



# **Follow-Up Monitoring and Evaluation for National Research and Development at NEDO –Part 1–**

***~Results from Follow-up Monitoring in FY2004&FY2005~***

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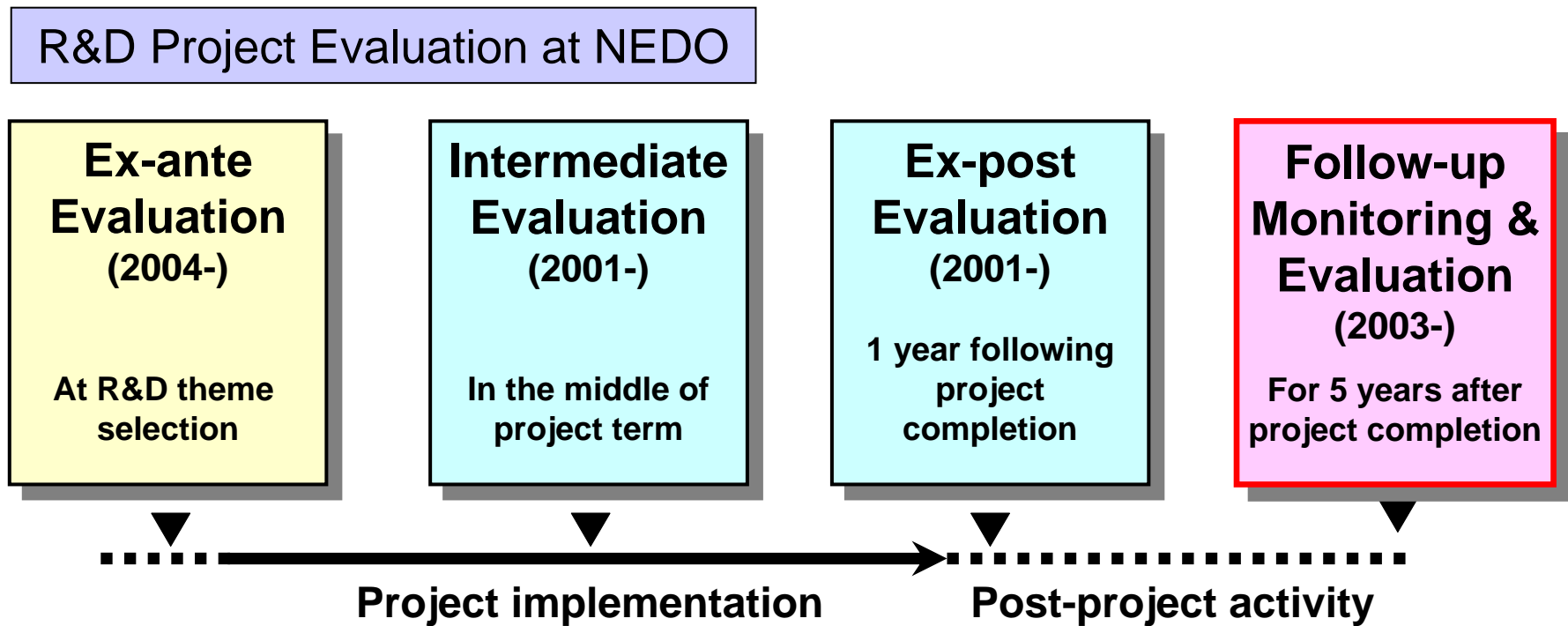
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# Introduction(1)

- NEDO started a new initiative, Follow-up Monitoring & Evaluations, in FY2003.



- The initial focus of our follow-up monitoring was to show how results from our R&D Projects were generating outcomes.
- The monitoring results in FY2004 showed that NEDO projects generated significant progress towards outcomes. In FY2005, as we entered the second year of the monitoring, we expected to see improvement in outcomes. However, the results did not show such improvement.

