



C A R I B B E A N  
**EXPORT**  
CARIBBEAN EXPORT DEVELOPMENT AGENCY

**Annual Report**  
**2007**  
GROWTH THROUGH EXPORT

## ANNUAL REPORT 2007

The Caribbean Export Development Agency's 2007 Edition of the Annual Report represents the Agency's renewed commitment to transparency and informed corporate communication.



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# PERSPECTIVES FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



*Samuel J. Chandler*  
*Chairman of the Board of Directors*

## Changing Political Economic Environment

2007 was a year of much anticipation and change for the Caribbean. General elections were held or imminent in six (i.e. Bahamas, Belize, Barbados, Dominican Republic, Jamaica, Trinidad & Tobago) of the fifteen member states, with changes of government occurring in two (Bahamas & Jamaica) of them before year end. The Economic Partnership Agreement (EPA) with the European Union and the CARICOM Single Market and Economy (CSME) was a development intended to change the economic landscape of the region. The Caribbean Export Development Agency, which has a crucial role to play in these matters, was itself at the crossroads and facing new challenges. With a sense of renewed enthusiasm, the Board of Directors has committed itself to equip and empower Caribbean Export with the capacity to execute its role within this new environment. In this context, the Board of Directors reaffirmed its support for the management and in particular, the new Executive Director, Mr. Philip Williams, as the Agency began its transition into Phase 2 of the 9th European Development Fund (CTPSDP).

## Corporate Governance

To ensure its ability to play an effective role in regional economic development, Caribbean Export

recognizes that it must adopt the highest standards of corporate governance. A renewed effort in this direction is reflected in the agency's 2007 Annual Report. Regrettably, for a number of reasons, this is the first annual report to be produced by Caribbean Export since 1996. Apart from being a requirement within the Agency's Intergovernmental Agreement, the Annual Report is an important tool in the Agency's efforts to strengthen communication with all of its stakeholders in a manner that is both transparent and trustworthy.

## Financial Obligations

One of the challenges faced by Caribbean Export is in the area of finance. This is a matter to which Member States must give high priority. Serious efforts will be made in 2008 to find a solution to this problem.

## Changes in the Board of Directors

At the November Board Meeting Mr. Samuel J. Chandler (Barbados), was re-elected Chairman of the Board of Directors, while Mrs. Kathleen Lieuw-Kie-Song (Suriname) was elected Deputy Chairman. There were no other changes of Directors during the year under review.



**WE ARE ACTIVE IN:**  
Identifying global export  
opportunities and providing  
guidance for our clients.



## PERSPECTIVES FROM THE EXECUTIVE DIRECTOR

Photo Credit: Randy Phillips



**Philip Williams**  
*Executive Director*

As I returned to work at Caribbean Export and to the region in November 2007 after an absence of over nine years, I was struck by the increased level of activity in trade and investment development. I was also aware of the many demands being made on the Agency's limited human and financial resources. This is at a time when the myriad demands on the finances of CARIFORUM member-states make it difficult for them to meet their obligations.

At my first meeting with the Board of Directors in late November, I emphasized three matters which I consider to be critical to the further success of Caribbean Export in its mission of helping CARIFORUM member states to increase their exports and investment. These three are:

- A re-doubled team effort of staff within the two offices of Caribbean Export – the head office in Barbados and the sub-regional office in the Dominican Republic;
- Increased involvement of Board Members and their governments in ensuring that the core resource needs of the Agency are met; and
- Continued support by multilateral organisations, which are the main sources of external funding to the Agency.

It is clear that the annual contributions of member-states are not sufficient to enable the Agency to undertake the ambitious programme of support to regional business, which is necessary for it to

have a significant impact on the region's trade and investment development. The continued technical assistance support of the EU and other international development partners is extremely valuable and efforts will be made to strengthen these existing relationships and to seek out new similar partnerships. The Agency will also try to encourage major regional corporations to join in the effort to increase regional trade and investment, through corporate sponsorship.

The Agency's profile amongst its stakeholders also needs to be heightened and efforts will be made to do so through the recruitment of a public relations firm, with regional outreach, and the development of an aggressive information and communications programme.

The role of the Sub-Regional Office in the Dominican Republic also needs to be reviewed with a view to its enhancement as more of an integral part of Caribbean Export's work programme.

On behalf of both myself and my predecessor, Taiana Mora Ramis (who led Caribbean Export for most of 2007), I extend our gratitude and appreciation to Caribbean Export's Chairman and Board Members for their support of the Agency during the year and especially, to the staff of the Agency for their unrelenting effort and frequent output beyond the call of duty, in order to ensure that the Agency meets its obligations to its stakeholders.

**WE ARE ACTIVE IN:**  
Providing technical assistance  
and training resources for  
developing exporters.





## A NEW APPROACH TO THE ANNUAL REPORT...

The Annual Report for 2007 published by the Caribbean Export Development Agency (Caribbean Export) is an effort to present the Agency's activities in a format that is both user-friendly and results-oriented. Its content is expected to provide the basis for strategic planning, resource mobilization, monitoring and reporting in the future. 2007 was a transition year for the Agency, moving from Phase 1 to Phase 2 of the 9<sup>th</sup> EDF Programme, from the previous Executive Director to the current, while facing a rapidly changing trade environment. This report represents Caribbean Export's renewed commitment to transparency and informed corporate communication.

### ...against a changing regional trade landscape

In 2007, the regional trade landscape, especially with the adoption of the Caribbean Single Market and Economy (CSME) and the impending signature of the Economic Partnership Agreement (EPA) with the European Community, continued to undergo significant change. Between 2002 and 2006, global exports from the Caribbean Region grew by 184 percent. Exports from the most-developed countries (MDCs)<sup>1</sup> in the region have enjoyed more than a 200 percent increase since 2002, due in part to the region's status as host of the 2007 Cricket World Cup.<sup>2</sup> Yet, while the region was experiencing tremendous growth, the least developed countries of the region have been challenged by virtually flat, or, in the case of OECS countries, negative export growth. By comparison, the volume of world exports grew by more than 10 percent up from 7.4 percent in 2006, while the value of exports increased by about 16 percent. Developing countries and global LDCs

showed a strong performance with average growth rates of 6.5 and 7 percent respectively. Consistent with world growth, the Caribbean is likely to experience continued export growth, particularly as a result of the market access gained through the EPA. One of its many challenges, however, will be incorporating mechanisms that encourage a more equal distribution of wealth potential to all of its member countries and all of its citizens.

### ...with new leadership at the helm

Following an intensive and rigorous selection process, Caribbean Export appointed Mr. Philip Williams to the post of Executive Director. Mr. Williams' assumption of the leadership post came with inherent challenges, not the least of which was the need to secure adequate funding for the work of the Agency. Outgoing Executive Director, Taiana Mora Ramis' sound stewardship was critical to a smooth succession, as was the timely completion of tasks funded under Phase 1 of the 9th EDF. With the remaining core staff, Mr. Williams was able to make a seamless transition, and begin addressing the issues facing the Agency. A Financing Agreement for Phase 2 of the 9th EDF Caribbean Trade and Private Sector Development Programme was signed in December 2007, making 7 million Euro of additional funds available to assist the Agency in 2008 and 2009. However, financing of the Agency cannot rely solely on the European Union. Caribbean Export continues to seek additional avenues for funding, as well as encouraging the timely payment of member-country contributions, which are vital to the Agency's sustainability.

