



UNITED STATES GENERAL ACCOUNTING OFFICE  
WASHINGTON, D C 20548

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INTERNATIONAL DIVISION

SEPTEMBER 27, 1979

B-196090

The Honorable Max S. Baucus  
United States Senate

Dear Senator Baucus:

Subject: [United States Government Agencies' Relations  
With Canada and Mexico] (ID-79-57)

Your letter of June 18, 1979, requested that we report on how U.S. Government agencies are organized to deal with Canada and Mexico.

We developed a questionnaire in consultation with your staff to solicit information from Federal agencies on the nature and extent of their interests in and cooperation with Canada and Mexico, and the way these interests are coordinated. In early August we sent questionnaires to 71 Federal agencies and offices (see enc. I) that have some contact with either Canada or Mexico. Although we received 68 responses from agencies and offices who deal with either Canada or Mexico, we found that 31 have frequent contact with the Federal Governments of both countries. Therefore, our analyses were based on information furnished by those 31 respondents. In addition to the questionnaire, we made contact with some respondents for clarification or elaboration of information provided.

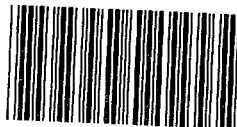
The nature of the respondents' primary interests in either Canada or Mexico is briefly described in enclosure II. Also, the respondents' research programs are described in enclosure III.

QUESTIONNAIRE RESULTS

[ Responses to our questionnaire showed that:

Find

--The majority of the respondents that reported frequent staff involvement on matters relating to both Canada and Mexico stated that the staff members involved are located in several organizational units.



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- In most program areas of interests, respondents have similar interests in both countries.
- Almost all respondents feel that cooperation received from the Canadian and Mexican Governments is adequate.
- Approximately three-fourths of the respondents coordinate their activities with the Department of State while others coordinate their activities primarily with the Departments of Agriculture and Commerce which also maintain staffs in both countries. A few respondents, however, make direct contacts with their foreign counterparts.
- Most respondents believe that if an organizational structure change were made in the Department of State to place the management of U.S. relations with Canada and Mexico in a single unit, there would be little, if any, change in their relationships with the two countries.
- None of the respondents including the Department of State, advocated structural changes in any U.S. agencies that deal with either Canada or Mexico.

The Office of the Assistant Secretary of Defense, International Security Affairs, Inter-American Region, and Agriculture's Office of International Cooperation and Development felt that closer cooperation could be achieved among the three countries of North America if they established a trilateral mechanism to review and discuss programmatic issues of mutual interest.

State's Bureau of European Affairs includes management of Canadian affairs because Canada, unlike Mexico, is an Atlantic power and shares the same issues which confront other Organization for Economic Cooperation and Development and North Atlantic Treaty Organization members. According to the Bureau, to remove responsibility for administration of Canadian affairs from their office and place management of U.S. relations with Canada and Mexico in a single organizational unit would have a moderately negative effect on management of U.S./Canadian relations.

#### BILATERAL ORGANIZATIONS

In addition to the relations between U.S. agencies and Canadian and Mexican counterparts in areas falling within their purview, (several bilateral organizations have been

created to promote closer cooperation between the United States, Canada, and Mexico to prevent disputes regarding international boundaries, to settle questions involving rights, to consider broad plans for defense of the northern half of the Western Hemisphere, to protect common interests of either country, and to make provisions for the adjustment and settlement of any question which may arise. These organizations are listed below.

--International Boundary Commission,  
United States and Canada

--International Joint Commission,  
United States and Canada

--Permanent Joint Board on Defense,  
United States and Canada

--International Boundary and Water Commission,  
United States and Mexico

--Joint Mexican-United States  
Defense Commission

#### SPECIAL BILATERAL MECHANISMS

The United States has occasionally established special bilateral mechanisms with Canada and Mexico to examine problems and propose solutions regarding common policy interests. These mechanisms are basically bureaucratic forums which, in theory, provide a basis for governmental organizational interface on issues and help overcome any bureaucratic and political barriers to cooperation.

#### Canada and Mexico

The United States has entered into two bilateral arrangements with Canada and two bilateral arrangements with Mexico to deal with overall relations between the countries. In each case they are called the Quadripartite Commission and the Interparliamentary Group. The Quadripartite Commissions are composed of U.S. legislators and U.S. businessmen to meet periodically to discuss bilateral relations with the other country. The Interparliamentary Groups are composed of U.S. legislators who meet yearly to exchange opinions and discuss political, social and economic issues with their counterparts in the other country.

