

**Mid-term Evaluation Study of Industry Canada's
Sustainable Development Strategy (SDS III), 2003-06**

**Management Response
April 2006**

Background

Industry Canada commissioned Bytown Consulting to undertake a Mid-term Evaluation study of its third Sustainable Development Strategy, 2003-06 (SDS III), and an update on SDS II. The approach to this study consisted of a document review, a review of departmental monitoring and reporting documentation, and interviews with Industry Canada management and staff and the private sector stakeholders who are involved with or aware of the department's SD strategies.

The report provides a review of the lessons learned from SDS III, which includes its design and delivery. The following research question is addressed in the study: What are the lessons learned from SDS III, based on factors that might have facilitated and/or impeded the implementation of the strategy.

Evaluation Questions

The specific focus of the mid-term evaluation was on the following key research questions:

1. What is the relevance of IC's SDS III to the government-wide sustainable development objectives?
2. Is SDS III consistent with the Department's mandate? How do the SDS III action items relate to Industry Canada's strategic objectives?
3. To what extent is SDS III achieving innovation towards sustainable development objectives? What results is it achieving in increasing commercialization and adoption of eco-efficient tools and technologies?
4. To what extent is SDS III achieving its corporate and community sustainability objective? What results is it achieving in increasing the use by industry, institutions and communities of corporate responsibility and sustainability practices?
5. To what extent is SDS III achieving its IC capacity building objective? What results is it achieving in improving IC's SD management system, including the integration of sustainable development objectives into decision-making, and the development and delivery of departmental policies, plans and operations?
6. Have there been any unintended (positive or negative) impacts from SDS III?
7. Are the SDS III initiatives cost-effective?
8. What are the lessons learned from SDS III, based on factors that might have facilitated and/or impeded the implementation of the strategy?

Recommendations

1) **Making progress** — *Industry Canada should ensure that SDS IV action items remain at a manageable optimum number, building on the lessons learned from SDS III, which consolidated action items from 58 in SDS II to 32.*

Management Response: Agree

While we have not yet finalized specific action items to be included in IC's fourth Sustainable Development Strategy, 2006-09, we expect that the number will be similar to what was included in SDS III.

2) **Intra-departmental Dialogue** — *To encourage a more "people-centric" approach during SDS IV, it is recommended that SDS IV organizers initiate periodic seminars (perhaps once a year) to engage participants and responsibility centres to share their results, and to benefit from the synergies of inter-disciplinary and professional dialogue.*

Management Response: Agree

IC will continue to offer an SD training course, internal and external seminars, information sharing sessions related to specific SDS IV action items, as well as hold regular meetings of the department's Sustainable Development Coordinating Committee in order to further mainstream SD practices within IC.

3) **Reporting** — *Once an action item has been completed, the responsibility centre should prepare a cumulative report that addresses the key metrics of performance and the expected outcomes from that item.*

Management Response: Agree

IC has improved its performance measurement and reporting framework for SDS IV to include a request for responsibility centres to report on the key metrics and expected outcomes for carry-over action items (i.e. those which appear in SDS I, II and III) so that cumulative evaluations can then be undertaken.

4) **Partnerships** — *Industry Canada should continue to build on the positive impacts of its partnerships, forged through SD action items, to advance sustainable development.*

Management Response: Agree

The department will continue to build on the IC Portfolio and inter-departmental partnerships it has developed over the course of its past three strategies to advance its SDS IV agenda.

5) **Anticipating the Requirements of a Cumulative Evaluation of SDS I, II and III** — *Systematically build an inventory of narratives on success-stories and case studies, identifying lessons learned and best-practices from SDS action items.*

Management Response: Agree

IC will further engage the relevant branches to produce success stories and case studies related to the delivery of SDS IV action items and increase the profile of its Sustainable Development website (www.strategis.ic.gc.ca/sd) in order to better communicate this information to our stakeholders.