



# VISION INTO ACTION

2012 Annual Report of The Caribbean Export Development Agency





# ABBREVIATIONS

## 10th EDF RPSDP

ACE  
ACP  
ACP BizClim  
ACSAC

ADITEX  
ADO-EXPO  
B2B  
BCSI  
BELTRADE  
BSO  
CAFEIN  
CAFIA  
CAIC  
CAIPA

CAMRAC

CARICOM  
CARIFORUM  
CARIFORUM-EU EPA

CCPIT

CDF  
CEDP  
CIF  
CFI  
CFP  
CEDC  
CEH  
CICMC

CMC  
CNSC  
CODIA  
ors  
COTED  
CPD  
CROSQ

CSME  
DAGS  
DEXIA  
DFID  
DIGECCOM

DR  
DR-CAFTA  
EDRM  
EU

FCAA  
FCORs  
FDI  
FDA  
FTA  
GDP  
GIs  
GIDC  
GIZ

Tenth European Development Fund Regional Private Sector Development Programme  
Architects Council of Europe  
African, Caribbean and Pacific Group of States  
ACP Business Climate  
Association of Commonwealth Societies of Architects in the Caribbean  
Dominican Textile Association  
Dominican Exporters Association  
Business-to-Business  
Barbados Coalition of Service Industries  
Belize Trade and Investment Development Service  
Business Support Organization  
CARIFORUM EPA Implementation Network  
Caribbean Fashion Industry Association  
Caribbean Association of Industry and Commerce  
Caribbean Association of Investment Promotion Agencies  
Caribbean Architects Mutual Recognition Agreement Committee  
Caribbean Community  
The Forum of the Caribbean Group of ACP States  
CARIFORUM-European Union Economic Partnership Agreement  
China Council for the Promotion of International Trade  
CARICOM Development Fund  
CARICOM Export Development Project  
Caribbean Investment Forum  
Centre for the Facilitation of Investments  
Call for Proposals  
Caribbean Export Disciplinary Code  
Certified Ethical Hacker  
Caribbean Institute of Certified Management Consultants  
Certified Management Consultant  
Caribbean Network of Services Coalitions  
Association of Engineers, Architects and Surveyors in the Dominican Republic  
Council for Trade and Economic Development  
Continuous Professional Development  
CARICOM Regional Organization for Standards and Quality  
Caribbean Single Market and Economy  
Direct Assistance Grant Scheme  
Dominica Export Import Agency  
Department for International Development  
Dominican Directorate for Multilateral Cooperation  
Dominican Republic  
DR-Central America Free Trade Agreement  
Electronic Document and Records Management  
European Union  
Federation of Caribbean Architects' Associations  
French Caribbean Outermost Regions of Europe  
Foreign Direct Investment  
U.S Food and Drug Administration  
Free Trade Agreement  
Gross Domestic Product  
Geographical Indicators  
Grenada Industrial Development Corporation  
Deutsche Gesellschaft für Internationale Zusammenarbeit

## GLOBALGAP

HACCP  
ICT  
IDB  
IPAs  
ISO  
IT  
ITC  
JAMPRO  
LAC  
LEED  
M&E  
MI  
MIS  
MOU  
MRA  
MSME  
NAO  
NEPAIU  
NGOs  
NTINs  
OAS  
OBIC  
OCTs  
OECS  
OECS EDU  
R&D  
RIDS  
RIM  
RIPSC

RIS  
RSP/RIP

RTITP  
SBDC  
SCCS  
SMEs  
SLCSI  
SRO

TIC  
TOR  
TPOs  
TTCSI

TTMA  
TTASAP

UKTI  
UNCTAD

UNIBE  
UTSA  
UWI  
VOIP  
VRI  
WIF  
WTO

European Retailers standard for Good Agricultural Practices  
Hazard Analysis and Critical Control Points  
Information and Communications Technology  
Inter-American Development Bank  
Investment Promotion Agencies  
International Organization for Standardization  
Information Technology  
International Trade Centre  
Jamaica Promotions Corporation  
Latin America and the Caribbean  
Leadership in Energy and Environmental Design  
Monitoring and Evaluation  
Market Intelligence  
Market Intelligence System  
Memorandum of Understanding  
Mutual Recognition Agreement  
Micro, Small and Medium-Sized Enterprises  
National Authorizing Officer  
Grenada National EPA Implementation Unit  
Non-Governmental Organizations  
National Trade Information Networks  
Organization of American States  
Online Business Information Centre  
Overseas Countries and Territories of Europe  
Organization of Eastern Caribbean States  
OECS Export Development Unit  
Research & Development  
Regional Integration and Development Strategy  
Records Information Management  
Regional Investment Promotions Steering Committee  
Regional Investment Strategy  
Regional Strategy Paper and Regional Indicative Programme  
Regional Trade Information Training Programme  
Small Business Development Centre  
Standing Committee of Caribbean Statisticians  
Small and Medium-Sized Enterprises  
Saint Lucia Coalition of Service Industries  
Caribbean Export Development Agency  
Sub-Regional Office  
Trade and Investment Convention  
Terms of Reference  
Trade Promotion Organizations  
Trinidad and Tobago Coalition of Service Industries  
Trinidad and Tobago Manufacturers' Association  
Trinidad and Tobago Alliance of Small Agro-Processors  
UK Trade and Investment  
United Nations Conference on Trade and Development  
Universidad Iberoamericana  
University of Texas at San Antonio  
University of the West Indies  
Voice Over Internet Protocol  
Virtual Regional Innovation  
World Investment Forum  
World Trade Organization



Brass Aluminium & Cast Iron Foundry Limited – Guyana

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Manufacturing Study Tour, France

# CHAIRMAN'S MESSAGE



Chairman  
Ambassador Colin Murdoch

The overall objective of the Caribbean Export Development Agency (Caribbean Export) is to contribute to the gradual integration of CARIFORUM countries into the world economy and by so doing to enhance regional economic growth and by extension alleviate poverty.

At the conclusion of two years of work under the 10th EDF Regional Private Sector Development Programme (RPSDP) I am pleased as the Chair of the Agency to be presented with a report that displays significant results directly and indirectly attributed to the Agency's interpretation and activity implementation.

The Agency has recorded tremendous achievements in all its key work areas in spite of the challenges faced operating at a

time when there is an active evolution of the world economy. The historic political, socio-economic structures have not only presented challenges, but have also provided opportunities for development.

For example, the signing of the CARIFORUM-EPA Agreement in October 2008 presented CARIFORUM States with the opportunity for greater market access to the European Union, and to benefit from development cooperation initiatives aimed at building private sector capacity to take advantage of that Agreement.

I believe that the Agency's focused work programme and enhanced visibility have contributed significantly to the overall success of the Agency in progressing towards the achievement of the overall objective. ■





Caribbean Investment Forum at  
Trade and Investment Convention, Trinidad



# TRANSLATING OUR VISION INTO ACTION



## A MESSAGE FROM THE EXECUTIVE DIRECTOR

Mrs. Pamela Coke Hamilton

*"Proverbs 29:18 - Where there is no vision the people perish"*

As we review the year of 2012, it can be intimated that it was a year of heightened activity and a turning point for the Caribbean Export in terms of growth, development and capacity building. A year that saw the London Olympics provided a platform to take the Caribbean to London and propel some of our businesses in to Europe and move closer to facilitating the creation of world-class brands capable of successfully competing globally.

We have explored the Helix Model as a new model for engagement which has set the wheels in motion for doing things differently as an Agency. We needed a system, which made it easy to identify potential winners, and we wanted to work with them in a structured way. The Helix Model has given us that and we have been able to implement a scalable process for engaging with companies and deliver on interventions in a more focused way.

In order to better support the regions private sector we too have had to build our own capacity. With an increased number of employees we moved the location of our Headquarters in Barbados to the Baobab Tower. This new larger team has enabled new initiatives to be brought to light.

One example of this would be Break Point - an initiative that saw over 30 companies vie to pitch their businesses to financial investors in London, UK as part of our London Engage programme. These businesses went through a process of mentoring with business experts, examining every part of their business to ensure they were in the best possible position to pitch and secure investment. The experience in itself was thought to be invaluable and the lessons learnt contribute towards the creation of world-class brands.



**CARIFORUM – EU Business Forum, members at London Engage**

The Direct Assistance Grant Scheme is a well-established initiative that provides financial assistance to firms. In 2012 almost EUROS 2.7 million was awarded in grants and following the continued efforts of the grants team to enhance the technical capacity among firms in the area of proposal writing across all 15 CARIFORUM Member States, over 71% of firms and BSOs either achieved or exceeded the pass mark of 60% for their proposals, required to be considered to be awarded a grant. This is a significant achievement as The Direct Assistance Grant Scheme is continuously one of the most effective mechanisms for enabling companies in the 15 CARIFORUM Member States to improve their competitiveness and achieve more effective penetration of the export market.

As we continue translating idealism into action, the changing reimbursement and reform climate presents us with challenges. But in keeping with our mandate to increase the competitiveness of the Caribbean we continue to innovate and embark on new ventures to

support the provision of export development and investment promotion services through effective programme execution and strategic partnerships.

I know that we will be successful. Our staff and generous benefactors build the bridges between what is and what could be. I believe this year we'll see many exciting advances toward turning our idealistic plans for the future into the new standards for export development in the Caribbean. ■

**"THIS HAS BEEN ONE OF THE MOST BENEFICIAL MISSIONS, TO DATE, EXECUTED BY CARIBBEAN EXPORT. THE STUDY TOUR PRESENTED A FANTASTIC OPPORTUNITY FOR MY COMPANY TO INTERACT WITH OTHER REGIONAL AGRO-PROCESSORS AND NETWORK WITH EUROPEAN FIRMS WITH THE AIM OF CREATING COLLABORATIVE CONNECTIONS."**

**Rosemarie McMaster, Managing Director, Susie's Inc.,  
Antigua & Barbuda**

# CARIBBEAN EXPORT DEVELOPMENT AGENCY

## At A Glance

### Vision

To optimise the Caribbean region's export potential through the facilitation of innovation and the creation of world-class brands capable of successfully competing globally.

### Mission

To increase the competitiveness of the Caribbean countries by providing export development and investment promotion services through effective programme execution and strategic partnerships.

### Priority Areas

Agro-Processing  
Alternative Energy  
Creative Industries  
Financial Services  
Health & Wellness  
Light Manufacturing  
Professional Services  
Specialised Tourism

### Management

Mrs. Pamela Coke Hamilton  
Mr. Escipion Oliveira  
Mr. Anthony Bradshaw  
Mr. Christopher McNair  
Mr. David Gomez

Executive Director  
Deputy Executive Director  
Chief Operating Officer  
Manager, Competitiveness & Innovation  
Manager, Trade & Export Development

### Board Members\*

Ambassador Colin Murdoch	Chairman	Antigua & Barbuda
Mrs. Natasha Mustapha-Scott	Deputy Chairman	Trinidad & Tobago
Ms. Sally Anne Bagwhan-Logie		Grenada
Ms. Donnalee Bowe		The Bahamas
Mr. Dhaneshwar Deonarine		Guyana
Mr. Bentley Gibbs		Barbados
Mr. Juan Guiliani		Dominican Republic
Mr. Charleton Edwards		Saint Kitts & Nevis
Mr. Dirk Ch. Heave		Suriname
Mr. Allen Henry		Haiti
Ms. Delaine Morgan		Jamaica
Mr. Titus Preville		Saint Lucia
Mr. Nick Ruiz		Belize
Mr. Gregoire Thomas		Dominica
Mr. Andreas Wickham		Saint Vincent & the Grenadines

\* at December 2012



## KEY STATISTICS

UNDER THE 10TH EDF,  
183 BENEFICIARIES  
PARTICIPATED IN  
EXPORT PROMOTION  
ACTIVITIES AND  
55% (101) WERE FEMALE

3,220 PERSONS  
HAVE BENEFITED FROM DAGS  
UNDER THE ON-GOING  
10TH EDF PROGRAMME  
IN TERMS OF JOB SECURITY  
AND COMPETITIVENESS

AWARDED  
€2,729,037.51  
IN  
DIRECT ASSISTANCE  
GRANT SCHEME FUNDS

45 FIRMS (AGRO-PROCESSING  
& CREATIVE INDUSTRIES)  
FROM  
14 CARIFORUM STATES  
PARTICIPATED IN  
EUROPEAN STUDY TOURS

CARIBBEAN EXPORT HELD  
OVER 200 B2BS  
AT 4TH MANAGEMENT  
CONSULTING BUSINESS  
SYMPOSIUM

CARIBBEAN EXPORT SERVED  
327 BENEFICIARIES  
IN 2012 UNDER  
12 EXPORT PROMOTION  
PLATFORMS

2,773 DOCUMENTS ON MARKET  
ACCESS CONDITIONS,  
STATISTICS, TRADE POLICY AND  
STANDARDS ARE AVAILABLE  
ON THE ONLINE BUSINESS  
INFORMATION CENTRE (OBIC)

142 CARIFORUM FIRMS  
BENEFITED FROM THE  
DIRECT ASSISTANCE  
GRANT SCHEME

TRAINED AND CERTIFIED  
508 PERSONS  
IN TRADE FACILITATION AND  
EXPORT MARKETING RELATED  
AREAS IN  
8 CARIFORUM STATES

DISTRIBUTED  
TRADE WATCH PUBLICATION TO  
17,000 MAILING LIST  
SUBSCRIBERS IN 2012

# CONTEXT

The Caribbean Export Development Agency (Caribbean Export) is the only regional trade and investment promotion agency in the African, Caribbean and Pacific (ACP) group. The Agency was established in 1996 by an Inter-Governmental Agreement as the trade promotion Agency of the 15 Member States of CARIFORUM. Over the past 20 years, the Agency evolved from being an Implementing Management Unit of the CARICOM Regional Trade Development Programme (CRTDP) as established in 1988, to the CARICOM Export Development Project (CEDP), which in 1996 became Caribbean Export.

