

DESTINATION GLOBAL



ANNUAL REPORT 2009-2010

EXPANDING CARIBBEAN BUSINESS IN THE GLOBAL MARKETPLACE

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CARIBBEAN EXPORT LEADING EXPORT DEVELOPMENT IN THE CARIBBEAN

Addressing issues affecting the region's ability to compete

Many Caribbean businesses lack the modern management and business processes that promote efficiency, product quality and cost competitiveness. Their development and ability to take advantage of opportunities and technological advances are also hampered by limited exposure to standards, market requirements and best practices in their fields. Addressing these issues is therefore essential if they are to survive and thrive in the globalised environment.

The Caribbean must enhance its competitiveness by urgently remove or reduce disincentives such as high production costs, poor quality infrastructure and ineffective policy and institutional arrangements which adversely affect enterprise development. The region must also address the issues of out-dated or under-developed regulatory frameworks and poor financial and human resources.

It is in this context that the Caribbean Export Development Agency's (Caribbean Export) mandate takes on a greater level of significance as we seek to provide strategic guidance to the CARIFORUM region in enhancing competitiveness, promoting trade and export development, improving regional trade and investment relations, and enhancing linkages between CARICOM and the Dominican Republic. Caribbean Export must also lead the way in demonstrating self-sustainability and strengthening our brand as the region's only export development agency.

Who we are

Caribbean Export is the only regional export development 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. Caribbean Export evolved from 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 the Caribbean Export Development Agency.

Playing major role in regional development and integration

With a focus on enhancing competitiveness and promoting trade and export development within the private sector, our Agency has a major role to play in regional development and integration. We partner with both public and private sector agencies at national, sub-regional, regional and international levels, which have a mandate to support trade and investment.

We work closely with Business Support Organisations (BSOs) and other coordinating entities to foster an enabling environment within which the private sector can achieve success.

At the regional and sub-regional level, we have supported the formation of networks to support linkages within the priority sectors, including the Caribbean AudioVisual Network (CAN). We are also increasing our work to enhance trade and other linkages with the CARIFORUM grouping, the French Caribbean Outermost Regions (FCORs), the English and Dutch Overseas Countries and Territories (OCTs) as well as with Cuba.

In working with international partners, one of our key successes has been the provision of donor coordination services, enabling successful implementation of donor interventions while avoiding duplication. This enhances the potential for success in regional private sector development initiatives.

Caribbean Export is constantly adapting to keep pace with the changing global context and updated regional and sub-regional priorities. In the current climate, the move towards self-sufficiency and sustainability become key areas of focus guiding our activities. We are therefore streamlining organisational structures where necessary to enable us to function effectively to implement this strategy, coordinate donor funding and fulfill our vision of being a catalyst for regional economic prosperity.

Caribbean Export – Multidisciplinary approach

The Caribbean Export team reflects the diversity of our CARIFORUM region. We bring a multidisciplinary approach and experience to our programme implementation. We also draw on external consultants to assist us in responding to the specialist needs of our stakeholders and clients.

In addition to the Management Team, each of the technical officers has both sector and country level responsibilities. This arrangement facilitates the use of their technical skills across the region, as well as an integrated approach to activities at the country level.

Our Head Office is located in Barbados and we also have a Sub-Regional Office in the Dominican Republic. Our operations are financed through annual contributions from Member States, donor funds and revenue generated from the Agency's services.

“DID YOU KNOW?”

66% - The percentage by which visitors to www.carib-export.com increased in 2010 over 2008



INFORMING CARIBBEAN EXCELLENCE THROUGH RESEARCH

Caribbean Export commissioned a number of studies in 2009/2010, to enhance the regulatory environment, as well as to provide useful intelligence to businesses conducting trade across the Caribbean and beyond. Studies, several of which are outlined below, were conducted across diverse areas crucial for business and trade growth and expansion. An investment of approximately USD \$1.2 million was made in this area.

Adopting and Enhancing E-commerce for Small and Medium Enterprises (SMEs)

In 2010 we undertook a study entitled Programme to enhance the Establishment of E-Commerce Regimes and the Adoption of E-Commerce by Small and Medium-sized Enterprises (SMEs) in CARIFORUM. The study was designed to identify the needs of CARIFORUM with regard to developing and supporting an effective e-commerce platform in the region.

Moving ahead

Going forward, the major recommendations of the study will become part of Caribbean Export's programmatic strategy in 2011 and beyond to promote e-commerce as a tool to increase competitiveness.

Supporting CARIFORUM States in Agriculture and Fisheries with the EPA

Recognising the importance of the agriculture and fisheries sectors to the region's development, a study undertaken in CARIFORUM States was designed to identify needs within CARIFORUM to develop and support the sustainable development of these sectors in order to take advantage of opportunities available under the CARIFORUM-European Community (EC) Economic Partnership Agreement (EPA).

Moving ahead

As part of the recommendations of the study, a work plan will be developed to promote export opportunities for this sector particularly as it relates to taking advantage of the EPA market access provisions.

Supporting investment and services exports

A regional study was conducted on Investment and Business Facilitation Study and Programme in 2010. It was designed to identify needs within CARIFORUM to improve

the regulatory environment in order to support investment and services exports from CARIFORUM states in light of opportunities available through the EPA.

Moving ahead

The work plan will be developed to significantly improve the regulatory environment for investment and services exports.

Increasing intelligence for entities interested in trade between CARICOM and the Dominican Republic

A 2010 study assessing current trade flows between CARICOM and the Dominican Republic (DR) sought to provide trade information to public and private sector institutions interested in developing and supporting intraregional trade. It also provides market intelligence to support an increase in business opportunities between the DR and CARICOM countries.

The final report includes information for those firms exploring trade between CARICOM and the DR, for example:

- A current list of exporters from the Dominican Republic to CARICOM, and CARICOM to Dominican Republic, by sector, sub sector and final destination countries. This list of exporters will be presented as an Export Directory of Main Exporters
- An analysis of Trade Flows by country and sectors from 2005 - 2009
- Exporter profiles by area of activity, destination markets, type of enterprises, and more
- An assessment on the implementation of the CARICOM-DR Free Trade Agreement (FTA), Success Stories, as well as problems in the implementation of market access provisions of the FTA.
- An assessment on the EPA as a catalyst for increasing trade and investment flows within CARIFORUM

Moving ahead

The conclusions and recommendations of the study will be addressed by the CARICOM-DR Business Forum in Jamaica in 2011. Furthermore the agreed recommendations will serve as the basis for future programming to promote the full implementation of the CARICOM/DR FTA and enhance the trade flows between the parties.

For more study findings contact Carlos Wharton, Senior Trade Policy Advisor:

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Visit: www.carib-export.com

Click the 'Trade Policy' or 'Research and Resources' links.

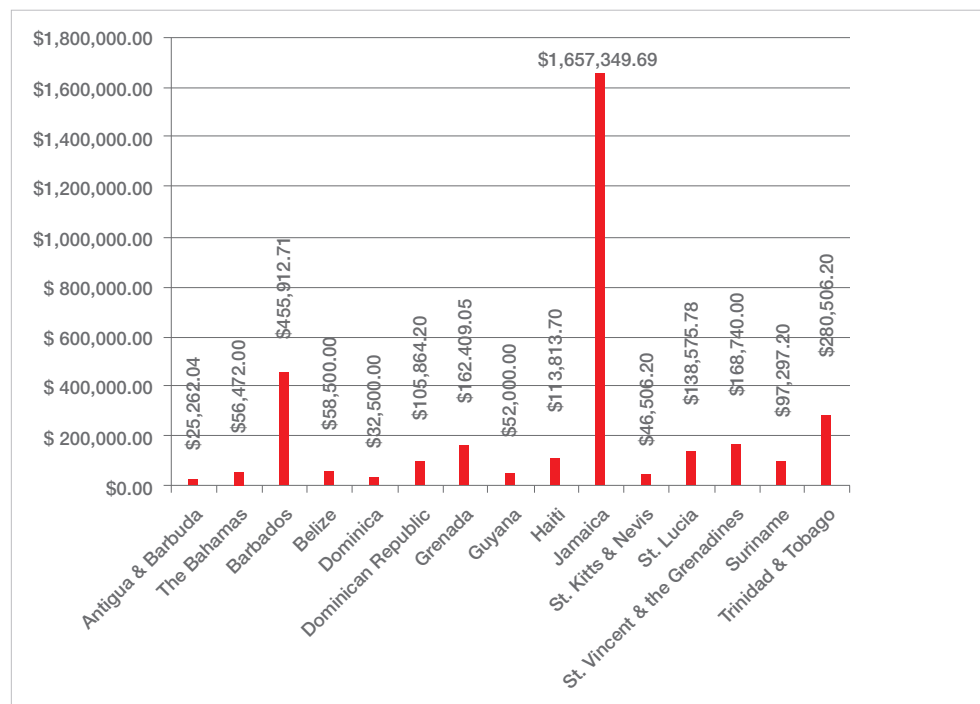
PROMOTING EXCELLENCE IN REGIONAL FIRMS

It is no longer business as usual in the region. With an economic contraction that continued into 2009/10, Caribbean Export worked even harder to increase the competitiveness of firms in CARIFORUM countries and explored non-traditional export sectors.

We 'promote Caribbean excellence to the world' addressing the constraints in the enabling environment, the direct challenges that companies face, as well as seeking opportunities for wider market access.

Under the first and second calls for proposals for grant funding assistance, some 241 applicants received some €1,273,399 (USD \$1,655,418) in grant funding. Under the 3rd and final call for proposals, 131 applicants were awarded grant funding totaling €1,380,503 (USD \$1,794,653).

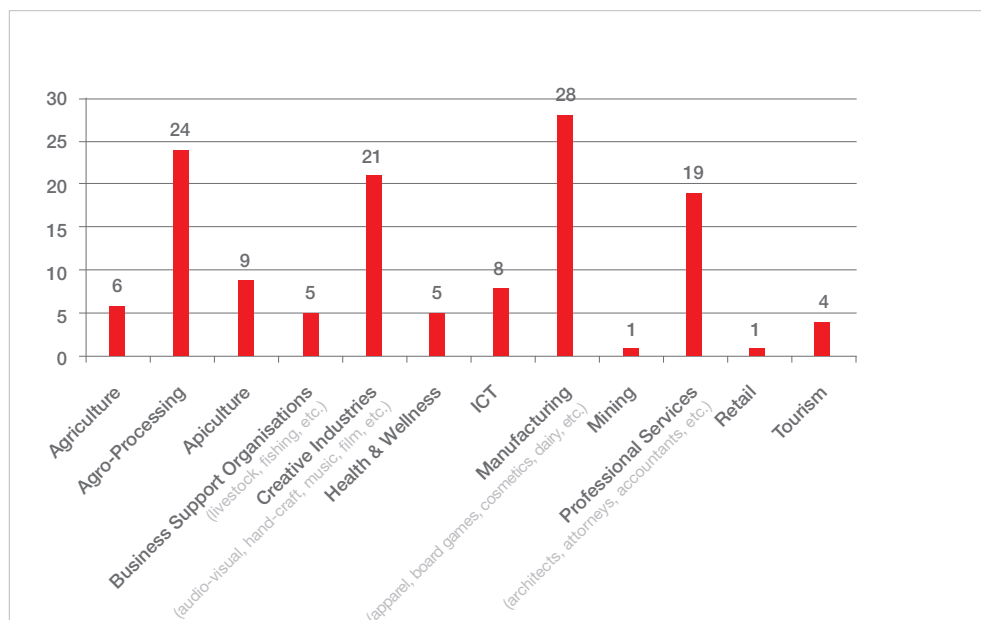
CARIFORUM firms gained significant benefits from the Direct Assistance Scheme:



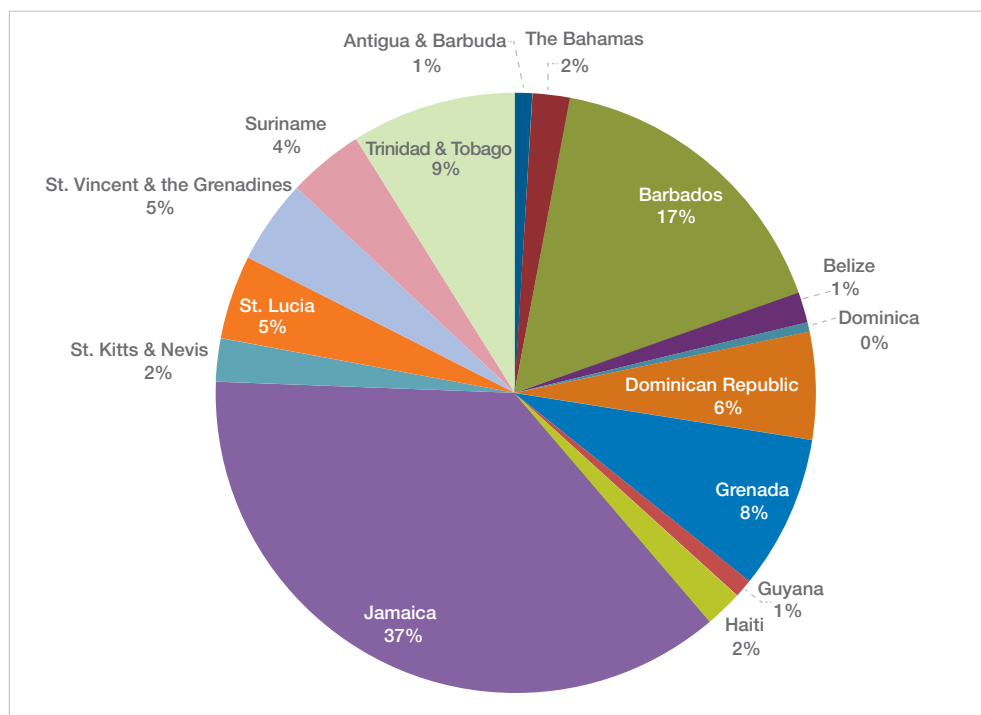
“DID YOU KNOW?”

