

IAIA SEA 05 Prague●

E 4 Search for Appropriate Organisations	
<i>Session Leader(s)</i>	Holger Dalkmann, holger.dalkmann@wupperinst.org Lone Kørnøv, lonek@plan.aau.dk
<i>Focus and approach</i>	<p>The main aim of the session was to focus on ‘hit factors’ for SEA from the perspective of decision-making, actors’ constellations and process organisation. This discussion was based on the actual situation, where new SEA procedures often meet old decision-making structures with existing routines and formal as well informal processes.</p> <p>The first session included the following four presentations:</p> <ul style="list-style-type: none"> • Marc Van Dyck (Resource Analysis NV, Belgium): <i>Political decision making and the influence of an SEA-process</i> • Anna McLauchlan and Elsa João (Graduate School of Environmental Studies, University of Strathclyde, Scotland): <i>An independent body to oversee SEA: bureaucratic burden or efficient accountable administration?</i> • Roel Nijsten (EIA/Transportation Centre Ministry of Transport, Public Works and Water Management, Netherlands): <i>Implementation of SEA - challenge or a bridge too far</i> • Sabine Mayer (Environmental Impact Assessment & Biosafety Federal Environment Agency Austria): <i>Actor`s teamwork developing a National Strategy for waste prevention and processing for Austria – a proactive step towards bridging the gap between experts work and political decision-making</i> <p>Search for appropriate organisations consisted of two sessions of 1.5 hours each. The first session focused on presentations (15 minutes) followed by short comments and questions. The presentation concentrated on challenges for a successful SEA implementation from different perspectives. The second session was organised as a roundtable discussion with invited short contributions by each of the presenters.</p>
<i>Main trends and issues</i>	As a less established instrument SEA meets often - decision making processes that are not value free, rational and

	<p>linear</p> <ul style="list-style-type: none"> - established routines and mechanisms in organisations - different institutional preconditions (like EIA Commission established in NL) - not “one” established solution of organising the process - different political culture (even between neighbours (NL/B)) – <p>Therefore, there are different challenges for SEA like</p> <ul style="list-style-type: none"> - dealing with formal and informal organisational structures - strengthening communication between and within organisations/stakeholders having different rationalities (norms, values, attitudes) - timing (when to involve which actors in the process) - understanding the power constellation
<i>Profile of the status, quality and effectiveness of SEA</i>	<p>The session concentrated on four actors groups (public, politics, research/consultanting, administration) and their relationship for improving the organisation of the SEA process.</p> <p>With regard to this aspect the following strengths and weaknesses of SEA process and practice were identified</p> <ul style="list-style-type: none"> - existing organisation with established working routines as a strength (EIA Commission, NL) - informal “bodies” could support the process (HongKong, NL) and lead to more acceptance by all actors - improvement for SEA through public participation with roundtable stakeholder meeting and a proactive search for participants - ambitious legislation beyond the Directive (Scotland) - different interest and awareness of politicians
<i>Key findings and lessons</i>	<p>The four presentations covered e.g. the following organizational setups for improved integration of SEA in decision making:</p> <ol style="list-style-type: none"> 1. Expert team work: <ul style="list-style-type: none"> • Goes a step further than just informing or inviting stakeholders to comments • Encourage stakeholders to take part in the whole solution finding process • Involves preferable many experts and ‘decision-makers’ in the process 2. Independent SEA body vs major roles for organising the SEA process – to:

- Co-ordinate and communicate
- Secure access to information
- Solve disputes and audit

3. Reconnaissance phase:

- Informal discussion between stakeholder to do the screening, scoping and tiering between EIA and SEA

4. Including the political level into the SEA process

The roundtable discussion focused on organisational aspects regarding four actors; politicians, the public administration, the public and research/consulting.

Politics:

- Politicians have a democratic right to participate in the SEA process and involvement early in the process might secure political ownership.
- Politicians differ, have different roles and interests and therefore enter the SEA process and use the results differently.
- There is a need for an analysis of the political situation in each case to tailor-made the organisation of the SEA process to secure political involvement.
- There is though no guarantee that politicians want to be involved in the process and use the results.
- SEA is a long term learning process with a broadening of understanding and perceptions for all stakeholders – also the politicians.

The public administration:

- SEA call for both a vertical and horizontal cross-professional and cross-departmental organisation.
- The administration should make ethical and sound SEA processes. Being ethical and sound, the administration needs to meet the principles of free access to information, accountability and transparency.

The public:

- There is a need for a case specific public participation regarding both who to involve and by which techniques.
- There is a need for transparency about the selection procedure while using a stakeholder approach.

	<p>Research and consulting:</p> <ul style="list-style-type: none"> - To improve SEA, scientific evaluation needs to focus more on the assessment process and institutional aspects and less on the outcome. - Consultants involved in SEA need to perform more as process consultants than as experts providing final solutions and statements. - Political and planning culture have to be understood and recognised by the “process consultant”.
<i>Future directions</i>	<ul style="list-style-type: none"> - Understanding the political structure while implementing SEA and organising the SEA process. - Defining the role of environmental democracy in the organisation of the SEA process. - Discussion of the potential of independent body's and the different roles they can play in the SEA process like e.g. quality control/auditing, information management and process management. - Research into how different organisational setups and processes had an impact SEA and decision making. - How to organise and use the benefit of informal processes.