degradation and CC**
- 4. Shocks and crises**
- 5. Financing for development**
- 6. Technological innovations**

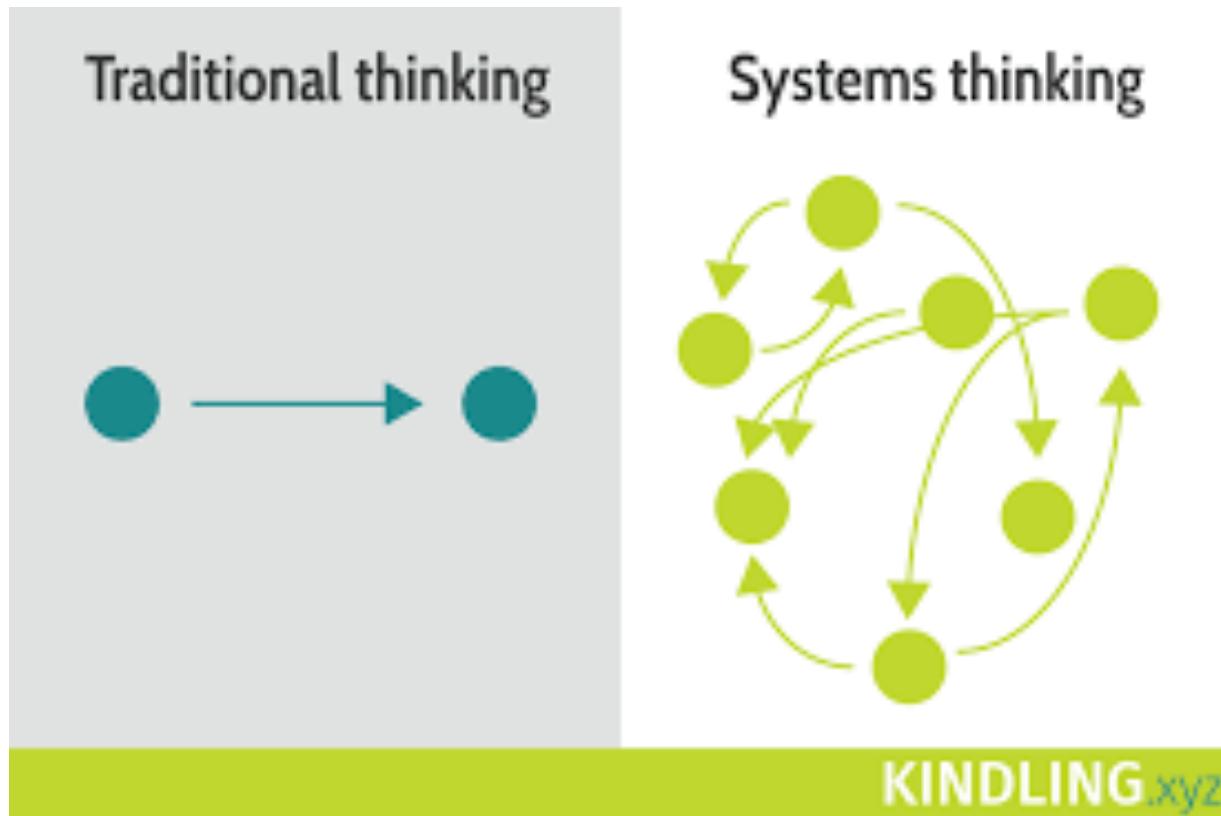


## GLOBAL TRENDS

*Challenges and Opportunities In the  
Implementation of the Sustainable  
Development Goals*