2,600 - The number of documents made available on Caribbean Export's OBIC in 2010
(www.carib-export.com/obic)

Under the 3rd call grants were awarded in the following sectors:

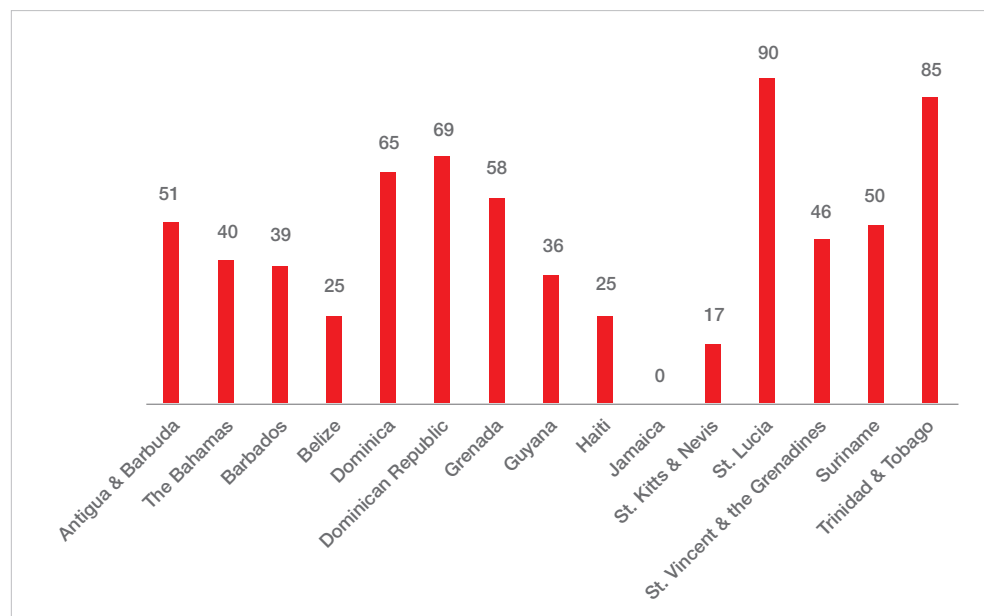


Grants for Direct Assistance were approved for some 14 CARIFOURM countries in 2010.



Furthermore, over 700 grant participants received training in 2010 thereby increasing the potential for strengthening the capacity of regional firms.

Numbers and country of grant participants receiving training in 2010



On the following pages we share some successes and insights from diverse firms across the region that received grant funding through Caribbean Export.

IMPACTING CARIBBEAN FIRMS

MANUFACTURING

WHO: BELZEB

Country: Grenada

Profile: Belzeb is a producer of natural aromatherapy, spa and herbal products from Caribbean fruits and herbs. In 2009 the firm relocated from Haiti to Grenada and its products are featured in Moi Spa at Mount Cinnamon Hotel there.

Assistance received: Under the Direct Assistance Scheme, Belzeb received funding to undertake design and printing for packaging and promotional material for its products.

Results: Labels were designed and a two-sided print brochure was completed. These have provided Belzeb with greater visibility in the marketplace.

Insight: "The project was very successful; I was able to penetrate new markets in the region. If it were not for Caribbean Export, I would not have been able to conduct this project. I would like to thank them for helping my company and continuously doing the good work in the region." – **Owner, Belzeb, Marie Roberte Laurent.**

[Taking Caribbean Excellence to the World by...

signing an Agreement of Co-operation with the China Council for the Promotion of International Trade (CCPIT)]



WHO: H&H FARMS

Country: Jamaica

Profile: H&H Farms is an aquaculture farm operated by Howard Hill.

Assistance received: The farm received funding through the Direct Grant Assistance Scheme for a tilapia and food fish project. The objectives of the project were to cut production costs for tilapia fingerlings and tilapia food fish by 30-40% and identify export markets for 80% of projected production. The project has, so far, undertaken:

- Development and testing of fish value-added products
- Installation of a 15 ton bulk feed storage bin for receiving wholesale quantities of feed
- Landscaping the process and office facility area
- Continued maintenance of water ways and drains to ensure consistent flow of water to the project, particularly during the prolonged drought
- Preliminary preparation for establishment of a cooked fish retail outlet
- YS Valley Farm participation in poly culture trials involving the simultaneous stocking of tilapia fingerlings and fresh water shrimp post larvae. This was done to investigate the effect of fish/shrimp poly culture on pond net profit

Impact: H&H Farms has enhanced production of tilapia fingerlings and food fish for local and regional distribution as a result of the grant funding received. Other notable successes include the:

- Development and local sampling of a smoked, jerked whole tilapia achieved through partnership with the Holy Spirit Foundation (HSF)
- Location of a processing facility in Maggotty, St. Elizabeth
- Preparation for packaging and labeling the food product for local and export sale

Insight: “Without the funding, progress on these areas would have been delayed until the venture reached profitability. To date, there has been high demand from YS Valley Farm, but low production because of drought conditions. As a result H&H Farms intends to improve the production system by adding aerators for selective use in ponds stocked with larger fish (>150g). H&H has also worked with the Jamaica Fish Cluster to introduce new brood stock to produce faster growing hybrids.” – **Owner, H&H Farms, Howard Hill.**

More information: H&H Farms, 32 Miss Lou Close (20), Jamaica. Telephone (876) 765-1807

WHO: WINDWARD PASTA

Country: Saint Lucia

Profile: Windward Pasta is the home of Tenderoni Foods which produces pasta and other food products. It is run by Rudy and Susanna Gurley. Tenderoni Foods employs 27 people and targets Saint Lucia and the Eastern Caribbean market. In the aftermath of the financial crisis, Tenderoni Foods began to hit cash flow constraints and expansion products were in danger of being shelved.

Assistance received: Help came in the form of grant funding from Caribbean Export.

Impact: The grant enabled the Gurleys to revamp their business in time to capitalise on heightened demand for packaged food products in the aftermath of Hurricane Tomas. Tenderoni Foods was also able to introduce its cheddar cheese sauce mix to the regional market.

Insight: “Don’t assume grant funding from Caribbean Export is easy money. It is not. The work doesn’t end after you’ve been awarded the grant; in fact, this is when the real work begins. Also observe the implementation, procurement and reporting rules to the letter. If you’re required to get three quotes in procuring a product or service, do so.” – **Susanna Gurley, Managing Director, Windward Pasta**

More information: Email - tenderoni@btinternet.com

APICULTURE

WHO: BUSY BEE ENTERPRISES

Country: Jamaica

Profile: Busy Bee Enterprises is a bee farm, managed by Alicia Graham, which operates bee hives at two locations in Manchester, Jamaica. The farm, which was set up in 2006, sells bottled honey to supermarkets and in 2009 began a queen-rearing project with guidance from Jamaica’s Ministry of Agriculture.

Assistance received: The Direct Assistance Grant Scheme allowed Busy Bee Enterprises and four other bee farmers to use the new Bee-O-Pac process, an innovative comb honey package developed by Bee-O-Pac Sphere Technologies. The process could double the output of comb honey and earning per hive.

Results: The grant enabled Busy Bee to acquire additional hives and test Bee-O-Pac at several locations, producing samples of comb honey and preparing for full production at the next honey season.

WHO: ARTISTS' CAREER DEVELOPMENT PROGRAMME**Country:** Jamaica**Profile:** The programme seeks to develop the artistic sector in Jamaica.**Assistance received:** Funding provided under Caribbean' Export's Direct Assistance Grant Scheme assisted the programme to realise its objective of sponsoring 30 artists to practice their art full time and to prepare them to join the international art business community.**Impact:** The project funded by the Direct Grant Assistance Scheme made an impact on several levels:

- Two artists have had their paintings valued and used as collateral, and some have arranged to trade art for the creation of professional websites
- Project-sponsored artists have passed the scrutiny of world acclaimed artists such as Howard Moo-Young and Alexander Cooper to win places at the Jamaica Guild of Artists annual exhibition
- Several artists participated successfully in a Cluster exhibition in London (Jamaica: Life, Light and Landscape)
- The introduction of Andrea Haynes-Pearl's Kitchen Product Line, now on sale, in hotels and gift-shops in Jamaica
- Management of the new Ritz Carlton Gallery in Montego Bay, Jamaica by Betty Glanville and Sharon Fox-Mould. The gallery is building sales for artists
- Partnership between the Jamaica Art Management Services and the Jamaica Conservation Trust to create an exhibition of 20 paintings of endangered and endemic species of the Blue and John Crow Mountains National Park. The park is tipped to become a World Heritage Site. Prints and a coffee table book are also on the cards
- The genesis of an art agency managed by the consultants who participated in the project and who have enhanced their skills and knowledge of the industry

Insight: "Cultural funding has the potential to make a difference in the artistic sector in Jamaica. As a result of the difficult economic situation which Jamaica faces, artists are forced to export art at increased levels, and require assistance to do this, therefore formalisation is the logical step." - Sharon Fox Mould, Coordinator of the Artists' Career Development Programme (ACDP)**WHO: CARIBBEAN CRAFT****Country:** Haiti**Profile:** Caribbean Craft is an organisation representing Haitian artisans.**Assistance received:** Caribbean Craft participated in Caribbean Export's Gift and Craft Show and received a grant through the Direct Assistance Grant Scheme to attend a major trade show in Atlanta, Georgia.**Results:** The organisation's Magalie Noel Dresse noted that the assistance led to a large export order and a brighter export future. In early 2009, Caribbean Craft was able to fulfill an order from a large US customer, HomeGoods, worth over USD \$65,000 thanks to its

grant-funded participation at the trade show in Atlanta. Caribbean Craft was successful in producing over 6,000 items in just 15 business days to meet its deadline.

More information: website - www.caribbean-craft.com



WHO: MATURITY MUSIC

Country: Trinidad and Tobago

Profile: Maturity Music is a leading film production company for Trinidad & Tobago.

Assistance received: The business received funding from the Direct Assistance Scheme for a project to promote a new international album by Calypso Rose.

Impact: As a result of the project a number of tangible opportunities were derived:

- A major touring opportunity for Calypso Rose with 12 dates in France and in UK from mid-July to mid-August 2010 (including the prestigious Barbican Theatre in London and the popular WOMAD festival in Reading)
- The filming of Calypso Rose's show in Les Escales in St Nazaire, France which resulted in a movie and DVD to be released in June 2010
- Finalising the ROSE CALYPSO DIVA documentary with a newly built site www.calypsorosediva.com and a trip to film Calypso Rose in Africa at the end of March 2010

Insight: "The Direct Assistance Scheme is crucial for our development; we would not have been able to achieve all this without the grant. The project has been very successful." – **Managing Director, Maturity Music, Jean Michel Gibert.**

WHO: RESORTFUL ARTS**Country:** Antigua and Barbuda

Profile: Resortful Arts is a non-profit organisation dedicated to opening up opportunities for Caribbean artisans and making the buying process easy for resorts. Founder and executive director, Karla Hostetler sees resorts in the Caribbean as a huge and natural market for the crafts, arts and products of regional artisans.

