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**THE ROL OF WOMEN IN DIPLOMATIC
NEGOTIATIONS IN ECUADOR**

**GRADUATIONWORKPRIORTO OBTAIN ABA INBILINGUAL
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TABLE OF CONTENTS

ABSTRACT	vi
INTRODUCTION.....	7
CHAPTER I.....	8
PARTICIPATION OF WOMEN IN CONTEMPORARY SOCIETY	8
1.	Introduction
.....	8
1.1	Role of women in the private and public field
.....	9
1.1.1 Women in the private field	9
1.1.2 Women and housework	9
1.1.3 Males and housework	10
1.2	Women in the public sphere
.....	11
1.3	Women at work
.....	12
1.4	Equal opportunities
.....	15
1.5	Patriarchy
.....	16
1.6	Feminism
.....	18
1.7	Women involved in politics
.....	21
1.8	Conclusion
.....	23
CHAPTER II	25
CONTEMPORARY TRENDS IN ECUADOR’S DIPLOMATIC RELATIONS FROM THE YEARS 2006 TO 2010.....	25
2. Introduction	25
2.1 Diplomacy	26

2.1.1 Definition	26
2.2 Historical background of diplomacy	29
2.3 Vienna Convention on Diplomatic Relations, 1961	31
2.4 Diplomacy in Ecuador from 2006 to 2010.....	32
2.4.1 PLANEX 2006 – 2020	32
2.4.2 Constitution of 2008.....	33
2.4.3 Manta Military Base	34
2.4.4 Rafael Correa President Pro Tempore of UNASUR 2009-2010.....	35
2.4.5 Yasuní – ITT	36
2.4.6 Diplomatic Relations between Ecuador and the United States	39
2.5 Comparative Analysis of the 1998 and 2008 Ecuadorian Constitutions as to International Relations	40
2.5 Sovereignty	46
2.5.1 Angostura Attack which occurred in 2008	47
2.6 Conclusion	49
CHAPTER III THE ROLE OF WOMEN IN A NEGOTIATION	51
3.1 Introduction	51
3.1.1 The ability of women to negotiate	52
3.1.2 Is negotiation a learned or natural talent?	54
3.1.3 Feminine Intuition	55
3.1.4 Leadership	57
3.2 The negotiation	59
3.2.1 Forms of negotiating	59
3.2.2 Competitive Negotiation.....	60
3.2.2.1 Before trading	61
3.2.2.2 During the negotiation.....	61
3.2.2.3 Closing the negotiation	62
3.2.3 Collaborative Negotiation	64
3.2.3.1 Prior negotiation	64
3.2.3.2 During the negotiation.....	65
3.2.3.3 Closing the negotiation	66

3.3 Joint Negotiations	67
3.4 The goals women want to reach in negotiation.....	68
3.4.1 Analysis of the problem	69
3.4.2 Awareness of own position	70
3.4.3 Analysis of the counterparts	70
3.4.4 Preparation of the negotiating team.....	70
3.4.5 Cross Communications	71
3.4.6 Construction of the agreement	72
3.4.7 Drafting the agreement	73
3.4.8 Compliance agreements	73
3.5 The achievements you can get if you knows well this art	73
3.5.1 The defeat	75
3.5.2 Ignore resources	75
3.5.2 Little preparation of the leader	75
3.5.4 A strategy poorly prepared	76
3.6 Conclusion	78
CHAPTER IV	80
WOMAN IN DIPLOMATIC NEGOTIATIONS IN ECUADOR	80
4.1 Introduction	80
4.1.1 Diplomatic Negotiations	80
4.1.1.2 How to manage diplomatic negotiations	81
4.1.1.3 Requirements to conduct diplomatic negotiations.....	82
4.1.1.4 Development of strategies	83
4.2 Basis for defining an international negotiating strategy.....	84
4.2.1 Differences between Domestic and International trading.....	85
4.2.3 Variables Affecting International Negotiations	88
4.3 The role of women in diplomatic negotiations in Ecuador.....	92
4.4 Factors that have limited the participation of women in diplomatic relations currently	97
4.5 Conclusion	100
CHAPTER V	103

CONCLUSIONS AND RECOMMENDATIONS.....	103
5.1 Conclusions	103
5.2 Recommendations	104
BIBLIOGRAPHY	106
ANNEXES.....	115
Annex 1.....	115
1.Interviews	115
Annex 2.....	123
2.1 Comparative Analysis of Gender of Members of the Diplomatic Academy of Ecuador	123
.....	127
.....	128
.....	129
3.1 Women who have participated in Diplomatic Negotiations	138

ABSTRACT

The role of women in diplomatic negotiations in Ecuador pretends to demonstrate the abilities that the female gender possesses within this position. Therefore, this graduation paper analyzes the inclusion of the feminine figure into society and how they began to involve in different aspects, even in political office, despite it was being characterized merely for men.

Besides, it shows the Ecuadorian participation in the global scenario where the country stands for the innovative project it presents as well for the objectives it pursues regarding international relations. Thus, the government representatives, who include women, know how to develop in the diplomatic arena. However, this job requires strong sacrifices, so the people interested in this area have to set priorities according to the goals and interest they have, especially women who find it difficult because of their relation with a home life, where they play the important role of being mothers.

The techniques presented in this document must be used to achieve the goals established for women involved in diplomatic negotiations. These are required to be combined with the accurate position adopted in order to become a negotiator capable to develop this role. In addition, it describes diplomacy as the best tool to conduct international negotiations because it is considered an art and when it is correctly used it can produce the best results in global interaction, which is increasing because of the globalization.

INTRODUCTION

The purpose of this graduation work is to determine the role played by women in the diplomatic relations in Ecuador. Over time the female gender has suffered from abuse and discrimination worldwide. However, nowadays women's integration into society has been positive and they work in different areas of workplace. Besides, in Ecuador we have excellent representatives in different scenarios, and the diplomatic arena is not an exception.

Therefore, this paper aims to demonstrate that even though the world was developed in a patriarchal system, women are gaining more prominence. This is a breakthrough, especially for Ecuador, because it is a country where there is gender equality and it ensures protection for human beings, as such it is a synonym for progress and growth. Therefore, the female figure is seen from a new perspective, which is based on respect and admiration, not only within the country but also internationally.

In this sense, international relations gain more importance nowadays. For this reason, diplomacy has become an essential tool that enables proper performance of the relations between States. So, it is necessary to know how to conduct relations and especially the role that women play in this field. That is why, the next four chapters present a female figure in its diplomatic engagement in Ecuador and the proper way negotiations should be conducted in this area.

CHAPTER I

PARTICIPATION OF WOMEN IN CONTEMPORARY SOCIETY

1. Introduction

With the advances and changes experienced by the world, humans have been attached and made great efforts to survive. Thus, in the case of women, these changes result in a series of struggles often accompanied by achievement that allow them to become increasingly integrated into society. Many questioned the role of women in the future; however, it has arrived and the female figure is an active member of society playing different roles (Barbieri 9).

The aim is to achieve gender equality, where both sexes enjoy equal rights and duties. However, for many, a woman seeks a different reality, since, regarding methodological and physical characteristics, they cannot be considered similar to men. Society is governed by established standards where people see the female figure as the wife, homemaker and mother, while the male as the parent and worker. This shows that it is a patriarchal structure. Because of this form of organization, it is difficult to understand the role of women in society, who for a long time had to stay only at home. Thus, one cannot notice the great inequality between genders, giving the man the title of "head of household". As such, he is responsible for bringing the money for all expenses while the wife does the housework as a way to give back to her husband (Barbieri 10, 13, 14, 22).

Thus, discrimination against women is evident. First, there are stereotypes that usually underestimate and undervalue her with respect to man. That is why, violence against the female gender is very often and for some people considered as normal. The type of aggression can be physical, psychological, verbal, sexual, economic, and leads to a relegation of gender in this society. The consequences of this fact generate a big problem because it prevents the development of women, since they are girls until they become adults, which does not only affect them but the whole environment. A person related with an abused

woman gets all this discomfort and grows in a dense environment, so this can generate the destruction of families and friends, creating a company undervalued and unable to develop (Annan).

Besides, cases of female violence are increasing worldwide. According to the official website of the United Nations, UN, there is a large number of battered women. In general, an average of every three women, at least one is abused by her partner. In 2006, the World Health Organization, WHO, conducted a study in 11 countries where the percentage of victims of sexual violence by an intimate partner in Japan and Serbia and Montenegro was 6%, while in Ethiopia it was 59%. Also, cases of psychological abuse range from 10% in Chile and 51% in Egypt. These are only examples in some countries, however, it is a fact that the injuries to the female figure happen everywhere. (Annan).

1.1 Role of women in the private and public field

1.1.1 Women in the private field

Formerly the daily life of a woman was referred to almost exclusively to domestic tasks, due to custom there are regulations established, especially for the female gender, they need to be educated as ladies, which means to be good housewives. Men also are trained in a specific way. This is the reality that persists today, that is why, next the details of women's lives in the private sphere are presented.

1.1.2 Women and housework

Women have been socially designated to perform household chores, either by culture or tradition. Thus, one can say that the work done by women within the household is invisible because all the activities they make require effort, however, they are not recognized or valued. Many take it as if these chores were an obligation of the wife, but these responsibilities should be appreciated and respected like any other job. In addition, the work they do inside the house is all day, with no fixed schedule, the 7 days of the week, which should be taken into

account. Therefore, the invisibility of women may be associated with inequality, as it gives the female an inferior status (Barros 23).

For this reason, it is customary to have a stereotypical image of the female figure, which is not positive. Women are underestimated in the work they do by designating tasks unique to their gender. Therefore, there is discrimination by paying a lower salary and not having a good working environment, which affects them greatly to their welfare. Also, people do not take into account the skills and preparation they have, but they get carried away by the perceived macho society. In the case where women are engaged exclusively in domestic work, people should appreciate the effort that they develop. Even this situation has declined, woman is still in charge of the home. Today, this idea seems retrograde, as female participation in the workforce has become common and even necessary in some cases (International Labour Office 15).

It is important to note that at present, many of the tasks of a housewife have become big business. That is, the care of children, cleaning houses or clothes, preparing food, etc., are no longer in charge of women, but for companies who have seen the liberation of the female gender as a great opportunity to make money. This helps woman to avoid having to perform these tasks only on its own, and allowing them to access to paid work because they find it less difficult to keep track of home and have more time for them (Barbieri 54).

1.1.3 Males and housework

Since an early age, both men and women, created a gender barrier to designate different tasks to boys and girls. This goes against the changes of gender equity and equality of conditions that needs to be achieved. Thus, there are distinctions to situations that are seemingly insignificant but can represent a way of life. Clear examples of these events occur in everyday life such as when going to give a present to a girl always give her a doll, and for a boy it can be a car, but not the reverse. As for the color mapping for women is pink and for men is blue. This creates a division created by adults, which children absorb, and it occurs

in various forms where woman always has a lower status, household chores are not an exception (Barros 100).

All this happens because of the stereotypes created by a patriarchal society. Among humans, the idea of sex differentiation, has been entrenched which promotes resistance by men to perform work which is generally designated for the female gender. Similarly, it is astonishing that a woman obtains a position that used to be delegated for men, not only because there is doubt about whether they can perform them correctly but also because it is admirable that they have obtained that opportunity (International Labour Office 18). Thus, the tasks assigned to man are the head of household. Besides the money the husband brings home, he has other responsibilities such as the driver of the house, paying bills, make deposits, or any bureaucratic diligence (Barbieri 59-61).

However, the ideal would be to reach equality inside home. It requires a division of housework so it can be shared and equal for both sexes. You must acknowledge the work done by women and encourage them to work together, so everyone should be in charge of a task with which the responsibilities will become easier and fairer. In addition, women may have more time for her and have the opportunity to find a paid job, since many household chores are an impediment for them to perform other activities (Barbieri 59-61).

1.2 Women in the public sphere

If humans are biologically different, they are not in the social aspect. Women also have aspirations, goals and desire to succeed, which does not refer to marriage but to a real occupation or career (Barbieri 26). Fortunately, the image of the female figure as a housewife only gets weaker, as they have generated new interests as an academic preparation, getting a degree, and become increasingly integrated into the modern world despite the difficulties that may appear to meet their objectives (International Labour Office 38-41).

Gradually, women gained more freedom, especially in the period of war. Male tasks had to be replaced by women because these were essential and could not be suspended by the

absence of men. As such, woman becomes important and useful in the workplace, unfortunately they not granted the same rights and privileges as men; despite having the same capabilities, they were not prepared for it, for which greatly influenced education of the time. That is how the female figure began to change its mentality and consider new objectives that were motivation to overcome (Coca).

1.3 Women at work

The labor issue is an area of society that has undergone a major transformation, due to the massive entry of women into paid work, especially informatization, networking and globalization of the economy. Also, the labor market, by the influence of society, is segmented by gender, which designates specific jobs for women causing them to increase productivity and profits. For example, in the United States, the majority of jobs for the female gender are related to social services (Castells 182).

This is a great advantage, since many years ago, there was not the opportunity to have a gainful job for women. This has been changing slowly, but there are still cases where it is preferred to hire only men, and on more favorable terms, to young, unmarried women (Barbieri 19). Thus, it seems clear that if there is a balance in gender equality, the balance is tilted along side men.

Although there are tasks designed for women, there are others that can be occupied by both genders. It is in these cases when it can be evidenced discrimination against women because despite performing the same tasks as men, the wages are lower for feminine gender, which occurs in many jobs regardless of their occupational structure. It will be ideal to achieve an equal status for both genders and have the same rights in the workplace. Several years ago, women worked hard in factories doing the same tasks as men, which showed that there was no biological impediment for them to undertake these masculine activities (Castells 189.194).

However, there are justifications such as values, norms, laws, customs, and prejudices used for both genders which restrict female participation in the workplace. The role that the

world has assigned to the female gender is a life dedicated to her family, where she is responsible for meeting the basic needs of the family. This idea has been incorporated into the thinking of not only men but also women, who have accepted this way of life and are pleased with that. However, the performance of women in some cases depends on the social status to which they belong, the education they have received, among other factors (Barbieri 26).

For women, there are many characteristics which are considered and influence to get a job, such as age, marital status, number of children, among others. For this reason, single women have more opportunities because they are exempt from certain responsibilities that could interfere with their performance at work. For men the situation is different, since they have greater participation regardless of the situation or condition in which they are involved (Barbieri 19-20).

Currently, there have been some changes in favor of women in the workplace. Those jobs that required more preparation and a higher education level are being held by women. As mentioned above, they do not always receive a fair wage, but having a female figure in this field is a step forward in society. In the new millennium, the information economy requires the presence of labor and skilled human talent to process information, where a woman's profile fits perfectly for it, especially for its ability to interact with people. However, an important reason about the increase of female gender in paid work is its flexibility and willingness to work; either flexible scheduling in input or output of work, the duration of their journey or activities to perform, they are prepared to fit the new economy (Castells 195).

Although women have a paid occupation, it is complementary to the housewife job. This occurs in most cases, although there are exceptions where husbands contribute with the work inside home. However, women are organized so that they can perform this daily task; that is why, for their dedication and flexibility they are recognized in the information economy where they have achieved success. Men do not behave the same way because they have their formal jobs, so they contribute little or nothing with house chores, which shows that patriarchy still persists (Castells 199).

At the beginning, the money that the wife brought home was a big help, but today it is indispensable and gives her the ability to achieve an active participation in the decision making and administration. There is also a negative point in this regard. The salary of men in some cases has been reduced by the large increase of female employment. As a result, this has caused a patriarchal repression to continue to maintain their power. Generally, the situation was that the patriarch brought the money to support his family, while the woman was engaged in household chores as a way of giving back to the husband. As both are now in the same position, they have equal status and occasioned a significantly weakening in the traditional male position (Castells 199).

The new image women have acquired by obtaining paid work, creates a question: why should women remain in charge of domestic work if they have a job just like their husbands? It is very difficult to answer this question because in spite of the changes in society still persists a feminine image in which she is engaged to household chores and to her job in case of having it. With little or no help they receive from their husbands, women are injured and even abused in the patriarchal world. However, the spread of feminist ideas has enabled women to reflect on their situation because being in their jobs allows them to meet other women, share ideas and thoughts (Castells 199).

The release is to "conscious" every woman that what she felt in her personal experience is a condition shared by all women, allowing the politicization of that experience. By accepting the specificity of their bodies, women are trapped in biology, but, on the contrary, they escape from men who have ignored their true nature (Castells 223).

Just like men, women are also grouped in associations that defend their interests. This is intended to make more profits and better conditions in their jobs. This brings the development of child care, maternity leave, among other essential benefits for female workers. Thus, the results of these improvements are reflected in the good performance of their work because they did not have to worry about their personal responsibilities. These are very

positive developments which help more women join the paid work. The opportunity of having a job is no longer for men and single women only, it is now more feasible for those who are married and mothers, who often have limited options (Barbieri 168).

1.4 Equal opportunities

Men and women are not equal in all respects because biologically both have different characteristics. This is the reason why they cannot grant equality in all aspects. However, these differences were too strong when considering the rights and obligations for women becoming in most cases in discrimination and abuse. As such, guidance is needed for both boys and girls to be educated from childhood, and avoid damage and ideas that generate gender differences. By contrast, they will develop in an environment of equity despite of the biological differences. In this way, there will be a more fair and balanced situation for everybody, without implying that women have to reject their biological role of motherhood (International Labour Office 3-4, 35).

At present, work is a must for women, so she should be ready for it. It is a reality that most women work, so they contribute a lot with their effort, and at the same time they become independent and manage their own money (Barbieri 87-88). However, this does not mean that there is gender parity, since not all jobs can be developed by female gender because the prejudices that exist in society often come from people of the same gender. This creates many limitations for them, who are driven by what remains in society and do not think about possibilities for change (International Labour Office 3).

With regard to education, many housewives regret having wasted the opportunity to pursue higher education. In most cases, women have only finished high school and few of them manage to have a college degree or fourth level. Years ago it was believed that studies were not necessary as the next step after finishing high school, it was to get married and having a housewife life serving her husband and children. Fortunately, young women have realized the importance of intellectual preparation for their lives. That is why, having a college

degree is a great advantage, and it is a way to ensure women are able to perform and succeed in the future (Barbieri 100, 104).

However, many believe that equality refers only to employment but it is not all. A righteous life for women implies equity in all aspects of society in order to achieve the same opportunities regardless of gender. Therefore, it is necessary to give women a fair wage, the right to prepare and educate in whatever they want. Thus, the struggle is to restructure the image of the female figure in society for a real change. These demands are necessary for the welfare of the female gender, though some might say that it is an act of rebellion (Barbieri 2-3). However, it must be remembered that although a change is happening in the XXI century, the effects are not immediate (International Labour Office 10).

It is important to name Matilde Hidalgo de Prócel, who is an example for all women after she achieved big achievements for female gender where the most remarkable was in 1924 when she became the first Latin American woman who vote in elections. In addition, her interest in medicine made her the first woman in Ecuador to obtain a medicine degree; despite all the challenges she had to face to reach her goals. At first she was rejected when she tried to enroll in Machala, but she approached her right to vote which made of her one of the most remarkable women of Ecuador and the entire world (the Illustrious Municipality Portal Loja).

1.5 Patriarchy

Since the appearance of human beings, societies have maintained a patriarchal form of organization. This structure consists of "authority, imposed from the institutions of men on women and children in the household" (Castells 159). Thus, patriarchy is evident in many areas, such as politics, consumption, production, among others. This leads to devaluation not only against women but also a relegation that over time has strengthened the gender division worldwide. However, the women's movements with their daily struggles are getting a positive change to the great challenge of the patriarchal system (Barros 19).

It is in the new millennium, where patriarchy has weakened sharply. This is due to globalization because technological advances have transformed the lives of women originating interest in them by becoming an active part of society. In addition, the female figure begins to acquire a new since they become part of the world paid, which allows them to take decisions not only within home, as such women represent a threat against patriarchy (Castells 160).

The changes that have occurred in the world make difficult the existence of a nuclear family, whose head is the patriarch. There are many cases of divorce, single mothers, or women who adopt children without a father figure, since it is losing legitimacy. The situation is further affected by the emergence of women's movements and organizations formed to support because their actions have made great benefits for the female gender. In the new generations, the ideas about patriarchy fade quickly, where women have more autonomy and are a big part of the change (Castells 161).

However, not everyone believes patriarchy can be weakened. On one hand, the plight for the female gender in society seems irreversible. Women themselves have developed a perception about themselves in which only displayed as housewives, either out of fear or habit but not all accept a change. They think that women who are actively involved in public life or politics are occupying positions that are not theirs and who neglect their duties at home. Some believe they put aside their obligations to their children, husbands and home care for other tasks that have always been designated for males (Barbieri 42).

On the other hand, some argue that in the last 30 years the life of women has had a profound transformation. They have realized all values they have as persons and how much they can contribute to society. As a result, it can be noticed the increasing participation of the female figure in various aspects of public and political life, so that the position of women has changed not only in thought but also in their actions to be more interested in a life outside the home. In these cases, the female gender can be a challenge to patriarchy, especially now when

the world is more connected and feminist movements and their members are ready to fight for a change (Castells 161-162).

A great indicator of the crisis of patriarchy is the dissolution of the traditional family. Every time there are more and more couples divorce or separate, meaning that there is no real commitment to maintain a household. Women have realized that they can maintain a household without a man by her side. Thus, there have been formed different models of families where some are formed without the necessity to consolidate a marriage.

It is important to note that the crisis of patriarchy is not the end of families; it only creates a change in the leadership of it. Women have acquired most of this power, as they have managed to have a presence in society with a strong image that cannot be devalued by patriarchy. Although women do not have all the control, this is shared with men reaching an equality that makes them not only independent but also indispensable. For this reason, men do not have ensured their status because they are facing different situations that have endangered their privileges (Castells 259-260).

Despite all the threats against patriarchal system, it is still safe. Not in all countries its presence is the same, however, there are many situations that have caused its deterioration, and if this continues it is likely to disappear. Women with their hard efforts have strengthened their presence in society remarkable for its good performance and achievements; therefore their daily stand causes the patriarchy to lose its legitimacy (Castells 269).

1.6 Feminism

Feminism is a movement whose ideas are based on gender equality to prevent discrimination against women. It is divided into three waves with the passing of the years. The first one emerged in the middle of the eighteenth and early nineteenth century in the United States and Britain, which focused on the right of vote for women. It is important to highlight the Seneca Falls Declaration, which refers to equal rights for the female gender, especially voting rights and gender equality. The second wave of feminism appeared in the

United States in the 1970s, when a group of women joined in a movement to enforce their rights in various and broader areas such as sexuality, reproduction, equal opportunities, etc. Finally, the third wave of feminism started in the 80s until the present day, which comes as a result of the demands made in the second wave. This feminism does not create a single image of women; on the other hand, it states that women are different, with its own characteristics and features according to their beliefs (Huertas).

Thus, feminist's ideas of the second-wave begin to appear in the late sixties. This helped to consolidate a social movement that gave women the opportunity to think and speak freely without the domain of men. It was seen as the only way they found to cope with sexism, manipulation and other abuses by male gender. These ideas spread rapidly around the world being more intense in some places than others, so many women were integrating this movement to bring about change that benefits (Castells 162).

For Manuel Castells, the emergence of feminism is a challenge to patriarchy. This is evident with the appearance of various feminist groups and the many women who join them. The movement's goal is to create a new image of the female figure and make society to perceive it that way. This will put an end to discrimination, reaching gender equality despite the strong influence of the society that has created a marked differentiation by unlike biological characteristics. It is said that "through equality, difference or separation, what is denied is alienated identity of women as preserved in the patriarchal family" (Castells 201).

It is also said that feminism is the claim of women's rights protection. The goal has always been that women enjoy the same rights as men; however, this fundamental objective emerges more. One of them is to create a space for women within patriarchal society, where they have complete freedom of thought and can perform actions in the area that better suits them. This change must start from women so that it can expand to others, thereby reducing gender inequalities because they only create violence and disrespect for the female gender (Castells 222).

That is why, feminists work hard to strengthen the movement, which is necessary for most women that comprise it. In this sense, one can find those who fight for the common good as they do individually, but they are all aimed towards the same goal, to improve the situation of the female gender. Media have always been women's best allies because through them they spread their cause. However, there are many people who support them in practice, and although they have not done it officially, part of the movement wish to be valued and their rights respected (Castells 201 202 204, 226).