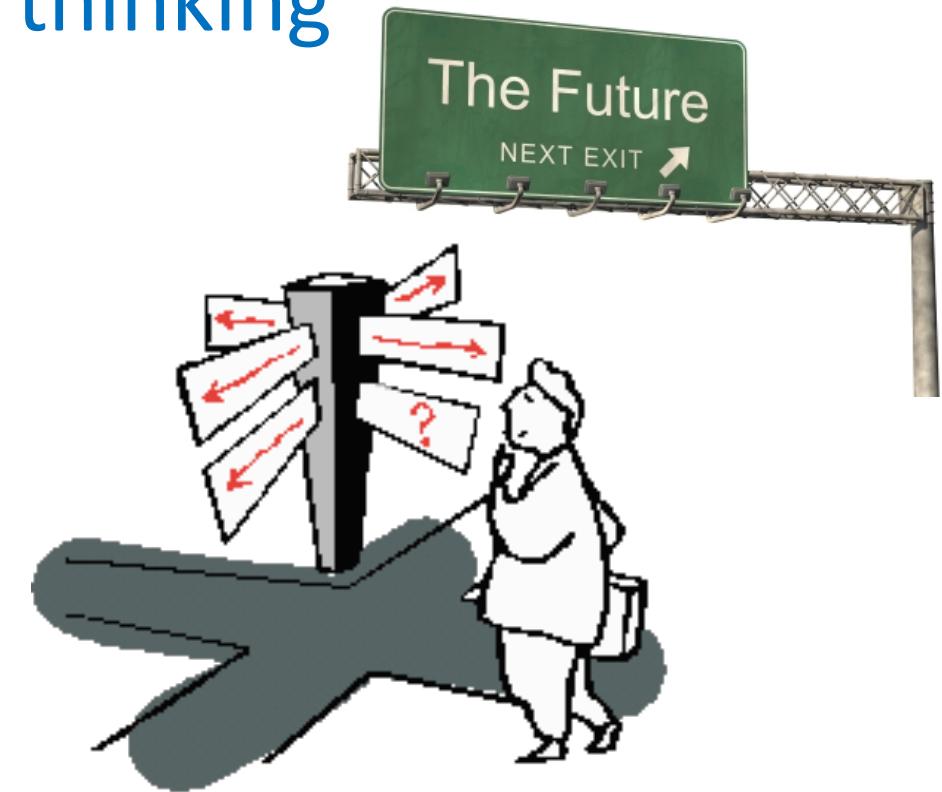
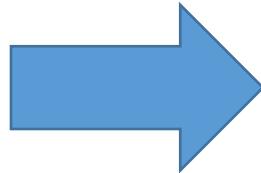
## Acknowledge complexity and systems thinking



## Risk out of comfort zone



# Transition to successful strategic thinking



From delivering information...

To help create the future

# Create space to build knowledge ....and to create solutions



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new

old



# From impacts based to strategic thinking

## Philosophy

Traditional	Strategic thinking
Seeks <b>assessment of effects/impacts</b> of development proposal (impact assessment driven)	Seeks <b>creating contexts for sustainable development</b> (combines strategic and systems to address complexity)
Aims at <b>safeguarding current values</b> and controlling processes, is reactive	Aims at <b>fostering futures</b> , with constructive, proactive attitude, as a facilitator

# From impacts based to strategic thinking

## Method

Traditional	Strategic thinking
<p><b>Linear</b>, rational-technocratic analysis (based on Newtonian – cartesian scientific principles, better for technical analysis)</p>	<p><b>Systems</b> analysis based on interdisciplinary complexity science (adaptive systems)</p>
<p>To <b>provide information</b>, based on descriptive baselines, objective evidence and standard approach easier to follow (control)</p>	<p>To <b>provide directions</b> and encourage <b>change</b> based on critical, non-descriptive, issues and trends – simple processes to address complex problems</p>

# From impacts based to strategic thinking

## Output

Traditional	Strategic thinking
<b>Report's driven</b> by need to provide information, based on demonstration, predictions, technical analysis	<b>Learning processes</b> , driven by the need to encourage change, based on dialogues, knowledge creation, mind shift

# From impacts based to strategic thinking

## Steps

Traditional	Strategic thinking
Screening	<b>Context and strategic focus</b> Understand the PPP and its context
Scoping	Identify the problem
Baseline data	Establish the assessment framework
Impact Assessment	<b>Pathways for sustainability</b> Identify strategic options
Mitigation	Assess risks and opportunities
Reporting	Establish follow-up guidelines and recommendations
Monitoring and Follow-up	<b>Continuous dialogues and follow-up</b> Process links Stakeholders engagement Monitoring Post-evaluation

