

7. Three case studies of "success stories" were undertaken in order to pinpoint the ingredients for JSTF project success. These indicate that JSTF success is linked to:

- the level of excellence of the scientist/engineer;
- having a monopoly of knowledge and/or ownership of technology in an area which the Japanese wish to access, and vice versa. There have to be the conditions for real exchange;
- a sophisticated knowledge of their own strengths and weaknesses in relation to those of the Japanese; and
- a willingness to develop long-term relationships, and a readiness to follow-up the establishment of contacts/networks;
- in the case of the private sector, an imaginative approach to R and D organization, and use of scarce R and D resources. For instance one success story represented a consortium approach to R and D.

This justifies the present administrative approach to project selection which relies on peer review, and interdepartmental working groups using explicit project selection criteria which reflect the above ingredients for success. However the industry sector may require a somewhat different approach involving project selection processes and criteria which also include evidence of imaginative use of R and D resources within and between firms, and "innovation readiness". In the selection of industry sector projects there is potential for more linkage to other trade development programs, and to explore ways in which the JSTF can be drawn to the attention of Canadian companies seeking to develop business strategies for Japan.

8. As already indicated above, the JSTF has been significantly under-resourced for delivery within DFAIT. At its initiation in 1989, no new person years were authorized by Treasury Board (TB) for the program, although these were requested in the original TB submission. DFAIT managers have had to borrow resources from other programs, and use JSTF funds for short-term contractual help. Despite these difficulties, clients who were surveyed acclaimed the non-bureaucratic administrative approach. However, lacking administrative resources, program managers were not able to establish a data-base, or develop extensive record keeping.

As part of this evaluation new data-base systems, including performance measurement and monitoring, are being suggested. This includes standardized end-of-project reporting, and use of a questionnaire survey of clients to assess results and impacts/effects of JSTF projects. Such common-sense and standard management measures will be impossible to