One important thing to note in the feminist group is the number of lesbians in it. Many questioned heterosexuality because they disagreed with the patriarchal family as the model to follow. As such, being a lesbian means not being tied to a man or to depend on them in any way. This was the main argument they used to express to the world their autonomy in a radical way. However, this situation caused controversy within the movement itself, whose members have had to accept it. In addition, a diversity of feminist identities that have strengthened the group formed, as it has become more flexible by achieving different pliable trends and problems of society (Castells 225).

Within the movement, activists have found support in organizations which were created through it. These organizations also needed followers to help them become stronger and avoid having disabilities that limit their actions. These institutions have a hard work, because abuses against female gender are too many while more women try to be actively involved in society. In addition, several controversies arose when issues such as reproduction or sexual liberation appeared. That is why, there are different types of institutions, both national and international, with different goals and purposes.

All the institutions in favor of women have been the key in society to female support. Besides, those organizations create a network of women with a different mindset where a culture for them has been created, which is the best way to weaken the patriarchal system. "To rebuild its identity by its biological and cultural specificity women can become in themselves" (Castells 224). Therefore, all these institutions that sustain women have a big challenge, especially since feminist issues are increasingly more diversified ethnic, social or

cultural aspect. It is important to mention that these organizations are presented as an alternative to improve the situation of female gender (Castells 207).

Currently, feminists are different women but with a common goal, so they have managed to create a much stronger collective identity. This means that it has been possible to establish a female culture where women are more confident and have consolidated their autonomy, hence, they operated differently than the ancient form of feminism. Now women are involved and are willing to collaborate with institutions formed by men, which would not have happened years ago. The strengthening that the movement has achieved over the years is obvious. It is important to note that although feminism exists in the entire world, it is handled in different ways according to the country in which it is located, either by culture, religion, political aspects, etc. The end of men and women dichotomy is expected and the elimination of gender differences in society (Castells 210, 214, 224).

1.7 Women involved in politics

Today, the world of politics is composed of both genders. Within this area, the female figure has acquired great admiration for the way they operate. When women are in a political job, they get a higher status and are considered intelligent and willing women. However, a proper preparation with superior knowledge on the subject which will help to perform properly is necessary. This is totally opposed to the concept people had in ancient times, where being a woman meant having lower mental capacity to deal with certain issues, including politics (Barbieri 94).

Years ago, these functions were meant only for males becoming complicated for the opposite sex being part of it. It is said that politics is a matter of the male gender while women adopt a masculine posture to try to fit in this field. However, this is not a valid argument because today there are a great number of women with an excellent performance even in politics (Barbieri 94). Without doubt the greatest representation of what is outlined here is the case of Maria Estela Martinez de Peron, known as Isabelita Peron, who was the first Latin American woman to be President of the Republic, when she assumed this charge for a term

oftwo yearsinArgentina. At first she was vice president until 1974, when her husband Juan Domingo Peron, President of the Republic, died, so she substituted him. During her mandatethe country faced asevere economicandpolitical crisisthat turnedthe country intosocialchaoswithconstantviolence andinflationary problems; that is why, 1976a military juntawon thepresidency(BBC News).

It is important to mentionCristinaFernandez deKirchner, elected President ofArgentinasince 2007. MichelleBachelet was also President when she held the same positioninChilein the periodfrom 2006 to2010 andin BrazilDilmaRousseff(BBC World). Also, Dr. RosaliaArteagaSerrano, breaking with the traditional schemein Ecuador, was the first womanto hold the positionofVice President of theRepublicformally. This occurred in 1996during the presidency ofAbdalaBucaram, who after a short periodwas dismissedby Congress, sohisVice Presidenttook charge from February 7th to11th, 1997. Unfortunately, Congress opposedthe mandate, even thoughshe had alreadyheld otherpolitic charges, such as Ministerof Education(Aznárez).

This situationcan be considered a clear example ofmachismo. TheEx-PresidentRosaliaArteaga had the legitimate right to replace the President; however, theCongressnamed her astemporaryPresidentuntil they designate the newpresident, Advocate FabiánAlarcón, who was serving asPresident of the Congress at that time. Rosalía tried to defend her rights referring to the law and Constitution, unfortunately it was not enough. Fabian Alarconaccused her fornot keeping herwordby not acceptinghis replacement, to which sheclaimed that if Alarcon wanted to be presidentitwas necessaryto reformthe laws, otherwise it would not beconstitutional(Aznárez).

The situation got worst when the temporary President started talking about his plans for government, especially when she appointed her government staff. During this situation, the opposition went against her mandate,as sheonly had totake a temporary charge.Immediately, wassentawritten documentinwhichRosalíaArteaga hadmadean agreement betweenFabiánAlarcónand the Armed Forces. Initwas stated thatitwould givethe Presidencytemporarily to RosalíaArteagauntil Congressappointedthe new presidentof

Ecuador. This situation was very humiliating for Rosalía Arteaga who remained in power for a very short time where her rights were ignored despite the Constitution (Aznárez).

Nela Martínez is another Ecuadorian woman who was involved in politics throughout her life. Since Nela was young she was interested in politics and had joined the Communist Party; she even became their leader. In 1944, she had an active role in the Glorious Revolution, where President Carlos Alberto Arroyo del Río was dismissed by a coup. For this reason, she assumed the position of President of the Republic until Dr. José María Velasco Ibarra came to take control. As such, Nela Martínez became the first woman in charge of the country, although this was not formally (Aguirre).

Despite all these examples that demonstrate the political participation of women, a question has arisen: what is the contribution that women provide? There are several characteristics of the female gender that can be cited, such as flexibility, greater willingness for dialogue, among others, which are very popular in this field.

1.8 Conclusion

After the analysis I can conclude that since the beginning of humanity, women have had a different role in society than men. The biological characteristics women possess, cannot be considered similar to men, but these differences should not be influenced by social inequalities. However, the female gender has been neglected and devalued, having an inferior treatment; thus, discrimination and abuse against women exists in various fields, especially in the workplace.

People think that women are not good workers and the only thing on their network is to stay indoors doing housework. Over time, it has become a custom to accept gender inequality between male and female gender which is considered as the norm in society. For this reason, for a long time women were very limited to develop fully. The opportunity to develop in what they wanted for the female gender was denied, and they did not have access to education; in case they have had it sometimes they were discriminated.

So I think it is time to give them a true gender equality, as they have the same capabilities and deserve a fair treatment. Unfortunately, in some cases the female figure is diminished, for example, there are jobs where they are not accepted. Thanks to valuable efforts feminism emerged to fight for the welfare and rights of the female gender, and helped to create a new perception of women. Feminism focuses especially on helping women to identify themselves with a new image and transform patriarchal society where we live. These efforts have made great achievements, and can be evidenced with the participation of women in different areas of the community.

In addition, the State must strengthen the work that women do, to ensure their welfare and interests. With this support, the female image will be enhanced, resulting in a more active participation in public life. Besides, the macho environment is changing gradually becoming more favorable to the opposite gender. This brings new opportunities for women, making them more respected as they become a threat to patriarchy. The female figure can survive without a man by her side, leading to the formation of new family structures that displace the traditional family model. For all this, it is evident the significant progress in women's lives. Women are not only respected but also admired for all the achievements they have made. Many of these achievements are given in the political sphere, where they have earned their place and are successful. Female gender has known how to develop for being active in society and make people visualize them differently. Despite this not happening the same way around the world, there are many countries where it is a reality.

Therefore, if women are still struggling to enforce their rights and if they are not interested to prepare and train for life or do not use their opportunities, then all that which women have achieved will be wasted. Women should be strengthened and continue growing every day making men adapt to the environment in which the female figure is the tough gender.

CHAPTER II

CONTEMPORARY TRENDS IN ECUADOR'S DIPLOMATIC RELATIONS FROM THE YEARS 2006 TO 2010

2. Introduction

Ecuador, in the new millennium, has evolved to adapt to the current global scenario. Thus, internationally the country must seize the opportunities to develop, and attempt to prevent possible complications implied in active participation within the global community. As the country has more business partners, this allows it to interact and thus to obtain benefits for the country. Having a good interaction with other countries reduces the risk of a threat and ensures peaceful coexistence in the world. Therefore, "internal development requires a sovereign foreign policy pursuing an international, action-oriented business integration and peaceful coexistence and the construction of an international community based on equity" (Andrade).

While foreign policy is somewhat difficult to define, it can be said to be a mixture of all those situations, decisions, and actions taken by a country outside its boundaries. However, the exterior must be consistent with the internal laws of each state so it can enjoy proper development. As such, external actions must reflect the government's purposes, where the functions made internally will not be opposed to what is meant to be external and vice versa (Herrera).

That's why the Ecuadorian Constitution of 2008 was renewed and supplemented with several chapters to define international relations that truly represent the Ecuadorian state. Therefore, section 416 defines what it means to Ecuadorian foreign policy in coordination with the country's interests. First, it states that Ecuador promotes equality of states to lead a peaceful coexistence and avoid the use of force or violence as a method of dispute resolution. In addition, it criticizes the intervention of other countries in the internal affairs of a

nation within the prohibition of the presence of military bases within the territorial borders is included. Similarly, it promotes free movement, the rights of immigrants and condemns all forms of discrimination, imperialism, colonialism, and neocolonialism. It also promotes Latin American integration, the creation of trading and political blocs as well as the active participation of the international community. It also supports the creation of international conventions for positive purposes and that they and their global actions are governed under international law (Constitution, 2008).

Next, the art of diplomacy will be presented in more detail and how Ecuador has been handling it since 2006.

2.1 Diplomacy

2.1.1 Definition

While foreign policy and diplomacy are closely related, each has its own meaning. On the one hand, foreign policies are all actions taken by a state to engage internationally, either with other countries or other subjects of international law. A more specific concept of foreign policy is given by Edmundo Hernández stating that:

Foreign policy is the set of policies, decisions and actions that make up a body of coherent and consistent doctrine, based on clear principles and an immutable solid, forged through its evolution and historical experience, continuously enriched and improved by each state or another actor or subject of international society which defines its behavior and sets goals and courses of action in all areas and issues that transcend borders or that may affect the interior of their own, as it is applied consistently in order to prosecute and seize the international environment for the better fulfillment of the objectives outlined in the interests of the general good of the nation and the pursuit of maintaining harmonious relations with the outside (Hernández-Vela).

Regarding foreign policy, the president has much to do for the Ecuadorian Constitution which establishes, in Article 147, that the functions of the chief executive must include the power to set foreign policy which implies appointing ambassadors and heads of missions to fulfill their specific functions as well as the signing of and ratification of international treaties, that he must ensure that they meet (Constitution 2008).

On the other hand, diplomacy is the art which properly manages international relations (Pérez de Cuéllar, *Manual de Derecho Diplomático* 13 - 15). It has evolved over time, from the point in time when there were no permanent embassies or when diplomacy was not considered as a formal profession. However, with the creation of more states and the necessity to interact with each other there were persons designated to represent the heads of state. At first there were no specific rules or a protocol by which to be guided, but little by little the diplomatic practice took a more solid form. In the early fifteenth century in Italy the first permanent diplomatic missions were established. Also, some privileges for representatives of a State arose because they could not be tried in a State other than their own. Thus, there was the Congress of Vienna in 1815, which represented a breakthrough to codify certain practices that were being used only by custom. Subsequently, and after several meetings at which these issues were discussed came the 1961 Vienna Convention on Diplomatic Relations of which almost all countries are parties and which is used at present (Linares 5 to 13).

Thus, the most important functions of diplomacy are negotiation and representation of the state; the aim is to reach an agreement through negotiation thus avoiding any kind of confrontation and violence. The diplomats, the experts in handling it, are also responsible for representing the country they belong to, carrying out negotiations and developing friendly relations among states to develop political, cultural and economic matters worldwide (Sorensen 385 to 387).

Therefore, we can say that diplomacy works both as an art and a science. As a science because it teaches peaceful and harmonious relations between countries through treaties and agreements developed in accordance with the provisions of international law. It is

also considered an art because it highlights the skills required to successfully manage foreign policy as negotiations and other actions that are performed worldwide. By knowing how to operate in both senses, there is no doubt that its implementation will be successful (Borzi Alba 17).

Aside from diplomacy, it is necessary to define the meaning of diplomatic law. Genet defined it as "the branch of public law that deals specifically with the practice and regulation of both foreign relations of states as the modalities of its representation abroad and which also includes the management of international affairs and how to conclude negotiations" (Perez de Cuellar, Manual of Diplomatic Law 18). As for the existence of rules and laws, it codified the practices used by the States in dealing with other nations. Therefore, in 1963 the Convention on Consular Relations was adopted; in 1964 the Vienna Convention on Diplomatic Relations came into force; in 1969 the Convention on Special Missions and in 1975 the Convention on the Representation of the United States in its relations with international organizations of universal character. In this sense the interaction between states was easier because its purpose was to clear any doubt and create bases to form its relations in the best way possible.

However, there is a difference between classical and modern diplomacy. International law is a support of foreign policy which in turn influences the way in which it takes place, according to a classic definition. At that time, most bilateral and international relations were handled by the governments of the countries, so it was not a breakthrough. In modern times, it has several functions, not only to negotiate and represent the State, but also to defend the interests of the nation and promote friendly ties whether commercial, political, cultural or ecological, with the rest of the world. In addition, international organizations began to emerge as subjects of international law, and also organize meetings or conventions to address several issues that have helped resolve disputes and profits, where it is no longer bilateral but multilateral too (Sorensen 385-386).

Therefore, the international community is trying to create a peaceful environment managed through diplomacy. The aim is to manage international relations in which the most

important aspect is the welfare of the people who are guaranteed of a long-term and lasting compromise. That is why, over the years it was essential the development of diplomacy. Therefore, it is considered not only a science, but an art becoming a key aspect of knowledge, because through it, relations between people, individuals and international organizations can be properly developed.

2.2 Historical background of diplomacy

Since the beginning of international relations there has been the necessity to create some rules to allow it to develop properly. That is why the privileges granted to diplomats is not new, because since they were granted special status, the treatment should also be special. Diplomacy has very old origins since it can be stated that the Assyrians, Babylonians and Hebrews were the first people who practiced it, even they did not do it permanently. It can also be mentioned that in India the first rules or laws regarding diplomats appeared. Therefore, there are more accurate basis than the Greeks and Romans were the pioneers in making use of diplomatic functions as we know them today (Borzi Alba 17-19).

In Greece, diplomacy first acquired a formal status. Here appeared the "self-orators" who were responsible for the maintenance of good relations between its various city-states. Later, began the interaction between countries where there appeared missions and ambassadors, even though there was not the necessity to create permanent embassies. However, it was essential to grant certain privileges to those dealing with international relations; that is why they enjoyed inviolability. Therefore, a diplomat could not be tried in a foreign country even if that person had committed a felony (Borzi Alba 21-22).

Similarly, Rome also used the diplomatic practices of Greece, with the difference that the ambassadors were known as "Legatus" or "orator". Thus, the Romans sent their legates or orators when they needed to bargain with other people. In this aspect it can be mentioned the Popes, who appointed plenipotentiaries also called "apocrisarii" and responsible to defend Christian interests in Barbarous, Germanic and Turkish countries. In this matter,

representatives were protected under the human and divine rights at the same time; this gave them inviolability in and out their countries. As such, this inviolability extended even to enemies territories, or when it was necessary to cross a third country on the way to a mission (Borzi Alba 22 - 23).

Thus, in the Middle Ages diplomatic transience was accepted as a norm. Therefore, at the end of this time diplomacy was considered not only a science but an art because from antiquity it was being improved. In the thirteenth century, the word "ambassador" was first used; however, it was only in the Middle Ages that diplomacy was considered as a career. During this period, the inviolability given to the representatives of states achieved a great development which formed the basis for immunity as we know it today. Also, in Venice the first organized diplomatic service was created, which was followed by a permanent embassy in the fifteenth century. However, in the sixteenth century a permanent diplomatic representation composed of ambassadors and residents was established (Borzi Alba 23-25). Later, this practice was adopted by England and became more popular in other nations. Gradually, they appointed ambassadors to people who knew more or were more familiar with the states where they were going to be sent (Úbeda).

Therefore, the immunities and privileges have existed a long time but not established as a written code as much as a customary law between states. As these laws went beyond national boundaries they became part of international law. This occurred because of the large increase in the relations between nations thus requiring a standard which would show them the best way to carry them out. In 1815 was the Congress in Vienna, whose purpose was to create rules for better interaction between countries and solve all problems that may arise. This is the reason for the great importance of this Congress throughout history, as it has been the basis for other conventions such as the Conference of Aix-la-Chapelle in 1818 and the Sixth Conference of American States in Havana, Cuba in 1928. Besides these, the General Assembly of the United Nations appointed a commission of international law to develop a project that reflected the practices, immunities and privileges granted to diplomats and the actions of states (Borzi Alba 11- 14).

There were two major advances after those meetings. The first was that four categories of diplomatic representatives were created: 1) ambassadors, legates and papal nuncio, 2) extraordinary envoys and plenipotentiary ministers, 3) resident ministers and 4) business managers. The second was that they "defined the precedence of each category, determined by the priority of appointment and not by the relative importance of the sovereign who sent it; precedence was determined by seniority of appointment" (Picon 41-42).

Thus, diplomatic law began to take shape, becoming a branch of law in all states, in which not only were standards set but also a hierarchy established. For example, the oldest ambassador was considered the dean of the diplomatic corps (Picon 37-41).

Thus, from April 2nd to April 14th of 1961 the Vienna Convention took place at which consideration was given to the draft made by the Commission of International Law. The codification of rules on immunities and privileges of diplomats was not only desired but necessary. The classification given to diplomats was simplified as follows: 1) ambassadors or nuncios, 2) envoys, ministers, internuncios; 3) business managers. The first two are credited to the head of state, while the latter classification is credited to the foreign ministers (Picon 43-44). With all these encodings, relations can develop in an appropriate manner, especially in order to avoid problems and disputes between States (Alba Borzi 15-17).

2.3 Vienna Convention on Diplomatic Relations, 1961

Although diplomatic law is a customary practice governed by international custom, it developed based on the 1961 Vienna Convention. Within it are codified actions that had been practiced in order to facilitate interaction between states or international organizations. It is for this reason that the Vienna Convention is the most important advance, not only of diplomatic law, but of international law in general. It is universal, since it was ratified by almost all existing states, which used it to conduct international relations (Perez de Cuellar, Diplomatic Law Manual 15-17). This involves three issues: the scope, which includes diplomatic asylum, the categories of employees entitled to various immunities, and

duration of immunity and the waiver of these. Under these titles, diplomatic relations that are handled by almost all nations of the world are contemplated (Sorensen 389-390).

Thus, the Convention greatly reduced disputes, misunderstandings, and drawbacks, as it became a rule of law that allows for better performance. With the support of the United Nations the Convention on Diplomatic Relations was held in Vienna in 1961. This Convention was based on a document that had been drafted by the Commission of International Law of the United Nations which suffered several modifications and changes to improve it. The meeting brought together 81 States, of which 45 had signed the treaty and the others were adhering through time (Sorensen 389-390). However, this Convention entered into force on April 24, 1964. In addition, two optional protocols drafted to complement it, the first was on the Acquisition of Nationality and the other to settle any dispute that may arise concerning the application or interpretation of the Convention, it has the possibility to be submitted to the International Court of Justice or to arbitration. However, this does not include any penalty for non-compliance, which is the negative aspect of the Convention on Diplomatic Relations (Perez de Cuellar, Diplomatic Law Manual 16-17).

2.4 Diplomacy in Ecuador from 2006 to 2010

2.4.1 PLANEX 2006 – 2020

In 2006, during the presidency of Dr. Alfredo Palacio, occurred the National Foreign Policy Plan-PLANEX 2020. The aim of this plan was to organize six critical issues in the long term, which were: sovereignty and regional integrity, protection of migrants, promotion and protection of human rights, international economic relations, security, and international cooperation and these were based in accord with the main countries with which Ecuador maintains frequent relations (Ministry of Foreign Affairs, Trade and Integration).

In this way foreign policy could be carried out in a more organized and beneficial way for the country because it was created with a commitment that goes beyond a presidential term since it was designed so that their performance would continue for an extended period

of time. However, this plan foresaw a wide margin of action during Rafael Correa's mandate, as in 2008 Constitution the President had more responsibilities for foreign policy. So the idea was that the Foreign Ministry developed its foreign policy according to the objectives of PLANEX and succeed in their international relations (Andrade).

2.4.2 Constitution of 2008

In 2008, President Rafael Correa presented the new Constitution of Ecuador, where he made some positive changes to the country in terms of international relations. Within this, three key concepts were established, which are universal citizenship, the defense of freedom movement, and the progressive end of foreign status. Around these, it was intended to develop a more just and equitable environment of international relations and raise Latin American integration. Improvements have been implemented to enable the State to engage in the exterior dynamic, where it has more action and can evolve in a more appropriate way (Salvador, Ministry of Foreign Affairs, Trade and Integration).

Above all things, the new constitution intended to protect national sovereignty and promote Latin American integration as well as generate economic agreements that benefit the country. Having business partners fosters international relations and provides the opportunity for Ecuador to gain a better position in the world. In this sense, the Constitution is intended to facilitate the country's integration into the world economy through an equitable and fair tactic that allows economic development and fair trade on a grander scale. Likewise, it aims to promote domestic and foreign investment which takes place in the same way, to run under the guidelines of the Constitution (Ministry of Foreign Affairs, Trade and Integration).

Regarding international relations, the Constitution of 2008 established the sovereign right that it is applied in international treaties, in order to guarantee and defend the rights of the country. In comparison to the previous Constitution, this did not happen because in some cases international agreements outweighed Ecuadorian law and were prejudicial to the country. For this reason, there are articles that clearly express the conditions under which

the country may conclude international agreements and treaties. Furthermore, Article 422 states that “Contracts or international instruments cannot be negotiated if it states that Ecuador gives sovereign jurisdiction to international arbitration bodies in any commercial contract dispute between the State and private individuals or corporations” (Constituent Assembly). This avoids many problems while securing Ecuador as an independent and sovereign country, and so deals with potential problems such as the Angostura attack which caused the country very serious problems.

However, not all comments about the New Constitution are positive. There are many criticisms that have appeared despite the fact that the text of 1998 has been renewed; in 2008 many inconsistencies and gaps were presented that generated many disadvantages when applying and interpreting. For instance, the fact that marriage is now defined as the union between a man and a woman can be considered a setback, something which was not the case in 1998. Furthermore, the current constitution favors informal work, as it granted more rights, and although it seems a good thing, there have been many opinions against it because it downplays hiring and collective bargaining (Grijalva). Among other negative comments, it has said that it concentrates too much power in the executive function, in other words the President of the Republic. So there are doubts that Ecuador will remain as a democratic country because there are limitations and the Constitution of 2008 has a socialist line (Ayala Samaniego). As such, there are divided opinions about the 2008 Constitution. It is said that much depends on the government in power and its effectiveness in applying it, which is why its success or failure will be revealed with the passage of time.

2.4.3 Manta Military Base

In 1999, President Jamil Mahuad signed an agreement with the United States, which granted the building of the Manta military base, Eloy Alfaro. The purpose of this treaty was the fight against drug trafficking for a period of 10 years, which thus ended in 2009. However, the presence of U.S. military created unease in the population, as judged by the fact that Ecuador was thought to have given away the country's sovereignty, especially because of the

military operations conducted by Americans (The Citizen). However, the U.S. base had provided employment for about 150 Ecuadorians; Americans were made to help in social work with different institutions like orphanages, and machinery was also donated to the municipality of the city; its main function was to provide security to the country in its fight against drug trafficking (El Mercurio). However, President Rafael Correa refused to renew the treaty that expired in 2009 for which he had the backing of the laws established in the new Constitution. In this it establishes that Ecuador is a peaceful territory and therefore prohibits the existence of foreign military bases in the country under any circumstances (The Citizen).

Given the refusal to renew the agreement with the Americans, they began their retreat on July 17, 2009, which was completed in September of the same year. After that, they moved to Colombia to be installed in three different bases in that country (El Hoy). But while in Ecuador, they have demonstrated excellent work against drug trafficking. Thus, they say that they had completed 5,800 missions since 1999 and that they had seized 1,758 tons of cocaine, representing around \$ 35 billion. Moreover, the negative aspect of the terms of this agreement is that approximately 160 workers who were working in Manta base became unemployed. However, the Ecuadorian government claims to have the situation under control, not only for employees who have secured jobs but also land, sea and air security of the country to deal with drug trafficking and other illicit activities (The Citizen).

