



TAKING IN THE VIEW:
Machu Picchu, Peru.
Picture by Matthew Tone.

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the Singapore FTA (all of which are pending) and, more recently, in bilateral investment treaties with India, China and Jordan. I have discovered that every negotiation is different. Each is governed by its own set of personalities, timing and political dynamics. The negotiations with Peru would prove to be no different, but for the first time in my experience the stars aligned, and our considerable efforts were rewarded with agreement on a text that had been the focus of five months of intense negotiations.

Following the November round, the remaining handful of issues to be resolved would require intensive and protracted discussions between the two chief negotiators and the leads for market access and for investment (the chapter I was responsible for). These final negotiations were carried out over the phone and occasionally required the assistance of Spanish-speaking colleagues. While I would like to impart a sense of how both sides resolved the most difficult issues, the details of a negotiation are, for obvious reasons, confidential. It is always the case that in finding common ground on the remaining issues, both sides must be confident that their proposals and responses are clearly understood and that both parties are able to articulate their ultimate objectives. This allows them to negotiate in good faith and remain confident that they will reach

an agreement. Bridging the remaining differences is the ultimate challenge for negotiators—drawing upon their capacity to articulate a policy position, speak convincingly and develop new and creative ways of seeing things.

On January 26 of this year, Minister Emerson met with Mercedes Aráoz Fernández, Peruvian Minister of International Trade and Tourism, on the margins of the World Economic Forum in Davos, Switzerland, to announce the conclusion of negotiations toward a free trade agreement with Peru. I enjoyed being a member of the Canadian delegation for the Canada-Peru FTA and I will count the experience as one of the highlights in my career. The strong sense of cohesion and shared purpose that everyone felt during the course of these negotiations was ultimately the most rewarding part of being a member of this team.

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