CHEMONICS INTERNATIONAL INC.

Final Report on the Workshop on Impact Analysis of Trade Agreements
Sucre, Bolivia
June 26th to July 3rd, 2004

BOLIVIA TRADE AND BUSINESS COMPETITIVENESS: BTBC

USAID/Bolivia
Economic Opportunities Strategic Objective Team (EO SOT)
Denise Fernández, CTO

Contract No. PCE-I-00-98-00015-00 Task Order No. 11 (Previously 820)

Implemented by the Chemonics GBTI IQC Consortium,
Chemonics International Inc. with Crimson Capital, the
International Law Institute, Prime International and The Services Group

This publication was made possible through support provided by the U.S. Agency for International Development, under the terms of Award No. 685-C-00-00-00002-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.

Summit of the Americas Center

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Latin American and Caribbean Center
Florida International University
Miami, Florida

Report to Chemonics International and USAID/Bolivia

Workshop on Impact Analysis of Trade Agreements

Sucre, Bolivia

Hotel Capital Plaza
June26 – July 3, 2004

I. Executive Summary

Florida International University (FIU) was contracted via its Summit of the Americas Center (SOAC) to provide a Workshop on Trade Agreement Impact Analysis under USAID's Bolivia Trade and Business Competitiveness (BTBC) program by Chemonics International, Inc., the program manager. FIU designed the training experience in response to the needs expressed by the Bolivian Foreign Relations Ministry and Chemonics program managers and it was successfully presented to 35 Bolivians on the dates mentioned above. 22 were from the public sector and 13 from the private sector. The course was inaugurated at the Capital Plaza Hotel on Saturday June 26, with opening remarks by Rodolfo Rua Boiero, President of SOAC partner INTEGRAL and Walter Nuñez, Chemonics BTBC Trade and Investment Area Manager.

The workshop provided 60 hours of instruction and negotiation practice over an eight day period. The instruction focused on issues and methodologies for developing and assessing alternative negotiating positions in the current negotiation context, and in balancing options and evaluating trade-offs in terms of benefits and drawbacks for Bolivia. This workshop utilized specific sectoral situations in the current Bolivian economy as the basis for the practical exercises. Based on consultations with the Chemonics project manager, FIU presented a thorough and realistic approach to alternative methods for analysis of the impacts of different trade negotiation strategies and outcomes. Participants were provided with a manual of background and preparatory readings prior to the opening of the Workshop and were requested to review and study these materials in their off-hours during the first two days of preparatory presentations.
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FIU's training methodology consisted of 20 class hours of preliminary briefings and instruction and approximately 40 hours of simulated negotiations based on previously prepared materials covering actual factual and statistical information on three areas of the Bolivian economy – agroindustry with emphasis on the oleaginous sector, manufactures with emphasis on the textile sector, intellectual property rights, plus a fourth dossier on positions of Bolivian civil society.

The workshop featured a specially designed negotiation problem based on the FIU trade training team's prior analysis of the mentioned Bolivian economic sectors and the civil society positions. The parallel context was the ongoing FTAA process and more particularly, the eventual Bolivian adhesion to the separate US-Andean FTA negotiations in early 2005 and the Workshop objective was to develop a simulated unified national negotiating position.

The Workshop went very well, despite the challenging and complex subject matter and the need to master the workings and issues of very different areas of the Bolivian economic picture. The FIU/Integral team's ability to present in detail the methodology and results of an actual Impact Analysis developed in the recent past in the context of the BTBC project by members of the FIU/INTEGRAL group helped considerably to familiarize the group of mainly non-economists with the impact analysis process and its uses. We recognized the importance of making the process and the methodology accessible to trade generalists and believe that this approach was largely successful.

As well, the availability of sufficient laptop computers, all with internet connections, was crucial in permitting participants to do real time research during the negotiation phase. As most of the participants were involved in FIU's previous two training exercises for USAID/Bolivia, they rapidly internalized the exercise, absorbed their assigned roles and a real negotiating atmosphere was rapidly achieved. The negotiation quickly came to resemble contemporary confrontational Bolivian political reality by the addition of a civil society component and enthusiastic representatives. The participants responded seriously and professionally to workshop methodology and content throughout the eight days.

