

INTERNATIONAL BUSINESS DEVELOPMENT RESOURCES AND STRUCTURE

Recommendation 1

The Committee noted that in addition to the programs and services provided by the Department of Foreign Affairs and International Trade, other federal government departments, as well as provincial ministries, are responsible for a variety of programs and services related to international business development. There is far too much overlap and duplication in these efforts. Improved coordination of these activities, particularly in their implementation, is essential to ensure the existence of a single, synergistic international business development strategy. The Committee recommends:

- i. *All federal and provincial activities relating to international business promotion be better coordinated, in part by strengthening the International Trade Business Plan by linking resource decisions within the context of this plan (see Recommendations 2, 3, 4 and 5 below); and,*
- ii. *The CIDA Industrial Cooperation Program (CIDA Inc) and Canadian Commercial Corporation (CCC) report directly to the Minister for International Trade.*

Although both CCC and CIDA Inc have as key objectives the promotion of Canadian exports, CCC reports to the Minister of Public Works and Government Services and CIDA Inc reports to the Minister of Foreign Affairs. By altering these reporting relationships (i.e., the operations and management of CIDA Inc and CCC remain the same), CCC and CIDA Inc would be more strongly linked to Canada's international business development agenda, an important first step in ensuring more effective support of the international efforts of Canadian companies.

The government should consider implementing a degree of cost-recovery for CCC services where the use of these services is not mandatory.

The CIDA Inc program is discussed in greater detail in Recommendation 20.

Recommendation 2

Currently, the federal government has trade resources in 119 locations abroad. Some provincial governments also have offices overseas. This duplication causes confusion, wastes scarce resources and limits the Canadian Government's effectiveness in providing efficient international business development services overseas. We recommend: