

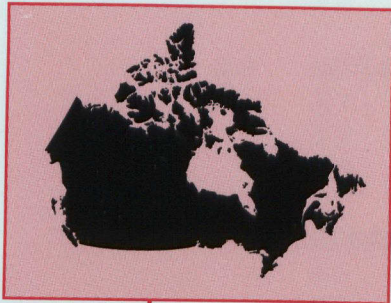
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Looking for  
investment partners  
abroad

**PLANNING  
YOUR FIRST INTERNATIONAL  
INVESTMENT TRIP**



**Canada** 

This document has been prepared by the Investment Marketing Division of the Department of Foreign Affairs and International Trade.

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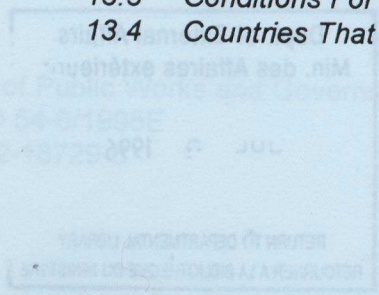
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## **1.0 INTRODUCTION**

This booklet is intended to assist you in planning and preparing for an international trip to meet with potential investment partners. It contains practical advice, based on the experience of many companies, on how to conceptualize and arrange your first visit and how to avoid some common pitfalls. We hope it will help make your investment mission effective and productive.

### **1.1 ESTABLISHING BUSINESS LINKS**

An increasing number of Canadian companies of every size are seeking to establish business and investment links with enterprises outside Canada as a means of enhancing their operations. These Canadian firms are looking outside Canada for investment partners offering capital, technology or market access. Many are doing so for the first time.

### **1.2 RESPONDING TO THE CHALLENGES OF FOREIGN MARKETS**

Building international business linkages can be a rewarding experience but, as some companies have found out the hard way, it does involve facing up to a number of challenges that are not encountered at home.

### **1.3 PLANNING AND PREPARING FOR YOUR TRIP ABROAD**

Unfortunately, it is not uncommon for a Canadian business person to seek the assistance of Canadian missions outside Canada only at the last moment, or to provide the mission with insufficient information to enable an effective response. The key to a successful trip abroad is adequate planning and preparation.





## **2.0 ARE YOU READY TO GO INTERNATIONAL?**

There may indeed be capital or interested entrepreneurs in a foreign country looking for a joint venture or other investment opportunity with a Canadian company, but never assume that they are just waiting with great amounts of money to invest abroad.

### **2.1 THE FIRST STEP**

The first step in planning your visit should be to reconfirm whether you really need to make it. In other words, begin with a realistic assessment of the pros and cons of seeking investment relationships outside Canada.

### **2.2 WINNING THE TRUST OF THE FOREIGN PARTNER**

Your task will be essentially to sell yourself and your proposal in a foreign country. The selling job will usually be more difficult than in Canada. The turf is unfamiliar and so is the competition – and there is plenty of competition.

### **2.3 IMPORTANT QUESTIONS TO ASK YOURSELF**

Some important questions to ask yourself at the start of the process:

- *Have you fully investigated what is available in Canada?*
- *Do you have the time and the resources required?*

Finding capital, technology or investment partners abroad demands an intensive effort. It often requires a series of trips over a period of months or years. Are you prepared to commit the time and do you have the other resources to meet these requirements?

- *Are you ready to deal with the linguistic and cultural differences you will encounter in many foreign markets?*

If not, perhaps you should decide to deal, at least in the first instance, with companies who have a business culture that is basically similar to Canada's.

- *Are you familiar with the business practices in the market you have targeted?*
- *Do you know what an American venture capital company will require from you before making a commitment of capital?*





- **Do you know the degree of detail or type of information a potential Japanese partner will require from you before considering your proposal?**
- **Do you know whom to approach in a foreign market?**
- **Should you be dealing with a particular business association?**
- **Should you retain an intermediary?**
- **Is there a venture capital sector in that country and has it shown any interest in making investments in North America?**
- **Do you know which companies to contact?**
- **Do you know how to verify their reliability, their performance, their technology and their management?**

• *A company brochure or an annual report may also be useful as supplementary information.*



## 3.0 INITIAL DOCUMENTATION REQUIRED

Whenever you seek someone's help or attention, you will be asked to describe what you are looking for as an investment or in a partner. You should prepare a one-page description of your investment requirements, or of the kind of potential partner you seek.

### 3.1 PREPARING THE BASIC INFORMATION

You will need to develop the following basic information materials:

- *a description of what you are looking for;*
- *a description of your business proposition;*
- *the reasons why a potential investor should be interested in your material and your proposal;*
- *a profile of your company.*

Put yourself in the position of someone trying to offer professional advice, trying to "sell" your proposal to a potential investor, or trying to arrange an appointment on your behalf. The above documentation will prove to be invaluable.

### 3.2 WHAT DO YOU OFFER AN INVESTMENT PARTNER?

- *"What's in it" for a potential investor?*
- *Why should he or she take an interest in your company or your proposal?*
- *Are you clear as to what you are prepared to bring to the table to land the investment deal?*

In order to benefit from the sources of assistance which follow, you will have to give them some "ammunition" with which to work as they try to interest their contacts in your proposal.

• *Are you familiar with the business practices in the market you have targeted?*

• *Do you know what an American venture capital company will require from you before making a commitment of capital?*







### 3.3 YOUR COMPANY PROFILE

- Provide a brief profile of your company which addresses the topics listed in the following table.

YOUR COMPANY PROFILE Table of Contents	
✓	Basic identifying material about your company such as corporate name, address, telephone, facsimile and Internet numbers.
✓	A brief summary of your products and/or service lines.
✓	A brief history of the business to date including current ownership, predecessor companies and other relevant information.
✓	The names of officers and directors of the company including business and professional biographical sketches.
✓	The number of people employed and their major areas of activity.
✓	A summary of financial information including sales by major product or business lines or by areas of activity.

- A company brochure or an annual report may also be useful as supplementary information.



## 4.0 SOURCES OF ADVICE IN CANADA

There are many sources of information and advice right here in Canada. Some are listed below and others can be found in APPENDIX A of this booklet.

### 4.1 USING YOUR KNOWLEDGE AND BUSINESS EXPERIENCE

Your own knowledge and business experience are probably the best guide to the most promising countries and companies to target for an investment mission. You may already have some particular firms or intermediaries in mind. If not, you should consult other sources of information.

### 4.2 LOCAL SOURCES OF INFORMATION

Local sources of information include:

- **Canadian business associations**

The Canadian Chamber of Commerce, the Canadian Manufacturers' Association, the Canadian Exporters' Association, etc. can probably provide you with information about your target country.

- **Businesses that have been there**

Other companies with overseas links are usually ready to give you advice based on their experiences and contacts.

- **Legal and financial firms, Canadian banks, and consulting companies**

Businesses with offices in your target country can put you in touch with their associates. The same is true of Canadian branches of foreign banks. These institutions can also provide you with *letters of introduction and recommendation*.

- **Foreign embassies and consulates in Canada**

They can provide you with both general tourist information and business-specific materials.

- **Local libraries, universities and community colleges**

These are all good sources of background information about the target country and its commercial infrastructure.



### 4.3 GOVERNMENT SOURCES OF ADVICE

Many government organizations which are actively involved in seeking to attract business investment to Canada can provide you with useful information. Detailed information on the sources listed below can be found in APPENDICES B and C.

- **Federal government departments and agencies**

The federal government provides substantial assistance to Canadian businesses that are looking for investors and business opportunities abroad. The Department of Foreign Affairs and International Trade (DFAIT), the Department of Industry, the Atlantic Canada Opportunities Agency (ACOA), Western Economic Diversification Canada (WD), the Federal Office of Regional Development-Quebec (FORD-Q) and the Federal Economic Development Initiative in Northern Ontario (FEDNOR) will all provide you with important information and advice.

- **Canada Business Service Centres (CBSCs)**

Some of the most convenient points of contact with relevant federal government expertise and programs are the Canada Business Service Centres.

- **International Trade Centres (ITCs)**

ITCs are set up across Canada to assist Canadian exporters by providing export publications, by recruiting participants for trade fairs and missions, and by providing a wide range of services to companies seeking export counselling, technology transfers or joint ventures with foreign investors.

- **Provincial and territorial governments**

Some provincial and territorial governments operate trade and investment departments and some have representatives abroad. They can usually provide you with information and advice about local needs and support programs to assist you in seeking outside investors.

- **Municipal and regional industrial development officers**

These officers usually have close links with federal and provincial government experts in Canada and abroad. They can help you to establish good local, regional, provincial and federal government contacts who can provide you with useful information on local business experience with foreign undertakings.





## **5.0 GOVERNMENT ASSISTANCE OUTSIDE CANADA**

Canadian representatives abroad have a wealth of information and may have accumulated experience in the markets where you are seeking potential investors.

### **5.1 CANADIAN MISSIONS AND PROVINCIAL TRADE OFFICES ABROAD**

Most Canadian missions, provincial trade offices and "maisons du Québec" abroad have investment counsellors or commercial specialists who can help you make the right contacts in your country of destination. They can be of great assistance provided they have adequate lead time and information.

### **5.2 DOCUMENTATION AND ADVANCE NOTICE**

To be helpful, an investment counsellor at a Canadian mission needs two things that only you can provide – sufficient advance notice and the documents described earlier in section 3.0.

### **5.3 HOW TO CONTACT THE MISSION**

Once you have "done your homework" and decided that a trip abroad is warranted, write to the investment counsellor or commercial secretary at the Canadian mission in the country you have selected. Introduce yourself and your intentions and enclose the documentation referred to in paragraph 3.1 of this booklet.

### **5.4 GIVE YOURSELF THREE MONTHS**

Allow enough time for your documentation to reach the investment counsellor and to receive a response. Take into account possible delays due to the temporary absence of the addressee, local holidays and other demands facing the investment counsellor. Also, make sure you provide the investment counsellor with your return address, telephone number, fax number, etc. *We recommend that your first letter be sent at least three months in advance of your proposed trip.*

### **5.5 COPY YOUR CORRESPONDENCE TO DFAIT**

We also suggest that you send a copy of your correspondence and its enclosures to the Investment and Technology Bureau and to the appropriate geographic branches of the Department of Foreign Affairs and International Trade.

The Investment and Technology Bureau is the focal point for the federal government's efforts to attract international business investment and technologies to Canada and to assist Canadian companies in expanding through foreign



investments, investment partnerships, and the acquisition of international technologies.

Please consult APPENDIX B for the full address and a brief description of DFAIT's investment-related services.

## 5.6 RESPONSES TO YOUR ENQUIRIES

Initial responses from the investment counsellor, the Investment and Technology Bureau, or the relevant geographic branch of the Department of Foreign Affairs and International Trade, may seek clarification or additional information. They should be able to provide you with advice, perhaps identifying or suggesting firms, intermediaries or individuals warranting an appointment or interested in meeting with you.



## 6.0 THE TRIP ABROAD

When you have concluded that it is now time to actually undertake a trip to one or more countries for business meetings with potential investment partners you should consider the following:

### 6.1 MAKE YOUR APPOINTMENTS

By now you have probably identified a number of individuals with whom you would like to meet and you may find that it is more convenient to seek appointments directly. Alternatively, you may wish to ask the investment counsellor with whom you have already established a relationship to make appointments on your behalf. This person will be pleased to do so, provided you have supplied the necessary documentation described earlier, together with your planned itinerary.

### 6.2 SHOW UP WITH YOUR BUSINESS PLAN

Potential investors or partners will want to see a business plan when they meet with you. The structure of business plans and proposals varies, but the following information should be included:

- *a description of your company's mainstay products, processes or services, and the technology involved;*
- *the characteristics that make your products or your services more competitive, and your research and development activities;*
- *your business history, your organization chart and the résumés of your senior executives;*
- *a financial statement which demonstrates the performance and strength of your company, together with your projections; it should indicate what others have invested in your firm;*
- *market information: current market size, growth projections, customer profiles, sales forecasts, pricing, distribution methods, promotion, etc.;*
- *a review of existing competition, including an evaluation of their products, pricing and market share;*
- *a description of your requirements (capital, technology, or a partnership).*



## 7.0 GETTING YOUR MESSAGE ACROSS

It is important to be clear about the intended audience at every stage in developing the materials you will take with you. On your first visit you will probably not be dealing with top management, but with middle management or technical or financial analysts. They will have likely been delegated responsibility to assess your proposals, but in most cases will not have the authority to make decisions or do anything more than refer your proposal to the decision-makers or board of directors.

### 7.1 AN ATTRACTIVE AND COMPREHENSIVE BUSINESS PLAN

Your proposal should be sufficiently attractive and self-contained that the individual with whom you are meeting will not only fully understand it, but will be confident in supporting it.

### 7.2 A MESSAGE WHICH SPEAKS FOR ITSELF

Think of the materials you bring to the meeting as a sales kit for your contact to use later in sending your proposal up the chain of command. Remember that you cannot expect your proposal to have the kind of support it would enjoy if you were doing the job personally. Make sure that each item fully communicates your message. Many larger companies, particularly in the U.S., Europe and Asia, are routinely approached by companies seeking to gain their interest. Your proposal is, therefore, in a competitive environment. It is vital to make it as professional, attractive and comprehensive as possible.

### 7.3 THE LANGUAGE OF YOUR POTENTIAL INVESTMENT PARTNER

Can you provide information in your potential investment partner's first language? The most successful of your competitors do so. While it is often true that the President or C.E.O. of the company is able to communicate in English or French, the people who initially review your proposal may have limited linguistic abilities.

- *It is good practice, therefore, for your written materials to be in the first language of your potential investment partners. Quality is essential, so do not "scrimp" on translation costs.*
- *Check with particular care the meaning and acceptability of your brand name and logo in the language and culture of the country you expect to visit. Specifically, make sure that it does not inadvertently have negative, offensive or comic connotations.*





- **Seek the advice of the investment counsellor regarding the need for, and availability of, interpreters for your meetings. Check into the cost, professional qualifications and availability of interpreters well ahead of your meetings in the event that these services are required.**

#### **7.4 CAN YOU SPEAK FOR YOUR COMPANY?**

- **Can you make decisions and commitments for your company? If not, will a potential investment partner be frustrated, and quickly disinterested, because he or she is dealing with someone without sufficient authority?**
- **Have a clear idea, before you go to any meeting, as to what you are prepared to offer in exchange for the investor's contribution to a deal.**





## 8.0 SOME PRACTICAL ADVICE ON LOGISTICS

Make sure that you plan your trip abroad carefully and well in advance.

### 8.1 RIGHT TIME, WRONG TIME

Arrange your itinerary to avoid holidays, feast days and other special periods. Ensure that you do not find yourself on site when business activity traditionally slows down.

- *Summer, generally speaking, is not the best time to get things done in Europe. Business tends to slow down during school vacations and many companies close between mid-June and mid-August.*
- *Make sure you know the normal hours of work. Don't assume they correspond to those in Canada.*
- *Avoid the pitfall of a schedule that is too tight.*
- *Give yourself time to adjust and rest between the time you arrive and your first meeting. Jet-lag can be debilitating.*
- *Give yourself time between meetings. Allow for much heavier traffic congestion than in Canada.*
- *Choose a hotel that is close to the Canadian mission or to the companies you intend to visit.*

### 8.2 IF YOU BRING AUDIOVISUAL EQUIPMENT

Make sure it is compatible with the voltage and electricity outlets in the country of destination. Make sure your host knows in advance of your intentions and that such a presentation will be convenient.

### 8.3 PLANNING TO RENT A CAR?

Get an international driver's licence before you leave Canada. These are available, in person or by mail, from the Canadian Automobile Association (CAA). You will need to present your valid Canadian driver's licence and two passport-sized photographs, signed on the signature strip or on the back. The fee was \$10 as of January 1995.



To order your international driver's licence from the CAA by mail, you must:

- Enclose two signed passport photos of yourself;
- Enclose a 10\$ money order or certified cheque;
- Enclose a photocopy of your driver's licence showing the front and the back sections;
- Indicate where you wish your international driver's licence to be mailed if your mailing address is not on your Canadian driver's licence.

#### **8.4 ADDITIONAL ITEMS TO TAKE WITH YOU**

Your business plan and oral presentation can be complemented by a number of additional items which you will wish to take with you. The pre-departure check lists shown on the following page provide you with a good summary of what you are most likely going to require. You should also indicate, well in advance, a target date for each item. This will allow you to ensure that you will have everything in place in time and ready to go before you proceed on your journey abroad.



## PRE-DEPARTURE CHECK LISTS

A – SUPPORT MATERIAL CHECK LIST		TARGET DATES
<input type="checkbox"/>	Business plan or proposal	
<input type="checkbox"/>	The type of investment you seek	
<input type="checkbox"/>	What's in it for the investor	
<input type="checkbox"/>	Company profile	
<input type="checkbox"/>	Business cards	
<input type="checkbox"/>	Letters of introduction from your bank, your auditor or your lawyer	
<input type="checkbox"/>	Complimentary gifts relating to your business. Seek the advice of the mission as to their appropriateness.	
<input type="checkbox"/>	Photograph album showing your products or service facilities, major projects or other relevant materials	
<input type="checkbox"/>	Letterhead stationery	
<input type="checkbox"/>	Samples of your products or services	
<input type="checkbox"/>	A/V projector and slides	
<input type="checkbox"/>	Dictaphone to record decisions and required follow-up action	
B – TRAVEL DOCUMENTS CHECK LIST		TARGET DATES
<input type="checkbox"/>	Valid Canadian passport	
<input type="checkbox"/>	Any visas or entry permits required	
<input type="checkbox"/>	Immunizations required	
<input type="checkbox"/>	Certificate of vaccinations	
<input type="checkbox"/>	Confirmed airline and hotel reservations	
<input type="checkbox"/>	International driver's licence (if you plan to rent a car)	
C – ON-SITE ARRANGEMENTS CHECK LIST		TARGET DATES
<input type="checkbox"/>	Confirm interpretation arrangements, if needed.	
<input type="checkbox"/>	Confirm that your A/V equipment is compatible with the local power supply and that this equipment is really needed.	



## IMPORTANT ADVICE FOR THE BUSINESS TRAVELLER

### 8.5 UPON ARRIVAL ABROAD

Re-confirm your appointments and your onward or return flights.

Contact the Canadian mission if you expect its assistance and let it know where you are staying should it need to reach you.

### 8.6 CALL YOUR AIRLINE COMPANY

In many foreign countries, airlines require you to confirm reservations, even on issued tickets, well in advance. If you don't, you may lose your reserved space. Check with the airline for exact requirements.

### 8.7 AVOID PITFALLS

Review the business and cultural practices of the country you are visiting.

- ***Standards of business attire differ from country to country.***

In some tropical countries, for instance, you are expected to wear a business suit regardless of the heat, while in others, a jacket is optional.