Assistance received: Through grant funding from Caribbean Export, Resortful Arts was able to make a major breakthrough through the opportunity to assemble a regional collection of products, created by artisans in eight different islands, which it can now merchandise to resorts. The grant was leveraged by match funding from the Organization of American States (OAS) and a strategic partnership with Aid to Artisans to improve marketability of designs for the resort market.

Impact: The grant has allowed Resortful arts, for the first time, to put in place a one-step purchasing option for the resorts. Products have been developed that complement each other and which tell a regional story in the shops. And, says, Hostetler, "We can help resorts tell that story through point-of-purchase materials and even a multi-media exhibition."

Insight: "There are so few sources in the Caribbean where you can find support for this kind of work, and the grant has made a huge difference. There is role for development agencies – through organisations such as Resortful Arts " – *Karla Hostetler, Founder and Executive Director*

More information: web- www.resortfularts.org; email - resortfularts@gmail.org

WHO: KIMYA GLASGOW, FASHION DESIGNER AND ENTREPRENEUR**Country:** Saint Vincent and the Grenadines

Profile: In 2002 Glasgow, in partnership with her best friend, opened a small boutique in Prospect, Saint Vincent and the Grenadines to showcase her design skills and sell Caribbean apparel. She produces collections for both men and women.

Assistance received: Glasgow received grant funding from Caribbean Export.

Impact: The funding enabled Glasgow to access goods and services that would have been unattainable. She has been able to buy equipment that increases efficiency, hire consultants to add value to her business, as well as new employees. "All of this is enabling me to bring my product to the market more easily," she noted.

More information: Email - kimyaglasgowdesigns@hotmail.com

"DID YOU KNOW?"

2,300 – The total number of exhibitors at the annual Summer Fancy Food Show in 2009, to which Caribbean Export took a contingent



CREATIVE INDUSTRIES

WHO: THE REAL J'CAN ENTERPRISE

Country: Jamaica

Profile: The Real J'Can Enterprise produces Jamaican candles and souvenirs and was established in 1999 by Michael and Theresa Givans. Products utilise local Jamaican bamboo, cut, dried and processed in Manchester, as well as coconut shells harvested and prepared after the coconut water and jelly has been extracted by a local manufacturer.

Assistance received: Caribbean Export's Direct Assistance Grant Scheme allowed the Real J'can Enterprise to concentrate on its marketing thrust. It financed the creation and launch of a website which has allowed the company to have global reach in promoting and distributing its product range. In addition, marketing materials were designed.

Results: The marketing materials have given the company the means to target specific local markets such as wedding and corporate customers as well as better communicate with its main customers – hotel gift shops around the island.

More information: www.realjcan.com

ICT

WHO: EARTHBOOK.TV

Country: Saint Lucia and Dominica

Profile: The Earthbook.tv project is run by the Saint Lucia and Dominica-based media production company Link International Inc. The project aims to develop a web-based platform that supports a network of interactive channels and communications tools for small businesses and entrepreneurs in the Caribbean. Entrepreneurs in the travel and tourism, creative and media sectors will be able to create an online presence and customer communication channel that incorporates the best features of social networking, marketing and communication platforms such as Facebook, LinkedIn, Skype and YouTube. This online platform allows businesses and organisations to transform static websites into interactive broadcast channels able to carry live communications. It also uses e-commerce tools that enable them to better market, sell and network.

Assistance received: Funding through the Direct Assistance Grant Scheme has principally contributed to human resources, programming, research and development for Earthbook.tv.

Impact: Since getting the funding, Earthbook.tv has hired the technical expertise needed as well as conducted research and development. It has also been testing, building channels and marketing and has already lined up customers. Feedback from beta users has been positive.

Insight: "People are very excited. They haven't seen anything that brings all these things together in one place. The more connected we can be in the Caribbean, the better we'll be able to strengthen what people can do." – **Jessica Canham, Coordinator**

More information: Email: jessicac@linkinternationalproductions.com

WHO: BRAINSTREET GROUP INC.**Country:** Guyana

Profile: This consulting firm has been delivering information technology and professional consultancy services to government and private sector agencies in Guyana and the Caribbean since 1994. In 2006 the company expanded its capacity and started to coach clients beyond traditional services in software and web development and to provide Internet-based training. The Group has also launched its Online Learning Platform, designed using state-of-the-art web application technology.

Assistance received: The leveraging capacity of BrainStreet's business profile put them in a position to be eligible for a grant from Caribbean Export. Their grant request was approved in just three months.

Insight: "We look forward to being a significant IT services and content provider in the Caribbean and an offshore services provider in the US and further afield." – Lance Hinds, Chief Executive Officer, BrainStreet Group Inc.

More information: www.brainstreetlearning.com

BUSINESS SUPPORT ORGANISATIONS
WHO: MARKETPLACE BELIZE WEB PORTAL**Country:** Belize

Profile: Marketplace Belize provides micro, small and medium enterprises with an international showcase for their products.

Assistance received: Belizean businesses now have access to trade and e-commerce through the Marketplace Belize web portal, thanks to a grant from Caribbean Export's Direct Grant Assistance Scheme.

Impact: The portal has been very successful, with several companies taking advantage of the opportunity to showcase their product range in the global marketplace. The Belize Chamber of Commerce and Industry (BCCI) has also been able to develop a database of local micro, small and medium entrepreneurs.

Insight: "Since we launched this portal the Chamber has had 79% new visitors with a total of 530 visits to the new web portal. Visitors to the site came from 49 countries with a total of 1,344 page views. These statistics show that interested persons are finding the web portal a very useful tool to get information and make informed decisions." - **BCCI CEO, Celene Cleland-Gomez.**

More information: www.belize.org/marketplacebelize

[Taking Caribbean Excellence to the World by...

...coordinating the participation of 17 companies from eight countries in the Caribbean Pavilion at the 55th Summer International Fancy Food Show (FFS) in New York from June 28-30]

WHO: ASSOCIATION DE EMPRESAS INDUSTRIES DE HERRERA (AEIH)**Country:** Dominican Republic

Profile: The AEIH, known to English speakers as the Herrera and Santo Domingo Industrial Business Association, was founded in 1971 to develop the small and medium business enterprises operating in the Dominican Republic's Herrera Industrial Zone.

Assistance received: With financial help through Caribbean Export's grant scheme, AEIH has been able to "build out" its institutional strength so that it could develop a strategic plan for the implementation of an ISO 9001 qualification service. When this was completed the association was then able to help four companies to achieve certification.

Impact: As a result of the grant, the AEIH was the first organisation in the Dominican Republic to develop ISO Certification Services for SMEs in 2008. It remains the only business organisation to oversee ISO 9001:2008 certification in the country, and administers the country's Quality National Awards. The AEIH is better able to focus on quality issues for its membership, providing tools to improve competitiveness and enhancing their national and international positioning.

Insight: Julissa Almonte Espailat, Executive Director of the AEIH recommends that applicants to the grant scheme make themselves familiar with the guidelines and contract terms and be ready to provide all of the required technical and financial documentation required in order to expedite reimbursement.

GAMES**WHO: EEZEE KRICKET****Country:** Barbados

Profile: Eezee Cricket is an innovative and challenging cricket trivia board game launched in February 2010.

Assistance received: Eezee Cricket recently received funding from Caribbean Export's Direct Grant Assistance Scheme to conduct research in India and South Africa to determine market share and market access conditions in order to develop a marketing and media plan for entry in the markets.

Impact: Three thousand copies of the board game are being delivered to South Africa and negotiations are also in progress with potential distributors in India.

Insight: "As the game became successful, increased its market share in CARICOM countries and also secured a distributor in the UK, it became necessary to enter larger markets in other parts of the world in order to realise the vision for EeZee Cricket which is to 'be a household name on a global basis'." – **Creator, Eezee Cricket, James Corbin.**

More information: www.eezeekricket.com

HEALTH AND WELLNESS

WHO: BAHAMAS HEART CENTRE AND THE CANCER CENTRE BAHAMAS

Country: The Bahamas

Profile: These two medical facilities specialise in the prevention, diagnosis and treatment of the two biggest killers in the Caribbean - heart disease and cancer.

Assistance received: The facilities were awarded grants under the EU-funded Direct Assistance Scheme implemented by Caribbean Export. This was to increase regional awareness of the depth of their services, equipment and personnel, including open heart and cancer surgeons, oncologists, paediatric and other specialists and support medical staff.

Insight: "The funds will make it possible for us to provide information about our competencies, services and tiered payment solutions so persons in the Caribbean do not have to feel compelled to leave the region, but feel a sense of comfort in knowing they can be treated close to home." - **Dr. Conville Brown, MD, MBBS, FACC, one of the founders and CEO.**

More information: www.thecancercentre.com

PROFESSIONAL SERVICES

WHO: CATALYST CONSULTANTS

Country: Barbados

Profile: Catalyst Consultants are change management consultants. They are committed to helping people and organisations achieve their full potential and supporting them through the process of change. Catalyst Consultants collaborates with a network of facilitators,

"DID YOU KNOW?"

12.2% - The percentage by which world trade declined in 2009 [Source: World Trade Organisation]



trainers and coaches to take organisations to the next level. The firm is headed by Norma Shorey-Bryan. Key areas of expertise include:

- Change Management
- Organisational Development
- Human Resources Management
- Strategic Planning
- Training Design and Facilitation

Assistance received: Under Caribbean Export's Direct Assistance Grant Scheme, Catalyst Consultants received a grant in January which enabled them to develop promotional materials and upgrade their export capability so as to make the business more competitive at regional and international levels. Specifically, services were contracted for the development of a website as well as the design of a more attractive portfolio of materials. The firm also undertook promotional visits to four CARICOM countries to explore export opportunities. Ms. Shorey-Bryan was also able to deliver introductory workshops in two countries which exposed potential clients to their dynamic approach.

Results: Through the export promotion activities, Catalyst Consultants received several follow-up calls and participated in joint bid proposals with companies interested in collaborating with the firm or utilising its services.

Insight: "I am convinced that the contacts developed with companies through this process, will pay dividends in the future as we expand and export our management consulting services." – **Lead Consultant, Catalyst Consultants, Norma Shorey-Bryan.**

More information: www.consultcatalyst.com



[Taking Caribbean Excellence to the World by...

...exposing six regional architects and designers to Casa Pasarela, the most important trade fair for architects and designers in Madrid, Spain]

RETAIL

WHO: AUTOMOTIVE ART

Country: Barbados

Profile: Automotive Art is a retailer of auto-care products and services. It services a network of 27 franchised stores and distributors in over 20 countries around the Caribbean region, including Belize and Suriname. It was launched in 1990 by founding partners, Dereck Foster and Hugh Blades.

Assistance received: Under the Direct Assistance Scheme, the company received interventions for two projects - trade show participation and marketing for Art Holdings, and e-commerce and website development for F&B Automotive.

Results: Through the technical assistance received through Caribbean Export, Automotive Art was able to jump start its B2B e-commerce platform by acquiring the hardware, software and consultancy resources needed to get the platform up and running in a timely manner.

Insight: "E-commerce is a way of life in the US and we needed such a presence in order to be relevant and competitive in that market. Grants such as these can give us an edge in developing our competitive legs in the context of the international marketplace." – **CEO, Automotive Art, Doug Armstrong.**

More information: www.automotiveart.com

AGRO-PROCESSING

WHO: GOM FOOD INDUSTRIES (GFI)

Country: Suriname

Profile: The company produces three soy-based marinades and one barbeque topping, all using pure vegetable products and marketed under the Sishado label. In 2009 GFI decided to semi-automate production processes. It was felt that in doing so the company could gain a larger market share in the Netherlands and the Dutch-speaking Caribbean market, as well as enter new markets in the English-and French- speaking Caribbean.

Assistance received: After receiving funding under the Scheme, GFI benefited from the help of a technical consultant contracted by Caribbean Export. As a result, supplier visits to the Netherlands and Belgium were conducted by the general manager of GFI, and the pump that was needed for installation and integration of the cooling tank was purchased and installed as planned.

Later in Florida, USA an order was made for an automated two-head piston filler, a semi-automated bottle capper and a semi automated labeler.

Impact: The production system at Gom Food Industries is now much improved thanks to the new cooking kettle.

Insight: A company spokesperson noted, "Make sure that you have the original invoices and payments for refund purposes. In the e-mail age we are living in nowadays offers, invoices and even payments are done by e-mail, but these are not official refunding documents!"

For more information: <http://sishado.com/>

MOVING AHEAD

The Direct Assistance Scheme is being re-developed to better meet the needs of applicants and increase their competitiveness. Guidelines and eligibility criteria are being developed through consultations with stakeholders; Business Support Organisations (BSOs) are being trained to assist firms with access the new funding programme; and qualifying firms will receive financial assistance for product innovation, consumer safety, export diversification and operational efficiency.