Caribbean Export was established by the Forum of the Caribbean Group of ACP States (CARIFORUM) pursuant to the desire to confront the challenges and to benefit from the opportunities resulting from the globalisation and liberalisation of production and international trade as well as to deepen regional integration. This *raison d'être* is imperative, for whereas the dominant centres of global competitiveness are evident in increasingly interconnected, high-income, high-value output, high technology global regions, the CARIFORUM private sector continues to face numerous supply side constraints such as low research and development (R&D) expenditures, limited and out-dated production technologies, internally decoupled innovation systems, incapacitated research organisations, limited market intelligence and branding capabilities, limited supply capacity and value chain management capabilities, high production costs, limited access to financing and difficulty in meeting international industry standards and market access requirements. In addition, the Caribbean region continues to be challenged to capitalise on the business opportunities inherent in its own integration

processes as well as several existing bilateral trade and investment agreements. Moreover, the region has continued to exhibit systemic vulnerability owing to its entrenched dependencies on traditional trading partners for a narrow range of commodity and services exports.

Notwithstanding these challenges, several opportunities exist for CARIFORUM States to leverage unprecedented inter-connectivity globally in order to access technology, managerial best practice as well as markets. It is within this context that Caribbean Export has over the years implemented several programmes, which reflect a keen awareness of the challenges, faced by CARIFORUM firms operating in a highly competitive, dynamic global environment. Currently, the largest programme being implemented by the Agency is the Regional Private Sector Development Programme (RPSDP) funded by the 10th European Development Fund (EDF).

The 10th EDF RPSDP has sought to build on the work undertaken in the 9th EDF Caribbean Trade and Private Sector Development Programme (CTPSDP) pursuant to the goals of improving the performance of CARIFORUM economies and maximizing the benefits to be derived from complex regional integration processes, the establishment of new relationships as well as the reconstitution of pre-existing ones between CARIFORUM states and the European Union.

The Agency's implementation of the 10th EDF RPSDP is set within the context of a multi-layered, multilateral trade and development policy framework including development corporation statements of commitment and instruments amongst the

CARIFORUM, the wider ACP and the EU. In 2000, the ACP-EU Partnership Agreement (Cotonou Agreement) came into force with the overall objectives of poverty eradication, sustainable development, and the progressive integration of ACP countries into the rapidly evolving world economy. To this end, this agreement endeavoured to consolidate on-going regional integration processes, build regional economies, improve the prevailing business climate, attract foreign direct investment (FDI) and encourage economic diversification, in a manner that was compatible with World Trade Organization (WTO) rules.

Reflective of Cotonou, the spirit of the ideas expressed in the EU communication, An EU-Caribbean Partnership for Growth, Stability and Development also forms an important contextual basis for the Agency's implementation of the 10th EDF RPSDP. This document embodied several of the guidelines outlined in the Cotonou Agreement, for example, a recognition of the importance of enhancing global competitiveness, the development of skills to facilitate economic diversification particularly in services, and an emphasis on development cooperation including that between CARIFORUM, the French Caribbean Outermost Regions (FCOR) and Overseas Countries and Territories of Europe (OCT) as part of the thrust toward widening regional integration. In this regard, synergies also exist between the 10th EDF RPSDP and the European Union's strategy since 2004 for the development of its outermost regions, a crucial component of which is improving regional integration.

Emerging out of this policy environment were institutional arrangements established by States party to the Cotonou Agreement in order to facilitate action on the commitments made in that agreement. One such example is Caribbean Regional Strategy Paper and Regional Indicative Programme (RSP/RIP 2008-2013). In this regard, the RSP/RIP emphasises the consolidation of regional integration processes by promoting the establishment of a harmonised economic space for the generation of sustainable and equitable economic growth and the gradual integration of CARIFORUM States into the global economy. Fundamentally, the key thrusts of

the RSP/RIP are to support the expansion of the regional economic base with a view to increasing business and trade opportunities, encouraging FDI and achieving greater economies of scale. Moreover, the RSP/RIP takes into account the special relationship between the CARIFORUM and the EU through mechanisms such as the RPSDP to assist the region in fully implementing and deriving maximum development benefits from the CARIFORUM-EU Economic Partnership Agreement, which was signed into existence in October 2008. The 10th EDF RPSDP therefore is an outright component in the implementation of the RIP.

The RIP's consideration of the need to assist the CARIFORUM region in maximizing the benefits to be derived from the CARIFORUM-EU EPA has meant that the 10th EDF RPSDP responds to the demands of several aspects of EPA implementation. Components of the RPSDP are consistent with commitments made in the EPA to develop trade partnerships between the CARIFORUM and the EU for sustainable development. More specifically, the RPSDP is consistent with the expressions of development cooperation priorities between the CARIFORUM and EU in the areas of:

1. Private sector development, enhancing international competitiveness of CARIFORUM firm and economic diversification;
2. Enhancing the technological capabilities of CARIFORUM States in order to enable private sector compliance with international standards;
3. The development of CARIFORUM innovation systems;
4. Cooperation between the French Caribbean Outermost Regions (FCOR) and CARIFORUM States in all areas covered by the EPA as well as to facilitate trade in goods and services, promote investment and encourage transport and communication links between the FCOR and CARIFORUM States





In addition to the 10th EDF RPSDP, Caribbean Export is also currently implementing the 10th EDF Haiti-Dominican Republic Programme of Bilateral Economic and Trade Cooperation in the context of the CARIFORUM-EU EPA. This programme is aimed at promoting the mutual development of Haiti and the Dominican Republic by supporting regional integration, which takes into consideration the demands of sustainable development with a view to poverty reduction. The Agency will also be partnering with the CARIFORUM Directorate and the European Commission to implement the 10th EDF Services Sector Component of the Commitments Undertaken

under the CARIFORUM-EU EPA.

With a distinct focus on the priorities of EPA implementation, economic diversification, poverty reduction and regional integration the programmes currently being implemented by Caribbean Export are complementary. They reflect a comprehensive effort at confronting the challenges facing CARIFORUM States in their struggle for survival in the current global environment. ■



CAIPA General Assembly, The Bahamas

# CARIBBEAN EXPORT'S

## Approach to Development

In 2012 Caribbean Export Development Agency (Caribbean Export) took the decision to focus programme implementation around seven key zones, which reflect the Agency's approach to regional development, namely investment promotion, access to finance, research and market intelligence, trade

agreements: advocacy and awareness, export promotion and development, fostering partnerships, and Caribbean Export's capacity building. This Annual Report outlines the activities undertaken within each zone.

# INVESTMENT PROMOTION

Caribbean Export recognises that investment promotion is particularly important for the development of new export goods and services. Improvements in the business climate would therefore be essential to attracting the investment that could ultimately contribute to sustainable business development. Activities undertaken in this zone were focused on the development of a regional investment strategy, convening of stakeholder consultations, implementation of Caribbean Association of Investment Promotion Agencies (CAIPA) brand elements, and participation in investment missions, tours and meetings.

In July 2005, Caribbean Export assumed an investment promotion mandate after the 14<sup>th</sup> CARIFORUM Council of Ministers meeting. A principle agent in the execution of investment promotion activities is the Caribbean Association of Investment Promotion Agencies (CAIPA), of which Caribbean Export acts as the Secretariat providing administrative support, financial oversight and management of funds procured as well as support to Investment Promotion Agencies (IPAs), including the provision of technical assistance and advisory services.

CAIPA was formed in 2007 with the objective of enabling collaboration among Caribbean IPAs. The

organisation aims to increase the region's visibility for foreign direct investment (FDI), provide "joint effort" marketing opportunities, facilitate customised training for its member IPAs, assist national IPAs in gaining access to technical assistance and funding, promote and develop understanding and cooperation among IPAs, provide advisory and proactive services to its membership, and provide common advocacy and unified representation.

### Development of Regional Investment Promotion Strategy

The Regional Investment Promotions Steering Committee (RIPSC) was convened in Guyana, from June 12-13, 2012. The Committee was established to serve as a "think-tank" for matters related to investment promotion, guiding the development of a regional investment promotion strategy.

During this inaugural meeting, members deliberated on the terms of references for two foundation studies, a regional investment promotion strategy and implementation plan and guidelines for the Committee. The Committee also selected a Chair, Deputy Chair, and the 1<sup>st</sup> Vice President. The 2<sup>nd</sup> Meeting of the RIPSC was convened in Saint Kitts and Nevis on October 12, 2012.



The Regional Investment Promotion Strategy and Implementation Plan will seek to address the positioning the Caribbean as an ideal location for investment. Site selection firms have noted that investors tend to have a regional perspective and compare regional offerings, prior to narrowing their focus to individual nation states within a selected region. It is against this background that a regional approach to investment promotion is being proposed for CARIFORUM, as support to national initiatives at attracting FDI.

The benefits to be derived from the development and implementation of the strategy include, among others, increased visibility of the region and member countries; greater investor attention to the region, because of a larger market; and a regional approach encourages regional production hubs and regional production networks.

### Stakeholder Consultations

A Regional Investment Conference, with the goal to garner initial feedback on the Draft CARICOM Template for Investment Chapters in External Trade Agreements, was convened from January 9-12, 2012. Representatives included delegates from the CAIPA, officials from the CARICOM Secretariat, the Commonwealth Secretariat, Caribbean Export and official representatives from the host country Saint Lucia. During the Conference opportunities for participation by stakeholders were provided in an effort to take on board their feedback.

### CAIPA Board Meetings

The Board of CAIPA convened two meetings in 2012 to discuss the CAIPA-related activities that had been implemented as at June 2012 under the 10<sup>th</sup> EDF RPSDP; the activities that would be implemented by the end of 2012; and activities that could be programmed for 2013. The Board also discussed and agreed on CAIPA operational matters including the development of guidelines for the election of CAIPA Board members and matters related to the incorporation of CAIPA.

### CAIPA General Assembly

This two-day meeting, under the theme "Strengthening our Foundation, Expanding our Reach", was held from November 27-28, 2012 in the Bahamas. The event generated discussion around the advancement of initiatives to promote the region; the networking of CAIPA members; increasing understanding of regional investors and their expectations of IPAs; engendering an exchange of information on regional best practices in investment promotion; developing the CAIPA work programme for 2013 and the hosting of elections for the CAIPA Board of Directors as well as the inaugural regional Investment Promotion of the Year Awards.

### Regional Branding as Investment Destination

Early 2012 saw the development of a unique brand proposition for CAIPA, which would lead to increased brand awareness for the Association. This work produced a very significant opportunity to enhance the visibility of CAIPA and the region through the design of an advertisement and editorial on CAIPA, published in UNCTAD XIII Magazine. Other key elements of this brand positioning include the development of a brand rationale, brand statement, CAIPA Logo and brand communication channels.

### CAIPA Website Development

Re-development of the website and intranet for CAIPA was undertaken with the view to further establishing the CAIPA brand. This website will allow for an enhanced presentation of the different investment opportunities within the Region, including the competitive advantages offered by each Member State, improved accessibility to regional investment resources, including business guides, sector studies and investment news, among others, as well as provide an opportunity for CAIPA members to share information and continue to network through an intranet portal. The completed website can be found at <http://www.caipainvest.org/>

### Caribbean Investment Forum

As a part of its Investment Promotions activities



**Christopher McNair, Manager, Competitiveness and Innovation speaks at the Caribbean Investment Forum 2012, Trinidad & Tobago**

and provision of support to business support organizations such as the IPAs of the Caribbean, Caribbean Export funded the participation of CAIPA members to the Caribbean Investment Forum (CIF) 2012, which was held from May 14-15, in Trinidad & Tobago. The support to CAIPA allowed for the marketing and promoting of the Region as an ideal location for investments; provided an opportunity for CAIPA members to target investors for national investment projects and network with regional partners in an effort to increase knowledge and awareness of the Association. The event also provided an opportunity for CAIPA and Caribbean Export to engage fDiMagazine, leading to the featuring of the Caribbean as a location for investments in that publication.

### Investment Mission and Tours

The Chinese Outbound Investment Conference in Beijing, China April 16-18, 2012, the World Investment

Forum (WIF) in Doha, Qatar from April 20-23, 2012, and Early Stage East: The initial Venture Capital Showcase for Promising Young Companies from October 4, 2012 in Philadelphia, United States of America were three international investment missions and tours attended by Caribbean Export in 2012. ■

*"THE TRAINING PROGRAMMES IN INVESTMENT PROMOTION ORGANIZED BY CARIBBEAN EXPORT IN COLLABORATION WITH CAIPA HAVE BEEN EXCELLENT AND VERY STRATEGIC, FOCUSING ON THE AREAS FOR CAPACITY BUILDING WITHIN OUR INVESTMENT PROMOTION AGENCY THAT ARE CRITICAL TO OUR DEVELOPMENT."*

**Ronald Theodore, Vice President Promotion & Marketing,  
Grenada Industrial Development Corporation**





Royal Mayan Shrimp Farm – Belize



# ACCESS TO FINANCE

A major tool for providing financial support across the region is the Direct Assistance Grant Scheme (DAGS), which is funded by the European Union (EU). In 2012, the Agency made tremendous strides in terms of the number of applications received, grants awarded, sensitization of regional financial institutions and other stakeholders, and visibility of DAGS. The following details the initiatives undertaken in this regard.

## Direct Assistance Grants Scheme

The Direct Assistance Grant Scheme (DAGS) is Caribbean Export's flagship funding programme, and is one intervention that the Agency executes directly at the firm level. This reimbursement grant funding facility is specifically designed to provide financial assistance to legally registered firms, individuals, and BSOs with the potential to export their products and services.

The objective of the Scheme is to open new markets, thereby increasing exports to the Caribbean Region and/or other International Markets; lower production costs; identify new sources of supply for raw materials or other inputs; enchain productivity through training and personnel development, facilitate Trade Mark, Intellectual Property and Copyright Protection; reduce environmental impact; capitalise on the benefits of the CARIFORUM-EU Economic Partnership Agreement (EPA), CARICOM Single Market Economy (CSME), CARICOM-Dominican Republic (DR) FTA or any other bilateral or multilateral arrangements signed by the region within the region or with African Caribbean and Pacific (ACP) or European Union (EU) partners; foster intra-regional cooperation to enhance productivity and capitalise on economies of scale; and promote programmes which will impact on underdeveloped areas or disadvantage sectors within the region.

In 2012, one hundred and forty-two (142) applicants were awarded grant contracts

totalling €2,729,037.51. The funding provided to these beneficiaries was utilised to modernize equipment, upgrade facilities to meet international food and quality standards, enhance products and packaging, implement alternative energy systems, train staff, develop collateral materials, market and promote products and services.

