

Our Mission

Caribbean Export is internationally recognised as the leading driver for caribbean private sector development.

Our Vision

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

Table of Contents

04

Acronyms

06

Caribbean Export Development Agency at a Glance

07

Chairman's Message

08

Executive Director's Message

09

Caribbean Export Board of Directors & Management Team

10

Key Facts and Figures at a Glance



12

Attracting Investment to the Region

Feature: Celebrating Investment Successes in the Caribbean - 16

20

Enhancing Competitiveness and Innovation through Access to Finance

Feature: Regional Firms Innovate Using Sustainable Energy-22

24

Export Development

Feature: Caribbean Export Launches Regional In-Firm Design & Branding Project - 30



32

Market Intelligence as a Vehicle for Market Penetration

36

Study Tours, Forums and Trade Missions

Feature: Supporting The Caribbean Management Consulting Industry- 38

40

Export Promotion

Feature: Baron Foods - Local Leader, Global Brand - 45

Feature: Dominicana Moda: Regional Designer's Stage to International Success - 46

48

Business Advocacy

52

Sustainability & Institutional Advancements

54

Annexes

58

Summary of Expenditures

60

Notes

Acronyms

ACP	African, Caribbean and Pacific Group of States
ADO-EXPO	Dominican Exporters Association
ASFA	Manufacturers Association Suriname
B2B	Business to Business
BCCI	Barbados Chamber of Commerce and Industry
BCSI	Barbados Coalition of Services Industries
BELTRADE	Belize Trade and Investment Development Service
BFVA	Barbados Film and Video Association
BIDC	Barbados Investment and Development Corporation
BSOs	Business Support Organizations
BTA	Barbados Tourism Authority
CAFIA	Caribbean Fashion Industry Association
CAIPA	Caribbean Association of Investment Promotion Agencies
CARICOM	Caribbean Community
CARIFESTA	Caribbean Festival of Arts
CARIFORUM	The Forum of the Caribbean Group of ACP States
CARIFORUM-EU-EPA	Economic Partnership Agreement between CARIFORUM and the European Union
CARTFUND	Caribbean Aid for Trade and Regional Integration Trust Fund
CCL	Caribbean Consultants Limited
CDB	Caribbean Development Bank
CEI-RD	Centre for Export and Investment of the Dominican Republic
CHRIS	Caribbean Hotel and Resort Investment Summit
CICMC	Caribbean Institute of Certified Management Consultants
CMC	Certified Management Consultant
CNSC	Caribbean Network of Services Coalitions
CSME	Caribbean Single Market and Economy
C-SWA	Caribbean Spa and Wellness Association
CTPSDP	Caribbean Trade and Private Sector Development Programme
DAGS	Direct Assistance Grant Scheme
DCSI	Dominica Coalition of Service Industries
DEXIA	Dominica Export Import Agency
DFID	Department for International Development
DICOEX	Ministry of Industry and Commerce of the Dominican Republic
DM2013	Dominican Moda 2013
DR	Dominican Republic
EDF	European Development Fund
EU	European Union
ExporTT	National Export Facilitation Organisation of Trinidad and Tobago
FCOR	French Caribbean Outermost Regions of Europe
FDI	Foreign Direct Investment
FTA	Free Trade Agreement
GEF	Global Environment Facility

GIDC	Grenada Industrial Development Corporation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IFC	International Financial Centre
IIFA	Indian Film Academy Awards
IT	Information Technology
ITC	International Trade Centre
JAMPRO	Jamaica Promotions Corporation
LAC	Latin America and Caribbean
LEED	Leadership in Energy and Environmental Design
MI	Market Intelligence
MIS	Market Intelligence System
MOU	Memorandum of Understanding
MRA	Mutual Recognition Agreement
NTIN	National Trade Information Networks
OAS	Organization of American States
OBIC	Online Business Information Centre
OCT	Overseas Countries and Territories of Europe
OECD	Organization for Economic Cooperation and Development
OECS	Organization of Eastern Caribbean States
OECS EDU	Organization of Eastern Caribbean States Export Development Unit
OPSR	Office of Private Sector Relations
ProNET	Productivity Network
RIPSC	Regional Investment Promotions Steering Committee
RIS	Regional Investment Strategy
RPSDP	Regional Private Sector Development Programme
RSP/RIP	Regional Strategy Paper and Regional Indicative Programme
RTITP	Regional Trade Information Training Programme
SBDC	Small Business Development Centre
SIDS	Small Island Developing States
SLCSI	Saint Lucia Coalition of Services Industries
SMEs	Small and Medium-Sized Enterprises
TIC	Trade and Investment Convention
TOR	Terms of Reference
TPOs	Trade Promotion Organisations
TTCSI	Trinidad and Tobago Coalition of Services Industries
TTMA	Trinidad and Tobago Manufacturers' Association
UKTI	UK Trade and Investment
UNCTAD	United Nations Conference on Trade and Development
UNIBE	Universidad Iberoamericana
UTSA	University of Texas at San Antonio
WTO	World Trade Organization

Caribbean Export Development Agency at a Glance

Caribbean Export was established in 1996 as the regional trade and investment promotion agency to serve 15 Caribbean Forum (CARIFORUM) States, namely: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Dominican Republic, Haiti, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

The Agency carries out numerous programme-based activities designed to enhance the competitiveness of regional small and medium-sized enterprises (SMEs), promote trade and development among the CARIFORUM, promote stronger trade and investment relations among CARIFORUM and the French Caribbean and Outermost Regions (FCORs) and the European Union (EU) Overseas Countries and Territories (OCTs) in the Caribbean, as well as promote stronger trade and investment cooperation between the Caribbean Community (CARICOM) and the Dominican Republic.

Caribbean Export's work focuses on nine priority areas: Agro-processing, Creative Industries, Financial Services, Health and Wellness, Information and Communication Technology, Manufacturing, Professional Services,



Specialised Tourism and Renewable Energy. This development work has also strengthened the institutional capacity of public and private sector agencies, and business support organisations (BSOs), particularly sector associations, trade support institutions (TSIs) and investment promotion agencies (IPAs).

Under the 10th EDF Regional Private Sector Development Programme (RPSDP), which Caribbean Export is currently implementing, support has been offered to CARIFORUM States in a gamut of areas ranging from investment promotion to business advocacy. With each intervention, Caribbean Export aims to optimise the export potential of regional entrepreneurs, as well as highlight the investment potential of the Caribbean to the international community.

Chairman's Message

CHAIRMAN

Christopher Lewis



As Chairman of the Board, I am pleased to present to you the Annual Report for the Caribbean Export Development Agency (Caribbean Export) for the period ending December 31, 2013, which outlines another year of notable success.