2.4.4 Rafael Correa President Pro Tempore of UNASUR 2009-2010

A priority of Ecuador has been and continues to be the integration of South America which is emphasized in one of the articles of the current constitution of the country. Thus, Ecuador is part of the Union of South American Nations, UNASUR created in 2008. This organization aims to generate integration, a true Latin American identity and to achieve more and better benefits for its members. Currently there are 12 member countries: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, and Venezuela (UNASUR). Thus, Rafael Correa assumed the rotating presidency of UNASUR from Michelle Bachelet, on August 10, 2009, until November 26, 2010 (El Hoy).

While Ecuador assumed the temporary presidency of UNASUR, several positive initiatives for the region occurred. One of them was to strengthen the defense of all member countries and to promote further development for the armed forces in order to achieve greater sovereignty and create a secure environment in South America. Furthermore, through this organization, great achievements could be made especially for international cooperation obtained through agreements and other projects highlighting economic ones. However, there are alternatives such as the physical structures that the Latin American initiative aims to connect the Atlantic and Pacific oceans. For these reasons, the UNASUR has become a solution not only for Ecuador but for South America (Today).

In March 2011, its 12 members signed the document creating UNASUR, where Rafael Correa was named honorary member. In his speech, President Correa expressed the expectations the organization holds to achieve integration with equity and justice. He noted that economic projects are the most important and expect major advances in education, culture, technology, and even the possibility of attaining citizenship and a single currency. As such, a full consolidation of the member countries of UNASUR is expected after overcoming the drawbacks existing in the region, so they can achieve international recognition (El Hoy).

2.4.5 Yasuní – ITT

Ecuador becomes a pioneer in proposing a revolutionary project as the Yasuní ITT (Ishpingo-Tambococha-Tiputini), since it aims to address climate change, protect biodiversity, and respect the rights of indigenous people. The country's intention is to maintain the oil reserves in Yasuní National Park underground, which was created in 1979 and later declared a Biosphere Reserve by UNESCO in 1989. In return, for Ecuador, the national and international community will provide money to offset 50% of the value that could be obtained if this area were exploited which represents an estimated 846 million barrels of oil. In this way Ecuador can keep its promise to preserve its land intact which is one of the most biodiverse on the planet where one can also find varied cultural groups whose culture and convictions remain unchanged (Yasuni-ITT Creates a New World).

With this initiative Ecuador, as it approaches its objectives for the new millennium, will highlight the value of nature and the environment for a better quality of life for all. By way of this objective they will be able to avoid greenhouse gas emissions as they keep below the surface of the earth the combustible fossil fuel in the form of petroleum. Ecuador can, through its developmental methodology and with the aim of combating climate change and reducing poverty and preserving nature, be an example for other states that endeavor to do similar projects. In addition, industrialized countries can also economically support Ecuador and, in doing so, conserve the petroleum below the earth's surface to the benefit of the whole world. In this way the capital funds for this project created with the help of the international community will be under the administration of the United Nations in conjunction with the Ecuadorian state and civil society. At the same time this fund will have a Directing Committee and a Technical Secretary charged with defining the projects which will be financed proportioning the information necessary about them (Yasuni-ITT Creates a New World).

In the beginning the Yasuni-ITT was presented as a vague idea which, through much effort, has become an ingenious plan. It has become a new alternative for sustainable energy which benefits the environment through the self-determination of the villages along with the protection of 44 protected areas of Ecuador which represent approximately 20% of its total land area. It also pursues objectives against worldwide pollution thus making it a pioneer in this field. Although there are in existence some projects of this nature these have not come to fruition and remain obsolete plans which do not represent a real force for change for the worldwide problem of pollution (Yasuni-ITT Creates a New World).

In accord with the Ecuadorian Constitution the country guarantees the rights of nature which are specified in chapter 7 of the same instrument. As a result it strives to conserve nature by promoting the participation of the world to bring this about. So, Yasuni-ITT is a mechanism of the state to confront the environmental impact that such damage is producing. Ecuador is its own example of the consequences of going against nature as evidenced by the destruction of ecosystems, extinction of species as well as the damage to

humans and resultant diseases caused by the pollution of the Amazon rainforest (Yasuni-ITT).

In this way, the hope is to count on the economic contributions of industrialized countries. Thus an approximate annual per country amount for the fund for a period of 13 years has been established. Among the possible countries: the United States with an annual contribution of \$ 204.48 million which at the end of the period would amount to \$2.6582 billion; Japan a contribution of \$ 74.67 million annually with a total support of \$970.7 billion; the United Kingdom with an annual portion of \$36.21 million which, at the end of 13 years would be \$470.7 billion. These are some examples of the economic contribution of the countries that are hoped to aid the Yasuni-ITT (Yasuni-ITT Creates a New World).

With the signing of such an agreement the financial support of such states as France, Italy, Spain, Belgium and Iran have also manifested their support. Germany was the first country to offer money to begin studies of the project. It is for this reason that negotiations for this proportioning of the fund have become so important. Before this, Ivonne Baki, chief negotiator for Yasuni-ITT, was maintaining strong negotiations with distinct countries to make known this innovative proposal and to gain support. However, this project will not expect the support of industrialized nations alone but also private capital from specific organizations on the world wide level as well as from Ecuadorian society (Yasuni-ITT Creates a New World).

Through the arduous work which Ivonne Baki has done she feels she can assure that the oil reserves will remain underground. To date she has been able to collect the amount of \$116,048,384 through the trust fund; which represents a very positive amount. This has been achieved through collaboration of countries such as France, Spain, Chile, Belgium, and Georgia as well as non-governmental organizations, and international society. It is equally hoped that the contributions of such countries as Colombia, Peru, Italy, Turkey, and the Andean Corporation of Development will bring in around \$57.4 million. Within the total value collected there will be a non-reimbursable amount which will be used for the technical cooperation of the project. However, if the funds hoped for are not received there

is a Plan B which would mean the exploitation of the oil since Ecuador is a country upon whose economy it depends greatly.

Additionally, the Chief Negotiator of Yasuni maintains there could be a Plan C by which it would maintain the initial objectives and preservation nature while at the same time it uses the deposits of petroleum; however she has shown great optimism with the results obtained thus far (Yasuni-ITT Creates a New World).

2.4.6 Diplomatic Relations between Ecuador and the United States

Diplomatic relations between the U. S. and Ecuador have been seriously affected due to certain information which the U.S. Ambassador to Ecuador, Heather Hodges sent to her government. What was revealed was about President Rafael Correa and functionaries of his government who were mentioned to be allegedly corrupt within the government of the same president and commander in chief of this institution. There was also mention of a supposed discourse of Correa criticizing the United States privately while publicly soliciting their aid. Because of this Correa felt offended and proceeded to declare Ambassador Hodges persona non grata. As a result of this action, the U.S. responded in kind, asking that the Ecuadorian Ambassador, Luis Gallegos leave the country (El Universo).

In this way, diplomatic relations between the two countries were affected resulting in the maintenance of strictly business dealings. Andy Bowen of the U.S. and Efrain Baus of Ecuador were the respective representatives of both countries who were in charge of the normal management of their consulates during this situation. In the meantime, President Correa trusted that soon relations would be completely restored despite having mentioned that the sovereignty of Ecuador was not at risk and that he had felt compelled to act as he did concerning the situation with Ambassador Hodges because of the respect he had for his country. On the other hand, Ecuadorian Chancellor Ricardo Patiño communicated with the U.S. Representative in Latin America, Arturo Valenzuela, with whom he had maintained a dialogue in order to see the possibility of designating new ambassadors for both countries.

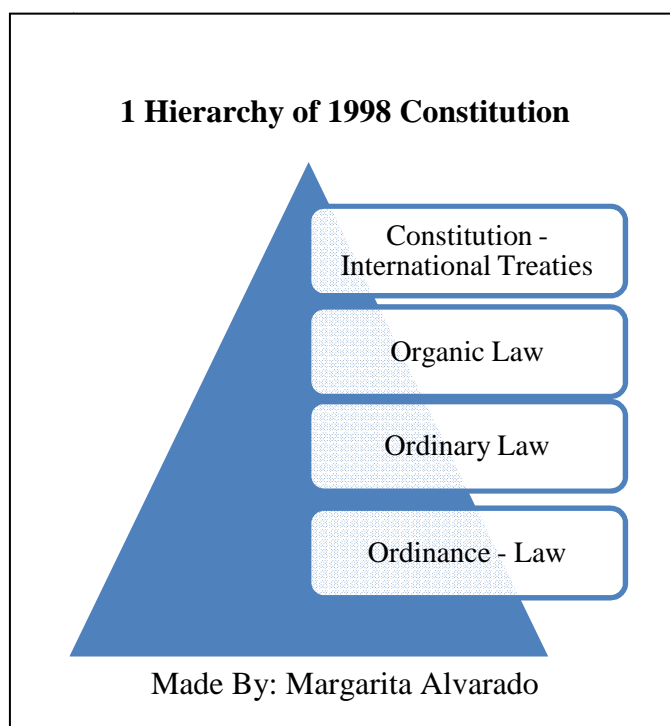
Valenzuela showed a positive attitude while maintaining reserve as to what would happen in the near future (El Universo).

Nonetheless, the inconveniences of the diplomatic relations generated much tension in the commercial aspect. Many fear that the situation that exists in the United States will affect the renewal of the Agreement for the Promotion of Andean Commerce and Eradication of Drugs-ATPDEA. This accord consists of payment to those countries fighting against drug trafficking and consists of the granting of preferential tariffs. In the case of Ecuador it has resulted in the reduction of tariffs on 6,300 products thus facilitating their entrance into the U.S. market (COR). At the end of this agreement in February of 2011 there was negotiation in order to extend the agreement, the only worry of which was that it would not be so because of the incident with Ambassador Hodges. However, the Coordinating Minister of Political Economy, Katuska King, said that the situation was not so serious though, obviously, there is a risk, however under controlled. (Vistazo) She also indicated that of all the products under the tariff preferences, only 7% are those exported to the U.S.; this represents around \$21 million which is a manageable amount. Fortunately, the ATPDEA has been approved until the year 2013 (El Universo).

And so, nine months after the problems between Ecuador and the United States, diplomatic relations were reestablished between these countries. Thus, on January 18, 2012 Ambassador Nathalie Cely began her job in Washington after which President Obama accepted her credentials. The ambassador currently shows much enthusiasm in her post assuring that she will work hard to improve the ties with the U.S. She also indicates the need to strengthen commercial relations between both countries because of the great gains to be shared to their mutual benefit (El Universo).

2.5 Comparative Analysis of the 1998 and 2008 Ecuadorian Constitutions as to International Relations

The 1998 Ecuadorian Constitution functioned differently than that of the New Constitution approved in 2008. Then, regarding international relations, these were found to be as contradictory for the country as the Magna Carta. Thus, the authority of the internal regulations of the State was downplayed at the time of fulfilling the agreements signed with other States or international organizations. The laws are in place to define the limits under which the state will be governed and what they dictate in domestic areas should also be reflected in the international arena. Thus, the ranking used will be as follows:



Thus, the 1998 Constitution, Article 161 provides that Congress approve the following international treaties and conventions (Constitution 1998):

1. Those matters relating to territory or boundary
2. Establishment of political or military alliances
3. Those which commit the country in integration agreements
4. Those which ascribe to an international body the powers derived from the Constitution or the law

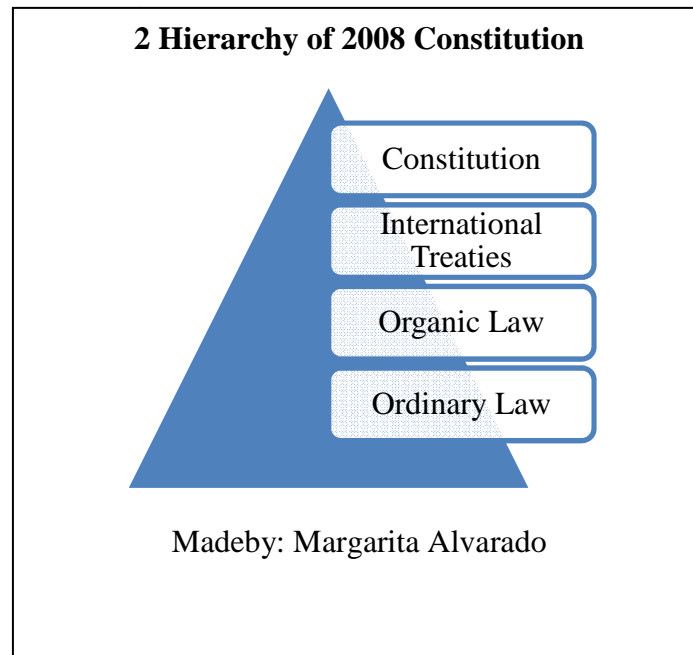
5. Those which refer to the fundamental rights and duties of individuals and collective rights
6. Those containing the commitment to issue, amend, or repeal any law (Constitution 1998)

Furthermore, Article 163 of the Constitution states that: "The provisions contained in treaties and conventions once promulgated in the Official Registry will be part of the legal order and shall take precedence over other laws and regulations which are less hierarchical "(Constitution 1998).

In contrast, the 2008 Constitution establishes this as the norm that prevails over all laws or international treaties. Thus, Article 424 of the new Constitution states that:

“The Constitution is the supreme law and prevails over any other legal system. The rules and acts of public authority shall maintain compliance with the constitutional provisions; otherwise it will lack legal efficiency. The Constitution and the international human rights treaties ratified by the State to recognize rights more favorable than those contained in the Constitution, shall take precedence over any rule of law or governmental action (Constitution of 2008). Thus, the constitution empowers the State to make it a subject of international law, since through it applies rules that will dictate how they will handle international relations. Thus is the importance of the adoption of a treaty to do so through a process, because these agreements become part of the legal system of a nation. Therefore, it creates duties and obligations that must be met, so everything must be clearly established so that no problems arise during development. This compels the country not only inside but outside (Montaño Galarza and Polo Elmir 14 to 20).

In 2008, the hierarchy of laws was as presented below:



However in 2008, the new Constitution has a chapter addressed to international treaties, which includes articles that highlight the supremacy of the Constitution, with the exception of some human rights treaties provided that are in favor of the people. Article 417 clearly states: "International treaties ratified by Ecuador are subject to the provisions in the Constitution. In the case of treaties and other international instruments on human rights, principles apply pro human rights and the non-restriction of direct applicability and open clauses enshrined in the Constitution "(Constitution of 2008).

While it is difficult to establish in the Constitution all the guidelines to be followed for the implementation of the different types of treaties, it provides the basic rules that must be performed. Thus, in the case of Ecuador, it establishes the situations in which the President may enter into agreements or when they must also pass under the approval of the National Assembly for ratification. Furthermore, the Constitution in force allows the public to have signature authority over certain international agreements through a referendum as stated in Article 420. Below are the items compared in the Constitution of 1998 as compared to 2008 which details the functions of the President and the Assembly in the case of international treaties (MontañoElmir Polo Galarza and 19-20).

Unlike the 2008 Constitution, international treaties must be approved by the new body or the National Assembly which replaces Congress. Moreover, the ratification of certain agreements can be put to a referendum, thus requiring the consent of the citizens, but others will be approved by the President of the Republic (Constitution of 2008).

Besides this, Article 418 complements the role of the president by establishing that he has the authority to sign or ratify international treaties. But, the president must immediately inform the National Assembly about all the international conventions he has signed, explaining their character and purposes. Following this, the agreement will take effect 10 days after notification of the Assembly (Constitution of 2008).

Article 419 - The ratification and denunciation of international treaties requires the prior approval of the National Assembly in the following cases (Constitution of 2008):

1. Matters relating to territory or boundary
2. Establishment of policies and military alliances
3. Those which contain a commitment to an issue or which amend or repeal a law.
4. Relating to the rights and guarantees established in the Constitution
5. Which compromises of economic policy of the state established in its National Development Plan, conditions of international financial institutions or corporations
6. Commitments to country agreements and trade integration
7. The transformation of local law to an international or supranational law
8. The compromising of nature and especially of water, biodiversity, and genetic heritage

Article 420 - The ratification of treaties by referendum may be requested by citizen initiative or by the President. The veto of an approved treaty shall be the President. In case of termination of a treaty approved by referendum, the citizens will require the same procedure as an approved treaty.

On one hand, participation is important because Ecuador is a democratic country. But on the other hand it is also a risk that can bring serious consequences to Ecuador. Not all

people who vote have a suitable level of education to understand some treaties. Many of the people attending the referendum cast their vote for the sympathy they have with the government or simply because it is their civic duty. Therefore, this could be considered negative for the country (Montaño Galarza and Polo Elmir 47-49).

Article 421 - The implementation of international trade instruments which do not affect directly and indirectly the right to health, access to medicines, supplies, services, and scientific and technological progress.

Although the powers that the President of Ecuador has with respect to international treaties are encoded in the supreme law of Ecuador, these can be conflicting when put to the test. On the one hand Article 147 states that the President can sign and ratify treaties. In Article 418 it is drafted differently: the President has the right to sign or ratify treaties, while, in the following article it refers to ratification or denunciation. In the first two cases the words can be understood to be synonymous with the only difference that Article 147 could be associated with the signing and ratification as a solo act and in 418 as two different possibilities. Article 419 is not a big drawback because complaint means the will of a State to withdraw from a treaty while ratification is the same as approval (Montaño Elmir Polo Galarza and 42-43). Furthermore, Article 120 defines the functions of the National Assembly and it states that it must approve or disapprove the international treaties that correspond to each case (Constitution of 2008). Thus, regarding the ratification of international agreements, the current Constitution presents these ambiguities.

Moreover, an important issue to note is the care taken to prevent any international treaties that interfere with the sovereignty of the country. Thus, Article 22 says quote:

“You may not enter into treaties or international instruments in which Ecuador cedes sovereign jurisdiction to international arbitration bodies in contractual or commercial disputes or between the state and private individuals or corporations.”

Exceptions would be international treaties and instruments providing for the settlement of

disputes between states and citizens in Latin America by regional arbitration bodies or courts of designation of the signatory countries. Judges may not act as such States or their nationals as part of the dispute.

In the case of disputes involving foreign debt, the Ecuadorian government promotes arbitration solutions depending on the origin of the claim, subject to the principles of transparency, equity, and international justice (Constitution of 2008).

2.5 Sovereignty

States represent the largest concern of international law but not the only one, for it has the function of regulating the relationship between nations, and the different international organizations as well as individuals. Thus, a feature that a State has sovereignty is also critical to international law. Thus, one can define sovereignty as the supreme authority not derived from any other (Aguilar 23). So, sovereignty has three fundamental aspects: external, internal, and territorial (Sorensen 263-264).

- The external aspect of sovereignty refers to the ability of a country to interact freely with other states, so it is also known by the name of independence (Sorensen 264).
- The internal aspect is the right of a state to determine its internal organs and institutions, establish its character, and provide for its operation; create laws and ensure compliance (Sorensen 264).
- The territorial aspect is the complete and exclusive authority of the State, especially as regards its territory, all that is within, above and below the latter. This represents a fundamental feature of international relations since the property is to be respected and to guarantee the effectiveness of international law (Sorensen 264).

Often it is believed that sovereignty is only the territorial aspect but it should be emphasized that the three aspects define sovereignty in full. Thus, it can be noted that the state has autonomy over internal and external affairs, as well as the independence to handle foreign policy. That is, that a sovereign is one who has authority within the territorial limits and its relations with the rest of the world. It also does not allow the interference of any

other subject of international law in their decisions nor to interfere in another sovereign state. In this sense there is the quality of respect given between nations, as well as the national and international law which they develop (Sorensen 264-266). An example to understand the concept of sovereignty is what happened in March 2008 when Colombia conducted a raid in Ecuador without the authorization of that State which shall now be explained in detail.

2.5.1 Angostura Attack which occurred in 2008

On March 1, 2008, the Ecuadorian territory was attacked by the Colombian government, which was known as Operation Phoenix. In the Angostura area, belonging to the province of Sucumbíos, there was a camp of the Revolutionary Armed Forces of Colombia, FARC, among whom was Raul Reyes, the second in command of the group. Following the attack 26 people were killed among who were: Reyes, Ecuadorian Franklin Aisalla and four Mexican students. At that time, the current Colombian President, Juan Manuel Santos, held the position of Minister of Defense, upon whom was placed a lot of responsibility for their part in violating Ecuadorian sovereignty. Thus, the military operation was carried out by the Colombian armed forces without notice to the Ecuadorian government, which broke diplomatic relations between the two countries (El País).

Therefore, the problem that arose between the two states looked extremely uncomfortable. The Colombian ambassador was asked to leave the country, while the Ecuadorian ambassador in Bogota returned to Ecuador. Ecuadorian troops were sent to the border with Colombia, while President Correa sought assistance from international organizations and other countries-the Colombian attack could not go unpunished. Given this, Colombia celebrated for having taken a big step against terrorism noting that their action was in self-defense, not to violate the sovereignty of its neighbor. However, the accusations against President Rafael Correa and some members of his government began to emerge for being allegedly involved with FARC. They found many complaints but no accurate proof, including the allegation of a donation of money from FARC to support Correa's election

campaign. The Ecuadorian president claimed that he was not involved in any way and arrived at the last instance to prove it. (El Universo).

Furthermore, the Minister of Internal and External Security of Ecuador, Miguel Carvajal also spoke about this situation. He notes that the Colombian attack has brought the weaknesses in the country to light in terms of their defense systems and intelligence. For the insecurity in the border between Ecuador and Colombia has always existed and after the attack only worsened the situation. One of the reasons would be the lack of organization among military institutions (Ministry of Security Coordination). At that, Xavier Ponce, Minister of Defense, said that before fear takes hold of the population action must be taken on this issue. Therefore, great efforts were made to ensure that the police and armed forces implemented joint operations in vulnerable areas. Thus, protection has been strengthened on the border with the neighboring country to ensure security and to identify potential guerrilla camps inside Ecuador. Minister Ponce was clear to deny rumors about blackmailing Armed Forces. What the government is trying to do is to right the wrongs that have been demonstrated and strengthened security for the good of all (El Nuevo Empresario).

Thus, on March 7, 2011 the XX Rio Group Summit held in the Dominican Republic, during which Correa blamed Colombia for the military action. During the meeting they spoke about an article of the Charter of the Organization of American States, which states that: "The territory of a State is inviolable, not subject to military occupation or of other measures of force taken by another State, directly or indirectly, on any grounds whatever, even temporarily nor territorial acquisitions or special advantages obtained either by force or by any other means of coercion "(Nieto). However, despite the tension experienced by the situation in which they found themselves, the host country's President, Leonel Fernandez was a great mediator, so that in the end Presidents Uribe and Correa said goodbye with a handshake. For this reason, it was thought that very soon the situation would be resolved but it only worsened (Nieto).

So, after several attempts to resume diplomatic relations in November 2010 Colombia and Ecuador finally made peace. This came during a summit of the Union of South American Nations, UNASUR, in Georgetown, Guyana, where the President of Ecuador Rafael Correa and the President of Colombia, Juan Manuel Santos, announced the full restoration of relations between these two countries (El Mundo). From this point on, they began to develop plans for cooperation and development between the two nations as they did before the incident in March 2008.

2.6 Conclusion

Diplomacy has been used for many years. With the creation of states and afterwards the increase of relations between them there was the need to create a code that guides the handling of it in the best way, while avoiding problems among countries that could even cause wars or disputes and which could involve more nations or states. So after a few attempts to create a valid international code they turned to the Vienna Convention on diplomatic relations in 1961, of which almost all countries of the world are members. Under this legislation proper diplomacy in the international community is conducted. However, despite the existing regulations, there have been several occasions when conflicts could not be avoided, but there have also been advantageous situations. In the case of Ecuador, there has been a foreign policy varied, both positively and negatively, by some of the examples cited. Thus, the analysis starts since President Rafael Correa began his term in 2006 where I could highlight his great interest in maintaining enhanced participation in the global scenarios, especially within the region. To do this, the objectives that the President has are to strengthen American ties, and improve meetings between the industrialized countries since Latin American integration seems the best option at this time.

As mentioned above, the Constitution of 2008 is the best example to show the purposes that the country had internationally and to amend some errors and inconsistencies that were included in the 1998 version. Well, the most important aspect to highlight is the fact that the Constitution has made the supreme law prevailing over other less important and international treaties, but unfortunately, this did not occur earlier. Thus, sovereignty of the

country seems to be weak which generated uncertainty for the country and its citizens. Thus, at present its uncertainty points to the need to be revised and thus be certain that foreign policy is being handled properly, especially nowadays when it is more active than ever.