## Sensitisation of Regional Financial Institutions and other Stakeholders

Access to financing is a critical issue for firms to participate in the DAGS, as such Caribbean Export sought to engage financial institutions such as Development Banks, Export Import Banks, Credit Unions, and Commercial Banks within CARIFORUM Countries during this period. The primary purpose was to increase the awareness of these financial institutions of the funding scheme and how they may assist firms in providing loans to finance their projects. To date, two Memorandums of Understandings have been signed with Bahamas Development Bank and the National Export-Import Bank of Jamaica Limited. The Agency also partnered with the Government of Barbados to facilitate the implementation and administration of a grant-funding programme.

## Promotion of Grant Scheme

The DAGS team seized several opportunities to promote the Scheme throughout the course of 2012. Events and strategies used to facilitate promotion included the Trinidad and Tobago Manufacturer's Association (TTMA) Trade and Investment Convention from May 18-19, 2012 Trinidad & Tobago Alliance of Small Agro-Processors (TTASAP) - Virtual Conference on September 28, 2012 Primed for Success 'Tales of Caribbean Entrepreneurship' Magazine and support and assistance of CARIFORUM Business Support Organisations (BSOs) during various training events, which were covered by the local print and electronic media. ■



# TRAINING AND CERTIFICATION

Caribbean Export provides viable small and medium-sized enterprises (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 their ability to export and compete in the global market. This facility is also extended to BSOs to help them strengthen

their own ability to service members. During 2012, five hundred and eight (508) persons from nine CARIFORUM countries participated in training and certification activities in investment promotion, grant proposal writing, management consulting, export marketing and intellectual property rights.

## TRAINING AND CERTIFICATION BY COUNTRY

COUNTRY	CAIPA	DIRECT ASSISTANCE GRANT SCHEME	MANAGEMENT CONSULTING	EXPORT MARKETING	TRADE INFORMATION/ DATA PROCESSING MECHANISMS TRAINING
ANTIGUA & BARBUDA		64			
BARBADOS		8		28	
GRENADA		32			
GUYANA	34	84			
HAITI		35			
JAMAICA			44	28	
ST. LUCIA				28	
ST. VINCENT & THE GRENADINES	28	39			
TRINIDAD & TOBAGO		34			22
TOTAL	62	296	44	84	22

# RESEARCH AND MARKET INTELLIGENCE

Caribbean Export treats research and market intelligence as paramount in helping the region's private sector penetrate the markets of partner countries. This is done through the development of suitable market intelligence tools, which are shared with clients and stakeholders. Further, market research and analysis is used to not only identify niche markets and new trends, but to also help orient businesses and firms to them. During 2012, the Agency enhanced the capabilities of clients by undertaking market research studies and surveys, collection and dissemination of strategic information, market research software and website development, establishment of the national trade information networks, and participation in strategic meetings. Caribbean Export also recognised the importance of creating buy in among the private sector and addressed this through public awareness activities.

## Market Research Studies and Surveys

The Market Intelligence service of Caribbean Export turns on the availability of export profiles of member states and in this regard, the Agency focused on compiling CARIFORUM Export Profiles to include details on the economic performance of each country focusing on growth in Gross Domestic Product (GDP), overall export performance in merchandise and services, top performing products and services, the top markets for these products services, FDI flows and stock, challenges, threats and opportunities for diversification.

## Collection and Dissemination of Strategic Information

The Agency's Trade Information Centre has grown in

its visibility as a source of trade related information. In 2012, Caribbean Export expanded its information gathering and knowledge support base, collecting over ninety (90) documents including publications and newsletters, including documents featuring information on market access conditions, statistics, trade policy and standards, all processed and catalogued for the Online Business Information Centre (OBIC). At the close of 2012, two thousand seven hundred and seventy-three (2,773) documents were available at the OBIC, which can be accessed at [www.carib-export.com/obic](http://www.carib-export.com/obic)

During 2012, fifty-one (51) clients accessed the Enquiry/Reply Service within the Agency's Trade Information Service to receive responses to their queries for statistical data, company and product listings and information on market access conditions. The clients originated from within the CARICOM region (Barbados, Grenada, Guyana, Suriname & Trinidad and Tobago), Canada, Hong Kong, Ireland, Guatemala and USA. The queries raised and addressed focussed on statistical data, company and product listings. The clients included private sector firms, Government departments and BSOs. The Directory of Trade and Related Organisations was also updated during this period. Further, data about the types of services offered and the priority areas for strengthening was also collected from regional BSOs to provide details of the institutional and operational landscape of these organisations.



### Market Research Software Development

In 2012, the Agency undertook the development of the Market Intelligence Database and Front End Portal. This platform will facilitate the queries from the user and extrapolate the requisite data from the database.

### Market Intelligence Website Development

Over the period, development of the regional Market Intelligence (MI) system website continued culminating in the portals launch towards the end of 2012.

### National Trade Information Networks

Caribbean Export undertook a number of market intelligence missions within select CARIFORUM states to discuss the establishment of National Trade Information Networks (N-TINs) as follows:

#### Suriname

The Market Intelligence team met with eight BSOs and Government Agencies in Suriname: the Chamber of Commerce, Customs, Bureau of Standards, Seafood Association, Forestry Association, and the Ministries of Trade and Industry and Agriculture.

#### Dominican Republic

This mission was a follow-up to the previous private sector focused exercise and targeted public sector entities. Meetings were held with six agencies in The Dominican Republic: The Centre for Export and Development; the Foreign Trade Directorate; the Free Zones Council; the National Statistics Office; Customs; Dominican Industries Association; and the Central Bank.

#### Haiti

During this mission, the team met with the Ministry of Trade and Industry, the Centre for the Facilitation of Investments (CFI), Chamber of Trade, the Architecture for Humanity business support group, and the Canadian Haitian Chamber of Trade and Industry.

#### Bahamas

Meetings were held in Bahamas with the Ministry of Agriculture, the Association of Industry of Commerce,

Fisheries Department, Ministry of Tourism and the Statistics Department.

### Promotion and Public Awareness Campaigns

The sensitization of key BSOs and government agencies on the functionalities and benefits of the Regional Market Intelligence Portal being developed by the Agency was executed in 2012. Meetings were held in select CARIFORUM states including Dominica, Dominican Republic, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Caribbean Export also used the opportunity to present its work programme on Market Intelligence focusing mainly on the development its Market Intelligence Portal, and the establishment of the setting up of N-TINs during CARICOM's 37th meeting of Standing Committee of Caribbean Statisticians (SCCS) from October 29-November 1, 2012. Similarly, the International Trade Centre (ITC) and the World Trade organization (WTO) were engaged for technical support, in an effort to increase its capacity to collect, compile and disseminate key market information. ■

**"CARIBBEAN EXPORT FILLS THE GAP THAT NATIONAL GOVERNMENTS ARE UNABLE TO BRIDGE. THE AGENCY'S COLLABORATION WITH BUSINESS SUPPORT ORGANISATIONS AND TRADE PROMOTION ORGANISATIONS ALSO DEVELOPS THE BUSINESS RELATIONSHIPS AND CULTURE REGIONALLY. THIS IS WHAT ENTREPRENEURS AND SMALL BUSINESSES NEED IN THE REGION TO ENHANCE COMPETITIVENESS AND THIS IS THE ASSISTANCE THAT CARIBBEAN EXPORT PROVIDES."**

**Curtis Dennie, Managing Director, CJD Services, St. Vincent and the Grenadines, Antigua & Barbuda**



EPA Regional Media Workshop



and CAFEIN Workshop, Grenada

# TRADE AGREEMENTS:

## Awareness and Advocacy

A focal point for Caribbean Export is providing technical assistance to companies and entrepreneurs to better understand and take advantage of trade agreements. One such agreement is the CARIFORUM-EU Economic Partnership Agreement (EPA). In 2012, the Agency raised awareness about and advocacy for the EPA through the undertaking of preparatory studies and surveys, participation in high-level meetings, and implementation of awareness-building activities as highlighted below.

### Preparatory Studies and Surveys

Pursuant to the overarching objective of successfully promoting trade and export development through fostering wider understanding of the various trade agreements that impact upon the Region, the Agency collaborated with the CARIFORUM Directorate and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on various initiatives including a workshop held in Suriname during the period February 14-16, 2012 focussing on the opportunities provided for firms under the EPA.

### Participation in IVC INTERREG Select and Monitoring Committees

Caribbean Export was invited to participate in the INTERREG Selection and Monitoring Committee by the INTERREG Joint Technical Secretariat. These meetings were held on November 28-29, 2012 in Puerto Rico.

### Meeting with INTERREG Joint Technical Secretariat

The Agency participated in a series of meetings with officials from Guadeloupe on December 05, 2012, and received an update on the status of INTERREG as well

as discussed the possibilities for cooperation under the next INTERREG Programme.

### Meeting with Regional Council of Guadeloupe

Caribbean Export also met representatives from the Regional Council of Guadeloupe to discuss the way forward with the proposed initiative called OPEN CARAIBES. During this meeting, the Agency was updated on changes that were made relating to mandate and responsibilities.

### Trade Missions and Meetings on FCOR and OCT Opportunities

During 2012 a number of consultations were held with CARIFORUM public and private sectors, namely Antigua & Barbuda, Barbados, Grenada, Jamaica, and Trinidad and Tobago, on trade opportunities with French Caribbean Outermost Regions (FCORs) and Overseas Countries and Territories of Europe (OCTs). These missions resulted in numerous bilateral trade missions (private and public sector) between the countries of CARIFORUM and FCORs/ OCTs.

These trade missions and meetings resulted in networking opportunities between CARIFORUM and FCOR firms being created and in some cases strengthened. A Fiche on technical cooperation between Caribbean Export and the Regional Council of Guadeloupe was developed and a MOU signed between the Government of Antigua & Barbuda and Guadeloupe. Having met with FCOR and OCT stakeholders a decision was taken that the Agency would host the 7th Meeting of the Joint CARIFORUM/ FCORs/OCTs Task Force on Trade and Investment in 2013.

#### 4th Meeting of the CARICOM/Dominican Republic Joint Council

Given its role in facilitating the CARICOM/DR Business Forum, Caribbean Export was invited by the CARICOM Secretariat and the Dominican Ministry of Industry and Commerce to participate in 4<sup>th</sup> Meeting of the CARICOM/DR Joint Council. Both parties expressed their positions concerning possible further liberalization of trade under the CARICOM-DR Free Trade Agreement (FTA) as well as the implementation calendar for the approved commitments. The mission also contributed significantly to the effective implementation of Caribbean Export's overall work programme, particularly in areas pertaining to issues around regional agreements such as the CARICOM-DR FTA.

#### Participation at the 20th Meeting of CARIFORUM Council of Ministers

The Agency attended the 20<sup>th</sup> Meeting of the CARIFORUM Council of Ministers, which was held in the Dominican Republic on November 26-30, 2012. In addition to providing an annual report to the CARIFORUM Council of Ministers, the Agency will continue to develop a work program designed to promote the international financial services sector, given its strategic importance to many CARIFORUM economies.

#### Participation in the 35th Meeting of the Council for Trade and Economic Development

Caribbean Export participated in the 35th meeting of the Council for Trade and Economic Development (COTED) held in Guyana from December 06-12, 2012. At that meeting COTED approved the draft Aid for Trade document, which will now be submitted to the Conference of Heads of Government for endorsement. Caribbean Export was identified as an implementing partner and as such will be expected to work with the CARICOM Secretariat in the rolling out of the Aid for Trade strategy at the national and regional levels. COTED also approved the establishment of a Committee to examine and make recommendations on the development cooperation needs or priorities of the Less Developed Countries (LDCs) - OECS

States, Belize and Haiti. It was also recommended that Caribbean Export be invited to participate in the Committee. The Committee will comprise representatives from: LDCs, Barbados, OECS Secretariat, CARICOM Development Fund (CDF) and University of the West Indies (UWI). The CARICOM Secretariat is expected to serve as Chair of the Committee.

#### 2nd Regional Media Workshop - CARIFORUM-EU EPA

Caribbean Export provided support to the CARIFORUM Directorate to host the 2nd Regional Media Workshop on the CARIFORUM-EU EPA. Other partners to this project were GIZ, the Office of Trade Negotiations (OTN) and Caribbean Community (CARICOM) Secretariat. The Workshop was geared at heightening the regional media's awareness and understanding of the CARIFORUM-EU EPA, by focusing attention on how the private sector is being positioned to make use of the Agreement.

#### 2nd CAFEIN Workshop

This 2nd CARIFORUM EPA Implementation Network (CAFEIN) meeting was convened by GIZ, Caribbean Export, and the Grenada National EPA Implementing Unit (NEPAIU), and was attended by EPA Implementing Authorities, regional and international institutions, as well as business support organisations from CARIFORUM States. A key goal of this workshop was to strengthen internal capacity through active communication with the CAFEIN platform, as well as to guide the implementing authorities in strengthening their rules of coordination and to foster the implementation process.

#### CARIFORUM-FCOR Workshops and Seminars

During 2012, capacity, stronger trade, and investment relations was increased through CARIFORUM and FCORs participation in a number of workshops/ training sessions and seminars. As such, there was an increased appreciation for the FCOR market and business environment within CARIFORUM and vice versa. Other results included an improvement in business relations between BSOs and other institutions from CARIFORUM States and Martinique.





Trade and Investment Convention, Trinidad and Tobago

Caribbean Export in partnership with Jamaica Promotions Corporation (JAMPRO) supported the participation of a resource person at the 'Doing Business with Martinique Seminar'. The aim of this initiative was to assist Jamaican firms in developing a greater understanding of how to do business within the FCORs through exposure to opportunities, trade regulations and standards of the Martinique market. The business-to-business (B2B) meetings concept was also successfully employed.

### Providing Support to the Architecture Industry

In 2012, Caribbean Export collaborated with the CARICOM Secretariat's EPA Implementation Unit to develop a Work Plan to support the region's Architecture industry. This Work Plan was developed within the framework of the Agency's four-pronged approach to professional services development, which emphasizes fostering the development of an appropriate regulatory and enabling environment, encouraging the sustainability of BSOs, building

demand-side industry awareness, and professional development.

