



LAYING THE FOUNDATION FOR SUCCESS

2014 Annual Report of The Caribbean Export
Development Agency



CARIBBEAN
EXPORT
DEVELOPMENT AGENCY

Our Vision

To be internationally recognised as the leading driver for Caribbean private sector development.

Our Mission

To enhance the competitiveness and value of Caribbean brands through the delivery of transformative and targeted interventions in Export Development and Investment Promotion.

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Acronyms

ABCSI	Antigua and Barbuda Coalition of Services Industries Inc.
ABIA	Antigua and Barbuda Investment Authority
ACF	Americas Competitiveness Forum
ACP	African, Caribbean and Pacific
ADAVIT	Dominican Association of Travel Agencies and Tourism
ADIH	Association of Industries in Haiti
AECID	Spanish Agency for International Cooperation on Colombia
AFD	Agence Française de Développement
AIRD	Association of Industries in the Dominican Republic
ATH	Haiti Tourism Association
B2B	Business-to-Business
BCCI	Barbados Chamber of Commerce and Industry
BCSI	Barbados Coalition of Service Industries
BELIPO	Belize Intellectual Property Office
BELTRAIDE	Belize Trade and Investment Development Service
BHN	Haitian Bureau of Standards
BIA	Bahamas Investment Authority
BONFED	National Authority of the European Development Fund in Haiti
BPO	Business Process Outsourcing
BRC	British Retail Consortium
BSOs	Business Support Organisations
CAIC	Caribbean Association of Industry and Commerce
CARICOM	Caribbean Community
CARIFORUM	Forum of the Caribbean Group of ACP States
CARTFund	Caribbean Aid for Trade and Regional Integration Trust Fund
CBI	Centre for Promotion of Imports from Developing Countries
CBC	Caribbean Business Council
CCfC	Caribbean Centre for Competitiveness
CCIH	Chamber of Commerce and Industry in Haiti
CCPIT	China Council for the Promotion of International Trade
CDB	Caribbean Development Bank
CE Inc.	Caribbean Export Incorporated
CEC	Cayman Enterprise City
CEI-RD	Centre for Export and Investment in the Dominican Republic
CENADARTE	National Arts Centre
CGCS	Caribbean Gift and Craft Show
CHICOS	Caribbean Hotel Investment Conference and Operations Summit
CIA	Central Intelligence Agency
CICMC	Caribbean Institute of Certified Management Consultants
CIF	Caribbean Investment Facility
CINEX	Curacao Investment and Export Development Agency
CFI-Haiti	Centre for Investment Facilitation in Haiti
CFPs	Call for Proposals
CNC	National Competitiveness Council
CNSC	Caribbean Network of Services Coalitions

CRIP	Caribbean Regional Indicative Programme
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSIs	Coalition of Service Industries
CSME	CARICOM Single Market and Economy
CTA	Technincal Center for Agricultural and Rural Cooperation
D-SHWA	Dominica Spa Health and Wellness Association
DAGS	Direct Assistance Grant Scheme
DEIK	Foreign Economic Relations Board of Turkey
DIGECCOM	Director General of Multilateral Cooperation
DFID	UK Department for International Development
DM	Dominicana Moda
DR	Dominican Republic
EDF	European Development Fund
EU	European Union
FCORs	French Caribbean Outermost Regions
FED	Femmes en Démocratie
FDI	Foreign Direct Investment
FIHAV	Havana International Fair
GAPs	Good Agricultural Practices
GCNA	Grenada Cooperative Nutmeg Association
GFS	Global Foods Safety
GI	Geographical Indications
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLN	Global Links Network
GO-Invest	Guyana Office for Investment
HACCP	Hazard Analysis and Critical Control Points
HEI	Higher Education Institutions
HR	Human Resources
IDB	Inter-American Development Bank
ICOC	Istanbul Chamber of Commerce
IICA	Inter-American Institute for Cooperation on Agriculture
ICT	Information and Communication Technology
IDA	Invest Dominica Authority
IDCS	Investment and Development Corporation Suriname
IFCs	International Financial Services Centres
INDOCAL	Dominican Institute of Quality
Invest St. Lucia	National Investment Promotion Agency of St. Lucia
Invest SVG	National Investment Promotion Agency of St. Vincent & the Grenadines
InvesTT	Invest in Trinidad and Tobago
IP	Intellectual Property
IPAs	Investment Promotion Agencies
ISO	International Organization for Standards
ITC	International Trade Centre
JAMPRO	Jamaica Promotions Corporation
JBDC	Jamaica Business Development Centre

JIPS	Joint Investment Promotion Strategy
M&E	Monitoring and Evaluation
MCPs	Multi-Country Programmes
MEPyD	Ministry of Economy, Planning & Development
MIC	Ministry of Industry and Commerce
MOU	Memorandum of Understanding
MRAs	Mutual Recognition Agreements
NFZC	National Free Zones Council
OAS	Organization of American States
OCTs	EU Overseas Countries and Territories
OECS	Organisation of Eastern Caribbean States
OLPs	Origin Linked Products
ONART	National Handicrafts Office
PARM	Pôle Agroalimentaire Région Martinique
PR	Public Relations
ProNET	Productivity Network
PSAG	Private Sector Advisory Group
PSOJ	Private Sector Organisation of Jamaica
QF	Qualifying Facility
QSM	Quality Service Mark
R&D	Research and Development
RIAG	Regional Innovation Advisory Group
RIM	Records and Information Management
RIPS	Regional Investment Promotion Strategy
RIYA	Regional Investor of the Year Award
RPSDP	Regional Private Sector Development Programme
SBDC	Small Business Development Centre
SKIP	St. Kitts Investment Promotion Agency
SLCSI	Saint Lucia Coalition of Service Industries
SMEs	Small and Medium-sized Enterprises
T-TAP	Troika Trade Assessment Plan
TBTs	Technical Barriers to Trade
TEPAs	Trade Export Promotion Agencies
TFP-CFS	Task Force for the Promotion & Protection of the Caribbean Financial Sector
TMU	Technical Management Unit
TIC	Trade and Investment Convention
TPOs	Trade Promotion Organisations
TSIs	Trade Support Institutions
UK	United Kingdom
USTA	University of Texas San Antonio
UWI	University of the West Indies
WAIPA	World Association of Investment Promotion Agencies
WAN	Wide Area Network
WIPO	World Intellectual Property Organization
YoY	Year on Year

CHAIRPERSON'S MESSAGE



CHAIRPERSON

Ms. Donalee Bowe

On behalf of the Board of Directors, it gives me great pleasure to present to you the Annual Report for the Caribbean Export Development Agency (Caribbean Export) for the period ending December 31, 2014.

As you will see, 2014 was a tremendous year for the Agency, raising the bar in programme delivery, leading the region in private sector development and laying the foundations for many firms to maximize the opportunities for export growth into Europe and beyond. Caribbean Export has remained focused on its objective of enhancing the competitiveness and value of Caribbean brands, ensuring with each and every intervention produced that the needs of the regions SMEs are met.

The successful implementation of programme interventions included export promotion, access to finance and capacity building and the launch of the region's only international trade and export publication, the Caribbean Export OUTLOOK and the 2nd staging of the Caribbean Exporters' Colloquium in November, 2014.

This Annual Report together with feedback from key stakeholders leaves no question in our confidence that the Agency will continue to transcend towards actualizing its vision of becoming internationally recognized as the leading driver for Caribbean private sector development; an important vision for the only regional trade and investment promotion agency in the African Caribbean and Pacific (ACP) States.

In closing, we must commend the hardworking management and staff of the Agency for their dedication throughout the year. We also wish to thank our many stakeholders who partner with us in the continuing achievement of the Agency's mandate.

FOREWORD

For nearly two decades, the Caribbean Export Development Agency (Caribbean Export) has successfully contributed to the growth of the regional private sector through economic development and integration programming. Our ultimate client from inception has and remains to be SMEs. They are the incubators of change, growth and jobs, and in many respects they hold the key to social and economic development for our Caribbean region.

Our task at Caribbean Export is the internationalisation of regional SMEs. This entails them becoming more competitive and export-oriented and supporting them to realise their potential as vessels for new ideas, products, and services. By extension,

our collaboration with and support of BSOs such as trade support institutions, and sector associations is paramount. Caribbean Export's work among regional SMEs is centred on six strategic areas: investment promotion, access to finance, export development, export promotion, business advocacy and sustainability. With each year of implementation, the Agency has seen increased participation in programme-based interventions from not only SMEs, but also from our partner agencies in private sector development, which are the business support organisations and public sector agencies across CARIFORUM.

At the end of 2014, the 4th year of the 10th EDF implementation, 2311 individuals benefited from the Agency's programme-based activities; 94% of this total represents CARIFORUM firms and BSOs and gender disaggregated figures show 48% female and 52% male participation. In the penultimate year of 10th EDF programming, Caribbean Export's trade, investment and export development work, builds on the successes, challenges and lessons learnt in the three previous years of implementation.

Under investment promotion, the Agency has facilitated the participation of IPAs in convening consultations on and validation for the regional investment promotion strategy, attendance at regional and international symposia on trade and investment promotion, and the hosting of the awards for the regional investor of the year, among others. Caribbean Export

has also provided technical assistance and access to finance totalling some €3.4 million to 170 firms under the DAGS Accelerated, and Regular facilities, Food Safety Special Call for Proposals, and the In-Firm Design and Branding Project.

During the period under review, 1114 firms benefited from the delivery of training and certification programmes with support from the Agency. These include grant proposal writing, training in PRONet, reimbursement and procurement, export marketing, intellectual property rights, and Services Go Global among others. Another 323 beneficiaries also participated in export development initiatives, and 60 firms in export promotion missions across the region and within Europe.

With signs of life returning to the world economy, the Caribbean region is poised to take advantage of trade and investment opportunities, and Caribbean Export is proud to continue working with our clients as they seek to maximise their potential on the global stage.

I wish to express appreciation to the Board of Directors, in particular those who demitted office in 2014, for their direction, commitment and support during the period, and to extend a special welcome to the new Board members. Finally, my thanks to the Caribbean Export team for their continued hard work and dedication to the Agency and to regional development and prosperity.

CARIBBEAN EXPORT AT A GLANCE

The Caribbean Export Development Agency (Caribbean Export) is the only regional trade and investment promotion agency among the African, Caribbean and Pacific (ACP) States, and was established in 1996 by an Inter-Governmental Agreement among the Forum of the Caribbean Group (CARIFORUM) of ACP States.

Headquartered in Barbados, with a Sub Regional Office in the Dominican Republic, Caribbean Export serves 15 States of CARIFORUM, namely: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Dominican Republic, Haiti, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Caribbean Export carries out numerous programme-based activities designed to enhance the competitiveness of regional small and medium-sized enterprises (SMEs), promote trade and

development among the CARIFORUM, promote stronger trade and investment relations among CARIFORUM and the French Caribbean Outermost Regions (FCORs) and the European Union (EU) Overseas Countries and Territories (OCTs) in the Caribbean, as well as promote stronger trade and investment cooperation between the Caribbean Community (CARICOM) and the Dominican Republic.

The Agency currently undertakes work in nine priority sectors: Agro-processing, Creative Industries, Financial Services, Health and Wellness, Information and Communication Technology, Manufacturing, Professional Services, Specialised Tourism and Renewable Energy. This development work has also strengthened the institutional capacity of public and private sector agencies, and business support organisations (BSOs), particularly sector associations, trade support institutions (TSIs) and investment promotions agencies (IPAs).

Under the 10th European Development Fund (EDF), Regional Private Sector Development Programme (RPSDP), which Caribbean Export is currently implementing, support has been offered to CARIFORUM States in a gamut of areas ranging from investment promotion to business advocacy. The Agency also seeks to foster intra and extra regional partnerships with countries and agencies. Some of the Caribbean Export's key initiatives include the facilitation of the Direct

Assistance Grants Scheme (DAGS), as well as training in brand development and packaging, grant proposal writing, regional trade information, and productivity network (ProNET). Our beneficiaries have participated in regional trade missions such as Dominicana Moda (DM), Expo Cibao, Havana International Fair (FIHAV), Femmes Création & Production Trade Fair, and Trade and Investment Convention (TIC). Firms have also attended international trade shows including Study Tours to South America and Europe, in addition to missions under Caribbean Export branded platforms including Design Caribbean, Caribbean Essence, Caribbean Kitchen, Soul Fusion, and Break Point.

With each intervention, Caribbean Export aims to optimise the export potential of regional entrepreneurs, as well as highlight the investment potential of the Caribbean to the international community.

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***At December 31, 2014**

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Mr. Escipion Oliveira

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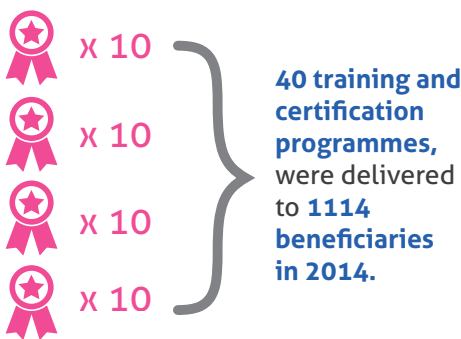
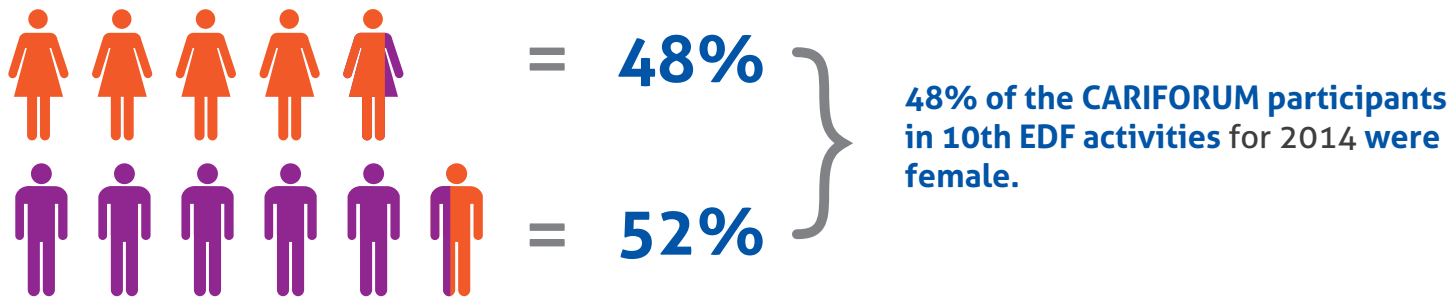
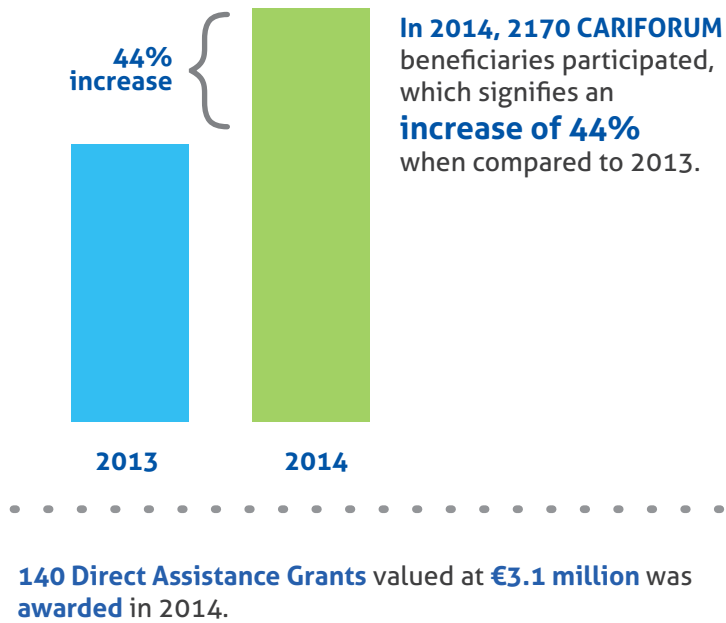
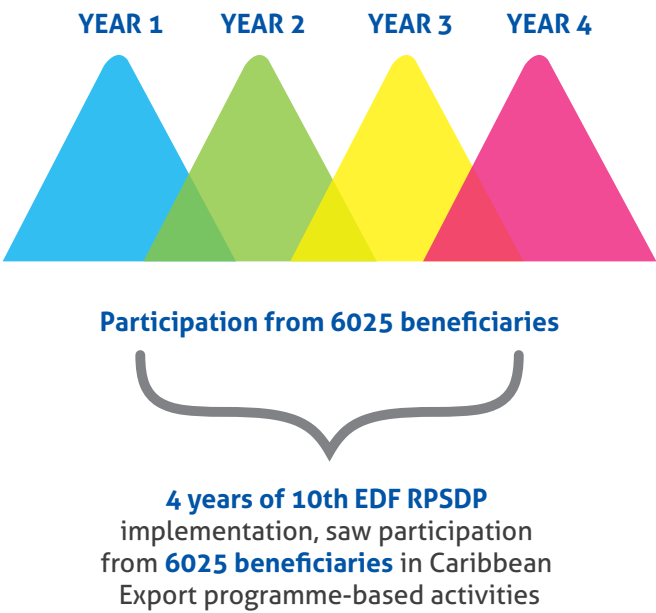
Manager, Competitiveness and Export

Promotion

Ms. S.H. Allyson Francis

Services Specialist

CARIBBEAN EXPORT FACTS & FIGURES 2014





Towards a Regional Investment Promotion Strategy

Caribbean Export recognises that investment promotion is particularly important for the development of new export goods and services. Improvement in the business climate is therefore essential for attracting the investment that could ultimately contribute to sustainable business development.

In 2014, activities undertaken in this sector were focused on finalising the regional investment strategy, strengthening regional IPAs to attract foreign direct investment (FDI), providing capacity building and technical assistance to investment promotion intermediaries, and positioning the Caribbean for investment through image building activities.

Regional Investment Promotion Strategy Consultations

During February and April 2014, Caribbean Export undertook a series of regional stakeholder consultations as a part of the on-going development of the Regional Investment Promotion Strategy (RIPS), which seeks to address the positioning of the Caribbean as an ideal location for investment. The mission journeyed to 10 CARIFORUM

States (*Table 1*), and was undertaken with a view to gathering information from the local investment promotion agencies (IPAs), private investors, and public sector representatives responsible for investment promotion. The consultations were also conducted to gain a perspective from the IPAs on their national investment promotion strategy, organisation structure, and the local institutional investment promotion landscape.

Table 1: IPAs visited during the RIPS Regional Consultations

COUNTRY	INVESTMENT PROMOTION AGENCY
Antigua and Barbuda	Antigua and Barbuda Investment Authority (ABIA)
Bahamas	Bahamas Investment Authority (BIA)
Belize	Belize Trade and Investment Development Service (BELTRAIDE)
Dominica	Invest Dominica Authority (IDA)
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD)
Guyana	Guyana Office for Investment (GO-Invest)
Haiti	Center for Investment Facilitation in Haiti (CFI-Haiti)
St. Kitts & Nevis	St. Kitts Investment Promotion Agency (SKIPA)
Suriname	Investment and Development Corporation Suriname (IDCS)
Trinidad & Tobago	Invest in Trinidad and Tobago (InvesTT)

Caribbean Export's work in Investment Promotion, provided support for the development of the RIPS and validation of the Agency's work in this area;

A total of 44 meetings were held in the 10 countries. During these sessions, there was the validation of key priority sectors for the Caribbean region including tourism, logistics and transshipment, renewable energy, agriculture and agro-processing, health and wellness, and specialised services such as offshore education, and medical tourism.

In relation to the organisational structure of IPAs and institutional investment promotion landscape, the mission revealed that approximately 70% of investment promotion work was focused on the processing or reviewing of incentive submissions from investors; however the majority of the IPAs were under-budgeted, and receiving limited support and recognition which in turn hampers investment promotion implementation regionally. Other challenges include excessive energy costs, limited intra-island transportation links and infrastructural development, and access to finance.

Overall, the regional stakeholder consultations increased awareness for Caribbean Export's work in Investment Promotion, provided support for the development of the RIPS and validation of the Agency's work in this area; as well as increased Caribbean Export's knowledge of the challenges being faced by individual territories in investment promotion.



CARIBBEAN ASSOCIATION OF
INVESTMENT PROMOTION
AGENCIES



INVESTMENT PROMOTION



- IDEAL LOCATION
- ACCESSABILITY
- OPENNESS TO TRADE
- MODERN INFRASTRUCTURE
- ECONOMIC & POLITICAL STABILITY
- SKILLED LABOUR

- DIVERSE INVESTMENT OPPORTUNITIES
- INCENTIVE PROGRAMMES
- EASE OF DOING BUSINESS
- RESPONSIVE INVESTMENT PROMOTION EXPERTS

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Curacao Investment and Export Development Agency Launch

On May 12, 2014 the Curacao Investment and Export Development Agency (CINEX) became the most recent addition to the Caribbean Association of Investment Promotion Agencies (CAIPA) membership. The occasion was also used to increase the awareness of national, regional, and international stakeholders on the role that CAIPA and Caribbean Export play in strengthening the development of IPAs in the region.

CAIPA was created in 2007 and the Association now represents IPAs from 19 Caribbean countries. Caribbean Export has worked with CAIPA to facilitate the participation

of its members in programme-based activities, which have been designed to strengthen the agencies' strategy and capacity to attract foreign direct investment (FDI) to the region. Caribbean Export provides administrative support, financial management, as well as support in the form of technical assistance and advisory services to the member IPAs.

CAIPA was created in 2007 and the Association now represents IPAs from 19 Caribbean countries.





Call Centre Week 2014

In collaboration with the Centre for Investment Facilitation in Haiti (CFI-Haiti) and the Dominican Republic Export and Investment Centre (CEI-RD), Caribbean Export facilitated the participation of six Call Centres and nine investment promotion professionals in the 15th Annual Call Centre Week from May 13-16, 2014 in Las Vegas, USA. The mission was the ideal platform for the promotion and support of Haiti and Dominican Republic call centre industries, enhancing the positioning of both countries as a call centre, and Business Process Outsourcing (BPO) investment destinations. In addition, this activity facilitated new business opportunities

between call centre leaders, CFI and CEI-RD by showcasing their value propositions and exposing both IPAs to international requirements, and new payment coverage through media exposure. The initiative also reinforced the bi-national cooperation between Haiti and Dominican Republic in investment promotion.

Centre for Investment Facilitation in Haiti Donation

Within the framework of the 10th EDF Trade Component of the Haiti-Dominican Republic Bi-national Programme, Caribbean Export donated office equipment to CFI-Haiti on May 27, 2014. The Agency made the presentation together with the

Delegation of the European Union in Haiti, the National Authority of the European Development Fund in Haiti (BONFED), and the country's Ministry of Industry and Commerce (MIC).

