Using Military Intelligence Protocols To Translate SEA Results Into Tactical Actions

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Research Problem

The effectiveness of SEA is compromised in the implementation and feedback phases.

There is no structured framework to guide **translation** of SEA results into tactical actions.

SEA provides support to decision-making for sustainable development.

Output of the SEA process must be actionable across tiers of related policies, planning, management initiatives, and EA.

Purpose

Investigate how military intelligence processes can be incorporated into SEA

to provide structure for dissemination of SEA results and **guide translation** of results into focused tactical actions.

Objectives

Stage 1: **DEVELOP** guidance for SEA follow-up based on a military intelligence framework

&

Stage 2: **TEST** the guidance in the Parks Canada environmental management context

Why Military?

Experienced in producing focused **plans** for effective and efficient **action** to achieve desired **outcome** in a dynamic reality.

The military planning process is applied to unique, dynamic and complex situations, while the planning and implementation process itself is linear and systematic.

Doctrine guides this process so that multinational military campaigns can accomplish strategic aims and objectives together efficiently and effectively.

Military planning and implementation is accomplished through tiered levels: Strategic, Operational and Tactical.

Military Intelligence supports informed decision making at each tier.

Stage 1

Determine gaps in SEA follow-up and gaps in guidance for tiering, communication and translation

Policy/Plan /Program }

Strategic Environmental Assessment
Direction: Cabinet Directive

SEA Report

GAP
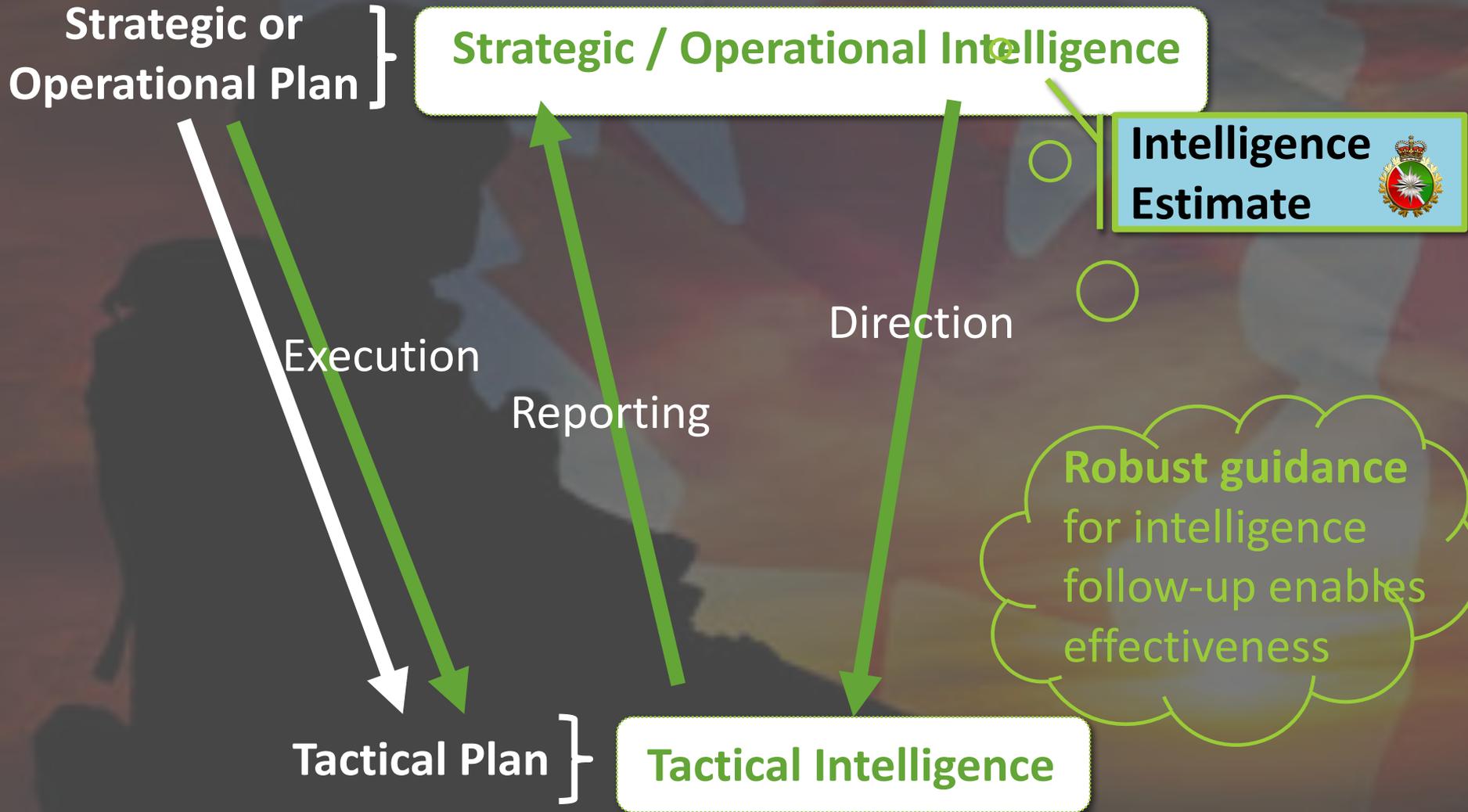(Feedback)

