

HOW IS GOVERNANCE ADDRESSED IN

STRATEGIC ENVIRONMENTAL ASSESSMENT?

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need to **emphasize governance** and institutions in **SEA research**  
(e.g. Slootweg and Jones 2011; Axelsson et al.2012; Jiliberto 2012; IAIA *FasTips no.4*; Final conclusions IAIA'14; Meuleman 2015; Partidário 2015)

- ✓ Understand the institutional context
- ✓ Identify policy conflicts
- ✓ Manage different expectations
- ✓ Acknowledge the web of actors and networks at place
- ✓ Promote cooperation and shared responsibility
- ✓ Engage relevant stakeholders to ensure focus and validate assessment



Examples of **governance-related topics** mentioned in SEA literature (e.g. OECD 2006, Ahmed and Sanchez-Triana 2008; Scott 2008; Unala and Cowell 2009; Richardson and Cashmore 2011; Jiliberto 2012; Partidário 2012; Meuleman 2015):

- ✓ Accountability
- ✓ Transparency
- ✓ Stakeholders engagement
- ✓ Cooperation and collaboration
- ✓ Responsibility
- ✓ Legislative framework
- ✓ Policy integration
- ✓ Efficiency and effectiveness

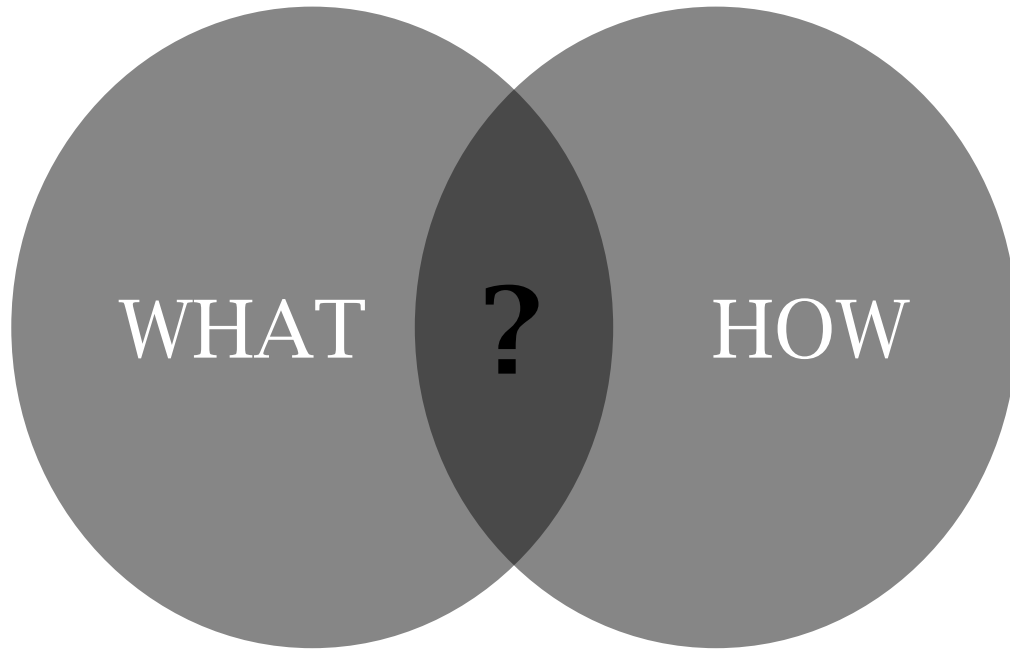
review of **50** strategic environmental assessment **environmental reports** – EU context  
(CY, ES, IE, IT, HU, MT, PL, PT, UK, co-operation)

## literature governance-related topics

- transparency
- accountability
- uncertainty
- public participation
- monitoring and follow-up
- relationship between actors
- institutional responsibilities

## non-usual governance-related topics

- territorial management
- political lock-ins or facilitators



**Transparency**

Planning **goals** vs. SEA **goals**  
Systematic **application**  
Public **consultation**