- ***Find out in advance about gestures or body language that may be considered to be offensive.***
- ***Find out what you may encounter in the way of business entertainment practices.***
- ***Take plenty of business cards with you and enquire about local business card etiquette. In Japan, for instance, it is considered rude to accept a business card and immediately put it in your pocket. Politeness requires you to study it carefully, nod and make a relevant comment.***
- ***When in doubt, seek the advice of Canadian mission personnel.***
- ***No one will be insulted if you arrive early for a meeting.***



## 8.8 WORDS OF CAUTION

Hopefully, your initial meetings will be encouraging, but don't be dismayed if they are not. Remember, more than one trip may be necessary. Once a potential investment partner has been identified, however, you may wish to take some additional steps. You should consider the following initiatives before devoting too much time or revealing too much about your own business:

- **Prepare a confidentiality agreement**

At some point you may wish to ask the other party to sign such an agreement. You will need reliable information about the country you are visiting, since laws on confidentiality vary from nation to nation. If in doubt, ask the mission.

- **Check on the reliability of the other party**

Ask the mission for advice on how to obtain information on the performance, financial strength and management of the company with whom you are considering a deal.

Seek local professional advice. You will have to judge at what point in any discussions with the potential partner your interests require the advice of a local lawyer, auditor or banker.



## 9.0 AFTER YOU RETURN TO CANADA

You may be tempted to turn to other things once you are back in your office. Try to do as much of the follow-up before or during your return flight, but in any event do not put it off. Here is a suggested agenda:

### 9.1 FOLLOW-UP

- **Organize your follow-up**

Materials gathered on a business trip have a way of disappearing. Take the time to consolidate business cards, documents and other pertinent material into a file.

- **Start to fulfil any promises you have made**

Follow up on further information to be provided or other commitments made during your visit.

- **Write follow-up letters to the potential investment partners you have contacted**

Essentially, these should thank them for their time, summarize any decisions reached, answer outstanding questions, and confirm your understanding of any follow-up action promised.

- **Write to the investment counsellors and other Canadian officials with whom you have been dealing**

Tell them how the meetings went and inform them about future plans and about any help you may still need.

- **Set up a mailing list and other follow-up systems**

These will be needed to keep your contacts informed about new products and services, etc.

- **Prepare a short contact report or memo for your colleagues, including:**

- the people you met and their titles, addresses and phone numbers;
- the main topics covered during the meetings;
- any decisions or agreements reached;
- when and by whom follow-up actions are required.



## 9.2 CONCLUSION

Reaching out for foreign capital and partners is part of the process of adapting to the new global marketplace and it is a logical strategy for growth for many Canadian companies. Your first mission abroad can be an important milestone in the development of your company. Its success is much more likely when preceded by careful planning of the kind described here.



## 10.0 APPENDIX A – PRIVATE, PROFESSIONAL AND ACADEMIC INFORMATION SOURCES

The following list includes organizations that have an interest in foreign investments, exports or other foreign operations. They accumulate information that could be useful in determining the possibilities in various countries. Never forget that you are not the first Canadian company to venture abroad and you can profit from the experience of those who have gone abroad before you.

### 10.1 THE CANADIAN CHAMBER OF COMMERCE (CCC)

One important function of the Canadian Chamber of Commerce is to help Canadian business compete effectively in foreign markets. In support of this role, the Chamber operates several regional and bilateral business councils or committees, liaises through the International Chamber of Commerce and exchanges information via the Business Cooperation Network.

- **Regional and bilateral business councils or committees**

These seek to develop Canadian trade with specific regions, markets and countries and include such groups as:

- the Pacific Basin Economic Council (Canadian Committee);
- the Canada-Arab Business Council;
- the Canada-UK Committee;
- the Canada-Korea Business Council, etc.

- **The International Chamber of Commerce**

The Canadian Chamber gathers information for its members on specific foreign investment opportunities and markets through the International Chamber of Commerce.

- **The Business Cooperation Network (BCNet)**

The digital network for international business cooperation, the Business Cooperation Network (BCNet), is a proven and highly effective way for smaller companies interested in international markets to find partners, forge industrial strategic alliances, and enter into cooperation agreements with other companies in the 35 member-countries. BCNet was initiated by the Commission of the European Communities in 1988. Canada joined BCNet in July 1993. As a result, Canadian companies can now use the network to find partners in Europe and around the world.





**The following countries are members of BCNet:**

EUROPE:	Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Spain, Sweden, Switzerland, United Kingdom
NORTH AMERICA:	Canada, Mexico
SOUTH AMERICA:	Argentina, Brazil, Chile, Uruguay
MIDDLE EAST:	Cyprus, Israel, Turkey
ASIA/PACIFIC:	Australia, Philippines
AFRICA:	Morocco, Tunisia

**For more information contact:**

**The Canadian Chamber of Commerce**

1160 - 55 Metcalfe Street  
OTTAWA, Ontario K1P 6N4  
Tel.: (613) 238-4000  
Fax: (613) 238-7643  
TORONTO: (416) 868-6415  
MONTREAL: (514) 866-4334

**10.2 THE CANADIAN MANUFACTURERS' ASSOCIATION (CMA)**

The Canadian Manufacturers' Association conducts an export development program for its members which supports overseas missions and shares information on foreign markets and investment opportunities.

**For more information, contact:**

**The Canadian Manufacturers' Association**

75 International Boulevard, 4th Floor  
ETOBICOKE, Ontario M9W 6L9  
Tel.: (416) 798-8000  
Fax: (416) 798-8050

**10.3 THE CANADIAN EXPORTERS' ASSOCIATION (CEA)**

The Canadian Exporters' Association (CEA) has a membership of some 1,000 Canadian companies of every size that are active in foreign investments and export. The CEA is a likely source of valuable information and can refer you to individual experts on specific markets and industries. The CEA conducts programs to promote joint ventures in these areas, with backing from the



Canadian International Development Agency (CIDA). The Association also operates a network of committees, each concentrating on specific aspects of the export business. Regional CEA chapters meet regularly throughout Canada. The CEA publishes newsletters, conducts seminars on foreign markets and provides expert consulting services for its members.

**For more information, contact:**

**The Canadian Exporters' Association (CEA)**

250 - 99 Bank Street  
OTTAWA, Ontario K1P 6B9  
Tel.: (613) 238-8888  
Fax: (613) 563-9218

## **10.4 BANKS**

Foreign banks with offices in the target country are further sources of data, information and contacts. Canadian banks, investment companies and accounting firms with foreign branches can also be an excellent source of foreign contacts and of in-Canada expertise on your target country.

The Federal Business Development Bank is also a source of useful foreign investment information.

**For more information, contact:**

**The Federal Business Development Bank**

Tel.: 1 800 361-2127

## **10.5 UNIVERSITIES AND COLLEGES**

Universities and community colleges are excellent sources of books, other materials, and references on other institutions which have specialized information on foreign investment opportunities. Some institutions also offer courses and workshops on various facets of foreign investment.