Although 2013 came with its own challenges, I saw it as a renaissance for Caribbean Export. In the face of faltering recovery of the world economy, and a slow down in some regional exports, Caribbean Export remained focused on its objective of increasing export from CARIFORUM countries into international markets, thereby enhancing their value in the regional economy. The Agency continued to do two things in tandem: solidify its comparative advantage as being the only regional trade and investment promotion agency in the African Caribbean and Pacific (ACP) States, and explore new areas of development work, which responds to the demands of constituents, while transforming the regional trajectory.

Consistent with the Agency's ongoing efforts to take Caribbean excellence to the world, Caribbean Export provided services, which have enabled regional firms to experience growth and increased penetration of new regional and international markets. There has further been an intensified focus on affording more access to finance for Small and Medium-sized Enterprises (SMEs) and entrepreneurs.

Caribbean Export's successful implementation of programming, ranging from access to finance to export promotion, especially during this period of global economic difficulty, reaffirms my confidence that the Agency will continue to augment its position regionally in the coming years.

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

Executive Director's Message

EXECUTIVE DIRECTOR

Mrs. Pamela Coke-Hamilton



At the end of the third year of programme implementation, Caribbean Export is proud to report tremendous progress towards the achievement of the Agency's overall goals and objectives in the development of the region's private sector.

During the period under review, 1561 persons representing 917 SMEs, BSOs, and public sector organisations, participated in programme-based interventions implemented or supported by Caribbean Export. This is a 25% increase in participation when compared to 2012. Further, by the end of 2013, the Agency had successfully implemented the majority of the 10th EDF work programme showing an expenditure of 51% of total allocated funds.

Major advancements were achieved towards attracting investment to the region, enhancing the competitiveness and innovation of firms, building capacity through technical assistance, and developing a regional market intelligence support system. Caribbean Export also continued its work in augmenting relations among the CARIFORUM States, FCORs and OCTs, in addition to fostering business opportunities between CARICOM and the Dominican Republic.

2013 has been especially significant in Caribbean Export's history, as it was the year for the inaugural execution of the Caribbean Exporters' Colloquium. Held within the first quarter, the Colloquium set the tone for the level of work and commitment the Agency would deliver in the coming months to firms and exporters, in creating an enabling environment for regional growth.

Not only have our clients continued growing and entering new regional and international markets as a result of our services, but it should also be noted that significant

strides have been made towards ensuring that SMEs obtain increased access to finance. Importantly, as the year closed, the Agency continued work on the development of its five year Strategic Plan, as a part of strengthening institutional capacity.

Encouragingly, the results of the annual impact assessment revealed that beneficiaries across all nine priority sectors reported significant increases in knowledge of export market access opportunities; opportunities for export-led growth and in total production. Some 52% of the firms indicated increased production, while 32% are now exporting to new regional and international markets.

Despite a global economy that is still recovering from the effects of the financial crisis, in addition to slow growth in many Caribbean economies, Caribbean Export continued to assist clients in expanding their export sales and creating new jobs, and we look forward to continuing this growth in 2014 and beyond.

I wish to express appreciation to the Board of Directors, in particular those who demitted office in 2013, for their direction, commitment and support during the period, and to extend a special welcome to the new Board members. Finally, my thanks to the Caribbean Export team for their continued hard work and dedication to the Agency and to regional development and prosperity.

Caribbean Export Board of Directors*

*At December 31, 2013

H.E. Ambassador Colin Murdoch

Antigua and Barbuda

Ms. Donnalee Bowe

The Bahamas

Mr. Bentley Gibbs

Barbados

Mr. Nick Ruiz

Belize

Mr. Gregoire Thomas

Dominica

Mr. Juan Guiliani

Dominican Republic

Dr. Partick Antoine

Grenada

Mr. Dhaneshwar Deonarine

Guyana

Mr. Allen Henry

Haiti

Mr. Robert Scott

Jamaica

Mr. Titus Preville

Saint Lucia

Mr. Charleton Edwards

St. Kitts and Nevis

Mr. Dirk Ch. Heave

Suriname

Mr. Nathaniel Williams

St. Vincent & the Grenadines

Mr. Ramesh Ramdeen

Trinidad & Tobago



Caribbean Export Management Team

Mrs. Pamela Coke Hamilton

Executive Director

Mr. Escipion Oliveira

Deputy Executive Director

Mr. Anthony Bradshaw

Chief Operating Officer

Mr. Christopher McNair

Manager, Competitiveness and Innovation

Mr. David Gomez

Manager, Trade and Export Development

Ms. S.H. Allyson Francis (not pictured)

Services Specialist



Key Facts and Figures at a Glance



Under the 10th EDF
4165
 beneficiaries
 participated in Caribbean Export
 programme- based activities.



In 2013
1561
 people benefited
 from programme interventions.



58%
 of participants
 in 10th EDF activities in 2013
 were female



56 SMEs
 participated
 in Export Promotion in CARIFORUM
 and the EU



37 training and
 certification
 programmes
 were delivered to **980**
 beneficiaries across CARIFORUM



A total of
€280,098.44
 reimbursed
 to beneficiaries under both DAGS
 facilities at the end of 2013.





Attracting Investment to the Region

Caribbean Export recognises that investment promotion is particularly important for the development of new export goods and services. Improvement in the business climate is therefore essential for attracting the investment that could ultimately contribute to sustainable business development. In 2013, activities undertaken in this sector were focused on developing the regional investment strategy, strengthening regional IPAs to attract foreign direct investment (FDI), providing capacity building and technical assistance to investment promotion intermediaries, and positioning the Caribbean for investment through image building activities.



Developing a Regional Investment Promotion Strategy

The Regional Investment Promotion Strategy (RIPS) and Implementation Plan seeks to address the positioning of the Caribbean as an ideal location for investment. Following a survey of select firms, respondents indicated that investors tend to have a regional perspective and compare those offerings, prior to narrowing their focus to individual nation states within a selected region. It is against this background that a regional approach to investment promotion was proposed for CARIFORUM, as support to national initiatives at attracting FDI.

In 2013, Caribbean Export commissioned a consulting firm to develop the RIPS. The benefits to be derived from the development and implementation of this strategy include increased visibility of the region and member countries; greater investor attention to the region; and an approach that encourages regional

production hubs and networks. On completion of the diagnostic report, regional dialogue will ensue to discuss recommendations.