The productivity and efficiency of CFI-Haiti had been impacted negatively due to lack of basic functioning material resources. As they aim to compete with global IPAs, and to satisfy the rigorous communication demands of the modern context, the lack of resources was identified as a major barrier. The donation, which has an approximate value of US\$50,000, comprised desktops, laptops, tablets, printers, scanners and portable projectors, and is hoped to alleviate some of these challenges. The complement of technology is intended to enhance

CFI-Haiti's technological platform and the computer literacy of its staff in accordance with the standards of today's industry. In particular, the initiative was specifically aimed at strengthening the department of investment promotion to be able to offer investors adequate services to facilitate the establishment and the expansion of FDI in the country.

United Kingdom (UK)-Caribbean Trade and Investment Forum

Caribbean Export participated in the UK-Caribbean Trade and Investment Forum on June 17, 2014 in London. The annual conference and networking event aimed at attracting new UK investors and businesses to the region was jointly organised by the UK Foreign and Commonwealth Office and the Caribbean Council, and formed a part of the official biennial UK-Caribbean Government to Government Forum. With this mission, the Agency sought to promote trade and investment opportunities between the Caribbean and UK market, as well as to endorse the region as a destination for FDI from EU markets.

During the Forum, Caribbean Export met with six UK firms: Deloitte, Frucom Worldwide Food Solutions, IMC Worldwide, Light Modulation Ltd., Metropolitan Networks, and Savills. The Agency collaborated with the Caribbean Council during the initiative, in addition to providing support for the University of the West Indies in their presentation on "Opportunities in the International Education Sector", and moderator for the session themed "Business Opportunities in the Caribbean." Caribbean Export's contribution to the Forum was the presentation "Working Together to Build Exports to the EU".

Joint Investment Promotion Strategy Consultations

From June 30-July 7, 2014, under the 10th EDF Trade Component of the Haiti-Dominican Republic Bi-national Programme, Caribbean Export undertook a series of investment promotion strategy consultations. The objective of the mission was to develop a Joint Investment Promotion Strategy (JIPS) for Haiti and the Dominican Republic. This strategy will focus on the mutual development of opportunities that the two countries can offer in order to attract FDI, with the aim of mutually reinforcing their attractiveness, performance and potential as competitive FDI locations, and to provide both countries with a long term investment promotion strategy that is sustainable beyond the Bi-national Programme.

As such, Caribbean Export commissioned a consultancy that will provide support to the private sector through initiatives aimed at identifying measures, which are needed to enhance the investment climate, and promote investment between Haiti and the Dominican Republic, as well as to third countries so as to allow an increase in investment flows. Subsequent to the consultations, a diagnostic report has been submitted to Caribbean Export for review in preparation for the next phase of project execution.

During the Dominican Republic consultations, 16 meetings were held with CEI-RD, the Ministry of Economy, Planning & Development (MEPyD), Director General of Multilateral Cooperation (DIGECOOM), the National Free Zones Council (NFZC), Ministry of Industry and Commerce, Ministry of the Presidency, National Energy Commission, Multimodal Caucedo Zone, the EU Delegation,

The Agency collaborated with the Caribbean Council during the initiative, in addition to providing support for the University of the West Indies in their presentation on "Opportunities in the International Education Sector"

Chamber of Commerce and Production of Santo Domingo, National Competitiveness Council (CNC), and a number of local investors.

The Haiti leg of the mission saw 15 consultations being held with various Ministries including Industry and Commerce, Agriculture, Energy Security, and Tourism. There were also discussions with the CFI-Haiti, BONFED, Inter-American Development Bank (IDB), Haiti-DR Mixed Bilateral Commission, Chamber of Commerce and Industry in Haiti (CCIH), Association of Industries in Haiti (ADIH), Private Sector Economic Forum (PSEF), and local investors. The mission concluded with a site visit to the CARACOL Industrial Park and Grupo M's Codevi production facility.

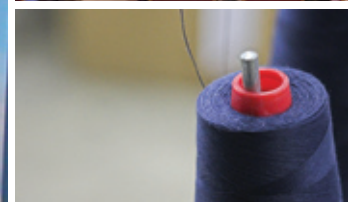
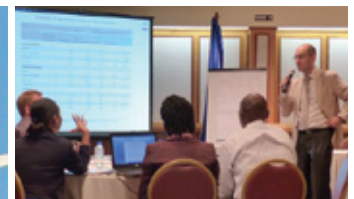
FDI Project Data Repository Meeting

From July 7-8, 2014 Caribbean Export, with support from the Inter-American Development Bank (IDB) under the Regional Public Good Programme, convened an FDI Project Data Repository Meeting in Trinidad and Tobago. The aim of the session was to increase awareness among regional stakeholders about the FDI Data Repository project, and to gain consensus on the methodology for the development of the project's database. The meeting also highlighted the current FDI data collection systems in the region, and discussed the challenges associated with gathering this information.

The occasion was further used to transfer knowledge and skills on collection, monitoring, and management of FDI project specific data, and participants presented proposals on how to improve the current methodology. On conclusion, there was an increased awareness of the number of projects coming to the regional and information on the value of FDI per project, the number creatives and the incentives derived, among others. Eighteen (18) investment promotion professionals participated in the meeting including representatives from the Economic Commission for Latin America and the Caribbean (ECLAC), Caribbean Regional Technical Assistance Centre (CARTAC) and IDB.

Regional Investment Promotion Strategy Validation

Caribbean Export, in collaboration with CAIPA, hosted the RIPS Validation meeting in Trinidad and Tobago on July 9, 2014. The meeting was convened with the aim of advancing the design and implementation of the RIPS, which seeks to increase the awareness of the Caribbean as a destination for FDI, as



well as to change the perceptions of investors who may only see the region as a place for leisure, as opposed to investment. The Strategy also identifies the value proposition of the region, the priority sectors for promotion, and proposes an effective communication plan to position the Caribbean as a destination that is ready for investment.

At the end of the discussions, a consensus was reached on the strategy, with Caribbean Export being seen as the lead on the RIPS development and implementation. A total of 27 IPA professionals and key stakeholders from CARICOM Secretariat, the Organisation of Eastern Caribbean States (OECS) Secretariat, Caribbean Congress of Labour, and Eastern Caribbean

Securities Exchange, participated in the validation process. The RIPS was finalised in September 2014, with a defined implementation plan and funding guideline to facilitate its execution.

Dominican Republic Investment Summit 2014

Caribbean Export participated in the inaugural Dominican Republic Investment Summit hosted by CEI-RD, from September 4-5, 2014. Under the theme "Invest in the DR", the Summit was an opportunity to acquire key insights on industry trends and strategies through a series of conferences and presentations. The event also highlighted the investment



projects currently available in the Dominican Republic.

Within the framework of “Invest in the DR”, Caribbean Export, in cooperation with CEI-RD hosted a conference on the “Bi-national Strategy of Investment Promotion”. This conference saw participation from key stakeholders including CFI-Haiti, BONFED, DIGECOOM, the EU Delegation in the Dominican Republic, and members of the private sector. The initiative sought to promote the border zone of Haiti and the Dominican Republic as an additional destination to invest in the region, which will contribute to benefit national economic development and generate jobs in both countries, with special focus on the

- Agribusiness,
- Renewable Energy,
- Transportation and Logistics,
- Manufacturing, and the
- Eco-Tourism Sectors.

The event attracted approximately 250 investors from over 40 countries and 400 local investors.

China-Latin America and the Caribbean Business Summit

Caribbean Export, along with representatives from four regional BSOs, participated in the 8th annual China-LAC Business Summit from September 12-13, 2014 in Changsha, Hunan. The Business Summit brought together top executives, policy makers and high public officials to exchange ideas and experiences on key areas for the identification of trade and investment business opportunities between regions.

The Summit focused on the key issues to the interest of China-LAC business circles, with a broader prospect of international economic and trade development trend. Additionally, it provided an opportunity to present

investment opportunities in the targeted sectors to Chinese and Latin American enterprises. Caribbean Export saw attendance as an opportunity to further develop the relationship between China and the Caribbean region, in addition to strengthening the capacity of BSOs to work with the regions private sector to strategically target and penetrate the Chinese for exports and investments.

The regional contingent, which included the Barbados Chamber of Commerce and Industry (BCCI), CCIH, Jamaica Promotions Corporation (JAMPRO) and the National Investment Promotion Facilitation Office of St. Vincent and the Grenadines (InvestSVG), used the opportunity to hold discussions with the Tianjin authorities and business groups on investment and prospects for future trading relations. Meetings with the China Ministry of Commerce, and in particular the International Trade Development Bureau, enabled the discussion on the support that could be offered to the Caribbean allowing for increased access of regional products into the Chinese market. Further, talks with the China Development Bank led to enlightenment as to how the Caribbean could access available resources in China earmarked for infrastructure development, as well as commercially viable projects. The initiative was organized by IDB, jointly with the China Council for the Promotion of International Trade (CCPIT), the People's Bank of China, and the government of Hunan Province. The event promoted policy dialogue at the government level, but also endorsed Chinese investments in Latin America and Caribbean markets.

Table 2: IPAs Participating in the World Investment Forum

COUNTRY	INVESTMENT PROMOTION AGENCY
Bahamas	Bahamas Investment Authority (BIA)
Barbados	Barbados Investment and Development Corporation (BIDC)
Curacao	Curacao Investment and Export Development Agency (CINEX)
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD)
Grenada	Grenada Industrial Development Corporation (GIDC)
Haiti	Center for Investment Facilitation in Haiti (CFI-Haiti)
Jamaica	Jamaica Promotions Corporation (JAMPRO)
St. Lucia	National Investment Agency of Saint Lucia (Invest St. Lucia)
Trinidad & Tobago	Invest in Trinidad and Tobago (InvesTT)

World Investment Forum 2014

From October 13-16, 2014 CAIPA, with support from Caribbean Export, led a contingent of nine regional IPA representatives to the World Investment Forum 2014 in Geneva, Switzerland (Table 2). The Caribbean participated in the Forum with the aim of promoting the region as an ideal investment destination, as well as increasing awareness of CAIPA. The delegation also mounted a booth in the Investment Village to display the collateral material of the regional IPAs, and engage in discussions with other delegates at the Forum on their investment opportunities.

During the event, InvesTT was announced as one of the winners of

the prestigious UNCTAD Investment Promotion Award for Excellence in Promotion FDI for Sustainable Development. InvesTT's submission was based on Gravita India Ltd. a publicly held entity and investor from Jaipur, India which specializes in the recycling and trade of lead internationally. The award follows those previously won by JAMPRO in 2013, and the Grenada Industrial Development Corporation (GIDC) in 2012. As a part of the proceedings, a Talking Business Caribbean Forum was convened in collaboration with UNCTAD and provided a platform for each IPA to deliver presentations on the investment opportunities available in the Caribbean.

The World Investment Forum is a biennial, multi-stakeholder meeting that is designed to facilitate dialogue and action on the world's key emerging investment-related challenges. The event sought to provide a platform where a debate on investment for development can take place, in order to promote investment flows that contribute to sustainable and inclusive development. The event saw participation from more than 2,500 participants in a series of working meetings including the World Leaders Investment Summit, a global thought leaders dialogue, Ministerial Round Table, the International Investments Agreement Conference, Sustainable Stock Exchanges dialogue, the Investment Promotion Conference, and award ceremonies, among others.

Caribbean Hotel Investment Conference and Operations Summit 2014

Caribbean Export supported the participation of a regional contingent the third annual Caribbean Hotel Investment Conference and Operations Summit (CHICOS), held at the Hard Rock Hotel & Casino Punta Cana, Dominican Republic from November 13-14, 2014. Conference attendees were exposed to a series of discussions on topics ranging from investment opportunities in the Caribbean to jumpstarting financing in the hospitality industry. There were also a series of networking opportunities and break out B2B sessions. Caribbean Export saw participation as an opportunity to interact with the most influential and significant industry players as they shared their views on the development of new business projects and current scenarios for attracting investment to the Caribbean through the hospitality sector.



The Caribbean's premier hotel investment conference brought together an assortment of global investors to explore various hospitality and real estate investment opportunities within the different island nations of the region. CHICOS has quickly become the event for numerous international hotel investors, lenders, developers, hotel brands, management companies, and regional governments to meet. The 2013 conference provided over 70 top quality speakers who discussed opportunities and challenges in attracting and accessing foreign investment in the region. A special lunch presentation showcased the tremendous success the four CHICOS Task Forces have made since the inaugural 2011 conference in tackling direct challenges to the Caribbean tourism industry.

CAIPA General Assembly

On November 18, 2014 CAIPA and Caribbean Export convened the 5th annual CAIPA General Assembly at the Embassy Suites by Hilton in the Dominican Republic. Under the theme "Implementing a Regional Strategy for Investment Attraction" IPA officials from Member countries that include: The Bahamas, Barbados, Belize, the Cayman Islands, Curacao, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago, sought to focus attention on the recently completed RIPS, and to propose initiatives towards its implementation in 2015. The RIPS was developed under the guidance of a Regional Investment Promotion Steering Committee, led by Professor Alvin Wint of the University of the West Indies (UWI), Mona.

**The Caribbean's
premier hotel
investment conference
brought together an
assortment of global
investors to explore
various hospitality and
real estate investment
opportunities within
the different island
nations of the region.**

Regional Investor of the Year Award

The second edition of the Regional Investor of the Year Award (RIYA) was held on November 17, 2014 in the Dominican Republic. The ceremony, which is a collaborative initiative between CAIPA and Caribbean Export through funding under the 10th EDF RPSDP, was a part of the 5th annual CAIPA General Assembly, and held in recognition of the contribution of foreign and local investors to the Caribbean. In 2014, the Awards sought to bring into focus investments made in the green economy regionally, with a Special Award to female investors.

Receiving the award for Foreign Investor of the Year was Palmis Eneji, an innovative micro-franchise French firm that has invested in Haiti providing clean and efficient solar powered lighting and LPG cooking solutions for the poor. Their goal is to provide clean and sustainable energy access in Haiti and actively participate in the fight against deforestation in that country. The Local Investor of the Year Award was shared this year between EGE Haina of the Dominican Republic and NCB Group Ltd. from the Cayman Islands. The firm EGE Haina is the largest generator of electricity in the Dominican Republic supplying 20% of the grid-tied demand in the country. The second company to win the coveted Local Investor of the Year Award in 2014 was NCB Group Limited (in particular, NCB Homes Ltd) of the Cayman Islands. NCB Group is the only commercial developer and custom homebuilder in the Cayman Islands that utilizes sustainable building solutions and geothermal cooling systems.

The RIYA Special Award was conferred on Manpower & Maintenance Services Limited Group of Companies, based in Jamaica. The company began as





a provider of janitorial, building and ground maintenance services to healthcare institutions and has expanded to include commercial businesses including banks, offices, and hotels, among others. Services include workforce education and training, a job placement agency, a company responsible for actualizing special projects, a foundation and a management consultancy dedicated to recruiting and training health workers.

The overall winner on the night was NCB Group of the Cayman Islands. The second hosting of the RIYA saw 23 applications from 13 Caribbean territories: Antigua and Barbuda, Cayman Islands, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, Trinidad and Tobago, and Turks and Caicos. Many of the investment projects submitted for the Award will be further used as success stories by Caribbean Export and CAIPA to promote the region for investment.



In 2014, the Awards sought to bring into focus investments made in the green economy regionally, with a Special Award to female investors.

FACILITATING IMPROVED ACCESS TO FINANCE

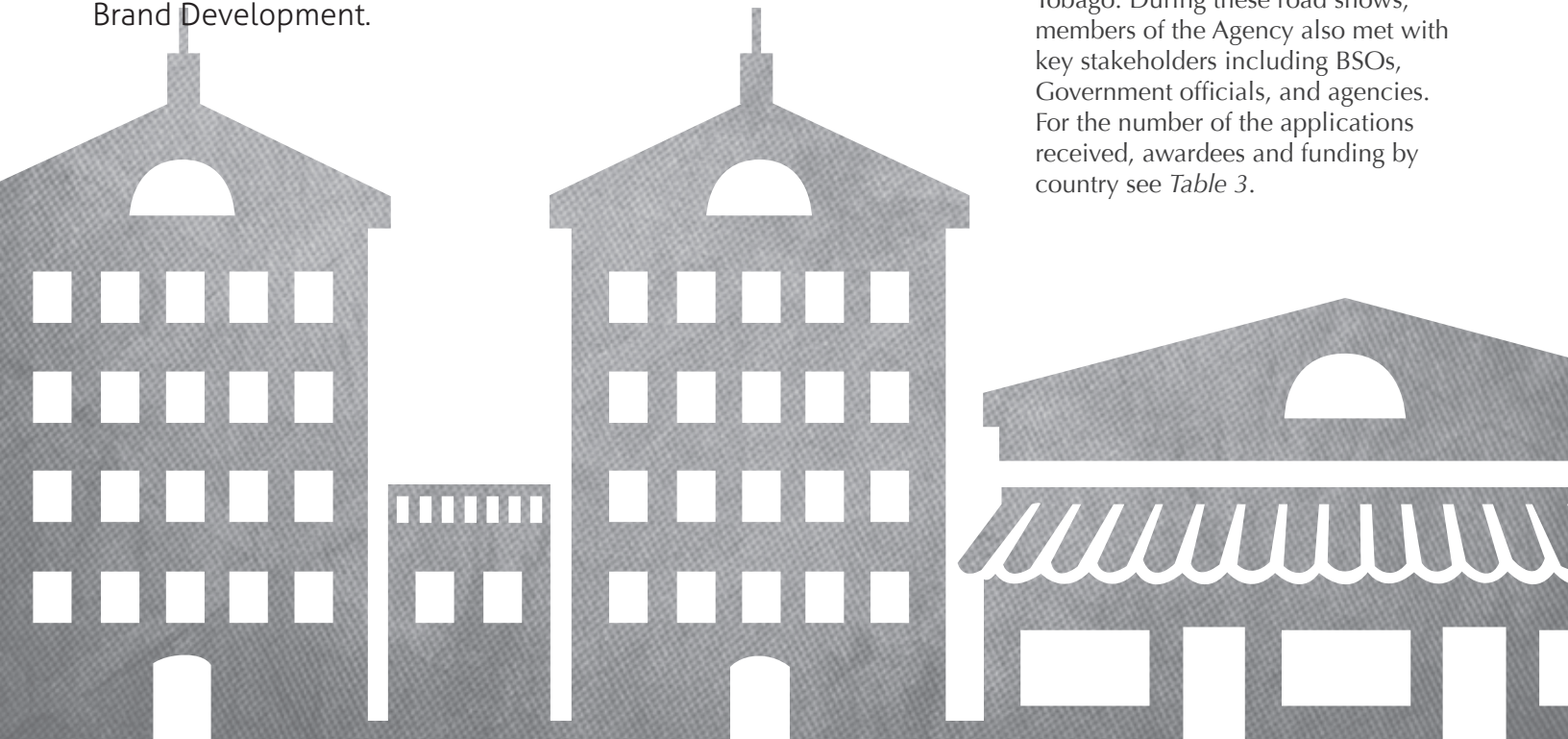
One of the most direct ways in which Caribbean Export impacts the regional private sector is through its flagship funding programme, the Direct Assistance Grant Scheme (DAGS).

This reimbursement grant funding facility is specifically designed to provide financial assistance to legally registered small and medium-sized enterprises (SMEs), individuals, and Business Support Organisations (BSOs) with the potential to export their products and services. The Agency also provides special calls for proposals allowing applicants to submit proposals for funding outside of the regular DAGS facilities such as the Food Safety and Brand Development.

Direct Assistance Grant Scheme

The first Quarter of 2014 saw the launch of the Call for Proposals (CfPs) from January 17 - March 7, 2014. Applicants were invited to submit proposal for financial assistance to the reimbursement funding facility. On the conclusion of the CfPs, 333 applicants from 15 CARIFORUM countries submitted proposals for evaluation. In July 2014, Caribbean Export awarded a sum of 140 grants under both the accelerated (31) and regular (109) procedures with a total of €3.1 million in grant funding. The total awarded to regional SMEs and BSOs under the 10th EDF to date is €5.8 million.

The Agency also undertook a series of road shows to announce the awardees and deliver training in the procurement and reimbursement procedures to beneficiaries from Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Suriname and Trinidad and Tobago. During these road shows, members of the Agency also met with key stakeholders including BSOs, Government officials, and agencies. For the number of the applications received, awardees and funding by country see *Table 3*.



In-Firm Design and Branding Project

In 2013, Caribbean Export, in collaboration with internationally recognized Brand42 and Rhodes & Lauristen, delivered the inaugural Brand Development and Packaging Workshop. A total of 151 persons from the private sector attended this workshop. In a follow up to the delivery of this training, the Agency launched an In-Firm Design and Branding initiative to provide participating firms with technical support and financial assistance for the strengthening of their packaging design and product branding. Following the CfPs, eight firms from six

CARIFORUM countries were awarded an accumulative total of €76,660 in grant funding to upgrade their packaging and labelling to meet EU standards and requirements (*Table 4*). Building on the cooperation initiated in 2013, Brand42 will be a technical partner in this project, providing customized consultations and guidance to each of the qualifying companies.

**In July 2014,
Caribbean Export
awarded a sum
of 140 grants**



Table 3: No. of DAGS Applications, Awardees, and Funding by Country

COUNTRY	APPLICATIONS	AWARDEES	FUNDING
Antigua and Barbuda	15	8	€ 154,905.46
Bahamas	7	1	€ 30,000.00
Barbados	46	17	€ 401,204.37
Belize	12	6	€ 103,133.75
Dominica	17	3	€ 39,684.48
Dominican Republic	25	10	€ 249,746.25
Grenada	10	5	€ 124,902.10
Guyana	19	5	€ 118,913.00
Haiti	14	5	€ 122,512.87
Jamaica	64	34	€ 767,560.65
St. Kitts and Nevis	7	4	€ 116,094.47
St. Lucia	31	17	€ 303,056.06
St. Vincent & the Grenadines	11	6	€ 141,900.00
Suriname	22	10	€ 204,828.10
Trinidad and Tobago	33	9	€ 212,045.09
TOTAL	333	140	€ 3,090,486.65

Special Call for Proposals – Food Safety

On May 28, 2014, the Agency announced the publication for the Special Call for Proposals - Food Safety for CARIFORUM agro-processing firms to receive financial assistance as a part of the 10th EDF RPSDP. The Special Call, which closed on July 9 2014, is a reimbursable grant funding facility for firms looking for funding to support their capacity building to meet the food production standards of the EU market. A total of 46 applications from 13 CARIFORUM States were received during the Call. On conclusion of the evaluation process, Caribbean Export awarded 22 regional firms with grants totalling some €197,000 (Table 5).

