

- partners have been motivated to share in the work. Pacific 2000 matching contribution targets have been achieved, and the APFC has been able to lever assistance from partners, and pay for some of its activities by means of user charges or cost recovery.

Lessons learned from the progress made are mainly qualitative in nature:

The study focussed on four major points :

- Pacific Business Strategy
- Japan S&T Fund
- Asian Language and Awareness Fund
- The functioning and impacts of APFC

The study does not demonstrate any economic impact. It does, however, dwell at length on approaches, processes, attitudinal changes, delineation of responsibilities and like qualitative assessments. Difficult as it may be in certain areas, there needs to be a rigorous attempt to measure economic impact and financial yield of program investments in the Business strategies, JSTF, Language and Awareness, and APFC programs. A report which was more conclusive on economic benefits would provide a more substantial basis on which to assess future program direction.

The study does contain a number of more qualitative statements representing valuable lessons on how to deliver the program, what to emphasize in the future and whether the overall program has other than economic measurable impacts. For example, we learn that it is important that:

- the private sector works together and plays a prominent role;
- there is a business plan and precise market penetration objectives;
- there is a strong Canadian presence and/or representation in Asia, deployed in relation to the demands of the market place;
- government support is timely and flexible.
- investments be made in language training for those business-persons who are likely to reside in Asia for extended periods of time. For those who are not, it is more cost-effective to invest in in-depth cross-cultural training covering business customs, negotiating strategies, and a limited exposure to language. Language and awareness programs targeted at business people have already been refocussed to take this into account;

In addition it is noted that:

- in the trade development area there are too many actors, operating in an uncoordinated way, and there are claims that both Canadian businessmen and Asians are confused by