In order to develop a strategy aimed at positively affecting the perception of investors about the region, it was critical to first understand the current perceptions of investors. Consequently, an updated survey to assess the region's attractiveness, performance and potential as an investment destination was administered. The information provided by this survey not only informed the development of the regional strategy for investment promotion, but also increased understanding of the factors that have, and will influence the investment decisions of foreign and local investors in the region. The data further provided an analysis of future trends and prospects, given the current perceptions of the regional investment climate.

The Perception Survey asked investors to indicate the factors that would make CARIFORUM more attractive for investment. The most frequently recurring factor (cited by over 25% of investors) was to 'improve tax and incentives'. Governments have used incentives as a critical tool to positively impact investor perceptions about a business environment. Currently, the investment incentives offered by several of our regional governments are more generous than those offered anywhere else in the world. In order to develop a strategy that seeks to positively impact investor perception, it was considered important to review, assess, and benchmark the existing investment incentives in CARIFORUM, to increase understanding of the region's use and the effectiveness of incentives in investment promotion.

To ensure the comprehensiveness of the final reports (*Investor Perception*

The purpose of the CAIPA General Assembly was to strengthen the network of member investment promotion agencies;

Survey for CARIFORUM and the Report on Benchmarking of Investment Incentives within CARIFORUM against those of Major Competitors, feedback on the findings was solicited from key stakeholders, including regional and national policymakers, during a meeting of the Regional Investment Promotion Steering Committee (RIPSC).

Strengthening Regional IPAs, CAIPA and relevant Government Ministries to attract FDI

During the period under review, support was provided to the CARICOM Secretariat's work on incentives harmonization, by securing an analytical framework that allowed policymakers to assess the estimated impact of investment incentives and non-fiscal good practices. Caribbean Export also commissioned a consultant to undertake the development of the Caribbean Association of Investment Promotion Agencies (CAIPA) Strategic and Sustainability Plan (2014-2018); provided support to CAIPA to attend the World Association of Investment Promotion Agencies (WAIPA) Annual Conference; supported Jamaica Promotions Corporation's (JAMPRO) successful bid to be Regional Director for Central America and the Caribbean on the WAIPA Steering Committee; and facilitated the attendance of 14 CARIFORUM IPAs at the Caribbean Hotel and Resort Investment Summit (CHRIS) 2013, in Miami, United States, with a view to promoting investment projects in the hotel and resort



development sector. During this event, business-to-business (B2B) meetings were held with potential investors and the IPAs reported at least 19 investment leads were generated.

In addition, the 4th Annual General Assembly of CAIPA was convened in Belize City, Belize on November 21 & 22, 2013. The purpose of the CAIPA General Assembly was to strengthen the network of member investment promotion agencies; build the institutional capacity of CAIPA; launch the first hosting of the Regional Investor of the Year Award; recognize

best practices and excellence in investment promotion in the region; and strengthen linkages between CAIPA and international partners and donors.

Regional Investor of the Year Award

The inaugural Regional Investor of the Year Award was held in Belize, in November 2013 as a part of the CAIPA General Assembly. The Award recognised and promoted the contribution of regional local and foreign investors to the Caribbean economy including the creation of new jobs, and their adherence to high standards of corporate social responsibility, among others. The award also recognised investors in strategic niche areas of importance to the region, e.g. green energy, research and development (R&D), and those that involve a high degree of innovation and creativity, or are championed by women.

Receiving the award for Foreign Investor of the Year was Qualfon Guyana Inc., a business process outsourcing (BPO) and call centre service provider based in Georgetown, Guyana. ARS Humano, a privately held insurance company in the Dominican Republic, was awarded for both the local and overall winner of the Regional Investor of the Year. The recipient of the Special Award was Cayman Enterprise City (CEC), a Special Economic Zone compliant with the Organization for Economic Cooperation and Development (OECD) and the World Bank. CEC is located in the Cayman Islands, and offers jurisdictional and tax benefits, as well as access to global markets.

The Regional Investor of the Year Award garnered 34 applications from 10 CAIPA Member States. The countries represented at the Award ceremony were: Antigua and Barbuda, Belize, the Cayman Islands, Curacao, Dominica, the Dominican Republic, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. The best practices of the Award will be heralded as role models, demonstration projects, and success stories within the region; the promotion of which may attract similar investment.



Celebrating Investment Successes in the Caribbean

Investment has the power to drive emerging industries out of obscurity or take established ones to a global level. This adage is no less true in the Caribbean, where the dependence on foreign investment flows to bridge the financing gap, and to spur economic development is very high. Over the years, Caribbean countries have attracted significant FDI, which has fuelled development endeavours. In 2011, this investment figure reached a record high of US\$ 90.1 billion, according to United Nations Conference on Trade and Development (UNCTAD), concretizing the region as one of the best FDI performers in the world. Such a remarkable feat is to be applauded, particularly in the wake of the devastating global economic recession.

To recognize the impact that investors have on the Caribbean, and simultaneously promote further investment into the region, Caribbean Export and CAIPA celebrated the inaugural Regional Investor of the Year Award on November 23, 2013 in Belize City, Belize. The event marked the end of another successful year of collaborative efforts between Caribbean Export, the regional trade and investment promotion agency of the CARIFORUM states and CAIPA, an umbrella association for investment promotion agencies in the Caribbean.

The competition for the Regional Investor of the Year Award attracted 34 local and foreign investors with on-going projects in 10 Caribbean countries. The overriding theme of the Awards was job creation, one of the target areas of impact. A special award of recognition was also given in an effort to recognize investors in areas tagged for growth, such as green and renewable energy and research and development.

Three outstanding applicants emerged: ARS Humano of the Dominican Republic was awarded the Local Investor of the Year Award, as well as the overall Regional Investor of the Year Award; Qualfon Guyana Inc., was the Foreign Investor of the Year Awardee; and the Cayman Enterprise City (CEC), the Special Awardee.

To recognize the impact that investors have on the Caribbean, and simultaneously promote further investment into the region, Caribbean Export and CAIPA celebrated the inaugural Regional Investor of the Year Award



The overall winner, ARS Humano, is a private health insurance company in the Dominican Republic. After opening its doors in 2001, it quickly grew to become a stable and lucrative entity, creating jobs for nearly 2000 people. Their exemplary service strategy is built on the principles of innovation and social responsibility. The company operates a number of outreach programmes, for example, “Yo Doy de Corazon” (I Give from the Heart), which is a vehicle to foster partnerships with non-governmental organisations (NGOs) to assist with the recovery from, and prevention of chronic diseases in children, and “Vida Saludable” (Healthy Life), which hosts free exercise classes in parks.