In this way, you can avoid the interference of other countries in the affairs of Ecuador and defend the rights as in all sovereign states. Therefore, after presenting the problem with Colombia whose central theme was the violation of Ecuadorian sovereignty, diplomatic relations were affected greatly. Moreover, the situation was complicated when, instead of apologizing Colombia showed great joy at having ended one of the leaders of the revolutionary group FARC. In contrast, in Ecuador there was a feeling of anger, because it showed that we are not safe in our own territory. Only after a long time have relations between the two countries resumed. For this we had the support of the international community and stressed the importance of diplomacy to resolve international conflicts.

CHAPTER III

THE ROLE OF WOMEN IN A NEGOTIATION

3.1 Introduction

Negotiation is an action that is present in every day of our lives. This can be at home with the family, at work, while they shop, in a meeting, that is, anywhere and at any time, where the goal is to reach a goal at the end of it. When the female begins to actively participate in the labor market, specifically in the field of negotiations, the benefits they could bring are often not taken into consideration. There is no doubt that they have the same abilities as men to develop fully in the position they want, however what is necessary is to have adequate preparation (Team Latin American Justice and Gender 86-86).

Thus, the ideal is that a woman is ready to exploit her skills. We need to develop strategies that will help to achieve the objectives and obtain the greatest benefit. Proper preparation complemented with the right tools ensures good performance, not only in negotiations, but in any field. Thus, whether in office or by leading a negotiating team, it should be tied to the interests that have been proposed and based on them to fulfill the role that has been designated (Team Latin American Justice and Gender 86-87).

It is also important to realize that each scenario is different, so, it is essential to know the other side and how to act in the right way to convince them to agree. There are differences especially in international negotiations, where each country has its own culture and the need to act appropriately (Fisher, International Negotiation. The Transcultural Perspective 140). Thus, the issue presented below is intended as a guide for women who want to give a stand out performance during a negotiation.

3.1.1 The ability of women to negotiate

Aptitudes are features that some people enjoy, which are different from the abilities. For an activity with practice and effort can become an aptitude but hardly in an ability. Women possess certain virtues of their gender, such as intuition, empathy, and cooperation, among others that were long considered irrelevant for business. However, today we find ourselves in the information age, the inner strength is much more important than the physical and therefore becoming positive for the female gender who is exploiting their full potential, especially when negotiating (C.-N. Chu 72 to 73).

Moreover, today there is an emerging of women's empowerment. This refers to a term created by the United Nations which aims to achieve further development of women. Thus empowerment means that you have power with, power for and power from, which are established as alternatives not to mention that it uses a power over, because this expression leads to misinterpretation and actions by its users. Thus, it seeks to eradicate gender discrimination towards women and facilitate their entry into different areas. For this reason, women in addition to their attitude and ability to negotiate, have every right to get involved in this field (Cañadas 135).

Thus, companies today have shown the benefits of having female members to conduct their negotiations. According to a study by the School of Management at the University of Tel Aviv, they concluded that women are more competent to negotiate than men. As to these results, we designed simulation scenarios where several agreements were made. To my astonishment it was shown that the skills of the female gender were more productive than those of men, because the subtlety with which they implemented their strategies qualifies as the most suitable for the resolution of conflicts, and to obtain greater benefits to close an agreement (CIDIPAL.ORG).

During the experiments, they adopted a friendly posture, which facilitates interaction and allows collaboration between the parties. Differently from men, women seek a win - win that is the result of the negotiation is satisfactory to all and do not focus on taking

advantage of the opponent. This is due to differences between genders, which influences the parties to make a deal because the goals and interests are the same, not because of the strategies used (CIDIPAL.ORG). On one hand, the competitive environment may generate a rewarding feeling because it tends to show tangible results, which is why men are headed this way. Moreover, the cooperation generates a quieter environment that is associated with female qualities. For a long time the competition was considered the tool to acquire benefits. However, in the new century empathy and collaboration are being highlighted, allowing optimal performance when interaction with the counterparty is permanent or for when future activities are desired (C.-N. Chu 35, 36, 37).

Women also stand to play a role in mediating and resolving international conflicts. However, as noted by Francesco Maria Cañadas in his book, most negotiations take place to resolve various conflicts led by men, which is nothing new because in some countries female participation is minimal (Cañadas 131 - 132). For example, in the case of Ecuador, the late Guadalupe Larriva was desultory as Defense Minister in 2007. Many were amazed when President Rafael Correa assigned her this position; however, during the time that she remained in this office she was able to win the recognition of many (El Mundo). This example serves as evidence that women have the power to exercise any function, but often the male structure is maintained in certain institutions which precludes their insertion.

So, another positive aspect of female participation in conflict resolution negotiations was the creation of Council Resolution 1325 of the UN Security Council in 2005 (Security Council). This document is very important since it was created based on the rights of gender equality and the protection of women and one of the objectives of the United Nations is to ensure peace and global security. Thus, the resolution establishes the importance of women's contributions in mediating international disputes. To complement it there was created Resolution 1889, which has the same purpose but with an instruction to monitor the correct application of this. Moreover, in finding that sexual violence in conflict has extensive effects, Resolution 1820 functions as a brake to prevent this form of aggression. Given this, Resolution 1888 clearly states that the States involved in a particular dispute must ensure the protection of its citizens, especially women and children.

In turn, the Secretary General of the United Nations should appoint a representative whose job is to certify that sexual violence is prevented. Finally, Resolution 1960 collects and deepens all the intentions that are projected in the Program on Women, Peace, and Security which is a theme set in the international agenda (United Nations).

Although female gender is managed under terms of collaboration, this does not mean that a woman is not a warrior when the situation warrants. It all depends on the circumstances in which they find themselves and the strategies planned. Therefore, the skills possessed by women in a negotiation must be complemented by adequate preparation for the final results to be the best. These qualities have been appreciated and admired, especially by men, who otherwise have criticized female tactics. Despite this, the effort over time has produced great results, because the development of women deserves recognition (Morales 6-7). This does not mean that man does not stand out, for there is no denying that the sums of the female and male qualities happen to be an excellent combination, where resources have optimized both (Martin Gonzales 196-197).

Another important feature that is attributed to women is their ability to listen. This generates a sense of security and confidence to the counterparty and is a good technique to know in depth. There is no study which illustrates how to use this tool, you just have to focus and pay attention to everything done and said by the members of the opposing party, and this is known as active listening. This is the best way to recognize that the true interests of the negotiation and not only the position taken (Puchol 76-77).

3.1.2 Is negotiation a learned or natural talent?

Without realizing it, humans negotiate all the time in the day to day so it is not a difficult task but it takes practice to know how to handle it correctly. Many say that this activity is natural, as there are those who have the ability to do so; however, trading is considered an art that can be perfected with practice and effort. Thus, active listening is listed as a useful tool that will teach you to understand and grasp the messages transmitted while a person speaks and performs gestures and movements. Thus, you can use persuasive tactics to take

advantage of what has been captured during the interaction with the other party (Paris, International Negotiation 169).

Therefore it is said that "trading is basically trying to get what you want from the other" (Paris, International Negotiation 170). It seems easy to try to convince the other party, so it can be very tedious. Sometimes interests are totally opposite or simply different; the key here is to use various items and turn them into positives. This can become a big advantage because if they do not have the same goals it will be easier to make concessions in exchange for others that you feel are important. In these circumstances, the active listener makes it possible to perceive the demands of the customer and turn them into usable tactics in their favor. That is, if she uses the elements she has to convince the other party that accepting the agreement is to their benefit when, in fact, the opposite is true (C.-N. Chu 23-25).

3.1.3 Feminine Intuition

Women at some point in their lives have put into practice feminine intuition. This is a feeling that occurs at different times such as when you have to make decisions. This is not a scientific procedure; you can simply say that it is the ability of women to perceive certain details that men do not detect (C.-N. Chu 93). It may be that the female gender, being aware of their own emotions has an easier grasp of the emotions of others. Thus, women get all the information you have around you, assess it, and then put it into practice as an alternative when they require ascertain or determine something (Nubiola 8).

Thus, intuition is not planned, but rather is presented as a guide to different situations. For women, being more connected to their feelings and also paying more attention to other people, they become more sensitive, which explains this effect in brief. Many say that the feeling is very important for business, however, that it would be a terrible mistake to be governed solely by emotion. So if you have a suspicion, it must be supported by the relevant information and analysis. First, going with what you think about a certain business is a good starting point but should not become an absolute truth. Being intuitive must be

complemented by accurate foundations that help you to make the right decision (Patterson 74-75).

So, you can highlight a difference between the male and female mind. In the case of women, they think globally, are more flexible and collaborative. They are organized when they perform prior planning and long term with many details and specifications thereby enabling them to anticipate any eventuality. They need their own space and time to find themselves where they search their feelings and emotions, allowing reactivation of the positive and negative things that happen. Thus, women implement common sense and give way to subjectivity. In the case of males, they are more objective when it comes to acting; his ideas and proposals are linear and are governed by what is happening in the present. Moreover, they look to get results quickly and hope they fulfill their goals gradually. With this information you can appreciate the qualities of each genre, so if you get a balance be refined in negotiation techniques and any other field (Riso).

There are some answers that attempt to explain the particular behavior of the female gender. This is possibly due to biological and socio-cultural characteristics that let you capture an intention in a simple nonverbal cue. Thus, over time they have become daily practices that are used unconsciously to maintain contact with others (Patterson 75-77). Another explanation with a more complete basis indicates that the woman has a part of the brain called the corpus callosum which when compared to a man's faculty for reason, allows the female certain reflections which are generated without the need for prior analysis (FerrandoMercadé 38- 39).

However, sometimes woman have had to adopt a male attitude to achieve their goals. This situation provides an inferior gender upset at having to behave in a way that is not appropriate. Fortunately, the female gender is considered almost no threat at present and as such this can sometimes be a great advantage. The tranquility that this gives the female figure to perform in a natural way with their own thoughts, attitudes, and skills allows for any activity to be done in the best way, especially with the security of not feeling rejection (C.-N. Chu 115 to 118).

3.1.4 Leadership

Leadership is the ability to influence, lead, manage, and guide people to achieve a particular purpose; therefore, it is an attitude that has to assume responsibility and humility. Many experience this quality without having intended it because being in charge is not necessarily linked to business. However, it is not easy to handle the authority you have as this can be misinterpreted as abusing the power that one has obtained. Thus, it takes several qualities of particular knowledge and wisdom to reflect upon when making decisions as the consequences affect several people, not just the leader (Angulo Sánchez).

As for the leadership role for women the impediments to develop this skill have existed and may still persist. In addition to possible discrimination and relegation to the female gender, there are sometimes those experiencing feelings of inferiority and inability to serve as leaders. In other cases it can be attributed to lack of experience or knowledge as to what that involves directing others. Despite this, being in front of a group of people to guide them and lead them in certain aspects is a male activity, but the female can also assume this role (AA 145-148).

Do not forget that a leader needs the support of a group of people and vice versa, because it works for the collective benefit. One of the most important features that should be generated by the guide is trust. This quality is essential, as it allows the leader to know the points of view his team and become familiar with them, so it will be easier to meet the objectives. As they foster strong unity it allows direct influence in the most positive way. Furthermore, it is essential to establish clear rules for everyone to play by according to avoid misunderstandings. Therefore, effective leadership is one that reflects a good atmosphere for the rest. Do not be afraid to ask or communicate your thoughts, because with this develops credibility. Also, keep a balance between severity and patience, that is, hold a firm stance when necessary and a gentle one when the situation warrants. You need a leader who can adapt to different situations that allow planning, the implementing strategies, the achieving of goals and the demonstration of their ability to lead (Maxwell 78-84).

Thus, the leader of a negotiation has a great responsibility, because being in charge of a team the consequences of their actions will affect everyone on it. Also, during the interaction with the partner, they must demonstrate the skills to lead and use all opportunities that arise to acquire maximum benefit. It should be noted that in a negotiation is not about taking advantage of the power that you have or the use of aggressive techniques but the smart tactics to influence others so that benefits are provided (CasaresArrangoiz 41-44).

While there are general aspects to leadership, it is possible to differentiate specific forms and methods of men and women. Thus, there are two techniques for leadership: transactional which usually characterizes the male gender and transformational the female. However, this does not mean that sometimes both styles are not used since it depends on the circumstances. So how the transactional functions is primarily through an exchange between the leader and his followers, and for this the leader must know the interests of their supporters and planning based on them during the negotiation. This method is the most widely used traditionally implies the existence of duties and obligations as well as rewards and sanctions (AA 153-155). A clear example of this is the vertical hierarchy that existed formerly where the summit is occupied by the leader and the lower rung employees.

Furthermore, the transformational system ascribed to the female gender is a compromise between the leader and members of his team. For this reason, certain elements should be presented as values of respect and friendship, feeling some identification with the leader, promoting methods for solving problems and initiatives that can be used in the long term. Because of these characteristics, integration and unity are very strong in this technique, which is good, especially because it is in a state of constant innovation (AA 153-154). The horizontal organization model used in some companies is an example of transformational leadership, as there is communication and collaboration among participants.

3.2 The negotiation

Negotiation is a process that occurs in situations that are intended to improve, reconcile, or specify a particular aspect. Ideally, to finalize an agreement, satisfactory results have been obtained for parties. However, this is not always the case, as here it affects the interests and objectives to be achieved. Thus, there are positions that are used when interacting with the other party in order to meet the desired purposes (Gonzalez Garcia 7 - 8). Besides this, there must be certain conditions for possible negotiation. These are: the willingness of the participants to discuss and finalize an agreement, there must be a consideration of respect between the parties and they must consider the counterparts as friends but not as rivals, which goes hand in hand with the need to separate the people from the problem, which is a common mistake while having the interaction (Gonzalez Garcia 8-9).

3.2.1 Forms of negotiating

Each country, region, company, and individual has a particular design to conduct a negotiation. During the interaction it involves several styles that complement the position to be taken against the other party. Thus it is said that a good negotiator is one who, in addition to using strategies that enable them to meet their objectives also relies on the other party and shows themselves to be trustworthy, because under these parameters are yielded the best results. On the contrary, if deceptive tactics and pressure are used, it causes intimidation which generates negative perceptions of others that influence the negotiation. Thus, we must know how to choose the attitude we are going to use with partners and couple it with the interest expected, even after the agreement (Gonzalez and Carrero 425-426).

Furthermore, we can distinguish two possibilities that can occur in the negotiation, which are:

•**Win - Win.** - This style is characterized by searching for positive results for both parties. The interaction takes place in an atmosphere of mutual trust that allows us to understand the other party and work on the basis of shared interests to expand opportunities for success thus establishing a harmonious relationship that creates the possibility of future negotiations (Dasí and Martinez 92-93).

•**Win - Lose.** - This is developed through a strong competition between the parties. It necessarily implies that what one gains the other loses as everyone is focused on their own interests and how to achieve them. Therefore applying pressure, intimidation and lying are used as tactics to weaken the opponent. They should be careful what they say and make concessions as it can be an advantage to the counterpart (Dasí and Martinez 93-94). However, there are two positions that are used to project an image from which such tactics are derived. They are the competitive and the collaborative. Below are mentioned the features of each of them to help identify their role and how to apply them. Herein are used different attitudes whose characteristics are typical of the mentioned positions (Paris, International Negotiation 157).

3.2.2 Competitive Negotiation

A competitive negotiation is also known as traditional or haggling one. It is generated in a confrontation between the parties, since there is a conflict of interest to determine the winner at the conclusion of the agreement. In these situations, something has to give, which reduces the chances of maximizing the benefits due to a clash. Thus, to gain competitive advantage in a negotiation there should be an avoiding of concessions in the hope that the situation turns in our favor. Being a process similar to competition, eventually there is going to be a winner, where several tactics, applied knowledge, strategy, and force finalized the agreement (Paris, International Negotiation 157, 158).

If a woman is negotiating in a competitive environment, you must maintain a rigid position and be somewhat intimidating. With this attitude will shown strength as long as you are sure of what you are defending. For this reason, one should be careful to recognize the

appropriate time to implement this method. Usually short negotiations have used this approach, and in the diplomatic sector one should apply this tactic as a last resort to (Paris, International Negotiation 161, 162).

3.2.2.1 Before trading

"If you do not know your enemy, but know yourself, the possibility of defeat is fifty percent. If you do not know your enemies nor yourself, a hundred battles, a hundred will defeat"(C.-N. Chu 183). Before starting a negotiation, a woman must be psychologically prepared for it. You should feel able to achieve victory in fulfilling the objectives. If the negotiator cannot convince herself that can win the negotiation, is not going to be successful by convincing the rest of the negotiation team. Thus, once the negotiations scheduled to display results that will provide benefits, from which it will begin to develop strategies (Gonzalez Garcia 19-20). However, there is the possibility that the counterparty is willing to negotiate, even though it has already been planned. This situation can become reality when circumstances anticipate a combative attitude and dominant by the other party. As a result, we need to develop strategies that produce a reaction in the other party and thus to rethink whether they should negotiate. It is therefore desirable to raise awareness of the problems associated with the failure to find a solution on time or you may have the advantages you get if you lend to negotiate. These recommendations are important because as a competitive method, the other party is not interested in more than their own objectives (Puchol 77-78).

3.2.2.2 During the negotiation

Each part consists of a negotiating team, therefore, beginning the dialogue can be a tense situation. You can start a conversation to break the ice and socialize a bit but there are times when it gets right down to business becoming somewhat aggressive. Despite being a tough reaction, it has proven to be a good strategy because you can get more benefits and realize rather quickly. If one is very kind and helpful it can be taken by the counterpart as a weak attitude and try to take advantage of it. However, in most negotiations is chosen socialize a

bit before entering their spheres of competence because they think it is important to know and be known in order to generate an image on the other either positively or negatively. The bottom line is that the watch team to learn to drive the development of the negotiation (Paris, International Negotiation 158).

Under this view, it is not always possible to make an introduction before you start to negotiate, but it is making the initial proposal in which the aim is to demonstrate authority and dominion (Gonzalez Garcia 19-20). This situation becomes rule when offered, sold or proposes something, because usually nobody makes a better deal or lower without you have anticipated. So raise something is the first point and should be handled carefully as this defines the margins of what be negotiated. At this, the other party will perform a counter and start a confrontation that can be called "tug of war" because some will have to yield to the other win. This is where active listening is applied, i.e. not only watch what is said but also the attitudes and gestures which can express much more (Paris, International Negotiation 159). Furthermore, the strategy of the counterparty could be a false argument in which expresses its inability to give in, and may be accompanied by very valid arguments (Amaya, Negotiation: Art & Technique 57).

To handle this type of negotiation ideally women possess certain characteristics. The ability to listen and dialogue are the most important because you have to know the other side and create a communications crossroads. It must demonstrate that it is willing to talk with which you can explore and manipulate later. Based on this, a woman can use her feminine intuition that although it was often left out, can be a very good tool when making a decision. Therefore, to possess these skills can be a good bargain, and although this may change constantly, it is necessary to adapt to victory (Paris, International Negotiation 159).

3.2.2.3 Closing the negotiation

While holding dialogue with the partner also involves a bargaining process, where some demand, given the other and vice versa. In the course of the interaction is to maintain a competitive position, which sometimes varies due to the circumstances. Thus, when the

agreement is about to close, we should establish how it will be done, because not only objectives are negotiated but also how they are going to meet. It is important to emphasize this aspect, since the handled confrontational circumstances, could be used as a strategy to refuse to continue negotiations. For this reason, if the counterparty during the dialogue has used intimidation, aggression and has behaved too demanding, feel that can generate a deadlock, i.e. that despite the time spent not materialize agreement (Puchol138). A tactic used in fairly competitive negotiation is to wait until the last minute to make a deal; you do it when you know the limits of the other party. Also, if the counterparty is about to accept the agreement then you can do to back and start again. Thus, much time is lost and there is the possibility that others are withdrawn and no longer willing to negotiate. Therefore, there will always be a degree of uncertainty when closing a deal. Even if the deal is closed, there is the possibility that it is not met. In this case we would have to make new negotiations becoming very annoying for the parties. Failure to maintain these good relations could worsen to be complete (Paris, International Negotiation 161).

Also, do not specify any respect in the negotiation, it will generate a zero-sum outcome. This means that the interests of the parties necessarily imply that one is the winner and the other the loser. Therefore, if no agreement is reached then no positive mutual gains so the consequences is a zero-sum effect. Faced with this attitude exists sum - positive, which occurs when the parties have the same preferences for resolutions. The two cases influence the achievements that are expected of negotiation (Gonzalez Garcia 20 -21).

As explained above, the competitive negotiation may be effective but also lead to failure. One must know how to handle the posture adopted to avoid interaction unusable and end without agreement. It's good to keep in mind that if you take out a negotiation is too rigid because it is not expected to maintain a relationship after the fulfillment of the agreement or otherwise is in the wrong. So, try to get the agreement of the best way because when you are done you cannot know for certain whether it was positive or negative until we see fulfilled the objectives.

3.2.3 Collaborative Negotiation

Collaborative or integral theory aims to conclude an agreement, which aims to be beneficial to both parties, which is why the strategy is a win-win negotiation. Since starting to develop business networks, such agreements arose, thereby ensuring a subsequent relationship through collaboration between partners. As it has been shown the advantage that you can acquire teamwork and not as enemies. Therefore, the interaction is based on objective dialogue with proposals that generate positive results. It also prevents any kind of aggression or confrontation, rather opt for effective solutions for both parties (Paris, International Negotiation 163).

3.2.3.1 Prior negotiation

Good planning is necessary in order to be effective in collaborative negotiation. The importance of being prepared will be demonstrated in the development of the agreement. Similarly, it can give way to improvisation, because if it is based on information known to the other party can be a good strategy. However, knowledge should not only the opponent but on your own computer, thus avoiding being surprised and security expressed during the dialogue. Thus, the ideas and proposals put forward strong arguments generate a good bargain (Paris, International Negotiation 164).

Once you have enough information, make sure your team knows it too. Everyone should be aware of what is going to try and have no doubt about that. With all the information, and can be assigned a specific role for each negotiation. Along with this, a schedule of tasks and activities must be met before you start interacting with the other party. Then, we discuss possible problems while creating their own solutions. This way, you can simulate a negotiation that serve to warn the flaws and strengths of the team is important to strengthen the bargaining purposes, for not adopting collaborative stance is going to compromise on key issues (Amaya, Negotiation: Art & Technique 56-57).

You can also conduct a survey of the counterparty, to what is known as pre-trade. During this process it is to know a little about the opponents through an exchange of information, a technique to discover the distance is maintained with respect to the other party. In this sense, it generates an informal discussion which will define how it will bring real negotiation. This is a way to discover the interests and aspirations of the other side, as its only aim at this stage is to know matters of form and not substance. It can expose participants to the future interaction, but it is possible to specify the date and place where the meeting will take place, the estimated duration, the number of participants of the meeting, among other details. After investigating a bit and approach the true interests, starting negotiations will be much easier. However, if your staff has little experience, they could reveal crucial information, the same can happen with the counterparty. For this reason, it is essential to maintain a feedback with your team to correct the failures in time (FerrandoMercadé 72-73).

3.2.3.2 During the negotiation

The negotiation starts with a nice dialogue which not necessarily should be on the topic in question. Little it will pose formalizing the conversation to enter the field. From a conversation it can be discovered the main interest of the negotiation and it will conduct to the important part of the meeting. The deal involves collaborative negotiation sustain a good relationship based on trust, which will simplify things and in most cases does not take long to get a commitment. (Paris, International Negotiation 165).

However, leading a collaborative stance not mean it's not professional, you must be much more careful to avoid misunderstandings. Therefore, if does not feel pressured by the other party to take advantage of the situation to find benefits (Paris, International Negotiation 191-193). It is also good to do as many questions as necessary to clarify any dark spot or unfinished, provided that they are not uncomfortable or unwelcome to the counterparty. For this, it is good to step into the shoes of another and so understand certain actions and behaviors. In the same way you made questions, and they will also have to be prepared to answer them or avoid them.

Thus, there are different ways to proceed to dodge questions that do not want to reveal. For example, sometimes you can ignore some aspect if it is not an issue, you can answer only some or respond to questioning. You can also use the phrase that is not part of the negotiations that or else suggest the issue be left for later, which can be very effective without being disrespectful (Amaya, Negotiation: Art & Technique 60-61).

As in the competitive manner, active listening is of utmost importance. It proceeds to look carefully all the gestures and the way the arguments presented. So if the negotiator is not sure what they desire and the capacity of the other party, it is best to refrain from making a proposal. Also, if you have not shared interests can to meet them at the time that the other party asked something. Actually, the giving and receiving grants is an excellent strategy if negotiations are stalled. This will proceed to close the deal, on the contrary, a threatening attitude can generate even more obstacles (Paris, International Negotiation 166).