Mexico

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To focus more attention on Mexico's development problems and the need to establish a solid productive relationship, the U.S. Government and the Mexican Government formed the United States-Mexican Consultative Mechanism. This Mechanism consists of nine joint commissions (see encs. IV and V) through which high-level representatives could maintain close, regular contact. These commissions are to address problems in the following areas: border cooperation, trade, finance, tourism, industry and development, migration, energy, law enforcement, and multilateral consultations. In addition, other bilateral commissions and consultative groups exist in the fields of science and technology, cultural cooperation, water and boundaries, agricultural cooperation, and parks and wildlife under the umbrella of the Consultative Mechanism.

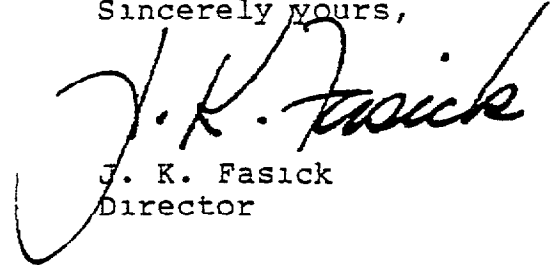
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION

The Saint Lawrence Seaway Development Corporation was established specifically to cooperate with Canada. The Corporation is directed by the Department of Transportation. It coordinates its activities with its Canadian counterpart with respect to overall operations, traffic control, safety, season extension, and related programs designed to fully develop the seaway between Montreal and Lake Erie.

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As arranged with your office, unless you publicly announce its contents earlier, we plan no further distribution of this report until 5 days from the date of issue. At that time, we will send copies to the Secretaries of the executive departments, selected independent agencies and bilateral organizations, and interested Members of Congress.

Sincerely yours,



J. K. Fasick  
Director

Enclosures - 5

AGENCIES WITH PROGRAMS OR INTERESTS  
RELATED TO CANADA AND/OR MEXICO

Independent Agencies

American Battle Monuments Commission  
Civil Aeronautics Board  
Environmental Protection Agency  
Export-Import Bank of the U.S.  
Federal Communications Commission  
Federal Maritime Commission  
International Communication Agency  
Inter-American Foundation  
Interstate Commerce Commission  
Overseas Private Investment Corporation  
U.S. Arms Control and Disarmament Agency  
U.S. International Trade Commission  
Office of the Special Representative for  
Trade Negotiations

Department of Health, Education, and Welfare

National Institute on Alcohol Abuse and Alcoholism  
National Institute on Drug Abuse  
National Institute of Mental Health

Department of the Interior

U.S. Fish and Wildlife Service  
Bureau of Mines  
Geological Survey

Department of Justice

Federal Bureau of Investigation  
Immigration and Naturalization Service  
Drug Enforcement Administration

Department of Agriculture

Foreign Agriculture Service  
Economics, Statistics, and Cooperatives Service  
Federal Grain Inspection Service  
Office of the General Sales Manager  
Soil Conservation Service  
Food Safety and Quality Service  
Forest Service  
Science and Education Administration  
Plant Protection and Quarantine Program  
Veterinary Services

Federal Corp Inspection Corporation, Office of  
the Manager  
Office of Governmental and Public Affairs  
Attorney General-Secretariat for Agriculture,  
Commission of Customs  
Office of International Cooperation and Development

Department of Energy

Energy Information Administration  
Assistant Secretary for International Affairs

Department of Labor

Bureau of Labor Statistics  
Deputy Under Secretary for International Affairs

Department of Transportation

U.S. Coast Guard  
Federal Aviation Administration  
Federal Highway Administration  
Research and Special Programs Administration  
St. Lawrence Seaway Development Corporation

Department of the Treasury

Bureau of Alcohol, Tobacco and Firearms  
U.S. Customs Service  
Bureau of the Mint  
U.S. Secret Service  
Office of Developing Nations Finance  
Internal Revenue Service

Department of Commerce

Maritime Administration  
National Oceanic and Atmospheric Administration  
U.S. Travel Service  
Economic Development Administration  
Bureau of Export Development  
Bureau of International Economic Policy  
and Research

Department of Defense

Secretary of the Air Force  
Secretary of the Army  
Secretary of the Navy

Operations Directorate, Defense Security  
Assistance Agency  
Office of the Assistant Secretary of Defense,  
International Security Affairs, Inter-  
American Region  
Office of the Assistant Secretary of Defense,  
International Security Affairs, European Region

Department of State

Assistant Secretary for European Affairs  
Assistant Secretary for Inter-American Affairs  
Agency for International Development

Department of Housing and Urban Development

Assistant to the Secretary for International Affairs

Bilateral Organizations

International Boundary Commission  
International Boundary and Water Commission  
Joint Mexican-United States Defense Commission  
Permanent Joint Board on Defense-U.S. and Canada

NOTE: List of agencies and offices compiled by GAO.

