

We have brought our experience at home to our approach abroad.

- The Canadian experience proves that strife can sometimes be avoided if antagonists are talking rather than shouting or shooting.
- The Canadian experience proves that while there are often rights and wrongs, there are also often two sides to a story - or even more - and that dialogue is not the avenue of the fearful but the successful.
- The Canadian experience proves that institutions and relationships succeed only when they are flexible and allowed to grow when reality and interests change.
- The Canadian experience proves that solutions lie not in grand schemes and blueprints, but in processes that work and produce results.
- The Canadian experience proves that stability requires a legitimacy which comes from a shared sense that all interests and perspectives are reflected in the institutions of governance.
- The Canadian experience proves that while compromise may preclude total victory, it also preserves peace.

Those conclusions come as much from our failures as from our successes. We have failed when our institutions have ceased to reflect the society we have become. We have failed when we have ceased to talk and started to shout. We have failed when we have rejected compromise or ceased to be flexible in our approaches to nation building.

I believe that it is this experience as much as our situation, which has shaped Canadian foreign policy over the years. We know that if our country requires this behaviour to remain peaceable, that behaviour is even more necessary abroad.

Let me proceed to some lessons and to some examples which reflect Canada's approach to the world.

Lesson 1. Institutions and organizations must adapt if they are to be relevant.

That is why Canada has taken the lead in finding new roles for NATO. That is why we are deeply involved in seeking a new mandate for the CSCE and in adapting the Commonwealth to meet the new needs of its membership. And that is why Canada joined the Organization of American States and moved quickly and successfully to propose new reforms.