Marketing and Corporate Development Vice President, Diomares Musa, revealed that the ethos of the company is based on an understanding that we are born to leave society in a much better condition than we found it. “I’ve found that the Caribbean offers the skillsets needed to provide the best service to our clients. Caribbean people are warm, eager to help, and will go beyond the call of duty to ensure that the proper client care is received. In our line of business this is critical, and has been one of the reasons for our company’s success over the years,” she continued.

The winner in the Foreign Investor of the Year category, also points to the contribution of its staff as the basis for its success. Qualfon is a global outsourcing provider of contact centre and back-office processing services employing more than 10,000 people worldwide. In the Caribbean, it is the largest private employer in Guyana and is constructing one of the world’s largest call centre campuses there, which will provide more than 6,000 additional jobs. Qualfon claims the secret to their success is simple; their agents create a people-driven value chain because they stay longer at Qualfon, providing clients and customers a higher quality service at a lower price.

Qualfon’s mission is to be the best business processing outsourcer (BPO) and to make people’s lives better. “That mission starts with investing first in our people,” said Brian Kearney, Vice President of Marketing at Qualfon. “From the top levels of our organization, we focus on areas that are important to our people beyond just their job. It is important that they have competitive wages, an excellent work environment, career advancement opportunities, and skilled management, but our people also care about their families and friends, their faith, their health, and their communities. We not only want to make their lives better, but we also want to make our customers’ lives better, their family and friends’

lives better, and their communities better.”

Kearney noted that, “We have had tremendous success in the Caribbean because it offers a native-English-speaking population, skilled labour pool, high literacy rates, and very competitive wages. In addition, it offers a near-shore operation that is in a similar time zone to the USA, and here in the Caribbean there is a strong cultural affinity to the customers in the United States.”

The Special Award 2013 recipient, the Cayman Enterprise City (CEC), located in the Cayman Islands, is a front-runner in the creation of the Caribbean’s first Special Economic Zone (SEZ) for technology and knowledge-based industries. The company has sought to position its offering to take advantage of the reputation of the Cayman Islands as a major offshore financial center. CEC is a financial services organization, which comes under a SEZ compliant with Organisation for Economic Co-operation and Development (OECD) and World Bank definitions. The company offers jurisdictional and tax benefits, as well as access to global markets. Since its genesis in 2012, the company has attracted over 100 international firms and as a result of this success, has doubled its staff in one year with a projection for 500 jobs in 2014.

The company attributes its success to the support it has been afforded by the pro-business Government. A strategic partner from the very start, the Government granted SEZ privileges to the business venture, allowing for a series of tax and duty exemptions, as well as accelerating business setup processes. It also provided CEC with interim commercial space while the main 750,000 square foot campus is under construction.

Chief Executive Officer of CEC Mr. Charlie Kirkconnell noted “the Caribbean is ripe for projects such as these particularly with advancements in the region in telecommunications and supportive government programmes that assist in offsetting some of the initial start-up costs.”

Along with a spirit of industry, the CEC also fosters one of social awareness through its outreach project, “Enterprise Cayman”. The initiative seeks to engage young people in emerging sectors through interventions including an accessible web job portal, interview technique and résumé writing training, among others. The CEC also partners with the Ministry of Education to promote quality training and education in science, technology, engineering and mathematics (STEM) fields.

Caribbean Export and CAIPA will launch the next round of calls for the Regional Investor of the Year Award in 2014, and anticipate increased participation from regional investors, who are the driving forces behind the industries that are making significant strides in the Caribbean.



Kearney noted that, “We have had tremendous success in the Caribbean because it offers a native-English-speaking population, skilled labour pool, high literacy rates, and very competitive wages.”



Enhancing Competitiveness and Innovation through Access to Finance

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

This reimbursement grant funding facility is specifically designed to provide financial assistance to legally registered SMEs, individuals, and BSOs with the potential to export their products and services. Additionally, the objective of the Scheme is to open new markets, in particular to capitalise on the benefits of the CARIFORUM-EU Economic Partnership Agreement (EPA), CARICOM Single Market Economy (CSME), CARICOM-DR Free Trade Agreement (FTA) or any other bilateral or multilateral arrangements signed within the region, or with African Caribbean and Pacific (ACP) or EU partners. The DAGS also fosters intra-regional cooperation to enhance productivity and capitalise on economies of scale; and promote programmes, which will impact on underdeveloped areas or disadvantage sectors within the region.

In 2012, 142 firms, including SMEs and BSOs were awarded grant contracts totalling €2.7 Million under the 1st Call for Proposals (CfPs) as seen in *Figure 1*. Manufacturing, Agriculture and Agro-processing accounted for 63% of the grants awarded collectively. Other key sectors awarded were Creative Industries,