USAID CTO Denise Fernandez attended several workshop sessions as did USAID/Bolivia Deputy Private Sector Officer Margaret Enis. They were briefed and discussed the workshop purposes, methodology and context with Carl Cira, Rodolfo Rua and other FIU/INTEGRAL instructors, as well as with Walter Nuñez, who was present and participated throughout the Workshop and served as a resource and facilitator as well. The Vice Foreign Minister for External Economic Relations, Dr. Isaac Maidana, attended the final session and joined in congratulating all participants for the completion of the course. Ms. Enis expressed satisfaction with the outcome and had praise for the entire FIU three seminar cycle at the closing of the Workshop on Saturday July 2nd and she voiced USAID appreciation for the work of the FIU/INTEGRAL instructors. The final course schedule is Annex A to this report. Annex B contains the names of the Bolivian participants.

Florida International University is pleased to have helped advance the development of Bolivian trade negotiation and management capacity through this workshop.

II. Background

The Republic of Bolivia in recent years has joined the general economic liberalization trend in Latin America and the Caribbean, if somewhat tentatively and sporadically. Bolivia is benefited by the Andean Trade Preference Act, a unilateral concession of tariff preferences by the U.S., and is a member of the Andean Community of Nations and Associate Member of the Mercosur bloc. It is also a member of the World Trade Organization. Last October, the country had nearly concluded negotiations on an important bilateral free trade agreement with Chile when political difficulties and the forced resignation of former President Gonzalo Sanchez de Lozada caused the interruption and suspension of the process.

In November 2003 the U.S. announced its intention to negotiate a bilateral trade agreement with the countries of the Andean Community, including Bolivia. Despite the fact that Bolivia had pressed for a bilateral FTA with the U.S. under its last three presidents, the announcement seemed to surprise the Bolivian officials at the Miami Western Hemisphere Trade Ministerial, where FIU/SOAC was directing the Americas Business Forum.

Thereafter, USAID added support for Bolivian preparation for the US negotiations to the USAID/Bolivia BTBC program. In March 2004, BTBC contractor Chemonics signed a subcontract with FIU to provide trade negotiation training and orientation to the Bolivian government and private sector. The subcontract is with FIU's Summit of the Americas Center, which has several years of experience in this specialized field, having now trained over 200 negotiators from 16 countries. As in many countries, Bolivian public sector positions lack effective civil service protection and there is high turnover among official negotiators. Although political support for an FTA with the United States remains weak, many Bolivian policy makers consider the opportunity to negotiate with the US critically important, and the Bolivian government is participating as an observer in the initial discussions now underway between the US and Colombia, Ecuador and Peru.

The great majority of the personnel now representing or backstopping the Bolivian government (GOB) in international trade negotiations have held their present positions for under two years. Many still lack the background and the training to confidently and adequately define negotiating positions and strategies, or to take the lead for their country in an actual negotiation setting. On a positive note, the current Bolivian administration has recognized the pressing need for training and technical help to improve its ability to negotiate effectively in the contexts of the FTAA, Mercosur, and particularly the upcoming U.S.-Bolivia negotiations for an FTA. Moreover, in an important recent policy shift, the U.S. government in the past two years has begun to project a public posture of active interest in and support for the need for trade capacity building among the smaller economies and the developing countries in general.

The Impact Analysis Workshop was conducted in an atmosphere that combined seriousness with a high level of familiar and friendly interchange among FIU instructors and Bolivian participants throughout. Again, as with the prior two events, the March 31-April 7 Bolivia Trade Course, and the May 2-9 Workshop on Market Access, FIU staff greatly appreciated the constant support and active participation of Chemonics project manager Walter Nuñez. Most FIU instructor sessions throughout were accompanied by PowerPoint presentations. At the end of the workshop, all were provided to participants on a CD.

III. The FIU Team for the Bolivia Market Access Workshop

FIU arranged, directly or via a subcontract, for the participation of the following instructors:

- **Carl A. Cira, J.D.,** Director, SOAC, 1999- present. Attorney, former Deputy Chief, Foreign Commerce Section, Antitrust Division, U.S. Department of Justice; Former Mission Director, USAID/Colombia, 1997-1999. International trade policy analyst. Course Director;

- **Dr. Rodolfo Rua Boiero,** President, Center for Studies on Economic Integration and International Trade (INTEGRAL), Buenos Aires and Miami, economist and trade policy advisor to Argentine, Brazilian, Uruguayan and Paraguayan public and private sectors, veteran negotiator of various bilateral and Mercosur trade and tariff agreements; representative of Argentine Chamber of Commerce to Business Network for Hemispheric Integration (BNHI); Academic Director and instructor;

- **Dra. Lilana Otero,** INTEGRAL, biochemist, pharmaceutical regulatory expert and Mercosur negotiator; pharmaceutical industry consultant and negotiation training specialist;

- **Ing. Carlos Restaino**, INTEGRAL, former executive with Gillette, Inc., management consultant and trade negotiation advisor, negotiator of various Mercosur trade agreements;

- **Elisa N. Gallo, M.A., Ph.D. candidate (Economics)**; Instructor FIU Dept. of Economics and SOAC Program Coordinator.