## 11.0 APPENDIX B – FEDERAL GOVERNMENT INFORMATION SOURCES

The federal government, through its various departments, agencies, and Crown corporations provides a wide array of information and services to individuals and companies seeking joint ventures and foreign investments from partners located outside Canada. The following is a list of some of the main players in this field.

### 11.1 CANADA BUSINESS SERVICE CENTRES (CBSCs)

The CBSC initiative is designed to improve business access to a wide range of information on government services, programs and regulations. The initiative is a collaborative effort between federal, provincial and private sector organizations. A CBSC is being established in a major centre in each province.

- ***The participants in this partnership arrangement***

There are many federal business departments participating in this initiative, as well as other levels of government and non-government organizations. The combination of participants varies from province to province. Western Economic Diversification Canada (WD), the Department of Industry, the Federal Office for Regional Development – Quebec (FORD-Q) and the Atlantic Canada Opportunities Agency (ACOA) are designated federal managing partners and are responsible for the development and management of the CBSCs as follows:

- **WD:** British Columbia and Alberta
- **Industry Canada:** Saskatchewan, Manitoba and Ontario
- **FORD-Q:** Quebec
- **ACOA:** Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland

- ***Types of products and services provided by CBSCs***

Each CBSC offers a combination of products and services tailored to meet the needs of its distinctive client base.

The following is a list of the key products and services that may be available:

- a toll-free, front-line telephone information and referral service;
- the Business Information System (BIS): a comprehensive database containing information on the services and programs of participating departments and organizations;
- faxables: condensed versions of the BIS products accessed through the automated FaxBack system;



- pathfinders: multiple-page documents that list brief descriptions of services and programs available on a topical basis (e.g. exporting);
- a collection of leading-edge business products which could include interactive diagnostic software, videos, publications, business directories, "how-to" manuals, CD-ROM products and external database access.

● **List of Canada Business Service Centres (CBSCs)**

**CBSC NEWFOUNDLAND and LABRADOR**

P.O. Box 8687, 90 O'Leary Avenue  
ST. JOHN'S, Newfoundland A1B 3T1  
Tel.: (709) 772-6022 Toll Free: 1 800 668-1010  
Fax: (709) 772-6090 FaxBack: (709) 772-6030

**CBSC PRINCE EDWARD ISLAND**

P.O. Box 40, 232 Queen Street  
CHARLOTTETOWN, P.E.I. C1A 7K2  
Tel.: (902) 368-0771 Toll Free: 1 800 668-1010  
Fax: (902) 566-7098  
FaxBack: (902) 368-0776 or 1 800 401-3201

**CBSC NOVA SCOTIA**

1575 Brunswick Street  
HALIFAX, Nova Scotia B3J 2G1  
Tel.: (902) 426-8604 Toll Free: 1 800 668-1010  
Fax: (902) 426-6530 FaxBack: 1 800 401-3201

**CBSC NEW BRUNSWICK**

570 Queen Street  
FREDERICTON, New Brunswick E3B 6Z6  
Tel.: (506) 444-6140 Toll Free: 1 800 668-1010  
Fax: (506) 444-6172 FaxBack: (506) 444-6169

**QUEBEC Info Entrepreneurs**

5 Place Ville-Marie, Plaza Level, Suite 12500  
MONTREAL, Quebec H3B 4Y2  
Tel.: (514) 496-4636 Toll Free: 1 800 322-4636  
Fax: (514) 496-5934  
FaxBack: (514) 496-4010 or 1 800 322-4010

**ONTARIO**

TORONTO, Ontario M5V 3E5  
Tel.: (416) 954-4636 Toll Free: 1 800 567-2345  
Fax: (416) 954-8597  
FaxBack: (416) 954-8555 or 1 800 240-4192

**CBSC MANITOBA**

P.O. Box 981, 330 Portage Avenue, 8th Floor  
WINNIPEG, Manitoba R3C 2V2  
Tel.: (204) 984-2272 Toll Free: 1 800 665-2019  
Fax: (204) 983-2187  
FaxBack: (204) 984-5527 or 1 800 665-9386

**CBSC SASKATCHEWAN**

122 - 3rd Avenue North  
SASKATOON, Saskatchewan S7K 2H6  
Tel.: (306) 956-2323 Toll Free: 1 800 667-4374  
Fax: (306) 956-2328  
FaxBack: (306) 956-2310 or 1 800 667-9433

**CBSC ALBERTA**

122 - 9700 Jasper Avenue  
EDMONTON, Alberta T5J 4C3  
Tel.: (403) 495-6800  
Fax: (403) 495-7725

**CBSC BRITISH COLUMBIA**

601 West Cordova Street  
VANCOUVER, British Columbia V6B 1G1  
Tel.: (604) 775-5525 Toll Free: 1 800 667-2272  
Fax: (604) 775-5520 FaxBack: (604) 775-5515



## 11.2 DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE (DFAIT)

DFAIT's responsibilities include the provision of export and export-related services and counselling, investment and tourism counselling, publications, market studies and information on government financial assistance programs. DFAIT is also responsible for investment marketing, promotion and prospecting in international markets and for the research, planning, information and support necessary to facilitate business investment linkages with international partners.

- **Investment and Technology Bureau (TID)**

The **Investment and Technology Bureau** promotes Canada as an attractive, competitive destination for business investment and makes the case for Canada to individual potential investors. It assists Canadian companies in finding international investment partners and in accessing international sources of capital and technologies. It supports the efforts of CEOs of Canadian subsidiaries of multinationals seeking to attract manufacturing and research and development mandates to Canada; and it monitors and analyzes investment trends and perceptions of Canada as an investment site.

The Bureau has three divisions: the **Investment Marketing Division (TIM)**, the **Investment Promotion and Services Division (TIS)** and the **Investment Prospecting and Technology Division (TIR)**. It works closely with the "geographic" branches of the Department and the investment counsellors at Canadian missions around the world, as well as with provincial and municipal authorities, and professional and business organizations.

**For more information contact:**

**Investment and Technology Bureau (TID)**  
Department of Foreign Affairs and International Trade  
Lester B.-Pearson Building, 125 Sussex Drive  
OTTAWA, Ontario K1A 0G2  
Tel.: (613) 995-4128  
Fax: (613) 995-9604

- **DFAIT'S Geographic Branches**

The Department has five "geographic" branches, each focused on a specific area of the world (Africa and the Middle-East; Asia-Pacific; Europe; Latin America and the Caribbean; and the United States).



- **Investment Officers Abroad**

Investment officers abroad can serve as on-site advance people in planning your foreign visit, in addition to identifying promising markets and sectors. This service is provided in Canadian embassies, high commissions, consulates and other diplomatic missions around the world.