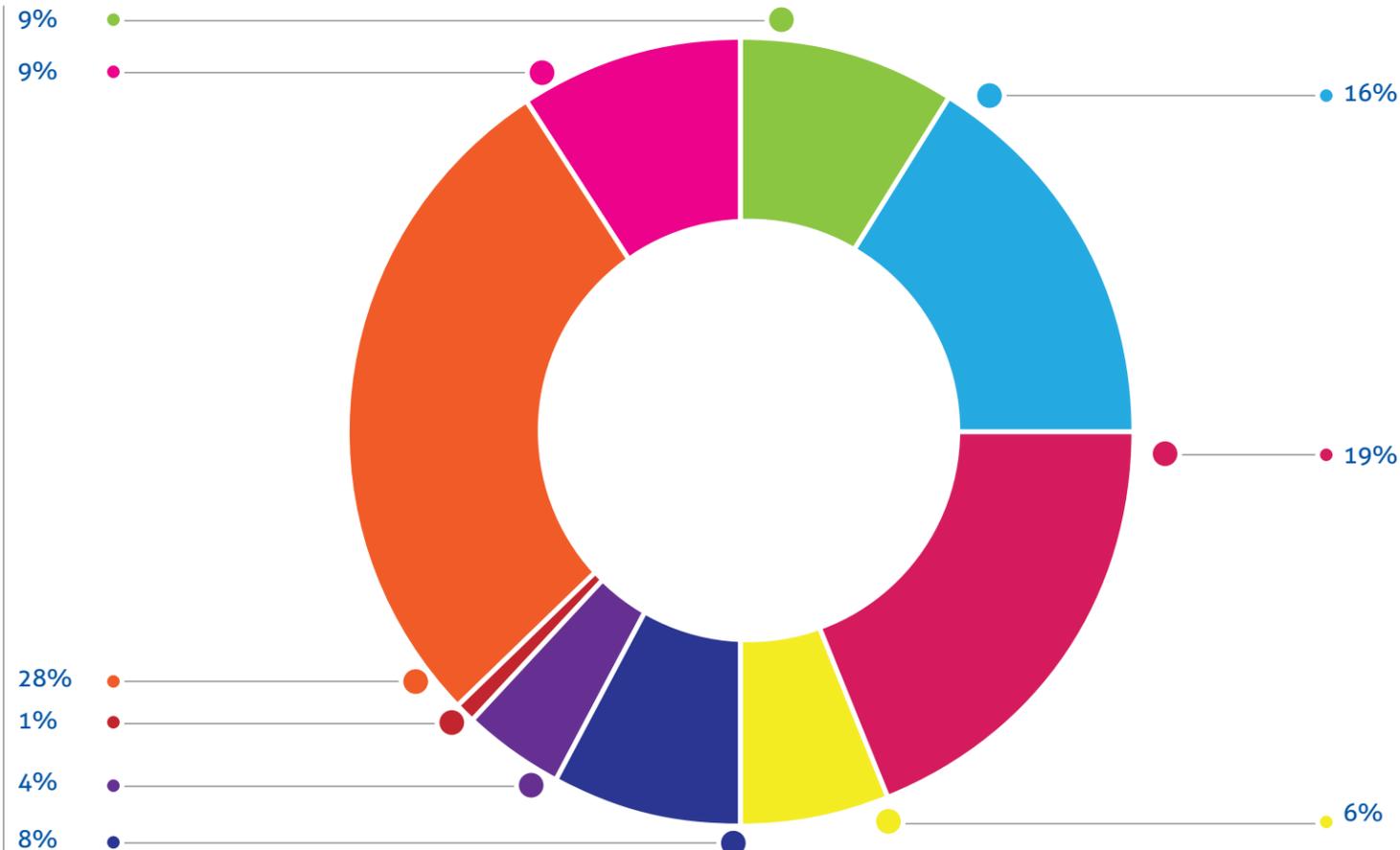
Health and Wellness, Information and Communication Technologies (ICT) Professional Services and Tourism. BSOs accounted for 6% of the grants to undertake projects within a cross-section of sectors (*Figure 2*). At the end of 2013, 56% of the Accelerated Grants were reimbursed with a total of €126,800.91, while the Regular Grants had an 11% reimbursement rate of €153,297.53. Overall, 38 of the 142 Grant beneficiaries, for both facilities, were recompensed with funds totalling €280,098.44 at the end of the period under review.

Antigua & Barbuda	5
Bahamas	2
Barbados	12
Belize	4
Dominica	4
Dominican Republic	10
Grenada	12
Guyana	6
Haiti	2
Jamaica	55
St. Kitts & Nevis	3
St. Lucia	8
St. Vincent & the Grenadines	5
Suriname	2
Trinidad & Tobago	12



◀ **Figure 1:**
DAGS Awardees by Country
1st CFPs

Tourism	9%
Professional Services	9%
Manufacturing	28%
ICT	1%
Health & Wellness	4%
Creative Industries	8%



◀ **Figure 2:**
Funds Awarded by Sector

Regional Firms Innovate Using Sustainable Energy

In 2013, Caribbean Export commissioned the development of a film to capture the stories of grant beneficiaries that have actively taken an environmentally friendly approach to their businesses. The short documentary entitled “The Green Initiative” features Ruth Spencer of Antigua and Barbuda, Joanna Edgehill of Barbados, and Barbara Walker and Shireen Aga of Jamaica; three women who can be considered trailblazers in the regional renewable energy agenda.

Ruth’s Place Antigua and Barbuda

Ruth’s Place, a small hotel in Antigua and Barbuda, received a grant from the Agency under both the Accelerated and Regular Procedures facility. The project applied for under the Accelerated Grant, was for a renewable energy source. Ruth’s Place purchased a solar powered water heater and generator. This addition saved the hotel approximately EC\$2,000 per month. Installation of the generator and solar heater has tremendously impacted on the businesses operations as Ruth’s Place saw an approximate 30% increase in business through new and repeat customers, which also led to a rise in revenue and profits.

The award of the Regular Procedures grant facilitated the purchase and installation of a solar power generation system. It is anticipated that this new system could completely eliminate the hotel’s use of electricity from the national grid, saving them an average of EC\$6,000 per month. Following the implementation of the project, Ruth’s Place was selected to be the national co-ordinator of the Global Environment Facility (GEF) Small Grant Programme (a United Nations Development Programme project based in Barbados). Ruth’s Place has also been used as a pilot to demonstrate the viability of renewable energy in Antigua and Barbuda

Caribbean Consultants Limited - Barbados

Caribbean Consultants Limited (CCL) received a Regular Procedures grant from Caribbean Export to undertake a project aimed at expanding operations of alternative



solutions throughout the Caribbean. Specifically, CCL sought to reduce their environmental impact, and that of their tenants, by lowering electricity and fuel usage and therefore operating costs; to facilitate electric vehicle usage in Barbados’ to bolster competitiveness; and for CCL to become the Caribbean leader in sustainable and energy efficient Grade A office facilities.

In 2013, CCL established the first Megapower and Solar carport facility in Barbados for the utilisation of electric vehicles. Since then, the company has established four solar carports and has also been instrumental in forging a deal with Nissan in the United Kingdom (UK) to trade the Nissan Leaf in Barbados. The company also has plans to establish an electric car service facility on the island. As a result of the CCL initiative, 15 electric vehicles were on the road in Barbados at the end of 2013.

“The Green Initiative” features Ruth Spencer of Antigua and Barbuda, Joanna Edgehill of Barbados, and Barbara Walker and Shireen Aga of Jamaica; three women who can be considered trailblazers in the regional renewable energy agenda.

Hotel Mockingbird Hill - Jamaica

Another icon of eco-friendly tourism is Hotel Mockingbird Hill in Jamaica. The hotel received financial assistance under the DAGS from Caribbean Export, in an effort to strengthen its environmentally friendly practices. This resulted in operations becoming more self sufficient in producing key resources such as water and electricity. Hotel Mockingbird Hill gained Green Globe certification, which signals adherence to international standards for environmentally conscious tourism. The hotel also received Virgin Holidays/Responsible Tourism’s ‘Best Accommodation for the Environment’ Award at the World Travel Market in 2010. Since then, Hotel Mockingbird Hill has seen a steady increase in bookings from repeat and new patrons, as well as a reduction in electricity and water costs.