The allocation of this funding is intended to ensure that goods of regional origin are produced under standard quality control conditions

Table 4: In-Firm Design and Branding Project Beneficiaries

COMPANY	COUNTRY
Armstrong Manufacturing	Barbados
Patwa Apparel	Jamaica
Southside Distributors	Jamaica
Spring Vale Enterprises	Jamaica
Baron Foods Ltd.	St. Lucia
Viking Traders Ltd	St. Lucia
Vincy Fresh	St. Vincent & the Grenadines
Tan Bun Skrati	Suriname

to meet the sanitary and regulatory requirements of the EU marketplace, such as Hazard Analysis and Critical Control Points (HACCP), Good Agricultural Practices (GAPs), GlobalGAP, International Organization for Standards (ISO) 14000, Fair Trade Certification, British Retail Consortium (BRC), Qualifying Facility (QF) 1000, and Primus Global Food Safety (GFS)

among others. With this Special Call for Proposals - Food Safety, the Agency offered grants of up to 10,000 euros, which represent a maximum of 70% of the total project cost to CARIFORUM-based agro-processing firms that are exporting or demonstrate their potential to export, and who meet the eligibility criteria.

Table 5: No. of Applications Received and Grants Awarded by Country – Food Safety CfPs

COUNTRY	APPLICATIONS	AWARDEES	FUNDING
Antigua and Barbuda	4	-	-
Barbados	4	2	€ 16,020.00
Belize	1	1	€ 10,000.00
Dominica	3	1	€ 10,000.00
Dominican Republic	4	2	€ 18,000.00
Grenada	2	2	€ 12,380.00
Guyana	2	2	€ 20,000.00
Haiti	1	-	-
Jamaica	18	7	€ 60,969.90
St. Lucia	3	3	€ 29,940.00
St. Vincent & the Grenadines	1	-	-
Suriname	2	1	€ 9,975.00
Trinidad and Tobago	1	1	€ 10,000.00
TOTAL	46	22	€ 197,284.90

Development Bank of Jamaica Venture Capital Conference

From September 8-10, 2014 Caribbean Export participated in the Development Bank of Jamaica's (DBJ) Venture Capital Conference held in Kingston Jamaica. Under the theme, "Towards a Dynamic Ecosystem: Linking Capital, Innovation, and Entrepreneurship for Growth", the second annual conference saw attendance from a wide cross-section of local, regional and international business persons, members from the Diaspora, investors (individual and institutional), academics and international venture capital experts from the US, Latin America and the Middle East.

Caribbean Export participated in the Conference to develop a better understanding of the needs of Venture Capitalists and Angel Investors when investing in SMEs. The Agency used

the opportunity to develop access to a cadre of Venture Capitalist and Angel Investors across the Caribbean, and liaise with these groups regarding their priorities when investing. Involvement in this initiative underscores Caribbean Export's commitment to providing access to non-traditional financing for DAGS beneficiaries, in addition to supporting the establishment of a regional Angel Investor Fund.

Bi-National Direct Assistance Grant Scheme

On September 14, 2014, Caribbean Export announced the publication for the Call for Proposals for the Bi-National Direct Assistance Grant Scheme. The Call, which closed on November 28, 2014, is a reimbursable grant funding facility for Haitian and Dominican Republic firms and BSOs that are seeking to update their technology and production

processes, implement quality control systems, improve their marketing and promotion efforts, for example are invited to submit proposals. This Call for Proposals falls under the ambit of the 10th EDF Haiti-Dominican Republic Programme of Bilateral Economic and Trade Cooperation, Private Sector Subcomponent. A total of 68 applications were received at the end of the Call, 29 from Dominican Republic and 39 from Haiti. On completion of the evaluation process, the awardees will be announced in the first quarter of 2015.

CAPACITY BUILDING THROUGH EXPORT DEVELOPMENT

TRAINING AND CERTIFICATION

As a part of its capacity building programme for the regional private sector, Caribbean Export provides viable SMEs and entrepreneurs in select industries with the training and certification they need to expand their markets and diversify their exports. In essence, the Agency strengthens the ability of these firms to compete in the global market. This facility is also extended to BSOs to help them strengthen their own ability to serve the regional private sector.

During 2014, 1114 beneficiaries participated in 38 training initiatives delivered or supported by the Agency. These included training in DAGS proposal writing, procurement and reimbursement, ProNET, Market Intelligence, investment promotion, and the Services

Go Global Training of Trainer programme. Workshops were also held on Intellectual Property (IP), International Quality Standards, Green FDI and World Intellectual Property Organization (WIPO) Geographical Indications (GI), Iberoamerican Handicraft,





Quality Manuals for Caribbean Spas, Audio-visual Screenwriting, and Construction Sector Law and Contracts.

DAGS Proposal Writing

During the period under review, 487 beneficiaries from eight CARIFORUM countries participated in DAGS grant

proposal writing workshops (Figure 1). Of this total, females accounted for 45% of the participants. The workshops are conducted to not only increase awareness for the grant scheme, but also to improve the uptake of funds by regional private sector firms and BSOs to the facility and ultimately increase the number of successful applications. The training is also delivered to better equip BSOs to

During the period under review, 487 beneficiaries from eight CARIFORUM countries participated in DAGS grant proposal writing workshops. Of this total, females accounted for 45% of the participants.

deliver training to their constituents. This training programme continues to demonstrate tremendous value to the regional private sector, as 57% of the firms receiving grants under the 10th EDF participated in the proposal writing workshops.

Included in the overall total are 91 members of the Haitian private sector who participated in a DAGS Proposal Writing workshop held in Cap-Haitien, Les Cayes, and Port-au-Prince from October 13-15, 2014. These sessions were also delivered to promote the recently published CfP for the Bi-National Programme in an effort to receive increased applications from firms in the agroindustry and handicraft sectors.



**The nine ProNET modules are:
Business Strategy,
Quality Management,
Production
Management, Resource
Management, Product
Development,
Information
Management,
Human Resources
Management, Cost and
Financial Management,
and Export Marketing.**

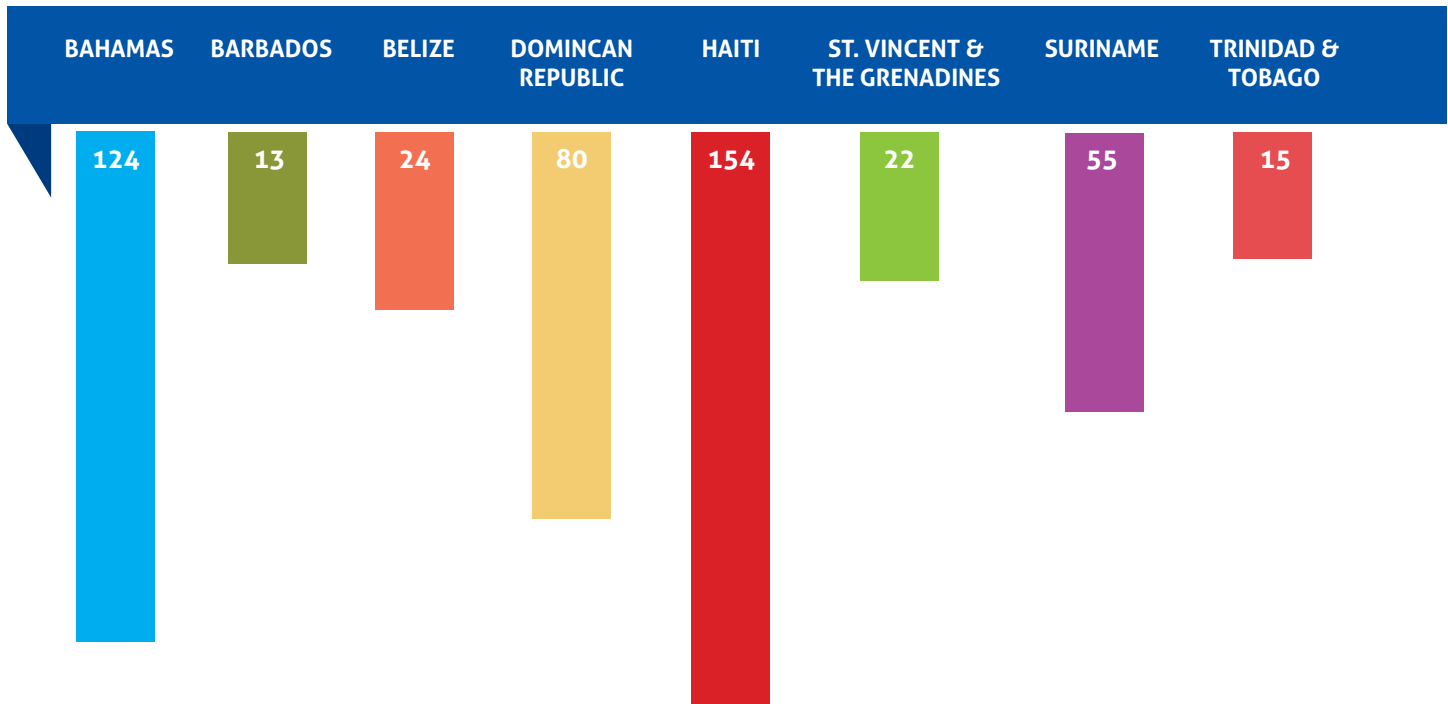
DAGS Procurement and Reimbursement Training

In July 2014, Caribbean Export commenced training in procurement and reimbursement for beneficiaries of the recently announced DAGS awardees under the 10th EDF RPSDP. The training sought to provide additional information on the grant scheme and explain the procurement procedures as well as reimbursement claims to the beneficiaries. The opportunity was also used to enhance the technical capacity of the supporting BSOs to provide assistance to clients in preparing and submitting reimbursement claims. A total of 117 awardees from 11 CARIFORUM States participated in this training.

Productivity Network

The Productivity Network (ProNET) is a modular training programme designed specifically for manufacturing enterprises that want to improve their competitiveness and export-readiness. The programme therefore aims to increase productivity and profitability in SMEs, allowing owners and managers to operate their businesses more efficiently and effectively. Additionally, the programme aims to promote access to the use of state of the art technology; assist SMEs in producing according to international standards of quality and environment and improve SMEs management and decision making processes; address the pre-conditions for international export and trade, and introduce the most important regulatory issues for exporters; share

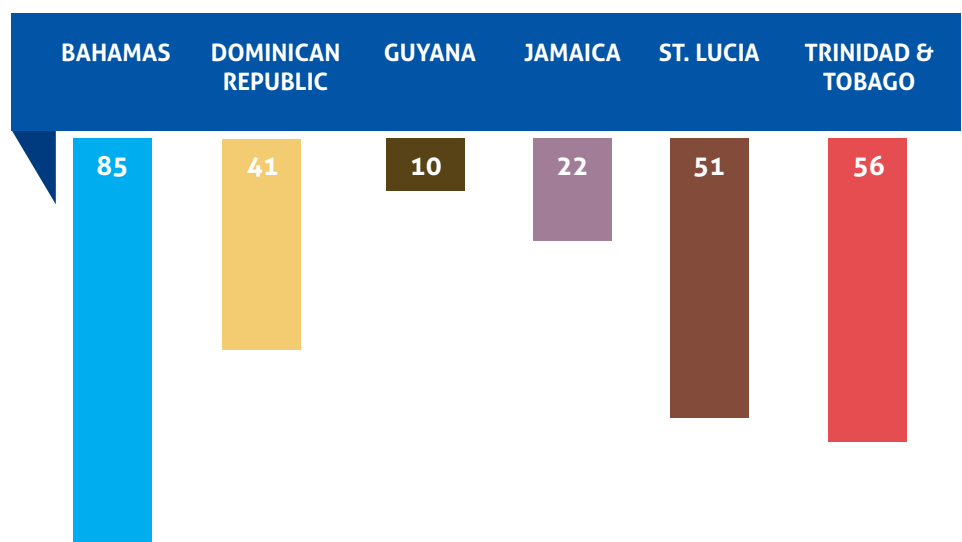
Figure 1: No. of Participants in Grant Proposal Writing by Country



information on relevant marketing and trade promotion tools; explore issues on international trade; and assist participants towards the development of an individual export plan.

The nine ProNET modules are: Business Strategy, Quality Management, Production Management, Resource Management, Product Development, Information Management, Human Resources Management, Cost and Financial Management, and Export Marketing. During the period 2012 - 2013, 297 SMEs were trained in seven modules from eight CARIFORUM States. Twenty-three (23) certified trainers were also qualified during this period. At the end of December 2014, 265 persons from six CARIFORUM States participated in ProNET training (Figure 2), bringing the total to 562 under the 10th EDF RPSDP.

Figure 2: No. of Participants in ProNET Training by Country



The objectives of the training included providing private sector firms with a basic understanding of market intelligence, and introduce them to the Market Pointer tool;

Building on work undertaken in 2013, Caribbean Export and GIZ continued the facilitation of the ProNET Training of Trainers (ToT) programme to establish a pool of Caribbean trainers. This approach leads to building local capacity in the regional, strengthening trainers who are able to deliver support to their local SMEs, and training of Caribbean master trainers can replace the international master trainers. A total of 23 persons participated in the ToT programme, which was delivered in Spanish in the Dominican Republic in 2014.

Market Intelligence Training Workshop

During April, May, and August 2014, Caribbean Export delivered a series of Market Intelligence Training workshops across six CARIFORUM States. The aim of this intervention is to provide training for private sector firms on the use of various market intelligence platforms and databases, which are available for conducting market research, with support from trained technical experts from BSOs including TPOs, and national Trade Export Promotion Agencies (TEPAs) seen in *Table 6*.

Table 6: BSO Providing Support during Market Intelligence Training

COUNTRY	INVESTMENT PROMOTION AGENCY
Belize	Belize Trade and Investment Development Service (BELTRAIDE)
Dominica	Organisation of Eastern Caribbean States Export Development Unit (OECS-EDU)
Dominican Republic	Dominican Association of Exporters (ADOEXPO)
Dominican Republic	National Free Zone Council (NFZC)
Dominican Republic	National Statistical Office (ONE)
Haiti	Ministry of Commerce and Industry (MCI)
St. Lucia	Saint Lucia Trade Export Promotion Agency (TEPA)
Trinidad & Tobago	National Export Facilitation Organisation of Trinidad and Tobago (ExporTT)

The objectives of the training included providing private sector firms with a basic understanding of market intelligence, and introduce them to the Market Pointer tool; delivering practical training on how to develop Market Briefs with information relevant to market intelligence needs; identifying the traditional data sources for market information, and providing a demonstrating on the use of the platforms; and assisting in the capacity building of the regional private sector to procure high quality market intelligence information independently.

A total of 106 persons participated in the Market Intelligence Training (*Figure 3*). Immediate outcomes for beneficiaries included increased familiarity with data sources such

as International Trade Centre (ITC) tools Trade Map, Market Access Map, and Standards Map; the Centre for Promotion of Imports from Developing Countries (CBI) market intelligence platform, the Central Intelligence Agency (CIA) World Fact Book, and the EU Export Helpdesk. Participants were also able to adequately complete the market brief template, and are currently following up with the Agency for additional assistance in the use of other trade information tools. The training sessions are scheduled to continue in 2015.

Intellectual Property Clinic

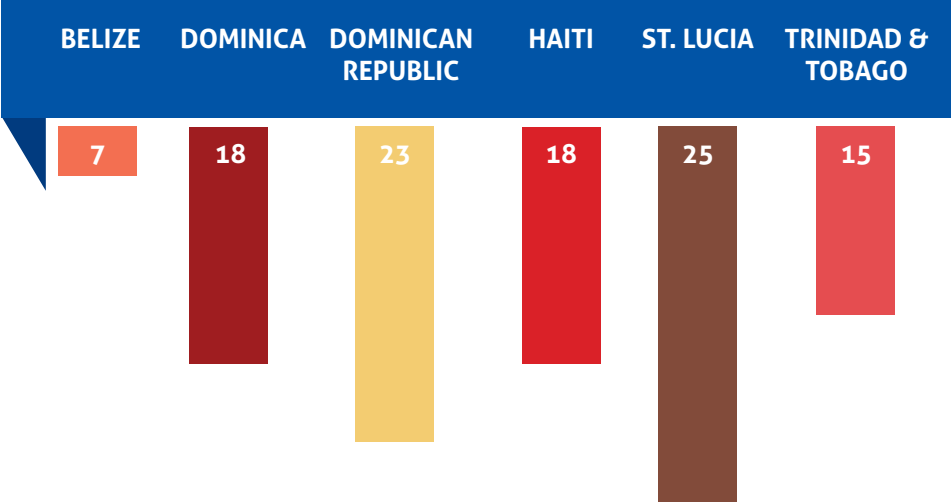
In November 2013, Caribbean Export hosted a Regional Workshop on the



Use of IP as a Tool for Enhancing Export Development, in collaboration with WIPO in Barbados. Following this initial training, participants submitted requests for similar initiatives to be held locally, so as to provide firms with an opportunity to gain greater insight into the benefits of IP. In response to this need, the Agency delivered the first in a series of these IP Clinics in Belize from April 29-30, 2014, with the aim of introducing participants to the IP tools that may be used to enhance their businesses and increase exports.

Thirty-four (34) participants from 17 firms participated in the Clinic; this included representatives from the

Figure 3: No. of Participants in Market Intelligence Training by Country

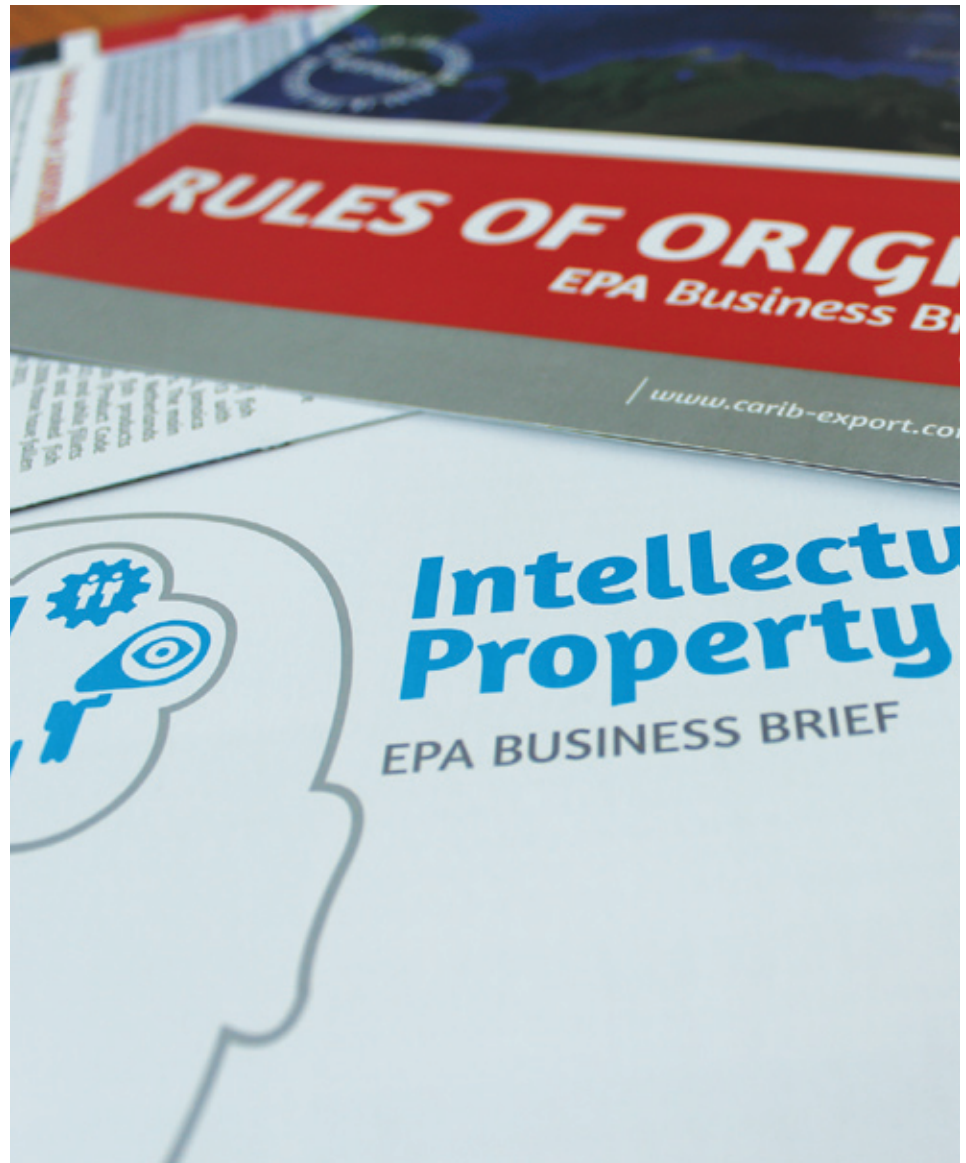


Belize Tourism Board, BELTRAIDE, the Belize Intellectual Property Office (BELIPO), and the Directorate of Foreign Trade, who also collaborated with Caribbean Export in the delivery of the project.

During the two-day Clinic, Belizean firms Marie Sharp's Fine Foods and Travellers Liquor Ltd. presented in the form of case studies to participants. The beneficiaries also engaged in a Business Assessment Exercise to identify their company's IP assets. On conclusion of the workshop, 71% of the participants indicated that their knowledge of IP, and its use in export development had significantly increased. They also shared their intentions to consult with BELIPO and BELTRAIDE on the next steps in protecting their IP.

International Quality Standards Workshop

Within the framework of the Haiti-Dominican Republic Bi-national Programme, implemented under the 10th EDF, Caribbean Export facilitated the participation of 25 persons in the second Bi-national workshop on the promotion of quality standards and infrastructure on June 25, 2014 in the Dominican Republic. The workshop, delivered in collaboration with the Haitian Bureau of Standards (BHN) and the Dominican Institute of Quality (INDOCAL), was an opportunity for metrology, standardization, and conformity assessment from both Haiti and the Dominican Republic to engage in dialogue with the aim of constructing a cooperation action plan, which provides a road map for future collaboration on trade and commerce. This plan will operate within the context of the Memorandum of Understanding (MOU), which was recently signed between BHN and INDOCAL, with support from



Caribbean Export and the CARICOM Regional Organisation of Standards and Quality (CROSQ).

Regional Workshop on Fostering Green FDI Opportunities

From May 6-8, 2014 the Agency supported the participation of 11 IPA representatives in a Regional Workshop on Fostering Green FDI Opportunities in Latin America and the Caribbean,

which was held in Bogota, Colombia (Table 7). Caribbean Export facilitated the mission with the aim of increasing awareness of regional and international stakeholders on the role that Agency, Caribbean IPAs, and CAIPA play in the attraction of FDI projects to the Caribbean. The delegation also met with brand managers in Colombia to discuss their image building campaigns. The Caribbean IPA representatives also had an opportunity to engage with

Table 7: IPAs Participating in the Green FDI Workshop in Bogota Colombia

COUNTRY	INVESTMENT PROMOTION AGENCY
Antigua & Barbuda	Antigua and Barbuda Investment Authority (ABIA)
Curacao	Ministry of Economic Development for Curacao
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD)
Grenada	Grenada Industrial Development Corporation (GIDC)
Guyana	Guyana Office for Investment (GOINVEST)
Haiti	Centre for Investment Facilitation in Haiti (CFI-Haiti)
Jamaica	Jamaica Promotions Corporation (JAMPRO)
St. Kitts & Nevis	St. Kitts Investment Promotion Agency (SKIPPA)
St. Lucia	National Investment Promotion Agency of Saint Lucia (Invest Saint Lucia)
Suriname	Investment and Development Corporation Suriname (IDCS)
Trinidad & Tobago	Invest in Trinidad and Tobago (InvesTT)

workshop participants to share the initiatives being undertaken to promote green FDI within their territories.