### Development of MRA between Architects and Engineers

Accordingly, on the basis of the identification of opportunities for support to the development of the regulatory and enabling environment, the Work Plan first focused primarily on facilitating the development of mutual recognition agreements (MRAs) between CARIFORUM architects and engineers and their European counterparts, as well as the development of intra-CARIFORUM arrangements.

In this regard, and pursuant to the provisions of the CARIFORUM-EU EPA, negotiations have begun between the Caribbean Architects Mutual Recognition Agreement Committee (CAMRAC) and the Architects Council of Europe (ACE) toward the development of a MRA to facilitate the trade in architectural services between the European Union and CARIFORUM countries. Accordingly, a draft MRA has been developed. ■



Hon. G. Anthony Hylton, Minister of Industry, Investment and Commerce, Jamaica,  
Rt Hon Alan Duncan, Minister of State for International Development, UK and  
Pamela Coke-Hamilton, Executive Director, Caribbean Export at  
CARIFORUM-EU Business Forum during London Engage

# EXPORT PROMOTION AND DEVELOPMENT

Caribbean Export is focused on helping regional firms to develop the necessary capabilities for export. A key element of this is the area of export promotion. If the region is to effectively integrate itself into the world economy then Caribbean companies must continue to develop capabilities in several areas such as industry standards compliance, market intelligence, branding and meeting market access requirement in order to effectively compete in overseas markets. During 2012 three hundred and twenty-seven (327) CARIFORUM firms, participated in twelve (12) export promotion programmes.

A major undertaking during this period was the implementation of a series of events in collaboration with the African Caribbean Business Experience and Expo, African Caribbean and Pacific Business Climate (ACP BizClim), The UK Department for International Development (DFID), GIZ and the British Council, to promote and demonstrate the region's potential for investment, expansion and diversified growth during London's most high-trafficked period of the decade, the London Olympics.

## London Engage

Qualifying CARIFORUM based firms and individuals having satisfied certain criteria were selected to participate in the various activities as highlighted below:

### Study Tours to Europe

During June and July 2012, two Study Tours to the United Kingdom, Germany and France for forty-five (45) CARIFORUM Businesses from the manufacturing (agro-processing) and cultural industries (music, fashion

and audio-visual) was undertaken. The objectives of the Tours were to expose the participants to the European markets, while inculcating a deeper appreciation of the provisions available under the EPA that would facilitate their pursuit of business opportunities in these markets. The study tour concept was embedded in the overarching arrangement of the CARIFORUM-EU Business Forum, which sought to create an environment for the identification and easier utilisation of business opportunities within both regions.

The Manufacturing Study Tour took place from June 20-29, 2012 visiting Manchester, United Kingdom; Hamburg, Germany; and Paris, France with twenty-three (23) participants from Antigua and Barbuda, The Bahamas, Belize, Dominica, The Dominican Republic, Grenada, Jamaica, Saint Lucia and Suriname in attendance.

The Cultural Industries Study Tour visited Manchester, United Kingdom; Berlin, Germany; and Paris France from July 1-11, 2012 and saw twenty-two (22) representatives from Barbados, Dominica, Dominican Republic, Guyana, Haiti, Saint Vincent and the Grenadines, Saint Lucia, and Trinidad and Tobago participating.

### Caribbean Design Showcase

As part of the Agency's London Engage initiative, three regional architects showcased their talent during the Caribbean Design Showcase at the University of Westminster in London, featuring a 3D projection of regional architects' designs, as well

as a wall-to-wall photo display of traditional uses of indigenous earth friendly building materials in home construction; the showcase ran from June 28 - July 15, 2012. The architects participating in the Caribbean Design Showcase included Kevin Talma, of Talma Mills Studio (Barbados & Trinidad and Tobago), John Allsopp of Amonle Studios (Barbados) and Bryan Bullen of Caribbean Office of Co-operative Architecture (Grenada). The photos used in the Heritage Photo Display were provided from a variety of sources and submitted by Sue Courtney, VIVIDARCH (Belize).

### Caribbean Essence Fashion Showcase

The work of six designers was unveiled at Caribbean Export's Caribbean Essence Fashion Showcase held August 4, 2012. The event served as the opening of the Agency's engagement in London, as well as its involvement in the African and Caribbean Business Experience Expo. A mix of industry professionals, including manufacturers, buyers, stylists, fashion consultants and the press attended the invitation-only event. The Designers on showcase during the event included Sonia Noel (Guyana), Phelicia Dell (Haiti), Arlene Martin (Jamaica), Atelier Doré (Suriname), and Meiling and Kirie Bain (Trinidad and Tobago). This event sought to build on the momentum generated during the presentation, 'Caribbean Collections' at London Fashion Week held earlier in the year from February 17-22, 2012, in partnership with JAMPRO and the Caribbean Fashion Industry Association (CAFIA). On that occasion a static exhibition was mounted and a dinner hosted to allow for the formation of strategic linkages, partnerships and business.

### Built to Last Screening

"Built to Last", commissioned by Caribbean Export, is a documentary about the spirit of region's athletes and people was unveiled in London at the British Film Institute on August 3, 2012. "Built To Last", produced by the Barbadian production company Studio Caribe, follows notable Caribbean men and women competing in a range of Olympic, Paralympic and non-Olympic sports, and whose stories of success defied the odds stacked against them. The documentary was screened ahead of the highly anticipated track

sprints held at the London Summer Olympic Games. Film clips featured talent from Barbados, Cuba, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, and Trinidad and Tobago. "Built to Last" recounts the story of how Caribbean athletes have progressed to become household names in the fields of athletics, boxing, football, martial arts, swimming and cycling. It also featured interviews with musician Wyclef Jean, noted Caribbean social scientist and writer, Professor George Lamming, and athletes Asafa Powell, Shelly-Ann Fraser, Yohan Blake and Jehue Gordon, and Pamela Coke Hamilton Executive Director, Caribbean Export. The Documentary is also an important marketing tool for Sports Tourism and has been featured at strategic occasions post showing at London Engage.

### Caribbean Soul Fusion

Caribbean Export facilitated the participation of eight regional artistes at Caribbean Soul Fusion at Grosvenor House on August 9, 2012. The Caribbean Soul Fusion provided an ideal opportunity to showcase the Region's unique and diverse culture as a viable and exportable product, with the potential to fully capitalise on the opportunities within the EU and to satisfy the ever-growing demand for Caribbean music. Artistes participating included Mr. Dale and Arturo Tappin (Barbados), Michele Henderson (Dominica), Xiomara Fortuna (The Dominican Republic), Mystic (Guyana), BelO (Haiti), Chris Martin (Jamaica), and Claudia Edward (Saint Lucia).

### CARIFORUM-EU Business Forum

The two-day Business Forum was held on August 8-9, 2012, under the theme "Making the CARIFORUM-EU Economic Partnership Agreement Work". The Forum provided a medium for discussion and presentations by private sector panellists on the CARIFORUM-EU EPA and exchanges on the way forward for the region in the implementation and utilisation of the Agreement.

There were also dedicated breakout sessions, focusing on the findings of the Manufacturing and Cultural Industries Study Tours to the United Kingdom,





Sanna Allsopp, Director, *Built to Last* Premier, Trinidad . Michelle Henderson at Soul Fusion, London . Bel O at Soul Fusion, London . Caribbean Essence at London Engage





**Dominicana Moda 2012, Trade and Investment Convention, CIBAO**

Germany and France. In particular, the sessions covered issues related to Standards, Intellectual Property, Sanitary and Phyto-Sanitary requirements, Market Intelligence and Technical Assistance. The final session of the Forum was dedicated to recommendations for enhancing CARIFORUM-EU trade and investment relations.

In addition to the London Engage activities, Caribbean Export also facilitated the participation of firms in a number of regional and international trade shows, missions, and meetings, as well as the establishment of programmes to support continued growth and development. Figure 2 provides an overview of the firms participating in all export promotion activities for 2012.

### Trade and Investment Convention

A contingent of six CARIFORUM companies and ten BSOs with support from Caribbean Export participated at the TTMA's Trade and Investment Convention (TIC) 2012. The companies and BSOs were housed in the Caribbean Pavilion set up to showcase CARIFORUM companies in the agro-processing and creative industries.

The CARIFORUM companies included Bel-Car Export & Import Inc. and the Music Industry Association (Belize), Belzeb Inc. and De La Grenade Industries Ltd. (Grenada), and Central Food Packers Ltd. and Bellina Jamaica Ltd. (Jamaica). Also present in the



2<sup>nd</sup> CARIFORUM Conference on the International Financial Services Sector in the Caribbean Region, Antigua & Barbuda

Pavilion were manufacturing associations from Dominica, Guyana, Jamaica, Suriname, and the Dominican Association of Exporters (ADO-EXP0). The European Union Delegation in Trinidad and Tobago and the manufacturing associations were also housed in the Caribbean Pavilion. A separate booth was secured for service coalitions from Antigua and Barbuda, Barbados, Belize, Dominica, Saint Lucia, and Saint Vincent and the Grenadines. Participation of the coalitions was made possible through support provided by GIZ.

#### Dominicana Moda

With a view to promoting greater trade and investment

between CARICOM Countries and the Dominican Republic, Caribbean Export funded the participation of five internationally recognized CARICOM designers from (Antigua and Barbuda, Barbados, Haiti, Jamaica and Trinidad and Tobago) to Dominicana Moda 2012, the Dominican Republic's fashion week. During this event, held from October 22-27, 2012, the Agency partnered with the Dominican Textile Association (ADITEX), the European Union and the Dominican Directorate for Multilateral Cooperation (DIGEC00M) to facilitate intra-regional business opportunities between CARICOM designers and manufacturers and suppliers from the Dominican Republic.

It is intended that by fostering investment and manufacturing links between CARICOM countries and the Dominican Republic, regional designers will be able to promote their products as solely manufactured in the Caribbean and thus benefiting from the trade concessions under the CARIFORUM-EU EPA as well as other initiatives such as a Dominican Republic-Central America Free Trade Agreement (DR-CAFTA) making their products more competitive in the international markets.

#### **EXPO CIBAO Business Forum and Roundtable**

The Agency supported the participation of eight agribusiness-manufacturing companies from six countries of the Caribbean and a delegation of twelve (12) European buyers from the same industry within the framework of activities that took place during the 25<sup>th</sup> Exhibition of Expo CIBAO held during September 10-16, 2012 in Santiago, Dominican Republic. Companies from Belize, Guyana, Grenada, Jamaica, Saint Lucia, and Trinidad and Tobago exhibited their products in the Caribbean pavilion at the Expo. Further, two hundred (200) B2B meetings were arranged between foreign and local entrepreneurs with the support of the Centre for Exportation and Investment of the Dominican Republic and the Santiago Chamber of Commerce.

#### **Havana International Fair (FIHAV)**

A delegation of fourteen (14) CARIFORUM firms from the Dominican Republic, Jamaica and Saint Lucia participated in the Havana International Fair (FIHAV) from November 4-11, 2012. FIHAV is an event organised by the Ministry of Foreign Trade and Investment of the Republic of Cuba, the Cuban Chamber of Commerce, the Conventions Palace and EXPOCUBA. This multi-sector commercial fair covers industry sectors such as consumer goods, machinery, equipment, information technology, raw materials and services.

Caribbean Export's participation in FIHAV 2012 focused on creating business opportunities between Cuba and CARIFORUM member states in order to promote the sectors that are readily positioned within a global trade context. The Agency also provided the

necessary discussion platform to take on specific trade-related issues that business between Cuba and the rest of the CARIFORUM member states face. In this regard, Caribbean Export has partnered with the Cuban Chamber of Commerce to a Business-to-Business matching with selected companies.

#### **Business Breakfasts - London**

In 2012, Caribbean Export commissioned the services of the Caribbean Council to host a range of breakfast meetings in London and in Brussels; these meetings were designed in part to discuss the challenges associated with conducting trade and investment between the Caribbean and Europe. Some of the stakeholders attending these sessions included business-persons and investors from the Caribbean, United Kingdom, European Union BSOs, business persons and European Commission representatives.

#### **CARICOM/DR Business Forum**

The 6th Meeting of the CARICOM-Dominican Republic Business Forum promoted the active participation of the private sector in discussions pertaining to the objectives of the CARICOM-Dominican Republic FTA. Thirty-four (34) participants from the fifteen (15) CARICOM countries were in attendance. Designers, fashion show producers and manufacturers discussed how the fashion businesses in the Caribbean have evolved and what major hurdles must be addressed collectively. The Forum facilitated discussions between private and public sectors for the execution of the CARICOM-Dominican Republic FTA, sector specific meetings and networking between businesses from the sectors agriculture and services in the Dominican Republic and the Caribbean.

