

departments and the Commissioner of the Environment and Sustainable Development acknowledge that there remains a clear need, as yet unmet, for an overarching federal SD strategy to provide overall departmental guidance. Internally, there is a need to broaden the responsibility and "ownership" of activities contained within the strategy to all branches. In this regard, SD should be identified as a horizontal objective, or unifying theme for any strategic objectives. It is also an imperative to build SD momentum within the two Departments by making senior management's commitment to SD more evident to staff members.

The second section, addressing the structure and layout of *Agenda 2003*, observes that *Agenda 2003* is an improvement on its predecessor, *Agenda 2000*, but further improvements could be made. In particular, *Agenda 2003* could have been more strategic in nature, with more focused goals and objectives, and with concise, measurable, and time-bound targets that clearly define expected outcomes. There remains a strong need to make SD an operational reality at both Departments, and it is suggested that a "mission statement" may be useful in this regard. Overall, the design scheme of *Agenda 2003* was seen to be helpful in appropriately presenting the nature of SD at DFAIT to internal and external audiences. The report recommends that the same look and feel be used for the next strategy. However, the next document should be condensed and streamlined, and it is suggested that a one-page SD "roadmap" or

schematic would be useful to illustrate how goals and objectives tie in with the Departments' plans and strategic priorities.

The third section of the report examines each of the six goals contained in *Agenda 2003*, and, even though they remain valid, it includes detailed suggestions for merging some, broadening others, and strengthening them with more concrete objectives.

The final section of the report reiterates the strongest messages heard from participants at the internal and external workshops - the need for more federal and Departmental leadership on SD, and the need for *Agenda 2006* to be more strategic with fewer goals and objectives and these tied to clear, achievable outcomes. This section also refers the reader to the departmental website and the many achievements made within the framework of *Agenda 2003* to clarify why the goals of the next strategy should build upon them. More goal-specific information is found in the next section "Setting the Goals". The report concludes with the acknowledgement that the Departments have a responsibility to coordinate and mediate among the levels of government to ensure that Canada moves forward in the most effective manner to ensure Canada's international SD interests are met.

\* More information on assessing *Agenda 2003* can be found in *Agenda 2006 Appendix 1* on the Sustainable Development website at: <http://www.dfait-macchi.gc.ca/sustain/sd-dd/Append-en.asp>