**Accountability**

Existing **legal provisions**  
Scope through decision-makers **values**

**Uncertainty**

**Facts-based**  
**Narrow scope**  
**Quantitative** assessment

**Public participation**

Public to be **informed**  
Public involved in **near-ended** processes

**Monitoring and follow-up**

Assessment **indicators**  
**Control** requirements  
Indistinct **responsibilities**

**Relationship between actors**

**Rule-based** (formal and institutionalised)

**Territorial management**

Planning **authority**

**Political lock-ins or facilitators**

**Transboundary** relations

**Institutional responsibilities**

**SEA provisions**

Open-ended **questions** remains (*not* defined by law...):

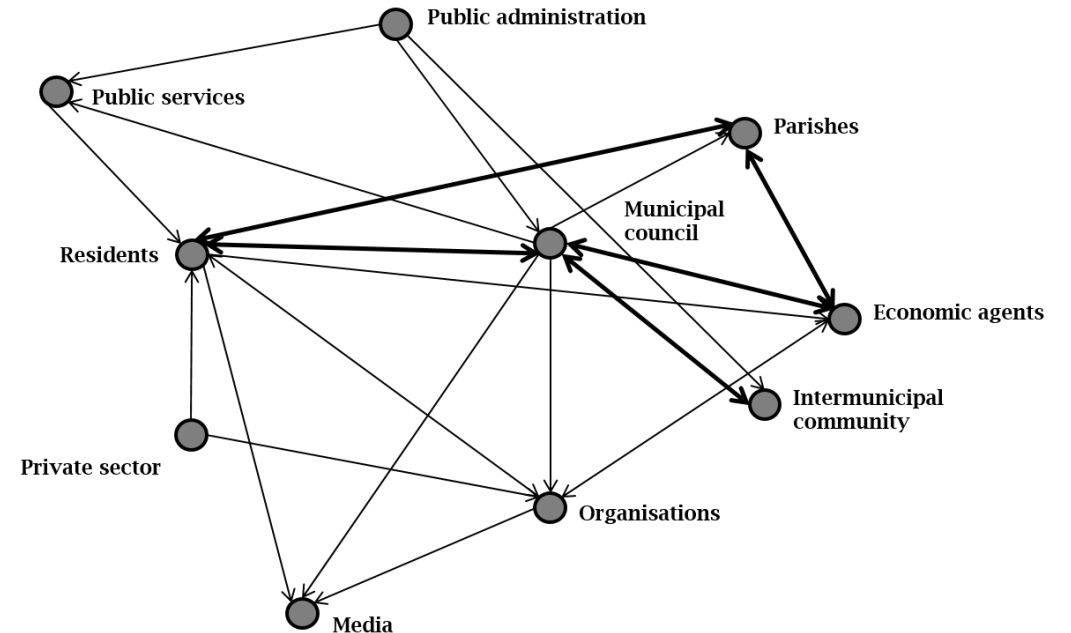
- How to deal with **unexpected outcomes**?
- How to deal with **uncertainty** in a **long-term perspective**?
- How to manage with different **expectations**?
- How to **provide legitimacy** to the development proposal?
- How the context of development is prepared to **deal with change**?
- How **conflicts** can be reduced and **synergies** potentiated?

# operasionalization of the non-usual topics

## Lourinhã municipality (2014)

**Governance framework** -is identified the level of **institutional responsibilities** of relevant stakeholders, **power relations**, and current **capacities** and future **opportunities** for engagement.

Relevant stakeholders	Interests			
	Economy and Competitiveness	Agriculture and Rurality	Human capital	Governance
Local authorities	✓	✓	✓	✓
Public administration	✓	✓	✓	✓
Adjacent municipalities	✓	✓		✓
Economic agents	✓	✓		✓
Organisations	✓	✓		
Public and Private services			✓	✓
Other stakeholders (including residents)	✓	✓	✓	✓
Media	✓			✓





# operationalization of the non-usual topics

## Sintra municipality (ongoing)

**INQUÉRITO**

Porque é um inquérito zero quotas, é essencial preencher todos os questionários.