Caribbean Export will also promote the grant scheme through selected publications and various media entities.

For more information on promoting excellence in Caribbean firms contact Kirk Brown, Senior Grant Advisor:

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Fax: +1(246) 436-9999

Email: kbrown@carib-export.com

Visit our website: www.carib-export.com and select the 'Be Competitive' link under the 'Competitiveness and Innovation' tab.



“DID YOU KNOW?”

24% - The percentage by which the value of total exports from Latin America and the Caribbean fell in 2009 compared with the previous year [Source: Economic Commission for Latin America and the Caribbean (ECLAC)]

DEEPENING RELATIONS WITH FCORS/OCTS

A regional approach to trade and investment relations is critical to support national and sub-regional competitiveness and innovation in the private sector. To this end, Caribbean Export is committed to broadening interactions outside the CARIFORUM grouping. We are, therefore, identifying opportunities for deeper cooperation among the territories in priority sectors such as the creative industries, health and wellness and professional services.

Our key partners are the French Caribbean Outermost Region (FCOR) and Overseas Countries and Territories (OCTs). We have much in common. They face many of the challenges experienced by CARIFORUM members and their location makes them natural partners for CARIFORUM firms.

Relations bolstered through trade intelligence

For regional firms to achieve greater collaboration with the FCOR and the OCTs it is imperative to gain a mutual understanding of laws and regulations that will affect the regional trade environment.

We facilitate greater awareness through:

- Workshops
- Trade missions
- Provision of market intelligence through publications and our website - www.carib-export.com
- Technical assistance for CARIFORUM firms exporting to the region in conjunction with INTERREG

Deepening trade and investment cooperation with Martinique

Caribbean Export hosted seminars in four Member States on the implications of the EPA for regional firms within the first half of the 2009. We also hosted another EPA meeting on cultural industries in Martinique in collaboration with the Regional Council of Martinique. As a result we signed an agreement with the Regional Council of Martinique which facilitates the Agency's cooperation with Martinique in trade and investment promotion activities.

Facilitating greater exports between CARIFORUM and the French Caribbean

We held a technical meeting with the Regional Council of Guadeloupe to develop a proposal for the establishment of an "export tool kit" to facilitate greater exports between CARIFORUM States and the French Caribbean. In early 2011 Caribbean Export also met with officials from the Regional Council of Guadeloupe to finalise the proposal for submission to INTERREG for funding. An MOU with the Regional Councils of Guadeloupe and French Guyana will be developed to this end.

Increasing BSOs understanding of FCOR market

At the 5th Meeting of the CARIFORUM/FCOR/OCT Task Force in Barbados in 2010 the FCOR made a commitment to provide information on the Octroi de Mer, a tax imposed on imports to the FCOR. Furthermore, representatives from the FCOR provided updates on the implementation of visa waivers for select CARIFORUM States. In this regard additional updates on the visa issue were promised at future meetings of the Task Force.

As a result of this meeting and the level of communication between CARIFORUM, FCOR and the OCTs, Caribbean Export has to been able to furnish Business Support Organisations (BSOs) within the region with a greater understanding of the FCOR market.

Our assistance to BSOs included providing advice on relevant government personnel and other actors within the market as well as advice on laws such as the Octroi de Mer and the Import Control System.

Some of the BSOs with whom we collaborated include:

- Trinidad and Tobago Coalition of Services Industries - <http://ttcsi.org/home>
- Business Development Company Limited of Trinidad and Tobago - www.bdc.co.tt/index
- Barbados Coalition of Services Industries - www.bcsi.org.bb
- Barbados Investment and Development Corporation - www.bidc.com
- Trinidad and Tobago Manufacturers' Association - www.ttma.com
- Saint Lucia Coalition of Services Industries - www.slcsi.org
- Jamaica Coalition of Services Industries - www.jamaicatradeandinvest.org

With regard to the 6th Meeting of the CARIFORUM/FCOR/OCT Task Force in Martinique, a meeting with the Comptroller of Customs there revealed that the EU will be implementing a new import control system. This will have implications for CARIFORUM exports if exporters do not comply with the new regulations. Caribbean Export is following up on the implications of the EU Import Control System. For further information on the system visit: http://ec.europa.eu/ecip/help/faq/ens7_en.htm#faqsection

For more on the regional approach to trade and investment relations contact:
Carlos Wharton, Senior Trade Policy Advisor

Tel: +1(246) 436-0578
Fax: +1(246) 436-9999
Email: cwharton@carib-export.com

"DID YOU KNOW?"

12 – The types of identified products exported to the US which showed growth in the first quarter of 2009 compared to the first quarter of 2008 (cotton pullovers/cardigans, cotton t-shirts, aluminium oxide, rum/tafia, beer made from malt, liquefied propane, men's/boys cotton trousers, gold, salt, papayas, men's/boys shirts of man-made fibres and mollusks)



STIMULATING GROWTH IN PRIORITY SECTORS

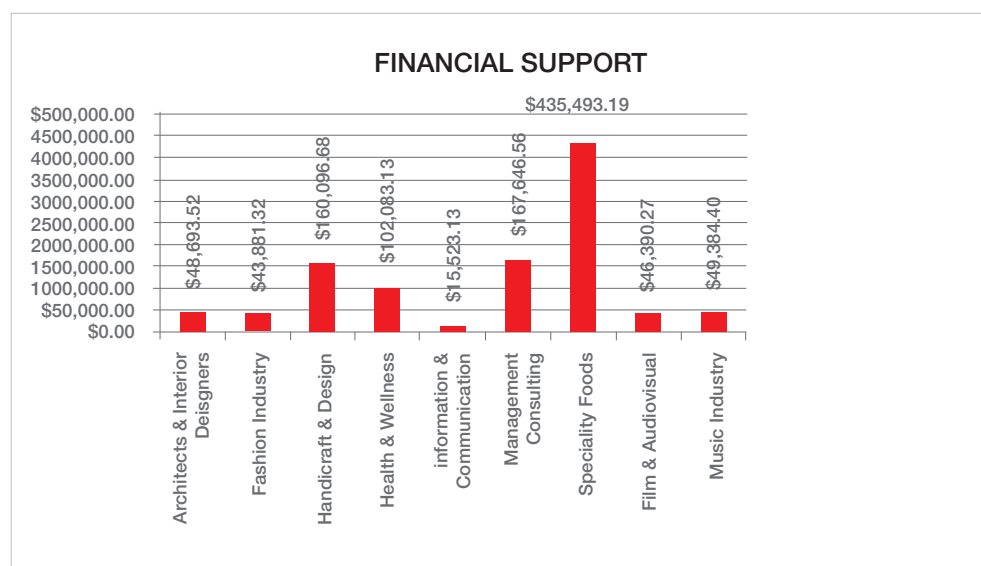
In order to increase the competitiveness of firms in CARIFORM countries in priority sectors, Caribbean Export fosters greater innovation and stimulates the development of high value-added products and services. We place special emphasis on products and services in high potential niche markets or high value-added products where the region can gain competitive advantage.

We also continue to support the development and effectiveness of regional sector associations and networks so as to generate greater synergy with limited resources.

In the period under review, Caribbean Export has made significant process in transforming the regional networking and collaborative capacity of the priority services sectors particularly in the non-traditional services sectors.

In the Cultural and Creative Industries developments took place in several areas.

Financial support was provided to the priority sectors as follows:



Music

With regard to the music sector, the Caribbean Music Industry Network Organisation (CaMINO) was established in September 2009 with its first Strategic Action Plan drafted in July 2010. In 2010 Caribbean Export provided support for a CaMINO mission to South by Southwest in Texas in association with the Barbados Music Association and Invest Barbados. As a result, a preliminary agreement was reached between CaMINO and the American Association of Universities for a Caribbean night at the Association's General Meeting in 2011.

Moving ahead, one of the first objectives to be accomplished with CaMINO's business plan, is the development of a set of standards for Caribbean participation at international trade fairs. Promotion and logistical elements will be managed by CaMINO with support from Caribbean Export, instead of the other way round.

Fashion and Design

The Caribbean Fashion Industry Association (CAFIA) was expanded to include Suriname, St Vincent and the Grenadines, Dominican Republic and Haiti. For more information on CAFIA: www.facebook.com/pages/Caribbean-Fashion-Association.

Thanks to a collaboration with the Association of Caribbean States on a mission to Platform K in Columbia, Heather Jones, a jeweler, generated over USD \$26,000.00 in sales from the Costa Rican market. The mission was the first showcasing from the English-speaking Caribbean on regional value proposition in fashion and design in the Colombian marketplace and facilitated the participation of Caribbean master designers in one of the biggest fashion shows in Latin America.

Our support for two Haitian designers to participate in Caribbean Fashion Week 2010 deepened regional collaboration and promotion in the fashion industry. The week included a special focus on Haiti with a Haiti benefit night.

Going forward, CAFIA will remain a priority for Caribbean Export as a vehicle for developing and implementing strategies to promote the Caribbean Fashion sector.

Art and Handicraft

The Caribbean Design Network was formally established as a not-for-profit association in July 2010 and has developed a strategic plan. For more information: www.docstoc.com/docs/13082564/Report-on-the-Caribbean-ExportCaribbean-Design-Network

Caribbean Export has spent the past three years redeveloping its annual craft expo which has been in existence for 15 years. This trade fair is critical to assisting Caribbean artisans in establishing contacts to grow their businesses. After extensive evaluation and planning, the first newly-rebranded show – Design Caribbean – will be held in the Dominican Republic in September 2011. This is an incredible opportunity for both exhibitors and sponsors particularly since the Dominican Republic boasts a population of 10 million with 4 million people in the city of Santo Domingo where Design Caribbean will be held.

Designed to “celebrate the beautiful”, Design Caribbean will showcase a broad range of high quality handmade products. It will connect artists to buyers and design enthusiasts from the Caribbean region, North America and Europe. We expect that visitors to Design Caribbean will leave with a true sense of the diversity and splendor that breathes vibrancy into the Caribbean region.

For more details visit:

www.designcaribbean.com and www.facebook.com/DesignCaribbean

Film and Audiovisual

Strides were made in this sector with the official establishment of the Caribbean Audiovisual Network (CAN) in September 2009. A strategic work plan was also developed which will be used as a template for other regional organisations. CAN also established strategic alliances with several entities and persons including Osange Silou-Kieffer, Editing Director of Paris-based press agency, Invariance Noire, for the promotion of the network in French media.

At the Toronto Film Festival in 2010 some 25 regional audiovisual content creators and producers from Barbados, Jamaica, Dominica, Saint Lucia and Trinidad and Tobago as well as two representatives from CAN were trained in pitching audiovisual projects to funders and distributors. The festival also provided the context for Caribbean filmmakers to network with major players in the Toronto film industry.

Going forward, the Toronto Film Festival will be retained as a priority market for development.

Health and Wellness Tourism

The Caribbean is destined to become a major Health and Wellness Tourism (HWT) destination of choice. In this sector the Caribbean Spa and Wellness Association (C-SWA) was strengthened for regional meetings and outreach. A C-SWA Strategic Plan was also developed and used as basis for a successful application to the Caribbean Aid for Trade and Regional Integration Trust Fund (CART Fund) programme now being implemented. Through this programme research is being conducted to develop a unique Caribbean Health and Wellness brand. Marketing and promotion is also to be done to raise the international profile and reputation of the Caribbean through a website, exposure to best practice and participation in trade shows.

In March 2009, Trade Facilitation Office Canada (TFO Canada), in collaboration with C-SWA organised a visit to Barbados, Dominica, Dominican Republic and Saint Lucia. 'Project Caribwell' was initiated to conduct site visits and brainstorm with local stakeholders on how to develop the HWT sector. The tour coincided with a multi-sector, multi-country programme organized by Caribbean Export in the Dominican Republic in late March, providing the opportunity for a full-day sector workshop on Health and Wellness Tourism for participants from eight countries. These events served to strengthen the stakeholders' ability to further develop the sector, and also resulted in the strengthening of C-SWA, both regionally and at the local level.

Results were several-fold, including all session participants increasing their knowledge of the growth potential of the sector. Indeed, some have already taken the necessary steps to position their organisations to introduce new offerings in Health and Wellness Tourism. Links to these organisations will be added to the CaribWell pilot website- www.caribbeanwellnessvacations.com

In 2010 missions were taken to South Asian destinations, Kuala Lumpur in Malaysia, and Thailand. This resulted in strengthening of networking with spa and wellness associations from Europe, and Asia and the Pacific.

