

tobacco mission to Latin America and a technical apple mission to New Zealand, Australia and Japan last year. We are ready to have others whenever circumstances justify it.

We also have government missions of politicians and officials, but these are usually restricted to trade policy matters. I refer to the type of discussion I have had in recent months, for example, in Morocco, in Israel, in Korea, in Italy.

Lately, we have relied increasingly on what some call "ministerial missions", what I call "tripartite missions", i.e. groups composed of businessmen (102 in the last five missions), officials and politicians, each category contributing its own specializations and motivations. My recent missions to the U.S.S.R., Germany, China, Algeria and Japan were of this type. They have been most popular with all participants and will reveal, I believe, in the coming months a good deal of success, some of it already visible.

Each one of these missions is the subject of a very extensive preparation. At the outset I should say that every market presents different problems and must therefore be tackled in a different manner. The tripartite missions, though similar in composition, have been quite different in objectives.

First, there is the selection of the country to be visited. Some of the factors considered are the size of the market and the sales prospects for Canadian firms; particular problems which Canadian exporters may be facing in a country under consideration and the likelihood of finding solutions to them; whether or not the country represents a new market and what special attention, if any, may be required; particular advantages which Canada may have in the market being considered over other exporting countries, and how those advantages could be put to use, etc.

Once the decision is made to go ahead with a mission, the mission's objectives are defined and we move on to the membership selection.

On the official side, the mission membership always includes a representative of the Canadian Department of External Affairs. This will usually be the Canadian ambassador in the foreign country but, in addition, may include officials from the Department of External Affairs in Ottawa. Representation from other departments and agencies will depend on the mission's nature and the issues anticipated. It may include the Canadian International Development Agency, the Departments of Finance, Agriculture, Science and Technology, etc.; if export financing is likely to be an issue, a representative of the Export Development Corporation will also be included.

With regard to the business sector, representation is determined, among other things, in the light of the mission's objectives, the market possibilities for Canadian products and services and past performance in that market by particular Canadian firms. A final list of Canadian firms is drawn up after consultation with the trade commissioner in the field and the "line branches" in my Department. A point worth noting here is that the businessmen are invited to join a mission with the understanding that they will represent