*Why?*

*What happened?*

# Overview of Follow-up Monitoring and Evaluations at NEDO(1)

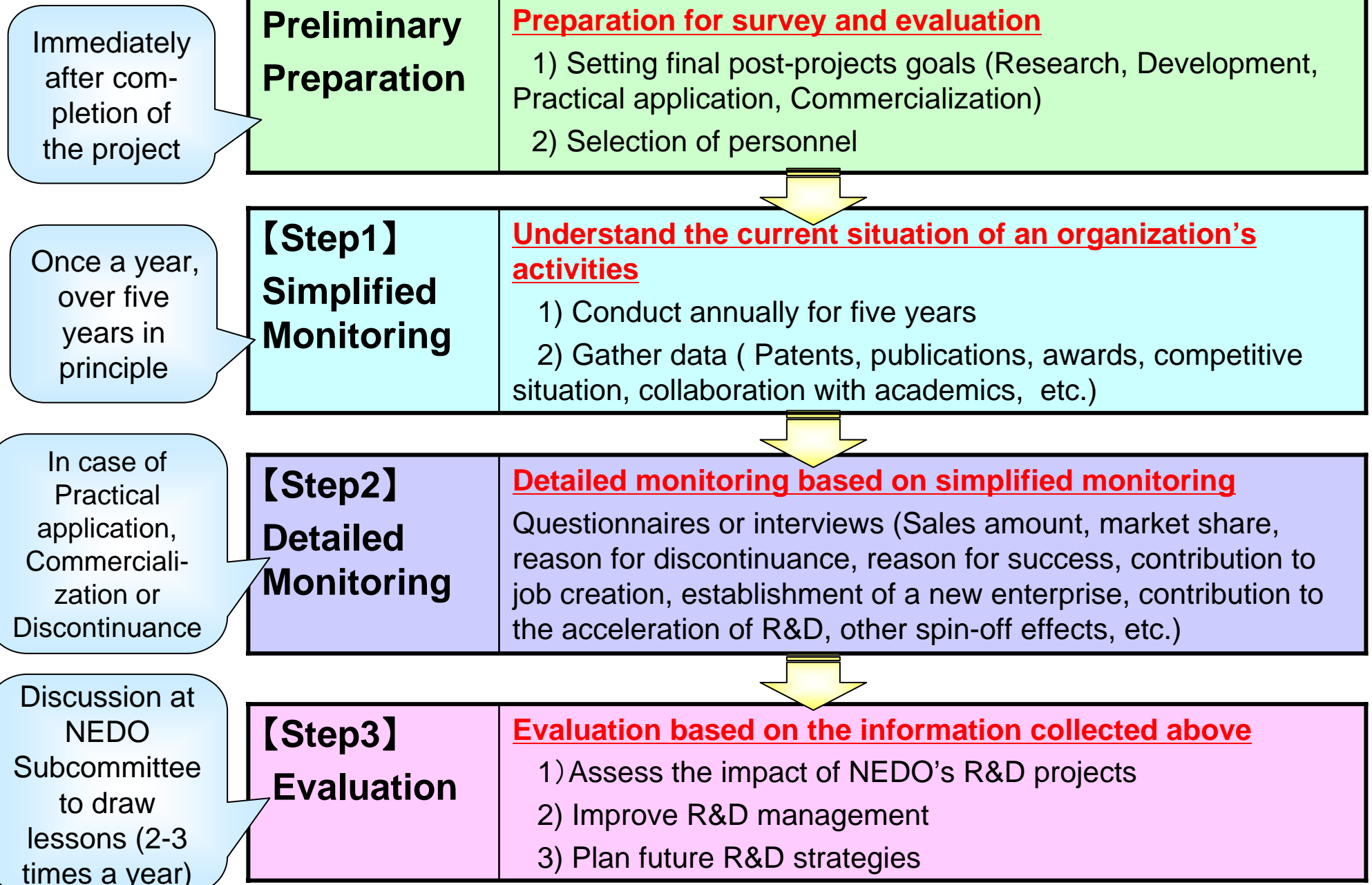


Objectives of Follow-up Monitoring & Evaluation are:

- **Assess the technological impact of NEDO's R&D projects** in relevant fields. This can be assessed by monitoring post-project activities of project participants with regard to practical applications of R&D achievements.
- **Serve as lessons for NEDO to improve its R&D management.** Lessons can be learned by reviewing past post-project evaluations and post-project activities.
- **Contribute to the planning of future R&D strategies** by understanding technology trends in post-project research activities.