#### **Priority Niche Areas - Management Consulting & Financial Services**

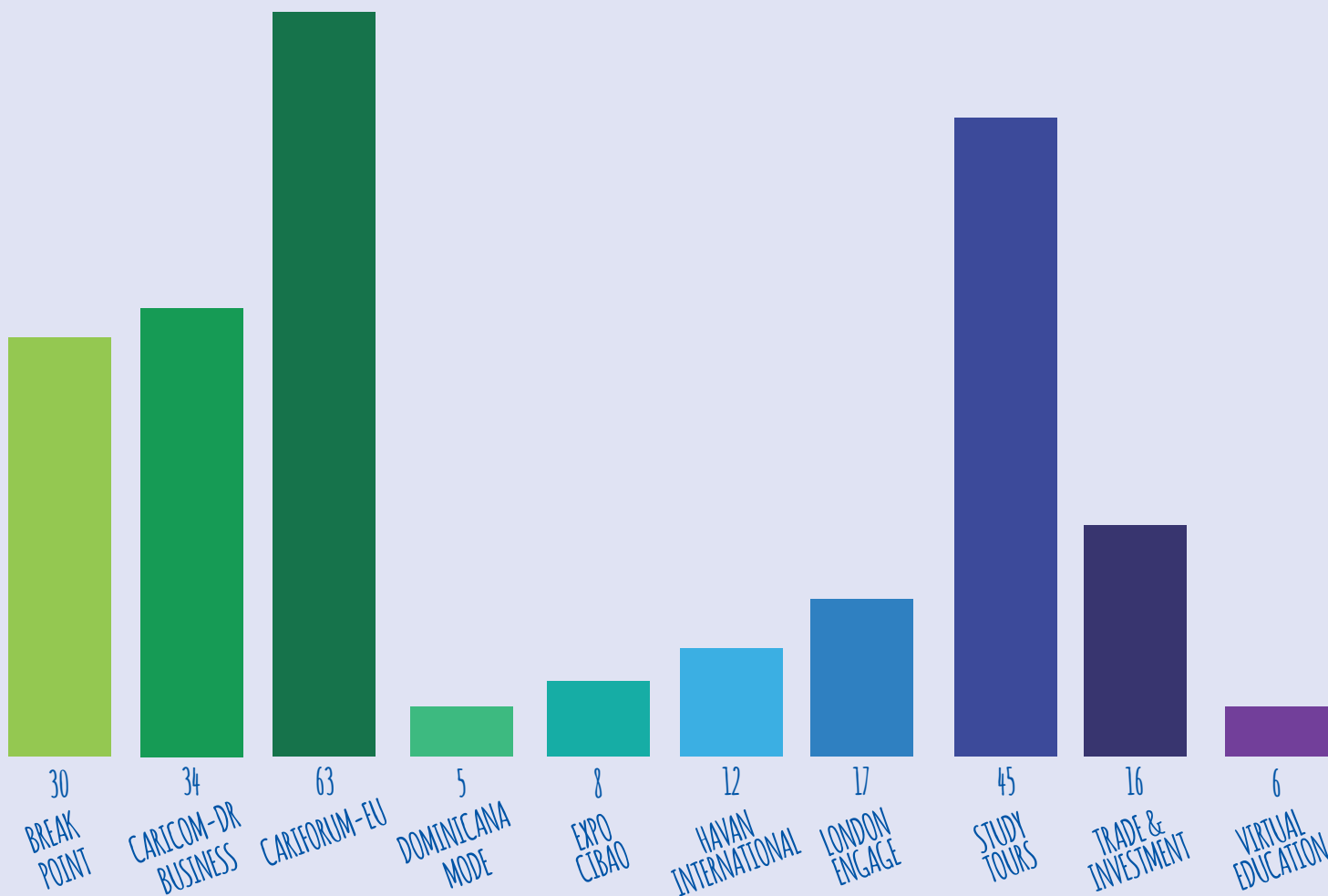
##### **Management Consulting**

In June 2012, Caribbean Export supported the launch of a national chapter of the Caribbean Institute of Certified Management Consultants (CICMC) in Saint Vincent and the Grenadines. It is hoped that the launch of this chapter will further add to the revenue



FIG. 2

## EXPORT PROMOTION ACTIVITIES 2012



of the BSO and thereby enhance their capacity to provide business development services for their members. This initiative was consistent with Caribbean Export's strategy of supporting the development of BSOs as an important element of sector development for the professional services sector.

Further, Caribbean Export has assisted a website re-development project being undertaken by the CICMC, which will enable the CICMC to maintain a higher level of visibility to continue attracting members and facilitating payment of membership fees. The website will also house a database of regional management consultants, and allow the CICMC to have an online space for notifications about projects available for bidding on by CARIFORUM management consultants.

The 4th Annual Management Consulting Business Symposium was convened in Jamaica from June 19-21, 2012, with the main purpose of addressing some of the most salient challenges confronting the management consulting industry in the CARIFORUM, especially the export of management consulting services intra-CARIFORUM and to the EU. Accordingly, this collaborative effort between Caribbean Export, the CICMC, and GIZ was undertaken primarily to facilitate the formation of tangible business relationships, which allow for the penetration of primarily European markets by CARIFORUM management consultants.

Twelve (12) European firms, two Canadian firms, and one African Chamber of Commerce representative were invited to the Symposium based on their

potential to offer CARIFORUM management consulting firms business opportunities within Europe and throughout the ACP. This engagement resulted in two hundred (200) B2B meetings being held.

The Symposium also allowed Caribbean Export to facilitate the strengthening of BSO and University networks, as well as the capacity of BSOs to better understand the needs of the industry through the participation of Universidad Iberoamericana (UNIBE) and Arthur Lok Jack Graduate School of Business. Caribbean Export also facilitated the attendance of the Coalition of Services Industries in Antigua and Barbuda, Barbados, Saint Lucia, and Trinidad and Tobago, as well as Jamaica Promotions Corporation (JAMPRO).

### Financial Services

Caribbean Export, in collaboration with the CARIFORUM Directorate hosted the 2<sup>nd</sup> CARIFORUM Conference on the International Financial Services Sector in the Caribbean Region on October 30-31, 2012 in Antigua and Barbuda. This Conference was attended by senior officials from CARIFORUM States drawn from government ministries, national regulatory institutions, national and sub-regional central banks, regional and sub-regional institutions in the Caribbean, senior level representatives of OCTs, FCORs, the United States and Canada, and senior level representatives from the European Commission and some EU Member States. The Conference focused on current and future regulatory efforts regarding the financial services sector in the Caribbean Region, and the competitiveness of the international financial services sector based in the Caribbean.

### Small Business Development Centre (SBDC) Model Stakeholder meetings

Caribbean Export collaborated with the Organization of American States (OAS) and the University of Texas at San Antonio (UTSA) to implement work guided by the Caribbean SBDC Project Road Map. The Caribbean SBDC Project builds on the work accomplished under the Economic Empowerment and Trade Programme of the OAS and seeks to maintain and expand the assistance provided in response to continuing requests from

Member States. This Programme aims to foster the productivity and innovation of micro, small and medium sized enterprises (MSMEs) with a particular emphasis on women, small producers and tourism enterprises, indigenous groups, youth and other vulnerable groups - as well as their participation in business opportunities offered by international trade and tourism.

In this regard, the Agency conducted five missions on the SBDC model to Barbados, Belize, Dominica, Jamaica and Saint Lucia, which saw a total of two hundred and thirty-nine (239) stakeholders from the public and private sector, academia, banking and BSOs participating in the consultative meetings. Following initial consultations, Belize proceeded with the first of the four-module training, from July 4-5, 2012. The Belize Trade and Investment Development Service (BELTRAIDE) hosted this training. Similarly, representatives from UTSA commenced training to forty (40) SMEs in Jamaica from December 2-6, 2012.

### Virtual Education Caribbean Forum 2012

Support was provided for six CARIFORUM firms involved in Innovation in Education, to participate in the 1<sup>st</sup> Virtual Education Caribbean Forum and Exhibition held in Suriname from February 29-March 2, 2012. This Forum provided the opportunity for firms to create tangible links between educational institutions and Private Sector firms involved in innovation in education; engage in business with Suriname and other export markets represented at the Forum; and create new business linkages between producers and service suppliers from the Region and Central and South America.

The firms, involved in Innovation and ICT applications were Vividview and Abus Technology (Barbados), Link International Productions Ltd. (Dominica), Brain Street Group (Guyana), Zed Jamaica Ltd. (Jamaica), and Sanch Electronix Ltd. (Trinidad and Tobago).

Further, June 18-22, 2012, the Virtual Education International Symposium, Conference, Multilateral Forum, and Exhibition on "Education, Innovation, and ICT", convened at the ATLAPA Convention Centre in

Panama City, Panama. These activities are valuable to the Agency's work in developing a Virtual Regional Innovation (VRI) Network.

### Regional Export Strategy Stakeholder Consultation Meetings

Caribbean Export also collaborated with ITC to advance the development of national and regional export strategies. The approach employed involved an export strategy mission around the CARIFORUM region during the period June 17-30, 2012 to conduct concerted discussions with stakeholders at the national and regional levels (including development partners) with an aim to advance the development of national and regional export strategies.

Caribbean Export also met with the Organisation of Eastern Caribbean States (OECS) Secretariat to discuss the Regional Export Strategy. It was decided that a seminar should be conducted to examine the challenges of creating and implementing export strategies. The meeting was also in agreement that Caribbean Export should take the lead in developing a regional export promotions strategy.

Support was extended to Barbados and OECS Member States to undertake business missions to Costa Rica and Columbia. These missions formed part of the countries' efforts to diversify their export markets in light of the fact that the EU has signed similar Agreements with Central and South American countries as well as the renewed emphasis on Latin American and the Caribbean (LAC) cooperation with EU.

### Special Assistance Programme - Food Safety Modernization

Caribbean Export hosted a Regional Roundtable on Food Safety on May 4, 2012 in Barbados. The objective of this meeting was to gain a better understanding of the support currently provided to CARIFORUM firms in meeting regional and international, European Retailers standard for Good Agricultural Practices (GLOBALGAP) food safety requirements and other EU food safety requirements with a view to establishing a coordinated and strategic approach in delivering joint assistance to CARIFORUM States and their food and

beverage producers. This meeting further addressed the general inadequacies of agricultural health and food safety systems in the CARIFORUM and the need for all food and beverage producers/exporters to be engaged in Hazard Analysis and Critical Control Points (HACCP), International Organization for Standardization (ISO) or even GLOBALGAP procedures and meeting the regulations to ensure compliance with imminent standards of the EU which could mean the difference between a sale to a large retailer or not. Further, Caribbean Export also participated in the 4<sup>th</sup> CARICOM-US Trade and Investment Council meeting in March 2012. During this meeting information from the FDA on the FSMA - Food Safety Modernization Act was shared with attendees and discussions held on the possible way forward.

### Seoul Food Show

From May 5-14, 2012 Caribbean Export was invited to participate in the FINPYME ExportPlus seminar to deliver a presentation on Asian market penetration to the CARIFORUM countries participating in the Seoul Food Show. As a result, the discussions emanating from the presentation served as a starting point for the development of a strategy to promote Caribbean food products in Korea. ■

"THESE GRANTS HAVE HELPED US, ABSOLUTELY. IN BIGGER COUNTRIES GOVERNMENTS ARE SUBSIDISING GREEN TECHNOLOGY BECAUSE THE INITIAL INVESTMENT IS STILL VERY HIGH, AND THIS POSES QUITE A CHALLENGE FOR SMALL BUSINESSES. WITHOUT GRANTS FROM AGENCIES SUCH AS CARIBBEAN EXPORT IT WOULD BE NEXT TO IMPOSSIBLE.... WE WOULD NOT HAVE BEEN ABLE TO SURVIVE THE CURRENT RECESSION IN THE WAY WE HAVE IF WE DID NOT OPERATE SUSTAINABLY,"

Shireen Aga, co-owner, Hotel Mocking Bird Hill.





# FOSTERING PARTNERSHIP

Developing broad-based partnerships that foster collaboration is of critical importance to Caribbean Export. As such, the Agency continuously seeks to enhance the competitiveness of firms and enterprises by leveraging the appropriate alliances and connections in keeping with this mandate. During 2012, Caribbean Export continued to pursue strategic partnerships with key development agencies based in the region to maximise benefits of a synergistic approach to implementing its work areas.

## Caribbean Small Business Development Centre (SBDC) Road Map

This project was undertaken in collaboration with the Organisation of American States (OAS) and the University of Texas at San Antonio (UTSA). The Caribbean SBDC programme seeks to promote and support actions to facilitate the participation of MSMEs in domestic markets and international trade, particularly as a strategy for employment generation and poverty reduction.

## Virtual Education Caribbean Forum 2012

In its quest to strengthen linkages between educational/training institutions and SMEs, Caribbean Export participated in the 1<sup>st</sup> Virtual Education Caribbean Forum 2012 held in Suriname in March 2012, under the auspices of the OAS and Virtual Educa.

## Intellectual Property Rights Workshop

Caribbean Export and OAS convened a roundtable with regional stakeholders to advance the Intellectual Property Value Capture project. Additional partners

in the initiative include the CARICOM Secretariat, OECS Secretariat and the Caribbean Association of Industry and Commerce (CAIC). In addition, Caribbean Export participated in a WTO workshop on the Establishment of a Strategy for Geographical Indications (GIs) and Intellectual Property from March 21-22, 2012.

## CARICOM/CARIFORUM/OECS Collaboration

In 2012, Caribbean Export met with officials from the OECS to discuss/compare the Institutions' respective work programmes. The Agency also collaborated with the CARIFORUM Directorate, and CARICOM Secretariat in cross-cutting areas of the work.

## ProNET Export Marketing

Caribbean Export continued its collaboration with GIZ in facilitating firms' acquisition of the relevant knowledge to benefit from the provisions of the EPA. More specifically the roll out of ProNET and export marketing tools to trade promotion organisations (TPOs) and BSOs across the region.

## CARIFORUM-EU Business Forum

The Agency has also undertaken collaborative work with the ACP BizClim in staging the CARFORUM-EU Business Forum, in addition to the Study Tours to Europe and other London Engage activities.

## Break Point

Caribbean Export partnered with United Kingdom Trade and Invest (UKTI) on the 7<sup>th</sup> CARICOM-UK Investment Conference in Grenada and entered a partnership with the DFID on London Engage and Break Point.



Management Consultants Business Symposium, Jamaica

### Management Consultants

The Agency formalized its relationship with UNIBE in the form of training and certification of CARIFORUM management consultants during the 4<sup>th</sup> Annual Management Consulting Business Symposium in Jamaica.

### Other Strategic Alliances - Sustainability

Cognisant of the importance of building relations towards sustainability of work to increase the likelihood of positive impact of its work, the Agency has endeavoured to form strategic alliances in key areas. Accordingly, Caribbean Export held meetings with representatives from a number of EU institutions during 2012.

In particular the Agency met with Director General Education and Culture, Director General Trade, DEVCO

and the TAXHAUD and the European Economic and Social Committee. These meetings allowed the Agency to promote the current 10<sup>th</sup> EDF programme as well as identify other support programmes that could be leveraged on behalf of CARIFORUM firms.

Particular emphasis was placed on the need to develop and promote case studies on private sector entities trading between CARIFORUM and the EU. Additionally meetings were held with representatives of the Secretariat of the ACP Group of States to discuss respective work programmes and areas of impact. Caribbean Export also met with CARIFORUM Ambassadors in Brussels with the view of developing a mechanism for improved collaboration between the Agency and the CARIFORUM Group of Ambassadors. ■

# CARIBBEAN EXPORT'S

## Capacity Building

During 2012, a number of activities geared towards strengthening the institutional capacity Caribbean Export were implemented. These included the implementation of an Information and Communication Technology (ICT) Development Programme, a Monitoring and Evaluation (M&E) Framework, Human Resources Strategy, and a Public Relations (PR) Strategy.