NATURE OF AGENCIES' PROGRAMS OR INTERESTS WITH CANADA  
AND/OR MEXICO--AS REPORTED BY THE AGENCIES

INDEPENDENT AGENCIES

American Battle Monuments  
Com.

Operates and maintains a closed cemetery at Mexico City. There have been no burials since 1923. (M)

Civil Aeronautics Board

The international aviation policy of Canada, Mexico or any country determines to a large extent whether or not the U.S. can successfully negotiate a liberal pro-competitive aviation bilateral agreement with that country. Although the U.S. has agreements with both countries, it is concerned about their more restrictive aviation policies.

Environmental Protection Agency

Coordinates its activities with the International Joint Commission as they apply to boundary issues and especially environmental issues associated with the Great Lakes. (C)

Coordinates World Health Organization, Pan-American Health Organization, etc., activities as they apply to water and air quality at the boundary. (M)

Federal Communications Com.

Frequency management.  
(C) & (M)

International Communica-  
tion Agency

To explain U.S. foreign and economic policy; to facilitate informational, educational and cultural intercourse; to assess and advise on the impact of American foreign and economic policy decisions in the two countries.  
(C) & (M)

Inter-American Foundation

To be responsive to the efforts of local, non-governmental groups in Mexico formed to solve basic social and economic problems. (M)

Interstate Commerce Com.

Concerned with developing compatible policies in regard to motor carrier regulation at the Federal and Provincial level. Receives and answers inquiries about the agency's regulatory policies raised by Canadian motor carriers wishing to operate in the U.S. In addition, concerned with rail service matters, such as freight car supply. (C)

Receives occasional inquiries from Mexican motor carriers about the agency's policies. Also, rail service matters are of interest.  
(M)



Federal Maritime Com.

Harmonizing transportation policies, particularly through movements originating in one country and passing through the other. (C) & (M)

Overseas Private Investment Corp.

Discusses policies and procedures with its Canadian counterpart, the Export Development Corp. at Ottawa. (C)

U.S. International Trade Com.

Primary interest is in policies and activities which affect bilateral trade with Canada and Mexico in products subject to the Commission's investigations and studies. (C) & (M)

U.S. Arms Control and Disarmament Agency

Coordinates with Canadian counterpart the theater nuclear and SALT policies within the NATO alliance structure; consults on entire range of arms control and disarmament negotiations and issues concerning the Committee on Disarmament. (C)

Interested in nuclear technology developments, uranium mining, science and technology, nonproliferation policy, regional influence on nuclear issues, Treaty of Tlatelolco, OPANAL, and alternate energy systems. Also, weapons policy, conventional arms acquisition and restraint in Latin America. (M)

Office of the Special Representative for Trade Negotiations

Trade Policy. (C) & (M)

Export-Import Bank of the U.S.

Level of import demand. (C) & (M)

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARENational Institute on Alcohol Abuse & Alcoholism

Policies and programs relating to alcohol use and alcoholic-related problems, including alcoholism. (C) & (M)

National Institute on Drug Abuse

International cooperation and information exchange in the area of drug abuse. (C) & (M)

National Institute of Mental Health

Mental health delivery system; mental health training programs research policies. (C) & (M)

DEPARTMENT OF THE INTERIORU.S. Fish & Wildlife Service

Management, research, and conservation of migratory wildlife. Joint preparation of waterfowl hunting regulations. Mitigation of adverse effects of development on both sides of border for migratory and endangered wildlife. (C) & (M)

Bureau of Mines

Mine and mineral research; production and shipments of minerals and minerals materials; reserves of minerals; planning for priorities, allocations of resources in emergencies and disasters; transportation and trade affecting minerals. (C) & (M)

Geological Survey

Mineral resources, radioactive waste disposal, hydrology, topography, nuclear raw materials, marine geology, and energy. (C) & (M)

DEPARTMENT OF JUSTICEDrug Enforcement Admin.