# Overview of Follow-up Monitoring and Evaluations at NEDO(2)

## ➤ Process

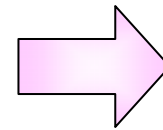


# Overview of Follow-up Monitoring and Evaluations at NEDO(3)

## Target Projects and Entities

### ➤ Target Projects

- 56 projects in FY2004
- added 54 projects in FY2005

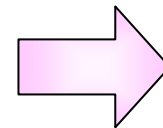


**Total: 110 projects**

### ➤ Target Entities

All participants (Private companies, research institutes, public entities, universities)

- 513 entities in FY2004
- added 576 entities in FY2005



**Total: 1,089 entities**

Completed year	FY2001,FY2002	FY2003	FY2004	Total
Projects	56	33	21	110
Entities	513	393	183	1,089

Monitored in FY2004

Monitored in FY2005

# Results of Follow-up Monitoring in FY2005(1)

## ➤ Preliminary Preparation

Target projects: 21 projects completed in FY2004

183 responses have been received to date.

Data is summarized below;

	Private Companies	Research Institutes	Public Entities	Universities	Total
Monitored Entities	94	15	19	55	183
Respondent (Rate)	87(93%)	13(87%)	19(100%)	44(80%)	163(89%)



# Results of Follow-up Monitoring in FY2005(2)

## ➤ Simplified monitoring

Target projects: 56 projects completed in FY2001 and 2002

33 projects completed in FY2003

790 responses have been received to date.

Data is summarized below;

		Private Companies	Research Institutes	Public Entities	Universities	Total
Completed in FY2001, FY2002	Monitored Entities	342	11	9	151	513
	Respondent (Rate)	335(98%)	11(100%)	9(100%)	89(59%)	444(87%)
Completed in FY2003	Monitored Entities	240	15	17	121	393
	Respondent (Rate)	235(98%)	14(93%)	14(82%)	83(69%)	346(88%)

# Results of Follow-up Monitoring in FY2005(3)

## ➤ Detailed monitoring

Target entities: Private companies who responded that the current project status was “at commercialization (including “practical application”)”, “discontinued”, or “no post-project activity” in either simplified monitoring or the preliminary preparation

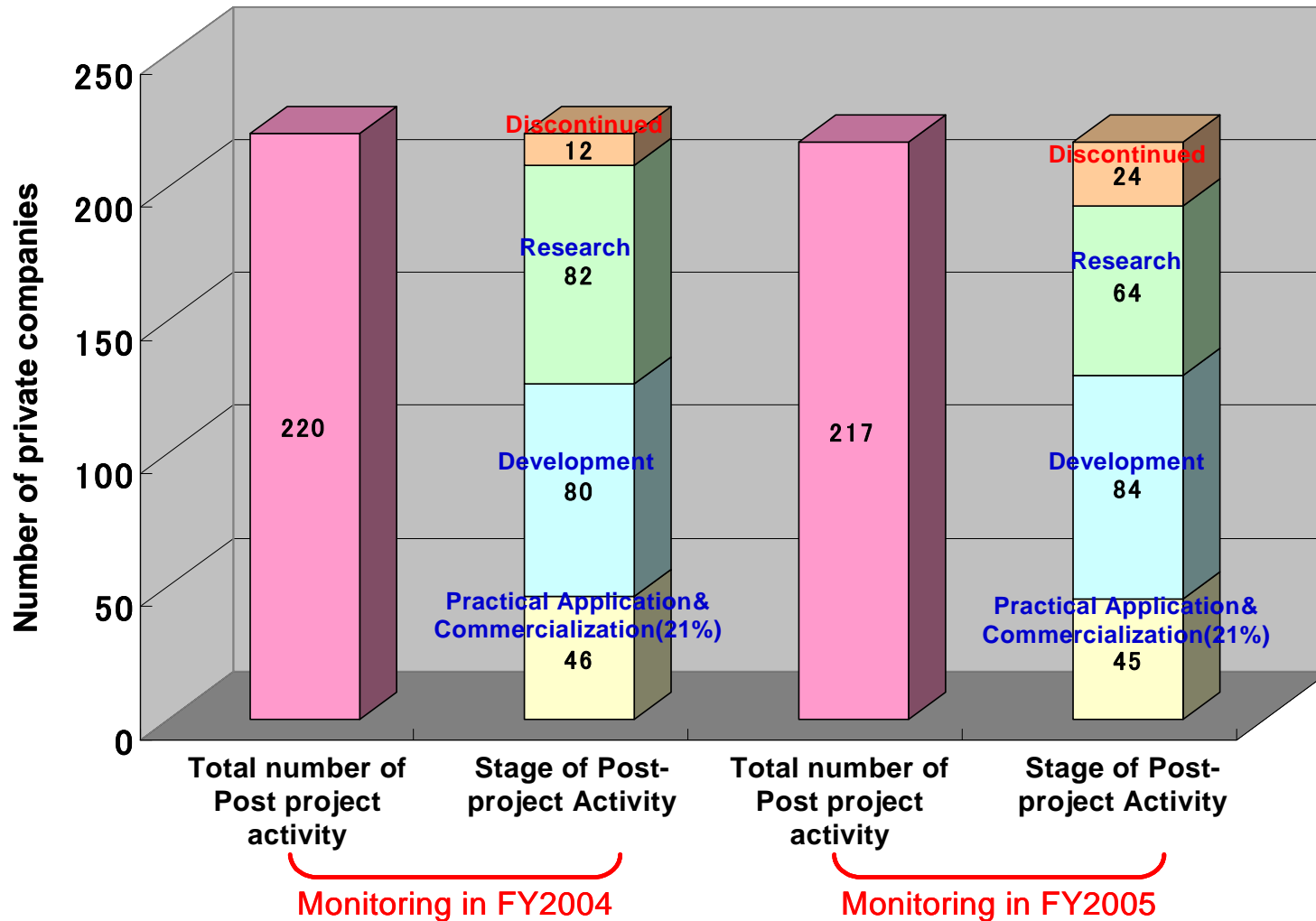
123 responses have been received to date.