1 MDCs include Barbados, Guyana, Jamaica, Suriname and Trinidad & Tobago.

2 CARICOM Secretariat, 2007.

## A NEW APPROACH TO THE ANNUAL REPORT... CONTINUED

### ...while building a regional brand

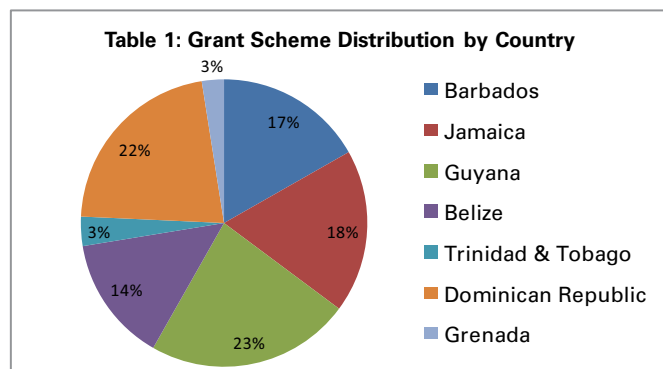
At the close of 2007, Caribbean Export, the regional trade and investment promotion organisation of the 15-member states of CARIFORUM (CARICOM and the Dominican Republic), with its head office in Barbados and a sub-regional office in the Dominican Republic, is poised to undertake a more strategic role in guiding regional trade and investment promotion. The Agency's management has established the following objectives for the attainment of its goals:



### ...and delivering financial assistance

During Phase I of the 9th EDF, Caribbean Export continued to make good on its support to regional companies. Under the EU-funded Matching Grant Scheme, the Agency disbursed nearly BD\$1 million of financial assistance to more than 18 groups

of companies. The funding dispersed represents approximately 70 percent of disbursements approved to companies under the program.



Regional businesses were challenged by the strict nature of procedures associated with the funding agreement, and as a result, a significant portion (30 percent) of the funding awarded was disallowed or unable to be utilized for varying reasons. Procedures for the Grant Scheme application are under revision for Phase 2 of the 9th EDF in order to address the concerns of the business community.

The assistance under the Grant Scheme was primarily distributed among 5 member states. Guyana received the bulk of the funding (23 percent), while the Dominican Republic received 22 percent, Jamaica – 18 percent, Barbados – 17 percent and Belize – 14 percent. A graphical depiction of the Grant Scheme distribution by country is included.



## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

For Caribbean Export, 2007 was an exceptional year, as the Agency continued to assist gradual integration of CARIFORUM countries into the world economy, and by so doing, to enhance regional economic growth and poverty alleviation. A critical component of this success was the conclusion of the 9th EDF Caribbean Trade and Private Sector Development Programme (CTPSDP) Phase 1, which began on December 30, 2005. Tasked with increasing the competitiveness of firms, capacity-building for business support organisations, regional integration, and the coordination of regional networks, Caribbean Export successfully concluded Phase 1 in June 2007.

The achievements realized during Phase 1 included the establishment of regional dialogue and policy direction for the development of new sectors such as health and wellness, ICT, creative industries and professional services. Also, a crucial new targeted approach was introduced to traditional sectors such as agro-industry: more specifically, the hot pepper sector was identified for special attention through expert advice and regional consultations. An equally important accomplishment during Phase 1 was the establishment of the Caribbean Business and Investment Support Network (CARIBISNET), a platform for capacity-building and networking among BSOs. The implementation of a Matching Grant Scheme through which training and technical assistance programmes were provided enabled CARIFORUM firms to enhance their global competitiveness. Phase 1 also began to address selected supply-side constraints that adversely impact the region's ability to broaden and diversify trade at the intraregional, regional and international levels – Phase 1 supported the creation of the CARICOM-DR Business Forum and the establishment of the CARICOM-Cuba Business Forum.

### **OBJECTIVE #1: Greater Integration of CARIFORUM Countries into the Multilateral, Regional and Bilateral Trade and Investment Arrangements**

The focus areas were to:

- 1.1. Facilitate public/private sector dialogue, information exchange and implementation of trade agreements
- 1.2. Facilitate and promote the trade and investment opportunities within CARIFORUM as it relates to the CSME
- 1.3. Facilitate and promote the trade and investment opportunities within CARIFORUM as it relates to the Bilateral Agreements
- 1.4. Strengthen the role for Caribbean Export in EPA negotiations and implementation – to facilitate regional integration issues within EPA

### **Challenges**

Strategies for promoting professional service exports are most likely to succeed if they are developed under an initiative that represents a partnership between the public and private sectors. Both types of actors are needed for success, with the private sector undertaking the investment needed to develop products and business models that are essential for success, and the public sector providing the enabling environment for the private sector to succeed. If the process of developing the strategy is jointly owned, it helps to ensure buy-in, helps to co-ordinate the actions of both sides, builds momentum for implementation and furthers mutual accountability.

# PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES CONTINUED

## Actions Taken

### BizClim

Caribbean Export joined efforts with CAIC, CRNM and EDU to put forward a proposal with BizClim, an all-ACP project for the support of measures to improve the business climate in ACP countries. The main objective of the programme, which will commence in 2008, is the creation of the CARIFORUM-EU Business Forum. The project includes a desk study, a study tour to five European cities, a business mission to Europe and a meeting to launch the Forum in the region.

### CARIFORUM/DOMs/OCTs Task Force

The Agency has been proactive in addressing the needs of closer cooperation between CARIFORUM and its neighbours in the DOMs and OCTs. Of particular interest is the relationship with the DOMs in the context of the EPA agreement. As coordinator for the CARIFORUM/DOMs/OCTs Task Force on Trade and Investment, Caribbean Export has maintained close contact with both the CARIFORUM Secretariat and the EC Delegation in Guyana so as to promote the Task Force and the involvement and support of the other stakeholders in the Region. Although there was no formal meeting of the Task Force, there were a number of informal contacts during the year.

## OBJECTIVE #2: Enhanced Competitiveness of Firms

The focus areas were:

- 2.1. Targeted assistance with trade financing, innovation, trade information, marketing management and promotion in new markets.
- 2.2. Promoting the market expansion and diversification for products and services

2.3. Market intelligence and other information services

2.4. Support to improve policy advocacy and bilateral trade

## Challenges

There continue to be new entrants (both international and local small service providers) in the market place for trade development and related business development services. There is also the need to reverse the current trend towards reduced competitiveness in the regional economies. This necessitates increased efficiency and nimbleness on the part of Caribbean Export and industry players.

The individuals or small companies, inexperienced in international trade, that are the norm in the Caribbean need help at many levels: to identify what they can export, what they need to become competitive, types of business models that they might adopt, training of staff etcetera – in short the full gamut of business development services for exporting. They also need help in seeking joint venture partners, developing marketing strategies, participating in trade fairs and missions, locating potential customers and appointing sales agents. Caribbean Export will offer its services through the trade associations and chambers of commerce. Where necessary, Caribbean Export also helps to source expertise internationally, using the opportunity to transfer knowledge and skills to build Caribbean capacity.

## Actions Taken

CARIBBEAN EXPORT assisted firms in the region through grant funds (already mentioned), training, technical assistance and advice. The Agency also helped to identify key sectors intended to



**WE ARE ACTIVE IN:**  
Utilising emerging technologies and  
communication channels to foster  
the growth of export opportunities.



## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

make a considerable contribution to the export diversification of the region. During 2007, the sectors identified were health and wellness, creative industries, ICT and professional services.

The Doing Business with Costa Rica Seminar held in Barbados in early June, attracted 31 participants drawn from the manufacturing and services sectors, business support organisations in Barbados and the OECS and six (6) members of the media (Nation, CBC and the Advocate).

In collaboration with the Ministry of Trade, Industry, Commerce and Consumer Affairs of Saint Lucia and the Chamber of Commerce of Santiago, Dominican Republic, the Agency coordinated a trade mission to Santiago, Dominican Republic from September 26 to 30, 2007. The Trade Mission formed part of the National Export Strategy of Saint Lucia, under the Market Development and Expansion Component, which seeks to assist manufacturers to penetrate new markets.

Caribbean Export and the Trade Facilitation Office of Canada (TFOC) signed a collaboration agreement to assist the region in several areas utilizing funds from the Canadian International Development Agency (CIDA). The objective is to implement a trade and investment related capacity building program in the Caribbean region. This comprehensive program, which continues in 2008, includes four major areas:

- The Gift and Craft sector
- The Services sector
- Web portal development
- Foreign Direct Investment Attraction

### **Processed Food Products – Specialty Food Sector**

The Summer Fancy Food Show held at the Jacob Javits Center in New York is currently North America's premier showcase for specialty-gourmet, natural and organic foods, snacks and beverages. Drawing over 65,000 buyers annually, the Summer Fancy Food Show and the overall U.S. Market are growing at an unprecedented rate of 15 percent per year. Buying teams serving every major distribution channel attend the show, including supermarkets, mass merchants, natural and organic, gift and specialty retail. The vast majority of these buyers rely on the Fancy Food Show exclusively to source global products.

Participation by 10 CARIFORUM companies in a Caribbean Pavilion at the show in New York in July 2007, resulted in a 15-20 percent increase in export orders to the US market. According to Sam Kruiner, Caribbean Export Development Agency's Coordinator of the Caribbean Pavilion, the exhibitors of the Caribbean Pavilion were Calypso Bakeries of Barbados, Grace Foods International, Honey Bun and Central Food Packers of Jamaica and Caribbean Specialty Foods, KC Confectionary Limited, Matouk International USA, RHS Marketing and Tropiclike Foods of Trinidad and Tobago and De La Grenade Industries from Grenada.

### **Handicraft**

Phase 1 of the Project Development of an Online Handicraft Catalogue commenced during 2007. A total of 8 countries are included in Phase 1. The draft catalogue has been produced for review by the project collaborators the Caribbean Hotel Association (CHA) under its Caribbean Regional Sustainable Tourism Development Programme (CRSTDP), and Caribbean Export. The official launch of the Catalogue is scheduled for early 2008.

## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

### Services/Investment Promotion

During the review period the Agency engaged in planning discussions with TFO Canada (the Trade Facilitation Office of Canada) with respect to proposed regional services trade mission to Canada in 2008, and an investment promotion seminar to be held in the region also in 2008.

### ... a greater emphasis on communications...

Communication was a key area of emphasis during the management transition review. The review resulted in the decision to strengthen the communications team, including consolidation of communications-related functions under one umbrella.

### Trade Watch

Regular issues of the Trade Watch and Trade Watch Update newsletters were produced and disseminated. Three hundred and ten new subscriber profiles were added, bringing the total number of subscribers to 11,705.

### Trade Wins

There were two new additions to the Trade Wins Series: "Trade Remedies" and "A review of the Caribbean Health and Wellness Industry." These publications will be launched in 2008 and made available on the web portal.

### Other Publications

The export marketing manual, "How to prepare to export successfully and promote your company through trade fairs", was successfully launched during the period under review. 100 companies have requested and received the publication to date. An online version will be posted on the web portal to ensure even greater readership.

### Trade Information Centre (TIC) and Enquiry/Reply Service

The Trade Information Centre (TIC) continued to perform the crucial function of information management. During the review period two hundred and fifty (250) publications (newsletters, monographs, and periodicals) were received and processed. Enquiries were received from a wide cross section of organisations and individuals. The most frequently requested information sets were: product/company and country information, market access data, trade events and information on Caribbean Export services such as business opportunities, consultants, market research, and publications.

### ... enhancing partnerships...

Under a PROINVEST Project, Caribbean Export in coordination with partners in Europe (Italian Giftware Association, Chamber of Kavala, Interco Aquitaine and Union de Exportadores de Muebles y Afines del Centro de España) and the Caribbean (Codopyme, Go-Invest, JMA, and Beltraide) began organisation of a partnership meeting for the furniture and decorative item sectors to be held in Santo Domingo, Dominican Republic. The Agency worked with its partners (Intermediary Organisations) on the promotional stage of this activity by visiting the relevant countries in the Caribbean and Europe to ensure full partner participation. Firms from all CARIFORUM countries were eligible to participate in the meeting, having satisfied PROINVEST qualification criteria and proving themselves ready to discuss strategic alliances with European or regional firms. The objective of this international meeting is to establish favourable conditions for collaboration agreements (joint ventures) in the fields of investment, transfer

**WE ARE ACTIVE IN:**  
Assisting our clients as they  
expand their export capabilities.





## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

of technology, clustering, marketing, manufacture and other cooperation schemes.

### ... conducting training activities...

The post of Marketing Officer became vacant at the end of April 2007. Nonetheless, during Phase 1 of the CTPSDP, Caribbean Export either sponsored or co-sponsored more than 30 seminars/training sessions, involving private sector personnel, BSOs, regional and international agencies. These sessions were not only well-attended, but significant feedback was given to facilitate future assistance. In sum, the attendees included more than 3,000 participants from more than 500 businesses and 100 regional and national organisations. The list of participants represented every CARIFORUM country, the DOMs and OCTs, and 25 non-regional countries – mainly experts and other presenters.

### New Industries, New Visions

At the beginning of 2007, four important studies were presented to Caribbean Export and the respective member states. With funding from the Commonwealth Secretariat, these Strategic Marketing Plans for the Promotion of Professional Services Exports (for Barbados, Dominica, St. Lucia, Trinidad and Tobago) identified six areas of opportunity:

- Health and Wellness
- Education
- Business Development Services
- Information and Communications Technology (ICT)
- Construction-related Services
- Production Services for the Entertainment Industry

### Health & Wellness

The Health & Wellness sector was established as the sub-sector within Agro-Eco Tourism, which is also a new growth market segment within the Agro-Processing Sector, which has the greatest potential and can be best supported by Caribbean Export. The Caribbean region is well placed to benefit from exponential growth of health care tourism. With rising health care costs, particularly in the US market, there is an unstoppable need to seek lower cost services abroad. Although not the cheapest destination, the region offers high quality treatment provided by internationally-trained professionals in an English speaking, holiday destination, and is therefore, a competitive offer.

### Education

Key education export opportunities are seen in the areas of English Language Training (ELT) and Technical and Vocational Education and Training (TVET), particularly in the fields of medicine and nursing. This training could prove particularly attractive to the neighbouring markets of Venezuela, Colombia and Brazil, as well as new Asian markets like China, Japan and Korea, which are as yet untapped. Again, lower costs than the traditional US and UK markets in an English-speaking holiday destination would be a winning formula.