- **Dra. Elena Di Vico,** INTEGRAL, President of the National Commission of Foreign Trade of the Argentine Republic. Public Accountant and Master in Economic Sciences, expert in antidumping remedies, countervailing duties and safeguards and Representative before WTO Technical Committees, for which she was Coordinator, 1996 to 1999. Consultant for IADB and World Bank.

IV. The Participant Group

The group of 35 persons from both public and private sectors were involved in or connected with the negotiation of international trade agreements, and with a few

exceptions, most had attended the prior FIU Bolivia Trade Negotiation Course in March –April and the FIU Market Access Workshop in May. (See Annex B for names and affiliations). There were 22 public and 13 private sector representatives. Individuals from La Paz, Cochabamba and Santa Cruz and representatives of industrial, agricultural and exporting groups were included.

The group was well-prepared and their prior two training experiences conditioned them positively to the work. The purpose and methodology of this workshop are eminently practical, rather than theoretical or academic. Again, the group's favorable reaction to their prior FIU training experiences made their attitude very positive, and all were serious and active participants in both the preparatory phase and in the simulated negotiations.

The rigorous daily schedule was kept to by all and during the simulated negotiation phase, the eight-hour schedule was exceeded every day. This Workshop was by far the most complex of the three presented by FIU and the four separate teams routinely worked long hours together to define, refine and discuss their negotiating positions and to prepare documentation and positions for the next day's negotiation. All individuals in all groups fully assumed their assigned roles, staying "in character" with their assigned identities during non-negotiating hours as well. During the last three days of the course, most participants averaged ten hours of work and the FIU instructors generally accompanied the groups remaining at their disposition at all times, and spent additional time in analysis and preparation for the next day's sessions. In several cases teams worked well into the small hours of the morning, extending negotiating sessions and seeking consensus.

V. Dynamics of the Group – Preparation for the Simulated Negotiation Sessions (SNS) – Development of a National Negotiating Position for the FTAA

As with the previous trade course and the market access workshop, to prepare for the SNS the FIU instructors collected personal information and impressions of each participant to analyze their prior education, experience, and apparent expertise and observe their interaction with the group. However, as this was the third round of training for most of the participants, FIU instructors were by now very familiar with them. This background information, plus observation of individual comportment during the preparatory briefings, both in the sessions and during the breaks, allowed us to designate individuals as government and private sector and civil society representatives and members of the three economic sectoral groups, agroindustry, manufacturing with emphasis on textiles, and the set of sectors affected by intellectual property rights.

In each FIU training event, several active Bolivian official negotiators have been participants. The mix of active and experienced lead negotiators with less experienced officials, of supervisors with lower level personnel, and of other technically under-prepared persons with others, perhaps better educated or more experienced, was a minimally significant factor, as these participants are now well acquainted and by and large comfortable with one another.

On the first day, the FIU team asked the five new participants to fill out a short background sheet and asked permission to take a digital photo of each person to be able to match him or her with the correct background sheet in our deliberations on suitable role assignments.

During the first two course days the instructors observed and studied the participants' behaviors and participation. During the question and comment periods the FIU team sought to identify apparent personality characteristics, evident degrees of prior negotiating experience, self-confidence, professional knowledge, evident leadership traits, and the like. The most active participants in the first FIU Bolivian course in March-April 2004 and the Market Access Workshop in May were the best situated to assume key roles in this exercise, and were generally eager to get into the negotiation.

VI. Development of the Course – Highlights of the eight days

A. Friday, June 25 – Final preparations and logistics check

FIU instructor group members Rodolfo Rua Boiero, Liliana Otero, Carlos Restaino, Elena de DiVico and Elisa Gallo, FIU/SOAC Coordinator, arrived at the Capital Plaza Hotel. Chemonics course director Walter Nuñez and staffer Jimena Jauregui arrived. Meeting room setups were reviewed and adjusted with hotel staff, the projection equipment was set up and tested, as was the computer bank and the internet connections and miscellaneous details dealt with to assure smooth start-up of the course the next day.

