

and the APFC), and how these relate to trade officers in Canadian missions. Attention should be given to ensuring well-defined roles for groups which are being funded, and to creating cooperative interaction rather than competition. private sector leadership is a vital ingredient, as is its validation through well-timed support from government;

- some DFAIT divisions have been more successful than others in adopting a strategic approach to selection of priority sectors and niches. The availability of private sector groups with both the interest and capability to undertake a major effort is of course a major variable. Efforts should be made nonetheless to work toward focussed and consistent use of this program.
- there are some more generic observations that apply to DFAIT's trade delivery in general, and not just to the PBS:
 - there could be greater use of locally-engaged staff due to their particular effectiveness and normally lower costs of deployment;
 - some trade development functions might be contracted out, and this might be done in conjunction with cost recovery or use of user fees;
 - trade commissioner effectiveness might be increased with longer postings, since an in-depth knowledge of a particular sector or market is often needed, and this takes time to acquire, particularly in Asia Pacific.

significant contributions are being made to achieving PBS objectives:

- the three case studies indicate that the funded organizations have used PBS funds to gather market intelligence and increase contacts in the Asia Pacific market, the CBEF has been the most successful example of this, the ACBC's success has been limited by its low membership, the Japanese import specialists have provided limited new market intelligence to Canadian clients, and there has been a mixed performance in terms of increasing contacts and establishing linkages;
- the CBEF case study demonstrates the value of focussing Canada's export development efforts on a well-defined niche, particularly if it can be timed to take advantage of changes in markets, rather than spending funds across a wide number of sectors. Also it is important not only to focus on key sectors, but on key niches within those sectors, as identified by business;

PBS funded initiatives have had some positive impacts and effects, however the degree of success varies from project to project, and because of the number of players there is a danger of duplication and overlap in the absence of cooperation and consultation:

- bearing in mind the problems of attributing results directly to any one program, the evaluation does identify specific successes. The case studies indicate that