### Information and Communication Technology (ICT) Improvement Development Programme

Significant work aimed at delivering an integrated information and communication system was undertaken. Driving this work was the desire to implement a cost-effective and robust system that would be easy to manage and required limited personnel administration. Main areas advanced are highlighted below:

#### SharePoint Intranet/Extranet Portal

SharePoint was successfully installed and configured on the Agency's network. A number of forms were also designed, which seeks to virtualize many of the Agency's paper-based processes including a customized report, specifically developed for the finance unit, which will dynamically provide managers and other stakeholders with a snapshot of various project consumption reports. When fully implemented, the SharePoint Intranet/Extranet Portal will not only enable the efficient and secure sharing and updating of the Agency's documents but will significantly improve collaboration among staff. In total, the platform will provide the services outline in Figure 3.

### Document and Records Management System

The first phase of the Records Information Management (RIM) project commenced with a series of interviews and RIM training sessions aimed at instructing staff on the principles and concepts, policies and procedures and also care and handling of records. An inventory of all files was also undertaken to prepare the operational environment for the implementation of the Electronic Document and Records Management (EDRM) system, which will be implemented using SharePoint. The ultimate goal of the Document and Records Management system in Caribbean Export is to establish an enterprise-wide content and records solution with a common governance structure.

### IT Security Training

The internal ICT Unit participated in a network and cyber security training. The Certified Ethical Hacker (CEH) training course immersed the ICT Unit personnel into an interactive environment where they were shown how to scan, test, hack and secure Caribbean Export's network and online resources. This training course also provided the ICT Unit with necessary skills for implementing pre-emptive security measures for the Agency's resources.

### The VOIP Public Branch Exchange System

The voice over protocol (VOIP) telephone system was successfully implemented in 2012 to further enhance the interoperability of the Agency office (Headquarters and Sub Regional Office).



**Implementation of a Web-conferencing Platform**  
The GoToTraining solution was implemented in 2012 and now enables the Agency to hold many of its strategic and planning meetings online. This facility further allows staff to easily coordinate and schedule meetings, training and presentations online.

### Monitoring and Evaluation

A priority area of work under the monitoring and evaluation (M&E) portfolio for the Agency has been a dedicated effort to ensuring that a solid framework for M&E was established and institutionalised at the Agency. As such the first months of 2013 were dedicated to developing and/or streamlining various monitoring instruments for the collection of information by which indicators once determined could be tracked and measured. Foundation documents of a M&E Policy were prepared as well as Guidelines for implementing an M&E Framework within a trade facilitation entity such as Caribbean Export.

A significant achievement of the period under review has been the development of indicators at the various levels of the results chain that signifies the work of the Agency. Hence the integration of indicators within a results-based management framework has been completed and available as part of an enhanced logframe of the RPSDP.

Of particular significance has been the collaboration of Caribbean Export and GIZ. Caribbean Export with support from GIZ hosted a short-term consultant to assist with the finalisation of the enhanced logical framework, the identification of baseline data and general roll out of the monitoring and evaluation system.

The Agency's work plan is now aligned with performance indicators that allow for the measurement of changes from initiation of action through completion and post completion. Post event evaluations are now being undertaken for all Caribbean Export supported events. Work progress continues to be reported according to output and outcome indicators with a close watch on the impact indicators within the results chain. Measurement of intermediate outcomes and impact has begun and

results recorded as firms begin to utilise the outputs of the Agency's interventions.

Caribbean Export's work contributes to the achievement of the over arching objectives of regional economic growth enhancement and poverty alleviation and the gradual integration of CARIFORUM countries into the world economy. The monitoring and evaluation reporting system is supported by an intricate web of information gathered from various primary and secondary, internal and external sources. This process of collection and feedback has both continuous and periodic elements. The information serves to inform reporting to stakeholders at the beneficiary level, the Agency level and the policy level.

Various data capture instruments have been introduced as part of the results monitoring framework and internal reporting procedures, while work in collaboration with the Market Intelligence Unit has resulted in standardised pre-event individual, firm and BSO data instruments toward profiling for the MI databases and as a point of departure for tracking beneficiaries from expectations to impact.

The M&E Unit commenced impact assessment missions at the end of 2012 based on timing of past initiatives and estimated lag period before results can be realistically detected. These missions will be a main focus of work for 2013.

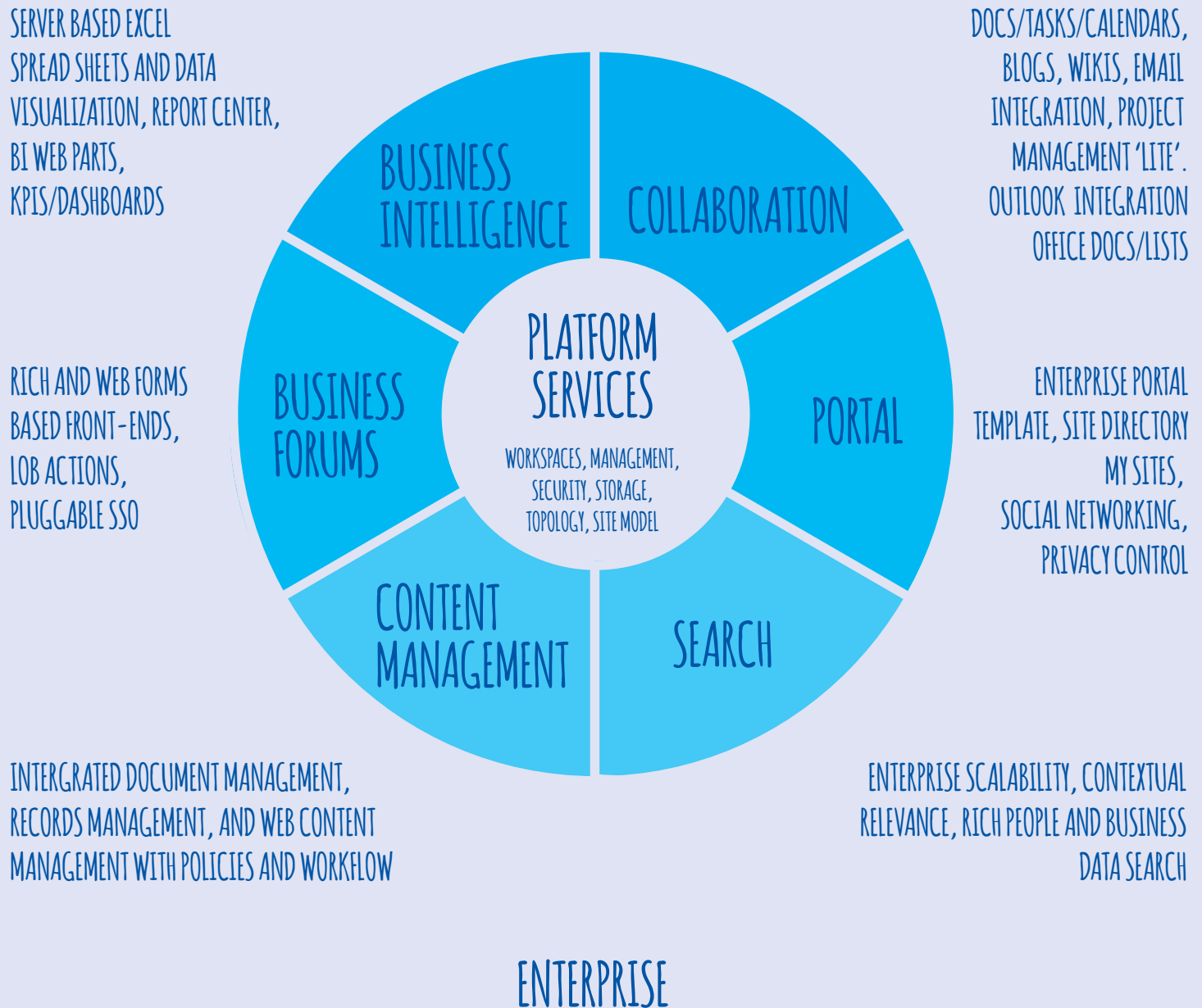
### Organizational/Human Resources Development Strategy

Caribbean Export benefited from the execution of elements of an organizational review and analysis whereby important areas for inclusion into the draft Agency Human Resources Strategy were highlighted.

An Internal Communication Strategy has been developed and will be launched during coming months through a training session on managing meetings to support consistent, strategic approach to convening meetings. Further, a draft Caribbean Export Performance Management System has been developed and is currently under review. Senior members of staff have undergone introductory

FIG. 3

## SHARE POINT FEATURE AREAS



SHAREPOINT ALLOWS DOCUMENTS, SPREADSHEETS, TASKS, CALENDARS AND MORE TO BE INTERGRATED INTO USER-DEFINED 'SITES' THAT ALLOW INTERNAL PUBLICATION AND COLLABORATION BETWEEN TEAM MEMBERS. ADD DOCUMENT MANAGEMENT, WORKFLOW, DIGITAL RIGHTS MANAGEMENT AND OUTLOOK INTEGRATION, AND YOU HAVE AN INCREDIBLY RICH ENVIRONMENT FOR SHARING INFORMATION WITHIN AN ORGANIZATION.

sessions on performance management and its implementation.

### Public Relations (PR) Strategy

In 2012, Caribbean Export developed and implemented Public Relations (PR) Strategy for its internal and external audience. The overall goal of the strategy is to outline a framework that will not only boost the visibility of the Agency and its role in regional trade and export development and investment promotion, but also build a communications structure that can adequately support the Caribbean Export's vision of "optimising the Caribbean region's export potential through the facilitation of innovation and the creation of world-class brands capable of successfully completing globally".

The Agency also outlined a number of objectives to achieve the overall goals of the PR Strategy as follows: strengthening its profile as the premier regional organisation for trade and export development and investment promotion in the Caribbean; strengthening its interaction and awareness with SMEs, BSOs, Governments and Donors; creating an awareness of the Agency and its operations among the public and private sectors in the region, with particular focus on Member States; improving the Agency's visibility among the regional media and the private sector; fostering greater levels of understanding by stakeholders of the Agency's value in regional trade development and investment promotions; and enhancing internal communications and create "ownership" among Agency staff.

Key achievements in PR are highlighted as follows:

#### Re-designed Caribbean Export Website

A new Caribbean Export website was developed and select staff members trained in the content management aspect of the website. A website strategy entailing the website objectives, target audiences, audience profiles, strategies and metrics is also in use.

### Enhanced Social Media Profile

During 2012, the Facebook page was updated with new profile information and content and registered over seven hundred (700) new members. The Agency YouTube account was also set up during this period along with a Twitter account, which provides video and brief highlights of Caribbean Export events and opportunities.

### Enhanced Media Relations

In addition to continued support from regional media entities, the Agency also formed new media relations from agencies in Barbados, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago, New York, and the United Kingdom.

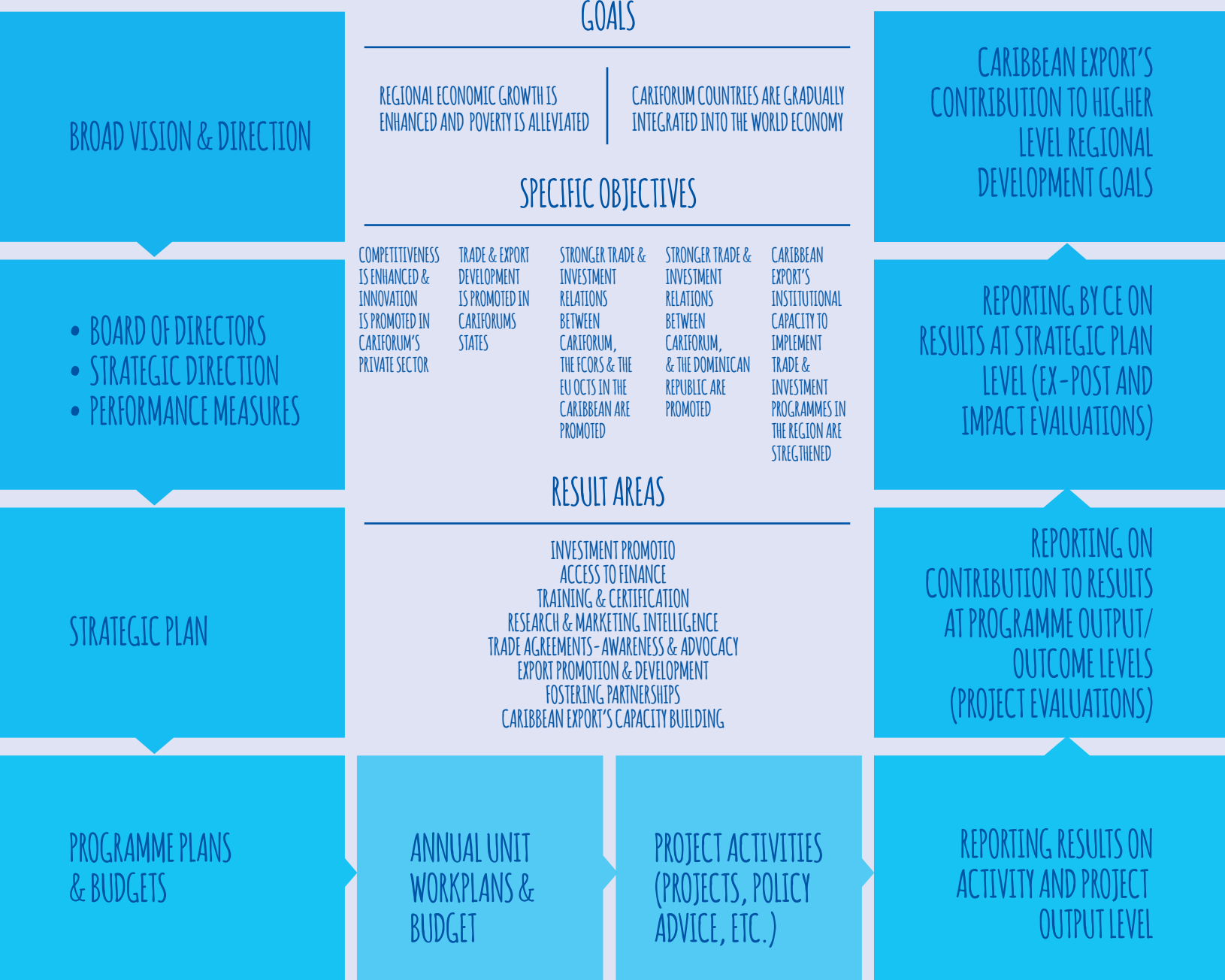
### Enhanced Regional Visibility

Regional visibility was pursued aggressively throughout the year to include interviews, press releases and articles for electronic and print media. These were published by regional and extra-regional news agencies. The Agency's flagship publication Trade Watch was published and distributed to over 17,000 subscribed members and stakeholders in 2012. ■



FIG. 4

## DELIVERING DIRECT ASSISTANCE TO THE CARIFORUM FIRMS





Direct Assistance Grant Scheme recipients,  
Mega Power (Barbados)



Guyana Apicultural Society



Belzeb (Grenada)



Ridge Farms (Bahamas)

# CARIBBEAN EXPORT

## Programme Highlights

### Delivering Direct Assistance to the CARIFORUM Firms

Access to funding to enhance competitiveness has always been a challenging experience for CARIFORUM private sector firms. In 2012, Caribbean Export sought to address the problem head on by awarding one hundred and forty-two (142) firms with a Direct Assistance Grant under the European Union's (EU) 10<sup>th</sup> European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP). Firms representing fifteen (15) CARIFORUM States (Table 1) benefited from funds totalling just over €2.7 Million. The beneficiaries featured offer products or services

to markets beyond their own, or are poised to do so. These ten businesses cover a plethora of areas including Agriculture, Agro-processing, Apiculture, Business Support Organisations, Creative Industries, Health and Wellness, Information Communication Technologies, Manufacturing, Professional Services and Tourism (Figure 5). This is a clear indication of the diversity and creativity found in the Caribbean, and what we have as a region to offer to the world.

