

(ii) Putting CCC on a cost recovery basis

Whether or not changes are made to CCC's mandate, the question of cost recovery for its services from the companies which it assists should be considered. CCC has in the past considered seeking cost recovery, but it has not been directed to do so.

CCC provides most of its services and assistance to its clients free of charge. These services are not duplicated in the public sector. However, it is possible that some could be made available by private agencies for a fee. On the other hand, the availability of free services and assistance from CCC has been helpful to the small companies with which it deals in helping them to enter the export market and enabling them to keep their costs down. If cost recovery were considered desirable, a fee structure could be established based on fees for similar services provided elsewhere or alternatively to cover its administrative costs.

(iii) Reorganizing the structure of CCC

Questions have also been raised about the most appropriate form of organization for CCC under its current or an altered mandate. The present arrangement, with its staff under two separate organizations, may well give rise to some inefficiencies. There may also be questions of accountability of staff to headquarters. Cost savings and a more effective delivery of services might be accomplished with a reorganization under the present mandate. If a changed mandate emerges, a different organization may be appropriate and might serve to underline and reinforce any changed mandate.

G) OTHER COMMODITY PROGRAMS

The Challenge

To ensure that competitive export financing is available which takes account of the specialized needs of particular commodities.

Background

While grains dominate Canada's agricultural exports, other farm and fish exports are of great importance. Sales abroad of most of our agricultural products are normally on a cash or short-term credit basis, as is the practice for these commodities in world markets. When Canadian exporters encounter medium-term credit competition, the government is able to ensure that matching