Primary interest is the law enforcement activities as they relate to international drug trafficking. (C)

Primary interest is the law enforcement activities and policies to reduce the flow of drugs to the U.S. (M)

Immigration and Naturalization Ser.

The establishment, operation, and maintenance of preclearance locations (airports) within Canada where alien applicants for admission to the U.S. are precleared in Canada. Necessary liaison in conjunction with the deportation of aliens to Canada and identification of smuggling activities from Canada to the U.S. (C)

Necessary liaison in conjunction with the return and/or deportation of aliens to Mexico; identification of smuggling activities from Mexico to the U.S.; activities of potential illegal entrants to the U.S.

DEPARTMENT OF AGRICULTUREForeign Agricultural Ser.

Interested in policies and activities that pertain to agricultural programs, exports and imports, production, subsidies, tariffs, and nontariff barriers. (C) & (M)

Economic, Statistics, and Co-operatives Ser.

Interested in policy related activities that impact or have potential of impacting on U.S. and world trade. (C) & (M)

Federal Grain Inspec. Ser.

Grain grading, weighing, marketing and utilization. (C) & (M)

Office of the Gen. Sales Mgr.

Competing exporter of wheat and barley. Also grain export policies and activities as they may affect decisions in U.S. export programs. (C)

Buyer of U.S. agricultural commodities. (M)

Soil Conservation Ser.

Soil and water conservation activities in Ontario that affect the Great Lakes for which the U.S. share a common interest. (C)

International drainages and streams are impacted by land and water utilization in upstream areas. Joint use of Rio Grande and Colorado River waters. (M)

Food Safety and Quality Ser.

Monitoring policies and procedures for importing and exporting meat, poultry, fresh fruits and vegetables, and assuring compliance with U.S. requirements. (C) & (M)

Forest Service

Log and lumber trade, forest protection, environment, recreation and tourism, pulp and paper supplies. (C) & (M)

Science & Education Admin.

Interested in research planning and coordinating research activities. (C)

Has a number of research projects that are cooperative with scientists in Mexico, and cooperates with research aspects of action programs in suppression of screwworms and medflies.

Plant Protection & Quarantine

Concerned with development and implementation of PPQ programs relative to agricultural pests of mutual concern and components appropriate to international plant quarantine. (C)

PPQ functions cooperatively under a Memo of Understanding with shared planning, funding and implementation. Work is carried out against plant pests under authority of the Organic Act of 1944, as amended. (M)

Veterinary Services

Interest lies in animal disease eradication programs conducted in Canada, and activities to prevent introduction of foreign animal diseases. (C)

Cooperative Screwworm Eradication Program is primary interest, however, VS is also concerned with

Mexican efforts to eradicate existing animal disease and prevent introduction of foreign animal diseases. (M)

Federal Crop Ins. Corp. Office of the Mgr.

To be advised of the progress of the crop insurance program in the two countries; assist the U.S. with visiting foreign crop insurance officials. (C) & (M)

Office of Governmental & Public Affairs

GPA is the information arm of USDA. International information prepared and distributed by GPA, when the occasion is appropriate, is affected by policies and programs of other governments. (C) & (M)

Attorney General--Secretariat for Agric. Com. of Customs

Pest eradication; animal disease control; agricultural products entering the U.S.; distribution of food commodities in Mexico. (M)

Office of International Cooperation and Development

Agricultural policies with special reference to work with international organizations concerned with this area. (C)

Primary interest is designed to expand interchange of information, develop scientific exchanges and joint research in areas of mutual concern. Also concerned with agricultural policies relating to international organizations. (M)

DEPARTMENT OF ENERGYEnergy Information Admin.

To understand the energy policies and statistics. (C) & (M)

Assistant Secretary for International Affairs

Interested in Canada's energy policies, both domestic and foreign, in regard to natural gas, electricity, nuclear, and coal. (C)

Concerned with the entire range of Mexican energy policies, both domestic and foreign, in regard to coal, oil, gas, nuclear, solar, research, etc. (M)

DEPARTMENT OF TRANSPORTATIONFederal Aviation Admin.

International standardization of aviation operational and technical standards; coordination of air-space management along borders. (C) & (M)

Federal Highway Admin.

Interested in the inspections of foreign motor carriers and operators licensed to operate within the U.S. to assure they meet U.S. safety regulations. (C) & (M)

Research & Spec. Programs Admin.