### Business Development Services

It is recognised that the global market for outsourcing of business development services (BDS) is large and growing with an increasing proportion of outsourcing going abroad. EME<sup>3</sup> also notes that, “within the offshoring market, the trend towards a mix of offshoring basic functions to a low-cost destination

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3 Emerging Market Economics (EME) is the consulting firm responsible for the four studies.

## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

while near-shoring higher value functions has created opportunities for Caribbean countries.”

However, for the four countries surveyed, the consultants consider that the opportunities are mainly regional, or involving foreign direct investment, as the region does not currently possess a critical mass of even medium-sized firms necessary to compete in the international market for legal and finance and accounting outsourcing or providing management consulting services.

### Information & Communications Technology

The potential for ICT to promote economic development is receiving increasing recognition and attention from CARIFORUM countries. As Transnational Corporations look towards building truly global networks and outsourcing information and processing services to lower cost, the Caribbean has emerged as a potential area for outsourced operations, possessing many of the key incentives for investment.

Outsourcing and offshoring in the ICT sector is estimated to be worth US\$50 billion and growing explosively. Many countries in the region have already established a presence in this sector serving the US market with call centres and with companies serving the national and regional markets. Some countries, like the Dominican Republic, are significantly more cost competitive than others. However, for the latter, opportunities still exist in knowledge process outsourcing (KPO) particularly in the financial services industry and for some countries (e.g. Trinidad and Tobago) in software development. It may also be possible in some States to attract FDI, through joint ventures between established financial services companies and international call centres.

### Construction-Related Services

As noted by EME, “whilst sub-contracting has long been practised, outsourcing and offshoring the functions carried out by architects, engineers and construction management firms to others in the industry is relatively new.” Barbados and Trinidad & Tobago are the regional market leaders in this field, but there may also be some untapped potential for engineering services in the UK, which is short of engineers, whilst the region, in particular Barbados, has a number of engineers who are members of the UK Institute of Civil Engineers. Trinidad & Tobago can also take advantage of its expertise in petroleum and energy engineering, as well as the presence of a number of international oil and gas companies to offer outsourced engineering services to markets such as the US.

### Production Services for the Entertainment Industry

It is considered that the region is not well placed to compete in the world’s music and film production and event management industries, which are large and increasingly international. “With an increasing reliance on production services for special effects and the use of digital production technology, they have become capital intensive, with India and Dubai investing in state of the art film cities” (EME). The primary opportunity for the region appears to be in the export of music and video production services to the region and farther a-field, based on the reputation of its music industry.

## OBJECTIVE #3: Strengthened Institutional Capacities

The focus areas were:

- 3.1. Support for capacity development of selected business support organisations, including

## PROGRAMME HIGHLIGHTS BY STRATEGIC OBJECTIVES

technical assistance and training.

### 3.2. Assistance with the development and implementation of national and sector strategies

## Challenges

Capacity-building for the public and private sector business support organisations (BSOs) of the region is essential for the region to undertake activities which will enhance and promote necessary changes and help satisfy the regional needs for business development services. Strong BSO networking with each other will be an extremely important instrument for the successful implementation of any trade agreement, or proposed regional strategy. As a small organisation with a big mandate, Caribbean Export must itself rely on national institutions to help it deliver support to the hundreds of regional enterprises and potential investors.

## Actions Taken

Caribbean Export is committed to building the capacity of CARIFORUM BSOs and to developing and establishing a communications network among them. As part of this mandate, the Agency brought together representatives of forty-five (45) national and regional CARIFORUM BSOs for a Strategic Planning Workshop. The workshop, held at the Savannah Hotel in Barbados from July 20 – 21, 2006, provided an opportunity for the BSOs to share experiences and to identify the major elements of the Strategic Plan. The workshop also launched the BSO Network 'CARIBISNET' (Caribbean Business and Investment Support Network), which will be the mechanism for ongoing collaboration and information sharing among

the BSOs. Furthermore, the Agency commissioned a survey to assess the status, activities and needs of CARIFORUM BSOs. The survey identified training, information, promotional activities, and advice and consulting among the areas where Caribbean Export should provide support to BSOs.

## OBJECTIVE #4: Coordination/Strengthening of Regional Networks

The focus areas were:

- 4.1 Host Caribbean Business and Investment Support Network (CARIBISNET)
- 4.2 Host Secretariat for Caribbean Association of Investment Promotion Agencies (CAIPA)
- 4.3 Coordinate meetings of the CARIFORUM Regional Preparatory Task Force (RPTF) for trade and investment

## Challenges

While there are a significant number of national Business Support Organisations (BSOs), including Trade Promotion Organisations (TPOs) in the region and Investment Promotion Agencies (IPAs), the issue of coordinated efforts poses a serious challenge. Caribbean Export is best positioned to coordinate and strengthen regional networks through collaborations with these various regional organisations. National BSOs are organisations that usually target the local companies or foreign investors with respect to their trade or investment development programs (activities and funding). Caribbean Export is the only regional entity involved in providing support across the Caribbean.

PROGRAMME HIGHLIGHTS  
BY STRATEGIC OBJECTIVES

Actions Taken

Through funding from the EU under Phase 1 of the 9th EDF project, Caribbean Export has encouraged the CARICOM initiative to establish Coalitions of Services Industries at national level, and they now exist in Barbados, Trinidad and Tobago and St. Lucia, with other regional Member States poised to follow. These associations are critical structures for mobilising firm-level interest and activity in the export of services and Caribbean Export will continue to encourage and facilitate their development wherever possible.

The Barbados Coalition of Service Industries Inc. (BCSI) in partnership with the Caribbean Community Secretariat and Caribbean Export conducted a Regional Workshop in Barbados on May 22-23, 2007 at the Almond Beach Village.

Also, during Phase 1, a virtual network of Caribbean BSOs, The Caribbean Business and Investment Support Network (CARIBISNET), was established. This network of BSOs offers a platform for knowledge sharing, human resources, coordination of activities, meetings and programmes and a wide range of web-based facilities.





# CORPORATE ACTIVITIES

## ...strengthened management through improved communication...

In an effort to improve corporate communications, the new Executive Director introduced weekly management meetings, including participation by the Deputy Executive Director in the Sub-Regional Office in the Dominican Republic by Skype or telephone link. It was also proposed that weekly divisional meetings should be convened by managers to keep their divisional colleagues informed of major developments within Caribbean Export. Initial steps were taken to introduce a schedule of major meeting/events to be held for the next twelve months, with a view to eventually placing them online.

Discussions were also started on the introduction of a new corporate communication strategy and the development of a general strategic planning process for Caribbean Export. It was recognized that full implementation of these would require additional resources, and therefore, have to be phased in as circumstances allowed.

The need for a revised organisational chart, new job descriptions and individual work programmes was also noted, and steps taken to develop these in the shortest possible time.