Export Development

Training and Certification for Capacity Building

Caribbean Export provides SMEs and entrepreneurs in select industries with the training and certification they need to expand their markets, diversify their exports, and enhance their product or service offering. This facility is also extended to BSOs to help them to strengthen their own capacity to serve members. Training is delivered with a view to developing private sector capabilities in a range of areas pursuant to intra-CARIFORUM and CARIFORUM-EU trade in goods and services. In 2013, 980 beneficiaries participated in training and certification activities, 59% of persons trained were female. These included brand development and packaging, BSO benchmarking and assessment, Productivity Network (ProNET), grant proposal writing, intellectual property, management consulting, and trade and information training, inter alia.

DAGS Proposal Writing

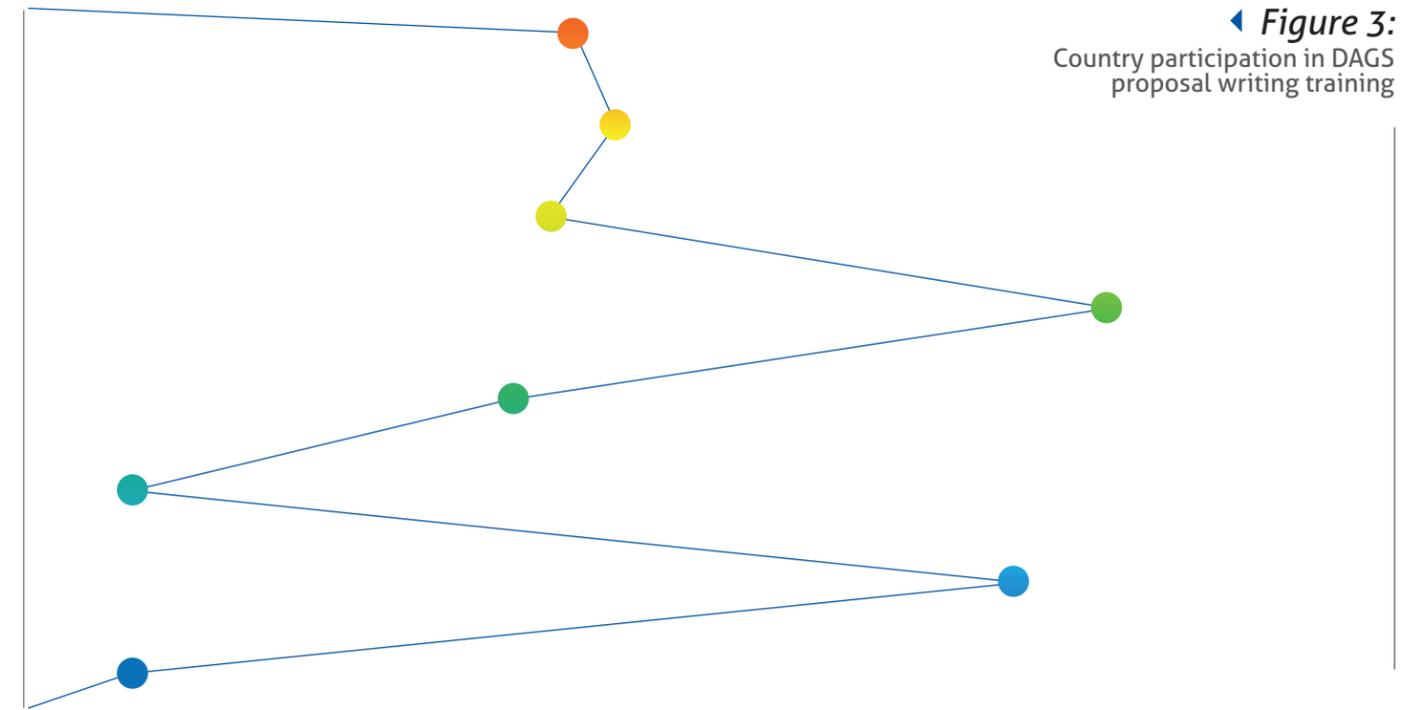
DAGS Proposal Writing training is offered annually as a component of the overall Grant Scheme programme. With this training, Caribbean Export aims to increase awareness of the DAGS within the private sector. Those attending workshop sessions will gain a greater understanding of the process for applying for grant funding. Ultimately, the workshops aim is to not only increase the number of applicants from regional firms, but also the number of successful applications to the Grant Scheme. In 2013, 485 beneficiaries from eight CARIFORUM States participated in Proposal Writing training (Figure 3).

Productivity Network (ProNET)

Similarly, ProNET is delivered annually to regional firms and entrepreneurs. Offered in partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the 9-module training and certification programme aims to increase the export readiness of firms, and position them to take advantage of the opportunities available under the EPA. These objectives are in keeping with the institutional goal of enhancing private sector development to create an enabling environment for businesses, and are directly related to Caribbean Export's mandate under 10th EDF. At the end of 2013, 153 firms benefited from ProNET training. (Figure 4)