Cooperation in documentation simplification and electronic interchange of trade and transport data in transborder and international trade. Maintenance of preclearance for U.S. airline service from Canada to U.S. Also, interested in transportation R & D in Canada. (C)

Facilitation of transborder trade and transport. (M)

St. Lawrence Seaway Devel. Corp.

Seaway tolls, from which all revenues of the Seaway Corp. are derived are established through binational negotiations with Canada. Canadian policies on transportation user charges therefore have a direct affect on U.S. revenues. Canadian policy regarding ship safety, environmental matters, pilotage, and internal transportation policies all affect U.S. operations. (C)

DEPARTMENT OF THE TREASURYBureau of the Mint

Technical information exchange with Mexican and Royal Canadian Mints is subject of most contacts. (C) & (M)

U.S. Customs Service

U.S. preclearance facilities at Canadian airports; Canadian Customs/RCMP laws re: narcotics interdiction international cargo/passenger traffic and mutual border concerns, such as law enforcement, terrorism, air/land/sea carriers. (C)

Exchange of information under terms of U.S./Mexican Customs/Federal police laws re: narcotics interdiction, international cargo/passenger traffic, air/land/sea carriers; alien smuggling problem along border. (M)

Bureau of Alcohol, Tobacco and Firearms

Law enforcement regarding firearms, explosives and alcohol. (C) & (M)

Office of Developing Nations  
Finance

Macroeconomic policies, balance of payments developments, capital flows, exchange rates, tax issues, trade and investment policies. (M)

U.S. Secret Service

Protective intelligence information, security arrangements for protectee visits, and counterfeiting of U.S. currency. (C) & (M)

DEPARTMENT OF COMMERCE

U.S. Travel Service

Interested in those policies within Canada and Mexico which relate to the U.S. to promote travel among the countries. (C) & (M)

Economic Devel. Admin.

The Administration enters into joint planning and projects for mutual economic development with local communities/commercial industrial enterprises and private citizens. Such planning/projects are located along the Mexican and Canadian borders. (M)

Bureau of Export Devel.

Policies which affect trade and investment interests of U.S. business are the Bureau's concern in providing business counseling. (C)

Mexican Government policies which affect trade and investment. Also activities of the private business sector in industrial expansion, purchase of exports and the acquisition of technology. (M)

Bureau of International Economic-Policy and Research

Increase competitiveness of U.S. products and services; improve environment for U.S. sales and investment abroad; safeguard domestic market against unfair trade practices of other nations; maintain U.S. access to necessary commodities in world markets. (C) & (M)

DEPARTMENT OF DEFENSE

Dept. of the Air Force

Cooperation in defense matters of concern to both the U.S. and Canada, e.g., North American Air Defense, NATO, basing rights, etc. (C)

Defense matters (armaments, modernization of force exchange position, energy, overflight, search and rescue). Arms limitations and nonproliferation of nuclear weapons. (M)

Dept. of the Army

Interested in the American-British Canadian-Australian joint military standardization programs; U.S.-Canadian Defense

Development Training program; joint military development projects; NATO, PJBD, MCC, CUSRPG. (C)

To improve military-to-military relations. (M)

Dept. of the Navy

Interested in the defense budget; defense improvement programs; contribution and participation in NORAD; contribution to NATO; combined defense of North America. (C)

Interested in the defense budget; defense programs; trends in direction and stability in government, related to the U.S. southern border security. (M)

Operations Directorate, Defense Security Assist. Agency

The agency interests are determined by the Canadian Government policies/activities concerning the acquisition by the purchase or production of U.S. defense articles and services. (C)

Office of the Assistant Secretary of Defense, International Security Affairs, Inter-American Region

Arms transfers, military-to-military relationships, general defense matters, energy, and arms limitation initiatives. (M)

Office of the Assistant Secretary of Defense, International Security Affairs, European Region

Primary DOD coordinator and export adviser on Canada in political, military and economic matters. Interests include all issues of national defense, bilateral relations with U.S. and participation in NATO.

DEPARTMENT OF STATE

Assistant Secretary for European Affairs

Bureau of European Affairs (Office of Canadian Affairs) is charged with the formulation and execution of U.S. foreign policy toward Canada, involving a wide range of bilateral and global issues. (C)

Agency for International Development

Coordination of aid policies and programs. (C)

Support of joint biochemical, operations research, and other research conducted by the agency contractors and grantees. (M)

Bureau of Inter-American Affairs

Interested in a broad range of Mexican policies and develop-

ments, with special interests in energy (oil and gas), trade, Mexico's economic development, migration, and border relations. (M)

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Assist. to the Secretary for International Affairs

Interested in Canadian policies and programs in: housing, mortgage assistance, taxes, energy conservation, community revitalization, public housing management and special programs. (C)

Interested in sharing data on urban planning and to encourage Mexican planners to adopt comparable methodologies. (M)

BILATERAL ORGANIZATIONS

International Boundary Com.