WIPO Geographical Indications, Origin Linked Products and Branding Workshops

Caribbean Export provided support to WIPO's Geographical Indications (GI), Origin Linked Products (OLP) and Branding Workshops, which were held from May 28-29, 2014 in Antigua

and Barbuda, and from October 15-17, 2014 in Trinidad and Tobago. With the overall goal of contributing to the increased understanding and utilisation of intellectual property rights as a trade development tool by governments and private sector, in particular the development of geographical indications in the region, the Agency also delivered a presentation on the proposed activities under the 2014 work programme as it relates to intellectual property.

During the Antigua and Barbuda delivery of the workshop, the Agency facilitated the participation of three beneficiaries from Grenada, Jamaica, and Trinidad and Tobago, who benefited from a presentation on the status of the following sectors in each country:

Grenada Nutmeg – The Grenada Cooperative Nutmeg Association (GCNA) is currently active present, however the capacity needs to be strengthened before it can move forward in the process of registering the GI or a collective mark. The GCNA also recommended that the other sectors with potential in Grenada, such as cocoa, also required further development.

Jamaica Jerk – An application for the GI in Jamaica was made to the Jamaica IP Office in April 2014, however the IP office has not yet made its decision. The Jamaica Jerk Association is an active organisation, which started the process around 2008, indicating that it is a long, arduous process. A legal and regulatory framework has been established in the country, including a GI Act and Regulations, A Jamaica Jerk Code of Practice and Control Manual, Articles of Incorporation, and a GI Mark Administration. The members of the Association indicated that a study tour to Switzerland was helpful in their process. The Jamaican Jerk Association would be a good case study for other associations in the Region who are interested in the process.

Trinidad Cocoa – The intention of Trinidad Cocoa Association is to capture the value within the region and they are seemingly prepared to work with the sectors in other countries. Currently the majority of Trinidadian cocoa is being exported to Europe however they are currently in the



process of developing a chocolate factory in order to develop their own product for export to the Regional market. The association is currently requesting best practices or a model for Europe from which they can follow and study.

The workshop in Trinidad and Tobago, organised in collaboration with the Caribbean Fine Cocoa Forum, Technical Center for Agricultural and Rural Cooperation (CTA), and the Cipriani College of Labour and Cooperative, sought to build the capacity of cooperatives and farmers associations using WIPO developed

training materials on the use of IP tools for the identification, promotion and protections of GIs and OLPs. The sessions also provided training on the codes of practice and the setting-up of regulatory bodies, this is a part of a broader cooperation WIPO has been undertaking in the Caribbean region, with a view to building the capacity within the sectors with GI/OLP potential. The target audience for this workshop were representatives from farmers, agricultural associations and cooperatives, and other stakeholders involved in the value chains concerned. As an outcome to the workshop, products within the Caribbean,

identified by commissioned studies as having strong GI potential continue the process of development in this area.

Iberoamerican Handicraft Seminar

From March 10-14, 2014, Caribbean Export facilitated the participation of the National Handicrafts Office (ONART) in Haiti and the National Arts Centre (CENADARTE) in the Dominican Republic at the Iberoamerican Handicraft in Seminar in Cartagena, Colombia. Executed through the Haiti-Dominican Republic Bi-national Programme, the aim of the intervention was to equip participants with knowledge of and tools to implement the best practices for the handicraft sector in accordance with the Spanish Agency of International Cooperation on Colombia (AECID).

The five-day programme examined policies with regards to commercialization, export control and quality standards, in particular and operational effectiveness in general. Through engagement with ONART and CENADART, AECID aims to integrate the handicraft sector in a strategic into the tourism sector, one of the Dominican Republic's major exports. This activity builds on the on-going consultations between the participating agencies in relation to the development of a handicraft strategy, which outlines four principle areas of focus; namely papier-mâché, jewellery, cut metal, and ceramics. ONART and CENADARTE are also in the process of initialling a declaration of co-operation between the two agencies to facilitate the standardization of national products and development capacity building training programmes for members.

Small Business Development Centre Training Visit

Caribbean Export, in partnership with the Organization of American States (OAS) undertook a mission to the University of Texas, San Antonio (UTSA) from April 28-May 1, 2014 to strengthen the links between educational and training institutions namely the USTA, Small Business Development Centre (SBDC) Network, and CARIFORUM SMEs to foster innovation and competitiveness within the region.

The SBDC programme aims to facilitate SME access to international markets in the Caribbean. The main mission of these centers is to promote growth, innovation, productivity and revenue for small businesses through improvements to their internal administration. In March 2011, SBDC implementation was launched for the Caribbean, with support from UTSA and Caribbean Export and funding by the United States Mission to the OAS. The five CARIFORUM States that have implemented the model are Barbados, Belize, Dominica, Jamaica and St. Lucia; the programme was previously implemented in the Dominican Republic.

The training visit to USTA provided a better understanding of the US SBDC model, with the aim of supporting the roll-out of the Caribbean version, participants were also exposed to counseling and training services, centre management, SBDC network administration, and best practices. There was also an opportunity to facilitate the linkage between education and training institutions and SMEs in Jamaica under a broader regional SBDC framework. In Jamaica, the local



training Jamaica Business Development Centre (JBDC) plans to collaborate with the University of the West Indies, the Ministry of Industry, Investment and Commerce, as well as the Development Bank of Jamaica in the process.

National Investment Promotion Strategy Training

From July 10-11, 2014 IPA professionals received training on the good practices in the design and implementation of a National Investment Promotion Strategy (NIPS). The two-day training, which builds on a series of activities by Caribbean Export to enhance the capacity of regional IPA professionals, was delivered with the aim of providing guidance to those countries that are in the process of designing, and to support those who were at the stage of implementation said Strategy. Overall, 14 IPAs received training, in addition to using the opportunity to network with regional and international counterparts.

Services Go Global - Training of Trainer Programme

From September 22-24, 2014 Caribbean Export in partnership with GIZ and the Caribbean Network of Service Coalitions (CNSC) facilitated the delivery of a competency-based

training programme for new and existing exporters of services. The initiative saw participation from 32 services sector professionals in 10 CARIFORUM countries. Services Go Global is an export training programme for SME service providers.

The initiative sought to increase their export knowledge, skills and capabilities, as well as guide them towards becoming export-ready, culminating in the development of an export plan. The training was structured to guide the participant using a step-by-step approach, which is laid out in four stages, namely stage 1 - Preparing Your Business; stage 2 - Conducting Market Research; stage 3 - Developing a Marketing Strategy; and Stage 4 - Entering the Market. Instructor-led training also utilised sound adult pedagogical learning theories in combination with presentations, active learning techniques, tools, templates, and exercises.

The three-day training programme was developed and delivered by Global Links Network (GLN), a team of certified international trade professionals who have delivered services training in over 50 countries worldwide over the past 20 years. Participants cited that the

The initiative sought to increase their export knowledge, skills and capabilities, as well as guide them towards becoming export-ready, culminating in the development of an export plan.

comprehensive syllabus, method of delivery, and the networking opportunities afforded during the workshop have enriched their understanding of export marketing, strategy development, and strengthened their professional relationships within the CNSC. Services Go Global will be delivered by authorized trainers on behalf of national Coalitions of Service Industries (CSIs) and will be launched in early 2015 across the Caribbean including Antigua and Barbuda, Barbados, Belize, Dominica, Dominican Republic, Grenada, Jamaica, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.

Regional Workshop for Quality Manuals for Caribbean Spas

Caribbean Export, in collaboration with the Caribbean Spa and Wellness Association (C-SWA) convened a regional workshop on Quality Manuals for Caribbean Spas in Saint Lucia from November 17-18, 2014. The workshop sought to foster an understanding of the concepts for quality and quality Assurance and the draft Quality Manual for Spas in the Caribbean; awareness of



the requirements for Quality Assurance in Spas in the Caribbean; appreciation for the need for procedures, documents and records in maintaining quality and the processes that will be employed for monitoring compliance; and preparation for the implementation the Quality Manual in individual spas across the Caribbean.

As an immediate outcome to the initiative, 15 spas agreed to have the quality manual system implemented, and six national Spa associations agreed to implement quality manual systems nationally as a part of their sector development efforts. A total of 24 participants from 10 CARIFORUM States participated in the workshop. The regional workshop was organised within the framework of the Development and Promotion of the Caribbean Health and Wellness Tourism Sector project, which is funded by the

The workshop sought to foster an understanding of the concepts for quality and quality Assurance and the draft Quality Manual for Spas in the Caribbean;

Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund) and administered by the Caribbean Development Bank (CDB) on behalf of the UK Department for International Development (DFID).

Regional Workshop on Technical Implementation Group for Conformity Assessment (TIG-CA)

From November 17-20, 2014 Caribbean Export participated in a regional workshop on Technical Implementation Group for Conformity Assessment in Trinidad and Tobago. Hosted by CROSQ under the 10th EDF Caribbean Regional Indicative Programme (CRIP) Technical Barriers to Trade (TBT) Component, the workshop focused on “Conformity Assessment in National Processes” including inspection, testing, and certification in the application in the regulatory process.

The workshop sought to present an overview of the disciplines of Conformity Assessment, discuss the general principles of Conformity Assessment, demonstrate the application of Conformity Assessment procedures, identify current and potential challenges that are faced by Member State NSBs and other regulators, and provide an environment to facilitate networking among local and foreign public sector participants. The outcomes of the workshop and ensuing discussion will contribute to the Conformity Assessment Operational Plan in 2015 under the 10th EDF-CRIP TBT.

Construction Sector Contracting Workshop

Within the framework of the 10th EDF Services Component, and with the aim of providing support to the establishment and strengthening of the regional CSIs, Caribbean Export delivered support to the Saint Lucia Coalition of Service Industries (SLCSI) for the hosting of a workshop for members of the construction sector. Under the theme, “Contracting for Success”, the training session sought to present a series of strategies to minimise the risks associated with construction projects as it relates to procurement and contract disputes. Participants



indicated that the training received exceeded their expectations and that skills level were enhanced, particularly as it related to the topics covered under Construction Law. The workshop saw participation from 30 industry professionals.

Audio-Visual Screenwriting Workshop

During the period under review, Caribbean Export provided support for the delivery of a Screenwriting Workshop facilitated by the Audio-Visual Association of Dominica. The 3-week training programme, which concludes in December 2014, sought to enhance the professional capabilities in, and build capacity for the audio-visual industry in Dominica. The initiative was also undertaken with

the aim of producing a selection of well-developed scripts suitable for production in Dominica, as well as increasing the ability of members in the sector to generate revenue through the production of high quality products, and cultivate new professional linkages for the Association with international experts. A total of 10 persons participated in the screenwriting workshop, which consists of classroom instruction and online instruction and analysis.

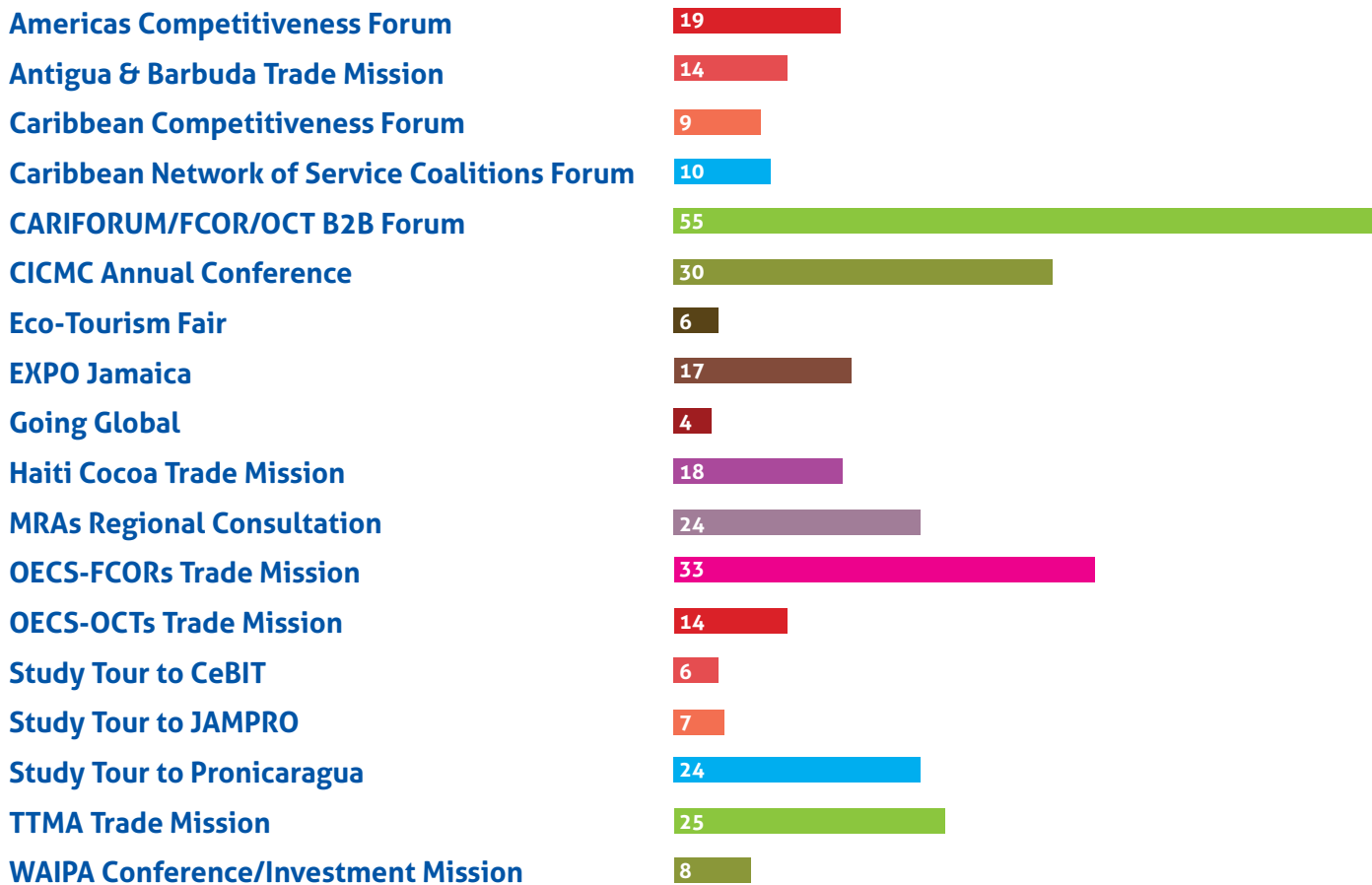
Study Tours, Forums and Trade Missions

Caribbean Export also organises and implements Study Tours and Missions to provide both SMEs and BSOs with the opportunity to visit new markets

in order to benefit from in-market research, networking, and learn the best practices from some of the most productive businesses and organisations regionally and internationally. From January - December, 2014 Study Tours and Missions were mounted to Europe, South America, the United States, and throughout the Caribbean, a total of 323 beneficiaries participated in these missions (*Figure 4*).



Figure 4: No. of Participants in Caribbean Export Study Tours and Missions



Antigua and Barbuda Trade Mission to the Dominican Republic

From January 14-17, 2014, Caribbean Export facilitated 14 firms from Antigua and Barbuda on a trade mission to the Dominican Republic with the aim of promoting regional integration and commercial collaboration. Organised by the Ministry of Finance, the Economy and Public Administration in Antigua and Barbuda, the mission saw participants from the private and public sector enterprises sharing in B2B meetings with firms from the host country with the aim of fostering future

cooperation. Specific topics addressed included:

- An air services (civil aviation) agreement
- A bilateral investment agreement
- A visa waiver agreement (for travel from Antigua and Barbuda to the DR)
- A scholarship programme to facilitate study in the DR
- Access to medical facilities for
- Antigua and Barbuda patients in the DR
- B2B contacts between enterprises in both countries
- Hospitality training for medical

professionals from Antigua and Barbuda in the DR

Caribbean Network of Services Coalitions Forum

In collaboration with GIZ, Caribbean Export supports the development of the regional services sector through programming and institutional support from the CNSC and the national CSIs. In keeping with this mandate, the Agency hosted a Forum to present the CSI Sustainability Framework prepared by GLN, which was based on consultations with the CNSC Executive and the national CSIs. A total of 10

participants attended the meeting. The forum also presented an opportunity to introduce the CNSC Services Export Training Programme to participants. Key outcomes of the meeting included taking the decision to have Toolkit for Services Coalitions completed and available in late 2014, delivery of the Training of Trainers programmes for CSIs and key experts, and sustainability plans customised by each CSI.

Caribbean Competitiveness Forum

Caribbean Export provided support for nine beneficiaries to attend the 2nd Caribbean Competitiveness Forum, which was hosted in collaboration with the Caribbean Centre for Competitiveness (CCfC), the UWI, and the Private Sector Organisation of Jamaica (PSOJ) from March 18-19, 2014.

Under the theme, “A New Innings: Competitiveness through Global Value Chains, Clustering and Innovation”, four critical areas were identified as sectors with significant potential for regional growth; these are: Caribbean Cuisine, Emerging Industries, Manufacturing, and Services. The Forum provided private sector participants with the opportunity to share experiences and learn from authentic regional success stories showcased during the event. Participants were also able to gain practical insight into marketing, export and distribution strategies from the region’s most successful entrepreneurs and SMEs. At the conclusion of the event, SMEs in attendance gained an appreciation of the importance of industry clustering, value chain analysis and other business development strategies, all of which provided an opportunity for firms to strengthen and build their networks.





Haiti Cocoa Trade Mission

During the first Quarter of 2014, private sector representatives from Haiti and the host country participated in a trade mission to develop a strategic partnership between the Dominican Cluster of Cocoa and the Chamber of Commerce and Industry in Haiti. With support from Caribbean Export, under the Haiti-Dominican Republic Bi-National Programme, 10 members of the Haiti cocoa industry and eight participants from the DR Cluster, undertook a three-day site visit to various cocoa estates and agencies to gain a better understanding of the production process, marketing strategies and best-practices in the DR cocoa export process. In a follow-up to this initiative, a mission to Haiti by representatives from the DR cocoa sector is scheduled for second Quarter of 2014, as well as plans to undertake a study of the cocoa sector in both territories.



Study Tour to CeBIT

Caribbean Export, in partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), facilitated the participation of six export-oriented Information and Communication Technology (ICT) professionals to the CeBIT ICT Trade Fair in Hannover, Germany. Specific objectives of the mission included discovering joint venture opportunities to supply products, facilitating knowledge transfer concerning awareness of new technologies available and industry awareness among CARIFORUM ICT SMEs, exposing these SMEs to international buyers, business associations, and potential partners, and exploring the available research and development (R&D) cooperation opportunities towards innovation in the CARIFORUM ICT sector.



The objectives of the 10-day mission included establishing regional and international networking linkages with buyers of goods and services,

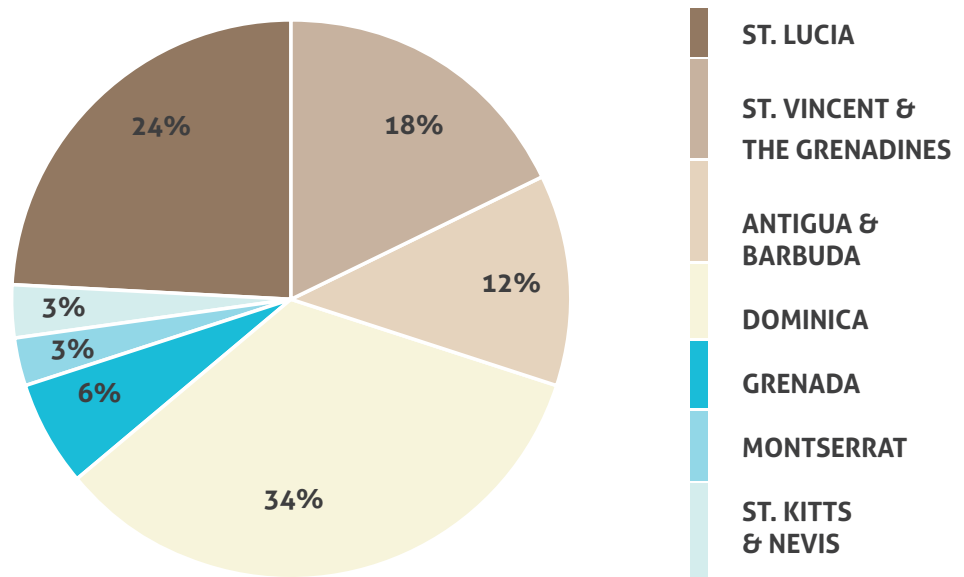
During the five-day mission, beneficiaries participated in a number of B2B meetings with German BSOs and Software Clusters, including Databund and House of IT. The firms also had access to several conferences and international fora, in addition to the chance to explore potential business opportunities with the German IT companies on exhibition. Participants were also provided with access to the CeBIT online B2B database, a platform, which allows users to identify potential business partnerships and make direct contacts with these firms. Subsequent to the mission, the following outcomes were achieved:

- A verbal Agreement for future cooperation with German BSO House of IT;
- Networking opportunities with at least 100 ICT business contacts; and
- Improved expertise of six CARIFORUM ICT firms on EU industry trends and regulatory issues

OECS-FCORs Trade Mission

With the aim of promoting stronger trade and investment relations between firms from CARIFORUM and the FCORs, Caribbean Export facilitated the participation of 33 OECS private sector firms and BSOs on a Trade Mission to Guadeloupe and Martinique (*Figure 5*). The objectives of the 10-day mission

Figure 5: Participants in OECS-FCOR Trade Mission



included establishing regional and international networking linkages with buyers of goods and services, and BSOs within Martinique and Guadeloupe and the wider EU market; providing participants with the opportunity to negotiate joint ventures, partnerships, distributorship and showcase their goods and services in selected sectors, advancing the OECS private sector interest in the FCORs, and gaining a clearer understanding of doing business with the FCORs and EU business interests. The mission also provided an opportunity for Caribbean Export to expand linkages within the FCORs in preparation for the technical meetings on the Octroi de Mer scheduled for late 2014.