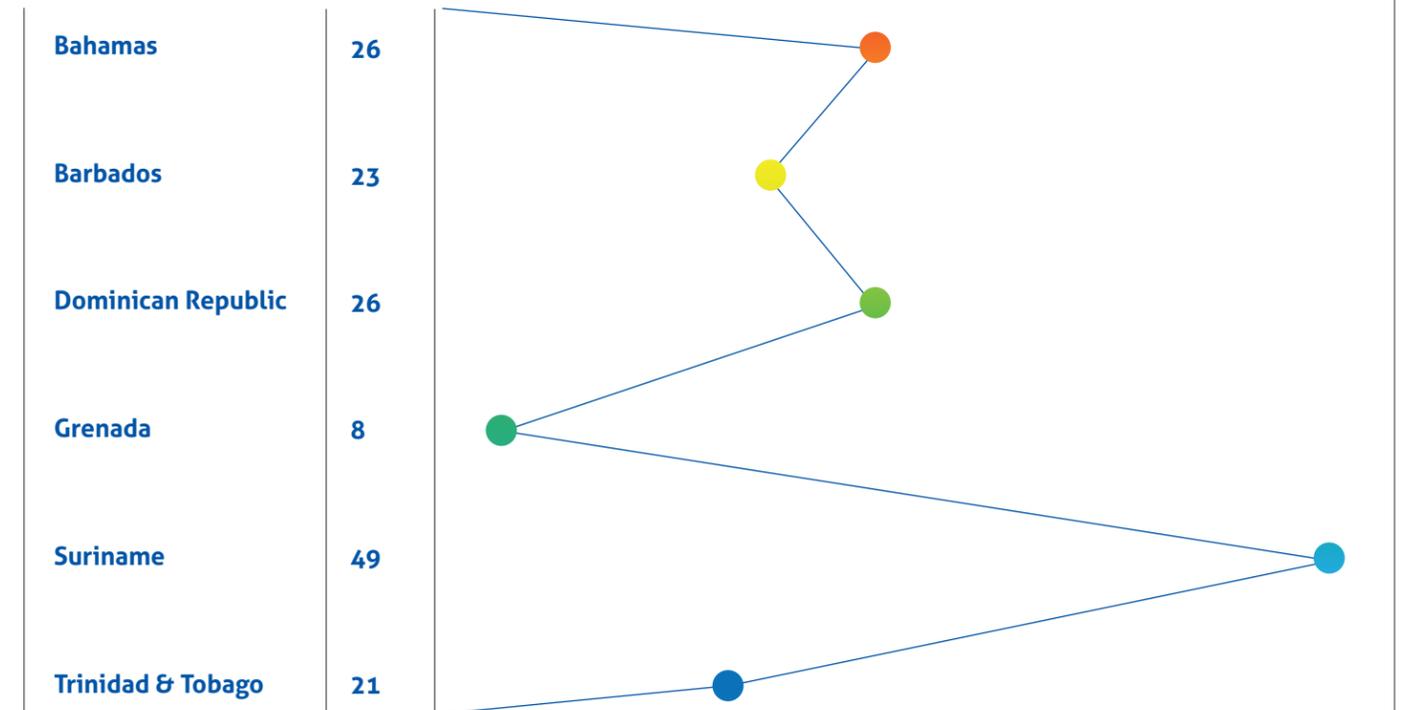


Antigua & Barbuda	55
Belize	59
Dominica	53
Guyana	95
St. Kitts & Nevis	50
St. Vincent & the Grenadines	46
Suriname	81
Trinidad & Tobago	46



◀ **Figure 3:** Country participation in DAGS proposal writing training

▼ **Figure 4:** Country participation in ProNET training



Brand Development and Packaging Workshop

In 2013, regional exporters were trained in Brand Development and Packaging. This workshop was developed based on the understanding that many CARIFORUM firms were not aware of the roles branding and packaging play in building a successful enterprise; lacked knowledge of the European labelling and packaging standards and guidelines required for entry into those markets and; were deficient in the requisite skills or resources to develop their brands and package their products to appeal to an international consumer. The training was delivered in partnership with BSOs from the 13 CARIFORUM States to facilitate participants outside of the workshop location in Barbados. A total of 151 beneficiaries participated in the two-day workshop (Figure 5).



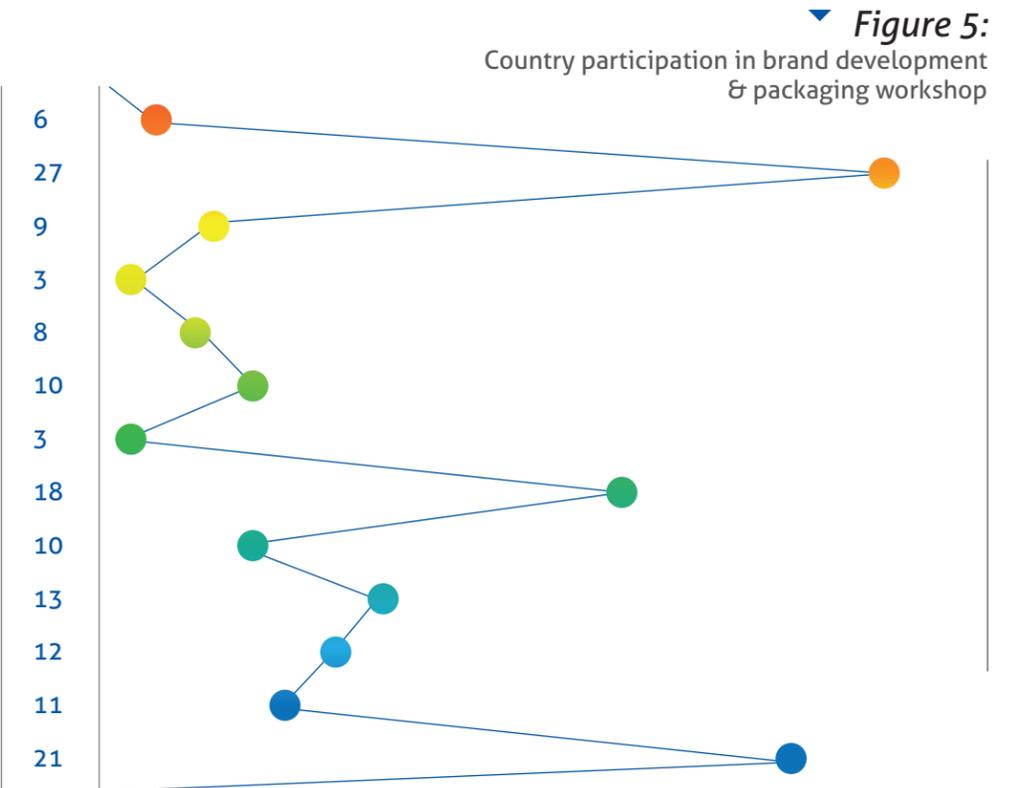
Regional Trade Information Training Programme

In 2013, Caribbean Export's Market Intelligence team facilitated two Regional Trade Information Training Programmes (RTITP) to thirty-nine (39) BSOs from fifteen (15) CARIFORUM countries (Table 1). The RTITP aims at providing BSOs with vital tools in the provision of market intelligence, focused on the development of trade information service plan, conducting market research and competitiveness intelligence, and developing market pointers. These organisations can now provide these outlined services to their respective private sector clients.