For more information on C-SWA: www.onecaribbean.org/content/files/SteveAndrewsCaribbeanSpaandwellnessAssociation.pdf

Specialty Foods

Several strides were made in this sector. It received a financial boost through a CART Fund grant to Caribbean Export for a project to strengthen the Specialty Food segment of the agribusiness sector in CARIFORUM countries and to increase exports that would benefit enterprises. The budget from the CART Fund was USD \$1,074,082.00 with other contributions totaling USD \$352,848.00.

In 2009 and 2010, at the Summer International Fancy Food Show, the largest food show for trade buyers in New York, Caribbean Export coordinated the participation of specialty food firms in a Caribbean Pavilion at the show. Some 37 companies from across the region participated along with representatives from three national trade promotion organisations (TPOs).

Coming out of their participation in 2009, exhibitors in the Caribbean Pavilion pledged to undertake follow-up actions including contacting prospective buyers, securing agents/distributors, undertaking follow-up trips to the market, making modifications to existing products, and introducing new products to the market. The majority of exhibitors noted that their objectives were achieved especially with regard to meeting buyers and obtaining their reaction, making business contacts, introducing a new product to the market, and identifying/appointing an agent/distributor.

In 2010 this trend continued with participants pleased with the quality and number of buyers they were able to meet. Moving forward Caribbean Export will be coordinating participation at the Fancy Food Show 2011 in Washington DC to increase awareness of Caribbean products in the Washington market. Products of more than 20 firms will be showcased.

Some 20 firms representing eight countries participated in SIAL 2010, the global food marketplace in Paris, France. Major distributors from Eastern Europe, France, UK and other countries visited the Caribbean Pavilion. In 2011, Caribbean Export will facilitate the attendance of CARIFORUM firms at the Specialty and Fine Food Fair 2011 in London.



As the London 2012 Olympic Games approach we will increase the awareness of CARIFORUM specialty food products in the London markets with a special focus on the Olympiad. More than from more than 15 firms will be represented at this event.

Caribbean Export facilitated a series of in-store promotions in Washington and Atlanta for CARIFORUM products with some 15 companies promoted. Keen interest in the products was demonstrated with 30 or so shoppers attending a cooking class to learn how to use the products as well as sample them. Companies were able to achieve an increase in sales of between 15 and 25% in their products promoted at the event.

Moving ahead, we continue to create consumer awareness for Caribbean Specialty Food products and expect that the products of about 35 companies will be promoted and/or introduced to the market.

To become involved contact: Sam Kruiner, Grant Advisor at skruiner@carib-export.com

Professional Services

Caribbean Export helped to facilitate meetings and seminars, in particular those regarding the Economic Partnership Agreement (EPA) and Mutual Recognition Agreements (MRAs), for providers such as **Architects, Interior Designers and Engineers**. Some 35 architects and engineers from CARIFORUM countries were trained on the implications of the EPA and MRAs in the Dominican Republic in November 2010. Caribbean Export will continue to support initiatives for professional services providers as well as follow up with negotiations for MRAs and the Council of Architects of Europe (ACE).

["The Caribbean Export workshop in Saint Lucia was an eye opener and an invaluable experience, which we should aspire to expand upon. I think the onus is on us as Professionals within the OECS to start harmonising our efforts through dialogue. The time has come for us to join forces as Architects and Engineers within the OECS to stand up and be counted!" - *Elrie Farrell, President - Antigua and Barbuda Institute of Architects, Antigua at an OECS Mutual Recognition Agreement (MRA) Workshop*]

During a regional workshop on **Information and Communications Technology (ICT)** 10 institutions were able to elaborate on a strategic plan for the development of the ICT sector. This resulted in the signing of an MOU towards the further organisation of the sector through the creation of a regional network of ICT companies. Next steps include the strengthening and expansion of this network.

With regard to **Management Consulting** the Caribbean Association of Management Consultants was strengthened through several activities including board meetings and strategic planning. A website for management professionals was also developed at: www.caribbeancmc.com. Caribbean Export will continue supporting the development of this sector in key results areas such as industry awareness and promotion, continuous professional development, and project management and monitoring efficiencies.

Additional professional services networks include:

- Association of Commonwealth Societies of Architects (ACSAC). For information: http://gashandle.com/?page_id=7
- Federation of Caribbean Associations of Architects (FCAA) - www.fcaa.info/

Moving ahead

Fostering a greater culture of creativity in the region is fundamental for building competitiveness across all sectors. As Caribbean Export moves towards a more value chain based approach for designing and implementing projects, the interlinkages between the cultural and creative industries and other sectors particularly ICT, “experience” industries such as food and tourism sectors and the role of creative inputs in the productive sector value chain, will be elements that can open possibilities for interesting and high impact work and thus influence the way we design and report on our projects.

For more on opportunities in priority sectors contact Tonika Sealy, Services Advisor:

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Email: tsealy@carib-export.com

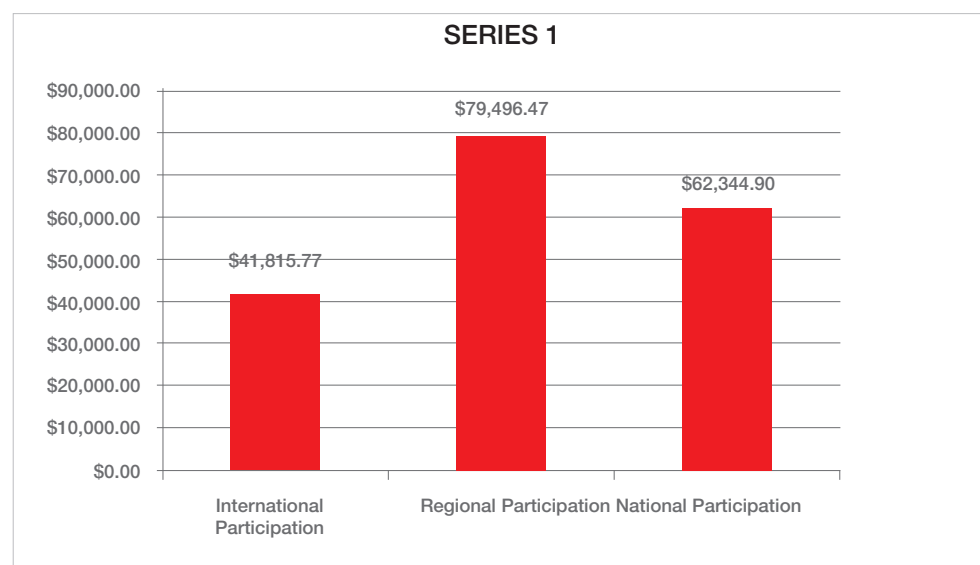
[*Taking Caribbean Excellence to the World by...*

...leading a mission to MIDEM 2009, one of the music industry's top trade shows in Cannes, France]

ATTRACTING INVESTMENT TO THE CARIBBEAN

The Caribbean is a region of widely-dispersed countries with small populations. As a result, Caribbean Export concentrates on promoting investment in activities which are best undertaken at a regional or sub-regional level rather than at the national level.

In order to promote the Caribbean region as a premier destination for foreign direct investment (FDI) and intra-regional investment, several major initiatives were undertaken in 2009/2010. **An investment of approximately USD \$180,000 was made as follows:**



Promoting CARIFORUM as a preferred destination for FDI

In the latter part of 2009, Caribbean Export began work to promote CARIFORUM as a preferred destination for FDI. We worked alongside investment promotion agencies (IPAs) in the 15 Member States and collaborated with the recently-formed Caribbean Association of Investment Promotion Agencies (CAIPA), for which Caribbean Export is the Secretariat.

This thrust continued into 2010. We visited 12 IPAs and stakeholders in their respective countries to sensitise them about the objectives and benefits of CAIPA. A preliminary assessment of each IPA was conducted to determine their investment sector focus and training needs. Going forward we'll continue the development and implementation of a regional Investment Promotion Strategy with initiatives including a regional consultation on the Terms of Reference as well as the recruitment of consultants.

[Taking Caribbean Excellence to the World by...

...leading an International Trade Management mission to Cannes, France, and Lidköping, Sweden]

Strong investment brand

New promotional materials pitching the region as a competitive investment destination are being developed including a website that will promote the region as a strong investment brand. The site provides information on investment opportunities in the region, encourages potential investors to examine destinations in more depth and assists them in doing so. A brochure has also been produced as well as economic profiles of the 15 member countries and their IPAs. Caribbean Export will continue to brand the Caribbean as a sound investment destination through updated and current intelligence through the CAIPA website, brochures and video.

Visit the CAIPA website – www.caipainvest.org

Deepening knowledge of investment generation

Capacity building in FDI training and best practice took place in 2010. As a result, lessons learnt, research tools and selling tools have been adopted in Antigua and Barbuda, St Kitts and Nevis, Grenada, Saint Lucia and St Vincent and the Grenadines. Training will continue to deepen the knowledge of investment promotion professionals in investment generation and aftercare.

For more information: www.caipainvest.org

For further information about investment opportunities and climates throughout CARIFORUM visit:

- Antigua and Barbuda Investment Authority - www.antigua-barbuda.com. Lestroy Samuel, Executive Director, lsamuel@antigua.gov.ag
- Bahamas Investment Authority - www.investbahamas.org or www.opm.gov.bs. David Davis, Director, daviddavis@bahamas.gov.bs
- Invest Barbados - www.investbarbados.org. Wayne Kirton, CEO, wkirton@investbarbados.org. Belize Trade and Investment Development Services (BELTRAIDE) - www.belizeinvest.org.bz. Lourdes Smith, Executive Chairman, lourdes@belizeinvest.org.bz
- Cayman Islands Investment Bureau - www.investcayman.ky. Dax Basdeo, Executive Director, info@investcayman.gov.ky
- Cuba - Division of Evaluation and Management of Investment Projects (DEGPI) www.cpi-minvec.cu. Anaiza Rodríguez Rodríguez, Director, katina.perez@mincex.cu
- Curaçao - Chamber of Commerce and Industry Promotion and Business Services Department - www.curacao-chamber.an. Vanessa Toré, Manager Investment, vanessa.tore@curacao-chamber.an
- Invest Dominica Authority - www.dominica.dm. Rhoda Letang, Executive Director (Ag), rletang@investdominica.dm
- Dominican Republic - Center for Export and Investment of the Dominican Republic (CEI-RD), www.cei-rd.gov.do. Eddy Martinez, CEO, eddy.martinez@cei-rd.gov.do
- Grenada Industrial Development Corporation (GIDC) - www.grenadaworld.com. Sonia Roden, General Manager, sroden@grenadaidc.com
- Guyana Office for Investment (GO-INVEST) - www.goinvest.gov.gy. Geoffrey Da Silva, CEO, goinvest@goinvest.gov.gy

- Haiti - Ministère du Commerce & Industrie - Center for the Facilitation of Investments (CFI), www.cfihaiti.org. Guy G. Lamothe, General Director, cfihaiti@gmail.com
- Montserrat Development Corporation.
Laurine A. Fenton, CEO, lfenton@mdc.ms
- Jamaica Trade and Invest (JTI/JAMPRO) - www.jamaicatradeandinvest.org.
Robert Gregory, President, rgregory@jti.org.jm
- Saint Lucia - National Development Corporation - www.stluciandc.com.
Timothy Green, Acting General Manager, devcorp@candw.lc
- Saint Vincent and the Grenadines - National Investment Promotions Incorporated - www.svg-nipi.com.
Edmond Jackson, Chairman, marketing@svg-nipi.com
- St Vincent Chamber of Commerce and Industry - www.svg-cic.com.
Lennox Lampkin, Executive Director, lennox.lampkin@svg-cic.com
- St Kitts Investment Promotion Agency (SKIPPA) - Shauna Lake, CEO (Ag),
directormd@sisterisles.kn or ceo@stkittsipa.org
- St Maarten - Department of Economic Policy & Research (DEPR). L. L. Gibbes, Department Head, Lucy.Gibbes@sintmaartengov.org
- Suriname - Ministry of Trade and Industry. Ms. Kerkhoffs – Zerp, Deputy Director, odindustrie@gmail.com, margretzerp@yahoo.com,
vanamson_nick@yahoo.com
- Trinidad & Tobago – ETECK - www.eteck.co.tt. Patricia Khan, Manager Investment Promotion, patricia.khan@eteck.co.tt, pattijkhan@gmail.com
- Turks and Caicos Investment Agency - www.tcinvest.tc.
Conrad Higgs, CEO, conradhiggs@yahoo.com, chiggstcinvest@tcwayway.tc

For more on attracting investment to the region contact:

Escipión J. Oliveira, Manager, Special Projects

Tel: +1(246) 436 0578

Email: eoliveira@carib-export.com

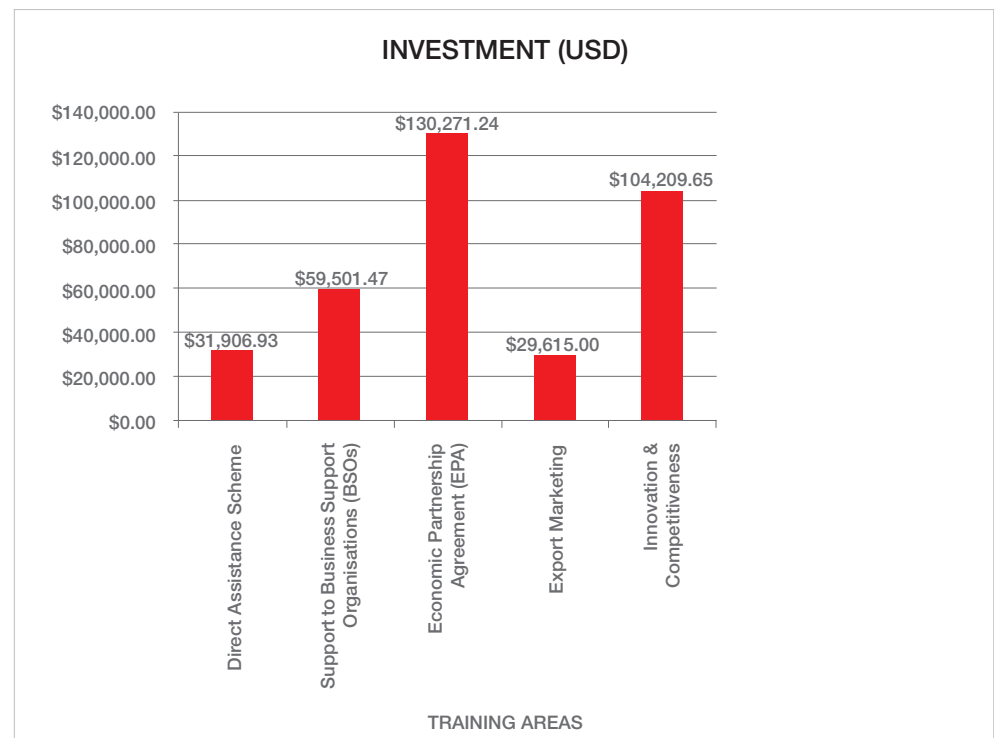
“DID YOU KNOW?”

241 – The number of applications received under the Direct Assistance Grant Scheme in 2009



EQUIPPING PARTNERS THROUGH TRAINING

Caribbean Export facilitated over 15 training interventions in the 2009/10 period in areas such as grant proposal writing, the Economic Partnership Agreement (EPA) as well as Mutual Recognition Agreements (MRAs). Creating an environment with access to increased understanding and the latest intelligence furthers the development of capacity building, competitiveness and driving exports in the region. The financial investment in training was significant.



“DID YOU KNOW?”

14 – The number of CARIFORUM Member States from which proposals were received for the Direct Assistance Grant Scheme in 2009

Penetrating the Scandinavian market

In 2009 companies from Barbados, Haiti, Jamaica and Trinidad and Tobago successfully participated in the 4th module of the International Trade Management (ITM) Export Marketing Programme from October 27-31 in Cannes, France and November 1-5 in Lidköping, Sweden. This was part of the Agency's continuing efforts to provide access to high level and practical, export marketing training. This ITM programme is linked to penetration of the Scandinavian market. The delegation also participated in the 35th IATTO (International Association of Trade Training Organisations) Conference. Simultaneously, the delegation continued ITM training, which began in Barbados in May.

The delegation finalised its ITM training requirements with two days of International Sales training with Göran Parzsyk and Markus Johnsson. At the conclusion of the training all members of the delegation received diplomas in International Trade Management.



Increasing chances of accessing donor funding

A grant proposal writing workshop took place for trainers from Barbados, Saint Lucia, St. Kitts and Nevis, the OECS, Dominican Republic, Suriname, Belize, Grenada and Haiti. As a result they are in a better position to assist SMEs and BSOs in their countries to submit applications to Caribbean Export's grant facility. In Barbados we held another workshop in collaboration with the Barbados Small Business Association. Some 16 firms were trained to write proposals to increase their chances of accessing donor funding.

Taking advantage of EPA

A series of technical workshops in Saint Lucia on the EPA exposed over 40 government and private sector representatives to key aspects of the EPA. We will continue to work with the CARICOM Secretariat and the Dominican Republic to sensitise public and private sector stakeholders on the provisions of the EPA and guide them on how best to take advantage of the agreement. Caribbean Export is also using information gathered from the stakeholders to advise the Secretariat on developments which may have an impact on CARIFORUM trade, the EU and its Overseas Countries and Territories (OCTs).

In Belize a workshop on MRAs took place with public and private sector stakeholders there to discuss our participation in the 10th EDF Programme and to collect feedback for the submission of the Action Fiche to CARIFORUM. This type of stakeholder consultation is a good mechanism to promote our work, receive feedback from stakeholders and establish future programmes.



Going forward we'll also work with the Belize Trade and Investment Development Services (BELTRAIDE) - www.belizeinvest.org.bz – to improve the visibility of our interventions in that country. Caribbean Export will also consider posting advertising in the local media to showcase its work as well as work to conduct at least one stakeholder consultation a year in each CARIFORUM state.

Supporting international competitiveness of Haiti's private sector

Following the devastation of the earthquake in Haiti in 2010 Caribbean Export was able to position itself in the reconstruction efforts and sustainable development through a business and investment forum held in the Dominican Republic. We delivered a presentation on our activities in favour of the development of Haiti's private sector and were able to dialogue with various stakeholders on issues. We continue to support the international competitiveness of Haiti's private sector.

Clarifying issues related to standards and technical regulations

In October 2010 over 40 people from the private sector, government and BSOs attended the final in a series of workshops on International Trade Agreements and the Role of Standards in Trinidad where critical issues related to standards and technical regulations were clarified. Caribbean Export will continue to partner with CROSQ and National Bureaus of Standards to promote the use of standards and to assist them in overcoming technical barriers to trade in export markets.

Enhancing competitiveness of CARIFORUM private sector

Caribbean Export has partnered with Capacity Building International Germany (InWent) on a project to support EPA implementation in the Caribbean in order to enhance the competitiveness of the private sector in CARIFORUM countries and to assist in the institutional strengthening of Business Support Organisations (BSOs).

Through this capacity-building project, 28 Small and Medium Enterprises (SMEs) were exposed to the fundamentals of export marketing and have prepared new export marketing plans which they are committed to implementing. Some 25 BSOs also benefited from the training and are preparing research reports on the entry requirements of selected products into foreign markets. They have also assisted/are assisting the relevant SMEs in preparing their export marketing plans and are developing training programmes for future delivery. Furthermore seven BSOs' representatives graduated from the Train the Trainer Module, based on the "Experiential Learning Model" and are now better equipped to deliver adult training programmes.

Next steps include the rollout of the Caribbean Exporter of the Year Award. Competition rules will be drafted and circulated to stakeholders and the event will be promoted. We will also organise participation in a major expo of Caribbean products and services, "LONDON: Gateway to the EU". The expo takes place around the London Olympics in 2012. To this end, experts will be hired to identify potential markets and buyers from new markets.

Increasing knowledge of trade and investment laws

We continued the facilitation of the initiatives and interventions of the CARICOM-Dominican Republic Business Forum with two studies completed in 2010. As a result the knowledge of respective trade and investment laws and regulations increased for attendees. Further meetings of the forum will be facilitated by Caribbean Export.

Preparing artisans for success in trade shows

Between July and August 2010 artisans in the Bahamas, Belize and Suriname enhanced their basic export marketing and effective trade fair participation techniques through a series of three-day educational seminars in each country. The seminars, funded under the European Union (EU) 9th Economic Development Fund Caribbean Trade and Private Sector Development Programme (CTPSDP), were designed to prepare artisans to participate more successfully in the rebranded Design Caribbean. The seminars were also supported by national Business Support Organisations (BSOs).

Gaining greater insights in the specialty food sector

Companies in the specialty food sector increased their insights on market requirements and on accessing the US and EU markets through a series of seminars funded by the Caribbean Aid for Trade and Regional Trust Fund (CARTFUND). The seminars were rolled out in September 2010. Additional seminars were to take place in 2011 with the aim of bringing the total number of persons trained to over 120.

Companies commit to use export marketing knowledge

Some 93 companies from Belize, the Bahamas and Suriname successfully completed a series of export marketing seminars and product development workshops. They agreed that their objectives were met and committed to use the knowledge gained immediately.



**“DID^{YOU}
KNOW?”**

325% - The percentage by which applications for grant funding assistance from CARIFORUM increased in 2009

SUPPORTING BUSINESS INTELLIGENCE

At Caribbean Export we facilitate the engagement of firms in the regional and international trading arena. This is achieved through access to enhanced market intelligence products and services such as our Online Business Information Centre (OBIC), Online Databases, Publications and the Enquiry Reply Service.

Providing timely access to databases

In October 2009, our website users gained wider access to a large collection of trade and investment promotion materials through the OBIC, in a secure and managed environment. OBIC, a repository of reports, publications, studies and presentations related to market access conditions, statistics, trade policy and standards, provides relevant, up-to-date trade information to users and facilitates easy access by remote users. The materials are useful for facilitating research, decision making and policy implementation in the region. In 2010 more than 2,660 documents were processed, catalogued and made available to users.

In a fast-paced trading world, up-to-date online sources of information on regional small businesses and trade related organisations are critical and a priority for Caribbean Export.

Throughout the period we continually updated the following databases:

- The Caribbean Small and Medium Enterprises (SMEs) Database which contains 3,500 records on companies in the creative industries, furniture, handicraft, health and wellness, agri-business (hot pepper), information and communication technologies, processed foods, professional services and garment sectors
- The Database of Regional Consultants which contains 140 records
- The Caribbean Trade, Investment and Related Organisations Databases which covers Chambers of Commerce, Exporters' Associations, Customs Departments, Investment Promotion Agencies, Manufacturer's Associations, Small Business Associations, Standards Institutions, Statistical Offices and Trade promotion Organisations which contains 101 records

Further development of the OBIC will include a security feature and a fee structure for downloading of documents. Access OBIC through www.carib-export.com/obic

Enhancing our corporate image

Caribbean Export continues to raise its profile and reinforce its position as the authoritative facilitator of export development and trade and investment promotion programmes.

As part of our Public Relations and Communications plan we organised media conferences, crafted and disseminated press releases, conducted media monitoring as well as continuously updated the Agency's website – www.carib-export.com

The result was a significant increase in the number of persons aware of Caribbean Export and its programmes. We saw an increase in regional press coverage; received

positive feedback from more than 17,000 stakeholders; as well as added almost 1,000 more subscribers to TradeWatch, through which our clients keep abreast of trade and investment events across the region.

From January to November, 2010 the website saw a total of 71,538 visitors, an increase of 12% on the total number of visitors in 2009, and a 66% increase from 2008's 24,042 visitors. During this period, the top 10 countries visiting the website's pages were Canada, USA, Jamaica, Barbados, Russian Federation, Malaysia, Trinidad and Tobago, Benin, Dominican Republic, Great Britain and France. Other Caribbean countries in the top 25 were Antigua and Barbuda, Suriname and Guyana.

As we move ahead, the website will become multilingual with the addition of Spanish and French translations and will also include a news feed providing up-to-the-minute trade information.

Delivering relevant and timely business intelligence

TradeWatch was redesigned in 2009, a development which was extremely well received as evidenced by the many letters of commendation received. **A survey carried out in the latter half of that year provided useful data on TradeWatch's effectiveness:**

- 35% of respondents rated the publication as excellent regarding content, ease of reading, frequency, layout and design, accuracy and writing
- 41% rated the publication as good in those criteria
- 96% indicated all of the sections were either useful or very useful
- 100% indicated that TradeWatch had increased their knowledge and understanding of the Agency's goals, objectives and activities.
- 100% indicated they would recommend TradeWatch to others

In 2010 nine issues of the re-branded TradeWatch and five issues of TradeWatch Update were prepared and disseminated to more than 15,000 regional subscribers and readers in North, Central and South America, Europe and Asia. Current and past issues of the publication are readily available on our website. As a result our clients have been empowered to make more informed decisions, whether they are involved in research, exported-related activities or providing advisory services.

