

- *a greater level of cost recovery;*
- *increased program visibility;*
- *greater linkages between feasibility/prefeasibility studies and market opportunities for Canadian manufacturers through mandatory reporting of spin-off opportunities;*
- *integration of CIDA Inc priorities and activities into the International Trade Business Plan;*
- *more balance between service and manufacturing clientele; and*
- *increased CIDA Inc / EDC cooperation to determine financing (EDC or IFI) realities of feasibility and prefeasibility projects.*

The Committee notes that a number of positive changes have recently been implemented to enhance the proper functioning of CIDA Inc. It is our belief that the preceding recommendations are needed in order to carry this process even further.

### **Concluding Remarks**

We have endeavoured, through this report, to convey our collective views and recommendations on the international business development assistance required by Canadian business from government to be competitive and succeed internationally. We note that in the short period over which we conducted the review, we were unable to examine the entire range of programs and services offered by the federal government, but rather focussed, for the most part, on the largest programs. In the future, the government may wish to examine closely those programs upon which we did not touch. For DFAIT, these programs include the Japan Science and Technology Fund, Access North America, Renaissance Eastern Europe, Technology Inflow Program, Investment Development Program, Asian Language and Awareness Fund, numerous grants and contributions to international organizations and the funding of various domestic organizations.

It is our hope that the government will take the necessary action to ensure that business continues to receive effective and efficient support. As a Committee, we would be willing to meet with you within 3 months following the next budget to review the government's progress in achieving this objective. Given the rapid pace of change in the international marketplace, we suggest the government may further wish to conduct a similar periodic, e.g. every 5 years, review of its overall international business development support.