# The art (and craft) of strategic thinking

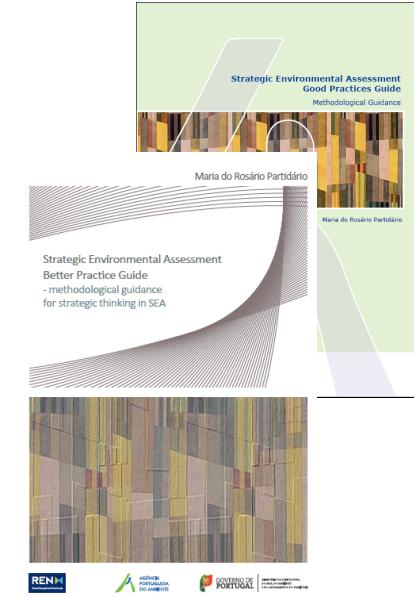
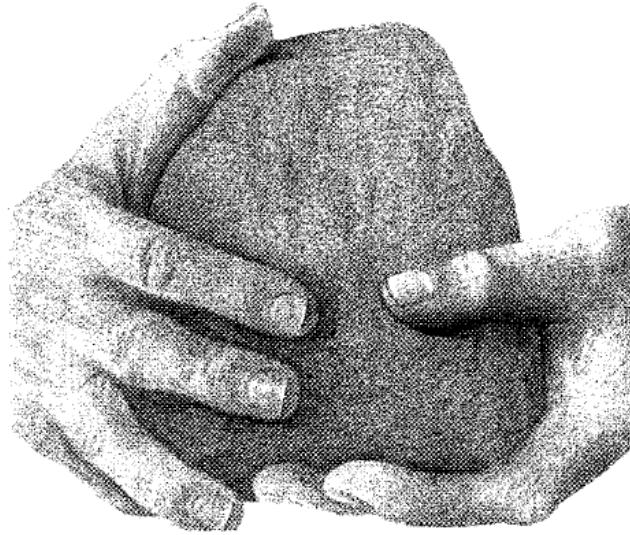
Thinking strategically is about the art of connecting long-term vision and short-term actions, and of adjusting and adapting to evolving situations.



Partidário, 2012

# Framework for Strategic Thinking for Sustainability (ST4S) in SEA

(Partidário 2007, 2012)



## Strategic EA

To help create contexts for sustainable development

# Strategic Thinking for Sustainability (ST4S) IN SEA

(Partidário 2007, 2012)

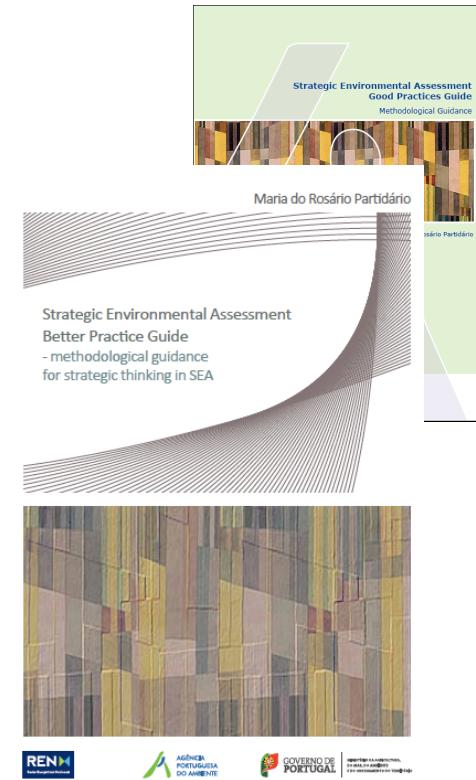


## Key elements

- Focused on the strategy
- Prioritization framework – selective systemic (CDF)
- Collective intelligence – Dialogues, Collaboration, Negotiation
- Starts early, keeps continuity
- Follow-up for control (find points of connecting to EIA)

A socio-political and governance exercise more than doing technical studies

# International applications



(Partidário, 2007, 2012)

# Austria – SEA portal

([http://www.strategischeumweltpruefung.at/ms/strategischeumweltpruefung/sup\\_praxis/sup\\_leitfaeden/](http://www.strategischeumweltpruefung.at/ms/strategischeumweltpruefung/sup_praxis/sup_leitfaeden/))



The screenshot shows the Austria SEA portal's navigation bar with links for Home, Kontakt, Impressum, and Links. The 'Leitfäden' link in the 'SUP-Praxis' menu is highlighted. The main content area displays the title 'Better Practice Guide aus Portugal' and a description of the guide's purpose. An image of the guide's cover is shown, and an 'Infobox' contains download links for the guide and its methodological guidance.

**Leitfäden**

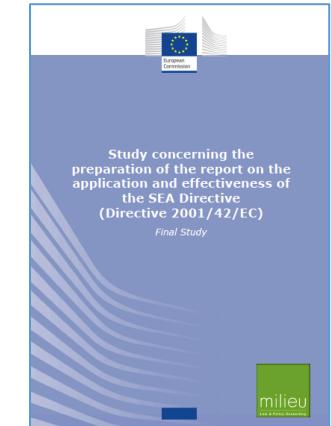
**Better Practice Guide aus Portugal**

Der von Portuguese Environment Agency veröffentlichte SUP Leitfaden - Strategic Environmental Assessment Better Practice Guide - methodological guidance for strategic thinking in SEA - bietet praktische Anleitungen wie strategisches Denken in die SUP innovativ und nachhaltig eingebracht werden kann. Die Anwendung des Leitfadens zielt vor allem auf langfristig ausgerichtete Pläne und Programme mit strategischen Zielen ab. Des Weiteren werden Fall-Beispiele aus Portugal dargestellt.