Study Tour to ProNicaragua

From March 18-20, 2014, 24 representatives from 10 regional IPAs undertook a Study Tour to ProNicaragua, the world's leading IPA (*Table 8*). Organised with a view to expose these regional agencies to the best practices in investment promotion and facilitation, in addition to the promotion of south-south cooperation, the two-day study tour forms a part of Caribbean Export's mandate to support the strengthening of the IPAs to attract FDI to the region. The mission also sought to increase knowledge on the operation of special economic zones. Subsequent to the mission, 67% of participants revealed that the study



tour exceeded their expectations. Of this figure, 54% found the discussions useful and 88% viewed the presentations as relevant to the work they are currently undertaking. A further 78% of the respondents indicated that they were significantly exposed to good practices in investment promotion and facilitation, while 48% shared that their knowledge of the operations of the special economic zones had significantly or satisfactorily increased.

WAIPA World Investment Conference and Investment Mission to Turkey

CAIPA also participated in the annual World Association of Investment Promotion Agencies (WAIPA) World Investment Conference and an investment mission to Turkey, from May 16-18, 2014. The mission provided Caribbean IPAs with the occasion to share best practices, increase knowledge, and forge new partnerships with other IPAs and the Turkey government. The hosting of the event in Istanbul, Turkey, also presented a prospect for the Caribbean delegates to promote investment opportunities in the Caribbean to potential Turkish investors.

Participants were able to understand the dynamics, expectations and needs of the Turkish private sector in seeking investment opportunities overseas, and Caribbean Export was able to provide effective coordination with public and private institutions in Turkey for future regional investment.

Eight IPA professionals attended the WAIPA Conference and Investment Mission (*Figure 9*). During the mission, the regional IPAs were able to hold B2B meetings with the 38 Turkish companies in attendance. Further, discussions were held with the Foreign Economic Relations Board of Turkey (DEIK) and Istanbul Chamber of Commerce (ICOC) towards the signing of an MOU that

will enhance investment relations between the Caribbean and Turkey. It is anticipated the signing of this MOU will increase the collaboration with the two institutions and to coordinate a trade and investment mission of Turkish companies to the Caribbean in 2015.

Study Tour to JAMPRO

Caribbean Export, in collaboration with CAIPA, executed a study tour to JAMPRO, Jamaica's trade and investment promotion agency from June 10-12, 2014. Seven regional investment promotion professionals, representing four IPAs participated in the mission (*Table 10*). JAMPRO has been recognised for its good investment promotion practices, with the most recent accolade from the United National Centre for Trade and Development (UNCTAD) for successfully promoting export-oriented FDI.

During the mission, presentations from JAMPRO on aftercare services, planning and executing an investment forum, and defining an investment promotion organisational structure were delivered. The event also proved beneficial participating IPA who are in the process of redesigning and defining their own organisational structure to increase effectiveness and increase their understanding of how to support investors once they've decided to invest. The delegation was also taken on a tour of Sutherland Global and Red Stripe's manufacturing plant to highlight the ways that business linkages between a foreign investor and local firms could be encouraged.

Table 8: IPAs participating in PRONicaragua Study Tour

INVESTMENT PROMOTION AGENCY	COUNTRY
Department of Commerce and Investment Ministry of Economic Development for Curacao	Cayman Islands Curacao
Dominican Republic Export and Investment Centre (CEI-RD)	Dominican Republic
Centre for Investment Facilitation in Haiti (CFI-Haiti)	Haiti
Jamaica Promotions Corporation (JAMPRO)	Jamaica
St Kitts Investment Promotion Agency (SKIPPA)	St. Kitts & Nevis
National Investment Promotion Agency of St. Lucia (Invest St. Lucia)	St. Lucia
National Investment Promotion Agency of St. Vincent (Invest SVG)	St. Vincent & the Grenadines
Investment and Development Corporation Suriname (IDCS)	Suriname
Invest in Trinidad and Tobago (InvestTT)	Trinidad & Tobago

Table 9: IPAs participating in WAIPA Conference and Investment Mission to Turkey

INVESTMENT PROMOTION AGENCY	COUNTRY
Dominican Republic Export and Investment Centre (CEI-RD)	Dominican Republic
Grenada Industrial Development Corporation (GIDC)	Grenada
Centre for Investment Facilitation in Haiti (CFI-Haiti)	Haiti
Jamaica Promotions Corporation (JAMPRO)	Jamaica
National Investment Promotion Agency of St. Lucia (Invest St. Lucia)	St. Lucia
Invest in Trinidad and Tobago (InvestTT)	Trinidad & Tobago



Table 10: IPAs participating in Study Tour to JAMPRO

INVESTMENT PROMOTION AGENCY	COUNTRY
Cayman Islands Department of Commerce and Investment	Cayman Islands
Curacao Investment and Export Development Agency (CINEX)	Curacao
Centre for Investment Facilitation in Haiti (CFI-Haiti)	Haiti
National Investment Promotion Agency of St. Lucia (Invest St. Lucia)	St. Lucia

JAMPRO has been recognised for its good investment promotion practices

Table 11: DR Firms Participating in Expo Jamaica

COMPANY	SECTOR
Schuca S.R.L.	Manufacturing
Royste, SRL	Manufacturing
Kapril Industrial Laboratorios S.R.L	Manufacturing
Laboratorios Union SRL	Manufacturing
Procesadora Vizcaya	Agro-Processing
Laboratorios JM Rodriguez	Manufacturing
Multiquimica	Manufacturing
Laboratorios Dr. Collado S.A.	Manufacturing
Plastifar S.A.	Manufacturing
Laboratorios Lemuel, SRL	Manufacturing
Molinos Modernos	Agro-Processing
Recursos Globales SRL	Professional Services

Dominican Republic Mission to Jamaica (Expo Jamaica)

In April 2014, Caribbean Export also led a delegation of 12 Dominican Republic private sector firms to participate in Expo Jamaica. During the four-day mission, 60 B2B meetings were held between Jamaican and Dominican Republic firms. Expo Jamaica was an opportunity for participants to increase their awareness of the Jamaican private sector and the products manufactured in the local economy. The participants were also taken on pharmacy and supermarket tours in the city to allow for an evaluation of competitive products currently in the market, and concluded with a private dialogue session with the their Embassy in Jamaica (Table 11).

In response to a request from JAMPRO, the Agency also supported the participation of five fresh produce buyers from Europe in attending Expo Jamaica. With the objective of facilitating negotiations between EU buyers and Jamaican suppliers

of fresh produce and processed foods, the occasion was also used as an opportunity to understand the requirements of both EU produce and processed food buyers, in particular EU consumer expectations and regulatory requirements regarding packaging and labelling.

In addition to attending in the Expo, the European buyers also held B2B discussions on the entry requirements to the EU market, participated in site visits and meetings with Government, quasi-government, and private sector agencies. The mission was executed within the context of a private-public collaborative approach between Jamaican farmers and processed food companies, and JAMPRO, the Jamaican Ministry of Agriculture, and the Jamaica Agriculture Investment Corporation. The initiative provided direct buyer engagement opportunities for exporters, and is in keeping with Caribbean Export's objective to create business opportunities within CARIFORUM member states in order to promote the sectors that are readily

positioned to do business within the global context.

Immediate outcomes of the mission are as follows:

- QV Foods, UK - Reached and agreement with Shavuot Farms and Truly Jamaican Farms Limited to grow and harvest 500 tonnes of sweet potatoes for distribution.
- Greencell, UK - Established an agreement with Shavuot Farms and Truly Jamaican Farms Limited for the farming and purchase of sweet potatoes. The buyer also met with other farmers to source avocados and citrus.
- DG Fruits, UK - Contracted Carita (Jamaica) Ltd. to provide a wide range of fresh produce to be consumed primarily by the Afro Caribbean diaspora in the UK. An order was also negotiated to supply chocho, jelly nuts, habanero peppers, guava, and puna yams
- Fresh Produce Consortium, UK – Shared the cost for Shavuot Farms and Truly Jamaican Farms Limited to participate in the London Produce Show, a fresh produce exhibition held in London in June 2014. It is anticipated that the exhibition will assist both companies to generate increased sales in the UK, promote their fresh produce, and have meetings with QV Foods and Greencell to conclude their negotiations and sign a long term contracts.
- Wonderfoods SPRL, Belgium - The leading World Foods Distributor for Belgian Grocery Multiples, such as Carrefour and Achan, met with 11 Jamaican processed foods and beverage brands owners; these firms were pre-identified prior to visiting



Miami, USA from April 29-May 1, 2014. Attracting over 1000 delegates from across tertiary education sectors, Going Global is the annual flagship conference of the British Council which brings together HEI representatives from around the world to share best practices, network and strategies about the future of Higher Education. The conference presented an ideal opportunity to showcase the UWI and the higher education system of the Caribbean to a highly relevant audience of international policymakers and HEIs, in collaboration with the British Council. Four representatives from the UWI campuses in Barbados, Jamaica, and Trinidad and Tobago attended the conference.

CARIFORUM-FCOR/OCT Business Forum

In June 2014, Caribbean Export supported the participation of 55 regional firms in a CARIFORUM-FCOR/OCT Business Forum in Cayman Islands (Figure 6). The Business Forum sought to facilitate networking and partnerships between private sector firms and other key stakeholders in CARIFORUM, with their counterparts in the FCORs and OCTs. Participants were also given the opportunity to learn from the Cayman Islands experience in developing and promoting their financial services and tourism sectors, as well as to develop strategies based on their experience.

In addition to presenting the opportunity for networking and potentially forming partnerships, the Forum also afforded those present to examine and evaluate the barriers to trade which may still exist and the common developmental challenges that territories are facing in the establishments of sustainable trade relations. All parties were able to gain



The Forum also afforded those present to examine and evaluate the barriers to trade which may still exist and the common developmental challenges that territories are facing

Jamaica. The mission facilitated direct communication with the Jamaican brand owners, and allowed for direct business relationships to establish. The parties discussed labelling requirements for Belgium and it is anticipated that distribution agreements will be concluded in the future.

Going Global 2014

Caribbean Export facilitated the participation of the UWI at Going Global 2014, a higher education institutions' (HEI) conference in

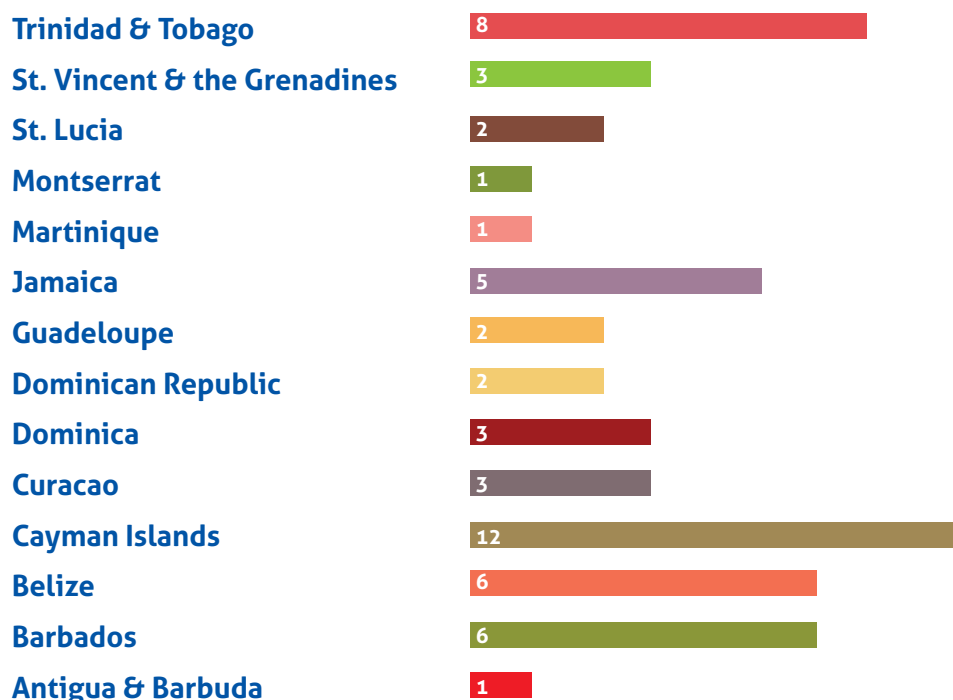
an understanding of preventative trade issues being faced and to collectively brainstorm creative solutions. To conclude the day's proceedings, the firms were given a guided tour of Cayman Enterprise City (CEC). The company was established in 2012 as the Caribbean's first special economic zone. The technology and information-based model is one, which was designed to attract international companies to the unique advantages of investment in the Caribbean context.

This concept follows in the blueprint of offshore banking and franchising which has been extremely successful particularly in the Cayman Islands. CEC enables entrepreneurs and established businesses to set up physical operations in Cayman without exorbitant outsourcing costs, due to Cayman's tax-neutral status and government-granted special zone concessions. To date, the model has attracted 150 firms set up generating foreign direct investment and the accompanying multiplier effect on the local economy has resulted in an estimated CI\$15 million impact on the local economy.

BCSI Quality Service Mark Development Project

During the period under review, Caribbean Export supported the Barbados Coalition of Service Industries (BCSI) commissioning of a consultancy for the development of a Quality Service Mark. Scheduled for completion in December 2014, the project seeks to develop of a set of objective, sector-specific, criteria that will measure quality service provision; incorporate a voluntary and compulsory standards used by Sector Associations into a national system of quality based recognition defined by international standards; create of a feeder system of export ready service

Figure 6: Participants in CARIFORUM-FCOR/OCT Business Forum

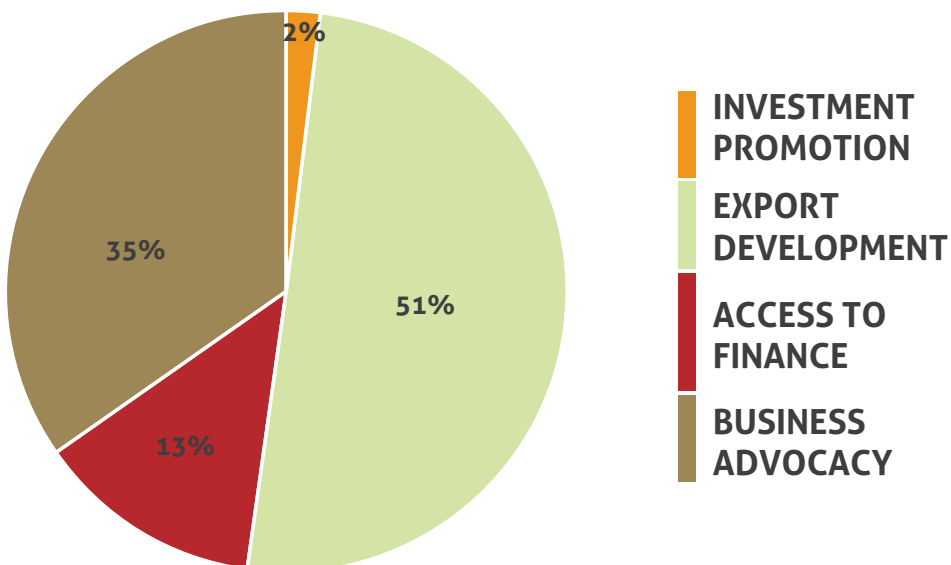


firms who can then **take** advantage of export promotion investments undertaken by TPOs; create a higher level and more sophisticated domestic services sector that is defined by quality service provision to both individual and commercial consumers; and develop a national brand for Barbados' services exports.

SME Diagnostic Tool Consultations

In August 2014, Caribbean Export undertook a series of BSO Consultations in Jamaica, Suriname, and Trinidad and Tobago with the

objective of developing and delivering a web-based enterprise level SME Diagnostic Tool that will enable a scientific assessment of regional exporting firms across all key sectors. This tool will be the initial step in a holistic approach to increase firm competitiveness across CARIFORUM. The first phase involves a methodology for diagnosing and identifying the strengths and weaknesses of firms leading to interventions in the areas of management, production, access to finance, and marketing, among others. An integral part of the overall process is stakeholder consultations at the national level to properly assess the requirements of various BSOs towards



the development of this tool. During the Jamaica leg of the consultations, discussions were held with the JMA, JEA and JAMPRO, where a detailed analysis of the major constraints being faced by SMEs in Jamaica in accessing finance. In Suriname, consultations were held with ExportTT, Trinidad and Tobago Manufacturers' Association (TTMA), Trinidad and Tobago Coalition of Service Industries (TTCISI), and the Trinidad and Tobago Chamber of Commerce. The Suriname leg of the mission saw participation by the Suriname Chamber of Commerce, the Suriname Manufacturers' Association and the Ministry of Trade and Industry. As a result of the consultations, BSOs are better able to advise client firms based on the application of the diagnostic tool, and the number of firms gaining access to finance is expected to increase as a result of being able to address the problems highlighted by the tool.

Start Up Jamaica

With the aim of accelerating

development in youth entrepreneurship, particularly in the technology sector, Caribbean Export has provided financial support towards the launch of Start Up Jamaica (SUJ). The project, which was conceptualised by the Ministry of Science, Technology, Energy, and Mining, is a facility through which select start up technology companies can access seed capital, training, and mentorship in return for equity in the company.

From September 8-12, 2014 SUJ hosted a five-day technology boot camp for entrepreneurs in preparation for the full SUJ programme. Ten (10) teams were selected to work with SUJ in partnership with Oasis500, a pioneering early state and seed investment company in the Middle East, in October 2014. SUJ is modelled on the very successful Start Up Chile programme, which at pilot stage in 2010 attracted 22 start-up companies from across 14 countries, and now is on track to meet its target of 1000 participants at the close of 2014. SUJ, which will be the first of its kind in the region, attracted 192 applications, from

across the region.

Coalition of Services Consultations

During the period under review, Caribbean Export provided technical assistance for the establishment of a Coalition of Services in the Bahamas and Guyana. From September 18-19, 2014 discussions were held with the Minister of Financial Services, and President of the Chamber of Commerce, as well as consultations among other key stakeholders in the Bahamas to identify the representative entity for the establishment of the Coalition, present on the different sectors and their relevance, and identify priority sector and challenges for the country. On conclusion of the consultations, the Government of the Bahamas has committed to further the discussions with the Chamber of Commerce. The Chamber of Commerce has also indicated plans to meet with the relevant industry stakeholders to discuss the best approach going forward.

During the consultations in Guyana, from October 20-21, 2014 the Agency engaged with the Ministry responsible for Trade in Services, as well as the President of the Coalition of Services to identify the priority sectors and challenges that Guyana faces. These discussions resulted in and identification of the challenges facing the entities in Guyana that are representing Services, a commitments by two organisations to collaborate towards the development of the Services Sector, and a commitment by Caribbean Export and CNSC to develop a MOU for collaboration between the Guyana Coalition of Service Industries (GCSI) and the Guyana Manufacturing and Services Association (GMSA). This MOU has been completed and forwarded to the GCSI. Caribbean Export's support of this initiative is the first in a series of consultations to be

held across the region.

CICMC Annual Conference

With support from Caribbean Export, the Caribbean Institute of Certified Management Consultants (CICMC) hosted the 4th Annual Conference in Trinidad and Tobago from October 1-3, 2014. Under the theme “Strategic Partnerships for Knowledge Brokers: Caribbean Consultants Creating Value for Clients”, 30 delegates from across the region gathered for a power-packed three days of dynamic speakers from various industries including both the private and public sectors. In addition to informative discussions and networking opportunities, the participants also benefited from training in the development of entrepreneurship, increasing exports in services, barriers to entering new markets, organisational excellence, and tools and tips for a consultant’s tool kit in the digital age.

TTMA Trade Mission to Guyana (GuyExpo 2014)

Caribbean Export supported the TTMA in the mounting of a trade mission to Guyana for 25 Trinidad and Tobago manufacturers and industry stakeholders from October 2-5, 2014. The initiative, which coincided with GuyExpo 2014, sought to promote and increase the bilateral relations between Trinidad and Tobago and Guyana, as well as secure new business opportunities for the Trinidad and Tobago manufacturers.

During the mission, five firms showcased their products and services to patrons attending GuyExpo, these included: Caribbean Packaging Industries Limited, National Flour Mills, Solaris Energy Limited, Trinidad Label Company Limited, and Very Exciting Things. Participants also

attended 38 B2B meetings with pre-selected buyers and distributors with the aim of attaining high-quality business connections. Outcomes of the mission included the securing of networking opportunities with 44 new clients, 14 existing customers, and 8 new business partners. Estimated sale orders accumulated during the initiative totalled US\$500,000 with a projected increase of approximately 27% at the end of 2014.

Overall, as a direct result of the trade mission, participants reported successfully engaging new customers and strengthening existing customers. The mission also provided delegates with direct business opportunities in the Guyanese market, and increased knowledge and confidence about developing opportunities in the host country.

Americas Competitiveness Forum 2014

From October 8-11, 2014 Caribbean Export facilitated the participation of 19 regional firms in the Americas Competitiveness Forum (ACF) 2014 through the hosting of an Innovation Village exhibition and B2B matchmaking component (*Table 12*). With the Innovation Village, the Agency sought to optimise the potential of innovative SMEs in accessing new markets and seeking investment opportunities; while the B2B matchmaking was staged to facilitate potential investment and partnerships for regional and international business counterparts.

Subsequent to participation in both activities, participants successfully established contacts and business leads with potential investors, in addition to the opportunity to pursue potential joint ventures and access

new markets. Under the theme “The Human Imagination at Work: Driving Competitiveness, Powering Innovation”, ACF 2014 saw participating firms being among some of the best local, regional, and international companies in the fields of Information and Communications Technology (ICT), Health and Safety, Environment, Defence and Security.

OECS-OCTs Trade Mission

With the overall objective of expanding the relationship between 14 OECS private sector firms and their counterparts in the OCTs, Caribbean Export supported a trade mission to Anguilla, and St. Maarten from October 12-17, 2014 (*Table 13*). The mission set the platform for private sector firms in the OECS to establish regional and international networking linkages with buyers of goods and services, Business Support Organizations and other relevant agencies within Anguilla, Tortola and St Maarten and the wider EU market.

Participants were also provided with an opportunity to negotiate for joint ventures, partnerships, distributorship and other synergistic investment undertakings that result in increased competitiveness and trade, as well as to showcase their goods and services in selected sectors to generate increased products sales and revenues. During the initiative, Caribbean Export and the OECS firms were able to gain a clearer understanding of the processes what impact doing business in the OCT markets and with European business interests. Each OECS firm participated in at least seven meetings and the information shared will therefore aid in the development of sustainable training relationships between both territories.