To maintain an effective boundary between the U.S. and Canada including the maintenance of a survey system, monument system and a clear vista. (C)

International Boundary and Water Com.

The Mexican Section of the Commission coordinates international water and boundary activities within its territory, requiring the joint action of the U.S. and Mexico through the Commission.

Joint Mexican-U.S. Defense Com.

Mutual defense of the United States and Mexico. (M)

U.S. Permanent Joint Board on Defense

The Board is a consultative group which meets three times a year to consider politico-military issues. (C)

DEPARTMENT OF LABOR

Bureau of Labor Statistics

Exchanges information about labor statistics programs. (C)

Provides training and other technical assistance in labor statistics programs. (M)

NOTE: (C) - Canada  
(M) - Mexico

AGENCIES WITH RESEARCH PROGRAMS CONCERNING CANADA  
AND/OR MEXICO--AS REPORTED BY THE AGENCIES

INDEPENDENT AGENCIES

Environmental Protection Agency

Environmental studies such as water quality, industrial pollution, etc. (C)

Joint National Science Foundation efforts over wide range of subjects covering health, air and water quality, and agriculture. (M)

International Communication Agency

Periodic studies of public opinion for the purpose of measuring opinions related to bilateral issues affecting U.S.-Mexican relations. (M)

U.S. Arms Control and Disarmament Agency

None at this time, however, in the past joint nuclear safeguards research has been conducted and may do some again in the future. (C)

U.S. International Trade Com.

Collection of economic data on industries or individual firms where needed in connection with investigations. (C) & (M)

DEPARTMENT OF HEALTH, EDUCATION,  
AND WELFARE

National Institute on Alcohol Abuse & Alcoholism

Collaborative project through the World Health Organization,

related to improving response to alcohol problems. (C) & (M)

National Institute on Drug Abuse

Biomedical and pharmacological research. (C)

National Institute of Mental Health

Anthropological and social sciences research. (M)

DEPARTMENT OF THE INTERIOR

U.S. Fish & Wildlife Service

Joint research on endangered species, their habitats, and research on migratory waterfowl populations. (C) & (M)

Bureau of Mines

Some cooperative programs, extensive exchanges of data and research results. (C) & (M)

Geological Survey

Cooperative studies in topography. (C)

Cooperative studies in marine geology. (M)



DEPARTMENT OF AGRICULTUREForeign Agricultural Service

Issues reports on commodities, production, trade, agricultural policy, etc. (C) & (M)

Economics, Statistics, and Cooperatives Service

Conducts research on economic issues related to agricultural commodities. (C) & (M)

Soil Conservation Service

Shares research information routinely. (C)

Forest Service

Forest products research. (C)

Reforestation-hydrology research. (M)

Science & Education Admin.

Limited to joint participation in workshops, program reviews, and personnel exchanges. (C)

Biology and ecology of dung beetle; Spittlebug resistance in grasses; winter nursery for cotton breeding; control of Mediterranean fruit flies; control of Alfombrilla; grape diseases. (M)

Veterinary Services

Development of improvements in the joint Screwworm Eradication Program. (C)

Attorney General-Secretariat for Agric. Com. of Customs

Pest eradication, animal disease control, and the U.S.-Mexico cooperative program. (M)

Office of International Cooperation and Development

Currently developing joint research programs in new crops, desertification, soil and water conservation, improving productivity of livestock and convention crops. (M)

DEPARTMENT OF TRANSPORTATIONFederal Aviation Admin.

Participates in a program involving use of a uniquely instrumented Canadian helicopter to determine its performance characteristics. (C)

Federal Highway Admin.

Information exchange on highway related to R & D projects. (C)

Research & Special Programs Admin.

Government-industry project on electronic data interchange in transborder trade. (C)

DEPARTMENT OF COMMERCEU.S. Travel Service

Jointly funded study of the Canadian vacation market, with specific analysis of vacation travel to the U.S. (C)

Consumer survey of the Mexican international travel market. (M)

Bureau of Export Devel.