GAP
(Implementation)

GAP
(Translation)

**GAP:
Weak guidance
for SEA follow-up
compromises
effectiveness**

Project Plan }

Environmental Impact Assessment
Direction: CEAA 2012

Stage 2

Determine Intelligence framework and guidance for follow-up

Strategic or Operational Plan

Strategic / Operational Intelligence

Intelligence Estimate

Execution

Direction

Reporting

Robust guidance for intelligence follow-up enables effectiveness

Tactical Plan

Tactical Intelligence
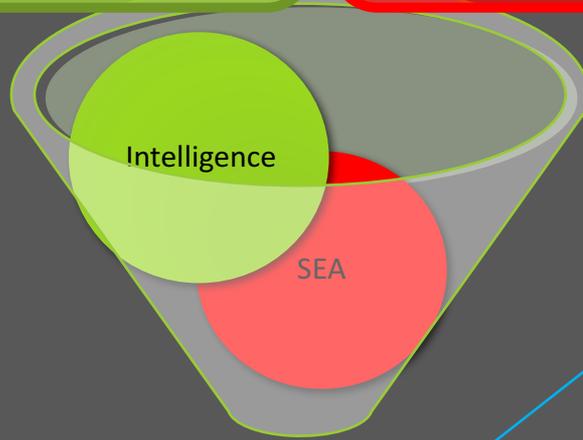
Stage 3

Create integrated intelligence/SEA framework & guidance for follow-up

ROBUST

WEAK

Intelligence communication and follow-up