Names, addresses and other information about Canadian missions are contained in the publication **Directory of the Canadian Trade Commissioner Service**, and in the publication **Canadian Representatives Abroad**, published by the Department.

**For more information or to obtain copies, contact the:**

**Department of Foreign Affairs and International Trade**  
Lester B.-Pearson Building, 125 Sussex Drive  
OTTAWA, Ontario K1A 0G2  
Tel.: (613) 944-4000 or (Toll free) 1 800 267-8376  
Fax: (613) 996-9709

**or contact the:**

Canada Business Service Centre (CBSC) in your province.

- **DFAIT's InfoCentre**

The InfoCentre provides up-to-date information that will put you in touch with the trade association or government department that can best help you in your export endeavours. It can provide advice on export programs and services; help you find answers to your export problems; plug you into DFAIT's trade information network; put you on the mailing list for CanadExport, the Department's trade newsletter; and send you copies of specialized export and investment publications.

**To access the InfoCentre:**

<b>Dial:</b>	1 800 267-8376 (Ottawa area dial: 944-4000)
<b>Fax:</b>	(613) 996-9709
<b>Visual Ear:</b>	(613) 996-9136
<b>Bulletin Board:</b>	(613) 944-1581



### **InfoCentre's FaxLink**

For comprehensive investment information, take advantage of Canada's convenient and easy-to-use service, FaxLink International (FaxLink-I). This 24 hours a day, 7 days a week interactive service provides a wide range of investment-related information, including a guide for international investors and services that are available; opportunities for investors in the North American market and NAFTA; Canada's international investment policy, and sector overviews of the high-technology industry. This information, which is available in both English, French and Spanish, is accessible via a fax machine. Please dial 1 once you have been connected to receive instructions in English, 2 for instructions in French or 3 to receive instructions in Spanish. Your only costs are for long distance charges, if any.

**To access FaxLink-I:** Dial: (613) 944-6500 on your fax machine.

## **11.3 DEPARTMENT OF INDUSTRY**

The Department is responsible for reviewing foreign investment in Canada. Most investments are allowed to proceed if they are likely to be of "net benefit" to Canada. Set out below are the 6 factors of "net benefit":

- the effect of the investment on the level and nature of economic activity in Canada (i.e. the effect on employment, resource processing, exports, etc.);
- the degree and significance of participation by Canadians, for example as managers or directors;
- the effect of the investment on productivity, industrial efficiency, product innovation, etc.;
- the effect of the investment on competition within an industry;
- the compatibility of the investment with national and provincial economic and cultural policies; and,
- the contribution of the investment to Canada's ability to compete in world markets.



The Investment Review Division of the Department of Industry makes a recommendation to the Minister responsible for the *Investment Canada Act*, who in turn, makes the final decision.

**For more information, contact:**

**The Department of Industry**  
Investment Review Division  
P.O. Box 2800, Station "D"  
OTTAWA, Ontario K1P 6A5  
Tel.: (613) 992-4843  
Fax: (613) 996-2515

**11.4 INTERNATIONAL TRADE CENTRES (ITCs)**

These centres have been set up across Canada to assist first-time and experienced Canadian exporters by providing export publications, recruiting participants for trade fairs and missions, and providing a wide range of services to companies seeking export counselling, technology transfers or joint ventures with foreign investors.

**Newfoundland International Trade Centre**  
P.O. Box 8950, 504 - 215 Water Street  
ST. JOHN'S, Newfoundland A1B 3R9  
Tel.: (709) 772-5511 Fax: (709) 772-2373

**Prince Edward Island International Trade Centre**  
P.O. Box 1115, 400 - 134 Kent Street  
CHARLOTTETOWN, P.E.I. C1A 7M8  
Tel.: (902) 566-7443 Fax: (902) 566-7450

**Nova Scotia International Trade Centre**  
P.O. Box 940, Station M, 1801 Hollis Street  
HALIFAX, Nova Scotia B3J 2V9  
Tel.: (902) 426-7540 Fax: (902) 426-2624

**New Brunswick International Trade Centre**  
103-1045 Main Street,  
MONCTON, New Brunswick E1C 1H1  
Tel.: (506) 851-6452 Fax: (506) 851-6429

**Quebec International Trade Centre**  
5 Place Ville-Marie, 7th Floor  
MONTREAL, Quebec H3B 2G2  
Tel.: (514) 283-6796 Fax: (514) 283-8794

**Ontario International Trade Centre**  
One Front Street West, 4th Floor  
TORONTO, Ontario M5J 1A4  
Tel.: (416) 973-5053 Fax: (416) 973-8161

**Manitoba International Trade Centre**  
P.O. Box 981, 330 Portage Avenue, 8th Floor  
WINNIPEG, Manitoba R3C 2V2  
Tel.: (204) 983-6531 Fax: (204) 983-2187

**Saskatchewan International Trade Centre**  
119 - 4th Avenue South, Room 401  
SASKATOON, Saskatchewan S7K 5X2  
Tel.: (306) 975-5315 Fax: (306) 975-5334

**Alberta International Trade Centre**  
540 - 9700 Jasper Avenue  
EDMONTON, Alberta T5J 4C3  
Tel.: (403) 495-2944 Fax: (403) 495-4507

**British Columbia International Trade Centre**  
2000 - 300 West Georgia Street  
VANCOUVER, British Columbia V6B 6E1  
Tel.: (604) 666-0434 Fax: (604) 666-8330





## **11.5 ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA)**

This federal agency is a valuable source of information and assistance on foreign markets for companies in the Atlantic region. ACOA provides substantial incentives to small- and medium-sized enterprises (SMEs) by making unsecured, risk capital available. This type of patient capital sets ACOA apart from other lenders, such as the Federal Business Development Bank (FBDB) and chartered banks. ACOA will also be able to refer you to other sources of investment information on target countries.

### **For more information, contact:**

#### **Atlantic Canada Opportunities Agency**

International Division  
P.O. Box 6051, Blue Cross Centre  
644 Main Street  
MONCTON, New Brunswick E1C 9J8  
Tel.: (506) 851-2271 Toll Free: 1 800 561-7862  
Fax: (506) 851-7403

## **11.6 WESTERN ECONOMIC DIVERSIFICATION CANADA (WD)**

This Department is the western counterpart of ACOA and is an excellent source of advice, assistance and references.