**Infobox**

**Downloads**

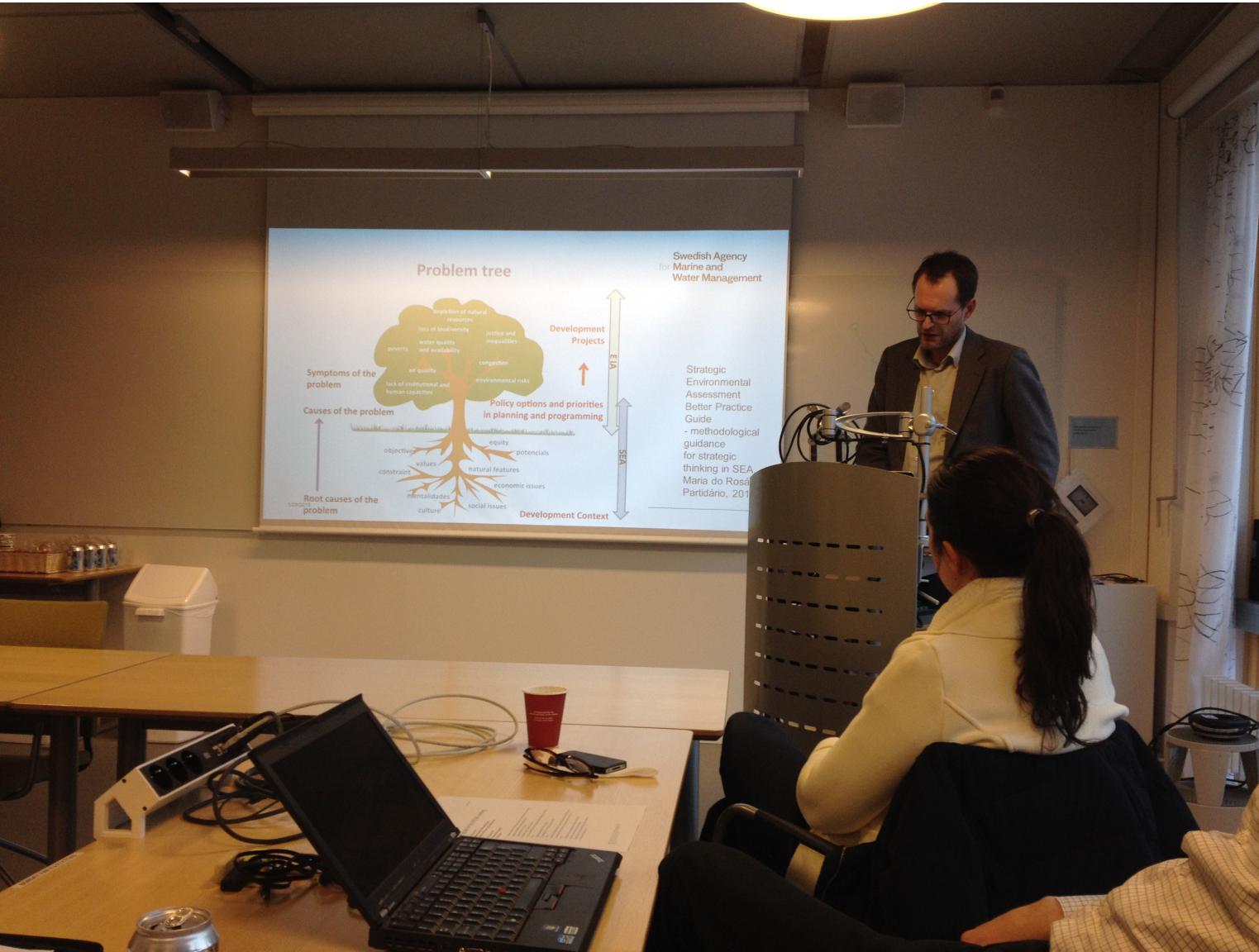
[Maria do Rosário Partidário \(2012\): Strategic Environmental Assessment. Better Practice Guide.](#)  
[Methodological guidance for strategic thinking in SEA. Portuguese Environment Agency and Redes Energéticas Nacionais \(REN\), Lisbon, 2012.](#)



Milieu, 2016: pg 40

“A Portuguese study was also found on the Austrian SEA portal as an aid for Austrian practitioners.”