Table 12: Firms Participating in the Americas Competitiveness Forum 2014

COUNTRY	COMPANY	SECTOR
Barbados	EZLearner Inc.	ICT, Education, Mobile Innovation
Barbados	Dyslexia Tool Kit	Education Innovation
Barbados	Caribbean LED Lighting Inc.	Green Technology, Alternative Energy
Belize	Travellers Liquors	Manufacturing
Dominica	Natures Water	Manufacturing
Dominican Republic	Procesadora Vizcaya	Agro-Processing
Guyana	BrainStreet Group	ICT
Jamaica	Alcyone Animation Limited	Creative Industries
Jamaica	Wynlee Trading	Manufacturing
Jamaica	Hands in Clay Jamaica Ltd	Creative Industries
Jamaica	Quality Systems Solutions & Initiatives	ICT
Jamaica	Patwa Apparel	Creative Industries
Martinique	AVANTILLES	ICT, Creative Industries
Trinidad & Tobago	Paywise Limited	ICT, Finance, Education
Trinidad & Tobago	IXanos Ltd	ICT, Green Technology
Trinidad & Tobago	Tentative Studios	ICT, Creative Industries
Trinidad & Tobago	Sanch Electronix Ltd	Manufacturing
Trinidad & Tobago	Maturity Music	Creative Industries

Table 13: Firms Participating in the OECS-OCTs Trade Mission

COUNTRY	COMPANY	SECTOR
Antigua and Barbuda	G-Links Ltd	Agro-Processing
Antigua and Barbuda	Susie's inc.	Agro-Processing
Dominica	Parry W. Bellot & Co. Ltd	Agro-Processing
Dominica	Caribbean Agro Producers Corporation	Agro-Processing
Dominica	The Coal Pot	Manufacturing
Grenada	MNIB	Agro-Processing
Grenada	Glenelg Spring Water Inc.	Manufacturing
Grenada	Belzeb Inc	Manufacturing
St. Lucia	Natmed Ltd	Manufacturing
St. Lucia	St. Lucia Marketing Board	Trade Support Organization
St. Lucia	Frootsy Foods Ltd	Agro-Processing
St. Vincent & the Grenadines	Eastern Caribbean Metal Limited	Manufacturing
St. Vincent & the Grenadines	St. Vincent Distillers	Manufacturing
St. Vincent & the Grenadines	Erica Country Styles	Agro-Processing

TTCSI Services Week 2014

During the period under review, Caribbean Export offered support to TTCSI's Services Week. From November 3-7, 2014 under the theme, "Building Bridges", the Coalition held a series of seminars, talks, and workshops developed to enhance the knowledge and skills of the services industries in the Trinidad and Tobago economy. Caribbean Export facilitated the hosting of the Excellence in Services Award and a Venture Capital Workshop.

The Excellence in Services Award is designed to recognize role models in the industry for their outstanding performance and contribution to growth and development of the local services industry. The Award also aims at increasing national productivity and enhancing competitiveness in the local services sector. The Venture Capital Workshop was delivered with the aim of providing an innovative and information-driven session that will stimulate and encourage critical thought by entrepreneurs on understanding and accessing venture capital.

ACP-EU Technical Centre for Rural and Agricultural Development Agribusiness Forum

From November 16-18, 2014 Caribbean Export participated in a regional Caribbean briefing on agrifood products in Grenada, organised by the ACP-EU Technical Centre for Rural and Agricultural Development (CTA) in collaboration with the Inter-American Institute for Cooperation on Agriculture (IICA). The briefing, in the format of an Agribusiness Forum was convened under the theme "Enhancing Regional Trade and Adding Value to Caribbean Agrifood Products".

Building on previous work of IICA and CTA, and developing recommendations made at the agritourism investment seminar held in Guyana in October 2013, the Agribusiness Forum highlighted successes in strengthening links between agriculture and tourism industries. The meeting's objectives were to analyse the drivers of success through the examination of successful business models; identify further opportunities for linking small-scale farmers to the tourism industry in the Caribbean and increase market linkages; and generate ideas for a regional sustainable sourcing by tourism industry/supermarkets from small-scale farmers.

The outcomes of the two-day discussions will feed into the first

regional Agribusiness/Agritourism Forum in 2015. It is also expected to contribute to discussions at the World Food Expo to be held in Milan, Italy in 2015, where private sector representatives from the Caribbean will be invited to participate.

Mutual Recognition Agreements Regional Consultation

From November 20-21, 2014 Caribbean Export hosted a regional consultation on the Mutual Recognition Agreements (MRAs) in Barbados. The meeting, which were attended by 24 representatives from CARIFORUM architectural associations, state boards, and other key sector stakeholders, was convened with the aim of establishing

The objectives of the regional consultation were to:

- Review the draft MRAs,
- Agree on the overall structure of the MRAs,
- Agree on key requirements for the recognition of the title of architect,
- Determine the different commitments within the MRAs according to the development of the legal and institutional framework of the participating countries, as well as the relevant qualifying criteria and procedures in this regard,
- Agree on the contents of the CARICOM MRA,
- Address the specific benefits of a CARICOM MRA for the region,
- Agree on the processes for adoption of the MRA at the CARICOM level and the steps to ensure such ratification,
- Agree on the content of the CARICOM-Dominican Republic MRA,
- Address the specific benefits of a CARICOM-DR MRA for the region, and
- Agree on the process for adoption of the CARICOM-DR MRA and the steps to ensure such ratification.

draft MRAs (intra-CARIFORUM and CARICOM-EU) for the regional architectural sector.

This regional consultation forms a part of a series of meetings, which falls within the framework of a consultancy currently executed by the Agency to finalise the MRAs for architects. The initiative also builds on the work that Caribbean Export has undertaken in support of the sector to date, under the 10th EDF RPSDP.

During this consultancy, a series of conferences will be conducted with relevant stakeholders to review the issues discussed and outcomes of previous consultations on the MRAs, examine the legislative framework in CARIFORUM States, regional and international best practices, and assess options towards the drafting of a CARICOM MRA and the CARICOM-Dominican Republic MRA.

Immediate outcomes of the consultation included the reaching of a consensus on the draft MRA. Next steps for the delegates involve an identification of a signatory within each member country for the Agreement; the undertaking of legislative work in country where there is no official architectural board or association; and the ratification of the Agreement.

Participants in these consultations included representatives from Architectural Associations, Architectural Board, members of CAMRAC, the EPA Implementation Unit of the CARICOM Secretariat, CARIFORUM Directorate, the Caribbean Network of Services Coalitions (CNSC), CARICOM Office of Trade Negotiations (OTN), Caribbean School of Architecture (CSA), and representatives of the Dominican Republic Faculties of Architecture.

BCSI National Services Week 2014

Within the framework of the 10th EDF Services Component, Caribbean Export supported the hosting of BCSI's National Services Week from November 8-14, 2014. The annual event is one of the initiatives executed by the BCSI to educate and inform the Barbadian public about the services sector and the strategies that will encourage growth for the local economy. Overall, National Services Week sought to elevate non-traditional services to the national economic stage through awareness, networking, export development and export promotion. Activities for the week included the Services in Action Lecture series, an annual national forum where leading thinkers and professionals discuss the challenges and share solutions for economic growth as it relates to Barbados' primary GDP contributor - the Services Sector. The focus for this year's lecture series was on changing the dialogue from merely the cost of education to "Education as Big Business facilitated through E-Learning as an economic driver for Barbados". An Education and Career Fair under the theme "Future Industries to Develop Sustainable Economic Growth" was also hosted, as well as the BSCI and DIGICEL Industry Genius App Competition. This competition was designed to expose young app developers to firms in the market place who are interested in receiving technical support to develop solutions using apps to their business processes, new ideas and customer support systems. In a unique arrangement, app developers can respond directly to the needs of companies by developing mobile applications that can then be integrated into a company's business operations. The Week ended with a Sunset Concert, which is a creative space for emerging artistes to develop both their technical skills and business savvy attained during a pre-event workshop with local and global

industry professionals.

ABCSI Service Sector Framework Analysis

With support from Caribbean Export under the 10th EDF Services Component, the Antigua and Barbados Coalition of Services Industries (ABCSI) Inc. commissioned a consultancy for the undertaking of a Service Sector Framework Analysis. The objective of the Analysis is to gather and organise relevant information towards the development of a Services Sector Expansion Plan, focusing on construction services, ICT, cultural industries, health and wellness, and management consulting. Overall, in contribution to Caribbean Export's current regional private sector development work, the intervention will assess the development of Antigua and Barbuda's services sector, and where necessary, provide strategic recommendations towards the development of the priority sectors. The analysis commenced in October and is scheduled for completion in December 2014.

Country Missions - Regional Export Strategy for Agro-Processing

During the period December 8-12, 2014 Caribbean Export undertook a three-country mission within the framework of the development of a Regional Export Strategy for the Agro-processing sector. The mission to Belize, the Dominican Republic and Jamaica, was planned with the objective of gathering information on the amount, and quality of enablers and stakeholders within the agro-processing sector. There was also a preliminary assessment of the major supply side constraints and challenges



within the sector of these three markets, and the opportunities available for the development of the sector. Preparations were further commenced for the MRI scan phase of the project.

During the mission, consultations were held with 35 stakeholders within the three countries including private sector firms, policy makers and other enablers. The consultations will serve to increase the co-ordination of projects within the region towards the development of export competitiveness within the agro-processing sector. The Regional Export Strategy for the Agro-processing sector is projected to be developed by March 2015.

MARKET INTELLIGENCE

In response to the trade information needs of the region's private sector, Caribbean Export has also developed and provides a range of services in the area of market intelligence to equip firms with the tools required for effective market research, and provides critical information used to inform the businesses decisions necessary when embarking on exporting goods and services to new markets.

Market Study on Opportunities for Enhancing Export Trade between Guyana-Suriname-Brazil

In 2013, Caribbean Export conducted a study, to access the viable trade and investment opportunities amongst Guyana, Suriname and Brazil (Troika); and design an actionable strategic plan for enhancing export trade among the grouping. From the study, Assessment of Framework and Opportunities for Enhancing Export Trade between Guyana/Suriname/ Brazil in Market Consultations, a Troika Trade Assessment Plan (T-TAP) was developed. This plan includes

a road map and action plan for achieving export growth in trade, the identification of key sectors and sub-sectors, products and services that are export ready, key institutional relationships between trade support institutions that require strengthening,

and the external financial and technical support programs that could be accessed to implement the action plan. Representing the final stage of preparation for the final report, a Validation workshop for the study was organised in collaboration with

the Suriname Business Forum. Held in Suriname on February 28, 2014, the workshop brought together 74 participants from BSOs, TPOs and the private sector in the Troika to discuss the findings of the report and introduce

The strategy identified:

- The sectors that are considered export ready and can be promoted;
- The steps required to overcome barriers to trade;
- The areas that require capacity building in public and private sector trade organisations; and
- The financial and technical support programmes that may be available to support Guyanese and Surinamese firms to implement this strategic plan to increase their trade with Brazil.

the proposed T-TAP strategy to follow. On review of the findings, stakeholders provided recommendations for the study to include the establishment of trade desks in the Suriname Business

Forum as well as the Private Sector Commission of Guyana, to provide training, trade and market intelligence, and trade show support for export ready

firms.

Market Opportunity Briefs

In keeping with Caribbean Export's mandate to support the growth of firms, 13 of the following market pointers (briefs) were developed based on the requests submitted to the Agency in

- Tiger Malt to Germany - Banks Holdings Limited
- West Indian Hot Sauce to the United States - Baron Foods
- Rum to India - West Indies Rum and Spirits Producers Association (WIRSPA) Inc.
- Rum to China - WIRSPA Inc. Clayton's Kola Tonia to the United Kingdom - Armstrong Agencies
- 10 Saints Beer to Belize - 10 Saints Brewery Ltd.
- Brana Beer to Jamaica - Brana Prestige
- Organic Soap to Canada - Ibis Products
- Shampoo to Canada - Ibis Products
- Beer Market in Jamaica for Brana Beer - Brana Prestige
- LED Products to Jamaica - Caribbean LED Lighting Company
- Tetley Tea to Ghana - Jamaica Teas Ltd.
- Herbal Tea to Kenya - Jamaica Teas Ltd.

2014:

Food Safety Portal Launch

On May 28, 2014 Caribbean Export launched the Agency's Food Safety Portal, which is intended to act as a comprehensive database of information, and support tools to enable the regional specialty food sector in preparing their products for the rigorous food safety requirements for export to the EU and USA. Developed with support from CDB under the CARTFund Programme with financing from the DFID, the Portal provides the firms with the tools to benchmark their business, and its readiness for export and consequently develop a preparedness plan.

The regional agro-processing sector will also benefit as the site provides simple yet comprehensive steps for satisfying food safety requirement for export, which could be utilized by industrial support organizations. Prior to the launch, Caribbean Export signed a MOU with IICA and CROSQ to establish a formal framework for collaboration on matters relating to global food safety export requirements. More specifically, the agreement aims to facilitate the sharing of information on the respective work programmes of the parties to determine strategic areas of cooperation, while operating in good faith on the dissemination of information pertaining to food safety to stakeholders in the CARIFORUM States.

AFD Food Safety Feasibility Study

During the period September 27-October 8, 2014 Caribbean Export conducted a series of Food Safety Feasibility Studies, in collaboration with the Agence Française de Développement (AFD). The mission visited the Dominican Republic, Haiti and Suriname, and was executed with the aim of appraising the Project in



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order to present AFD's grant financing in December 2014. The initiatives were also used as an opportunity to verify the main SME export related constraints pertaining to food safety, and develop a technical assistance programme to address these challenges.

During the missions, meetings were held with government authorities and agro-processors about the project scope; to present feedback on the intermediary results of the Feasibility Study being undertaken; and share findings of the field visit. Outcomes of the meetings include an increased

understanding of the agro-processing industries, as well as the associated challenges and opportunities; identification of the barriers and obstacles to trade; recognition of the programmes, project activities, and other initiatives in agro-processing and food safety; assessment of the need for a Capacity Building Programme; and identification of specific services needed in this programme. The feasibility study is in keeping with the objectives of the 10th EDF RPSDP; particularly as it seeks the improvement of CARIFORUM exports and facilitating greater participation of CARIFORUM Firms in the Global economy.

Caribbean Export Outlook Launch

Caribbean Export launched its new flagship publication the Caribbean Export Outlook on November 12, 2014 at the Hilton Barbados Resort in Bridgetown, Barbados. The launch was the culmination of the Agency's 2-day high profile Exporter's Colloquium, was attended by a cross section of regional and international dignitaries including Ambassadors, Ministers of Government, business executives, and industry scholars. The Outlook publication fills a gap in the market where there are no other publications dedicated to provide market intelligence on trade and exports for the CARIFORUM region.

Caribbean Export Outlook, in its entirety, provides 140 pages of research, interviews, and analysis designed to provide timely, accurate and relevant information to exporters with the aim of ultimately enhancing their export competitiveness. In addition it presents

the Caribbean as a vibrant, diverse region to attract investment from the international market. The Outlook is the latest edition to Caribbean Export's suite of Market Intelligence services, and will serve as a versatile tool for the Agency's constituents as they seek to gain greater insight into trade opportunities in the Caribbean and capitalize on international markets. Caribbean Export Outlook is available free in print and electronic copy from the Agency's website in both English and Spanish.

BSO BENCHMARKING AND ASSESSMENT

Caribbean Export has a mandate under the 10th EDF to assist trade support institutions to provide a wider range of quality of programmes, one such, is benchmarking and assessments. Benchmarking provides TPOs with a reliable and objective assessment of their institution, its efficiency, and its

performance in relation to best business practices of TPOs across the world. The assessment identifies areas for improvement through the use of a full set of benchmark measures, developed specifically for TPOs.

BELTRAIDE Benchmarking and Assessment

In June 2014, the Agency conducted a Benchmarking and Assessment of the Belize Trade and Investment Development Service (BELTRAIDE), using the methodology and tool developed by ITC. During the mission, consultative meetings were held with BELTRAIDE, as well as beneficiaries of the organisation. Additionally, debriefings were held with ITC to discuss the outcomes of the day's consultations and to score BELTRAIDE on the various areas of the assessment. A total of six representatives from BELTRAIDE were consulted, in addition to 23 stakeholders and beneficiaries.



MARKET ENTRY OPPORTUNITIES WITH EXPORT PROMOTION

Caribbean Export offers direct market penetration opportunities for firms through branded platforms for specific industries. These include Caribbean Essence, Caribbean Kitchen, Design Caribbean, and Soul Fusion. The Agency further supports the participation of SMEs in a range of regional and international trade shows, and festivals, which fall within the priority sectors, as identified in the 10th RPSDP. At the end of December 2014, 60 firms participated the following export promotion initiatives in



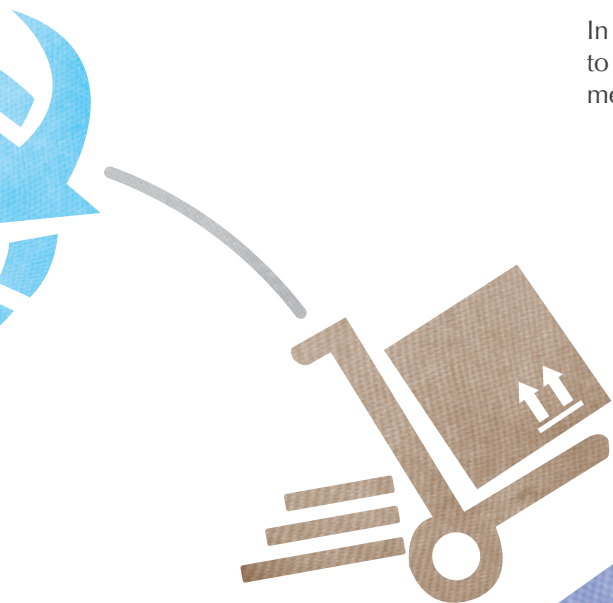
Clermont-Ferrand Film Festival 2014

During the period under review, Caribbean Export supported the showcasing of the 10 regional short films at the Clermont Ferrand International Short Film Festival 2014 in France from February 2-8, 2014 (*Table*

14). The objectives of the mission was to exhibit and stage a theatrical screening of Caribbean films to an international audience in Europe, creative awareness about the services, incentives and rebates available in the regional for international productions and facilitate exposure for Caribbean filmmakers through screenings at further international festivals.

In addition to a well-received screening to approximately 100 audience members, three regional filmmakers

The objectives of the mission was to exhibit and stage a theatrical screening of Caribbean films to an international audience in Europe,



From May 2-4, 2014, the Agency enabled the participation of three buyers from the United States and Jamaica who sought to engage and establish business relationships with Haitian suppliers.

- Mariel Brown, Karen Martinez, and Julien Silloray - have been invited to present at other international film festivals. The contingent has also been invited to assemble a package for the 2016 edition of the event, which will focus on Caribbean film and cinematography.

Femmes Création & Production Trade Fair

Now in its ninth year, the Femmes Création & Production Trade Fair is an annual trade fair, which showcases the female-owned small businesses in Haiti. Over the years, Caribbean Export has providing financial support to Femmes en Démocratie (FED) for the staging of the event. From May 2-4, 2014, the Agency enabled the participation of three buyers from the United States and Jamaica who sought to engage and establish business relationships with Haitian suppliers. Through this intervention, the Agency endeavoured to create business opportunities for Haitian

Table 14: Regional Short Films Showcased at the Clermont Ferrand Festival

FILM	COUNTRY
The Gardner (Jo Henriquez)	Aruba
Passage (Kareem Mortimer)	Bahamas
Auntie (Lisa Harewood)	Barbados
Yolanda (Christian Carretero)	Dominican Republic
A Home for these Old Bones (Julien Silloray)	Guadeloupe
The Earthquake (Danielle Lessovitz)	Haiti
Vivre (Maharaki)	Martinique
After Mas (Karen Martinez)	Trinidad & Tobago
Fish (Saun Escayg)	Trinidad & Tabago
Small Man: The World My Father Made (Mariel Brown)	Trinidad & Tobago

women-owned businesses, associations and cooperatives via a greater interaction with international buyers that would lead to higher exports and competitiveness in the Haitian artisan sector. During the mission, the three buyers collectively established 26 business contacts. Additionally, three sample orders were placed with a value of US\$2,400 and three contracts were secured with a total estimation of US\$7,500.

Design Caribbean

Design Caribbean, staged for the first time in 2011, is the re-branded Caribbean Gift and Craft Show (CGCS). This platform serves as the region's contemporary design event displaying the Caribbean's finest handmade and innovative products. In 2011, Design Caribbean was staged in the Dominican Republic, and 57 regional artisans participated in the initiative. The platform was also hosted in 2014 as a part of the Calabash International Literary Festival in Jamaica; on this

occasion 12 firms participated (Table 15).

Design Caribbean, staged for the first time in 2011, is the re-branded Caribbean Gift and Craft Show (CGCS). This platform serves as the region's contemporary design event displaying the Caribbean's finest handmade and innovative products.



Table 15: Firms Participating in Design Caribbean

FIRM	COUNTRY	SPECIALITY
Creations Dorees	Haiti	Footwear
Belzeb Inc.	Grenada	Spa & Aromatherapy
Itiba LLC	US Virgin Islands	Spa & Aromatherapy
Hands in Clay	Jamaica	Ceramics/Pottery Paintings
Rainforest Pottery	Guyana	Ceramics
Treasure Box/KAJ Expressions	Belize	Jewellery (Fashion)
Reve Jewellery & Accessories	Jamaica	Jewellery (Fashion)
Designs By Nadia	St. Lucia	Jewellery (Fashion)
The Dot Miller Collection	Bahamas	Handbags
Avark Inc.	Barbados	Handbags
Very Vanita	Barbados	Home Furnishings
Arawak Leather & Craft Shoe	Guyana	Footwear
Manufacturing Co.		

Table 16: Firms Participating in Trade and Investment Convention

FIRM	COUNTRY
Alambres Dominicanos	Manufacturing
Asociacion de Productores de Piña de Cevicos Inc, (APROPIC)	Business Support Organization
Association of Dominican Exporters (ADOEXPO)	Business Support Organization
Cartonera Rierba, S.A.	Manufacturing
Centre for Export and Investment of the Dominican Republic (CEI-RD)	Business Support Organization
DIESCO	Manufacturing
GTC	Professional Services
Laboratorios E&M, SRL	Manufacturing
Laboratorios Noruel	Manufacturing
Multiempaques Dominicana/ ICP Packaging	Manufacturing
NEX Consulting	Professional Services
Recursos Globales, SRL	Professional Services
VA Consulting	Professional Services

Trade and Investment Convention

From July 1-5, 2014 13 firms from the Dominican Republic participated in TTMA's Trade and Investment Convention (TIC), which was held in Trinidad and Tobago (Table 16). The multi-sectoral tradeshow, now in its 15th year, brings together local, regional, and international businesses with the aim of fostering intra and extra regional trade. Exhibitors with thousands of product, meet hundreds of buyers seeking new suppliers, goods, and services. With structured networking events, business education programmes, and matchmaking services, the TIC platform seeks to maximise export potential of exhibitors.

The firms participated, with support from Caribbean Export, in the four-day trade mission with the overall aim of promoting stronger trade and investment relations between CARICOM and the Dominican Republic. Participation in TIC also proved to be an opportunity to raise

awareness about the products and services offered by Dominican Republic firms, in addition to fostering enhanced market opportunities with CARICOM firms, buyers, and distributors.