## PERCENTAGE OF APPLICATIONS AWARDED GRANTS

TABLE 1

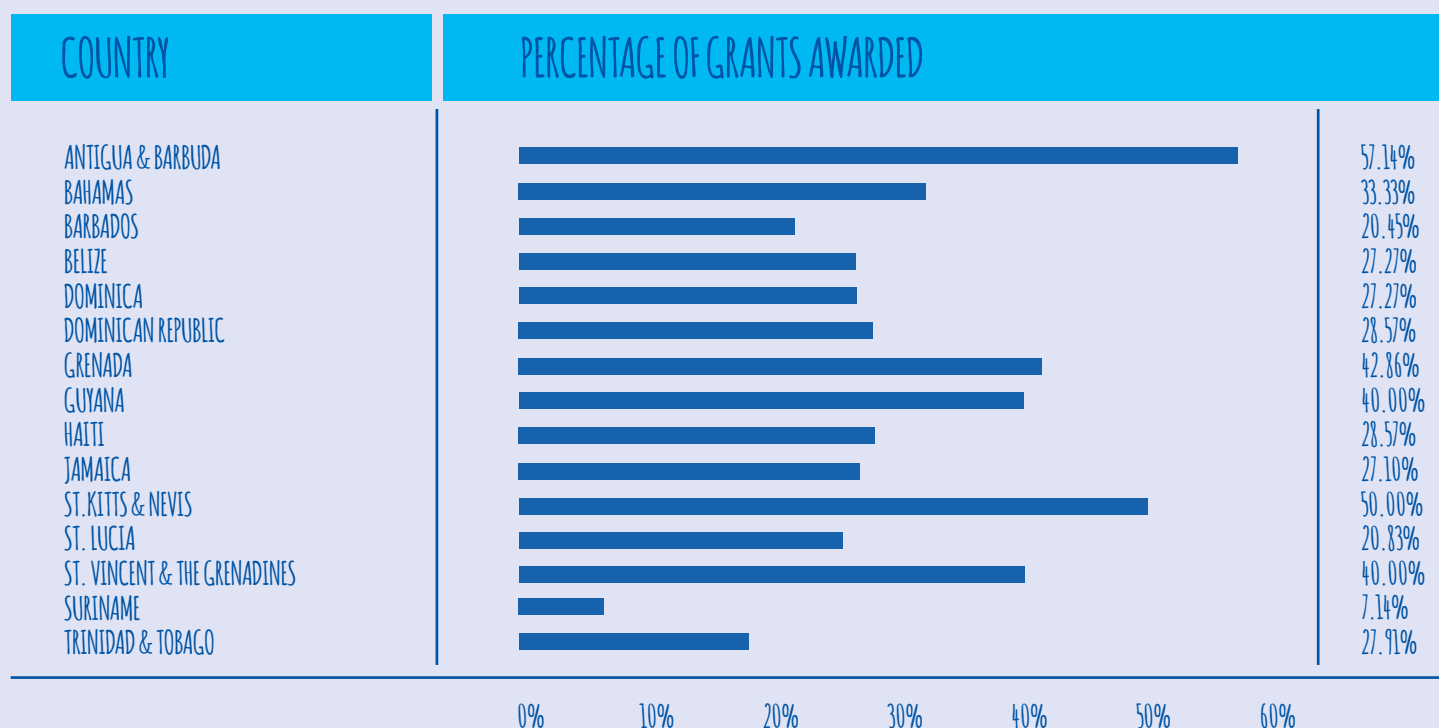
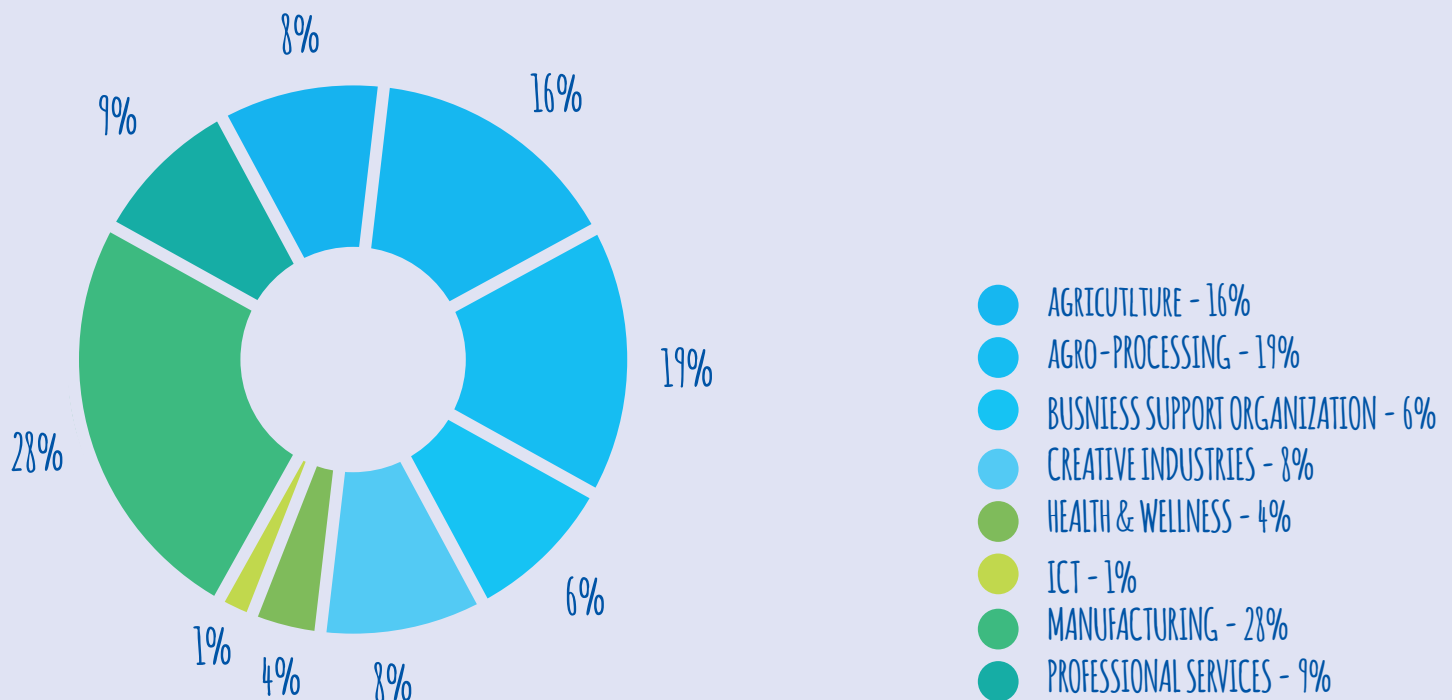




FIG. 5

## GRANTS PER SECTOR



The Direct Assistance Grants Scheme's Accelerated Procedures Call was published October 21, and closed on November 28, 2011. A total of fifty-eight (58) applications were received and fifty (50) applications were approved and awarded grant contracts on March 20, 2012. A total of €230,243.47 was awarded to 50 grant beneficiaries.

A Call for Proposals for the Regular Procedures funding facility was published on June 6, 2012 and closed on month later. A total of two hundred and thirty-nine (239) applications attained or exceeded the eligibility threshold score of 60 out of 100. Of the two hundred and thirty-nine (239), the top ninety-two (92) applicants were awarded grant contracts totalling €2,498,794.04.

With the continued support of its key partners, such as the EU, CARICOM Secretariat, CARIFORUM Directorate, Business Support Organisations and other stakeholders, Caribbean Export looks forward to continuing its developmental work, and the goal of enhancing the competitiveness of CARIFORUM private sector firms.



**Haiti-Dominican Republic Bilateral Agreement**

*Left Image:* Mr. Javier Nino Perez, Head of the Delegation of the European Union in Haiti and Pamela Coke Hamilton, Executive Director, Caribbean Export  
*Right Image From left:* Mr. Antonio Vargas Hernandez, National Authorising Officer of the Dominican Republic, Mr. Joao de Santana, Head of Operations of the EU Delegation in Haiti, H.E. Mr. Wilson Laeu, Minister of Commerce and Industry of Haiti, Mr. Price Pady, National Authorising Officer of Haiti, Mrs. Pamela Coke Hamilton, Executive Director of Caribbean Export

## Establishing the Haiti-Dominican Republic Bilateral Programme

The 10th EDF Haiti-Dominican Republic Programme of Bilateral Economic and Trade Cooperation in the Context of the CARIFORUM-EC Economic Partnership Agreement (EPA) was launched in Port-au-Prince, Haiti on September 18, 2012.

The Ceremony was attended by H.E. Mr. Wilson Laeu, Minister of Commerce and Industry of Haiti; Mr. Price Pady, National Authorising Officer of Haiti; Mr. Antonio Vargas Hernandez, National Authorising Officer of the Dominican Republic; Mr. Joao de Santana, Head of Operations of the Delegation of the European Union to Haiti.

The programme, to be managed by Caribbean Export, is a subcomponent of a comprehensive bi-national programme conceived by the Governments of Haiti and the Dominican Republic with the CARIFORUM Directorate and the EU that seeks to promote the development of Haiti and the Dominican Republic by supporting the regional integration process that takes into consideration the demands of sustainable development and the needs of poverty reduction strategies.





## Runway Success for Regional Designers at Dominicana Moda

Regional fashion designs ripped the runway during the staging of the 7<sup>th</sup> Annual Dominicana Moda 2012 event, the Dominican Republic's Fashion Week.

The five showcasing designers included Trinidadian designer Meiling, who has worked closely on a number of successful projects with Emmy Award-winning costume designer Peter Minshall, Jamaican designer Arlene Martin, with her drennaLuna brand, whose designs have been worn by Jamaican supermodel and American Vogue favourite Jaunel McKenzie. Up and coming Haitian designer Prisca Milliance presented her L'Antillaise collection along with Jean-Marie Thomas of Antigua and Barbuda, who wowed the audience with an innovative take on resort wear. Menswear designer Rykii de Jude from Barbados presented his new collection.

The presence of CARICOM designers in Dominicana Moda 2012, is part of a long-term engagement that

Caribbean Export has set forth to develop capacity and increase visibility of the region's fashion industry. Following on the successful London Engage Fashion Showcase presented in London during the 2012 Summer Olympic Games; the presentation of 11 designers in Caribbean Fashion Week 2012, and the Caribbean Collections London Fashion Week debut in February 2012, five designers were selected to highlight the region's flourishing fashion talent in the Dominican Republic.

Dominicana Moda is a major fashion event in the Dominican Republic and throughout its six days of continuous runway shows many brands and designers come together. Major fashion houses have participated in the past, and this year closed with the Lebanese designer Ellie Saab; one of the most exclusive Haute Couture brands in the world, showing for the first time in this side of the Atlantic.

## CARIFORUM Firms Complete European Study Tour

Forty-five (45) CARIFORUM Creative Industries and Manufacturing firms participated in a Study Tour to Europe during June and July 2012. Twenty-three (23) firms from the manufacturing sector (agro-processing) visited Manchester, United Kingdom; Hamburg, Germany; and Paris, France. While the Cultural Industries Tour saw twenty-two (22) firms, specializing in the music, fashion, and audio-visual sectors, visiting Manchester, United Kingdom; Berlin, Germany; and Paris France.

Jason Dasent, Managing Director and Executive Producer of Studio Jay Recording Limited, credited the Creative Industries Tour as an avenue for providing tremendous networking opportunities for not only his firm, but also other regional businesses. Following participation in the Tour, the Trinidad and Tobago-based studio has collaborated with fellow tour participants - Meiling Inc., Free Spirit Media Ltd., Full Circle Animation Studios, and Patwa Apparel, under

the EMERGENCE Project, which is a merging of music, fashion and film.

Studio Jay has also launched the EMERGENCE Experience competition, which saw three artistes from Antigua and Barbuda, Barbados and Saint Kitts and Nevis winning an opportunity to have a professionally produced song and music video.

The Study Tour also proved to be highly beneficial for Tami B Designs, an international luxury swimwear line based in Saint Vincent and the Grenadines. Tamiko Browne, President of the company, shared that most of the potential business contacts made were in Manchester and Berlin. Since returning from the Tour, Tami B Designs has collaborated with the regional designers aJeanté, Antigua and Barbuda; Fifth Element Designs, Barbados; David Andre Collection, Haiti; and Patwa Apparel, Jamaica, who were met on tour.



