



# United States & Cuba: Broadening Normalization

## Project Terms of Reference

The United States and Cuba: Broadening Normalization Practicum team will examine the implications of normalizing diplomatic relations between the United States and Cuba – assessing the process and developments; analyzing the opportunities and obstacles ahead; and developing strategies and recommendations for anticipating and resolving challenges to the evolution of the healthy, mutually beneficial relationship that both countries seek. We plan to focus our research and final products on four key sectors: trade and investment, foreign policy, communication and culture, and legislation and regulation.

## KEY QUESTIONS

### Trade and Investment:

- What market entry strategies can U.S. firms use, given Cuba's import needs?
- What types of foreign direct investments from the U.S. would be welcome in Cuba?
- Where is Cuban financial reform heading, and can it keep up with opportunities with U.S. firms?
- What are the potential benefits of the Mariel Economic Development Zone for U.S. and Cuban companies, and how does the ZED compare to other regional trade zones?
- What is the status of labor and the quality of human capital in Cuba, and how can its evolution serve the interests of both countries? What are the U.S. and Cuban regulations regarding U.S. citizens working in Cuba?
- Given the differences between the Cuban and U.S. pharmaceutical industries, what opportunities exist for collaboration, including research and development, testing, and licensing?

### Foreign Policy:

- What policies of both governments impede the normalization process?
- How can an agreement on the U.S. naval base at Guantanamo Bay improve relations between the United States and Cuba?
- How can government-to-government cooperation enhance bilateral trade and investment opportunities?

### Communication and Cultures:

- How can partners and customers in both countries better communicate and develop successful working relationships?
- How can U.S. and Cuban businesses and organizations develop effective bilateral marketing strategies, and how can they progress within current media environments?
- How can U.S. and Cuban businesses interact in accordance with the intellectual property rights of the other country?

### Legislation and Regulation:

- Within current legislation, how can the embargo be altered to facilitate bilateral trade, specifically by the U.S. Executive and Legislative branches and the upcoming Cuban Party Congress?
- What options are available to U.S. citizens who have either a certified or uncertified claim on Cuban property, taking into consideration the interests of Cuban occupants of claimed land?

## **GOALS**

The Practicum team's goal is to produce concise analyses and policy recommendations to assist the U.S. Chamber of Commerce in its policy priority of promoting trade and travel with Cuba and expanding trade now. We also aim to make this information available to U.S. and Cuban government agencies, NGOs, and private sector organizations that share the mutual goal of developing sustainable U.S.-Cuba business collaborations and allowing the normalization process to progress.

## **SOURCES OF INFORMATION**

In addition to researching published material, the working teams will consult with a broad range of government and non-government experts in Cuba and the United States. These include U.S. and Cuban government agencies, non-governmental entities, and other academic and regional NGOs in Washington D.C., Miami, and Havana.

## **PRODUCTS**

The working teams will develop and deliver short memos, background papers, oral briefings, and PowerPoint presentations.

## **OTHER CLIENTS**

The U.S. Chamber of Commerce is our principal client. We will be offering briefings on our key findings to other interested parties.