B. Saturday, June 26 – Opening and Introduction to the Analysis of the Impacts of Trade Agreements on National Economies

The formal opening of the course began at 5:00 p.m. and ran until 8:30 p.m. Following brief opening remarks by Walter Nuñez and Rodolfo Rua Boiero, FIU/SOAC Senior Research Associate, INTEGRAL Director and Workshop Academic Coordinator, Rua gave a short presentation and description of the content and philosophy of the workshop. He briefly explained the methodology to be used in imparting the needed background and fundamentals and for conducting the impact analyses and managing the simulated negotiation exercises. FIU/INTEGRAL instructor Elena de DiVico, then conducted a two hour session explaining the two main methodologies for impact analysis, the general equilibrium and the partial equilibrium methods. DeDiVico is the director of the Argentine government dumping and subsidies adjudication agency.

C. Sunday, June 27 – Impact Analysis as an Element of Trade Negotiations – Methods and Limitations

The first full day's content examined the utility of impact analysis from several strategic standpoints. The workshop agenda is attached as Annex A.

The afternoon sessions presented the methodology and the results of an actual recent impact analysis of the effects on Bolivia's relative position of participation in the

hemispheric trade negotiation context. This session provoked strong interest and discussion, as the participants became more aware of the levels of sophisticated analysis that are important and useful to clarify the stakes for Bolivia in the FTAA and in the US – Andean bilateral FTA.

D. Monday June 28 – Role Playing Exercise Introduction and Preparation- Design of a National Negotiating Strategy in the FTAA Negotiation Context

The second full day of instruction began with the presentation of the negotiating case. Each of the three sectors was reviewed and the current FTAA Negotiating Groups that relate to the particular sectoral issues was discussed and highlighted. Selected issues from the bracketed text of the draft FTAA treaty were noted.

The description of the methodology for the role playing exercise itself was explained and the participants were assigned their individual roles. The impact analysis hypotheses applicable to the role playing exercise were covered in detail. Finally, the dossiers of information and materials for each of the three sectors and for the civil society representatives were distributed and explained over a four hour period. During discussion and question periods participants offered their own experiences for comment and analysis and clarifying questions were answered.

Tuesday, June 29 – – Role Playing Exercise- Design of a National FTAA Negotiating Strategy. Individual Reading, Study and Discussion Day

Participants spent this entire day first, in familiarizing themselves with the role playing exercise supporting materials, and then in the development and production of group positions. A set of guidelines for the systematic review of the theoretical instruction sessions as well as for the practical negotiating case was provided. Participants were instructed to concentrate on identification of the most important information in accordance with the roles that they had been assigned. They were to develop both an individual negotiating position and a group position based on the explanation of the interests represented in their assigned roles.

Participants were asked to begin to meet informally with potential allies and to use the study day productively and progressively to produce a preliminary analysis of their sectoral position, those of potential allies as well as potential adversaries beginning to define potential trade-offs and strategies to achieve their ends. At the end of the day, participants were required to deliver their written negotiating positions, according to the group and role assigned.

The work schedule was the same as the prior days with meals and breaks at regular intervals. Participants had the continuous use of the meeting rooms and computers for their deliberations. The FIU instructors were available continuously for consultation and coaching.

The pre-negotiation processes began and proceeded smoothly in most cases, as new participants were integrated smoothly into the groups. As the day went on, the group

organization process gradually took form and all four groups had drafted their positions by the close of the day's sessions. See the course schedule, Annex A, for order of the day.

F. Wednesday, June 30 – Role Playing Exercise- Design of a National FTAA Negotiating Strategy. - First Day of Sectoral Negotiations

The day was devoted to the simultaneous meetings of the four different negotiating groups. Each group had to negotiate among themselves to evolve a consensus sectoral position in preparation for the coming joint negotiating sessions.

The work was occasionally difficult as the simulation of the roles of the representatives of government ministries and specialized agencies relevant to the sector had to assume leadership and drive the process. The harmonization of positions proceeded with the resolution of conflicts with certain private sector representatives.

The sectoral negotiations were increasingly overshadowed by awareness of the strong biases of the civil society representatives and their innate mistrust of governmental and private sector representatives. A strong militant position on the part of the group representing civil society made the negotiations more difficult, slowed progress and extended the meetings well into the night

Drafting of proposed wording for sections of relevant possible declarations began to happen and small clusters of participants huddled over several laptop computers to collaboratively produce the drafts, shuttling back and forth between negotiation rooms and working room, just as in an actual negotiation. Toward the end of the day, FIU instructors reminded the group that they were to produce the agenda for the next day's sessions and that this effort was just as much a part of the overall negotiation as any other element to be reduced to writing. The session was adjourned when an agreed agenda had been negotiated. The daily feedback session extended to 8:30 p.m.

G. Thursday, July 1- Second and Final Day of Sectoral Negotiations. Beginning of National Negotiations

The morning sessions were devoted to final negotiation and production of the three sectoral position papers and the civil society negotiating manifesto. The final documents from each group were delivered to the instructors by noon.

In the afternoon all participants gathered to begin a national negotiating conference aimed at the development of a unified Bolivian negotiating position to be derived from the positions of the four individual working groups. FIU instructors carefully monitored participants during their deliberations that ran past midnight.

H. Friday, July 2- Second and Final Day of National Negotiations. Conclusion of the Workshop – Press Conference

The negotiation of a national position continued throughout the morning, with the document expressing the consensus national position completed and delivered to the instructors by midday.

In the afternoon two hours were set aside for a review of the sectoral negotiating positions. An hour was set aside to present and discuss the national negotiating position and to critique the different strategic and tactical techniques demonstrated by participants.

A simulated press conference then was held to pepper the principal representatives with typical probing and hostile questions concerning the reasons that they came to the positions they had and seeking explanations and defense of their work and its utility and benefits for Bolivia.

Finally the FIU instructors provided an hour of evaluation and discussion of the entire program and participants' comments and views were given and discussed. All agreed that it had been an extraordinary and useful experience, and that the Impact Analysis Workshop had exceeded the expectations of participants and instructors alike. The similarity between the exercise and the difficult reality of working out national negotiating positions was particularly stressed. And again, people remarked on the satisfaction that they felt as well as the benefits for public and private sector representatives of experiencing the intensity and technical complexity of modern trade negotiation agendas.

Certificates of Successful Completion of the 60 hour FIU Impact Analysis Workshop were provided to all those participants who had fulfilled the attendance requirements for the event. The Certificates Conferral Ceremony included the presence of USAID/Bolivia Deputy Private Sector Officer Margaret Enis, Bolivian Vice Minister of Agriculture, and the President of the Cámara Agropecuaria del Oriente CAO, one of the most important private organizations in Bolivia. Next day, Saturday, July 3rd, a special briefing program for Bolivian officials was conducted.

End of Report - *Please send any comments to Carl A. Cira, cirac@fiu.edu*

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Annex A - Final Workshop Program

USAID/Bolivia – Chemonics International

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Bolivia Competitiva en Comercio y Negocios (BCCN)

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FLORIDA INTERNATIONAL UNIVERSITY

Summit of the Americas Center

Latin American and Caribbean Center

PRESENTA

Taller sobre

Métodos de Análisis de Impacto de las Negociaciones de Comercio Internacional

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Con la Colaboración del

Centro de Estudios de Integración Económica y Comercio Internacional

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26 de junio al 2 de julio de 2004

Hotel Capital Plaza

Sucre, Bolivia

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Objetivos:

a. Brindar a los participantes un entrenamiento analítico y práctico sobre las técnicas de análisis de impacto de las negociaciones comerciales, con especial énfasis en la determinación de prioridades para la negociación en el Área de Libre Comercio de las Américas (ALCA).
b. Entrenar a los asistentes en la determinación de sectores/productos prioritarios y/o sensibles en la negociación, así como también los temas prioritarios y/o sensibles en lo relativo al balance de las concesiones entre los diferentes temas de la agenda de negociación.
c. Desarrollar los elementos para la **aplicación de las técnicas de análisis de impacto a la elaboración de argumentos y posiciones negociadoras**.
d. Realizar un ejercicio de juego de roles, con el propósito de formar a los asistentes en la elaboración de una posición negociadora nacional y en el diseño de una estrategia de negociación, a través de la aplicación de los resultados y conclusiones de los análisis de impacto.

Metodología y Desarrollo Pedagógico:

La metodología del *taller* comprende dos partes:

a. Teoría y técnicas (métodos) de elaboración de los análisis de impacto y su aplicación

Se presentarán en este módulo las principales técnicas de elaboración de los análisis de impacto, comprendiendo los análisis de impacto denominados de equilibrio general y los de equilibrio parcial (sectoriales), y los de intensidad de comercio - sensibilidad de flujos de comercio y exportaciones e importaciones.
Se realizarán presentaciones sobre cada uno de estos métodos, comprendiendo la lógica de su elaboración, la obtención y el procesamiento de la información necesaria, la elaboración de las hipótesis y el contraste de sus resultados con la realidad.
Se presentarán las diversas técnicas de aplicación de los resultados a la formulación de políticas, la elaboración de posiciones negociadoras y el diseño de estrategias de negociación.
Por último, se presentará el caso sobre el cual se desarrollará el ejercicio de juego de roles. La presentación comprenderá la información de base y una descripción de la metodología a emplear para el ejercicio.
La duración de este módulo será de tres días completos.

b. Ejercitación de juego de roles

Se ha programado un ejercicio de juego de roles de cuatro jornadas de duración. Durante la última media jornada se hará el cierre del ejercicio, con una presentación de las posiciones negociadoras por parte de los cursantes, una de la posición negociadora nacional y una conferencia de prensa simulada en donde un grupo de participantes deberá responder preguntas del periodismo sobre la

posición nacional consensuada. Seguirá una evaluación de los resultados del ejercicio por parte del equipo de profesores.

La concepción básica del ejercicio será la siguiente:

- Se tomará como caso el diseño de la estrategia de negociación y la elaboración de una posición negociadora nacional para Bolivia en el escenario de negociación del Área de Libre Comercio de las Américas (ALCA). En función de los objetivos del taller, se ha considerado que éste es el ejercicio más apropiado para su consecución.
- Se considerarán cuatro sectores y tres temas de negociación. El ejercicio cubrirá tres rubros particularmente sensibles para la economía de Bolivia y su negociación en el ámbito del ALCA. Se utilizará para la elaboración del ejercicio información real de la economía de Bolivia, así como también su posicionamiento en el marco de la negociación del ALCA.
- El **objeto final del ejercicio** de juego de roles será **la elaboración - consensuada - de una estrategia de negociación**, con sus correspondientes posiciones negociadoras, entre los sectores internos de Bolivia: áreas competentes del Gobierno y sectores privados y representantes de la sociedad civil afectados por la negociación. Durante la negociación, los diferentes grupos en los que se dividirán **los cursantes deberán aplicar las conclusiones de los análisis de impacto** en cada una de las áreas de su incumbencia y globales, **para la elaboración de sus posiciones negociadoras** y, en definitiva, para consensuar una posición negociadora nacional a sostener en la negociación del ALCA. Los resultados de los análisis de impacto serán suministrados a los participantes por el equipo de profesores y serán adoptados como premisas del ejercicio de juego de roles.
- Los participantes se dividirán en grupos, representando respectivamente a los sectores representativos de las áreas de negociación elegidas, los sectores gubernamentales con competencia en las mismas y los sectores interesados de la sociedad civil. Su objetivo será alcanzar una posición negociadora consensuada a nivel sectorial para negociar, en una segunda instancia, una posición negociadora nacional.
- La primera jornada se consagrará al estudio del material documental entregado, al relevamiento de la información y a la realización de reuniones informales entre los grupos. El objetivo de esta jornada será la elaboración de una posición negociadora por parte de cada uno de los sectores, tanto privados como oficiales y de la sociedad civil sobre cada una de las áreas objeto de la negociación.
- La segunda jornada y la primera mitad de la tercera jornada se consagrarán a la realización de reuniones sectoriales, tanto de los sectores privados y gubernamentales entre sí, como de cada sector privado con el área gubernamental correspondiente. También tendrán lugar reuniones con los sectores representantes de la sociedad civil. Para cada una de las áreas de negociación, deberá producirse la posición negociadora consensuada entre los sectores gubernamental, privado empresarial y de la sociedad civil.

- La segunda mitad de la tercera jornada y la primera de la cuarta jornada se consagrarán a la negociación global. El énfasis de esta fase estará puesto en el ***trade off* de concesiones entre los sectores**, en función de la obtención de consenso para la elaboración realista de la posición negociadora nacional.
- La media jornada final se consagrará a la presentación de las posiciones negociadoras iniciales de cada sector y de su estrategia de negociación y de la posición negociadora nacional, seguida de una conferencia de prensa simulada y de una evaluación final del ejercicio entre los participantes y el equipo de profesores.
- Se suministrará a los participantes un *dossier* conteniendo la información necesaria para el desarrollo del ejercicio en el desempeño de cada uno de los roles asignados para el juego.
- Durante el desarrollo de cada jornada el equipo de profesores estará coordinando la realización de las rondas de negociación y asistiendo a los participantes en las consultas que éstos requieran. Cuando se lo considere necesario, se organizará al final de la jornada un *debriefing* para aportar observaciones y comentarios e intercambiar opiniones con los participantes.

Sábado, 26 de junio **Apertura y Presentación del Curso**	
2:30 pm a 3:00 pm	Registro de los Participantes
3:00 pm a 3:15 am	Palabras de Bienvenida y Apertura del Curso *Representantes de GOB – USAID Bolivia – Chemonics, Inc.* *Latin American and Caribbean Center (LACC) and Summit of the Americas Center (SOAC), Florida International University*
3:15 pm a 4:30 pm	Presentación del Taller: Explicación general de los contenidos del taller - *Centro de Estudios de Integración Económica y Comercio Internacional (INTEGRAL)* - Presentación de los Asistentes
4:30 pm a 5:00 pm	Coffee-Break

El Análisis del Impacto de los Acuerdos Comerciales sobre las Economías Nacionales	
5:00 pm a 6:00 pm	Análisis de Impacto: Introducción y nociones básicas. *Rodolfo Rúa Boiero - INTEGRAL*
6:00 pm a 7:00 pm	Metodología para la elaboración de los análisis de impacto. *Elena de Di Vico - INTEGRAL*
7:00 pm a 8:00 pm	Tipos de análisis de impacto: equilibrio general y equilibrio parcial (sectores, flujos de comercio). *Elena de Di Vico - INTEGRAL*
8:30 pm	Cena

Domingo, 27 de junio

El Análisis del Impacto de los Acuerdos Comerciales sobre las Economías Nacionales - continuación

9:00 am a 10:00 am	Características de los análisis de impacto: ventajas y desventajas. *Elena de Di Vico - INTEGRAL*
10:00 am a 11:00 am	La lógica implícita en los análisis de impacto y sus limitaciones. *Carlos Restaino - INTEGRAL*
11:00 am a 11:30 am	Coffee- break

Los Análisis de Impacto como Instrumento de Negociación Comercial - Elementos para la elaboración de Análisis de Impacto y sus limitaciones

11:30 am a 12:15 pm	El contexto real y la formulación de las hipótesis de análisis. *Carlos Restaino – INTEGRAL*
12:15 pm a 1:00 pm	La disponibilidad y el manejo de la información necesaria. *Liliana Otero – INTEGRAL*
1:00 pm a 3:00 pm	Almuerzo
3:00 pm a 4:00 pm	Los análisis de impacto como instrumento para la elaboración de posiciones negociadoras y el diseño de estrategias de negociación. *Rodolfo Rúa Boiero – INTEGRAL*
4:00 pm a 5:00 pm	Las conclusiones teóricas de los modelos y su complementación con el análisis intuitivo. *Rodolfo Rúa Boiero – INTEGRAL*
5:00 pm a 5:30 pm	Coffee-Break

Presentación de un Estudio de Impacto Real

5:30 pm a 6:45 pm	Presentación del Estudio de Impacto del ALCA sobre la economía de Bolivia. *INTEGRAL*
6:45 pm a 8:00 pm	Exposición de resultados y conclusiones del análisis. *INTEGRAL*
8:30 pm	Cena

Lunes, 28 de junio ***Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA - Presentación del Ejercicio -*** *SOAC-INTEGRAL*	
9:00 am a 10:00 am	Presentación del caso – Sectores y temas de negociación seleccionados. Grupos de Negociación del ALCA relacionados. *INTEGRAL*
10:00 am a 11:00 am	Descripción de la metodología del ejercicio de juego de roles Asignación de roles a los participantes. *INTEGRAL*
11:00 am a 11:30 am	Coffee-Break
11:30 am a 12:30 pm	Presentación de las hipótesis del análisis de impacto aplicables al ejercicio[1]. *INTEGRAL*
12:30 pm a 2:30 pm	Almuerzo
2:30 pm a 4:30 pm	Presentación de los *dossiers* sectoriales. *SOAC-INTEGRAL*
4:30 pm a 5:00 pm	Coffee Break
5:00 pm a 6:30 pm	Presentación de los *dossiers* sectoriales (continuación). *SOAC-INTEGRAL*
6:30 pm a 8:00 pm	Consultas de los participantes
8:30 pm	Cena

[1] Las hipótesis serán asumidas por los participantes como información básica para el desarrollo del ejercicio del juego de roles.

Martes, 29 de junio

Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA

JORNADA DE ESTUDIO

Los participantes dedicarán la jornada al estudio del material del ejercicio de juego de roles; se suministrarán a los cursantes *guidelines* para la realización de un repaso sistemático de los conceptos explicados en la parte teórica y de la información relevante del caso práctico de negociación.

Durante la jornada los participantes identificarán la información de importancia de acuerdo al rol asignado, determinando la estrategia individual y grupal de negociación a aplicar dentro del ejercicio, en función de la descripción de los intereses enunciados para su rol. También podrán organizar reuniones informales con sus contrapartes, con el propósito de intercambiar información.

La utilización productiva de la jornada permitirá a los participantes realizar el análisis y la evaluación preliminar de la posición de su sector, sus potenciales aliados en la defensa de la misma, los eventuales *trade-offs*, así como la definición de las acciones a realizar para alcanzar el objetivo asignado.

Al final de la jornada, los participantes deberán entregar a la Coordinación sus posiciones negociadoras. Las mismas deben elaborarse para cada uno de los grupos/sectores identificados en la negociación, conforme a los roles previamente asignados a cada uno de los participantes.

Los horarios para esta jornada serán los mismos que para las jornadas anteriores, comenzando las actividades a las 9:00 am y concluyendo a las 8:00 pm, respetándose los horarios de *coffee-breaks*, almuerzo y cena de las jornadas anteriores.

Los participantes tendrán disponible una sala con mesas para la realización eventual de negociaciones informales.

Los profesores estarán disponibles para consulta a lo largo de toda la jornada.

Miércoles, 30 de junio

Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA

RONDAS DE NEGOCIACIÓN SECTORIALES

9:00 am a 11:00 am	Reuniones de Negociación Sectoriales
11:00 am a 11:30 am	Coffee-Break
11:30 am a 1:00 pm	Reuniones de Negociación Sectoriales
1:00 pm a 3:00 pm	Almuerzo
3:00 pm a 5:00 pm	Reuniones de Negociación Sectoriales
5:00 pm a 5:30 pm	Coffee-Break
5:30 pm a 8:00 pm	Reuniones de Negociación Sectoriales
8:30 pm	Cena

Jueves, 1 de julio

Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA

RONDAS DE NEGOCIACIÓN SECTORIALES

9:00 am a 11:00 am	Reuniones de Negociación Sectoriales
11:00 am a 11:30 am	Coffee-Break
11:30 am a 1:00 pm	Reuniones de Negociación Sectoriales finalizando con la ***Entrega de la Posición Negociadora Sectorial***
1:00 pm a 3:00 pm	Almuerzo

Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA

RONDAS DE NEGOCIACIÓN NACIONALES

3:00 pm a 5:00 pm	Reunión de Negociación Nacional

5:00 pm a 5:30 pm	Coffee-Break
5:30 pm a 8:00 pm	Reunión de Negociación Nacional
8:30 pm	Cena

Viernes, 2 de julio

Ejercicio de Juego de Roles: Diseño de la Estrategia de Negociación y Elaboración de una Posición Negociadora Nacional en el Escenario de la Negociación del ALCA

RONDAS DE NEGOCIACIÓN NACIONALES (continuación)

9:00 am a 11:00 am	Reunión de Negociación Nacional
11:00 am a 11:30 am	Coffee-Break
11:30 am a 1:00 pm	Reunión de Negociación Nacional finalizando con la ***Entrega de la Posición Negociadora Nacional***
1:00 pm a 3:00 pm	Almuerzo

Ejercicio de Juego de Roles: POSICIONES NEGOCIADORAS Y ESTRATEGIAS DE NEGOCIACIÓN Y DE COMUNICACIÓN

CLAUSURA DEL TALLER

3:00 pm a 4:00 pm	Presentación de las Posiciones Negociadoras Sectoriales – Evaluación y Diálogo con los Participantes
4:00 pm a 5:00 pm	Presentación de la Posición Negociadora Nacional
5:00 pm a 5:30 pm	Coffee-Break
5:30 pm a 6:30 pm	Conferencia de Prensa (simulada) sobre la Posición Negociadora Nacional
6:30 pm a 7:30 pm	Evaluación del Ejercicio y *debriefing* final -
7:30 pm a 8:00 pm	**Clausura del Taller** **Entrega de Certificados a los Participantes**
8:30 pm	Cena

Annex B – List of Participants

Workshop on Impact Analysis of Trade Agreements, Sucre, Bolivia, June 26-July 3, 2004

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