### **For more information contact WD at one of these locations:**

#### **WD Manitoba**

P.O. Box 777, Cargill Bldg.  
712-240 Graham Avenue, Suite 712  
WINNIPEG, Manitoba R3C 2L4  
Tel.: (204) 983-4472  
Manitoba (Toll free): 1 800 561-5394

#### **WD Saskatchewan**

P.O. Box 2025, S.J. Cohen Bldg.  
601-119 4th Avenue South  
SASKATOON, Saskatchewan S7K 3S7  
Tel.: (306) 975-4373  
Saskatchewan (Toll free): (306) 780-6725

#### **WD Alberta**

Canada Place Bldg.,  
1500 - 9700 Jasper Avenue  
EDMONTON, Alberta T5J 4H7  
Tel.: (403) 495-4164 Fax: (403) 424-3531  
Alberta (Toll free): (403) 292-5382

#### **WD British Columbia**

P.O. Box 49276, Bentall Tower 4  
1200 - 1055 Dunsmuir Street  
VANCOUVER, British Columbia V7X 1L3  
Tel.: (604) 666-6256  
British Columbia (Toll free): 1 800 663-2008



## **11.7 FEDERAL OFFICE OF REGIONAL DEVELOPMENT-QUEBEC (FORD-Q)**

FORD-Q supports small and medium size enterprises (SMEs) in their innovation and export endeavours by providing them with the tools they need. By providing financial backing, investment opportunities, and business information, FORD-Q encourages the development of SMEs in sectors that are promising for the economic future of the region. It supports entrepreneurs seeking investments to create, manufacture and export new products, and companies which work together to better position themselves in the marketplace.

### **For more information, contact:**

**FORD-Q**  
C.P. 247, 3800 - 800 Tour de la Place Victoria  
MONTREAL, Quebec H4Z 1E8  
Tel.: (514) 283-8600  
Fax: (514) 283-3302

## **11.8 FEDERAL ECONOMIC DEVELOPMENT INITIATIVE IN NORTHERN ONTARIO (FEDNOR)**

FEDNOR is aimed at encouraging economic growth and diversification, job creation and income generation by supporting initiatives of the private sector. FEDNOR programs and services are designed to meet the needs of SMEs throughout Northern Ontario. FEDNOR's activities include contribution of funds to eligible marketing, research and development, technology/management development and capital projects; providing general information and advice on government programs and activities in support of business; and assisting businesses in exporting their goods and services around the world.

### **For more information, contact:**

**FEDNOR**  
302 Queen Street East  
SAULT STE-MARIE, Ontario P6A 1Z1  
Tel.: (705) 942-1327 Toll free: 1 800 461-6021



## 11.9 THE EXPORT DEVELOPMENT CORPORATION (EDC)

The EDC is a Crown corporation whose mandate was expanded by Parliament in 1993. It now has the ability to provide a wider range of financing and insurance products and services to Canadian business, helping exporters to capitalize on new opportunities worldwide and respond to current marketplace demands. The EDC has the international expertise that often SMEs have difficulty accessing, such as current information on commercial and political market risks. Through strategic alliances with other financial institutions, EDC ensures that Canadian exporters have access to the financial resources they need. These partnerships facilitate the provision of financing and risk management solutions tailored to the specific requirements of Canadian businesses. The EDC works in cooperation with approximately 30 domestic and international financial institutions to support increased Canadian exports.

**For more information, contact the:**

**Export Development Corporation**  
151 O'Connor Street  
OTTAWA, Ontario K1A 1K3  
Tel.: (613) 598-2500  
Fax: (613) 237-2690



## 12.0 APPENDIX C - PROVINCIAL AND TERRITORIAL GOVERNMENTS INFORMATION SOURCES

Provincial and territorial governments also offer advice and assistance to Canadian companies seeking to establish business and investment links with companies outside Canada.

### NEWFOUNDLAND and LABRADOR

Investment Marketing Branch  
Dept. of Industry, Trade and Technology  
P.O. Box 8700, Confederation Bldg., 4th Floor  
ST. JOHN'S, Newfoundland A1B 4J6  
Tel.: (709) 729-5600 Fax: (709) 729-5936

### PRINCE EDWARD ISLAND

P.E.I. Investment  
Dept. Of Economic Development and Tourism  
P.O. Box 2000  
CHARLOTTETOWN, P.E.I. C1A 7N8  
Tel.: (902) 368-4250 Fax: (902) 368-4224

Enterprise P.E.I.  
West Royalty Industrial Park  
CHARLOTTETOWN, P.E.I. C1E 1B0  
Tel.: (902) 368-5957 Fax: (902) 368-6301

### NOVA SCOTIA

Economic Renewal Agency  
Investment Promotion Division  
P.O. Box 519, 608 - 1800 Argyle Street  
HALIFAX, Nova Scotia B3J 2R7  
Tel.: (902) 424-5320 Fax: (902) 424-0664

### NEW BRUNSWICK

Investment Marketing  
Dept. of Economic Development and Tourism  
P.O. Box 6000, Centennial Bldg., 670 King Street  
FREDERICTON, New Brunswick E3B 5H1  
Tel.: (506) 453-3981/453-2876  
Fax: (506) 444-4277/453-3783

### QUEBEC

Investment Services  
Industry, Commerce, Science and Technology  
770 Sherbrooke Street West, 7th Floor  
MONTREAL, Quebec H3A 1G1  
Tel.: (514) 982-3013  
Fax: (514) 873-3011/873-4503

Foreign Investment Bureau  
Department of International Affairs  
Government of Quebec  
380 Saint-Antoine Street West  
MONTREAL, Quebec H2Y 3X7  
Tel.: (514) 499-2186 Fax: (514) 499-2196

### ONTARIO

Investment Marketing Branch  
Ministry of Economic Development and Trade  
Hearst Block, 900 Bay Street, 5th Floor  
TORONTO, Ontario M7A 2E1  
Tel.: (416) 325-6824 Fax: (416) 325-6814

### MANITOBA

Investment Promotion Branch  
Dept. of Industry, Trade and Tourism  
410 - 155 Carlton Street, 4th Floor  
WINNIPEG, Manitoba R3C 3H8  
Tel.: (204) 945-2456 Fax: (204) 957-1793

### SASKATCHEWAN

Industrial Opportunities Branch  
Dept. of Diversification and Trade  
1919 Saskatchewan Drive, 6th Floor  
REGINA, Saskatchewan S4P 3V7  
Tel.: (306) 787-2246 Fax: (306) 787-3989

### ALBERTA

Investment Matching Division Services  
Ministry of Economic Development and Tourism  
Commerce Place, 10155 - 102<sup>nd</sup> Street, 4th Floor  
EDMONTON, Alberta T5J 4L6  
Tel.: (403) 422-6236 Fax: (403) 422-9127