3.2.3.3 Closing the negotiation

Remember that the purpose seeking collaborative negotiation is win - win. You could say it is a mature way to reach an agreement because both parties seek a peaceful and mutually beneficial. Therefore, established a good relationship in most cases will last until after the convention ended. As mentioned above, the interest must be taken not be shared, however, success will be reflected in trying to meet the main objectives of each part without affecting the treatment of both. The yield in this type of agreement is a positive as occurring advantages, because it creates the possibility of asking for something in return. Therefore, working with proposals focused on solving problems will preserve a strong and sustainable long-term (Paris, International Negotiation 168).

Thus, there are three aspects that should be avoided in this position. First, the dialogue should develop in a harmonious yet formal. Apply pressure to convince the other counterparty distrust generated causing the gains achieved vanish. Second, keep a passive but with confidence and conviction to what he says. Thus, the perception that it generates in others will help you to gain their trust. Finally, not close to the positions of the other party,

on the contrary, show interest and concern for their goals that they may also be made aware of his (Amaya, Negotiation: Art & Technique 56-57).

For this reason, the level of confidence that is acquired under this form of negotiation is a mutual strength. Many times the items are specified only by word and are so papers valid as them signing a paper. Undoubtedly, this level is achieved by getting results where both sides win, unless there are circumstances involving a modification of the agreement. For this it is necessary to specify some guidelines that will guide any subsequent agreement, to improve, upgrade, or exchange. However, as the collaborative negotiation is not essential in short-term treatment, it is easier to solve problems by maintaining a constant interaction. While you cannot keep this relationship with everyone with whom you interact, you have to know with whom they should act under this position (Paris, International Negotiation 168).

3.3 Joint Negotiations

This form is characterized by combining collaborative and competitive negotiating positions. This is widely used in practice, as it is very difficult to maintain a single style because the situations are changing and if you really are looking for something concrete then you are going to have to give in some circumstances and stand firm in other (Gonzalez Garcia 20). To demonstrate the application of both methods we can analyze the negotiations for the renewal of the Andean Trade Preferences System, ATPDEA. This treaty in force since 1991, is the reduction of tariffs on products exported to the United States in return for their help in the fight against drug trafficking. Thus, the main interest of Ecuador against this agreement is that its effect is long-term, it is a very good alternative for the country (The Today). In these circumstances, the negotiation of the ATPDEA generates interest for both countries, so it remains both a collaborative attitude. However, the complexities of this focused on the lack of interest from the north country, although the ATPDEA is positive for Ecuador may no longer be for the other party (Reyes).

Thus, Ecuador drew public-private strategy to get an extended renovation. In preparing these tactics, the representatives of the government and the business sectors attended.

However, before the formal interaction between countries, remained previous communications with the Secretary of State for Latin America, Arturo Valenzuela. The purpose was to learn about the perspectives on the possible renewal on the ATPDEA and reiterated the interest Ecuador has on this Deal(Association of Banana Exporters of Ecuador).

However, while performing the dialogue between the two countries, a major drawback appeared. Ecuador and the United States broke off diplomatic relations when the U.S. Ambassador to Ecuador made comments against the Ecuadorian government. Given this scenario, many thought the United States would adopt a confrontational position and would take advantage of it to take advantage of ATPDEA. Therefore, both countries stayed out of an early solution to the small conflict occurred. The fear was that they would not renew the agreement which would complicate the situation for both countries, for the purposes for which it was created this initiative persist. However, there was created a gap between the commercial and diplomatic and show that while there was a confrontation in one aspect, you could get great advantages in another. Thus, on 13 October 2011, they finally managed to make the renewal of the ATPDEA for a period of 2 years, i.e. until 2013 (The Citizen). Thus, relations between countries develop perfectly, and will establish ongoing partnerships and productive purposes.

3.4 The goals women want to reach in negotiation

By nature humans have been trading daily in any medium, not just for work issues. However, there are increasingly situations that need to be resolved in this way. The most important thing to be considered are the goals to be achieved as a result of an agreement. Thus, in order to fulfill the objectives, they must always be present throughout the entire process or else you will have lost the sense of trading. However, the problem lies not only in our interest but also in how to deal with the other party in order to achieve them (Paris, International Negotiation 170).

However, whatever the skills held by a woman, the best strategy is to apply them properly in order to achieve the goal established. Well no one is like another and each act according to their capabilities but with the effort needed to succeed. Currently, female gender does not have to become an obstacle, by contrast must feel proud and enforced nowadays. That is, if they are not afraid of their femininity, then nobody will reject them. They should enjoy the benefits of being a woman during the deal, where they may be surprised by the delicately and male chivalry. Thus, women are at the same level or even higher than some men, so exploiting the feminine charm can be a strength and not a weakness (C.-N. Chu 104, 105).

Although they work hard to meet the objectives, a woman must never give up the goals they have set. Whatever position they are taking over the other, the main thing is to fight for their purposes. There are negotiations whose purpose is weaken or take advantage of the other party, which is why, fidelity to their interests is essential to fulfill the end of an agreement. Both the chief negotiator and his team should never forget their responsibility; because both are part of a group with goals to fulfill. That is why, strategies have been previously designed to determine the possible consequences. Thus, women should focus on the role that concerns them and be confident of what they want to achieve (C.-N. Chu 162-165). In addition, there are eight steps that must be taken into account in order to reach the objectives set, which can be applied both in a competitive negotiation as a collaborative (Veliz, International Trade: Business Secrets 2000 230-233).

3.4.1 Analysis of the problem

A negotiation can have one or more objectives. It is necessary to analyze and rank among which are essential to achieve. While this may sound very simple, not always able to clearly identify a need versus a want. Therefore, a woman must learn to choose members of his negotiating team, with whom recognize the weaknesses and the strengths they possess, and discovering opponents strategies (Veliz, International Trade: Business Secrets 2000 230).

3.4.2 Awareness of own position

Once you have determined the most important points to be discussed during the convention, you also have to set the minimum requirement of negotiation. Also, keep in mind the achievements expected, which should be based on reality and the possibilities that arise (Veliz, International Trade: Business Secrets 2000 230).

3.4.3 Analysis of the counterparts

Acquiring as much information is critical in a negotiation, as this gives power within it. Meeting the other hand is the best strategy you can have, as this creates a clearer idea of the objectives they have and even the position they will take over the agreement (Veliz, International Trade: Business Secrets 2000 231) . To perform this analysis should employ active listening techniques and emotional intelligence, which will generate optimal results and accurate.

Furthermore, it must be remembered that each negotiation is unique, because the people who have specific characteristics interact. It has to do only with the interests or goals that need but also to the different customs that are there in all cultures. This is why you cannot design a formula that can be applied in all trade agreements, the only way is to organize good planning according to topic (Amaya, Negotiation: Art & Technique 55).

3.4.4 Preparation of the negotiating team

Having a good team to work with and who you can trust is the key to meeting the goal. For each one of the members must be sufficiently capable of performing a given role. For this, we must explore the qualities of the participants and based on this, assign a charge according to their skills (Gonzalez Garcia 13-14). This is an emotional intelligence technique, in which the distribution of tasks improves the work and time for everyone. Furthermore, it is essential that they receive training to do a good job in negotiating, as the

success achieved by closing an agreement will be reflected in the practices (Ryback 165-166).

For this reason, instruction in communication skills is a good tactic because within it is included oral, written and gestural communication, the three of utmost importance when intervening. It is therefore recommended to make a negotiation simulation where you can correct and improve the tactics learned (Veliz, International Trade: Business Secrets 2000 231). Also, a motivated team demonstrates their talents and potential. A good tool stimulus is expected to set a level, which is set according to their capabilities and achievements should be rewarded and eventually become apparent positive results.

3.4.5 Cross Communications

Ideally handle an environment that creates harmony between the parties, which will produce good results. To do this, the interaction must be used with subtlety containing communication techniques learned. One of these tactics is to listen to the other party, which will create a good impression on the opponents while a benefit for allowing himself the true interests of the other (Gonzalez Garcia 16). Just as when listening, you should be very aware when speaking. Therefore, when making a proposal, you must submit complete and not in parts, since you can lose a lot by doing it this way. However, take note that if at some point yields could push for the counterparty will too. That is, you have to ask for something to change in response to what you've given. Here you can get important opportunities if not achieved full agreement, if you can bring the negotiations on these parameters will become a very good strategy. Moreover, we must be careful to look respects, such as (Veliz, International Trade: Business Secrets 2000 231-233).

- Before trading make sure you know exactly who made the interaction. Well, in a deal is a waste of time maintaining dialogue with officials who are not decision makers or are not in charge. This may be a dishonest practice to learn and gain advantage (Veliz, International Trade: Business Secrets 2000 231-233).

- It is essential to be aware of the time it is taking the negotiation. If the process takes too long all you get is an extension ending, where the chances are it will not come to any agreement. In these cases the organization shows more women to seek to optimize the time, so you can assign a longer period the points that require further analysis. Males try to speed up the process to get results as soon as possible (FerrandoMercadé 72).
- The counterparty may petition greatly exaggerated involving a unique benefit and does not care if the opponent generates losses. In these cases the only interest is to finalize negotiations and not the good relations after the same. In addition, at the end of the negotiation can request exceeded that generate pressure to fulfill any concession not granted before (Gonzalez Garcia 19).
- This situation is linked to the possibility in which not give any kind of concession. The position in which it handles the other hand is very strong and are not willing to lose anything or give anything. By maintaining this position goes against the meaning of negotiation in which you have to reach an agreement between the parties (Gonzalez Garcia 19).
- Finally, know as much information from the other party is very important, as they can present false and erroneous values. However, we must be very attentive to discover if there is any inconsistency. Well if you mistakenly swayed by false information, not only be conditioned by these but can confuse them with accurate (Amaya, Negotiation: Art & Technique 57).

3.4.6 Construction of the agreement

To reach a deal a process of negotiation has to occur, in which both parties have submitted their proposals. Therefore, there must be very resourceful for dialogue with either new proposals or present ideas in an advantageous way. In the end, you can designate a group to be responsible for complete details pending (Veliz, International Trade: Business Secrets

2000 232). However, we must be vigilant and keep track of the proposals to be made, because sometimes you have a great alternative that is earned as interest, it has different results than desired (Amaya, Negotiation: Art & Technique 57).

3.4.7 Drafting the agreement

Once it has reached an agreement, we must write it with due caution. For this reason, a good option is to do it with members of both parties to avoid future claims (Veliz, International Trade: Business Secrets 2000 232). The agreement must accurately reflect the agreement without leaving any details however minimal. To find that the parties are satisfied with them and agreed to seal the commitment must contain the signatures of representatives of each party (GuzmánChumo 28).

3.4.8 Compliance agreements

During negotiation methods must be established to serve as a guarantee that they will fulfill the agreements. Also, it is useful to set the procedure for resolving disputes that may arise. Ideally, the contract is carried out in the best way but not always the case. It is therefore useful to keep a constant revision of the document in order to keep updated and so the agreement is made as stipulated (Gonzalez Garcia 10). Thus, applying the above techniques can meet the targets set for the negotiation.

3.5 The achievements you can get if you knows well this art

"Being a woman can work in your favor or against you" (C.-N. Chu 103). While the woman's life represents a challenge to think they have an inferior status, now this has changed much. The advantages and disadvantages are not privileges but only the female gender in general of all human beings, as in the path that takes you succeed you will be presented all kinds of situations, and you depend as confronts. This situation is the same when conducting a negotiation, where one must begin by recognizing the resources that are available, including negative and thus visualize the best way to create strategies and profit

with them. Thus, often the projects appear to be positive, are less beneficial than those that generate some doubt. That is why, identify weaknesses and turn them into weapons that favor is the secret for victory both in work and in everyday life (C.-N. Chu 102, 103).

In addition to the above, it must be remembered that the negotiation based competition is not as efficient as it seeks cooperation between the parties. It is for this reason that today's way of making agreements is taking a different way, where the focus is on good relations are maintained with the counterparty, with excellent results to be obtained to close a deal. This change has resulted in a better performance in the role of women within the negotiating processes. For female characteristics allow them to feel more comfortable to handle situations that conflict peacefully, making it a great opportunity for women to get more achievements (Babcock and Laschever 9-10).

Furthermore, in certain circumstances it has been shown that if an agreement is not substantially optimal for a party, will not generate the expected results for any of them. That is, it may not be reached to fulfill the agreement, or is this again a conflict and thus deteriorates the relationship and dialogue. Thus, the present scenario tends to acquire a position of conflict and defense, which goes against what is intended now to implement a negotiation emotionally intelligent. This form of trading is focused on optimizing resources for those involved, for this reason, most transactions in the world are carried out under this system considered sophisticated and personalized tangible effects (Ryback 169-170).

Also, hiring emotionally intelligent negotiation is synonymous with an agreement based on trust of those who carry it. For this, he has put aside the intimidation and deception as practical tools to acquire greater benefits, even if they plan to keep in touch after the deal closes. Peaceful resolution is presented as an optimal alternative that lets you play its role in order to fulfill their interests so that combative attitude should be used as a last resort and when the situation demands (Ryback 170-172). Thus, it is necessary to create an effective negotiation that guarantees victory and avoid unfavorable errors as presented below:

3.5.1 The defeat

Before starting a negotiation, the objectives to be met at the end of it should be established. However, there are times when they cannot be made and it all ends in an inevitable defeat. This can occur for various reasons such as: negotiation lasted too long and missed the initial sense, the goals are unrealistic or impossible to achieve, the proposals are not advantageous for one, among many others (C.-N. Chu 254 - 259).

3.5.2 Ignore resources

Sometimes ignored possess the resources and when he realizes its limitations it is too late. This can be a common mistake if a woman has not sufficiently investigated or if a diagnosis has been used to discover the true potential. You can also arise in the case where you try to achieve something that is beyond the scope of their abilities causing a big disappointment. Today women experience these conditions in your life to show that gender is not an impediment, too idealized and work turns against him. Also, impatience can take to make proposals that exceed the limits for negotiations and instead of being an advantage is a detriment. Therefore, it is essential to focus on the role to be played, which is optimal to avoid failure (Amaya, Negotiation: Art & Technique 64-65).

3.5.2 Little preparation of the leader

The negotiating team leader is the person responsible for the good performance during this process, so that their capabilities are crucial to direct. If there is not a preparation for the position, then you will experience great frustration which extends to the group members. In this way, the planned impediments increase in order to apply interaction. This can result in chaos, as leading to the inefficiency of the other participants try to take control, while it may be an appropriate action under the circumstances, it may also worsen the situation. For these reasons, it is desirable to appoint a person who has experience in this area, with initiative to lead and can improvise in difficult situations, and that lack of experience is another feature that leads to defeat (C.-N. Chu 254 to 256).

It may also be the case where the leader is very efficient but not the team you work with. The person in charge shall be strong and try to do the work of all resulting exhausting both physically and mentally, so that the results will be negative. The best results are achieved with the support and effort of all those who fight for the same cause, if not the reality in this manner then it has to be corrected immediately. So much importance is attributed to the guide, where one of his main tasks is to choose competent people who can put into practice the techniques planned for negotiation (C.-N. Chu 255-256).

More than this, it is important to create a good atmosphere in the group to avoid internal problems. The leader must keep a friendly attitude yet firm, where he was not going to underestimate but there is no suspicion to approach. This creates a climate conducive to work with confidence, where everyone can contribute with ideas, suggestions and sincerely keep his thoughts for fear of being rejected. To accomplish this, the leader must know how to behave with a positive attitude to his team. We must try to find the virtues that have each of the members and not focus solely on their mistakes and weaknesses, otherwise, you will get an unmotivated group, which could go against him. Thus, to avoid problems with partners can be very useful to avoid inconveniences (C.-N. Chu 257). Within this context it is important to mention that women have leadership skills. First, the female has ability to lead but not to send. To highlight this distinction is crucial to practice it because there is to know appoint tasks from sorting. By confusing the roles and misuse of power distorts the image of a true leader, who will not manage your work as it should. Thus, in the past women mistakenly believe that by applying the techniques used by men would succeed. Fortunately, today it has been found that by adopting their own techniques give good results (FerrandoMercadé 68-70).

3.5.4 A strategy poorly prepared

To start a negotiation, all participants need to know the role they will perform. Otherwise, you will be unable to fulfill their duties either because not known or has not understood what to do. That is why, there are several possibilities that cause poor performance, where the most common cause is given for not having clear objectives. Consequently, deteriorates

during the negotiation and hurts the entire team, since often requires planning a joint intervention, thus the damage also involves everyone. Other times, it happens that there is a precise approach to implement the strategies, so that maneuvers are failed to be aimed not at the exact address. Therefore, pre-planning to establish the techniques used is the key tool that will allow an optimal outcome (Amaya, Negotiation: Art & Technique 47-48).

Therefore, to make proper preparation reduces the risks of a bad performance. In this way, both the leader and his followers are responsible for a proper training in negotiating because everyone has a role to play. If you know you have the potential, if not familiar with the interests to obtain, if not striving to make what has been entrusted to achieve then do not expect anything but failure. Part of the success is the way they act and function to generate new opportunities and transform knowledge into skills (Amaya, Negotiation: Art & Technique 47-48).

Below is presented a woman who has earned the recognition and admiration worldwide. Ivonne Baki had been a great political career in positions of Ambassador, Honorary Consul, President of the Andean Pact, among others that have been known to highlight (if you can Ecuador). However, today she is the Chief Negotiator Project Yasuní - ITT (Ishpingo, Tampococha, Tiputini), which has a global significance. It aims to preserve underground 846 barrels of oil found in Yasuní National Park, considered one of the most biodiverse areas on the planet. Thus, in exchange for the non-exploitation of oil is required to offset global economic contribution which would represent the country for its use, at the same time, it serves to guarantee the conservation of the environment (Yasuní - ITT creates a new world).

Thus, the project leader has done hard work. What is required of the initiative is to convince both within the country and the rest of the international community. The goals and objectives are raised, for what you are using the right strategies to pursue them. Therefore, already has the support of countries that have decided to contribute to the project, these are: France, Italy, Spain, Belgium, Germany and Iran. But it is expected that

after the great performance that has IvonneBaki, the contribution will get many more (Yasuní - ITT creates a new world).

Thus, the accompanying feeling is rewarding achievements, it is the result of hard work and effort. Someone is forging the way and cannot be swayed by the problem but the solution. Whether you propose an alternative and feel free to submit something new and different. The best strategies are those that cause surprise in the other, this can be found in what has been rejected as a difficulty. Therefore, do not reject what is not known, because sometimes people are driven by what they think and it is not good. However, it is necessary to identify the difficulties of the impossible because sometimes the goals are unrealistic and if they will not comply.

3.6 Conclusion

Without realizing it, people spend much of their time negotiating on different subjects and in different circumstances. However, not everyone knows how to do it properly, although women could play a better role in negotiating. For women the skills and abilities, they become more sensitive compared to the other party and surprisingly for many, this leads them to succeed. Knowing the wishes of the partner and themselves is fundamental to interact with each other, making it a simple task for the female gender. Long ago, women were criticized for being very cooperative and subtle in business, however, are now prized by many virtues. Fortunately, companies are realizing the great potential of their workers, especially when it comes to negotiating. For the female characteristics leads to be more willing to reach an agreement, to maintain better relationships and thus get better results.

A woman is very aware of their emotions but so are the reactions of the counterparty. It must be very attentive when you are face to face the opponent, and that gestures are often more effective than words. So it is important to be aware of everything that is said to keep certain important details, that is, you have to manage active listening to capture all the necessary information. Furthermore, it is essential to define the position to be driving in the negotiation, which may be collaborative or competitive. Each will depend on the objectives

that have been raised, the ratio is expected once the agreement is reached and the image you want to project. For a long-term relationship has to implement a collaborative way in which the most important is support and seek mutual benefits. On the other hand, seeks competitive major advantage with aggressive ensures that no subsequent contact. Thus, during the pendency of the agreement must be aware of every detail before, during and after the negotiation. Whatever the attitude to be adopted, it takes some preparation to perform well during interaction.

You can also have one or more objectives of the negotiation. The important thing is that they are clear on all points that are to be met and if necessary to know the hierarchical order to be made and that can be put aside. Goals should be known by the whole team and you have to clarify any questions you have about the procedure because ignorance leads to failure. Sometimes they may have shared interests between the parties but may be contrary. If expected different objectives of the agreement a good tactic is to ask for something in return when offering a concession, so you can get many benefits and finalize the agreement. Upon closing the deal it is important to draft the agreement which must clearly state all points negotiated without overlooking any details. Furthermore, it has to include how you are going to fulfill the treaty and not be amiss to point out the means to be used to resolve any issues that may arise.

Thus, a negotiation when handled delicately and clearly, with a properly trained and prepared team will lead to success. For this it is important to have a good leader who can manage and lead your team, where trust is the foundation for achieving a good performance. Otherwise, a person who cannot drive their leadership position will create many conflicts causing certain defeat. So it is important to avoid unrealistic goals or to give many concessions that you will not be able to fulfill. While difficulties may arise, they must be taken as something positive which can be taken advantage of to get something better. A woman has the ability and the strength to overcome the drawbacks and with proper planning, training and education she can win. For the virtues possessed by the female are many and are being appreciated, so they have to take advantage of this and demonstrate that achievements can be accomplished.

CHAPTER IV

WOMAN IN DIPLOMATIC NEGOTIATIONS IN ECUADOR

4.1 Introduction

Currently, knowing how to negotiate has become a necessity. Not only for trying to reach an agreement between the parties, but to get the maximum benefits. Thus, in international negotiations are increasing, because through them you obtain advantages that enable the development of nations. Therefore, you must find the best way to implement them, taking into account the parties to an agreement, the objectives that you want to have and all this without neglecting the interests of both sides. Thus, it is important to know about diplomatic negotiations and how they should be handled (Rodriguez).

In addition, international activity is increasingly complex, not only for continuing negotiations by Ecuador and with other countries and organizations, but also by the potential conflicts that may arise as a result of the interaction. Against this background, managing international relations by applying the art of diplomacy is the best option you have to have positive results (Aguilar 304). However, either due to lack of experience or knowledge on the subject, negotiators and Ecuadorian negotiators in particular need to master this practice. So then this type of trading will be explained, where there will be provided some strategies and difficulties experienced by some Ecuadorian women involved in this field.

4.1.1 Diplomatic Negotiations

When we mention the word negotiation, this can make references to two branches. On the one hand, it is what takes place between two or more parties to resolve an issue of any kind. The second applies to the treatment of two or more states, whose purpose it is to resolve international issues, i.e. diplomatic negotiation. This is done through diplomatic agents as they are the representatives of the state and responsible for managing its relations with the rest of the world. For this reason, diplomacy is not only the most effective way to solve disputes, but also the oldest (Perez de Cuellar, Manual of Diplomatic Law 138-139).

In this way, you can define a diplomatic negotiation as a "legal and administrative procedure by which governments, in the exercise of their indisputable powers conduct their mutual relations and discuss, manage and resolve their disputes" (Aguiar 304). That is, it seeks to create a harmonious atmosphere in the international community through a tool made for this intention."

4.1.1.2 How to manage diplomatic negotiations

Usually, a negotiation takes effect when there is a conflict between two parties, as well as when seeking better benefits through agreement. Bear in mind that if you conduct a negotiation with possibilities to accomplish something. In other circumstances, the interaction between the parties may be a strategy used as a means of distraction, that is, as a way to divert attention from the relevant issues. However, conducting a worldwide agreement is more complex because several factors such as customs, language, and the legal aspect, since every country has a constitution and different law from the others. Thus, knowing how to handle a diplomatic settlement is essential today (Paris, Negociacion Internacional 156).

Therefore, it is said that the negotiation is the essence of diplomacy because through it contact is maintained with the outside world. Thus, the diplomatic missions are performing functions to represent the state and participate in negotiations. These constants are in agreements and treaties, because every day relations are more common, either for interests in foreign policy or trying to resolve conflicts. However, whatever the subject being treated care must be taken with certain aspects which, if misused, could cause problems (Decentralized Cooperation). Here are listed some tips to be observed when in dialogue against the other party:

- Treat common interests first and put off points where discrepancies will exist.
- Generate a balance of advantages in the matters to be treated.
- No rush negotiation. Take the time necessary to fulfill the objectives.
- Demonstrate respect, cordiality, sincerity, and good sense when talking.