Conducts market research on approximately 6 industrial product categories believed to have the best prospects for exporting to Mexico. (M)

Bureau of International Economic Policy and Research

Considerable research related to policy issues. (C) & (M)

DEPARTMENT OF DEFENSEDept. of the Air Force

Defense related. (C)

Dept. of the Army

Military material projects. (C)

Dept. of the Navy

Primarily restricted to pure research projects with Canadian universities. (C)

Office of the Assistant Secretary of Defense, International Security Affairs. Inter-American Region

Occasional scientific programs, e.g., oceanographic research.

DEPARTMENT OF STATEAssistant Secretary for European Affairs

Occasional programs, approved by Department of State's Office of External Research. (C)

Bureau of Inter-American Affairs

Sponsors a number of studies on Mexican policy. (M).

Agency for International Development

Limited support of joint biochemical, operations research, and other research conducted by AID contractors and grantees. (M)

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENTAssistant to the Secretary for International Affairs

Joint research in housing rehabilitation survey techniques, mobile home standards, mortgage loan process, etc. (C)

ENCLOSURE III

ENCLOSURE III

Economic input-output  
study of San Diego and  
Tijuana. (M)

DEPARTMENT OF LABOR

Bureau of Labor Statistics

Conducts comparative pro-  
ductivity studies on costs  
and unemployment rates. (C)

BILATERAL ORGANIZATION

International Boundary  
and Water Commission

Coordinates international  
water and boundary investi-  
gations in Mexico. (M)

NOTE: (C) - Canada  
(M) - Mexico

- CONSULTATIVE MECHANISM WORKING GROUPS WITH MEXICO

<u>Trade</u>	<u>Energy</u>	<u>Migration</u>	<u>Border</u>
Commerce	Treasury	HEW	Commerce
Treasury	AID	Labor	Treasury
Labor	State	Justice	HEW
Agriculture	N.S.C.	AID	ICA
S.T.R.	O.S.T.P.	Dom. Ad.	HUD
N.S.C.	Energy	Select. Com.	Dom. Ad.
State	DOD	State	State
Finance			
Industry	Law		Inter-Agency
<u>Development*</u>	<u>Enforcement</u>	<u>Tourism</u>	<u>Group</u>
Commerce	Treasury	Commerce	Commerce
Treasury	Justice	Treasury	Treasury
Labor	State	ICA	HEW
AID		Dom. Ad.	Labor
N.S.C.	<u>Political</u>	State	ICA
State			HUD
Fed. Res.	State		AID
			O.S.T.P.
			State
			Energy

\* The Government of Mexico has insisted that this Working Group be divided into two groups; the Finance Working Group and the Industry Working Group with no reference to development. The U.S. participation will remain essentially the same for both groups.

ABBREVIATIONS

AID	Agency for International Development
Dom. Ad.	Office of the Domestic Adviser
Fed. Res.	Federal Reserve
HEW	Dept. of Health, Education, and Welfare
HUD	Dept. of Housing and Urban Development
ICA	International Communication Agency
N.S.C.	National Security Council
O.S.T.P.	Office of Science and Technology Policy
Select. Com.	Select. Com. on Immigration and Refugees
S.T.R.	Office of the Special Representative for Trade Negotiations

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THE WHITE HOUSE  
WASHINGTON

April 26, 1979

MEMORANDUM FOR THE SECRETARY OF STATE  
THE SECRETARY OF THE TREASURY  
THE SECRETARY OF DEFENSE  
THE ATTORNEY GENERAL  
THE SECRETARY OF THE INTERIOR  
THE SECRETARY OF AGRICULTURE  
THE SECRETARY OF COMMERCE  
THE SECRETARY OF LABOR  
THE SECRETARY OF HEALTH, EDUCATION  
AND WELFARE  
THE SECRETARY OF ENERGY  
THE ADMINISTRATOR OF THE AGENCY  
FOR INTERNATIONAL DEVELOPMENT  
THE DIRECTOR OF THE OFFICE OF  
MANAGEMENT AND BUDGET  
THE ASSISTANT TO THE PRESIDENT FOR  
NATIONAL SECURITY AFFAIRS  
THE ASSISTANT TO THE PRESIDENT FOR  
DOMESTIC AFFAIRS AND POLICY  
THE DIRECTOR OF THE OFFICE OF SCIENCE AND  
TECHNOLOGY POLICY  
THE SPECIAL REPRESENTATIVE FOR TRADE NEGOTIATIONS

FROM: THE PRESIDENT

SUBJECT: Coordination of United States policy  
toward Mexico

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In view of the increasing domestic and international importance of our relations with Mexico, and of the intensity and complexity of those relations in the years ahead, I have decided to take steps to improve our ability to address effectively all issues which affect U.S. relations with Mexico.