## ...progressing human resources development...

The Financial and Institutional Audit recommended increased staff training. In compliance with the recommendation, the Agency continued to intensify its efforts in this area, and various staff received training in the following areas during the period:

- Proposal Writing – aimed at enhancing

a company's chances of being awarded consultancies funded by the donor community

- E-Trade and Trade Promotion
- Strategic Planning
- Business English
- Business Communication
- Market Readiness
- Doing Business in Costa Rica
- Microsoft Outlook
- The use of ACCPAC (accounting software package)

Caribbean Export intends to continue along this path as it seeks to enhance the skills sets of its employees. The Agency continues to revamp its filing system, a process that will continue in 2008. The two offices of the Agency continue to forge closer ties through meetings and visits to the Sub-Regional Office by personnel of the Head Office and vice versa.

## ...maintaining information systems and technologies...

Following the successful conversion of the mail platform to Microsoft Exchange during the first half of the year, the focus of the Agency shifted to improved management of the ICT assets and systems following the recruitment of a Website and Database Management Officer. The security procedures were reviewed and amended and the inventory of equipment and software updated.

The most significant project of Caribbean Export was the development of the new Agency website and web portal ([www.carib-export.com](http://www.carib-export.com)) and the CARIBISNET website. Significant progress was achieved in developing the interfaces and back-end of the sites and it is expected that both sites will become fully operational during the first quarter of 2008.

# LOOKING FORWARD TO 2008

## So Where Do We Find Ourselves in 2008?

Like the rest of the world, Caribbean Export enters 2008 with an environment facing new challenges and uncertainties. The downturn in the region's major international markets, the USA and U.K., the rapidly rising cost of oil and basic food supplies, the advent of several new regional administrations with possibly different priorities. However, on the positive side, with the initialing of the EPA, the region has new opportunities. Caribbean Export must help the region identify and take advantage of these opportunities. Also, Phase 2 of the 9th EDF Programme (CTPSDP-2) provides an important source of support for the many new initiatives which the Agency must implement to support member-states trade and promotion objectives.

## What are the primary objectives for 2008?

Caribbean Export remains the premier Agency for the

integration of CARIFORUM countries into the world economy. The Agency has identified four (4) factors that are essential to the successful implementation of CTPSDP-Phase 2:

1. Increased competitiveness of firms through market expansion and export diversification support
2. A vibrant Caribbean Business and Investment Support Network with strengthened Business and Investment Support Organisations
3. Greater cooperation between the CARIFORUM business sector and that of the DOMs and OCTs
4. Assistance with preparation and implementation of trade agreements with CARIFORUM/CARICOM



## COMPETING IN THE GLOBAL MARKETPLACE

The Region's main trade is intraregional, within the Caribbean. Other important trading partners are the U.S.A. and Europe. Main sectors with which Caribbean Export assists are: processed food products, craft items, wooden furniture and professional services (still in its preliminary stages).

### Caribbean Hot Pepper Sauce – Confectionary Sector

Caribbean hot sauce producers from Jamaica to Suriname were excited about the bright market prospects for hot pepper products and are firm in their commitment to work together to take advantage of opportunities in foodservice, specialty and ethnic foods markets.

More than fifty (50) representatives from the hot pepper sector in twelve (12) countries across the region met at the Jamaica Pegasus Hotel in May/June to discuss issues pertaining to the sector's competitiveness and innovation, and to explore the linkages between the processors and producers. An exceptional slate of regional and international experts at this "Diversification of Hot Pepper Industry through Cross-Sector Linkages and Capacity Development" Workshop provided participants with tried and tested market entry strategies, pitfalls, lessons learned and "tricks of the trade". Issues of professionalism and trust, standards and packaging, sheer persistence and innovation were the order of the day. Leading regional companies present included Busha Browne and Island Grill (Jamaica), Erica's (St. Vincent & the Grenadines), De La Grenade (Grenada) and Baron Foods (St. Lucia). The workshop was coordinated by Caribbean Export under the 9th Economic

Development Fund (EDF) Caribbean Regional Trade and Private Sector Development Program (CRTPSDP) of the European Commission in association with the Inter-American Institute for Cooperation on Agriculture (IICA) and the Caribbean Development Bank (CDB).

According to Mike Jones of Griffith Laboratories, Trinidad and Tobago, "global cuisines, particularly those of North Africa, Caribbean, Asia and the Middle East, will continue to drive new foods and flavour trends using pepper". Product innovations also go beyond the food industry to the health and wellness sector where pepper products are now being applied in prostate cancer, asthma and cardiovascular system research. Pepper is the number one spice in terms of per capita consumption in the world and is indigenous to Central & South America and the West Indies. In 2004, total USA imports of sauces and mixed condiments were US\$ 1.1 billion, CARICOM exports of pepper sauce to the USA was US\$11.9 million in that same year."



Photo Above: Griffith Laboratories, Trinidad and Tobago

## COMPETING IN THE GLOBAL MARKETPLACE CONTINUED



**Photo Above:** Griffith Laboratories, Trinidad and Tobago

Project Contact: Mike Jones

Company: Griffith Laboratories

E-mail Address: [mjones@griffithlaboratories.com](mailto:mjones@griffithlaboratories.com)

Website: [www.griffithlaboratories.com](http://www.griffithlaboratories.com)

**Profile:** Griffith Laboratories is a global manufacturer of food products. They provide a wide range of taste and texture components for food industry customers throughout the world. Their products include seasoning blends, dry mixes, coating systems, dough blends, crumbs, flavors, sauces and food bases that are used in an extensive variety of applications from snack foods and processed meat and poultry to ready meals.

### Gift and Craft Sector

Caribbean Export was Co-Host with the Curacao Coordinating Committee of the 14th Caribbean Gift and Craft Show 2007 at the World Trade Centre

in Curacao from September 27-30. 251 exhibitors from 21 countries participated and 245 trade buyers from 26 regional and international markets attended the Show.

### Caribbean Creative – Dominica

Caribbean Creative, based in Dominica, received the 2007 Craft and Gift Show award for "Best New Product/Product Line" in the Gifts and Craft Sector. The company's new product line, "BAMBOO EXOTIC" is currently being exported throughout the Caribbean, to Canada and to the European Community. Under the management of Andrew Manley, Caribbean Creative produces unique handcrafted home accessories and giftware from sustainable resources with contemporary style and fine finishing.

Project Contact: Andrew Manley

Company: Caribbean Creative

E-mail address: [andy@caribbeancreative.com](mailto:andy@caribbeancreative.com)

Website: [www.caribbeancreative.com](http://www.caribbeancreative.com)

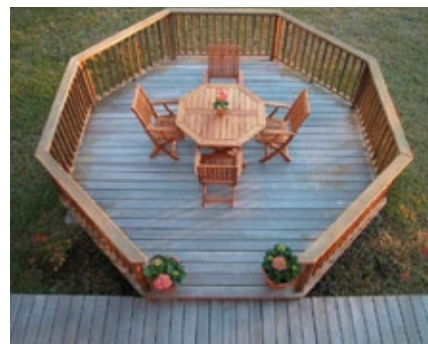




**WE ARE ACTIVE IN:**  
Helping our clients utilise  
indigenous resources to  
produce export commodities  
for the global community.