Data is summarized below;

		Commerciali- zation	No Post- project activity	Discontinued	Total
Completed in FY2001, FY2002	Monitored Entities	7	25	12	44
	Respondent	6	14	8	28
Completed in FY2003	Monitored Entities	29	66	13	108
	Respondent	27	43	9	79
Completed in FY2004	Monitored Entities	—	21	—	21
	Respondent	—	16	—	16
Total	Monitored Entities	36	112	25	173
	Respondent (rate)	33(92%)	73(65%)	17(68%)	123(71%)

# Results of Simplified Monitoring in FY2004&FY2005(1)

Entity (Private company) Basis Analysis ( Completed in FY2001&FY2002)

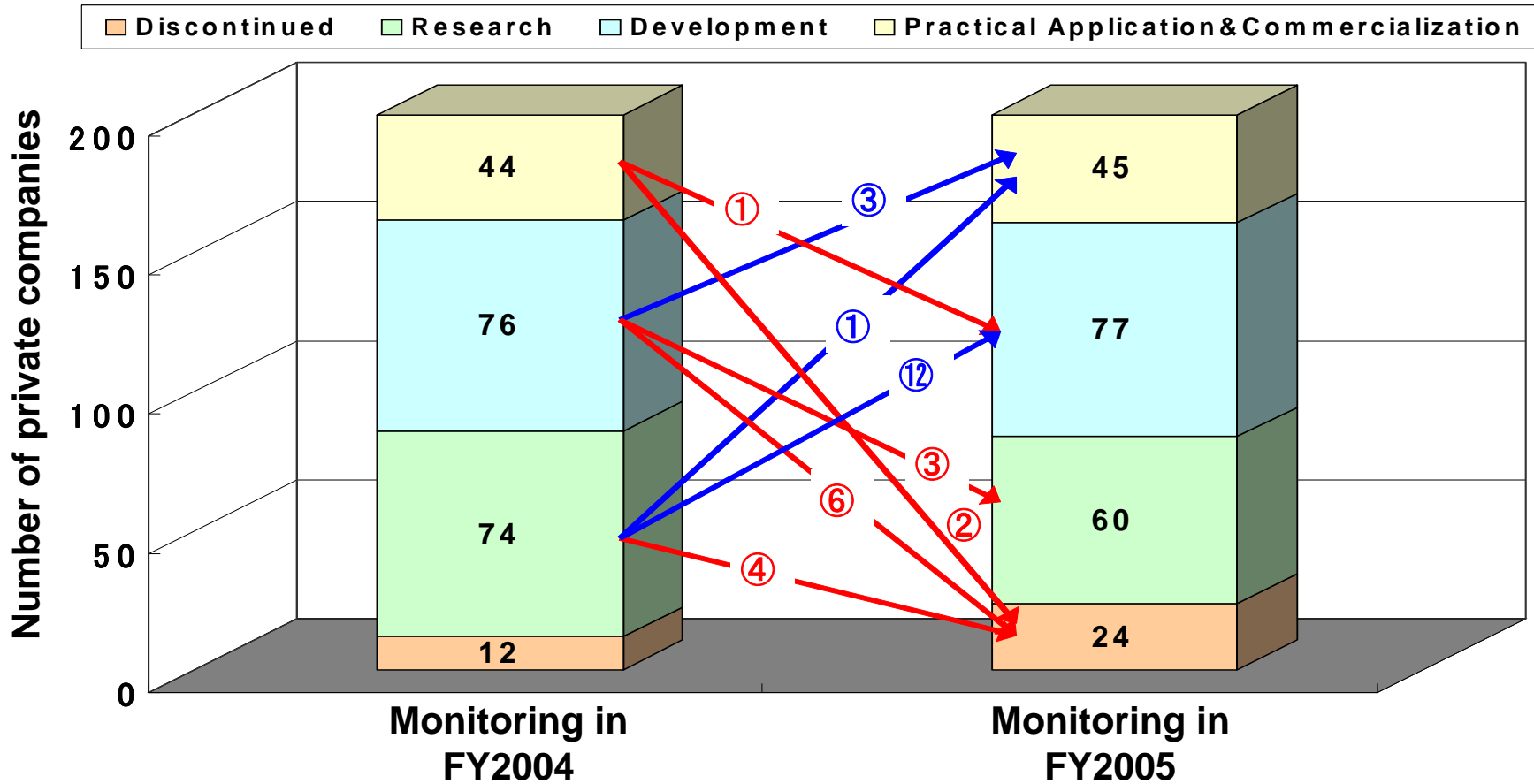


\* Post-project activity : Any activities the research entities have conducted after completion of NEDO Project

There appears to be no improvement in the commercialization rate in FY2005 compared to the previous year.

# Results of Simplified Monitoring in FY2004&FY2005(2)

## ➤ Progress of Post-project Activities of Private Companies



The progress of post-project activities toward commercialization stage does not correlate with the time.

\* circled numbers: number of companies which changed the status of post-project activities  
 blue: progress , red: retrogress

# Results of Detailed Monitoring in FY2005 (1)

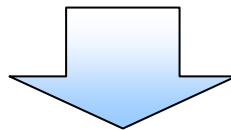
➤ Analysis(1)~Reason for “Discontinued” / “What type of technology or product did companies research?”

◆ “Reason for “Discontinued””

- To start new research on other topics,
- Unable to overcome a cost problem, or
- Not accepted by internal business sections/departments “