Creative Industries Study Tour, Germany

There has also been an approximate 10% increase in business for Tami B Designs since participating in the Study Tour, and this is expected to increase, especially given the new focus of the line. Tami B has shifted to an online ordering system to facilitate convenience for customers. Tamiko also noted that research is currently being undertaken on the feasibility of having swimwear displayed in a few US and European department stores during the winter season for those traveling to warmer locations.

The Manufacturing Study Tour has been one of the most beneficial missions to date for Susie's Inc., according to Rosemarie McMaster, Managing and Production Director of the internationally sought pepper flavour brand. The city of Hamburg proved to be an advantageous stop on tour as Susie's Inc. was able to make business contacts with a number of companies and consultants.

Subsequent to participation in the Tour, there has been an approximate 7% increase in business for Susie's Inc., with Susie's Hot Sauce now being sold in Berlin and Denmark, with the opportunity to export to the Czech Republic, Ukraine and Paris.

The Study Tours were organised by Caribbean Export in collaboration with ACP BizClim with the objectives of exposing CARIFORUM business persons to key players in the respective markets, developing business opportunities where possible, gathering information about the regulatory environment, and promoting the development of instruments that can facilitate partnerships and, where possible, joint ventures. ■

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# THE WAY FORWARD

Caribbean Export will celebrate its 17th year of operations in 2013. During this period, the Agency has made tremendous strides in accomplishing our strategic and development objectives. However we have a unique and a non-parallel mandate to do much more. Our goal is to take regional companies to the next level in terms of export capacity, meeting standards, and penetrating markets that are open to CARIFORUM.

One of the biggest challenges we have had, even with unparalleled access to most of the largest countries in the world and regions, is that we have not really achieved market penetration in any real way. The way forward for Caribbean Export is to be able to be the driver and the facilitator in increasing that market penetration and resultantly getting the kind of long term sustainable economic development, changing the game for our public and private sector players in the region and helping them to understand that it can be achieved, with the result of increasing employment, our gross domestic product and our foreign exchange earnings.

Caribbean Export is serious about the task at hand in terms of branding, niche markets, market intelligence, export developing and providing advocacy support; and as such a number of export platforms, such as Break Point, Design Caribbean, ProNET Training, Caribbean Essence Fashion Showcase and Soul Fusion, to name a few will be rolled out in the coming year.

Going forward, the Agency also plans to work towards a stronger collaboration with the regional private sector so as to enhance their ability to produce regional brands that can be globally competitive. ■



# CARIBBEAN EXPORT

## Development Agency Team



Left: Management | Top right: Executive Director's Office | Bottom Right: Operations





**Top Left:** Sub-Regional Office | **Top right:** Competitiveness and Innovation Unit | **Bottom:** Trade and Export Development Unit

# 10TH EUROPEAN DEVELOPMENT FUND BENEFICIARIES LIST BY COUNTRY

COUNTRY	BP	CDRBF	CEUBF	DAGS	DM	EC	FIHAV	LE	MCS	ST	TIC	VECF	TOTAL
ANTIGUA & BARBUDA					1				1	2	1		14
BAHAMAS	1	2	2	2					7	1			15
BARBADOS	8	3	6	12	1			4	11	2	1	2	50
BELIZE	1	2	1	4		1			1	1	3		14
DOMINICA	2	2	4	4				1	5	2	2	1	23
DOMINICAN REPUBLIC	1		8	10			11	1	11	8	1		52
GRENADA	3	2	1	12		1		1	1	2	2		25
GUAYANA		4	2	6		1		2	2	1	1	1	20
HAITI		1	2	2	1			2		1			9
JAMAICA	6	2	13	55	1	2	2	2	25	10	3	1	122
ST. KITTS & NEVIS	1	2		3					3	1			10
ST. LUCIA	3	2	7	8		2	1	1	5	4	1		34
ST. VINCENT & THE GRENADINES		4	4	5					5	3	1		22
SURINAME		3	3	2				1	3	2	1		15
TRINIDAD & TOBAGO	4	2	8	12	1	1		2	8	5		1	44
TOTAL	30	34	63	142	5	8	14	17	88	45	17	6	469

BP - BREAK POINT  
CDRBF - CARICOM - DOMINICAN REPUBLIC BUSINESS FORUM  
CEUBF - CARIFORUM - EU BUSINESS FORUM  
DAGS - DIRECT ASSISTANCE GRANT SCHEME (ACCELERATED AND REGULAR PROCEDURES)  
DM - DOMINICANA MODA  
EC - EXPO CIBAO  
FIHAV - HAVANA INTERNATIONAL FAIR  
LE - LONDON ENGAGE (CARIBBEAN DESIGN SHOWCASE, ESSENCE FASHION SHOWCASE, SOUL FUSION)  
MCS - MANAGEMENT CONSULTING SYMPOSIUM  
ST - STUDY TOURS TO EUROPE  
TIC - TRADE AND INVESTMENT CONVENTION  
VECF - VIRTUAL EDUCATION CARIBBEAN FORUM

# ABOUT US

The Caribbean Export Development Agency (Caribbean Export) is the regional export development and trade and investment promotion organisation of the Forum of Caribbean States (CARIFORUM).

## The CARIFORUM Member States are:

Antigua and Barbuda	Jamaica
Bahamas	St. Kitts and Nevis
Barbados	St. Lucia
Belize	St Vincent and the Grenadines
Dominica	Suriname
Dominican Republic	Trinidad and Tobago
Grenada	
Guyana	
Haiti	

## Head Office:

1st Floor Baobab Tower  
Warrens, St. Michael  
BB22026  
Barbados  
Tel: (246) 436-0578  
Fax: (246) 436-9999  
Email: [info@carib-export.com](mailto:info@carib-export.com)

## Sub Regional Office:

Av. Pedro Henriquez Urena No. 150  
Torre Diandy XIX  
Piso 7 Santo Domingo  
Dominican Republic  
Tel: 1(809) 531-2259  
Fax: 1(809) 473-7532  
Email: [c.export@cotedel.net.do](mailto:c.export@cotedel.net.do)

Web: [www.carib-export.com](http://www.carib-export.com)  
Facebook: [www.facebook.com/Caribbean.Export](http://www.facebook.com/Caribbean.Export)  
Twitter: [www.twitter/CaribXport](http://www.twitter/CaribXport)  
YouTube: [www.youtube.com/TheCaribbeanExport](http://www.youtube.com/TheCaribbeanExport)

# SUMMARY OF EXPENDITURE

PERIOD JANUARY 1, 2012 – DECEMBER 31, 2012.

During 2012 the Agency saw a 75% rate of implementation under the 10th EDF RPSDP. Importantly, the Agency expended tremendous efforts to enhance competitiveness and promote innovation among CARIFORUM's private sector with emphasis on exposing the region's private sector to the requirements of the European market through first-hand experience in the form of study tours, trade shows and other opportunities to pitch business ideas to prospective investors. The successful implementation of the Direct Assistance Grants Scheme (DAGS) was also of high significance. Components 2, 4 and 5 which refer to Promoting Trade and Export Development among CARIFORUM States; Promoting stronger trade and investment cooperation between CARICOM and the Dominican Republic; and Strengthening the institutional capacity of Caribbean Export to implement the trade and investment promotion programmes in the Region saw implementation rates of 69% 60% and 61% respectively.

Initiatives under the component 3 dealing with Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost regions (FCORs) and EU Overseas Countries and Territories (OCTs) in the Caribbean reflected a low implementation rate in terms of actual expenditure due the nature of work undertaken. Work concentrated on re-establishing relationships and reviewing and redefining of the areas of focus.

## Counterpart Contributions

During the 2012, the payments by CARIFORUM States to the Head Office totalled BDS\$1,927,643.30. Caribbean Export is heartened by the continued commitment shown by member states for its areas of work.

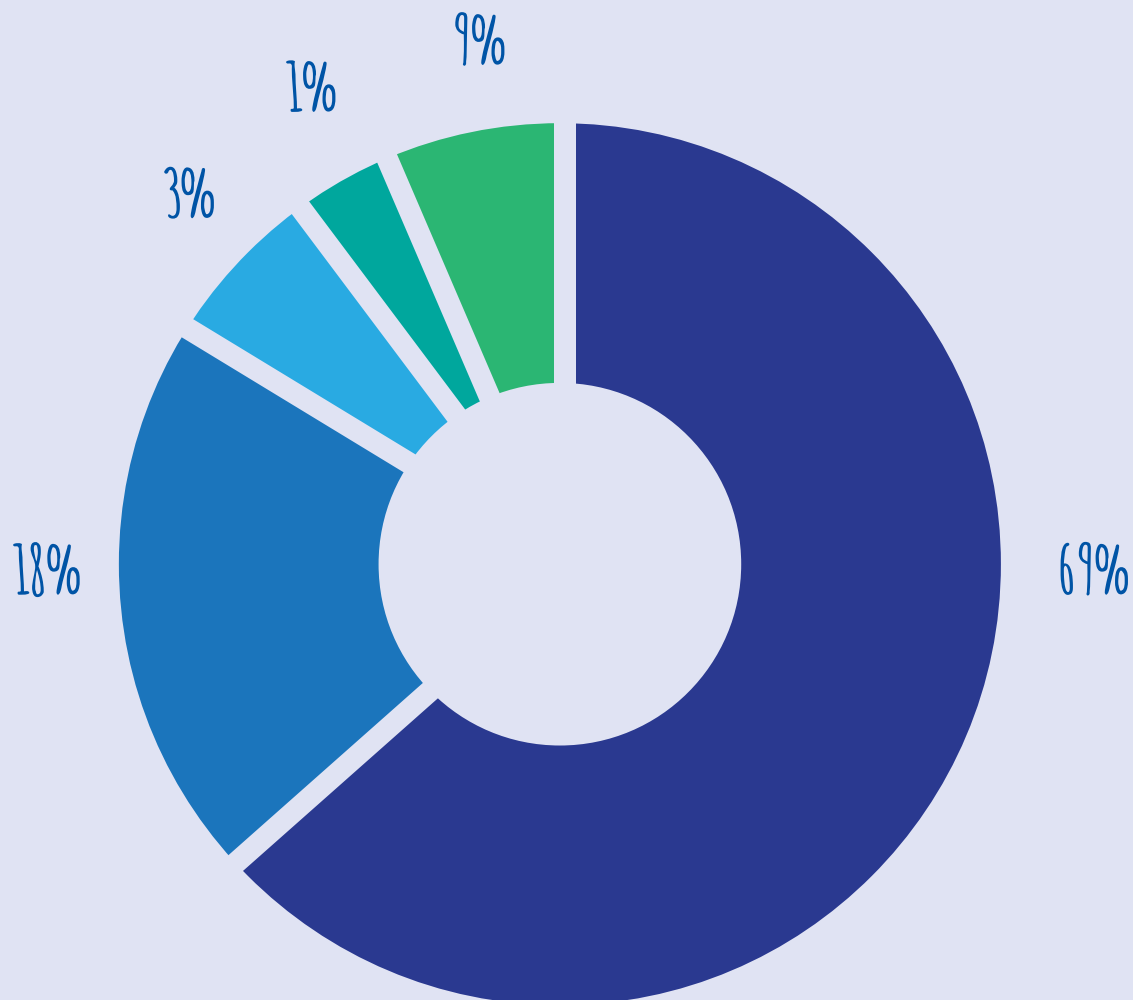
The table on the following page depicts the rate of implementation under the five components of the 10th EDF Regional Private Sector Development Programme. ■



SPECIFIC OBJECTIVE/ COMPONENT	BUDGETED	ACTUAL UTILISED	% UTILISED
1) ENHANCING COMPETITIVENESS AND PROMOTING INNOVATION AMONG CARIFORUM'S PRIVATE SECTOR	14,259,540.00	12,534,283	88%
2) PROMOTING TRADE AND EXPORT DEVELOPMENT AMONG CARIFORUM STATES	4,663,360.00	3,234,557	69%
3) PROMOTING STRONGER TRADE AND INVESTMENT RELATIONS BETWEEN CARIFORUM, FRENCH CARIBBEAN OUTERMOST REGIONS (FCORS) AND EU OVERSEAS COUNTRIES AND TERRITORIES (OCTs) IN THE CARIBBEAN	2,067,800.00	477,060	23%
4) PROMOTING STRONGER TRADE AND INVESTMENT COOPERATION BETWEEN CARICOM AND THE DOMINICAN REPUBLIC	385,000.00	230,130	60%
5) STRENGTHENING THE INSTITUTIONAL CAPACITY OF CARIBBEAN EXPORT TO IMPLEMENT THE TRADE AND INVESTMENT PROMOTION PROGRAMMES IN THE REGION	2,591,314.00	1,568,806	61%
TOTAL	23,967,014.00	18,044,836	75%

# 10TH EDF REGIONAL PRIVATE SECTOR DEVELOPMENT PROGRAMME

ACTUAL UTILISED FUNDS BETWEEN JANUARY 1, 2012 - DECEMBER 31, 2012



● ENHANCING COMPETITIVENESS AND PROMOTING INNOVATION AMONG CARIFORUM'S PRIVATE SECTOR

● PROMOTING TRADE AND EXPORT DEVELOPMENT AMONG CARIFORUM STATES

● PROMOTING STRONGER TRADE AND INVESTMENT RELATIONS BETWEEN CARIFORUM, FRENCH CARIBBEAN OUTERMOST REGIONS (FCORS) AND EU OVERSEAS COUNTRIES AND TERRITORIES (OCTS) IN THE CARIBBEAN

● PROMOTING STRONGER TRADE AND INVESTMENT COOPERATION BETWEEN CARICOM AND THE DOMINICAN REPUBLIC

● STRENGTHENING AND INSTITUTIONAL CAPACITY OF CARIBBEAN EXPORT TO IMPLEMENT THE TRADE AND INVESTMENT PROMOTION PROGRAMMES IN THE REGION

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# NOTES



HEAD OFFICE

1st Floor Baobab Tower | Warrens | St. Michael | BB22026 | Barbados  
Tel: (246) 436-0578 | Fax: (246) 436-9999  
Email: [info@carib-export.com](mailto:info@carib-export.com)

SUB REGIONAL OFFICE

Av. Pedro Henriquez Urena No. 150 | Torre Diandy XIX | Piso 7 Santo Domingo | Dominican Republic  
Tel: 1(809) 531-2259 | Fax: 1(809) 473-7532  
Email: [c.export@cotedel.net.do](mailto:c.export@cotedel.net.do)