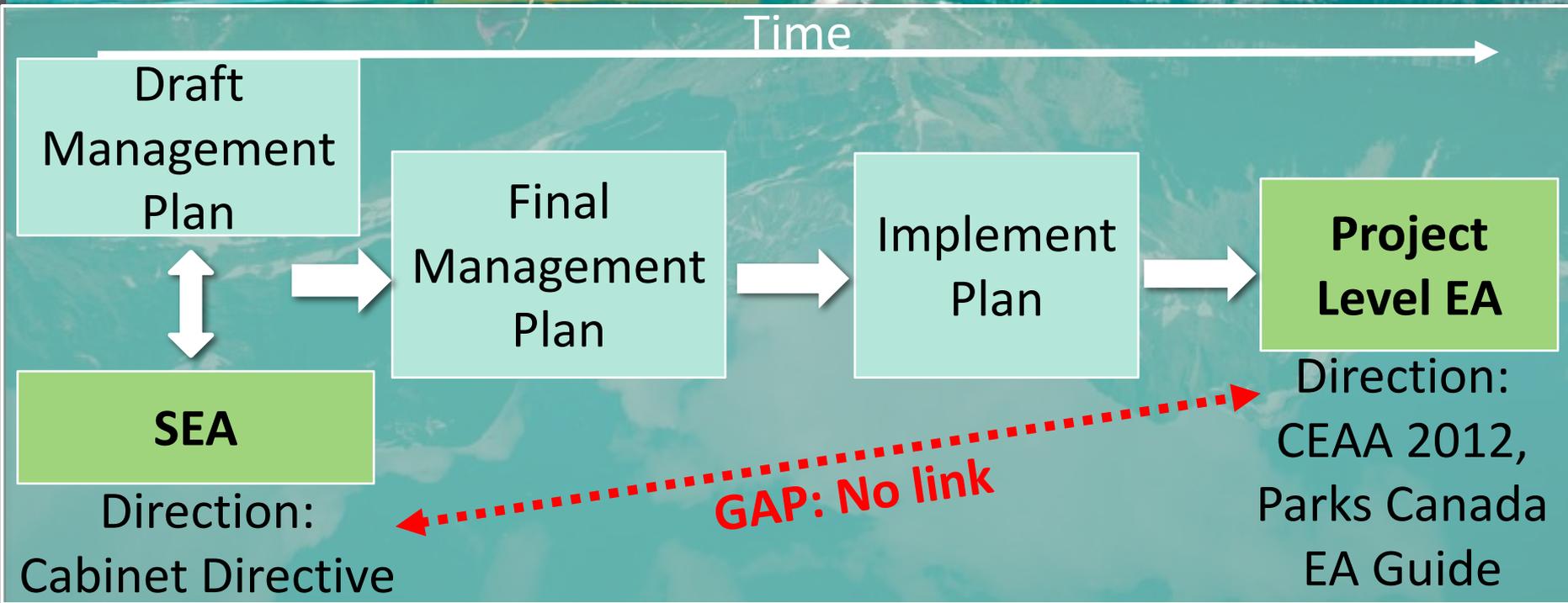
SEA communication and follow-up

Intelligence

SEA

OUTPUT

Intelligence based
SEA Framework & Guidance
for tiering, communication and translation

Results: In Practice

SEA Integration: Full integration of SEA in Park Management Planning

After the SEA

SEA Implementation: No SEA guidelines for implementation

SEA Translation: No SEA translation for EA (SEA and EA not linked)

Monitoring: No SEA monitoring (monitoring not linked to SEA)

Feedback: No feedback of SEA impacts (reporting not linked to SEA)
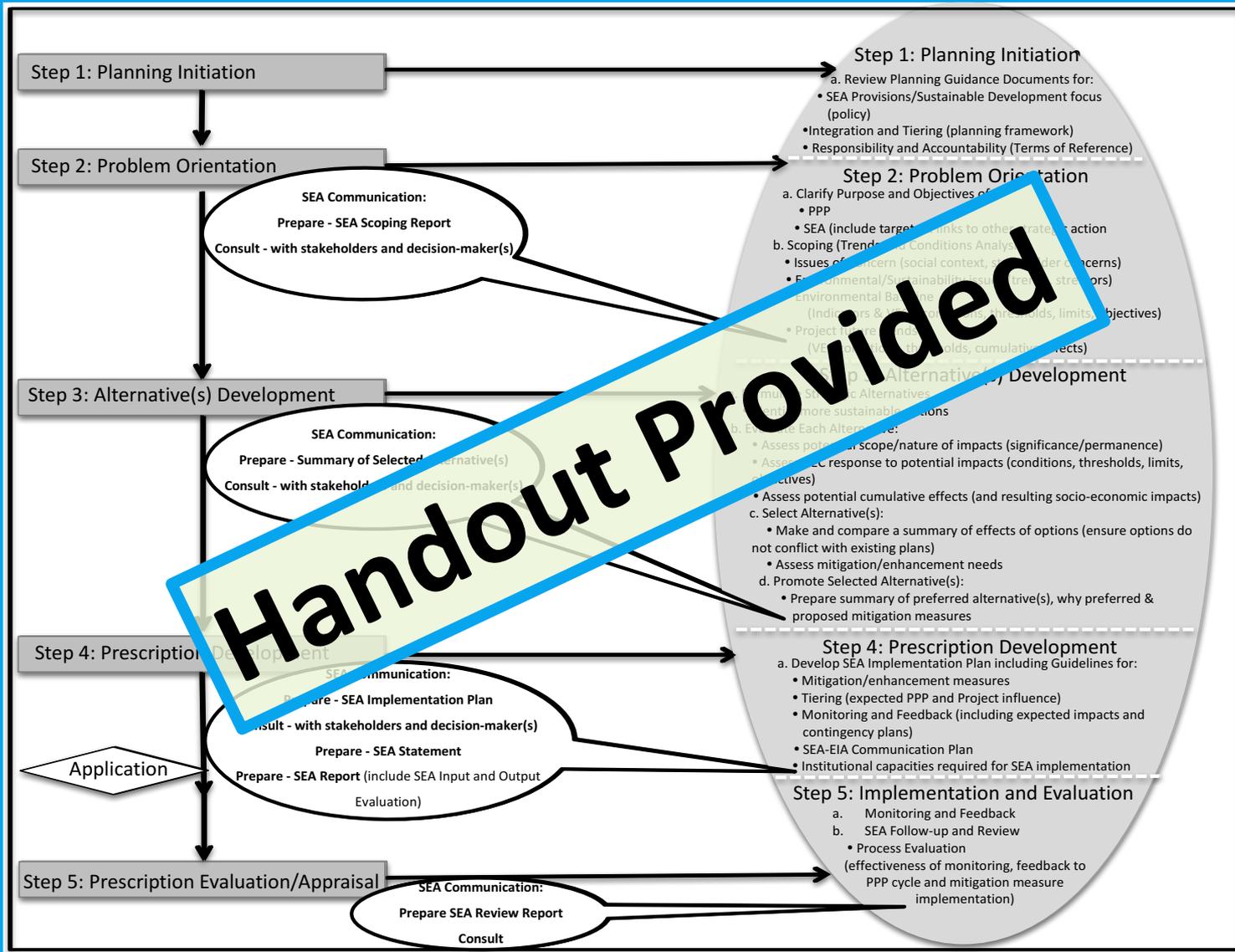
SEA is _integrated_ but not _implemented_

