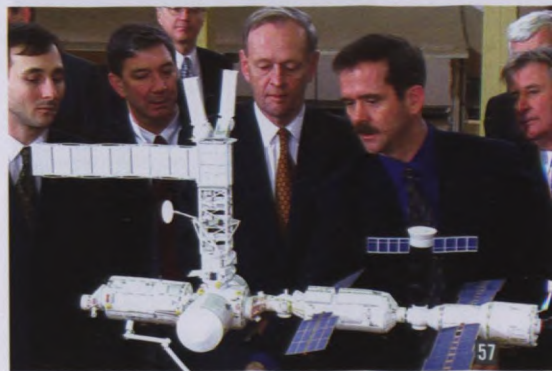


Mulroney's ambitious trade initiatives convinced the Department to consult stakeholders across the country, encouraging it to become more open and transparent than ever before. By the late 1980s, it had created 15 Sectoral Advisory Groups on International Trade, had established an International Trade Advisory Committee with 40 members, and had a formal mechanism for consulting the provinces. And it was regularly making public reports and trade statistics, which would have remained classified just a few years earlier.

The trade agenda also brought the Department into closer touch with the country's domestic economic interests, strengthening its standing in official Ottawa. Moreover, under Mulroney, the trade minister's office assumed greater influence as senior ministers gravitated to the position. Mulroney first appointed the relatively junior minister James Kelleher to the position, and then, in July 1986, appointed economist Pat Carney, the first woman to hold the post. Carney was succeeded, in turn, by John Crosbie and Michael Wilson, heavy-hitters from the Conservative front benches.

The news for the Department was not all good. The government's willingness to use heads of mission appointments for political purposes, and the Al-Mashat affair, when senior officials were blamed for a controversial immigration decision made by ministers, gnawed at departmental morale. The end of the Cold War in 1989 added to the Department's burdens. The collapse of the Soviet Union and the emergence of new states in Eastern Europe generated pressures for additional missions from a Department whose budget was already stretched thin by the government's first salvos in its battle against Canada's growing deficit.

The end of the Cold War also heralded a much broader global agenda. Clark's successor as secretary of state for external affairs, Barbara McDougall, questioned traditional



56 Minister of Foreign Affairs Lloyd Axworthy talks with landmine survivor Tun Channareth of Cambodia on December 4, 1997, after the Ottawa conference that resulted in the Mine Ban Treaty. Delegates from 122 countries signed the treaty, also known as the Ottawa Convention, to ban the use of anti-personnel mines. (Source: AFP/Getty Images/Dave Chan)

57 During a Team Canada trade mission to Russia in February 2002, Prime Minister Jean Chrétien and several premiers are shown a model of the International Space Station by Canadian astronaut Chris Hadfield. Present from left to right are Bernard Lord, premier of New Brunswick, Pat Binns, premier of Prince Edward Island, Prime Minister Jean Chrétien, astronaut Chris Hadfield, and Ralph Klein, premier of Alberta. (Source: CP Photo/Fred Chartrand)

notions of state sovereignty and called for a "new internationalism" to deal with such emerging issues as widespread environmental degradation, failed states, and global terrorism. As McDougall began to tackle these issues, another round of belt-tightening put the squeeze on the Department, whose senior managers responded by defining and protecting its "core functions." Following the February 1992 budget, the Department relinquished its responsibilities for immigration and aid, and began to focus instead on trade and diplomacy.