

through partnership with the provinces and the private sector. The result is improved client service delivery and more strategic targeting of resources to where they can genuinely "make a difference". There has been very substantial progress in implementing the new IBD strategy. Measures to integrate IBD assets and improve client service include:

- Canada's International Business Strategy (CIBS), the vehicle for articulating and coordinating a national strategy for IBD, including a list of specific international activities planned for each of the sectors
- National Sector Teams (NSTs) now guide the development and implementation of trade strategies in 23 sectors
- Regional Trade Networks (RTNs) coordinate the local delivery of trade services and programs to clients, especially SMEs, in partnership with the provinces
- International Business Opportunities Centre (IBOC) matches business leads provided by Trade Commissioners with the interests of capable Canadian firms, particularly SMEs
- Access to improved market information and intelligence products and services

The Prime Minister's Team Canada missions abroad provide an example of what can be achieved when Canada works together. This partnership is particularly important in the delivery of the trade and investment elements of the government's jobs and growth strategy. These new initiatives, which are intended to develop new exporters, build on the government's ongoing IBD efforts.

This approach casts the federal government in both a leadership and a partnership role with the provinces. Memoranda of Understanding or Letters of Agreement on IBD have been signed with nine provinces and two territories. The provinces are a significant player in the Regional Trade Networks, which link federal and provincial governments at the regional level, pooling expertise and resources to provide more efficient services and information to business clients. The provinces, along with federal sectoral departments, regional development agencies, and private sector organizations, are part of the National Sector Teams which develop the priorities in Canada's International Business Strategy (CIBS). In the agri-food sector, a special working relationship between the federal and provincial governments, the Federal Provincial Market Development Council, promotes complimentary trade development service to exporters.

New Brunswick demonstrates one already successful model of an active regional partnership. Here an integrated trade strategy amongst four federal and six provincial departments has already developed concrete actions to be undertaken in priority markets and sectors over the next year and has streamlined access and service delivery to clients.

Recently, in June of 1996, International Trade Minister Arthur Eggleton addressed the Annual General Meeting of the Federation of Canadian Municipalities in Calgary. On that occasion, he conveyed a strong message to members of the Federation to join Team Canada as full partners. Since June, municipalities, particularly economic development authorities, are working with the Department of Foreign Affairs and International Trade to raise the number of SMEs exporting their products and services to overseas markets.

**- Programs and services should be focussed primarily on SMES, in particular to SMEs that are "new entrants" into international markets;**

SMEs are clearly a priority for the government, and were recognized as a priority in the IBD strategy. In outlining the IBD strategy to the 52nd annual meeting of Canadian Exporters Association in October 1995, previous Minister Roy MacLaren said "We must also work harder to get more companies involved in international business... We have to get more small and medium-sized companies into the international arena... To this end, we must better prepare and train companies in all regions of the country to help them become successful exporters. We must also continue to provide market intelligence, sales leads, business contacts and country-specific and sector-specific analysis." Minister MacLaren set out at that time the challenge for Team Canada to double the number of active exporters by the year 2000.