

7.0 APFC ISSUES

No formal evaluation has been undertaken of the APFC as an institution, or of the effectiveness and impacts of its individual programs, except for the language and awareness components of Pacific 2000 delivered by the APFC. Such a formal evaluation would require, amongst other things, a very large and systematic survey of clients, and an in-depth analysis of all APFC programs, and of the institution itself. We have undertaken a non-random interview survey of APFC staff and Board members; DFAIT and CIDA managers; as well as selected stakeholders and clients from Victoria to Quebec City, which included questions about the APFC and its programs. The survey methodology was limited due to the time and resources available and the results are therefore not conclusive. This evaluation has however, provided a background about Canada and the Asia Pacific region which provides a useful context in which to situate the APFC's role. As well, this survey in addition to the information provided in Chapter 6 indicates that there are a number of key issues facing the APFC that need to be addressed. These are as follows:

7.1 Strategic Focus

The Foundation currently receives the majority of its resources to deliver short and medium-term, product-related projects, either as an executing agency for government or on behalf of its private sector clients. Working within this framework, the APFC has developed a broad range of successful products and services in fulfilment of its mandate and in response to the needs and requirements of its funders.

At the same time, a sole reliance on project-driven funding arrangements presents the APFC with considerable challenges. While providing the means to mount specific initiatives, it does not allow the Foundation the flexibility to develop a longer-range, strategic focus. Yet it is precisely through this combination of strategic focus and innovative programming where the APFC can provide the greatest value-added to Canada's overall objectives in the Asia Pacific region.

It is widely recognized by Canadian businesses and other institutions operating in the Asia Pacific that the key to success in the Asia Pacific lies in establishing a long-term commitment to the region. (see the foregoing analysis of Pacific 2000, and in particular, the Pacific Business Strategy, in Chapter 4) This involves adopting a strategic perspective to Canada's role as an Asia Pacific nation. Therefore, agencies such as the APFC, that are designed to provide leadership and assistance to Canadian activities in the region, should be provided with the necessary resources to be able to play a leading role in the development and adoption this same strategy.