◆ “What type of technology or product did companies research?”

- Those technology or product which could lead to new market developments, or
- Those technology or product which could improve the performance/function of existing products”



*Companies that discontinued their research failed to fill the gap between research and market. = **Valley of Death Problem***

# Results of Detailed Monitoring in FY2005 (2)

## ➤ Analysis(2)~ “Management of and post-project Support for NEDO projects”

Q1. “How was NEDO’s management of the NEDO projects?”

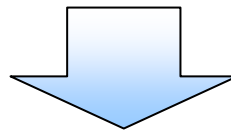
A1. “**Appropriate**”

Q2. “What type of assistance could NEDO have provided in order to avoid discontinued research activities?”

A2. “**Nothing**”

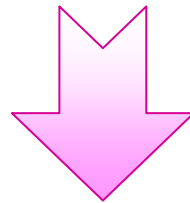
Q3. “Is there any possibility of restarting research activity again in the future?”

A3. “**Not likely, because of uncertain market needs and the difficulty of market projection**”



*There might be a possibility of restarting the research activity, but no one knows when.*

- ◆ The number of private companies whose post-project activities reached commercialization stage did not increase from FY2004 to FY2005.
- ◆ Some companies have made progress, but almost the same number of companies have regressed.
- ◆ We need to find out how to decrease the number of “regressing” companies through Detailed Monitoring.



***Improve our management mechanisms to generate more outcomes continuously.***

*Thank you very much for your kind attention!*

To be continued...