Collateral Damage

Human impact: increased workload/time/cost (_inefficiency_)
= EA Practitioners and Project Managers _frustrated_

Environmental impact: _ineffective_ impact mitigation

Results: Guidance

Results:

SEA PRODUCT:

SEA PROCESS → SEA Implementation Plan → **PPP PROCESS**

Guidance for SEA Implementation (ACTION)

1. SEA Context
2. Strategies/Actions Consultation Results
3. SEA Implementation Plan for PPP Application
4. Communication Architecture for SEA Implementation Plan
5. Institutional Requirements for Implementation
6. SEA Review/Reporting Requirements

Effects of applied guidance:

"Roadmap SEA"

SEA Implementation: actionable operational/tactical direction

SEA Translation: SEA direction linking future EA

Monitoring: SEA effects linked to EA through monitoring

Feedback: SEA impact/effects into CEA for future SEA

Enhanced SEA Guidance = SEA output is <u>actionable</u>

Conclusions

By incorporating
military intelligence processes into SEA,
structured dissemination of SEA results can guide
translation of results into focused actions for
implementation and follow-up.

Enhanced SEA Guidance = SEA is integrated and implemented

Value-Added

Practical Effects:

Human impact: reduced EA workload/time/cost (increased efficiency)
= EA Practitioners and Project Managers enabled
Environmental impact: effective impact mitigation
ACTION

Recommendations

VISION to REALITY

MISSION to ACTION

Your **MISSION**, should you choose to accept it:

Provide actionable SEA output

EXECUTION: Begin with the desired endstate

- Apply enhanced SEA Guidance

- Translate SEA results into focused direction for actions

- Enable effective mitigation, monitoring and feedback

Next Steps

Strategic Recommendations

- Amend Cabinet Directive to include enhanced SEA guidance
- Link Cabinet Directive and CEAA 2012 through policy
- Establish SEA database storage and access through CEAA

Investigate intelligence applications for other EA issues:

- Data Analysis and forecasting
- Human intelligence sources (Indigenous knowledge)
- Communication and Reporting
- Environmental Security Issues

Thank you!

Thank you to , OAIA for the Student Bursary,

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