In addition to the exhibition, the 7th CARICOM-DR Business Forum was also hosted by the Agency. During the Forum, representatives from BSOs in the Dominican Republic and Trinidad held discussions on barriers to trading between the two territories, and the opportunities that exist for market access. A presentation on "How to Do Business in the Dominican Republic" was also delivered to participating firms. Overall, approximately 250 persons attended TIC, which served as increased exposure for Dominican Republic firms. Participants in the Forum also cited a better understanding of the respective trade laws and regulations of both countries.

Dominicana Moda

Caribbean Export facilitated the participation of six regional designers

in the ninth staging of Dominicana Moda, in the Dominican Republic from October 20-25, 2014. The participants were Jean Yves Marchand of Haiti, Kimya Glasgow of St. Vincent & the Grenadines; Reve Jewellery and Accessories of Jamaica; Heather Jones International and Christian Boucaud Designs of Trinidad & Tobago; and the Dominican Republic's own Mariela Pichardo.

In addition to the runway showcase, the designers also conducted a site visit to manufacturing units in Haiti with the aim of creating business linkages and vertical integration between regional designers and Haitian manufacturers. Locations visited included Caribbean Export's support of Dominicana Moda provides an opportunity for emerging and established fashion designers in the Caribbean to expose their vision on the global stage, thus positioning the region as an international go-to location for fashion design and ingenuity. It was also the ideal occasion to engage the finance community by showcasing businesses with growth potential.



organized by Fundación Ciencia y Arte in conjunction with the Santiago Municipal Council celebrated 18 years with the staging of this event, however this edition gained increased international visibility with the participation of several firms from Latin America and Europe exhibiting their ecotourism product offerings.

Havana International Fair

Caribbean Export, within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, sponsored the participation of 10 regional exporters at the Havana International Trade Fair (FIHAV) held in Havana, Cuba from November 2-8, 2014. The 32nd edition of FIHAV, one of the largest international trade events in the Latin America and Caribbean region, included over 20,000 square meters of exhibition space for approximately 4,500 exhibits from more than 60 countries.

Caribbean Export's pavilion consisted of companies from the Dominican Republic and Haiti, as well as one company from Jamaica whose participation was coordinated by JAMPRO, who was also present at the Fair. The Dominican companies were primarily from the beauty and cosmetics sector whereas the Haitian private sector participant represented the textile manufacturing and handicraft industries. A series of B2B meetings were also coordinated by the Cuban Chamber of Commerce, and provided participants with the opportunity to meet with institutional buyers to offer their products and establish commercial ties.

Caribbean Export also sponsored the participation of institutional partners under the Bi-National Programme the Association of Industries of the

World Ecotourism and Production Fair

From October 18-26, 2014 Caribbean Export, under the 10th EDF Haiti-Dominican Republic Bi-National Programme, supported the participation of six beneficiaries from the Ministry of Tourism in Haiti and three Haitian businesses within the tourism sector at the World Ecotourism and Production Fair in the Dominican Republic. Caribbean Export sponsored the Haiti Pavilion where the Ministry of Tourism exhibited the country's ecotouristic potential with display of tropical beaches and mountains, in addition to

Haitian beverages and handicraft. The sponsored delegation also included representatives from the Haiti Tourism Association (ATH), as well as Best Western and Moulin sur Mer Hotels. Participants benefitted not only from attendance in the fair but also from participation in B2B meetings with the Dominican Association of Travel Agencies and Tourism (ADAVIT) for the Northern Region and other international travel agencies. As an immediate outcome, one firm was able to secure a contract to accommodate 30 persons from the Santiago Rotary Club for an upcoming event. The World Ecotourism and Production fair,

Dominican Republic (AIRD), CEIRD, MIC, and CCIH. Representatives from these institutions were able to support their stakeholders by promoting individual sectors and their national export product offerings and establishing relationships with their counterparts in Cuba.

Dominica Spa, Health and Wellness Association Branding and Promotion Project

Within the framework of the 10th EDF Services Component and the 2014-2018 Spa and Wellness Strategy, which speaks to the building of an identifiable spa and wellness brand using natural resources, Caribbean Export provided support to the Dominica Spa, Health and Wellness Association's (D-SHWA) Branding and Promotion project. The Agency facilitated the shooting of videos and still photography, as well as the online distribution of content for the initiative. The D-SHWA project seeks to strategically position the Association as the primary provider of wellness services for local and international markets. The initiative is also intended to highlight the uniqueness of Dominica's wellness professionals, and strategically rebrand the country as a centre of natural wellness.

Pure Grenada Nutmeg Spice Festival

During the period under review, Caribbean Export provided administrative support to the Grenada Hotel and Tourism Association (GHTA) in the hosting of the second annual Pure Grenada Nutmeg Spice Festival. Held from November 22-December 8, 2014 the festival comprises 2 weeks of island wide activities including competitions, exhibitions, culinary displays and community activities. The





Festival celebrates the importance of Grenada nutmeg to the history, culture, and economy of the country.

While the GHTA spearheaded the event, a host of public and private sector companies, organizations and individuals assisted with the overall execution. Restaurants and hotels across the island also competed for the most original nutmeg and spice menus, while school children vied with each other to create paintings, poems and jingles that best represent the spicy history of the island. Nutmeg farmers from across the country were also honoured for the role they have played in building the Grenada economy.

Within the framework of the 10th EDF Services Component and the 2014-2018 Spa and Wellness Strategy, which speaks to the building of an identifiable spa and wellness brand using natural resources, Caribbean Export provided support to the Dominica Spa, Health and Wellness Association's (D-SHWA) Branding and Promotion project.



BUSINESS ADVOCACY TO FOSTER AN ENABLING ENVIRONMENT

Caribbean Export seeks to create an enabling business environment for regional SMEs on a macro level by establishing relationships between territories through Bi-national Programmes, Trade agreements, and MOUs. Within the context of Business Advocacy the Agency also convenes a number of public/private sector engagement to facilitate the exchange of ideas, experiences and explore opportunities for regional growth and development. Examples of these include: the Caribbean Exporter's Colloquium, the Private Sector Advisory Group, the Caribbean Conference on the International Financial Services Sector and the Regional Innovation Advisory Group, inter alia.

Regional Innovation Advisory Group

From January 30-31, 2014 Caribbean Export held two-days of high-level discussion on the state of the region's

innovation capacity during the inaugural meeting of the Regional Innovation Advisory Group (RIAG). The objectives of the meeting were to gain insight from the RIAG as it pertains to developing a regional innovation

strategy as a catalyst for enhancing the competitiveness of the region's private sector and to secure buy-in for the development of a MOU for the sharing of information among R&D, Tertiary Institutions and the Private Sector.



Information Sharing, Financing, Intellectual Property (IP) Capture, and Metrics.

OECS Public-Private Sector Dialogue Consultation

With the aim of establishing a Road Map for the OECS public and private sector to determine the most viable way to advance regional private sector development, Caribbean Export convened a dialogue consultation in St Lucia for 12 key stakeholders across that region on February 10, 2014. This Road Map aims to not only guide the structure and functionality of the leading body to guide Public-Private Sector dialogue, but also increase trade and business advocacy in the region.

The major issues raised were as follows:

- The relevance of CARICOM within the context of intra-regional trade and commerce;
- The importance of B2B meetings for intra-sector growth and export, and the necessity for the appropriate ecosystem to stimulate growth;
- Immigration policies as a deterrent to trade;
- Tourism-related issues impacting small and medium-sizes businesses; and
- The role and relevance of the Caribbean Business Council (CBC) and the Caribbean Association of Industry and Commerce (CAIC) in alleviating the challenges faced by the private sector, and in the engaging the public sector on these issues.

ACP-Caribbean Private Sector Consultation

Caribbean Export hosted a regional private sector consultation meeting to gather input from 32 key stakeholders in CARIFORUM, which will inform

the ACP's private sector development strategy on February 14, 2014. According to the ACP Working Paper, this strategy is necessary following the less than satisfactory performance of private sector support in the past, the significant changes that have followed in the realm of private sector development, and the paradigm shift that has occurred in engaging the private sector for sustainable and inclusive development.

The meeting, which was held in Barbados, gathered information on the following:

- Areas for strategic focus and programmes - identification of the broad areas of intervention that are thought to be most important for the Caribbean, including sectors as well as actions (e.g. finance, technical assistance, training, etc.) that may cut across sectors. Additionally, specific areas for intervention (programmes and projects) were identified;
- Targeting and implementation modalities - identification of targets (countries, sectors, groups, institutions, etc.) and modalities for implementation (e.g. programmes/projects managed by Programme Management Units in Brussels, by ACP Secretariat, international organisations, regional organisations, etc.);
- National and Regional Intermediaries - Identification of agencies, institutions, corporations, etc. through which programme support should be channelled; and
- Potential strategic partners - Identification of other entities (the ACP Group is European focussed and all programmes are financed by the European Commission), which can partner with the ACP in

The 15 stakeholders in attendance identified a number of challenges facing the region as it relates to adopting an innovation agenda, and further outlined the four thematic areas that could address the issue, namely:

the implementation of its private sector development strategy.

As a follow up to the consultation, the ACP Secretariat will complete and disseminate the private sector development strategy.

3rd Caribbean Conference on the International Financial Services Sector

For three days, Caribbean Export in partnership with the Government of the Bahamas hosted the 3rd Caribbean Conference on the International Financial Services Sector. Under the theme “The Caribbean Engaging the World in Financial Services”, the high profile summit saw participation from 131 delegates, including Caribbean Prime Ministers and Ministers of Government, experts from academia, and industry regulatory bodies. The Conference, held from March 31-April 2, 2014, was convened with the aim of: discussing the full range of global policy measures and initiatives that directly affect the Caribbean International Financial Services Centres (IFCs), fostering greater recognition and support of the positive work performed by the Caribbean IFCs, and facilitating a more collaborative and inclusive process in the redesign of International Financial Architecture.

The Conference was also convened to discuss and agree on the road map to facilitate the strengthening and development of the industry, as well as review the work and strategic direction of the Task Force for the Promotion and Protection of the Caribbean Financial Sector (TFP-CFS) charged with leading the regional agenda. Ten plenary sessions were held over the three-day period and resulted in the identification of several interlocking areas for action, namely: a strategy for the developing



the Caribbean financial services sector, development of human capital, regulation and compliance, as well as advocacy and coordination.

Subsequent to the Conference and based on the agreed recommendations, Caribbean Export launched an open tender to develop a Road Map and Action Plan for the establishment of a Caribbean Regional Financial Services Institute on June 3, 2014. Caribbean Export also contracted a consultant to develop a strategic plan and roadmap toward the establishment of a Financial Services Secretariat. During the contract period, the Agency facilitated a meeting of CARIFORUM/FCOR/OCT Task Force in Grand Cayman, Cayman Islands June 26, 2014.

Within the context of the Task Force meeting, the opportunity was taken to convene a meeting of financial services stakeholders present from CARIFORUM countries and OCTs including British Virgin Islands, Cayman Islands, Bermuda, Montserrat, The Bahamas, Antigua and Barbuda and Barbados. The consultant's work was presented on this occasion and feedback provided. The final draft report was submitted and presented for the consideration of

**For three days,
Caribbean Export
in partnership with
the Government of
the Bahamas hosted
the 3rd Caribbean
Conference on the
International Financial
Services Sector.**

Table 17: Private Sector Advisory Group Members

FIRM	COUNTRY	SECTOR
Automotive Art Group	Barbados	Manufacturing
West Indies Rum and Spirits	Barbados	BSO
Producers' Association Inc.		
Beverages Caribbean Inc.	Barbados	Agro-Processing
Royal Mayan Shrimp Farms	Belize	Agro-Processing
Pujols Canals Legal Consultants	Dominican Republic	Professional Services
BrainStreet Group	Guyana	ICT
Fiwi Choice	Jamaica	Creative Industries
Mona School of Business & Management	Jamaica	Tertiary Education
Baron Foods Limited	St. Lucia	Agro-Processing
Angostura Ltd	Trinidad & Tobago	Manufacturing

the TFP-CFS at the 5th Meeting of the TFP-CFS in Washington, D.C. held from September 30 - October 1, 2014. The Meeting of the TFP-CFS was convened not only to review the progress to date on the way forward as agreed at the 3rd Caribbean Conference on International Financial Services, but to also engage with interlocutors and stakeholders in Washington, D.C. in the furtherance of the Agency's mandate to facilitate the development of the sector. Amongst the key outputs was the agreement that a delegated team of Task Force participants should develop a project proposal, which may be used to solicit funding for the establishment and operation of the Secretariat.

9th CARIFORUM-FCOR/OCT Task Force on Trade and Investment

From June 26-27, 2014 Caribbean Export held two days of high-level meetings with 53 Government officials, and members of regional organisations within the framework of the 9th CARIFORUM-FCOR/OCT Task Force on Trade and Investment

in Cayman Islands. In addition to following up on decisions agreed to at the 8th meeting, the Task Force sought to provide an update on co-operative initiatives between CARIFORUM and the FCORs, discuss the status of the Caribbean financial services sector and the Octroi De Mer, and establish a Technical Management Unit (TMU) in the FCORs. During the mission, the Task Force members also reviewed the recommendations of the Comprehensive Study on the Technical Barriers to Trade (TBTs) and other Technical Requirements that affect the two regions.

Private Sector Advisory Group

Caribbean Export convened the 2nd Private Sector Advisory Group (PSAG) meeting at the Hilton Barbados Resort in Bridgetown Barbados on November 10, 2014. The PSAG, which was also the commencement of Caribbean Export Week 2014, saw attendance by 10 private sector delegates from seven CARIFORUM States, representing seven sectors (Table 17).

The Conference was also convened to discuss and agree on the road map to facilitate the strengthening and development of the industry, as well as review the work and strategic direction of the Task Force for the Promotion and Protection of the Caribbean Financial Sector (TFP-CFS) charged with leading the regional agenda.



During the meeting, the members were given the opportunity to hear presentations and provide feedback and recommendations on the work that Caribbean Export is undertaking in regional private sector development. Specifically, the PSAG members reviewed and discussed the following:

- Matrix on the Implementation Status of Issues Discussed at PSAG Meeting - March 2014
- Terms of Reference Governing the PSAG
- Terms of Reference for the Development of a Business Plan for a Not-for-Profit arm of the Caribbean Export Development Agency

- Concept Note for Caribbean Export Incorporated (CE Inc.)
- CARICOM-CARIFORUM Public Private Sector Dialogue: A Roadmap for Re-Engagement
- Draft Strategic Plan for Caribbean Export

Members present also discussed many of the challenges and issues facing the private sector including regional transport, access to non-traditional financing, market agility for competitiveness and to attract investment, the role of the private sector in trade negotiations, joint warehousing, building trust among

the private sector, and regional branding among others. Following the deliberations, Caribbean Export agreed to initiate the process for the validation of the Caribbean Business Council (CBC), and continue the follow up action necessary for the building out of concept to establish CE Inc.

Caribbean Exporters' Colloquium

With the aim of proving a roadmap for future economic growth, the 2nd annual Caribbean Exporters' Colloquium was convened at the Hilton Barbados Resort in Bridgetown Barbados from November 11-12, 2014.



Under the theme, “Building Economic Resilience in the Caribbean”, the two-day international conference brought together regional and international dignitaries, business executives and industry scholars to examine the contribution and performance of regional exports, which were covered in eight sessions. These included:

- Making the Grade: An Examination of the Region’s Export Performance
- Clearing the Hurdles: Key Issues Affecting Caribbean Private Sector Competitiveness
- The Role of the Private Sector in Regional Economic Development
- Branding and Intellectual Property

Rights: The Counterweight to Volume
Innovate or Imitate?

- Access to Finance: Examining Non traditional Platforms for Funding
- Alternative Energy: The Region’s Transition to Sustainable and Energy Efficient Economies
- The Caribbean in the New Global Logistics and Shipping Eco-System

The conference also allowed participants to hear from and interact with industry specialists as they undertook a detailed analysis of the performance of key sectors including tourism, agro-processing, creative industries, and services. Discussions also centred on the challenges facing the private sector such as high

operating costs, high transportation costs, and inadequacies in enabling structures and processes. Special attention was also paid to branding and intellectual property rights, the highly debatable question of whether the private sector should seek to innovate or imitate, transportation and shipping challenges, access to finance, and the identification of non-traditional platforms for funding.

The Caribbean Exporters’ Colloquium was funded by the 10th EDF RPSDP, with support from GIZ. A total of 166 persons from CARIFORUM, FCORs, OCTs, UK, USA, Canada, Switzerland and South Africa attended the event.

SUSTAINABILITY & INSTITUTIONAL ACHIEVEMENTS

COORDINATION WITH REGIONAL AND INTERNATIONAL AGENCIES

11th EDF Caribbean Regional Indicative Programme

Caribbean Export participated in the Special Meeting of Ministers of CARIFORUM & Officials to consider a draft of the 11th EDF Caribbean Regional Indicative Programme (CRIP), from June 23-25, 2014 in Grenada. The meeting discussed the revised draft proposal of the 11th EDF CRIP including considering thematic priorities, Multi-Country Programmes (MCPs), and allocation of financial resources for inclusion under the programme to be negotiated between CARIFORUM and the EU. The following is a summary of the discussions that emanated from the meeting:

- The number of focal areas were reduced from four to three, removing the Caribbean Investment Facility (CIF) from the 11th EDF CRIP;
- Negotiations between the EU and CARIFORUM were at an advanced stage with only one contentious point. The EU was not in agreement with a cap of 15% of the CRIP placed on the level the MCPs. They are of the view that there should be no cap, but would probably settle

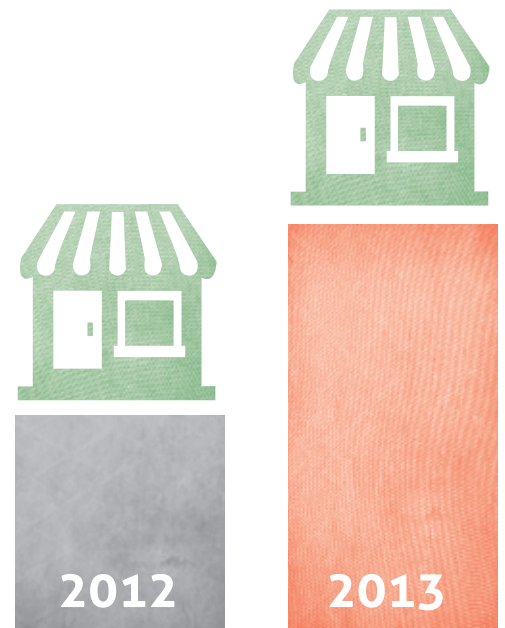
with 35%, if a cap must be set. The CARIFORUM is adamant that the 15% cap will not change. Further negotiations on this matter is to continue.

- The MCP submitted by Antigua and Barbuda was supported but with a policy development element, rather than investment in infrastructure re development.
- It was agreed that the Ministers would be given until July 15, 2014 to provide feedback on the revised draft narrative for the CRIP and presented at the next meeting of the senior officials.

On December 8, 2014 the first in a series of Joint CARIFORUM-EU Technical Meeting was convened in Guyana geared towards the further development of the 11th EDF CRIP. During the meeting indicators were discussed and agreed upon for regional integration, EPA implementation, private sector development. A full report from the technical meeting is to follow in January 2015.

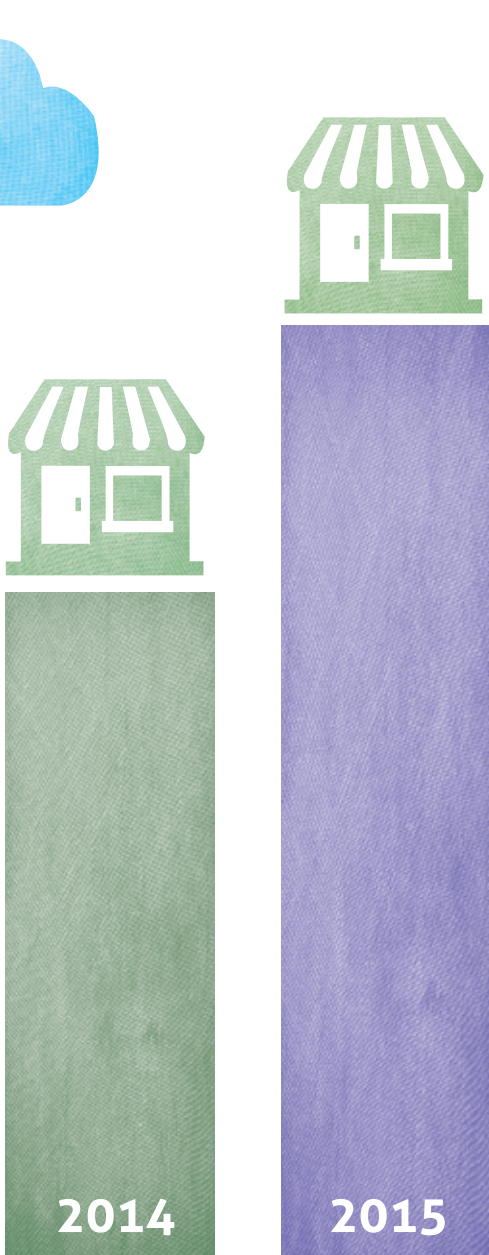
Caribbean Export-ITC Technical Meeting

A technical meeting was convened between Caribbean Export and ITC on June 20, 2014 in Geneva, Switzerland. The purpose of the meeting was to examine the progress to date, in the areas where the Agency has been cooperating with the ITC, and also to



discuss deepening of ties through a revision of the existing MOU between the two entities.

Discussions focused on Trade Information, specifically market pointers, market intelligence, virtual library, mobile delivery, training and information system, and field information, with a further elaboration



on development of trade information platforms by financial institutions, which is trending globally. The idea for this service by these institutions is to provide the information that would help guide their trade and export clients - with the hope that the banks can provide their loan services to fund their clients' growth. The banks actually

pay the fees for access to the various databases. There were three areas of interest for Caribbean Export: field investigation training; a list of some of the best databases for trade information and market intelligence, with an emphasis on free access; and a list of best practice sites.

As it relates to BSO Benchmarking, a review was presented on the six BSOs, including Caribbean Export, that have been benchmarked. The strength and weaknesses of the benchmarking was also highlighted, and it was agreed that the focus was now on building the capacity of Caribbean Export to be able to undertake this benchmarking in the region. However, ITC is still in the development phase for follow-up tools/ services coming out of the assessment.

OAS-Caribbean Export Cooperation Agreement

On October 2, 2014, Caribbean Export and the OAS, through its Executive Secretariat for Integral Development (SEDI) signed a cooperation agreement, which will be the framework of extensive collaboration between both organizations in the Caribbean region. Signed at the OAS Headquarters, this partnership signals a new way forward in terms of development.

This agreement also formalizes the relationship that has been built on trust, integrity, and mutual respect between the two entities. Preliminary actions identified to advance common interests include developing an export strategy for higher education services, and a programme to prepare technical advisors from Micro, Small and Medium Enterprise (MSME) support institutions to assist MSME in enhancing their competitiveness and productivity through the use of ICTs in their business management process. This final programme will build on similar successful training carried out in Central America, funded by the OAS-Canada Cooperation Plan.