# Sweden - lectures



# Chile

## Decreto Supremo N° 32 que Aprueba Reglamento de la EAE del Ministerio del Medio Ambiente (2015)

Biblioteca del Congreso Nacional de Chile

Legislación chilena

Factores críticos



Tipo Norma	: Decreto 32
Fecha Publicación	: 04-11-2015
Fecha Promulgación	: 17-08-2015
Organismo	: MINISTERIO DEL MEDIO AMBIENTE
Título	: APRUEBA REGLAMENTO PARA LA EVALUACIÓN AMBIENTAL ESTRATÉGICA
Tipo Versión	: Única De : 04-11-2015
Inicio Vigencia	: 04-11-2015
Id Norma	: 1083574
URL	: <a href="https://www.leychile.cl/N?i=1083574&amp;f=2015-11-04&amp;p=">https://www.leychile.cl/N?i=1083574&amp;f=2015-11-04&amp;p=</a>

**“g) Factores Críticos de Decisión:** corresponden a aquellos temas de sustentabilidad (sociales, económicos y ambientales) relevantes o esenciales, que en función del objetivo que se pretende lograr con la política, plan o instrumento de ordenamiento territorial, influyan en la evaluación.”



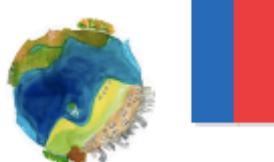
# Chile

## EAE de la Política Nacional de Ordenamiento Territorial



Gobierno de Chile | Ministerio del Medio Ambiente

## International application of the strategic thinking approach in SEA and CDF



La evaluación ambiental estratégica en la política energética 2050



# Indonesia

## International application of the strategic thinking approach in SEA and CDF

DIM and KLHK (Min Environment), Guidelines for SEA, 2017



### Transition process – Two SEA models

**Impacts-based SEA** (similar to EIA) –detailed scale, before project or multiple projects, when there is no strategy

**SEA with strategic thinking** – when there is a long term vision and a broad perspective, and the strategic discussion is still possible (regulations 2017)

# Strategic Thinking for Sustainability (ST4S)

Look for futures that enable opportunities

- Emphasis on values and not on problems (constructive)
- Selective systemic and focused on what matters
- Changing, adjusting (flexible), learning (resilient)
- Long-term view connected to short term action

# Why and How to make the Transition

## Why

Coherence with strategic – most SEA are not strategic

Added-value to decision-making

More adequate to address complex situations

## How

Evolution or Revolution (IAIA'19)

Stepping-stones – not a radical change

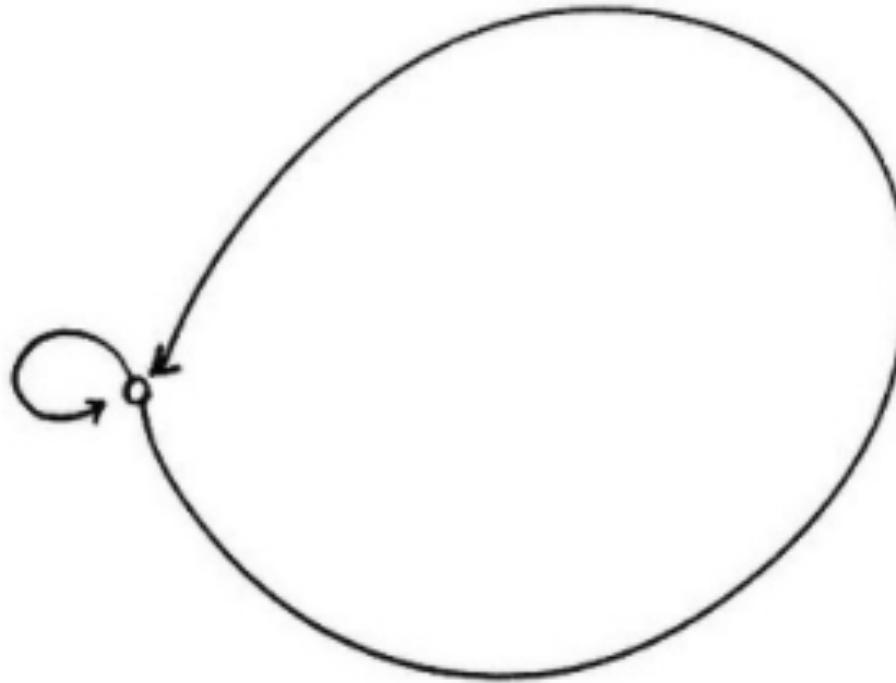
Seek opportunities in regulations/legislation

Start applying where long-term and broad context is evident

Create capacities

# NEED FOR A TRANSITION FROM IMPACT BASED TO STRATEGIC THINKING SEA





THE PROBLEMS  
OF TODAY  
NEED ANSWERS  
OF TOMORROW

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