TradeWins provides advice on EPA

Clients were better positioned to make more informed decisions on the EPA with the publication of a new TradeWins publication titled "Overview of the CARIFORUM-EC Economic Partnership Agreement." This was done in collaboration with the Caribbean Regional Negotiating Machinery.

The publication provides information on the main provisions and operations of the CARIFORUM-EC EPA which was signed in October 2008 and came into affect through provisional application in December 2008. To download visit www.carib-export.com A new title in the TradeWins series, "An Introduction to Trade Remedies in the Multilateral Trading System", was also produced and disseminated in soft copy via the website.

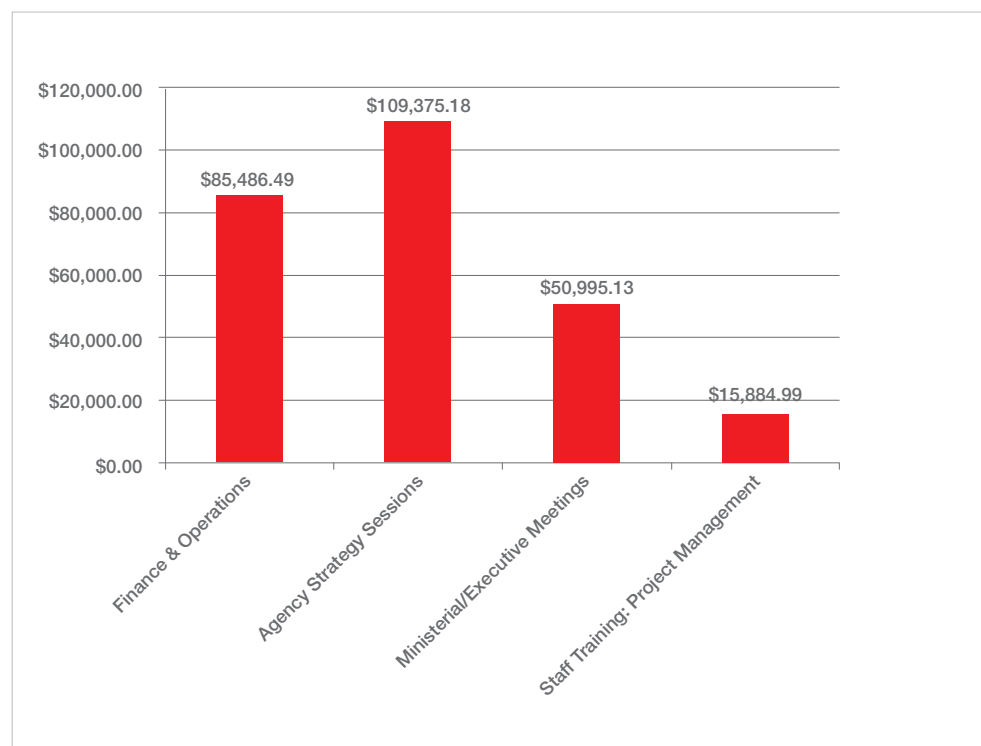
For more information contact: Cora Lowe, Research and Communications Officer
 Tel: +1(246) 436-0578
 Fax: +1(246) 436-9999
 Email: clowe@carib-export.com

IMPROVING DELIVERY OF SERVICE

It is not business as usual at Caribbean Export as we seek to fulfill our mandate in an economic and business climate that continues to be challenging. We have committed to leading the way in demonstrating self-sustainability and strengthening the Caribbean Export brand as the region's only export development agency.

To this end we successfully undertook a series of Agency Strategy sessions in 2010. Coming out of the sessions a Strategic Plan was developed. Furthermore an organisational and institutional restructuring of the Agency in line with the Strategic Plan was completed. Our capacity for donor coordination was strengthened. Our coordination with relevant regional agencies was also strengthened and consolidated as well as our relevance to regional private sector players and bodies. As we move ahead, elements of the Strategic Plan will be rolled out.

The investment in our administrative capacity was as follows:



“DID YOU KNOW?”

62 – The number of companies assisted through the Direct Assistance Grant Scheme in 2009



ABOUT OUR DONORS

Caribbean Export collaborates closely with a range of partners and stakeholders at the regional and international levels to achieve its goals. At the regional level, we partner with agencies whose work, mandate and objectives complement ours.

OUR REGIONAL PARTNERS INCLUDE:

CARICOM SECRETARIAT– The CARICOM Secretariat is the principal administrative organ of the Caribbean Community and is tasked with providing dynamic leadership and service in partnership with Community Institutions and groups, toward the attainment of a viable, internationally competitive and sustainable Community, with improved quality of life for all. The CARICOM Directorate also provides technical assistance to Caribbean Export.
For more: www.caricom.org

CARIBBEAN DEVELOPMENT BANK (CDB) – The CDB seeks to contribute to the harmonious economic growth and development of the member countries in the Caribbean and to promote economic cooperation and integration among them.
For more information: www.caribank.org/

OECS EXPORT DEVELOPMENT UNIT (EDU) - The Export Development Unit (EDU) acts as the primary sub-regional institution of the OECS Member States for the development, promotion, and expansion of exports through the mobilisation of technical and financial support for the agriculture and manufacturing private sector, and the provision of advice and assistance to member Governments and the public sector agencies.
For more information: www.oecs.org

CENTRE FOR THE DEVELOPMENT OF ENTERPRISE (CDE) REGIONAL OFFICE - CDE is an ACP (African, Caribbean and Pacific)/EU joint Institution created in the framework of the Cotonou Agreement. Its objective is to identify and support the activities of the most promising private sector companies of the sectors with the highest potential for economic and social development in ACP countries.
For more information: www.cde.int

Our partners at the international level provide both technical assistance and financial support:

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA) - Fourteen countries are served by CIDA's Caribbean Programme. Donor coordination remains strong with active sectoral working groups. For example, donor harmonization is advancing, with model initiatives underway in disaster management, trade and competitiveness, and public financial management. CIDA plays a leading role in all of those areas.
For more information: www.acdi-cida.gc.ca

GIZ – The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), formerly the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) supports people and societies in developing, transition and industrialised countries in shaping their own futures and improving living conditions.

For more information: www.giz.de/en/

INTERNATIONAL TRADE CENTRE (ITC) - ITC improves small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to exporters, trade support institutions and policymakers.

For more information: www.intracen.org/

INTER-AMERICAN DEVELOPMENT BANK (IDB) – The IDB partners with countries to provide financial resources and knowledge to achieve results. The Bank's activities cover the entire spectrum of economic and social development in Latin America and the Caribbean, with an emphasis on programs that benefit the most vulnerable and the poorest populations. The Bank supports clients in the design of projects, and provides financing, technical cooperation and knowledge services to support development interventions.

For more information: www.iadb.org/en

PRO€INVEST - PRO€INVEST is an EU-ACP partnership programme developed and undertaken by the European Commission on behalf of the ACP countries.

For more information: www.proinvest-eu.org

WORLD BANK – The World Bank's mission includes helping people help themselves and their environment by providing resources, sharing knowledge, building capacity and forging partnerships in the public and private sectors.

For more information: www.web.worldbank.org

Through the establishment of private sector-led steering committees we ensure the relevance of donor-funded projects to clients and their successful implementation. We also partner with multilateral and international bodies in areas of mutual interest, while seeking to develop programmes which will contribute to our own sustainability.

“DID YOU KNOW?”

13,000 – The number of subscribers to TradeWatch



TOWARDS GREATER SUSTAINABILITY



Coming out of the recent discourse on the regional integration movement, it is clear that the Caribbean Export Development Agency (Caribbean Export) plays a critical role in furthering and deepening the economic strength and viability of Caribbean States. Yet while the region dithers on and debates the pros and cons of the CSME and the Economic Partnership Agreement (EPA), other regional groupings are rapidly moving ahead to conclude agreements with the European Union (EU) and to utilise those agreements as a springboard for penetration of the EU market. This changing global reality in the international trading arena must inform our repositioning as a vehicle for enhancing the export development capabilities and investment promotion activities for and on behalf of member states in the 21st century.

Changing rules of the game

This changing global climate has necessitated Caribbean Export re-evaluating its contribution to regional private sector development and the required change in approach triggered by the shifts in the Caribbean region's engagement in the multilateral trading process. The region has entered into its first fully reciprocal agreement and has undertaken autonomous liberalisation in several sectors. This dynamic transformation of the rules of the game must, therefore, influence the transformation of Caribbean Export in both its structure and interaction with the private sector.

The 10th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDF) provides the unparalleled opportunity for Caribbean Export and, by extension, the region to change the language governing our discourse. It creates the

necessary enabling environment to effectively engage in new paradigms for private sector development and to design a new economic space for increased market penetration and long-term, sustainable development.

Priorities for regional private sector development program

With regard to enhancing competitiveness and promoting innovation, we are utilising innovation as a tool in transforming the productive sector within our region by providing support to firms, enterprises and regional institutions of learning in developing their innovative capacity. Our firms need to challenge the status quo and find innovative ways to develop and promote their products.

As Small Island Developing States, it will be our ability to be innovative and creative that will provide that extra edge in the global marketplace. We cannot compete on volume but we can compete on ideas and creativity. Think of the Jamaican Bobsled team as a story of innovation at the world class level. Jamaica does not have snow so how did we end up with a bobsled team in the Calgary winter Olympics in 1988? We had go-carts, made of cast off pieces of wood, ball bearings and old used tires which boys would race down steep hills at breakneck speed in virtually the same manner as the formal bobsled track, of course without the necessary accoutrements of safety associated with sane behaviour. This “deviant” behaviour was translated into a team that captured the world’s imagination and led to the making of a multimillion dollar movie and unparalleled exposure for Jamaica’s tourism and creative industries. This is the heart of innovation.

An additional pillar in enhancing competitiveness is the provision of direct assistance through the Direct Grant Assistance scheme, designed to assist firms in enhancing their competitive edge and readiness for the export market. The new programme will include not only general calls but calls in priority sectors identified by the region for development such as alternative energy, the creative industries, specialised tourism such as health and wellness and sports tourism, agro-processing among others. These two modules will reinforce the innovative framework and lend support to increased productivity for Caribbean firms.

Charting the way forward to greater sustainable economic growth

In the area of promoting trade and export development, one of the critical weaknesses in the region has been the absence of adequate market intelligence regarding market opportunities, potential niche markets, and tracking trends in new and emerging export sectors. Caribbean Export is establishing a market intelligence unit that will assist firms in this regard. An interactive trade and market intelligence portal will also be developed for access by member states and will produce new opportunities for deeper market penetration.

In order to assist member states, Business Support Organisations (BSOs) and firms in understanding the provisions of the agreements that have been signed, and translating these provisions into usable information for enhanced market access, Caribbean Export will formally operationalise the EU-CARIFORUM Business Forum in 2011. This forum will bring together businesses from CARIFORUM countries and EU member states to create opportunities for partnership.

We will also take a more strategic approach to our work with the creative industries, an area in which the region has a natural advantage. We must, however, begin to create the necessary environment both at the regulatory, legislative and strategic policy levels to ensure that this advantage is not lost due to inertia on our part.

The 10th EDF RPSDP will also promote trade and investment with the French Caribbean Outermost Regions (FCORs) and the English and Dutch Overseas Countries and Territories (OCTs) as well as within the CARICOM/Dominican Republic Agreement. The activities will identify and exploit opportunities among CARIFORUM countries and the FCORS/OCTs and continue to support the operations of the Joint task Force on Trade and Investment.

Our success will be judged by the long-term impact of these interventions on the region's competitiveness and economic growth. We want to ensure that Caribbean Export is relevant, innovative and responsive to the needs of the private sector in our Member States. The ultimate goal is a vibrant future for our children in this region that we call home.