## COMPETING IN THE GLOBAL MARKETPLACE



**Photo Left:** Guyana's Crabwood (*Carapa guianensis*) used in Internal Cabinetry Work. *Photo compliments of Guyana Forestry Commission*

**Photo Above:** Guyana's Locust (*Hymenaea courbaril*) used in Outdoor Furniture. *Photo compliments of Durable Wood Products Inc.*

### Expression des Arts in Jacmel – Femmes en Démocratie, Haiti

Jean-Paul Sylva of Expression des Arts, winner of the best handcrafted product award at the Caribbean Gift and Craft Show 2007 is from Jacmel, Southeast Haiti. As a master artisan, Jean-Paul has joined forces with Femmes en Démocratie's micro enterprises development program. Through this program modeled after the Japanese movement One Village – One Product, he trains a group of women developing some unique and contemporary product lines. The producers use material like papier mâché and tobacco leaves in innovative ways to create new giftware and table top collections.

Project Contact: Jean Paul Sylva

Company: Expression des Arts in Jacmel

E-mail address: vitalvoiceshaiti@yahoo.com

### Matching Grant Schemes – Success Stories

Under the EU-funded Matching Grant Scheme, Caribbean Export disbursed nearly BD\$1 million of financial assistance to more than 18 groups of companies.

#### Guyana Forestry Commission

Title of Proposal: Increasing Market Access for Guyanese Forest Products

Project Contact: Viam Singh, Commissioner

E-mail address: commissioner@forestry.gov.gy

Website: [www.forestry.gov.gy](http://www.forestry.gov.gy)

According to Commissioner of the Guyana Forestry Commission, Viam Singh, the results from Caribbean Export's Matching Grant Scheme have allowed for a better understanding of the market for

## COMPETING IN THE GLOBAL MARKETPLACE

Guyanese timber in targeted countries throughout the Caribbean region. It has shown that Guyana's products have tremendous scope in regional markets and even have the potential to be product leaders in some of these markets.

Guyana's forest industry has now been able to take advantage of a comprehensive information databank of markets in the Caribbean region that can be used to extend marketing efforts, thereby leading to a number of benefits, including: making Guyana's forest sector businesses more competitive in the respective markets; increasing the export of further value-added products to meet the precise needs of these markets; increasing the variety of wood species used; and generally improving Guyana's efforts towards aiming for the standards of international competitors. This helps to strengthen and further penetrate current markets, and increases Guyana's market share in the targeted countries. Also using this information, Guyana's forest industry can now better attract and retain new markets since the comparative advantages and market preferences have been determined. The Timber Industry is now in a better position to address and deal with the needs of the market in the targeted countries inclusive of addressing issues of technological improvements and enhanced efficiency needed to market higher quality products.

### **A-Z Information Jamaica, Ltd.**

Title of Proposal: The Caribbean Experience

Project Contact: Dr. Noel Watson, Director

E-mail address: [nwatson@cwjamaica.com](mailto:nwatson@cwjamaica.com)

Website: [www.caribbeanexperience.com](http://www.caribbeanexperience.com)



**Photo Above:** A-Z Information Jamaica, Ltd.

A-Z Information Jamaica Limited is an International Trade Consultancy Company committed to regional integration through the CSME. Caribbean Export's Matching Grant Scheme funded the company's website [www.caribexperience.com](http://www.caribexperience.com), which aims to provide information and opportunities to persons who wish to visit, live, work or study in the Caribbean. According to Dr. Watson, "A-Z Information employs participation in the Matching Grant Scheme as a component of its corporate strategy, because it represents a tangible investment in the business." Conceding the fact that the application process can be frustrating, he now leverages the experience as his company's competitive advantage and intends to offer technical assistance and partnership opportunities to SMEs that might benefit from the Matching Grant Scheme. Attached is a picture of Dr. Watson in Beijing where he was meeting with Chinese business people trying to promote tourism in Jamaica through Caribbean Experience, which was developed through Caribbean Export's Matching Grant Scheme. A-Z Information intends to apply for another Grant to develop tourism opportunities with China and the EU and to take advantage of the promotion given to Jamaica as a result of the recent success in Beijing.



**WE ARE ACTIVE IN:**  
Providing creative bridges  
between our clients and their  
target export markets.



# ANNEX 1 - CARIBBEAN EXPORT'S BOARD OF DIRECTORS

Mr. Samuel J. Chandler - CHAIRMAN  
Permanent Secretary (Trade)  
Ministry of Foreign Affairs and Foreign Trade  
#1 Culloden Road  
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Mr. Donald Edwards  
Permanent Secretary  
Ministry of Finance & the Economy (Industry and Commerce)  
Redcliffe Street, P.O. Box 1550  
St. John's, ANTIGUA & BARBUDA

Ms. Donnalee Bowe  
Manager, Handicraft Development Department  
Bahamas Agricultural and Industrial Corporation  
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P O Box N-4543  
Nassau, BAHAMAS

Mrs. Lourdes Smith, MBE  
Executive Chairman  
Belize Trade and Investment Development Service  
(BELTRAIDE)  
14 Orchid Garden Street  
Belmopan City, BELIZE

Mr. Gregoire Thomas  
General Manager  
Dominica Export Import Agency (DEXIA)  
P.O. Box 173  
Roseau, DOMINICA

Mr. Juan Guiliani  
Executive Director  
JGC & Associates  
Calle Nicolas de Bari #8  
La Esperilla  
Santo Domingo, DOMINICAN REPUBLIC

Ms. Sally Anne Bagwhan-Logie  
Senior Trade Officer  
Ministry of Finance, Trade and Industry  
Financial Complex  
The Carenage  
St. George's, GRENADA

Mr. Allen Henry  
Technical Advisor to the NAO  
Bureau de l'Ordonnateur National du FED  
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Port-au-Prince, HAITI

Mrs. Lisa Bell  
Executive Director of Services  
Jamaica Promotions Corporation (JAMPRO)  
18 Trafalgar Road  
Kingston 10, JAMAICA

Ms. Theresa Nisbett  
Permanent Secretary  
Ministry of International Trade and Foreign Trade  
Church Street  
Basseterre, ST. KITTS & NEVIS

Mr. Leo Titus Preville  
Permanent Secretary  
Ministry of Commerce, Investment and Consumer Affairs  
4th Floor, Heraldine Rock Building  
Waterfront  
Castries, ST. LUCIA

