

Endnotes

1. DIPP's role has changed over the years, becoming more responsive to industrial development concerns rather than export orientation per se.
2. This point of view is still not understood by many in the Department. The latest example is the Statute of Westminster Conference, December 10-11, 1991, sponsored by EAITC. The conference made virtually no reference to the economic, trade or immigration dimension of EAITC. Given that the theme was "Has Canada Made a Difference", this is an almost scandalous oversight of our role in the creation and subsequent development of the Bretton Woods institutions. The recent return of the immigration function to CEIC may represent, however, a move away from consolidation.
3. It is questionable, for example, whether CIDA's efforts at decentralization, already on hold, will not be rolled back for similar reasons.
4. It is perhaps symbolic that the name change from External Affairs to External Affairs and International Trade only occurred six years after consolidation and that neither the legal name nor the nameplate in front of the building have changed — it is not engraved in stone!
5. This is reflected in the informal speaker series offered by the Professional Association of Foreign Service Officers (PAFSO). While PAFSO makes an effort to arrange speakers on economic and trade topics, these are generally poorly attended, a recent example being the Executive Vice-President of the Royal Bank speaking on the challenges facing Canadian companies in the new Europe. No one attended from the Europe Branch from general relations, economic relations or even trade development.
6. This was heavily driven by the various budget-cutting exercises and the fact that new program funding brought few new PYs.
7. F.H. Rolf Seringhaus and Philip J. Rosson, *Government Export Promotion: A Global Perspective* (London: Routledge 1990) virtually ignore the more sophisticated programs and activities being developed for international business development.
8. O. Mary Hill, *Canada's Salesman to the World: The Department of Trade and Commerce 1892-1939* (Montreal: McGill-Queen's University Press, 1977), p. 272.
9. This was particularly the case with the West Indies, as described in O. Mary Hill, *Canada's Salesman to the World*, p. 278.