For more insights:

Pamela Coke Hamilton, Executive Director - pcokehamilton@carib-export.com



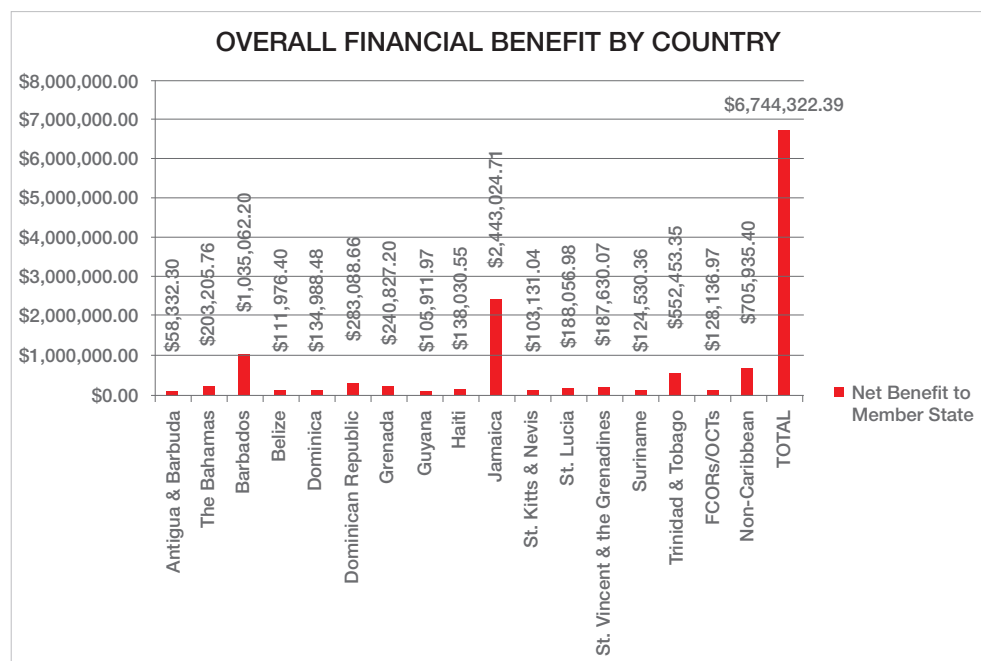
**“DID^{YOU}
KNOW?”**

€1,273,399 – The resources allocated under the Direct Assistance Grant Scheme's 1st and 2nd calls for proposals

FINANCIAL IMPACT OF CARIBBEAN EXPORT

In the years under review, Caribbean Export made a significant financial impact across CARIFORUM Member States to the tune of **USD \$6.9 million**. This benefit took the form of a host of programmes, events, seminars, grants and other initiatives to further grow the trade and export potential across the region.

Overall financial benefit by country:



“DID YOU KNOW?”

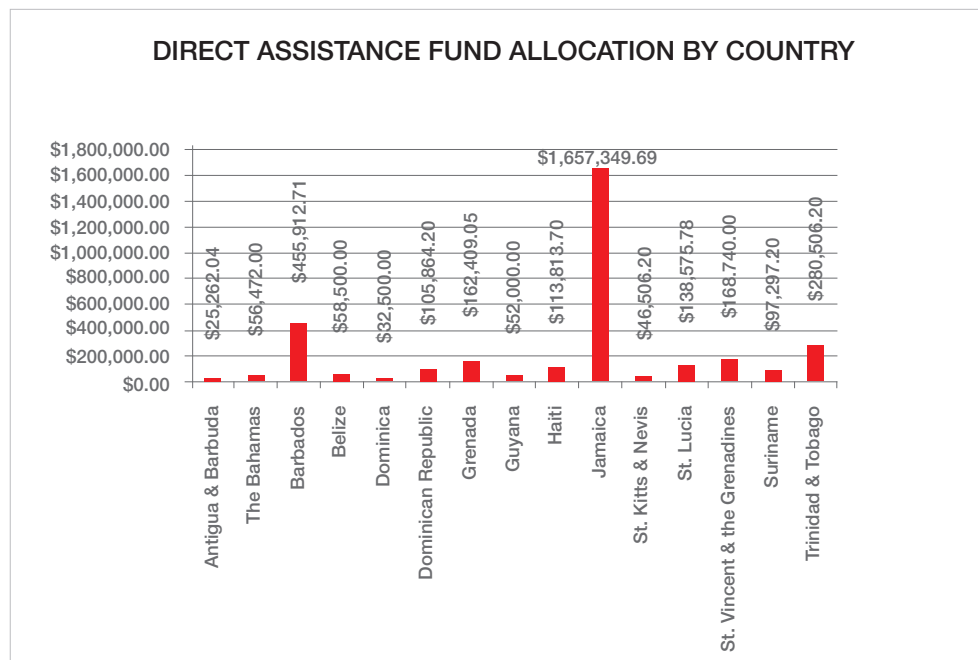
605 – The number of persons trained in Grant Promotion/Proposal Writing in 2009



Excellence in regional firms

The largest chunk of investment went into Direct Assistance to regional firms through a series of grants through which the competitiveness of firms in CARIFORUM countries was enhanced. Under the 1st, 2nd and 3rd calls for proposals for grant funding assistance, some 270 applicants received grants totaling just under **USD \$3.5 million**.

Direct Assistance fund allocation by country:



For more on the impacts of investments in Direct Assistance visit page xx:

Informing Caribbean Excellence through Research

With regard to research and studies initiatives, an investment of approximately **USD \$1.2 million** was achieved primarily through consultancies to conduct studies. These studies were undertaken to enhance the regulatory environment as well as to provide businesses conducting trade across the Caribbean and beyond with insights to inform their direction and growth. Studies were conducted across diverse areas crucial for business and trade growth and expansion.

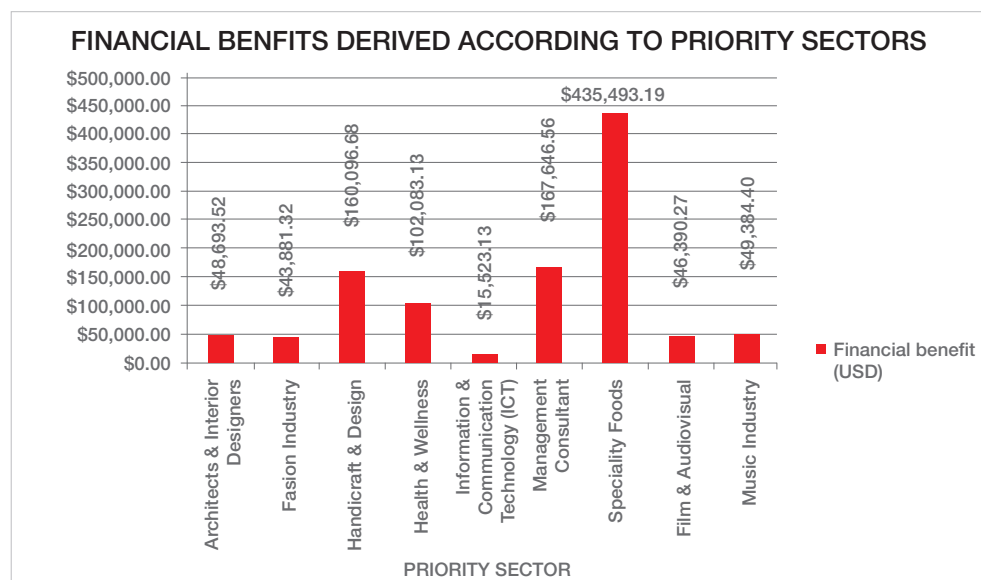
For more on the impacts of this investment visit page xx:

Stimulating growth in priority sectors

Our support to Business Support Organisations (BSOs) received the third largest slice of financial benefits of just over **USD \$1 million**. As a result we made significant process

in transforming the regional networking and collaborative capacity of the priority services sectors particularly in the non-traditional services sectors.

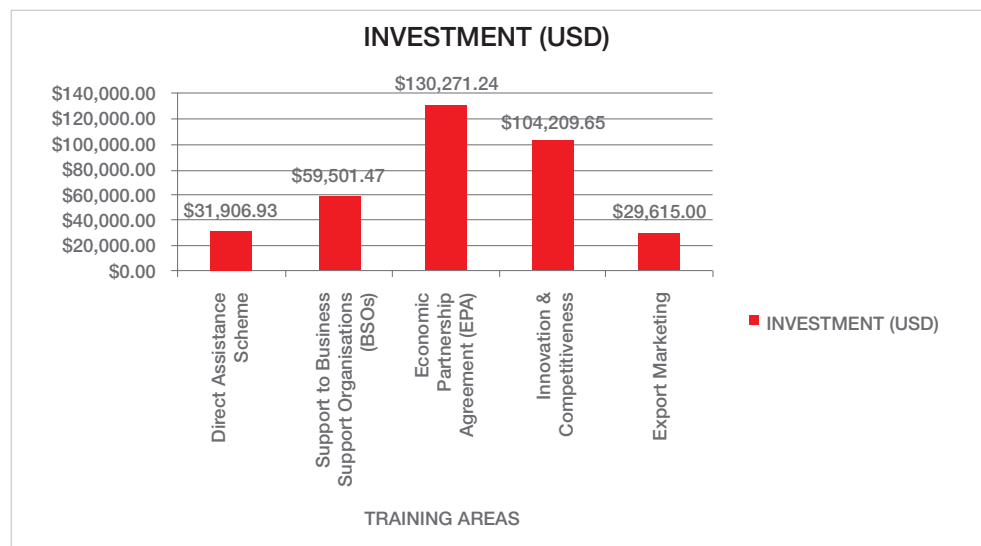
Financial benefits derived according to priority sectors



For more on the impacts of the investment in this area visit page xx:

Equipping partners through training

Caribbean Export facilitated over 15 training interventions in the 2009/10 period in areas such as grant proposal writing, the Economic Partnership Agreement (EPA), Innovation and Competitiveness as well as Mutual Recognition Agreements (MRAs). The total net benefit in training was approximately **USD \$355,000.00**.



For more on the impacts of this investment visit page xx:

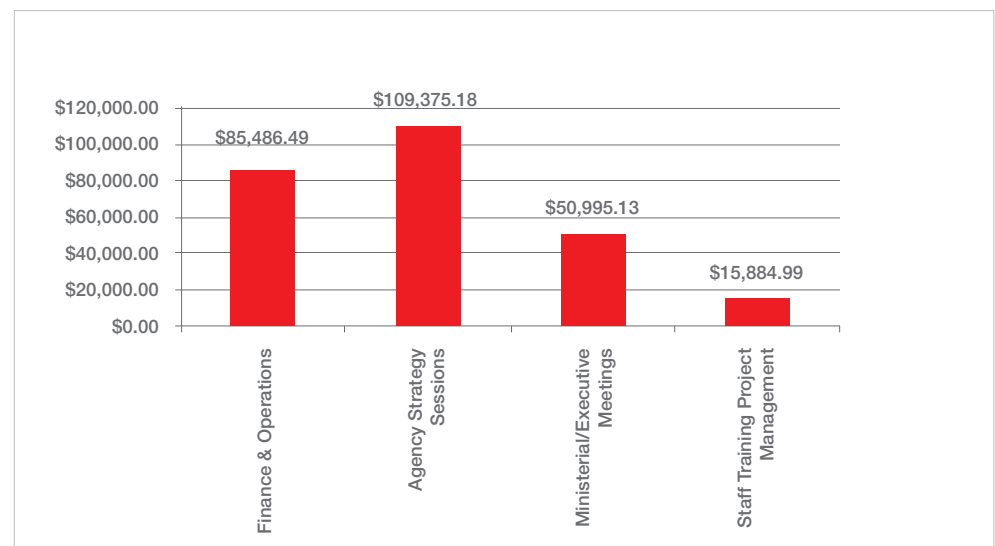
Deepening relations with FCORs/OCTs

In the years under review Caribbean Export continued to identify opportunities for deeper cooperation among the territories in priority sectors such as the creative industries, health and wellness and professional services. Our key partners are the French Caribbean Outermost Region (FCOR) and Overseas Countries and Territories (OCTs). An investment of some **USD \$255,000.00** was made regarding participation in meetings with the British and Dutch OCTs, the Regional Councils of Martinique and Guadeloupe, as well as the CARIFORUM/FCOR/OCT Task Force was achieved.

For more on the impacts of the investment in this area visit page xx:

Improving delivery of service

Just over **USD \$260,000.00** was allocated between 2009 and 2010 to further enhance the operational efficiency of Caribbean Export.



For more on the impacts of this investment visit page xx:

Attracting Investment to the Caribbean

With regard to promoting the Caribbean region as a premier destination for foreign direct investment (FDI) and intra-regional investment, an investment of approximately USD \$184,000.000 was achieved. This enabled participation in FDI activities at the local, regional and international levels. **Financial benefits were derived as follows:**



For more on the impacts of this investment visit page xx:

Supporting Business Intelligence

In the area of facilitating the engagement of firms in the regional and international trading arena, just under USD \$125,000.000 was invested primarily to enhance Caribbean Export's Corporate Image.

For more on the impacts of the investment in this area visit page xx:

“DID YOU KNOW?”

44% – The percentage of women-owned firms awarded funding for successful proposals under the Direct Assistance Scheme in 2009

25 – The number of staff at Caribbean Export's offices in Barbados and the Dominican Republic in 2009

100% - The percentage of respondents in a survey who indicated that TradeWatch had increased their knowledge and understanding of Caribbean Export's goals, objectives and activities