- Defend objectives firmly but with some flexibility to employ strategies.
- Avoid strong arguments; it is very difficult to resume trading if relations are affected.
- Interact with prudence and wisdom.
- Try to make the other party think that good ideas are raised by them.

Long time ago, the world was developing around a classical diplomacy, where situations were resolved with a more rigid protocol. This kind of diplomacy was developed in the fifteenth century, which was handled on a bilateral basis and only by the governments of the countries, however, this is operating a little differently today. There is more contact between the countries, which is an advantage and disadvantage at the same time. That is, greater contact allows greater benefits for countries that allow progress and development in terms of international politics. For this reason, it seeks to resolve international conflicts through diplomacy, because its objective is to solve problems through peaceful methods with positive end parts (Decentralized Cooperation).

4.1.1.3 Requirements to conduct diplomatic negotiations

There are certain conditions required for diplomatic negotiations so that they unfold effectively. There must be at least one option that is negotiated between the parties, otherwise, even if there is willingness among the parties, they will never reach an agreement. Another necessary condition is that the partners are suited to negotiate which is complemented by the willingness of the parties to commit to an agreement. While these seem obvious, they are not always present when you start the dialogue. So in practice it can be difficult for the parties to have a real and sincere interest or have the necessary training to perform it. Under these circumstances, in the course of the negotiation it will become obvious who is known for their high performance and those who fail because of their inability to handle the treaty, so that leaders have advantages to adapt the conditions to their advantage (Decentralized Cooperation).

Thus, diplomatic negotiations may take on various issues. In Ecuador, these issues are based on the country's sovereignty, Latin American integration, foreign investment, all with the purpose of maintaining peaceful relations internationally and so be involved in the world economy. In this way the country through its markets can diversify and enjoy benefits for the state. Ecuador's participation on the world stage should be to benefit the country and all its citizens (Salvador, Ministry of Foreign Affairs, Trade, and Integration). Thus, there are cases where it is intended to solve small problems quickly and easily. At other times the situation is too complicated, where negotiation times become longer and even more engaging to participants to can cure and prevent further conflict. However, there are a variety of issues that may arise at the international level, whether they are political, cultural, border related, and shared interests, to generate benefits at for both sides. Bear in mind that this has nothing to do with the position or style to be employed at the time of the dialogue between the parties (Decentralized Cooperation).

Thus, personal style plays a key role and is another requirement for negotiation as this aspect may be formed by one or several factors which characterize its behavior against the various circumstances that arise during the negotiation. Therefore, it should be planned in advance and complemented by a competitive or a collaborative approach taken. However, since each treaty is different one must know how to address it (Shell 235).

While you cannot establish a single international trading method, you can decide upon some things to consider. We begin by defining the kind of agreements intended for contact with different customs, where you will find different views that should not be questioned but respected. All these aspects influence to the results of a positive or negative agreement.

4.1.1.4 Development of strategies

During the preparation for negotiation it is essential to establish the goals and interests we at the end of the agreement. However, it is important to know the meaning and difference between the terms strategy and tactics. Strategy is the tool that will lead us to the goal set, while the tactic is the procedure through which put into practice the strategies (Amaya, Negotiation: Art & Technique 34).

Thus, in order to carry out a negotiation the following techniques can be put into practice:

- Develop a strategy that would produce the expected results.
- Know in depth what you want, and the strengths and weaknesses that you need to use for an effective tactic.
- Generate an offensive or defensive plan, according to the type of agreement and background information; all coordinated with the goals you wish to achieve (CN Chu 24-25).

In the case of diplomatic agreements, the way they are perceived as to a particular problem or issue is what will lead to the application of a particular method (Capetillo).

It is sometimes believed that the best strategy is to persuade to obtain greater advantages or opportunities from the other party. However, one cannot always use an offensive negotiation since it must be supplemented with the position to be handled during the dialogue. The interaction that occurs during the agreement is not linear, since it can vary and members must adapt to different situations, so, if your strategy was defensive it may change to an offensive one. The design of the strategy must be flexible and strong, allowing it to be offensive not only to maintain a rigid posture but also as a way to defend yourself from attack. However, this may also be a ploy by the counterparty, so do not trust them completely and analyze the behavior and since not all negotiations are handled with tactics that are ethical (CN Chu 24-31).

4.2 Basis for defining an international negotiating strategy

Being an international negotiator, care must be taken with all the details, because they cannot be ignored since it can backfire. Therefore, the development of a tactic requires great care and it is important to note the following. It is necessary to define the negotiation, i.e. frame it in an environment where there can be a dialogue, and you can use a language that denotes seriousness. Furthermore, it must be shown or specified that the negotiation will be based on the principle of good faith which will facilitate the compromise between the parties. Thus keep messages clear and precise to allow accurate conversations

implemented so that the strategies develop (Veliz, International Trade: Business Secrets 2000 233).

That's why, when creating strategies, they must be handled under firm principles that support them. While there is some flexibility which may give way to improvisation, this is not always good because it damages a professional image. That is, it make one seem he was not ready for interaction and nor knows the subject. With proper preparation, you can handle a good dialogue and present proposals and listen to the other party. Be sure to be respectful and avoid interrupting the speaker, because you want to gain the trust of the other. Thus, it is easier to expose the interests that you have, making concessions and making requests. Moreover, in international negotiations they ideally reach a reasonable agreement that is beneficial to both parties if possible (Veliz, International Trade: Business Secrets 2000 233).

4.2.1 Differences between Domestic and International trading

While national and international negotiations take place in different settings, the elements used for its development are the same. For any type of agreement the parties are prepared, have objectives and strategies to be used in order to fulfill their missions. With globalization, these similarities are increasing, as it tries to bring the situation under a general protocol to facilitate the process. However, it is the environment that generally differs between national and international agreements (Garcia 8-9). Thus, there are many aspects that influence international negotiations. The political, economic, environmental, and especially cultural aspects are points which have an effect, in an out of the borders of a country. Speakers become paramount factors, as they can cause sudden changes in the course of interaction. This is bound to have a specific background that agreement, that is, not all negotiations occur in positive terms. Diplomatic agreements sometimes try to resolve disputes and everything that happens and what is said will have implications for the dialogue between the parties. If it were a commercial treaty then the risk could also influence an international treaty, so there are several aspects that should be considered during the negotiation process (Fisher, International Negotiation. Transcultural Perspective 34-35).

Besides this, the legal framework of each country is another important variable that affects the negotiation. As each state has its own legal basis its representative, in some ways, can be a major constraint. This does not always mean it is a problem that will not achieve anything concrete but conditions and difficulties can delays the closing of an agreement (Garcia). Thus, it requires a whole process in terms of international treaties. In the case of national agreements they become more simple and convenient, as the parties know the rules and regulations of the country. However, a great preparation is essential to enable it to adapt to different situations and act in the most way either outside or inside the country (Garcia 8-9). Another difference between national negotiations and the international field is where the interaction is to be held. There are three possibilities (Freijeiro, Garcia and Loureiro 153):

- Within the territory:** this option is positive and advantageous because it allows you to develop the talks in a known place and generate confidence and security during the interaction. For all these reasons it could be easier to assume the leadership position in front of the other party, who may be intimidated and even somewhat uncomfortable (Freijeiro, Garcia and Loureiro 153).

- Outside the territory:** being within the territory of the other party provides certain benefits, as explained in the previous case. However, to be in your space allows for learning more about the other party and it can unfold into a situation where you feel safe (Freijeiro, Garcia, and Loureiro 153).

- Neutral territory:** this is a very good choice, because choosing a neutral place for negotiation allows both parties be in the same conditions. So start the dialogue in a fair territory would be a start, and then they could meet on their own ground (Freijeiro, Garcia, and Loureiro 153).

4.2.2 Cultural diversity in international negotiations

Dealing with a different country presents a very important element that should be taken into account, the cultural aspect. This represents a difference between national and international agreements since leaving the country involves many changes that can affect one positively

or negatively based on the preparation you do. Thus, people create stereotypes about different cultures and nationalities which can have a strong influence upon direct contact. This perception causing the behavior is conditioned by the other party from the moment of greeting, dialogue, gestures, and attitude after the meeting. For this reason, international negotiation can be a challenge where there's no room for improvisation. One should conduct a thorough research on the culture of the country to which they belong to have a successful meeting. Despite this, a profile negotiator should be used as a guide for styles that are applied during the interaction which depends very much on the personality of the negotiator (Shell 237).

To initiate contact with the other party, the first impression is the most important. You should be very careful with your presentation when meeting the other party, because what you say, do and even what you wear is the image you project and is unlikely to change. For Latin Americans, a reputation which is not considered the best is characterized by being unprofessional, acting with much improvisation, being very subjective, cheerful, or friendly. Also, the French are said to have a sense of superiority, the Germans, very strict and inflexible, Americans are said go straight to the point and do not personalize relationships thereby seeking quick results (Paris 212-213). Besides these there are many more profiles according to the region and the country to which they belong. Therefore, to facilitate trading, experts have classified the countries of similar cultures and practices that must be taken into account if it is to maintain contact with them (Altschul 62).

Another very important thing to consider is the language, because being an international negotiation it is likely that the language will not be the same. If you do not speak the same language then the other party must be prepared either with a team member who can help a translator must be hired for the negotiation. Surely the other party will be prepared in the same way and other who needs a translator during interaction will notify you that there will be a professional there so as not to feel uncomfortable. But if you do not speak the same language, texts and agreements must be in the language of the counterparty since this will demonstrate professionalism and respect for others (Paris 212).

For the different customs and cultures, they can be classified into (Garcia 10):

- **High context cultures.** - are those in which the information used is not accurate. They handle a type of communication centered on the feelings of people. However, it is characterized by worry about the circumstances that are occurring in the negotiation rather than the expressions of its participants. Among those in this type of culture are Arabs and Japanese (Garcia 10).
- **Low context cultures.** - The negotiation is based on real criteria, clear and concise, leaving aside subjectivity. Members say directly what they think through verbal and non-verbal ways to convey their thoughts. This way of communicating is typical of countries like Germany, England, and the United States (Garcia 10).

Given these arguments, it denotes the importance of knowing the culture of each country. This way, you can have the correct preparation when face to face with different customs. In contrast, avoid misconceptions which could impair the interaction permanently. Whether it is the manner in which power is conceived, the way in which decisions are made, the attitudes adopted during the dialogue, cooperation, or confrontation that exists between the parties, everything is handled differently according to where each one comes from. Therefore, it is best to adapt to different situations to generate harmony and allow negotiations to take place. So, do not despise the attitudes of the other, because it is not important for you and will be essential to the other.

4.2.3 Variables Affecting International Negotiations

At the time of the negotiation, aspects which can affect an international negotiation can be present. Many times certain differences are neglected and is thought, erroneously, that the meeting can be handled the way one is accustomed to doing it. However, in reality many misunderstanding, disgust, conflicts, and errors occur because of ignorance of cultural differences. The following presents factors which could generate confusion if you do not have a clear idea what they really represent:

- **Conception of the other party.** - It is customary to think that the counterparty is a rival or adversary, though it should not always be so (Paris 204-205). International negotiations have often pursued cooperation for purposes of a positive goal.

Therefore you must differentiate the position the other party has to try to know it according to what is intended. Remember that the treatment given to the other is what we will receive; therefore, respect should be the basis on which relationships are handled (Winkler 43).

- **The trust between the parties.** - Trust is one of the pillars on which the agreement is developed as this determines whether or not the parties agree to specify the points made. It is therefore advisable to show willingness to compromise so you can lead a negotiation in which they seek mutual benefit (Paris 205). It is said that the secret to building trust is to establish reciprocity, which is a standard that should be practiced by everyone, not only between teammates. Thus, stakeholders are more willing to participate in the negotiation harmoniously (Shell 55-56).

Thus, you can use three behaviors of reciprocity: The first involves performing with good values that make it worthy of winning the trust of the other party. The second reference to the correspondence, i.e. something cannot be required to counter what has not been given, it would not be a fair or optimal scenario to build good relationships. The third, if you feel that their treatment is unfair, make it known to the counterparty or else will they take advantage of these situations (Shell 58).

- **Duration of the agreement and the concept of time.** - According to the culture to which they belong will have a different perception of time. For example, for Latin Americans making a negotiation for a period of five years will be considered a long-term agreement. Furthermore, it is normal for Europeans to make contracts of 25 years. So, there are different perceptions of time, where the task is to identify the type of deal you are looking for from the other party, whether short or long term. Also, many appreciate the time they devote to negotiations, which is why it bothers them when not utilized whether by the lateness of the counterparty, for failing to meet its objectives, because negotiation is stretched or because the agreement takes an unexpected turn. To prevent problems, try to use the time in the best way and respect for others. That is why the phrase "time is money" has great significance in some cultures (Paris 205, 208)

- **Risk in the negotiation.** - There is no business that is risk-free, but this is, in some cases, the business opportunity. However, one must assess the danger that exists in the negotiation, that there is always uncertainty, but this is not always positive. In some cases you risk either making concession that are too high or to trust the other party or to accept something that only has an interesting basis; in these cases it would be a mistake to get carried away by ambition without planning for realistic results (Paris 205-206). Furthermore, the risk may rise when applying the strategies, to apply for a grant, in trusting in the other party, all this influences the final results that are needed for effective strategies in place to cover the hazards (Shell 145, 216).
- **Negotiators.** - The negotiating team members have different structures with several members. But it usually involves three actors who play a different role. The first is what drives a destabilizing profile, another is the stabilizer and finally the quasi-mediator who is at the head of the team occupying leadership roles (Paris 206). According to the customs that they have, you will find different strategies, for there are cases in which the negotiation is performed by means of factions and only for important decisions are involved superiors. Thus, there are several styles of negotiation, and we must be attentive to their behavior to know with whom you are dealing. All these practices are planned to profit from trading (Winkler 46).
- **Beginning the negotiation.** – The manner in which the interaction begins parties will mark the style that will be the negotiation According to its position the counterparty will generate a response, so start the proposals, demands and concessions that shape the covenant under its own style (Paris 207) But it in order to start properly you will need all the prior planning that allows you to be prepared for different circumstances during the negotiation (Watkins).
- **Formality of relationships.** - Diplomatic negotiations are usually carried out in a formal setting that many times is governed by an established protocol. Although there is some rigidity with which such agreements are handled, this does not mean you cannot have a dialogue and even more spontaneous emergence of a more

personal relationship. For example, Latin Americans for their customs are more flexible and do not have the same degree of formality that other countries use. But despite the caution given, others do not behave in a friendly manner but with an intolerant attitude which could show disrespect to the counterparty (Paris 206).

- **Informal negotiations** - An international negotiation may represent an atmosphere of tension and pressure. For this reason, some cultures choose different places besides a negotiating table to carry out the agreement. A casual atmosphere tends to bring the parties together creating a more flexible and the parties may be more willing to close an agreement. The results of an informal negotiation can be very good but if you do not know how to behave in a less professional manner then it may be a failure. You must never lose sight of the objectives of an agreement nor respect for the other party. Also, if you find you are in an unconventional environment for negotiating, it does not mean that it is unimportant. But, this form of interaction creates comfort and a stronger bond between the parties, leading to possible future negotiations (Chant 67).
- **The management of power** - Power in the negotiation can be used in several ways. In some cases it is thought that the display of authority generates more strength so one can intimidate the other party. These techniques are very common in an international agreement as there are countries that are more powerful than others and they try to reflect that in the negotiation. Thus, there may be several forms of the exercising of such authoritarianism: enforcing laws or rules against specific issues, demanding standards of quality, making conditions on the import and export of goods and services, demand of payment of certain securities, among others (Paris 208). Thus, a negotiation could be a threat, or intimidation in order to avoid action by the other party; in this case, you have to know a strategy that allows you to control the abuses of power that are represented in more complicated cases within a delicate diplomatic negotiation. But the power is well used if it is used as a tactic to achieve their goals, but not to do harm (Altschul 146)

All variables mentioned above can become very difficult if not managed properly. In international negotiations any action can lead to a mistake or misunderstanding. To avoid problems, profiles of people with whom they will interact in the negotiation should be analyzed. While not all work the same way, you can have a guide to know the best way to react to certain cultures.

4.3 The role of women in diplomatic negotiations in Ecuador

There have been great efforts exerted to allow women to achieve equal treatment in society. But the rewards after such hard work are very gratifying. You can highlight the great work done by diplomats when they have represented Ecuador in various positions. Certainly not all experiences are positive but the difficulties, barriers, and impediments have helped the female to become stronger and to stand out. However, many of these impediments will exist as long as people do not have consideration for each person so that he makes his chooses his own way, for better or worse Below is the criterion of some respondents whose diplomatic career experience serves as an example for many women in the country and the world.

Among those interviewed were several women who are part of the diplomatic service and others that are related to it indirectly. The first interviewee was Dr. Karina Amaluisa Muñoz¹, who is the Head of the Commercial Office of Ecuador in New York (OCE), and for many years has been working on trade issues. The second respondent was the Minister (diplomatic status) Alba Coello², Charge d'Affaires of Ecuador, who participated in negotiations on the World Trade Organization, WTO, and currently is responsible for business in the Ecuadorian Embassy in Italy. We also contacted a Foreign Service Advisor, which is the highest rank before ambassador. Another who was interviewed was

¹Dr. Karina Amaluisa, at the moment is part of the Diplomatic Academy representing Ecuador. She is the representative of the Commercial Office of Ecuador, (OCE) in New York, United States. For her extensive experience in the subject, she has participated in conferences like the Business Roundtable for Fair PROFEXI Ecuador - United States, among others (Ministry of Foreign Affairs, Trade and Integration).

²The Minister Coello graduated from the first class of the Diplomatic Academy in 1988. She has represented Ecuador as Chargé the Ecuadorian Embassy in Milan, Italy. She currently holds the post of Minister in the diplomatic status (Ministry of Foreign Affairs, Trade and Integration)

MaríaAuxiliadoraCárdenas³, Third Secretary of the Foreign Service who is in office at the Embassy of Italy. All have experience in diplomatic negotiations and have made known their point of view about women carrying out this role (Amaluisa, Cardenas, and Coello).

After conducting the interviews, all agree on several points. Many believe that diplomacy is very hierarchical and "a man's career". But at present a large number of women are involved, not only in diplomatic posts but as politicians in general. This is due to the advances that are evident in the Constitution of the Republic of Ecuador of 2008, which sets forth the rights of people, ensuring their integrity and respect for life. Thus, Article 66, paragraphs 3, 4, 5, 6, 9, 10, express fundamentally different arguments favoring women (National Assembly):

Article 66 - These are recognized and guaranteed to persons:

3. The right to humane treatment, including:

a) Physical, mental, moral and sexual integrity

b) A life free of violence in the public and private sector. The State shall take the necessary measures to prevent, suppress and punish all forms of violence, especially against women, children and adolescents, older persons either disabilities and against anyone at a disadvantage or vulnerable; same measures being taken against violence, slavery and sexual exploitation.

4. Right to formal equality, substantive equality and non-discrimination.

5. The right to free development of personality, no limitations to the rights of others.

6. The right to speak and express their thoughts freely and in all its forms and manifestations.

³Mary Auxiliadora Cardenas Rodas, has a BA in Hospitality and Tourism. She graduated from the Diplomatic Academy in 2008. Currently, she resides in Milan, where she has the position of Third Secretary at the Embassy of Ecuador in Milan, Italy. (Ministry of Foreign Affairs, Trade and Integration)

9. The right to make free, informed, voluntary and responsible about their sexuality, and their life and sexual orientation. The State shall promote access to the means necessary for these decisions are made in safety.

10. The right to make free, responsible, and informed choices about their health and reproductive life and to decide when and how many daughters and sons to have (National Assembly).

Furthermore, this is complemented by Article 11, paragraph of the current Constitution, which states that: "All persons are equal and enjoy the same rights, obligations, and opportunities. No one shall be discriminated against on grounds of ethnicity, place of birth, age, sex, gender identity, [...]. "(National Assembly). This specification clearly guarantees equal rights for all people, which provides security for women to develop and participate freely in society (Córdova Boxes).

Thus, over the years, Ecuador has achieved a great change for women and the Diplomatic Academy is no exception. Within this there is involvement from both genders. Respondents believe that while there is a rigorous process to be part of it, it is for both men and women. That is, at the time of joining the Academy performs the same procedure with all interested persons and the best are the ones who are accepted; nowadays they have been equating various areas of society which is very positive for the country and its citizens. Ecuador, though being a small country, is adapting to global changes as to gender equity progress internationally in some countries more than others, but it is a reality (Amaluisa, Cardenas, and Coello).

After analyzing the interviews, regarding investments in international negotiations, the best strategy is to be highly professional. Being part of an international meeting one becomes the official representative of the nation, hence, its position is to defend the proposals and approaches previously created. Part of this role is performed under the guidelines of the country and its fight to defend the position that is being managed. These are the major challenges that a woman must confront during a diplomatic negotiation and it is not a gender issue. For this reason, the image projected in front of the other party must be the best, because the treatment received is the result of what is shown. In addition, the opinions

of those interviewed shows that none have felt discriminated against or out of place, and many have considered themselves very respected by the rest of their colleagues (Amaluisa, Cardenas and Coello).

In addition, during the negotiation it is important to be willing to talk and reach an agreement. This will gain the trust of others and create an atmosphere of empathy which is very beneficial not only to their interests but to maintain good relations. So keep in mind that negotiation is only a part of everything involving international relations. You also need to remember that despite being an international negotiation it can be on different topics, which must be clearly identified to implement the best strategies in order to defend the interests of trying to objectively and mutually benefit your country. A good tactic is to gain the trust of the other party and try to have empathy, which will help maintain lasting relationships after closing the deal (Shell 54 -57). However, one should never get away from the professional position, which should be supported by technical material that suits the interests of his country.

Thus, the best advice that the experts can give all women interested in joining the Foreign Service is to demonstrate their ability and professionalism at all times. A woman does not have to doubt herself, or be afraid to say things however, she must be very clear to present her arguments and the strength to convey credibility. The female gender is already part of diplomacy and will continue growing. As Dr. Karina Amaluisa says, "Opportunities not only are sought but also found." This sentence is very important as it encourages others, not only women, to take risks and pursue their dreams (Amaluisa, Cardenas, and Coello).

In addition to the above, you can highlight the role of two very valuable Ecuadorian women who, throughout their lives, have done a wonderful role representing Ecuador and continue to do so. The first is Maria Fernanda Espinosa Garcés, current Coordinating Minister of Heritage. During her life she has gone down various paths being one of the most passionate of poets. She has published several literary works, which has had great success and won the National Poem award in 1990. Besides being a linguist, professor, sociologist, and having a PHD in geography, Maria Fernanda Espinosa also been interested in indigenous rights and the environment. Thus, she was a Senior Policy Advisor on Biodiversity and Indigenous

Peoples and Regional Director of the International Union for the Conservation of Nature in South America (Editorial El Conejo).

Also, Maria Fernanda Espinosa specializes in Social Sciences and Environmental Management, has attended several conferences and has had several articles published that are related to these topics. However, something important to note is her vast experience in international negotiations, as she has been involved in different types of negotiations on the issue of climate change, biodiversity, sustainable development, indigenous rights, and gender equality, among others. She has also been involved in intellectual property conventions in both the World Intellectual Property Organization, (WIPO), as well as in the World Trade Organization WTO. Thus, for her new career, she has held positions as Advisor to the Andean Community of Nations, (CAN), was Ambassador of Ecuador to the United Nations and was delegated by President Rafael Correa as Minister of Foreign Trade and Integration Affairs in 2007 and is currently the Coordinating Minister of Heritage (The Citizen).

Another woman with an impeccable career is Maria Isabel Salvador. In addition to her legal background, she has a degree in French and a minor in management. Her first political office was that of Minister of Tourism in 2005, which raised the first strategic plan for tourism development in Ecuador to help the tourism community. In 2007, Maria Fernanda Espinosa replaced in their post the Minister of Foreign Affairs, Trade and Integration. Currently she plays an important role as Permanent Ambassador of Ecuador to the Organization of American States. Other charges that stood out was her tenure as the Director of the Air Transport Sector, as well as having been Chief Executive of the Federation of Tourism Enterprises, and also president and treasurer of the Tourism Promotion Fund of Ecuador. For fine performance, Maria Isabel Salvador is a good representative of the country in such important institutions as the Organization of American States (Daily Today).