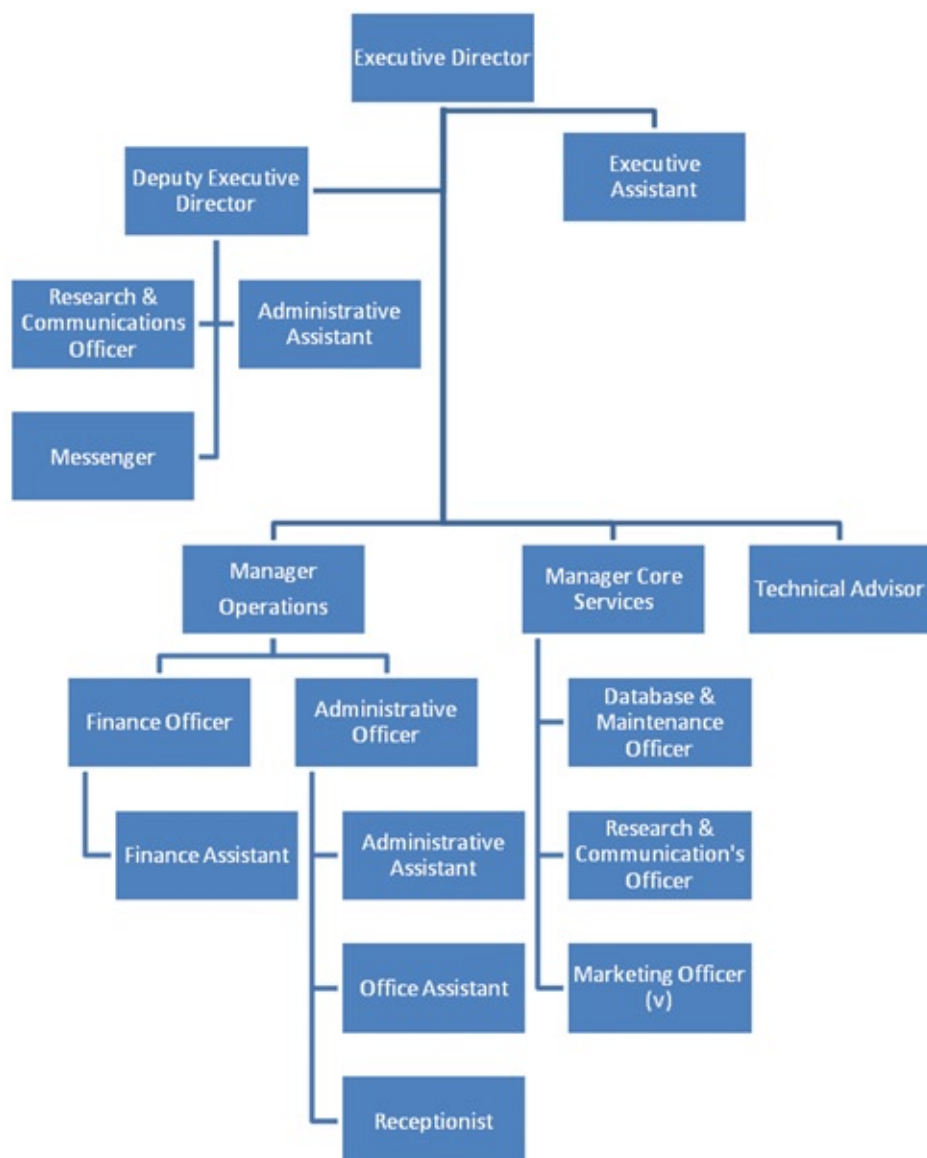
Mrs. Kathleen Lieuw-Kie-Song  
VSH UNITED  
Van't Hogerhuysstraat 9 – 11  
P.O. Box 1860  
Paramaribo, SURINAME

Mrs. Patricia Martin  
Permanent Secretary  
Ministry of Foreign Affairs, Commerce and Trade  
Kingstown, ST. VINCENT & THE GRENADINES

Mr. Dominic Hadeed  
Director  
Trinidad and Tobago Manufacturers'  
Association (TTMA)  
# 42, 10th Avenue  
Barataria  
Port of Spain, TRINIDAD & TOBAGO



## ANNEX 2 - CARIBBEAN EXPORT ORGANISATIONAL STRUCTURE AT 31ST DECEMBER 2007



## ANNEX 3 - REGIONAL ACTIVITIES AND PROJECTS IN 2007, BY COUNTRY AND DELIVERY TRACK

The following table is an inventory of regional activities and projects carried out, or operational, in 2007. It includes: (i) CGCS Participants – The 14th edition of the Caribbean Gift and Craft Show was held at the World Trade Center in Curacao; (ii) Matching Grant Scheme Participants – Five successful calls for proposals were completed under very strict EDF procedures; and (iii) Seminar/Training Participants – 30 Seminar/Training activities were sponsored or co-sponsored by CARIBBEAN EXPORT.

	COUNTRY	CGCS COMPANIES	GRANT SCHEME PARTICIPANTS <sup>4</sup>	SEMINAR/TRAINING EVENTS for BSOs <sup>5</sup>
1	Antigua & Barbuda	4		5
2	Bahamas	1		6
3	Barbados	37	4	10
4	Belize	0	2	5
5	Dominica	5		8
6	Dominican Republic	19	3	5
7	Grenada	4	1	9
8	Guyana	8	2	3
9	Haiti	21	1	5
10	Jamaica	37	2	8
11	St. Kitts & Nevis	5		5
12	St. Lucia	9		8
13	St. Vincent & the Grenadines	2		8
14	Suriname	4		3
15	Trinidad & Tobago	27	3	9
16	DOMs & OCTs	68		5
	TOTALS	247	18	102

4 A total of 41 groups of companies were assisted out of which 18 groups of companies were awarded grants. Overall assistance was given to at least 123 firms.

5 Includes all seminars and training activities conducted under Phase I of the EDF-CTPSDP.

## ANNEX 4 - CARICOM TRADE STATISTICS, 2002-2006

VALUE OF CARICOM'S INTRA-REGIONAL TRADE 2002 - 2006														(EC \$)			
CARICOM COUNTRIES																	
	2002	2002	2002	2002	2002	2002	2002	2002	2002	2002	2002	2002	2002	2003	2003	2003	2003
	IMPORTS	EXPORTS	BALANCE	IMPORTS	EXPORTS	BALANCE	IMPORTS	EXPORTS	BALANCE	IMPORTS	EXPORTS	BALANCE	IMPORTS	2004	2004	2004	2004
CARICOM	2,966,650	2,703,609	-263,041	4,027,639	3,663,578	-364,061	4,530,733	3,402,396	-1,128,337	6,241,659	6,625,711	384,052	5,940,969	7,681,162	7,681,162	1,740,193	
MDCs	2,276,954	2,457,745	180,791	3,276,696	3,385,790	109,094	3,600,383	3,083,448	-516,935	5,020,107	6,225,271	1,205,164	4,764,112	7,435,246	7,435,246	2,671,134	
BARBADOS	426,759	268,710	-158,049	769,961	270,857	-499,105	942,890	283,934	-658,957	1,087,789	375,592	-712,197	1,157,950	407,225	407,225	-750,725	
GUYANA	317,416	240,848	-76,568	577,340	227,408	-349,932	499,766	303,631	-196,135	813,536	289,769	-523,767	868,811	280,080	280,080	-588,731	
JAMAICA	1,067,803	131,971	-935,831	1,268,817	137,128	-1,131,689	1,504,932	140,200	-1,364,733	2,231,079	127,015	-2,104,064	1,811,031	143,072	143,072	-1,667,959	
SURINAME	261,004	...	261,004	436,528	...	-436,528	402,903	...	-402,903	620,794	...	-620,794	661,913	...	...	661,913	
TRINIDAD & TOBAGO	203,973	1,816,216	1,612,243	224,050	2,750,397	2,526,347	249,891	2,355,684	2,105,793	266,910	5,432,895	5,165,985	264,408	6,604,870	6,604,870	6,340,462	
LDCs	689,696	245,864	-443,832	750,944	277,789	-473,155	930,350	318,948	-611,402	1,221,551	400,440	-821,111	1,176,856	245,916	245,916	-930,941	
BELIZE	40,615	31,278	-9,337	39,887	48,299	8,413	34,453	63,103	28,650	36,452	61,587	25,135	36,076	62,134	62,134	26,059	
OECS	649,081	214,586	-434,495	711,057	229,489	-481,568	895,897	255,845	-640,052	1,185,100	338,853	-846,247	1,140,781	183,781	183,781	-957,000	
ANTIGUA & BARBUDA	...	...	...	...	...	...	...	...	...	209,875	73,476	-136,399	...	...	...	...	
DOMINICA	95,345	63,239	-32,105	103,621	69,144	-34,477	115,600	68,429	-47,171	139,774	66,589	-73,185	144,614	70,603	70,603	-74,011	
GRENADA	144,205	31,136	-113,069	163,334	28,347	-134,987	174,617	23,857	-150,760	240,368	34,923	-205,445	198,243	37,972	37,972	-160,271	
MONTserrat	7,543	2,344	-5,200	7,648	2,601	-5,047	8,577	5,922	-2,656	16,472	1,485	-14,987	31,448	1,827	1,827	-29,621	
ST. KITTS & NEVIS	80,755	1,756	-79,000	102,497	2,236	-100,261	98,641	2,692	-95,950	114,083	3,536	-110,547	122,627	6,471	6,471	-116,156	
SAINT LUCIA	185,914	62,148	-123,765	211,367	72,802	-138,565	324,416	98,001	-226,415	267,273	92,275	-174,999	404,819	...	...	-404,819	
ST. VINCENT & GRENADINES	135,319	53,963	-81,356	122,589	54,358	-68,231	174,046	56,945	-117,101	197,254	66,570	-130,685	239,030	66,909	66,909	-172,122	
PERCENTAGE CHANGE:																	
CARICOM				35.8%	35.5%	38.4%	52.7%	25.8%	329.0%	110.4%	145.1%	-246.0%	100.3%	184.1%	184.1%	-761.6%	
MDCs				43.9%	37.8%	-39.7%	58.1%	25.5%	-385.9%	120.5%	153.3%	566.6%	109.2%	202.5%	202.5%	1377.5%	
LDCs				8.9%	13.0%	6.6%	34.9%	29.7%	37.8%	77.1%	62.9%	85.0%	70.6%	0.0%	0.0%	109.8%	
OECS				9.5%	6.9%	10.8%	38.0%	19.2%	47.3%	82.6%	57.9%	94.8%	75.8%	-14.4%	-14.4%	120.3%	