As respostas a este inquérito têm carácter estritamente confidencial.

**Caraterização do Inquirido**

Freguesia: \_\_\_\_\_ Código Postal: \_\_\_\_\_

Género: Masculino  Feminino  Idade:  0 - 24 anos  25 - 44 anos  mais de 45 anos

Habilidades Literárias:  Sem Habilitações  Até 4ª Classe (1º ciclo)  Até 6ª ano (2º ciclo)  Até 9ª ano (3º ciclo)

Até 12º ano (Ensino Secundário)  Formação Superior

Condição perante o Trabalho:  Empregado(a)  Desempregado(a)  Estudante, Donatário(a)  Reformado(a)

**Suavejantes**

1. Indique os 5 aspetos que considera mais positivos no concelho de Sintra:

<input type="checkbox"/> Acessibilidade e estacionamento	<input type="checkbox"/> Igualdade social
<input type="checkbox"/> Mobilidade e transportes	<input type="checkbox"/> Serviços de saúde
<input type="checkbox"/> Incentivos à criação de empresas	<input type="checkbox"/> Educação
<input type="checkbox"/> Agricultura	<input type="checkbox"/> Equipamentos de lazer e espaços verdes
<input type="checkbox"/> Indústria de pedreiras	<input type="checkbox"/> Equipamentos sociais
<input type="checkbox"/> Dinâmica empresarial	<input type="checkbox"/> Funcionamento dos serviços municipais
<input type="checkbox"/> Oportunidades de emprego	<input type="checkbox"/> Participação ativa dos cidadãos no desenvolvimento
<input type="checkbox"/> Cultura, tradições e produtos locais	<input type="checkbox"/> Crescimento urbano
<input type="checkbox"/> Património histórico edificado	<input type="checkbox"/> Qualidade ambiental
<input type="checkbox"/> Serra e Parque Natural	<input type="checkbox"/> Saneamento básico
<input type="checkbox"/> Zona costeira e praia	<input type="checkbox"/> Segurança
<input type="checkbox"/> Diversidade étnica	<input type="checkbox"/> Turismo
<input type="checkbox"/> Espaço público e edificado	<input type="checkbox"/> Outros: _____

2. Indique os 5 aspetos que considera que devem ser melhorados no concelho de Sintra:

<input type="checkbox"/> Acessibilidade e estacionamento	<input type="checkbox"/> Igualdade social
<input type="checkbox"/> Mobilidade e transportes	<input type="checkbox"/> Serviços de saúde
<input type="checkbox"/> Incentivos à criação de empresas	<input type="checkbox"/> Educação
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3. O que gostaria que fosse Sintra daqui a 20 anos?