4.4 Factors that have limited the participation of women in diplomatic relations currently

Currently, within the diplomatic service, Ecuadorian women are valuable, not only men, as the participation of Ecuadorian women in society has increased significantly. It happens the same way in the diplomatic field, where there are several women interested in this race. The female gender being mainstreamed into the public sector began at the beginning of the twentieth century with women becoming interested in their education. The educational titles began to become attractive to the female community since previously they were considered ornaments for men. Gradually they became interested in their future, having a career, independence, and improving every day and so, in this way they began to serve as teachers, accountants, secretaries, etc. However, by the middle of the twentieth century a college degree was a privilege. Many women have a great desire to excel, which is the best motivator to progress and fulfill the purposes (Bermeo).

In August 1960, Ms. Magdalena PolitFegan, was the first woman to enter the Diplomatic Academy to perform administrative tasks. Slowly, and with much effort she was promoted to different positions until taking office as First Secretary at the Embassy of Ecuador in Mexico. Years later, in 1987, with the title of Ambassador, she was commissioned to be the Ecuadorian representative in Guatemala. Back in Ecuador, she continued as the Ambassador in Quito, where she was appointed as a member of the negotiating team with Peru over territorial issues. In 1994, she served as Under Secretary for Political Affairs until she retired. Today she is in passive service (Bermeo).

Thus, during the 1960's and 1970's, entering the diplomatic service did not require any complicated procedure to obtain the title of Third Secretary, the first diplomatic position to be acquired. Furthermore, there were no established guiding foundations or regulations in fact most things happened according to the situations or events of the time. Possibly this was because they were careers such as International Studies, for which there was great competition and therefore an impediment to the creation of the Academy. However, the Diplomatic Academy was established in the late 1980s, to become a true center of learning for its members just as in other Latin American countries (Ministry of Foreign Affairs, Trade, and Integration).

Once created the Diplomatic Academy, counted with the registration of 10 students, four of which belonged to the female gender. Unfortunately, two of them did not stay at the Academy, retiring voluntarily from it. Thus, each of the upcoming promotions included more participants and more women were attracted to be part of this field. So from its inception, the Diplomatic School has had at least one woman among their students, so you can notice the female intervention in this area. Furthermore, in order to meet the needs of the members of the Academy, the former Foreign Minister and current Minister of Heritage, Maria Fernanda Espinoza, made agreement 561 in 2007, which states that married members may work abroad either in the same consulate or a different city. Before, she had to stop working and sacrifice to help her diplomat spouse. This is an improvement that generates equal footing within the Academy (Bermeo).

Furthermore, the establishment of the Diplomatic Academy was the key that gave women the opportunity to be part of this field. We have tried to improve the conditions and benefits to enable greater performance, not only the female but also the male. While initially the first women who entered the diplomatic career were devoted to administrative tasks, women's participation in the Foreign Service gradually ensured. The transition from a purely male institution to incorporate the female gender was a major breakthrough for Ecuadorian society. All women who struggled to earn a place in diplomacy are outstanding, many of them leaving indelible marks that mark a milestone and an example for many others who wish to engage in diplomatic fields.

Although obviously we have the participation of women in the Foreign Service, there are some limitations that hinder their stay in the race. The diplomatic life requires much effort and patience with the mobility of charge, which is why women sacrifice their role as mothers. However, these limitations that may occur to the female gender depend on how you bear them. As for the feminine virtues of motherhood, they can happen in the professional life of a woman, which can pose a difficult dilemma. On the one hand is the family and on the other hand is the woman that has chosen to perform as a professional. Not all women want to engage in both because in some cases the requirements are many and time and dedication are not enough to perform well (Sanchez 40).

Sometimes there is a feeling of guilt, because women feel bad not dedicating more time to her maternal role. However, this can be solved with good organization there are no any rules which provide that a professional woman cannot be a mother and wife at the same time. Moreover, this feeling is caused by the husbands or people with generally sexist thinking. A woman is able to have a successful career and a stable relationship with her husband and children (Sanchez 40-41). What is needed is to know how to organize and be responsible for both roles. Therefore it is useful to know what the priorities are, because sometimes irreplaceable things are sacrificed and eventually lost. Upon entering the diplomatic service it has to be clear that there are things that are won but also lost, so if a woman has decides to engage in diplomacy she should be aware of all that it represents (Amaluisa, Cardenas, and Coello).

Thus, it is necessary to create projects whose purposes are the inclusion of women in society, especially in political office. In this field, the male structure in which it has performed over time has made the full performance of women difficult (Sanchez 42 - 43). Despite the participation of women, there is sometimes discrimination against them, which may be verbal abuse but she is often relegated and is not taking into account in important issues. Although these conditions occurred more in the past, today they persist in subtle ways. However, it is important for states to ensure rights for all, regardless of the conditions that will be reflected in the development of the country as equal citizens which is a sign of progress (Cano Castrillón).

Although we live in a modern globalized world, the reality is that the woman is still displayed as a mother, wife, and homemaker. Many women are professionals but they have to play their role at home. For this reason, not all are willing to sacrifice their personal life for a professional one and in other cases many women sacrifice and give everything for their work. This will depend on the interests and aspirations which they have in life but this in no way means that women are not able to carry out these two careers, but rather what each wishes for her life (Amaluisa Cardenas and Coello).

4.5 Conclusion

In this chapter I can conclude that, to perform diplomatic negotiations requires a lot of preparation to be handled in the right way. Currently, the interaction between countries is necessary, because through this, global development is achieved. For this reason, the scenario in which they unfold is very formal and full of protocol, so that, neglecting a small detail could have serious consequences. Also, keep in mind that there is not always a harmonious relationship among states; these may be in conflict situations which makes it difficult to reach a compromise. Therefore, the preparation before the meeting with the other party will be critical, where essentials can be established and goals set, positions defined, strategies created, information gathered, etc. Thus, the development and outcome of the agreement will depend on the effort that was put into it.

Also, among the details to take into consideration is the culture, which can be underestimated, though doing so would be a serious mistake. Since, within the same country the customs can be different, it will be more so internationally. For this reason, we must know how certain nations perform negotiations, allowing you to avoid some mistakes and instead, generating empathy among participants. In addition, the counterparty will be prepared to know how they will negotiate on this basis and develop strategies. Similarly, you should consider those aspects such as language, which could hinder or even prevent the course of negotiation. So, you must ensure to resolve this and any other problems before you start the interaction; among the difficulties may be mentioned the legal framework, the place to conduct the negotiation, the features of the agreement that is to be performed, among others.

Besides taking care of the details of the negotiation, keep in mind that if the parties have decided to discuss it is because they want to get something. Thus, each convention has its purpose, where one cannot rule out the possibility that the results will be negative. However, through the negotiation is intended to find a theme debatable between the parties and an opportunity to meet the goals by the end of trading. For this reason, the negotiating team she should be willing to talk and be prepared to handle different situations that may arise. Should circumstances develop in which the interaction be strained and conflicting,

diplomacy is the tool that is required to direct a subtle dialogue and respect, as the negotiating team has a great responsibility to represent a State.

Thus, a very influential factor in international negotiations is the attitude and position taken. This is very important for the interaction, because people will treat you according to your behavior and hold to the image you project. This is an important issue for women who work in the diplomatic field as this used to be considered a man's career, so it must be demonstrated that men, like women, have the capacity to do any work and this is no exception. For this reason, you must have a professional style, ensure security, trust, and credibility when exposing your criteria without being intimidated by anything or anyone. This way, you will earn the respect of all and if you know the strategies and employ them in an effective way then you will be considered a tough opponent to beat, because the female is no longer considered the weaker sex.

So if a woman is properly trained and prepared to assume her role in international negotiations she can adapt and handle unexpected situations. To do this, be aware that there are variables that are not the same in a national agreement or international one. There are many factors at play that could hinder the negotiation and therefore future relations with a particular country or international organization. You have to know the conception they have of us and analyze the rest. Establish what is expected of negotiation and within that time factor you have to do it. Not only is it important to know how long an agreement is expected to last but also control how long it takes to close it. As you earn the trust of others, you can better handle the formalities to reduce tension and that the atmosphere can be more casual. Just as you can handle the power within the interaction, as many countries try to impose their will, one should never give up on the purpose that you have in the agreement.

To fulfill this role the female gender is perfectly trained. More and more women, who join the diplomatic service, are assuming a great responsibility, because their job is to represent and defend the interests of the country. It has been shown that from the beginning of the Diplomatic Academy it was attended by women. Currently, there are several women who are role models, not only for the female gender but for Ecuadorians in general. Despite the sacrifices required by the diplomatic service, many women supplement their personal lives with the family while maintaining a balance. However, there are those who have

sacrificed to be mothers and wives for the lack of stability which is common to these positions. However, a woman is choosing her destiny and defining her priorities knowing what this implies.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

After all, based on an analysis of women and their participation in diplomatic negotiations in Ecuador, I have seen the progress that has been made. The main change can be identified in the thinking of society to adapt to the presence of the female gender in various fields, which becomes necessary in some cases. While in some cases the woman is and has been much criticized, she is also valued and rewarded for her efforts and achievements. I have found that many of the impediments that have occurred in the lives of different women are generated within themselves. Unfortunately, this is a powerful example of sexist thinking, which influences the lives of female members themselves and which also makes for opposition to change. Today there are several cases in which it is stated that the role of women in the world is that of mother and homemaker. Although this is true, it does not mean they cannot or should not play other roles in their lives. For this reason, the habit of associating women with domestic work is gradually disappearing in the mentality of people.

At present, they are reaching gender equity, where there are only differences for the effort and work of each individual. Thus, women are involved in all areas of society with an image reinforced by the perception towards their gender of respect. Although there are still cases of discrimination that persists in some places this bad practice stalls in some and decreases in others. Thus, Ecuador guarantees gender equality and promotes the participation and integration of women in all areas in which they wish to participate and the diplomatic field is no exception. Diplomacy has been an area that has gone through an evolutionary process, from when it was not considered or a career. So even though it was regarded as a purely masculine position, today it has changed and it is clear that both men and women in the field are doing a great job.

In the case of diplomatic negotiations, women have great potential. For women the skills and abilities they have can represent a better performance when making a deal. However, this requires proper preparation, they should perform a thorough investigation and develop what the objectives are, develop strategies to achieve the stated goals and have confidence in what they do or else all efforts will be unsuccessful. Moreover, in the globalized world in which we find ourselves in which relations between states are growing every day, it is essential to have knowledge of diplomatic negotiations as this is also an art that we must learn how to develop. There have been very serious problems in which Ecuador has been involved such as the matter of the violation of sovereignty or conflict with foreign ambassadors. Also there such positive issues as presidential summits has been undertaken, and even integration agreements that provide economic issues and positive links between the region and the world.

Thus, Ecuador is becoming more active on the world stage. Within this intervention women are deeply involved because their women representatives highlight the name of Ecuador by the proper performance of their positions. Therefore, the best way to demonstrate that the female gender deserves the same treatment as men is to prepare and adopt a position that is very professional when performing their work. Thus, there is no possibility of being discriminated against or mistreated by their gender, on the contrary, she will be respected and valued as they deserve for the very reason that they are people with rights and duties. Thus, the female figure is displayed in a different way, although it has the gift from nature to be a mother, can also play other roles such as representing Ecuador in diplomatic negotiations.

5.2 Recommendations

After presenting the conclusions of this work, here are some recommendations: The main recommendation I can give is that, woman, should be sure of their abilities and skills when performing a job. Because if you she is not confident and believe in what she is doing, no one else will. In addition, to show insecurity and weakness is a synonymous of making way for others to take advantage of this situation to feel superior and therefore to belittle women. For this reason, it must be remembered that the attitude one is showing is the image others will perceive, so we must show the best of ourselves.

Thus, the female gender has had to overcome great obstacles to achieve their goals. Therefore, they should learn that the difficulties are positive because they help us grow. Thus, another recommendation for women is that a good way to deal with complicated situations is coping and seeking possible solutions to these. The challenges will be present throughout life and especially in fulfilling diplomatic posts where one represents the country.

Furthermore, with the characteristic of the feminine gender in conceiving a life, they have to be proud and fulfill their role as mothers. However, this is not an impediment for women to develop in other areas beyond housework. So all they need is to know how to be well organized and do a great job in all your activities.

The recommendations herein are intended to encourage women to dare to try new challenges. Today there is a lot of competition for jobs, so they have to be alert to opportunities and be prepared in the best way. The only impediment that exists is ourselves because the characteristics of a person such as gender are not the deciding factors but the effort and work that can be done.

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ANNEXES

Annex 1

1. Interviews

1.1 Interview Amaluisa Dr. Karina Muñoz, Head of the Commercial Office of Ecuador in New York OCE

- 1. On the way to obtain a diplomatic post, what were the biggest challenges you had to overcome? Was being a woman was one of them?**

It was difficult; however the Ministry is a traditionally male institution where the hierarchy is preponderant.

- 2. Do you believe that opportunities are equal for both men and women in this field?**

I think in the last five years, opportunities have been equated for both genders.

- 3. Do you consider that there are limitations for women in the world of politics?**

The main limitations are determined by the law itself even in Foreign Service, which does not refer to the woman during maternity or other considerations that the Labor Act provides. Additionally I think exercising diplomatic functions in some countries like the Middle East or Africa, where their culture has not included the active participation of women in political, could mean less interference by the Ecuadorian representative in a country.

- 4. Despite strong female insertion in society, does the woman have more opportunities within or outside the country?**

It depends on the country. Opportunities are also sought and found.

- 5. What have been the difficulties experienced during a negotiation (international)?**

The main difficulties in international negotiations of a commercial nature, which are those that have had the opportunity to participate, but are linked to gender, to defend positions and interests with the country that is stronger and with more experience in negotiations, aspiring to assume that Ecuador in

compromising to other countries will try to take advantage of them on the bargaining floor.

6. Do you think there is discrimination within the diplomatic world? Have you ever felt this?

No.

7. What is the position adopted or taken in a negotiation?

You have to be professional, objective, always representing the interests of my country.

8. What strategies are used to meet the goals established in the negotiation?

First of all you should establish a technical preparation and support of a position of the country in coordination with other government agencies and the private sector, if applicable, for proper negotiation.

9. What advice can be given to women who are or want to be part of the political world?

In the current historical moment in the political life of Ecuador, where the presence of women has been much more active than years ago, it is important to continue such participation. It's not just coming to a public office, but to maintaining it and going beyond that based on professional merit and to community service. My recommendation: get ready and take on the challenge of politics, with a vision of community service.

1.2 Interview Minister Alba Coello

1. On the way to obtain a diplomatic post, what were the biggest challenges you had to overcome? Was being a woman was one of them?

Women today have many opportunities including the diplomatic; therefore do not consider it a hardship. It is when you make the decision, because it is hard work, especially work abroad. This requires a lot of preparation and if you do it you won't have any problems there.

2. Do you believe that opportunities are equal for both men and women in this field?

As I mentioned earlier, the opportunities for both genders are almost equal. However, there are careers that are of interest to women, so that there is no lack of opportunities but lack of interest.

3. What do you think are the limits to the female gender?

A limiting factor in women is the maternal role. Many women do not work or do not have children. But I think we can complete household activities with labor and with the cooperation of but the man in his father's role which will facilitate the situation. Apart from that I think there are no limitations for people because everyone fights for what they want and if we really want to achieve then they will not be impaired.

4. Do you consider that there are limitations for women in the world of politics?

Women have equal opportunities provided they are competent for the positions they wish to play.

5. Despite strong female insertion in society, does the woman have more opportunities within or outside the country?

In the field of international negotiation, I was able to be a part in some bilateral trade negotiations and, although the role of women is not a majority, I must say that I was always valued and treated in the best way by the negotiating teams.

6. What have been the difficulties experienced during a negotiation (international)?

No, I've never been rejected for the positions I held. I think discrimination has greatly decreased in labor.

10. Do you think there is discrimination within the diplomatic world? Have you ever felt this?

The position adopted in a negotiation has much to do with the subject being treated. But with representatives of Ecuador it must be managed properly and you must keep in mind that you have to defend the country's interests.

11. What strategies are used to meet the goals established in the negotiation?

Strategies must be clean, practical and focused mainly on the end that is to be met. Some people try to cash in with approaches in which he wants you to feel his authority though doing this are not good tactics.

12. What advice can be given to women who are or want to be part of the political world?

Always showing they are professional in their work, especially in a political career because this gives more responsibility to represent a country. Women have a lot to prove so there are no impediments to stop them.

1.3 Interview María Auxiliadora Cardenas Rodas Category: Third Secretary of the Foreign Service.

- 1. On the way to obtain a diplomatic post, what were the biggest challenges you had to overcome? Was being a woman was one of them?**

The process was long and rigorous. It is difficult but it is important to consider that the same process is applied to men, so there fairness here. However it is a career that requires a lot of time and that makes you, as a woman, put aside some personal issues.

- 2. Do you believe that opportunities are equal for both men and women in this field?**

I believe that men have greater opportunities in the global society, but it is we women who have the responsibility of being mothers and in many cases this means not being able to spend as much time on the run.

- 3. Do you consider that there are limitations for women in the world of politics?**

The family issue is a very important constraint as indicated in the previous question, since the priorities in the life of a woman can be very different from a man. However this topic is always personal because a woman who prioritizes her career has no such limitations.

- 4. Despite strong female insertion in society, does the woman have more opportunities within or outside the country?**

I think women who are always showing ability and responsibility have the same opportunities within or outside the country.

- 5. What have been the difficulties experienced during a negotiation (international)?**

In international negotiations the official country must defend a thesis that is often not what the person who negotiates the proposals would personally like, but their actions must be based on their representation in the country and they must defend what the state believes is best for all Ecuadorians.

6. Do you think there is discrimination within the diplomatic world? Have you ever felt this?

I haven't participated in many negotiations yet, but so far I have not felt discrimination, I think it depends a lot on space and the image one presents as a professional.

7. What is the position adopted or taken in a negotiation?

Always reconcile and try to show a real interest in the other party so you can create empathy between the parties which will allow greater flexibility to our proposals.

8. What strategies are used to meet the goals established in the negotiation?

Trying to be as direct as possible with the other party, clear and always carry options that can be accepted as there must be a degree of flexibility, considering that a negotiation is only part of the bilateral relationship between the parties, so therefore we must always try to maintain a good relationship.

9. What advice can be given to women who are or want to be part of the political world?

A woman should always be sure what she can win in politics and what you can lose, personal sacrifice when you are a public official is great and you should be aware of this, and deal decisively with the problems that may arise in a career once you know the personal sacrifices to be made.

1.4 Anonymous Interview

1. On the way to obtain a diplomatic post, what were the biggest challenges you had to overcome? Does being a woman was one of them?

I think it is difficult to obtain a diplomatic post, more so if there are other factors that hinder the professional performance of women in these roles such as family and constant travel.

2. Do you believe that opportunities are equal for both men and women in this field?

The opportunities are equal for men and women, so I cannot say that women have more opportunities, however, it can be seen over time as women increasingly meddle in work related to the diplomatic world.

3. What do you think are the limits to the female gender?

One of the main obstacles for the female gender is the constant factor of mobility and family involved in this type of profession.

4. Do you consider that there are limitations for women in the world of politics?

I think the gender issue is no longer a constraint for women, so the opportunities are the same for men and women if they are competent for the positions they wish to play.

5. Despite the strong female insertion in society, does the woman have more opportunities within or outside the country?

In the field of international negotiation, I was able to be a part in some negotiations, although the role of women is not a majority must say that I was always valued and treated in the best way by the negotiating teams.

6. What have been the difficulties experienced during a negotiation (international)?

Everything is a learning process, so all the difficulties experienced have to be covered at the negotiation.

7. Do you think there is discrimination within the diplomatic world? Have you ever felt this?

No way. The deal was the same as for the rest of those present was positive.

8. What strategies are used to meet the goals established in the negotiation?

Be professional. Go by the guidelines of the country, to seek the common good and take the red and green lines as the basis for negotiation.

9.What advice can be given to women who are or want to be part of the political world?

Must be willing to know that she often sacrifices time with our family, friends, colleagues, but it is rewarding. Therefore, with great preparation, good performance women can show that there is no justification to be doubted.

Annex 2

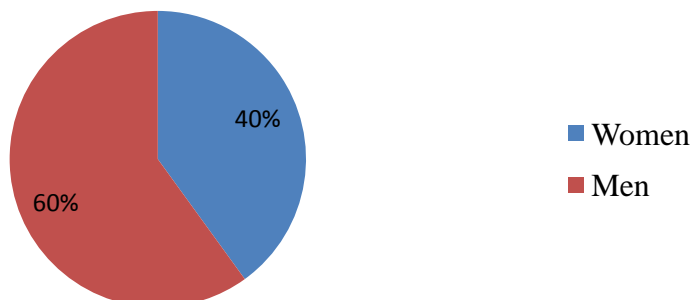
2.1 Comparative Analysis of Gender of Members of the Diplomatic Academy of Ecuador

After analyzing the members of the Diplomatic Academy in various promotions since its inception until 2010, it has been able to be confirmed that there has been a presence of women during this period. While there is a minority of female to male, in some years there has been equivalence and the difference is minimal. But in the tenth promotion female participation has increased relative to men. Thus, it becomes positive to show women are engaged and interested in joining the diplomatic world. Below are the tables analyzed (Ministry of Foreign Trade and Integration Exteriores):

FIRST CLASS		
“ HONORATO VASQUEZ”		
1987-1988		
1	Leonardo ArízagaSchmegel	Ministry
2	Silvia BermeoMancero	Consejero
3	Alba Coello Matute	Ministry
4	Cristian Espinosa Cañizares	Ministry
5	Humberto Jiménez Torres	Ministry
6	César Montaña Huerta	Ministry
7	Germán Ortega Almeida	Ministry
8	Martha Parra Bossano (Mejor Egresada)	Out of service
9	José Ricardo Rosemberg Guerrero	Ministry
10	Ximena Villacís Merino	Out of service

Women	Men	Total
4	6	10
40%	60%	100%

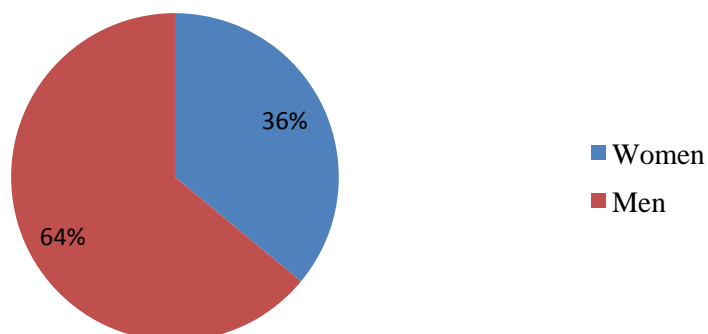
FIRST CLASS 1987 - 1988



SECOND CLASS		
“ JOSE PERALTA ”		
1989-1990		
1	Julia Alarcón Ortega	Counselor
2	Gustavo Anda Sevilla	Minister
3	Mónica Espinosa Ramos	Out of Service
4	Germán Espinosa Cuenca	Minister
5	Álvaro García Gutiérrez	Counselor
6	Jorge Icaza Gustines	Counselor
7	Doris Melo Jácome	Counselor
8	Gustavo Palacio Urrutia (Mejor Egresado)	Minister
9	Farley Ramírez Galárraga	Out of Service
10	Leopoldo Rovayo Verdesoto	Counselor
11	Carlos Samaniego Estrella	Out of Service
12	Rolando Suárez Sánchez	Minister
13	Marjorie Ulloa Vernimen	Counselor
14	Marcela Velasteguí Herrera	Counselor

Women	Men	Total
5	9	14
36%	64%	100%

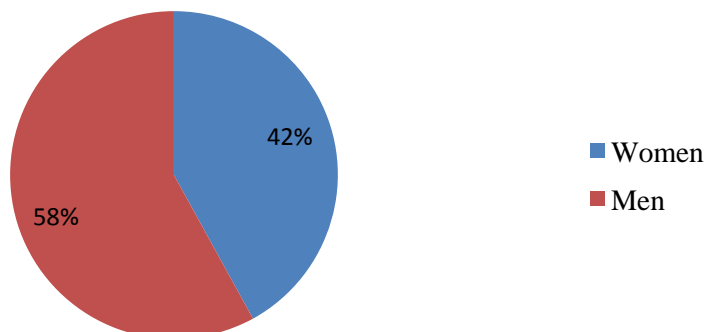
SECOND CLASS 1989 - 1990



THIRD CLASS		
“ ELOY ALFARO”		
1991-1992		
1	León Pablo Avilés Salgado	Counselor
2	Efraín Baus Palacios	Counselor
3	José María Borja López	Minister
4	Fernando Bucheli Vargas	Counselor
5	Arturo Cabrera Hidalgo (Mejor Egresado)	Minister
6	Graciela Carbo Proaño	Counselor
7	Sandro CeliOrmaza	Counselor
8	Ruth María Dueñas Montero	Minister
9	Jenny Lalama Fernández	Counselor
10	Mónica Martínez Menduino	Counselor
11	Mireya Muñoz Mera	Minister
12	Renán Villacís Cuesta	Out of Service