SOURCE: CARICOM Secretariat

# ANNEX 5 - SEMINARS AND TRAINING ACTIVITIES

Training/Seminar	Co-Host Organisation	Host-Country	Date	Participants/CARIFORUM	Beneficiary	A & B	BAH	BIM	BEL	DOM	DR	GRE	GUY	HAI	JAM	SKN	STL	SVG	SUR	T&T	OTHER	TOTALS
Increased Competitiveness of Firms Through Market Expansion and Export Diversification Support																						
Interior Decoration & Design Workshop		Suriname	Mar-06	55	Private			X				X			X	X	X					5
Promoting Creative Industries	CRNM	Barbados	Oct-06	20	Private																	
Cluster Development Workshop	CNC/UNIDO	DR	Nov-06	40	Public/Private			X	X	X	X			X						X		7
C-SWA Annual Conference	C-SWA		Dec-06	30	Private																	
Spa & Wellness Planning Meeting		Jamaica	May-07	37	Private																	
Doing Business w/ Costa Rica	CARICOM/CROSQ/PROCOMER	Barbados	Jun-07	31	Private			X		X						X	X	X		X		2
Effective Proposal Writing		Barbados	Jun-07	98	Private		X	X	X	X								X				7
14th NASFT Summer Fancy Food Show		New York	Jul-07	10	Private			X				X			X					X		4
Doing Business w/ the DR	St. Lucia/DR	DR	Sep-07		Public/Private																	
Online Handicraft Catalogue	CHA/CRSTDP		Jan-08	8	Private			X	X	X	X	X					X	X	X	X		8
World Class Manufacturing Executive	OECs/EDU	St. Lucia		26	Private	X			X	X		X				X	X	X				6
Capacity-Building for the Public and Private Sector Business Support Organisations of the Region																						
Effective Trade Fair Participation	CB/YSB	Suriname	May-06	57	BSOs	X	X	X	X			X			X	X	X	X	X	X		12
BSO Forum - Priority Sectors		Barbados	Jul-06	60	BSOs																	
Intra-CARIFORUM Market Research	Santo Domingo Chamber	DR	Apr-07		BSOs																	
Strategic Planning Workshop	BCSI	Barbados	May-07		BSOs																	
Advocacy & Lobbying Training Seminar			Jun-07	42	BSOs				X			X								X		3
E-Commerce/E-business			Jun-07	41	BSOs	X						X			X			X				4
CARIBSNET	BCSI	Barbados	Jul-07	55	BSOs																	
ACS Forum of TPOs	ACS Secretariat		Jul-07		TPOs																	
Strategic Planning Workshop	CASME	St. Lucia/St. Vincent		59	BSOs	X	X			X			X	X			X	X				7
Support for Greater Cooperation Between the CARIFORUM Trade and Business Interests and Those of the DOMs and OCTs																						
ICT Conference & Exhibition		Martinique	Jun-07		Public/Private									X	X					X	X	1
ICT Sector Meeting		Martinique	Jun-07		Public/Private			X														6
14th CGCS	Curacao Coordinating Comm.	Curacao	Sep-07	251	Private	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	14
ICT & the Networked Economy	UWI			45	Private	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	16
Support to the Caribbean Business Sector for the Improvement of the Regulatory Environment for the Private Sector Development in the Region, as well as FDI																						
TOTALS				965		5	6	10	5	8	5	9	3	5	8	5	8	8	3	9	5	102

## ANNEX 6 - LIST OF ABBREVIATIONS

ACP	African, Caribbean, and Pacific countries	DOMs	Development Programme
BCSI	Barbados Coalition of Services Industries	EC	Départements d'Outre Mer
BDS	Business Development Services	EDF	Eastern Caribbean
BSOs	Business Support Organisations	EDU	European Development Fund
CAIC	Caribbean Association on Industry and Commerce	ELT	Export Development Unit
CAIPA	Caribbean Association of Investment Promotion Agencies	EME	English Language Training
CARIBISNET	Caribbean Business and Investment Support Network	EPA	Emerging Market Economics
CARICOM	Caribbean Community	EU	Economic Partnership Agreement
CARIFORUM	Caribbean Forum of ACP States	ICT	European Union
CDB	Caribbean Development Bank	IICA	Information and Communications Technology
CGCS	Caribbean Gift and Craft Show	IPAs	Inter-American Institute for Cooperation on Agriculture
CHA	Caribbean Hotel Association	KPO	Investment Promotion Agencies
CIDA	Canadian International Development Agency	LDC	Knowledge Process Outsourcing
CRNM	Caribbean Regional Negotiating Machinery	LDC	Least-developed Countries
CRSTDP	Caribbean Regional Sustainable Tourism Development Programme	MDC	Most-developed Countries
CSME	CARICOM Single Market and Economy	OCTs	Overseas Countries and Territories
CTPSDP	Caribbean Trade and Private Sector	OECS	Organisation of Eastern Caribbean States
		RPTF	Regional Preparatory Task Force
		SRO	Sub-Regional Office
		TFOC	Trade Facilitation Office of Canada
		TIC	Trade Information Centre
		TPO	Trade Promotion Organisations
		TVET	Technical and Vocational Training





Staff within the two offices of Caribbean Export – the head office in Barbados (below) and the sub-regional office in the Dominican Republic (above).



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WEBSITE: [www.carib-export.com](http://www.carib-export.com)



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