4. Gostaria de deixar alguma sugestão?

## Opinion survey to the population

### Best...

1. Natural Park and mountain
2. Historical heritage
3. Coastal zone
4. Tourism
5. Culture and traditions

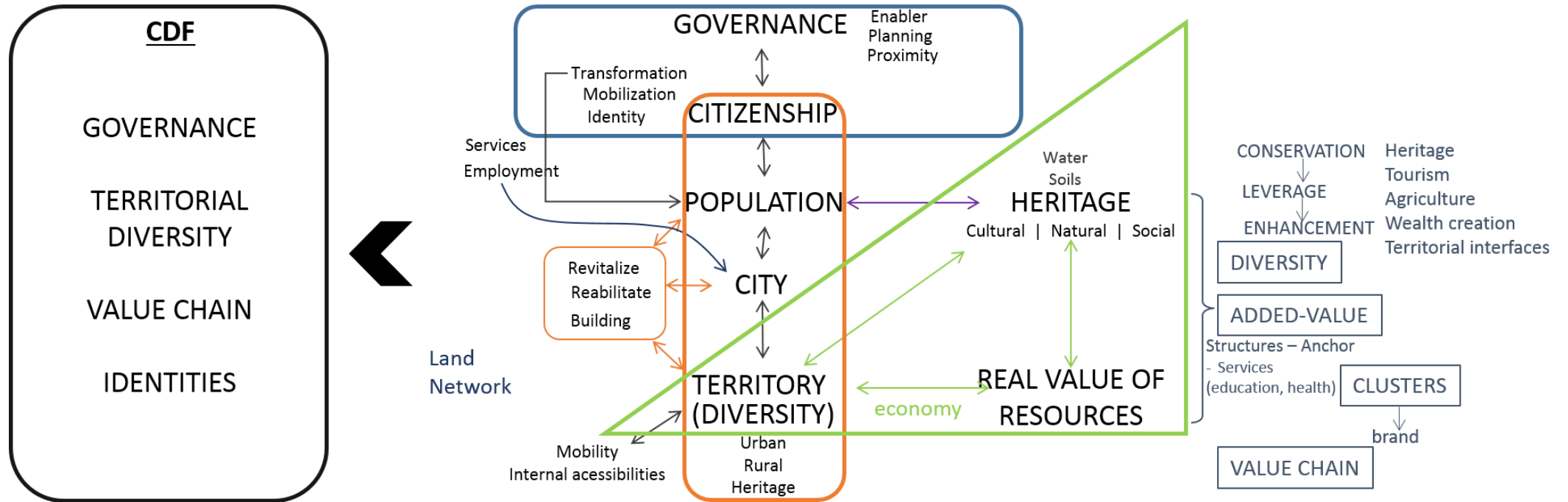
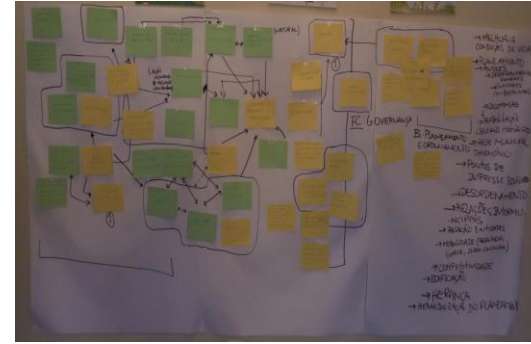
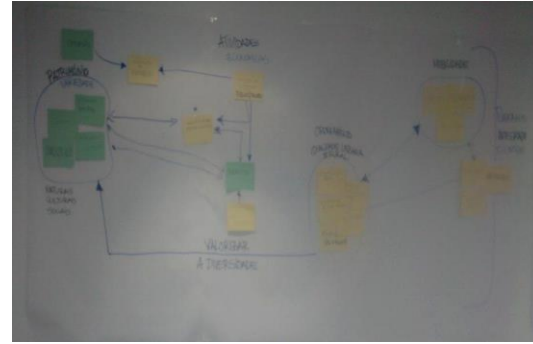
### To improve...

1. Health services
2. Security
3. Employment
4. Accessibilities and parking
5. Leisure equipment's and green spaces



# operasionalization of the non-usual topics

## Sintra municipality (ongoing)



## Governance can help understand the decision-making context by:

- Giving attention to **territorial specificities**
- Acknowledging different **expectations, priorities, behaviours** and incorporate them in the assessment
- Accepting **uncertainty** and integrate it in the assessment
- Considering the **drivers**, the **blockers** and the **facilitators**.

**monitoring and follow up !** – use follow-up as a way to overcome **uncertainty** and promote **trust** (place for **shared responsibility**);

Adopting **collaborative approaches** is important to create **dialogues**, create sense of **ownership**, **add value** to the decision, and ultimately provide **legitimacy**;

It is **not easy** to strategically and constructively **consider governance issues in SEA** - it engages **complex systems** and therefore **effort** and **commitment**.

**thank you for your  
attention!**

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