Women	Men	Total
5	7	12
42%	58%	100

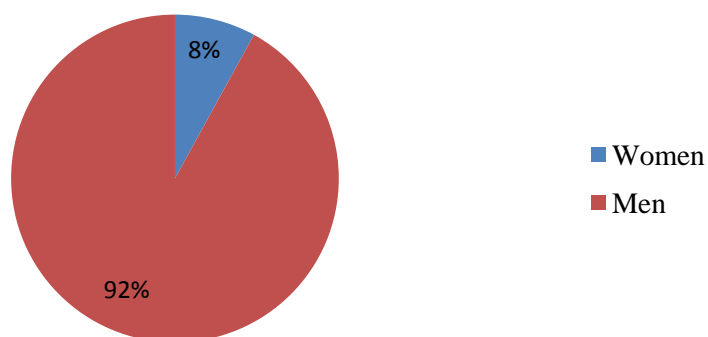
THIRD CLASS 1991 - 1992



FORTH CLASS		
“ALFREDO PAREJA DIEZCANSECO”		
1992-1993		
1	Xavier Aliaga Sancho	Counselor
2	Juan Castrillón Jaramillo	Counselor
3	Eduardo Durán Cousín	Counselor
4	Miriam Esparza Jácome	Primer Secretary
5	Patricio Garcés Ramírez	Counselor
6	Oscar García Endara	Counselor
7	Iván Maldonado Vaca	FirstSecretary
8	Edwin Martínez Bedón	Counselor
9	Santiago Martínez Espíndola	Counselor
10	Diego Ramírez Mésec (Mejor Egresado)	Out of Service
11	Juan VeintimillaAulestia	Counselor
12	Hernán Yánez González	Counselor

Women	Men	Total
1	11	
8%	92%	100

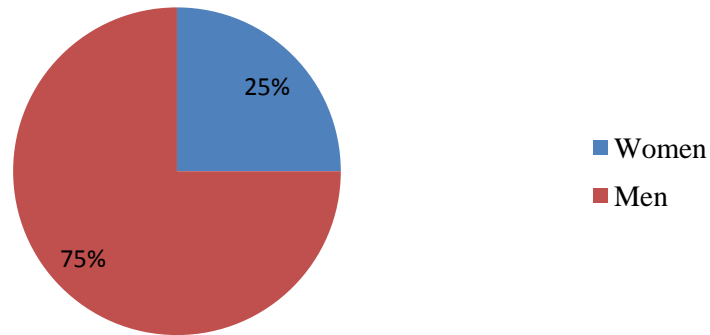
FORTH CLASS 1992 - 1993



FIFTH CLASS		
“EUGENIO DE SANTA CRUZ Y ESPEJO”		
1993-1994		
1	Isabel Albornoz Garzón	Counselor
2	Luís Arellano Jibaja	Counselor
3	Agustín Fornell Veintimilla	Counselor
4	Alexandra Haro Mancheno	Consejero
5	Oscar Izquierdo Arboleda	First Secretary
6	Andrés Montalvo Sosa	Counselor
7	Carlos Rodríguez Andrade	Counselor
8	Santiago Ruiz Echeverría	Counselor
9	Carlos Santos Repetto	Counselor
10	Denys Toscano Amores	Counselor
11	José Vásconez Ribadeneira (Mejor Egresado)	Counselor
12	Carlos Velasteguí Calero	Counselor

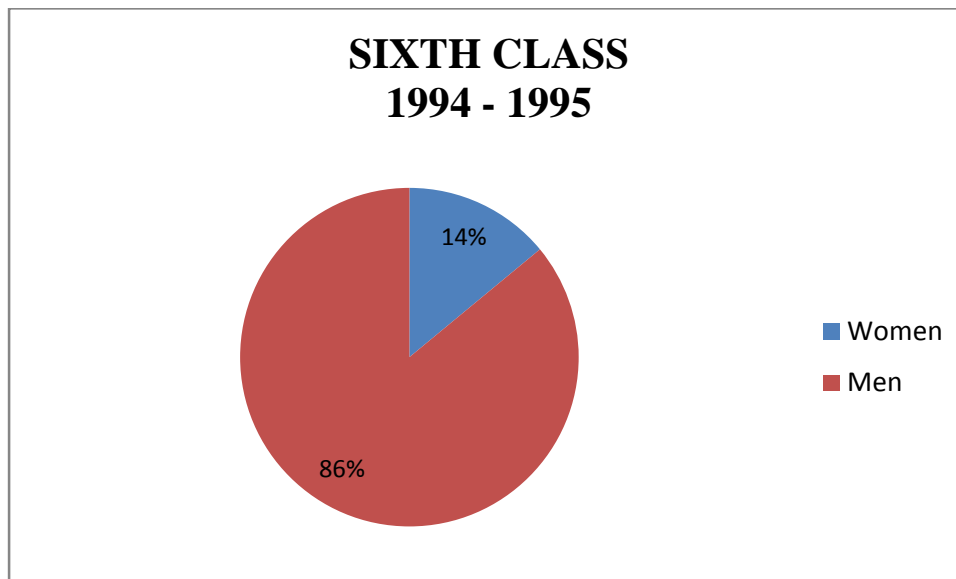
Women	Men	Total
3	9	12
25%	75%	100

FIFTH CLASS 1993 - 1994



SIXTH CLASS		
“JULIO TOBAR DONOSO”		
1994-1995		
1	Juan Carlos Apunte Franco	FirstSecretary
2	Carlos Larrea Dávila (Mejor Egresado)	Counselor
3	Fernando Luque Márquez	FirstSecretary
4	Erik Medina Muñoz	FirstSecretary
5	Elizabeth Moreano Cruz	Counselor
6	Luís Vayas Valdivieso	FirstSecretary
7	Nelson Torres Zapata	FirstSecretary

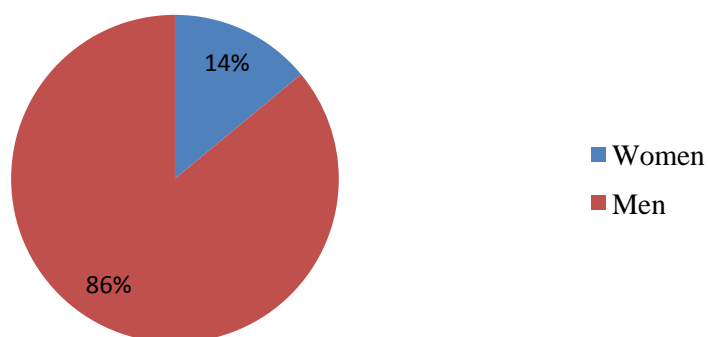
Women	Men	Total
1	6	7
14%	86%	100



SEVENTH CLASS		
“GALO PLAZA LASSO”		
1996-1997		
1	Alejandro Dávalos Dávalos	FirstSecretary
2	Juan Manuel Escalante Dávila	FirstSecretary
3	Silvia Espíndola Arellano	FirstSecretary
4	Marcelo Hurtado Lomas	FirstSecretary
5	José Luís Jácome Guerrero	FirstSecretary
6	Marisol Nieto Cueva	FirstSecretary
7	Santiago Noboa Andrade	FirstSecretary
8	Mariela Salguero Llanos	FirstSecretary
9	Patricio Troya Suárez (Mejor Egresado)	FirstSecretary
10	Rosa Vásquez Orozco	FirstSecretary

Women	Men	Total
1	6	7
14%	86%	100

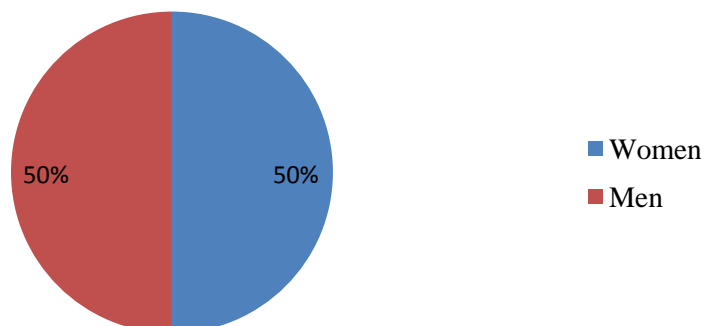
SEVENTH CLASS 1996 - 1997



EIGHT CLASS		
“VICENTE ROCAFUERTE”		
1997-1998		
1	Verónica Aguilar Torres	First Secretary
2	Tomás Arteaga Negrete	Second Secretary
3	Patricia Borja Hidalgo	First Secretary
4	Ricardo Chávez Salazar	First Secretary
5	Lorena Endara Muñoz	Out of Service
6	Luis Espinosa Salas	First Secretary
7	Ivonne Garcés Almeida	First Secretary
8	Gonzalo González Fierro (Mejor Egresado)	First Secretary
9	Verónica Peña Montenegro	First Secretary
10	Patricio Palacios Porras	First Secretary

Women	Men	Total
5	5	10
50%	50%	100

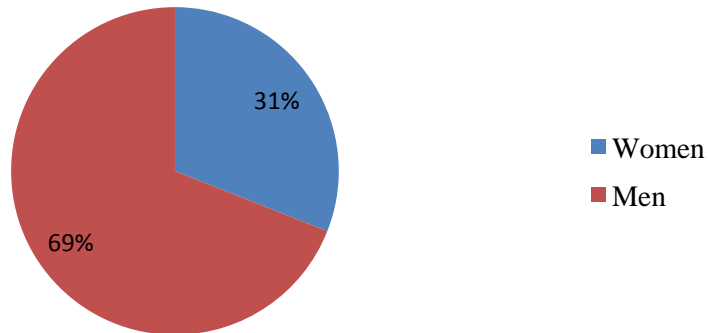
EIGHT CLASS 1997 - 1998



NINTH CLASS		
“JUAN MONTALVO”		
2000-2002		
1	Leticia Baquerizo Guzmán	Second Secretary
2	Katalina Barreiro Santana	Second Secretary
3	Cristina Camacho Del Castillo	Second Secretary
4	José Carranza Barona (Mejor Egresado)	Second Secretary
5	Alvaro Garcés Egas	Second Secretary
6	Iván Garcés Egas	Second Secretary
7	Verónica Gómez Ricaurte	Second Secretary
8	Marcelo Núñez Sanz	Second Secretary
9	Marco Ponce Villacís	Second Secretary
10	José Eduardo Proaño Armijos	Second Secretary
11	Juan Carlos Sánchez Troya	Second Secretary
12	Alfonso Segovia Polo	Second Secretary
13	Gonzalo Vega Mera	Second Secretary

Women	Men	Total
4	9	13
31%	69%	100

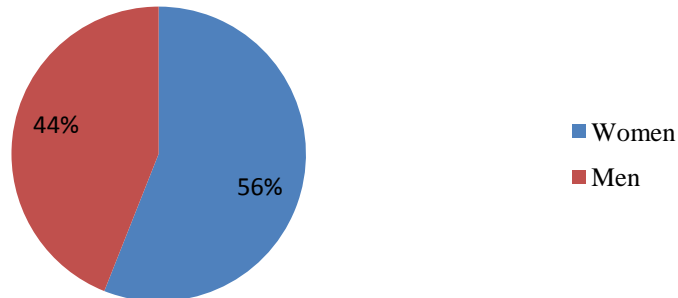
NINTH CLASS 2000 - 2002



TENTH CLASS		
2000-2002		
1	Arboleda Maria Cecilia	SecondSecretary
2	Avilés Martín Pablo	ThirdSecretary
3	Avilés Zevallos María Eugenia	SecondSecretary
4	Bonifaz Arboleda Pablo Alberto	SecondSecretary
5	Chiriboga Acosta Santiago	SecondSecretary
6	Endara Muñoz Gustavo	SecondSecretary
7	Espinosa Andrade Christian	SecondSecretary
8	Granda Mendoza Cristina	SecondSecretary
9	Housse Dávalos Carlos Lenin	SecondSecretary
10	ManchenoEgas Christian	SecondSecretary
11	Moreno Cevallos Paúl	SecondSecretary
12	Polastri Amat Gloria	SecondSecretary
13	Ramírez Mora Grace	SecondSecretary
14	Sánchez Izquierdo Mónica Soledad	SecondSecretary
15	Veloz Yépez Diana	ThirdSedcretary
16	Zavala AguiarLaila	SecondSecretary

Women	Men	Total
9	7	16
56%	44%	100

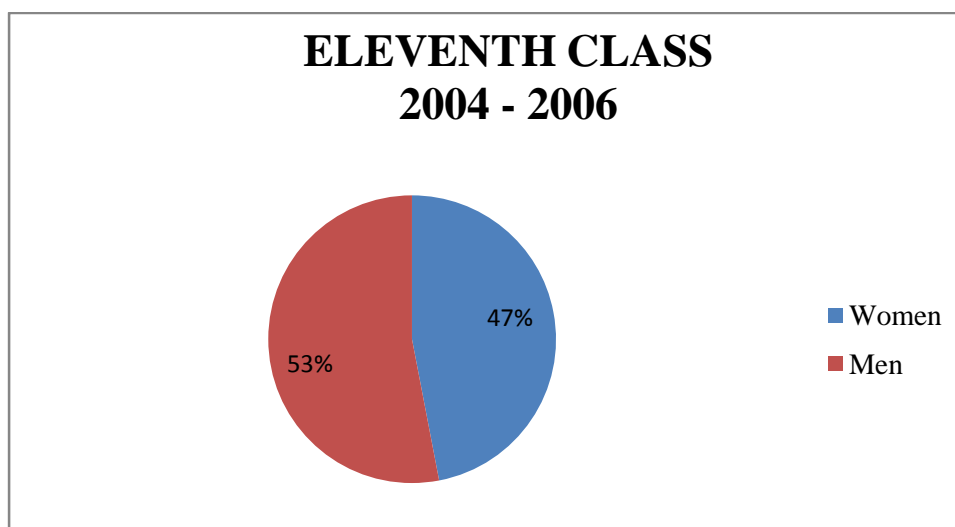
TENTH CLASS 2000 - 2002



ELEVENTH CLASS		
“MANUELA CAÑIZARES”		
2004-2006		
1	Barba Bustos Irina	ThirdSecretary
2	Benítez Proaño Rodrigo	ThirdSecretary
3	Cadena Duarte Esteban	ThirdSecretary
4	Carillo Fraga Gabriela	ThirdSecretary
5	Coronel Vásquez Alisva	ThirdSecretary
6	Escobar Ullauri Pablo	ThirdSecretary
7	Espinel Ramos María Natalia	ThirdSecretary
8	Flores Espinoza Ivonne	ThirdSecretary
9	García Merchán Gabriela	ThirdSecretary
10	Guzmán Gómez Fernando	ThirdSecretary
11	Hidalgo Ramiro	ThirdSecretary
12	Jara Grijalva María Mercedes	ThirdSecretary
13	Larrea Monard Homero	ThirdSecretary
14	López Martín	ThirdSecretary
15	Llorca Javier	ThirdSecretary
16	Maiguashca Sánchez Isabel	ThirdSecretary
17	Martínez Bolaños Carlos Andrés	ThirdSecretary
18	Martínez Menduiño Pablo	ThirdSecretary
19	Mejía LachowiczDominika	ThirdSecretary
20	Mendoza Rodríguez Francisco Javier	ThirdSecretary

21	Miranda Carrión Mario	ThirdSecretary
22	Montalbán Carrión Edy	ThirdSecretary
23	Muñoz Aray Xavier	ThirdSecretary
24	Novoa Vera Noralma	ThirdSecretary
25	Orellana Curillo Jessica	ThirdSecretary
26	Pereira Sotomayor Lourdes	ThirdSecretary
27	Quiñónez Sanz Roberto	ThirdSecretary
28	Reyes Baquerizo María Eugenia	ThirdSecretary
29	Rivadeneira Vallejo Marcela	ThirdSecretary
30	Salgado Rivadeneira Francisco	ThirdSecretary
31	Sánchez Trujillo Edil	ThirdSecretary
32	Schuldt Walter	ThirdSecretary
33	Stacey Juan Diego	ThirdSecretary
34	Tinajero Álvarez Beatriz	ThirdSecretary
35	Vaca David	ThirdSecretary
36	Vásconez Ruth	ThirdSecretary
37	Velásquez Guevara Gustavo	ThirdSecretary
38	Vivar María del Carmen	ThirdSecretary

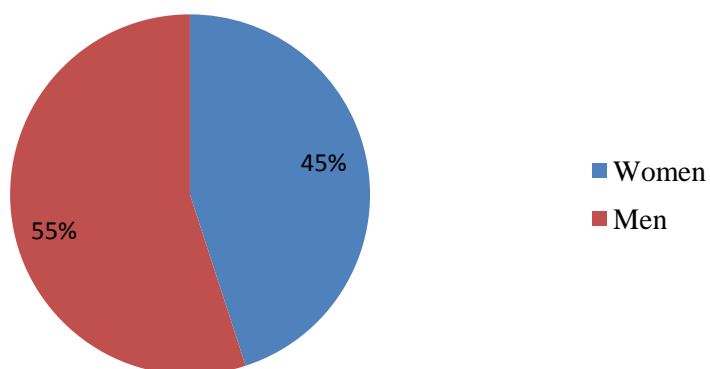
Women	Men	Total
18	20	38
47%	53%	100



TWELFTH CLASS		
“DOLORES CACUANGO”		
2006-2008		
1	Gabriela Araujo Coronel	ThirdSecretary
2	Diego Bassante Gavilanes	ThirdSecretary
3	Marco Benítez Flores	ThirdSecretary
4	Mariuxi Cárdenas Rodas	ThirdSecretary
5	Wilson Contreras González	ThirdSecretary
6	María Gabriela Fernández Gavilanes	ThirdSecretary
7	Andrés FialloKarolys	ThirdSecretary
8	Galo Fraga Figueroa	ThirdSecretary
9	Paola Franco Martínez	ThirdSecretary
10	Susana Fuentes Hidalgo	ThirdSecretary
11	Fabián García Paz y Miño	ThirdSecretary
12	Juan Ignacio Granja Maldonado	ThirdSecretary
13	Carlos Guevara Aguirre	ThirdSecretary
14	María Cecilia Gutiérrez	ThirdSecretary
15	Xavier HuayamaveBetancourth	ThirdSecretary
16	Andrés Jáuregui Peláez	ThirdSecretary
17	Marco Larrea Monard	ThirdSecretary
18	Erika Martillo Naranjo	ThirdSecretary
19	Anabel Meza Cevallos	ThirdSecretary
20	Michaele Morales Cisneros	ThirdSecretary
21	María Fernanda Navas Iturralde	ThirdSecretary
22	Felipe Ochoa Guillén	ThirdSecretary
23	Saúl PacurucuPacurucu	ThirdSecretary
24	Paola Prado Beltrán	ThirdSecretary
25	Maritza Sánchez Samaniego	ThirdSecretary
26	Mariana Serrano Ocampo	ThirdSecretary
27	Sandra SisalemaVillalba	ThirdSecretary
28	Jonathan Viera Salazar	ThirdSecretary
29	Mario Zambrano Ortiz	ThirdSecretary

Women	Men	Total
13	16	29
45%	55%	100

TWELFTH CLASS

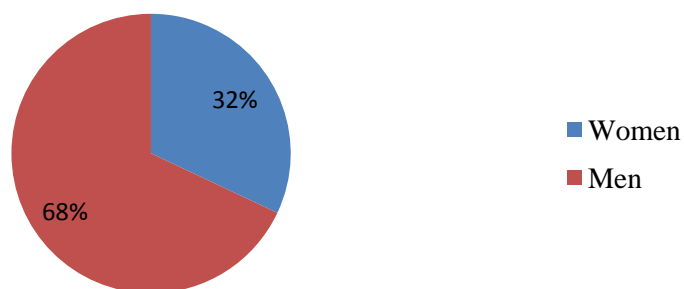


THIRTEENTH CLASS	
“Jorge Carrera Andrade”	
2009-2010	
1	Roberto Emilio Aguayo
2	Eduardo Enrique Alvarado López
3	Ruth Fernanda Andrade Abril
4	Eduardo Daniel Crespo Cuesta
5	Mauricio Fabián DalgoBernis
6	María Daniela Dávalos Muirragui
7	Teodoro Santiago Durán Medina
8	Miguel Alexander EgasBenavidas
9	Ingrid Escobar Haro
10	Manuela Rosalía Fernandez de Córdova Arteaga
11	Juan Pablo Fernández Garzón
12	Luis Fernando Fiallos Pazmiño
13	Juan José Fierro Granados
14	María Daniela García Freire
15	Marcel Gross Pozo
16	Efrén Ernesto Guerrero Salgado
17	María Gabriela Hidalgo Fierro
18	Julio César Lalama Galán
19	Luis Alberto López Erazo
20	Ana Gabriela Macas Díaz

21	Nevil Antonio Montenegro Delgado
22	Dionicia Monserrath Morocho Escandón
23	María Cristina Muñoz Vallejo
24	Magdalena María Nuñez Jaramillo
25	Javier Tomás Pasaguay Laborde
26	Andrés Fernando Piedra Calderón
27	Oscar Ismael Ramírez Lama
28	Andrés Gustavo Sierra Iglesias
29	Diana Estefanía Tello Reinoso
30	Iván Eduardo Torres Donoso
31	Christian Alexander Valencia Camba
32	Angel Gastón Velasquez Guevara
33	Vicente Gabriel Villafuerte Mazano
34	David Esteban Villagomez Arroyo
35	Marco Antonio Villaroel Oviedo
36	Patricio Xavier Villegas Hernández
37	Gloria Shantal Vilongne Bermudez

Women	Men	Total
12	25	37
32%	68%	100

THIRTEENTH CLASS 2009 - 2010



Annex 3

3.1 Women who have participated in Diplomatic Negotiations

- **Marcela Aguiñaga:** Minister of Environment, who attended the Cancun summit on climate change (El Hoy).
- **Dr. Karina Amaluís:** Head of the Commercial Office of Ecuador in New York, who has served on various trade fairs and conferences on behalf of the country, one of which is the Business Expo "International Leather Fashion" (Ministerio de Relaciones Exteriores, Comercio e Integración).
- **Dr. Ivonne Baki:** Representative of the Trading Commission of the Yasuni ITT Initiative (Yasuní-ITT Crear un Nuevo Mundo).
- **Susana Cabeza de Vaca:** Executive of the Fulbright Commission in Ecuador. She made negotiations with Peru to streamline imports (El Espectador).
- **Nathalie Cely:** Ambassador of Ecuador in the United States, she was part of the negotiations of the Free Trade Agreement with the United States in 2004 (Cely).
- **Lorena Escudero:** She holds the position of National Secretariat for Migrants. She participated in the signing of the Agreement "Amigos de la SENAMI" in Italy, and also in the II Latin American Forum on Migrants and Development (Portal del Migrante Ecuatoriano).
- **Katiuska King:** Former Coordinating Minister of Economic Policy, who joined the negotiating team for the Free Trade Agreement with the United States in 2004 (King).
- **Nina Pacari:** Former Minister of Foreign Relations during the mandate of President Lucio Gutiérrez, where she participated in the negotiations of Americas' Free Trade Agreement.
- **María Elena Porras:** She was Coordinator of Rights, International Relations Trade and Integration Ministry, Consul of Ecuador in Barcelona, Spain; and Director of the Institutional Memory Ministry since 2004 until 2006 (Ministerio de Relaciones Exteriores, Comercio e Integración).
- **Lourdes Puma:** Ambassador of Ecuador in Malaysia, she participated in the debate of foreign politics, Workshop of Policies and Strategies of Ecuadorian Trade with Asia, Africa and Oceania (Ministerio de Relaciones Exteriores, Comercio e Integración).
- **Jeannette Sánchez:** Coordinating Minister of Economic Policy, who drafted the Biennial Plan of Action of UNASUR, for which it was held series of meetings for the final project (Desarrollosocial.gob.ec).
- **María Fernanda Espinosa:** Current Minister of Coordinating Heritage and in 2007 she was the Foreign Relations Minister, Trade and Integration (Ministerio de Relaciones Exteriores, Comercio e Integración).

- **María Isabel Salvador:** She was also in charge of the Foreign Relations Ministry, she served as foreign minister. Today is the representative of Ecuador in the Organization of American States (Ministerio de Relaciones Exteriores, Comercio e Integración).