AFD Appraisal Meeting

From October 27-28, 2014 Caribbean Export attended an AFD Appraisal Meeting with Martinican authorities and professionals in the agro-processing sector to within the framework of the AFD-funded Export Capacity Strengthening Programme for CARIFORUM SMEs. The meeting was convened with the aim of presenting the intermediary results on the feasibility study being undertaken, sharing findings on the field visit, as well as discussing future collaboration with the Martinican food safety authorities.

Following the meeting there is an increased understanding of the agro processing industries and the challenges and opportunities; identification of initiatives of potential cooperation between a company in Martinique and in the target countries of the project; recognition of the barriers and obstacles in these partnerships, and how the capacity strengthening programme could support these initiatives and help to remove obstacles; identification of what would be the need for complementary



support to Martinican companies through complementary financing, as well as specific services and expertise that the Pôle Agroalimentaire Région Martinique (PARM) could bring to the project; and outlining of a proposal for an INTERREG Programme administered by the Regional Council of Martinique.

INTERREG Project Meeting

Caribbean Export was invited to participate in the inaugural project meeting on the INTERREG Operational Programme 2014-2020 from December 2-3, 2014 in Martinique. In consultation with the Regional Council of Martinique, the OECSC Competitiveness Business Unit, and Caribbean Export, the Chamber of

Commerce presented the outline for and invited comments on the draft of the Programme. During the discussions, the following areas were proposed for further consideration: development of Business Strategy for select firms; enhancement of Market Intelligence; access to finance; and cooperation between firms. A final project report on the 2-day deliberations will be drafted and disseminated on completion by the Chamber to all participants.

COMMUNICATIONS AND VISIBILITY

During 2014, the visibility of the Agency continued to be largely driven through work programme activities,

with increased marketing support and communications for specific projects. As a result of an additional resource, implementation of a corporate marketing and public relations strategy was commenced, which encompasses key article and content distribution and marketing activities to drive additional traffic to the website and positive public relations (PR).

Website

At the end of the 2014, the carib-export.com website logged a record number of views totalling 168,360, an analysis of the users showed 55% were new, compared to 45% returning visitors. Correspondingly, February recorded the highest views at 18,842. The increased traffic has largely been led by the DAGS CfPs, which incorporated a number of strategic marketing initiatives such as press releases, email campaigns and promotion of successful grant awardees in the Agency's Green Initiative short video. At the end of the fourth quarter, the website recorded a year on year (YoY) growth of 24%, which is a strong indicator of increased visibility. Table 18 illustrates the top 10 countries for visitors to the site. The existence of the USA and UK in the top 10 is consistent with our drive to increase international visibility.

At the beginning of 2014, new website content and layout design was developed. The site was completed in July, and now includes dropdown menus, and organisation of information in a user-friendly manner that supports the promotion of the services and programmes that are offered to the regions private sector including the exporters' toolkit. Also significant is the media page that houses the publication and video libraries. Second only to the homepage, the

Caribbean Exporters' Colloquium 2014 page received the highest number of views on the website: 1,170 over the two-day period. This is a result of the targeted promotion of the event via the media distribution outlets such as MailChimp, Twitter and Facebook, which drove traffic to the site in addition to the live streaming of the event.

Public Relations and Marketing

Caribbean Export also commenced a new weekly email campaign that provides a digest of Agency activities in 2014. This additional platform for content distribution has helped to increase traffic to the website and given increased visibility to news items and activities. One area increased visibility was the Exporters' Toolkit, which was recorded within the top 10 pages of the overall website with 456 views. The Agency further commissioned the development of the Exporting Success Video series. Seven videos were completed and were used as promotional lead up to and during Caribbean Export Week. The lifetime views for these videos are illustrated in *Table 19*. Overall, the use of videos to increase the visibility of the Agency has been successful, as the viewership for Agency's YouTube channel increased by 270% with the lifetime views totalling 9,949 at the end of 2014.

During the period under review, additional PR and Marketing support was delivered for and through the following initiatives:

- ProNET
- BreakPoint 12-week video series
- DAGS Roadshow (Barbados, Jamaica, Dominican Republic, Haiti)
- Food Safety Special Call and email campaign
- Exporters' Toolkit

Table 18: Top 10 Countries visiting carib-export.com during January-December 2014

VIDEO	VIEWS
Barbados	8,936 (20.75%)
United States	4,626 (10.74%)
Trinidad & Tobago	3,625 (8.42%)
Dominican Republic	3,615 (8.40%)
Jamaica	3,371 (7.83%)
United Kingdom	1,456 (3.38%)
St. Lucia	1,257 (2.92%)
Haiti	1,198 (2.78%)
Canada	1,084 (2.52%)
Guyana	960 (2.23%)

Table 19: Lifetime Views of the Exporting Success Video Series

VIDEO	VIEWS
Qualfon Guyana	962
10 Saints Barbados	773
Cayman Enterprises City	402
SMAKS	358
MEILING Trinidad	356
Investing in the Caribbean	308
ARS Humano	284

The Agency further launched a series of publications including:

- CREATE Magazine
- Caribbean Export and the EU: Cooperation for Economic Development & Regional Integration
- Caribbean Export and GIZ: Cooperating to Export
- Caribbean Export and BSOs: Cooperating to Support the Regional Private Sector
- Caribbean Export's DAGS: Providing Access to Finance for the Regional Private Sector
- Caribbean Export OUTLOOK Creating Opportunities - Annual

Report 2013

- Primed for Success Vol. 3
- With the launch of the Caribbean Export OUTLOOK the publication was made available online via ISSUU. The OUTLOOK can be viewed and downloaded on the Agency's website. A total of 103 downloads of the publication were made from the website: 75 for the English version and 28 for the Spanish version. Overall, the publication was read 1,039 times since being uploaded in November 2014. Advertisements were also created for the publication and appeared in TIME magazine Person of the Year

At the end of 2014, a total of 75 press releases were written and distributed to regional and international media for the year.

(released December 22/29, 2014) and in Caribbean Beat (released January 1, 2015). Promotion of the publication will continue in January 2015 using specific articles to increase visibility.

At the end of 2014, a total of 75 press releases were written and distributed to regional and international media for the year. Moreover, feature articles were composed and submitted to the press: Guyana in Focus, Training and Certification for Private Sector Development, and Caribbean Women in Business (supported with a short flash video that was distributed online via social media and to industry web portals), in addition to ad hoc pieces from interviews activity participation. The latter article was also supported with a short flash video that was distributed online via social media and to industry web portals. A success story on SMAKS Luxury Group was also developed and distributed to industry publications.

INFORMATION AND COMMUNICATION TECHNOLOGY

During the period under review, in addition to the daily IT activities, the work undertaken in Information and Communication Technology (ICT) focused primarily on the establishment of a SharePoint and physical document management System, upgrade of the IT infrastructure and the drafting of an ICT Policy and Strategy for the Agency.

SharePoint Document Management

As a part of the Caribbean Export's Records and Information Management (RIM) Programme, the new SharePoint interface was introduced during the first Quarter of 2014. Training was also delivered to staff on the use of the interface. To facilitate the process of direct scanning and the digitizing of documents to the interface, two document scanners were also installed and available for Agency use. The active scanning of documents commenced in May with 152 documents, and at the end of December 1475 documents in total were scanned. Further, at the end of the fourth quarter of 2014 17,419 files were being managed within SharePoint (*Table 20*), at an average increase of 14% per quarter. The Draft RIM policy and procedure were incorporated into the Agency's Operation Manual - Part 1, in August 2014. There are some outstanding procedures with regards to the record centre, which will be updated on finalization of training and subsequent implementation of the records centre.

Physical Document Management

A central aspect of the RIM programme is the physical filing capability of

the Agency, as such the installing of shelving in the Main and Finance Registries were completed, the completion rate at the end of this period is 60%. The filing, sorting and labelling of boxes commenced in 2014 and to date, the total number of boxes in the registry is 149 (*Table 21*). To support this process, training was delivered to the Agency's administrative staff on the best practices in the care and handling of paper records. Participants were also introduced to the procedure for transferring and requesting paper records to and from the Registry, and the Classification Scheme for referencing outgoing letters. This information is also available on the Corporate Blog in SharePoint. During the period under review, an Inventory was completed on the CD ROMs held in the Registry; three boxes were inventories with a total of 180 CDs. The inventory process will be continued to ensure that there is a record of all document housed in both offices of the Agency.

IT Infrastructure Upgrade

As it relates to the IT infrastructure upgrade, Caribbean Export mobilised the hardware and software required for the upgrade of a wide area network (WAN). This project sought to provide a phased approach for virtualising the Agency's platform and expand the current WAN capabilities. The IT infrastructure upgrade project consisted of four phases with specific activities, which included:

- Implementation of a virtual infrastructure environment in Barbados and the Dominican Republic;
- Migration of Microsoft Small Business Server Infrastructure to a virtualised environment, in Microsoft Exchange;
- Migration of the existing virtual

- servers (SharePoint and SQL) to an upgraded virtual environment; and
- Implementation of an offsite disaster recovery mechanism.

The Agency now has the ability to recover from a system (ACCPAC, SharePoint, Exchange etc.) failure within 15 to 20 minutes without the use of backup tapes.

ICT Policy and Strategy

A consultant was contracted to undertake the drafting of an ICT policy and strategy for the Agency during the period under review. Following interviews with 20 members of staff, and 6 persons representing the Agency's ICT service providers, the draft ICT report with a detailed SWOT as highlighted in *Table 22*.

HUMAN RESOURCES DEVELOPMENT

In 2014, the Human Resources (HR) unit made improvements in the HR infrastructure with specific focus on administrative and operational HR functions and processes. As it relates to the administrative process, upgrades have been made in the areas of policy and procedures documentation, which include recruitment and orientation, employee assistance programme (EAP) counselling, promotion, succession planning, training and education assistance (TEA), and performance management.

There have been improvements made to the recruitment and orientation process. This process now includes the implementation of an interview assessment calculator, and utilisation of standardized forms. Each form is then specifically designed with weightings that are in alignment with the position's responsibilities and the core

Table 20: No. of Documents Managed within SharePoint Categorised by Site

DOCUMENT CENTER	NO. OF ITEMS
Directors	109
Corporate - Governance	229
Corporate - Communications	2208
Corporate - Administration	171
Operations - Building and Equipment	509
Operations - Human Resource	1380
Operations - Finance	2423
Operations - Records, Information and Technology	1542
Operations – Monitoring and Evaluation	465
Competitiveness and Innovation	2745
Trade and Export Development	3788
Bi-National Programme	274
Projects Documents	1327
Services	249
TOTAL	17,419

Table 21: No. of Boxes in the Registry

SECTION	NO. OF BOXES
Archives	8 (standard) & 5 (half)
DAGS	40
Finance	6
General	38
Trade Information Center	6
CD ROMs/DVDs	3
Documents recommended for Destruction	41 boxes, 71 binders
Documents to be sorted	-
Boxes with duplicates	6
Binders (to be sorted)	36
Incoming Mail	1

values to evaluate the most suitable candidates. These forms include the interview assessment forms, scoring forms (written or teamwork) and reference check forms. The orientation process has been standardized at both Headquarters and the SRO, which now includes new procedures with an orientation checklist and package with relocation information for new hires. The UWI Graduate Placement Program is being utilised as a primary recruitment pool for suitable candidates. The recruitment screening process is being used to identify the potential of relevant high calibre talent that is now incorporated into the recruitment pool database.

The Agency has also negotiated and secured training to upgrade the employee competencies. The specified training areas will be in Project Management, with certification by the UWI's Cave Hill School of Business, and Language Acquisition training in Spanish with Rosetta Stone and French tutored classes

There has been a standardisation of HR administrative templates such as unsuccessful candidate letters, the SRO intern placement agreement, the exit interview survey and exit interview forms. HR employee documentation upgrades have also been undertaken with the compilation of all recent staff resumes and the employee information form, which will be converted into an electronic database. Additional upgrades have been made to the job descriptions for permanent and temporary hiring and permanent positions that exist. General administrative improvements such as the Management and department meetings held by the Office of the Executive Director are now documented and circulated. The leave documentation process was also digitised to include all leave inclusive

Table 22: SWOT Analysis for ICT Policy and Strategy

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong and stable ICT Technical Platform • Good Intra-Office connectivity • High level of ICT literacy and skill among staff • Strong awareness of ICT potential • Availability of resources to invest in ICT initiatives 	<ul style="list-style-type: none"> • Lack of consensus on ICT focus • Ambiguity in governance and management structure for ICT • Lack of clarity on responsibility and accountability for ICT activities • Lack of integrated ICT work plan • Underutilization of existing ICT capability
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Development of Integrated ICT Work Programme • Increased service delivery to clients through "front-end" systems • Improved management, access and use of corporate and knowledge information resources • Improved operational efficiency, through increased process automation or elimination of routine activities • Reduced communication costs • Improved productivity from greater ability to function independent of location • Improved management, monitoring and evaluation of projects 	<ul style="list-style-type: none"> • Loss of funding for ICT activities • Inability to meet ongoing costs of sustaining and enhancing ICT platform

of travel duty.

During the period under review, the performance management system needs for Agency as compared to Strategic Objectives and the expected

outputs was identified. Subsequent to the tender process, an external contractor was commissioned to design the Balanced Scorecard Performance Management System for the Agency. The basic research information was

provided and work was undertaken to ensure compliance with Caribbean Export's Strategic Objectives, Strategic Results Framework and existing Project reporting processes. The Management Team and staff attended a workshop on the Balanced Scorecard in October to understand the Performance Management tool and to outline the forecasted implementation process. All departments have been working on their Department Strategic templates.

The HR components of the Caribbean Export Strategic Plan were also drafted and submitted for review. These include sub-sections on the Performance Management System, Project Management, Core Values, and the SWOT and PESTLED analyses.

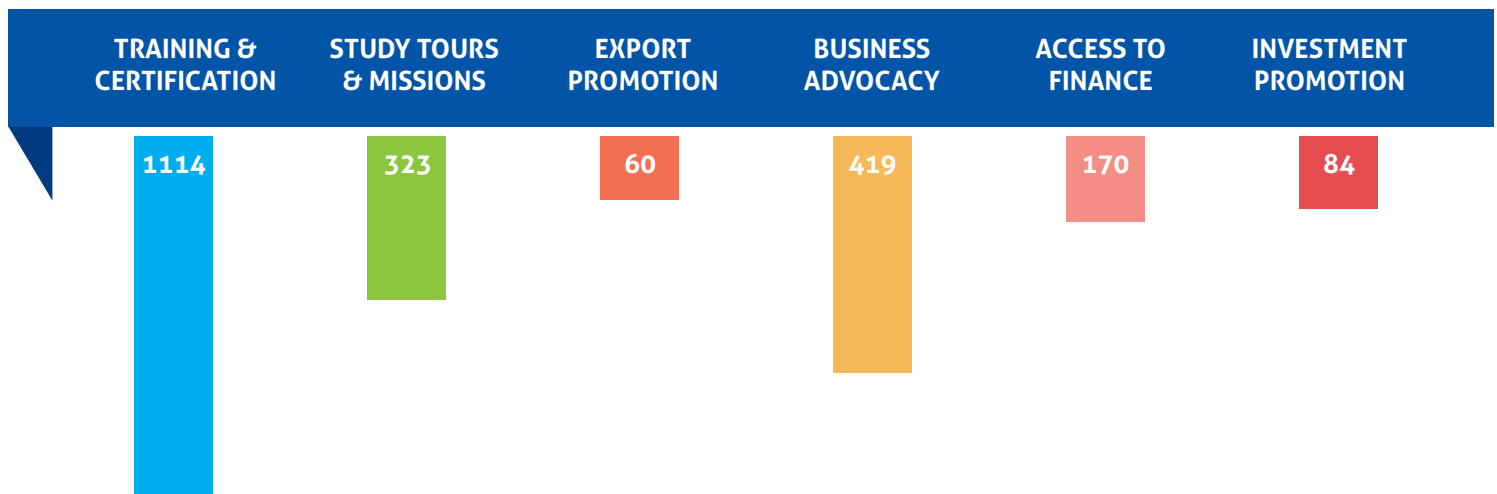
The HR Department contributed to the coordination of the logistics for the Caribbean Exporters' Colloquium held in October. This included the organisation of all protocols for dignitaries and the event, and staff coordination with the issuance and implementation of duties and responsibilities.

There was a restructuring process implemented at the end of November, which included the non-renewal of contracts for eight staff members. This process was conducted with due diligence, with good governance and Senior Industrial Relations counsel.

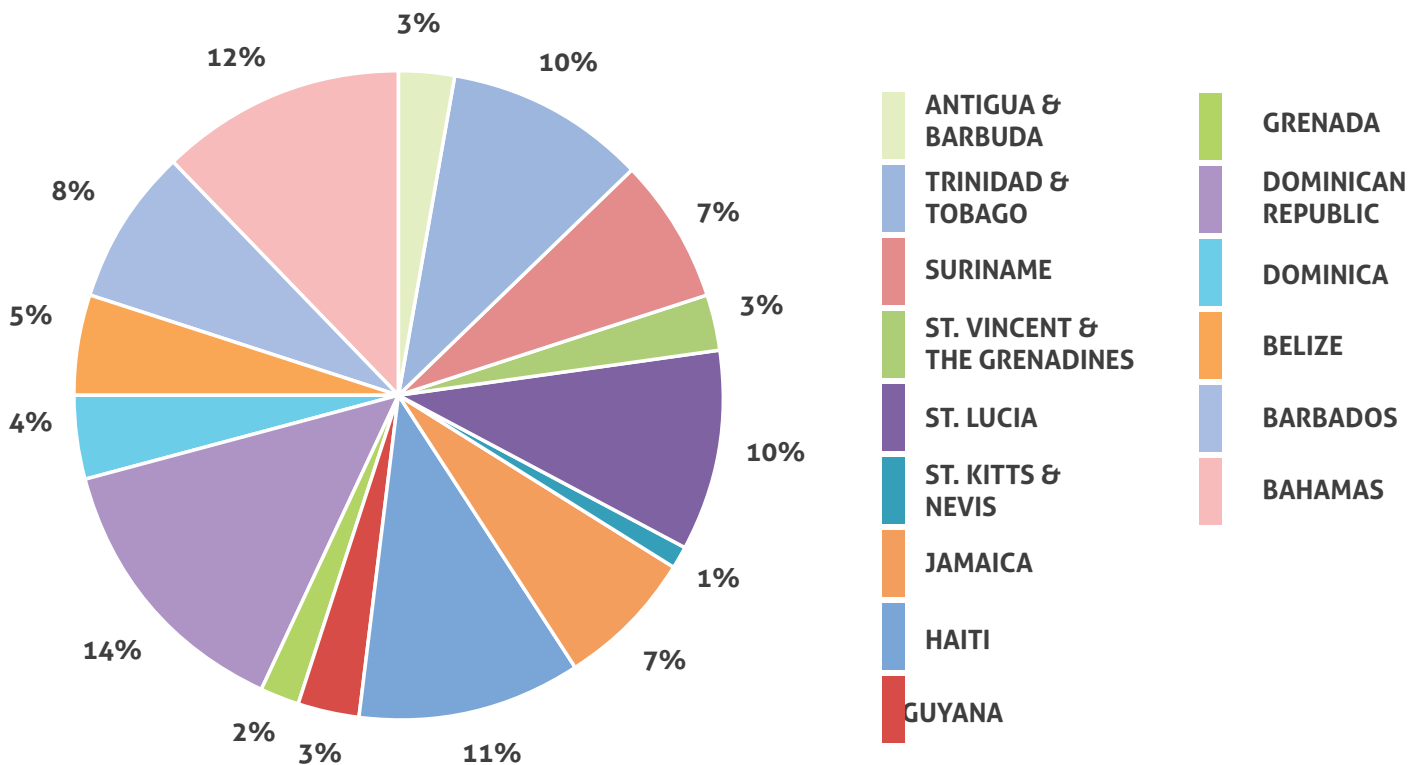


STATISTICAL HIGHLIGHTS

Participation in Caribbean Export Initiatives during January-December 2014



Sex-disaggregated Participation in Caribbean Export initiatives during January-December 2014



CARIFORUM Participation in Caribbean Export 10th EDF initiatives January-December 2014

COUNTRY	FEMALES	MALES	TOTAL
Antigua & Barbuda	30	28	58
Bahamas	144	122	266
Barbados	91	85	176
Belize	57	57	114
Dominica	47	45	92
Dominican Republic	132	158	290
Grenada	23	21	44
Guyana	32	37	69
Haiti	111	133	244
Jamaica	76	70	146
St. Kitts & Nevis	6	15	21
St. Lucia	88	114	202
St. Vincent & the Grenadines	38	33	71
Suriname	73	84	157
Trinidad & Tobago	114	106	220
TOTALS	1062	1108	2170

STATEMENT OF EXPENDITURE 2014

Period January 1, 2014- December 31, 2014

The table below depicts the summarised rate of implementation under the five components of the 10th EDF Regional Private Sector Development Programme.

SPECIFIC OBJECTIVE/COMPONENT	BUDGET BDS\$	ACTUAL UTILISED BDS\$	UTILIZATION RATE %
1. Enhancing Competitiveness and Promoting Innovation among CARIFORUM's Private Sector	15,418,089	13,901,559	90%
2. Promoting Trade and Export Development among CARIFORUM States	3,792,030	3,112,644	82%
3. Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost region (FCORs) and EU Overseas Countries and Territories (OCTs) in the Caribbean	2,129,170	1,793,743	84%
4. Promoting stronger trade cooperation between CARICOM and the Dominican Republic	368,129	330,739	90%
5. Strengthening the institutional capacity of Caribbean Export to implement the trade and investment promotions programmes in the Region	1,828,033	1,801,791	99%
Visibility	108,000	77,697	72%
Audit	215,000	196,758	92%
TOTAL	23,858,451	21,214,932	89%

The overall implementation rate as reported in an earlier period (the implementation rate was projected to reach at least 85% by year end) , has now improved and is more in line with the normal rate of utilization. We once again emphasize the importance of the Direct Assistance Grant Scheme (DAGS) programme in supporting a high rate of implementation.

COUNTERPART CONTRIBUTIONS

During the year 2014, the payments by CARIFORUM States to the Head Office totalled BDS\$1,729,611. Caribbean Export is heartened by the continued commitment shown by member states for its area of work.

NOTES

NOTES

A decorative graphic in the top right corner featuring a cluster of colorful business icons including a lightbulb, puzzle pieces, a dollar sign, a ship, a globe, a hand holding a chart, a container, a gear, a person, a building, and a stack of coins.

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A decorative graphic in the bottom right corner featuring a cluster of colorful business icons including a lightbulb, puzzle pieces, a dollar sign, a ship, a globe, a hand holding a chart, a container, a gear, a person, a building, and a stack of coins.

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