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<sup>54</sup> John Crosbie, minister for international trade from 1988 to 1991, played an important part in the establishment of the World Trade Organization. Here he meets with Park Pil Soo, South Korea's minister of trade and industry, at the Asia-Pacific trade ministers meeting in Vancouver on September 11, 1990. (Source: The Canadian Press/Robert Klein)

<sup>55</sup> Joe Clark's successor as secretary of state for external affairs, Barbara McDougall, held the post from 1991 to 1993. She is shown here with Nelson Mandela, then president of the African National Congress, at a meeting in South Africa on May 19, 1993. (Source: AP Photo/John Parkin)

agenda. When Mulroney decided to seek a free-trade deal with Washington in 1985, trade policy became even more closely integrated into the work of the Department.

The negotiation of the Canada–U.S. Free Trade Agreement, which kept a team of almost 100 officers busy until it came into force in January 1989, was followed by the successful conclusion of a North American Free Trade Agreement in 1992. At the same time, Canadian trade negotiators were particularly active on the international stage. With Trade Minister John Crosbie's support, they became key players in the effort to transform the General Agreement on Tariffs and Trade, the set of rules that had governed world trade since 1947, into the modern and forward-looking World Trade Organization. The Department had helped oversee, in the words of trade analyst Michael Hart, a "revolution in trade policy."

The impact of this revolution on the Department of External Affairs and International Trade was far-reaching.