To ensure that all U.S. policies toward Mexico, and all actions directly or indirectly affecting Mexico, promote basic U.S. national interests and are consistent with our overall policy toward Mexico, I ask

- that each of you accord a high priority to any and all matters within your jurisdiction affecting Mexico, consciously giving good relations with Mexico a continuing high priority in your thinking and planning, and

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- that all proposed actions, which have an effect on Mexico, be carefully coordinated so as to be consistent with overall U.S. policy toward Mexico, and based on the fullest possible prior consultation with the Government of Mexico.

To achieve this fundamental Administration-wide objective of establishing a sound, long-term relationship with Mexico, I hereby direct the following measures.

1. U.S. Coordinator for Mexican Affairs

I am nominating Robert Krueger as Ambassador-at-Large and United States Coordinator for Mexican Affairs to assist me and the Secretary of State in the development of effective national policies toward Mexico and in the coordination and implementation of such policies. Mr. Krueger will also serve as Chairman of a new Senior Interagency Group on U.S. policy toward Mexico and as U.S. Executive Director for the U.S.-Mexico Consultative Mechanism.

As U.S. Coordinator, he will be responsible for ensuring that U.S. policies toward Mexico, and all other U.S. activities which affect Mexico, are developed and conducted in a coherent, flexible manner and are fully consistent with our overall policy objectives towards Mexico. More specifically, Mr. Krueger will be responsible, to the fullest extent permitted by law, for:

- Development and formulation of United States policy toward Mexico,
- Review and coordination of any and all U.S. Government programs and activities that affect U.S.-Mexican relations, whether directly or indirectly,
- Management of U.S. participation in the working groups established under the U.S.-Mexico Consultative Mechanism, ensuring also that any existing overlapping entities are integrated into the process or altered as may be necessary to avoid duplication,
- Advice to myself, the Secretary of State and other Cabinet officers and Agency Heads and the U.S. Ambassador to Mexico on the effects of contemplated actions by any agency of the Government on our relations with Mexico, and,
- Initiation of reports and recommendations for appropriate courses of action, including periodic reports to me on major developments and issues.

The Coordinator will be located in the Department of State. The Director, Office of Mexican Affairs, Department of State, will serve as Deputy Coordinator. The Coordinator's staff may include personnel assigned on non-reimbursable details from other agencies and departments.

## 2. Senior Interagency Group on U.S. Policy Toward Mexico

I am establishing a Senior Interagency Group on U.S. Policy towards Mexico to be chaired by the U.S. Coordinator, to assist in the development, review and coordination of U.S. policies toward Mexico and other U.S. activities or policies which might affect U.S.-Mexican relations. Committee members will include representatives from Agriculture, Commerce, Defense, Energy, Interior, Justice, Labor, State, Treasury, Agency for International Development, Office of the Special Representative for Trade Negotiations, National Security Council, Domestic Policy Staff, Office of Science and Technology Policy and other agencies as necessary. Representation will be at the level of Assistant Secretary or above. I ask that you designate promptly the senior official who will serve as your representative on the Interagency Group and that you take a personal and continuing interest in these matters.

## 3. Consultation

The first and most important agreement the President of Mexico and I recently reached was to consult closely in the development and implementation of all policies and activities affecting both countries.

It is my firm intention to meet this commitment. The primary instrument will be the U.S.-Mexico Consultative Mechanism, which President Portillo and I agreed to strengthen. The Secretary of State will continue to chair the Consultative Mechanism for the United States. The new Coordinator will serve as its Executive Director.

To rationalize our work and assure that all issues are addressed in timely fashion, we have agreed with the Government of Mexico to restructure the Consultative Mechanism, based on eight joint working groups, at the sub-Cabinet level, covering Trade, Tourism, Migration, Border Cooperation, Law Enforcement, Energy, Finance-Industry-Development, and Multilateral Consultations. The Mixed Commission on Science and Technology will also function under the Consultative Mechanism. Secretary Vance has been in touch with you directly on plans for organizing and implementing these working groups.

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I ask that you provide full cooperation and assistance to Secretary Vance and Mr. Krueger in carrying out their responsibilities. The strengthening of policy coordination, and of U.S. relations with Mexico, is an important domestic as well as foreign policy priority.