### BRITISH COLUMBIA

B.C. Investment Office  
Ministry of Employment and Investment  
712 Yates Street  
VICTORIA, British Columbia V8V 1X4  
Tel.: (604) 356-2446 Fax: (604) 356-8212  
Toll Free: 1 800 667-2272

### NORTHWEST TERRITORIES

Technical and Corporate Services,  
Dept. of Economic Development and Tourism  
P.O. Box 1320  
YELLOWKNIFE, N.W.T. X1A 2L9  
Tel.: (403) 873-7364 Fax: (403) 873-0101

### YUKON

Dept. of Economic Development, Mines and Small  
Businesses  
P.O. Box 2703  
WHITEHORSE, Yukon Y1A 2C6  
Tel.: (403) 667-3011 Fax: (403) 667-8601



**13.1 WHAT IS A VISA?**

Generally, a visa is permission to enter a country, issued by the embassy or the consulate of the country you wish to enter or visit. The permission, when granted by the host country, is usually designated by a stamp in your passport.

**13.2 TYPES OF VISAS**

There are many types of visas such as:

- visas for temporary or non-immigrant visitors;
- visas for professionals;
- visas for business visitors;
- visas for traders and investors;
- visas for intra-company transfers.

It is very important to obtain the appropriate information from:

**The Passport Office**

Department of Foreign Affairs and International Trade  
 Place du Centre, 6th Floor  
 200 promenade du Portage  
 HULL, Quebec K1A 0G3  
 Tel.: (819) 994-3500      Toll Free: 1 800 567-6868  
 Fax: (819) 992-6587      FaxBack: (819) 994-3560

**13.3 CONDITIONS FOR OBTAINING A VISA**

There are two types of conditions to meet to obtain a visa, "general conditions" and "specific conditions".

● **General Conditions**

General conditions usually include the following categories: eligibility, terms and conditions imposed by the host country, restrictions, length of stay, required documentation, personal status, commercial activities being pursued, objectives of the visit, etc.



- **Specific Conditions**

You must have acceptable proof of your Canadian citizenship, including one or more of the following:

- a valid Canadian passport;
- a valid birth certificate;
- a valid certificate of citizenship;
- a certificate of naturalization.

Furthermore, you must be able to prove:

- that your stay in the host country is temporary;
- that you have sufficient funds to meet your needs abroad or that you have made a request for a visa which will permit you to work in the host country;
- that you have kept your residence in Canada;
- that you will leave the host country before the expiration of your visa.

You can obtain more information by contacting DFAIT's **InfoCentre**.

NEW BRUNSWICK  
Investment Marketing  
Dept. of Economic Development and Tourism  
P.O. Box 5000  
FREDERICTON, New Brunswick  
Tel: (506) 423-3091/451-2175  
Fax: (506) 444-4277/463-3788

QUEBEC  
Investment Services  
Foreign Investment Bureau  
Department of International Affairs  
Government of Quebec  
360 Saint-Antoine Street West  
MONTREAL, Quebec H2Y 3X7  
Tel: (514) 490-2186 Fax: (514) 490-2186

VICTORIA  
Investment Services  
Foreign Investment Bureau  
Department of International Affairs  
Government of Canada  
P.O. Box 1800  
VICTORIA, British Columbia V8W 2L2  
Tel: (250) 363-8888 Fax: (250) 363-8888

YUKON  
Dept. of Economic Development, Mines and Small  
Businesses  
P.O. Box 2700  
WHITEHORSE, Yukon Y1A 2C9  
Tel: (403) 667-3011 Fax: (403) 667-6801



### 13.4 COUNTRIES THAT REQUIRE A VISA AS WELL AS A PASSPORT

The following list is valid as of March, 1995. It is strongly recommended that the business traveller check with authorities at the Department of Foreign Affairs and International Trade before travelling to a foreign country since the list of countries requiring a visa is frequently modified.

COUNTRIES REQUIRING A VISA AND A PASSPORT FOR CANADIANS					
<input type="checkbox"/>	ALGERIA	<input type="checkbox"/>	INDIA	<input type="checkbox"/>	PHILIPPINES
<input type="checkbox"/>	AUSTRALIA	<input type="checkbox"/>	IRAN	<input type="checkbox"/>	POLAND
<input type="checkbox"/>	BANGLADESH	<input type="checkbox"/>	IRAQ	<input type="checkbox"/>	ROMANIA
<input type="checkbox"/>	BENIN	<input type="checkbox"/>	IVORY COAST	<input type="checkbox"/>	RUSSIA
<input type="checkbox"/>	BOLIVIA	<input type="checkbox"/>	JORDAN	<input type="checkbox"/>	RWANDA
<input type="checkbox"/>	BRAZIL	<input type="checkbox"/>	KUWAIT	<input type="checkbox"/>	SAUDI ARABIA
<input type="checkbox"/>	BULGARIA	<input type="checkbox"/>	LEBANON	<input type="checkbox"/>	SENEGAL
<input type="checkbox"/>	BURKINA FASO	<input type="checkbox"/>	LESOTHO	<input type="checkbox"/>	SINGAPORE
<input type="checkbox"/>	BURUNDI	<input type="checkbox"/>	MADAGASCAR	<input type="checkbox"/>	SLOVAKIA
<input type="checkbox"/>	CAMEROON	<input type="checkbox"/>	MALI	<input type="checkbox"/>	SLOVENIA
<input type="checkbox"/>	CHINA	<input type="checkbox"/>	MAURITIUS	<input type="checkbox"/>	SPAIN
<input type="checkbox"/>	CZECH REPUBLIC	<input type="checkbox"/>	MOLDAVIA	<input type="checkbox"/>	SUDAN
<input type="checkbox"/>	EGYPT	<input type="checkbox"/>	MYANMAR (Burma)	<input type="checkbox"/>	TAIWAN
<input type="checkbox"/>	EL SALVADOR	<input type="checkbox"/>	NICARAGUA	<input type="checkbox"/>	TANZANIA
<input type="checkbox"/>	ETHIOPIA	<input type="checkbox"/>	NIGER	<input type="checkbox"/>	UKRAINE
<input type="checkbox"/>	GABON	<input type="checkbox"/>	NIGERIA	<input type="checkbox"/>	VIETNAM
<input type="checkbox"/>	GHANA	<input type="checkbox"/>	PAKISTAN	<input type="checkbox"/>	YEMEN
<input type="checkbox"/>	GREECE	<input type="checkbox"/>	PARAGUAY	<input type="checkbox"/>	ZAIRE









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planning your first international  
43-276-863