Country	Business Support Organization
Antigua & Barbuda	Antigua and Barbuda Investment Authority (ABIA)
Bahamas	Ministry of Financial Services
Barbados	Barbados Investment Development Corporation (BIDC), Barbados Coalition of Service Industries (BCSI), Barbados Private Sector Association, Small Business Association (SBA)
Belize	Belize Trade and Investment Development Services (BELTRAIDE), Belize Chamber of Commerce and Industry
Dominica	National Export Council Secretariat, Organisation of Eastern Caribbean States Export Development Unit (OECS-EDU), Dominica Export Import Agency (DEXIA)
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD), Dominican Association of Exporters (ADOEXPO), Ministry of Industry and Commerce, National Bureau of Statistics (ONE), National Free Zones Council of the Dominican Republic (NFZC)
Grenada	Ministry of Environment, Foreign Trade and Export Development, Grenada Industrial Development Corporation (GIDC)
Guyana	Guyana Manufacturing and Services Association, Guyana Office for Investment (GOINVEST)

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



Country	Business Support Organization
Haiti	Ministry of Commerce and Industry, Ministry of Trade
Jamaica	Jamaica Exporter's Association (JEA), Jamaica Promotions Corporation (JAMPRO), Jamaica Manufacturers' Association Ltd. (JMA)
St. Kitts & Nevis	St Kitts and Nevis Investment Promotion Agency (SKIPPA)
St. Lucia	Office of Private Sector Relations (OPSR), Ministry of Commerce and Industry
St. Vincent & the Grenadines	Centre for Enterprise Development (CED), Investments in St. Vincent and the Grenadines (Invest SVG)
Suriname	Ministry of Trade and Industry, Suriname Business Development Centre (SBC), Suriname Chamber of Commerce and Industry, Foundation for Forest Management and Production Control (SBB)
Trinidad & Tobago	National Export Facilitation Organisation of Trinidad and Tobago (ExporTT), Trinidad and Tobago Manufacturers' Association (TTMA), Trinidad and Tobago Coalition of Service Industries (TTSCI)

Table 1: BSOs Participating in Regional Trade Information Training Programmes

Benchmarking and Assessment Tool and Methodology

Regional trade promotion organisations (TPOs) and BSOs play a critical role in the development of their respective private sectors, particularly for exporters and producers. Caribbean Export's approach in building the

capacity of sector organisations starts from the position of assessing these organisations to identify any areas of deficiency. To achieve this, the Agency employs the International Trade Centre's (ITC) Benchmarking and Assessment

Tool and Methodology, and with technical assistance from the Geneva-based organisation in 2013, has trained five regional BSOs in this discipline (Table 2).

Table 2: ▶
BSOs Participation in Benchmarking and Assessment Training

Business Support Organization	Country
Barbados Coalition of Service Industries	Barbados
Barbados Investment Development Corporation	Barbados
Organisation of Eastern Caribbean States Export Development Unit	Dominica
St. Lucia Trade Export Promotion Agency	St. Lucia
National Export Facilitation Organisation of Trinidad and Tobago	Trinidad & Tobago

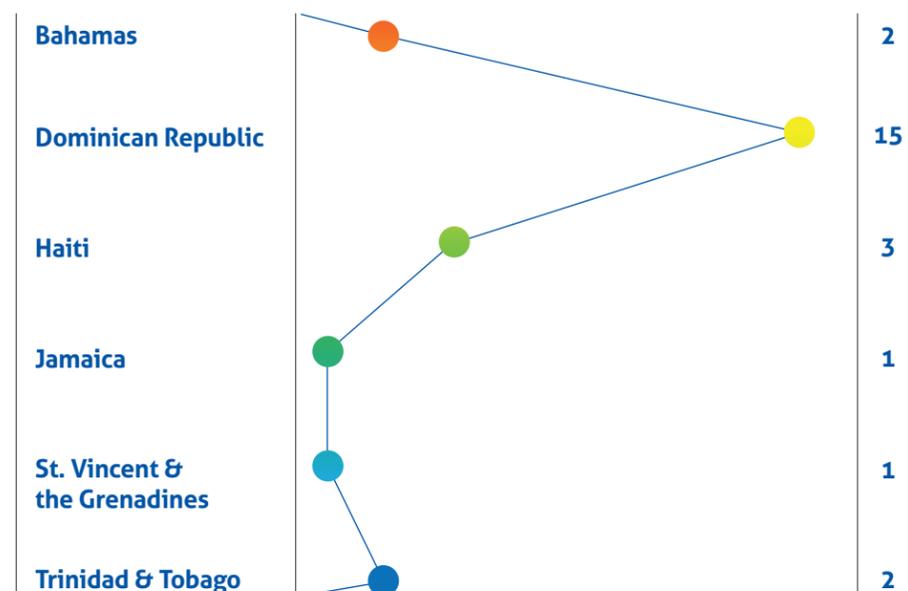
Certified Management Consultant (CMC) Training

In April 2013, Caribbean Export delivered Certified Management Consultant (CMC) Training to 24 CARIFORUM management consultants in the Dominican Republic (Figure 6). In partnership with Caribbean Institute of Certified Management Consultants (CICMC) and Universidad

Iberoamericana (UNIBE), the objective of the exercise was to provide training to enhance the competitiveness of regional management consultants, in particular toward enabling their attainment of the CMC qualification. In addition to networking, beneficiaries also participated in practical case

scenarios on management consulting service; obtained guidance on how to stay abreast of industry trends and evolving standards and practices; and were given the opportunity to identify the stages in the management consulting process and how these are reflected in the certification process.

Figure 6: ▶
Country participation in certified management consultant training



Copyright and CoSIS Workshop

Caribbean Export provided support to the Jamaica Association of Composers, Authors and Publishers (JACAP) in December 2013 as the organisation hosted the Copyright and CoSIS Workshop for regional music rights agencies. The 5-day intensive workshop

was conceptualised as an initial measure of correction and prevention of some of the major issues plaguing the industry in this technology-driven age, and as such focused on the training of music rights agencies to more effectively carry out their vital

roles in the protection of the rights of industry professionals, in particular the performing artistes of the region. A total of 15 representatives from six regional music rights agencies participated in the workshop (Table 3).

Table 3: ▶
Copyright and CoSIS Workshop Participants

Music Rights Agency	Country
Copyright Society of Composers, Authors and Publishers (COSCAP) Inc.	Barbados
Belizean Society of Composers, Authors and Publisher (BSCAP)	Belize
Jamaica Association of Composers, Authors and Publishers (JACAP) Ltd.	Jamaica
Eastern Caribbean Collective Organisation for Music Rights (ECCO) Inc.	St. Lucia
Foundation for Copyrights in Suriname (SASUR)	Suriname
Copyright Music Organisation of Trinidad & Tobago (COTT)	Trinidad & Tobago



Caribbean Export Launches Regional In-Firm Design & Branding Project

Branding and Packaging is a vital component of a competitive product, especially in the global market, where packaging is often the major differentiating factor between one product and the next. Packaging can also be one of the major driving factors for the success of one brand over another. In July 2013, Caribbean Export executed the inaugural Brand Development and Packaging workshop. Internationally recognised branding agencies Brand42 and Rhodes & Lauritsen, delivered the workshop. Both specialize in strategic brand insight and design and have worked with some of the most iconic brands in the world, including CNN International, Louis Vuitton, Dupont, Teflon, Turner Broadcasting, