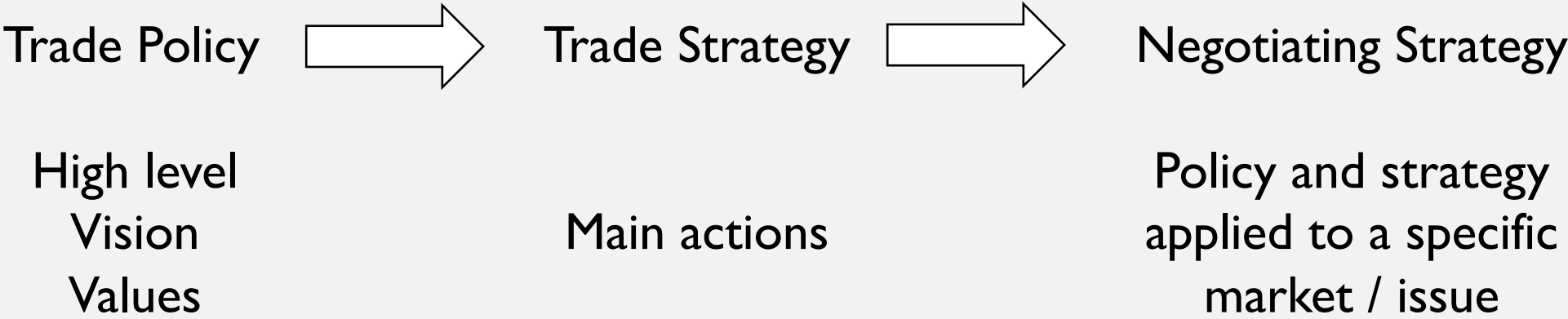


DEVELOPING A NEGOTIATING STRATEGY

Queen's Institute on Trade Policy
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MY TOPIC



TRADE POLICY IS A TEAM SPORT

- Minister of Small Business, Export Development and International Trade leads, at the federal level ...
- That role is largely coordination
- Within the trade portfolio
- Within GAC: Foreign Affairs (trade policy is foreign policy)
International Development (trade policy is development policy)
- Within the federal government (trade policy is domestic and social policy)
- With the provinces and territories (trade policy (federal-provincial relations))
- With stakeholders (business, civil society, special interest groups)

DEVELOPING A NEGOTIATING STRATEGY

- Canada's Trade Policy:
- Trade's good eh?

- Canada's Trade Strategy
- Protect our position in the U.S. market
- Diversify our markets

NEGOTIATING STRATEGY - “IT DEPENDS” (DAVID PLUNKETT)

- The forum: bilateral or plurilateral/multilateral
- Comprehensive or targeted negotiating agenda
- The negotiating partner(s)
- Offensive or defensive stance
- Influence of external factors
- Whether trade is the primary objective

IT'S ABOUT CANADA'S INTERESTS

The negotiating strategy must be ...

- Aligned with the Government Agenda
- Consistent with other federal government policy
 - Economic and social ... and values
- Supported by the Provinces
- Endorsed by the stakeholders

THE NEGOTIATING STRATEGY

- The devil is in the details: consult, consult, consult
- Collect the facts: then do the math
- “Start with the end in mind.” (Stephen Covey)
- Solve the problems, one at a time: listen!
- When it’s over, it’s not over

KNOW YOUR NEGOTIATING PARTNER

- What are their likely asks?
- What are their sensitivities?
- What is in their other agreements that is of interest to Canada?
- Anything in their other agreements Canada can't accept?
- Consult stakeholders currently doing business there

NEGOTIATING WITH INDO-PACIFIC COUNTRIES

- Different interests – wide range in economic size
- Different bureaucratic culture: hierarchical, cautious, siloes, capacity constraints
- Different business culture: relationships matter
- Different negotiating cultures
- Comprehensive trade agreements aren't the only tool

NEGOTIATING WITH INDO-PACIFIC COUNTRIES

- Limited scope for liberalization in the near term
- Inclusive trade approach can touch on sensitive issues
 - Indigenous Peoples, civil society, role of women
- Wait until they are ready or take a step-by-step approach?

TRADE AND DEVELOPMENT

- Again, who are we talking about ...?
- Developing countries are not a homogeneous group
- Different provisions for different trade partners?
- Enshrined in the trade rules
- S&DT designed to assist in meeting obligations
- But doesn't address the real needs:
 - Productive capacity
 - Trade infrastructure
 - Governance
- Governments don't have the money, even if they have the interest ... but the private sector does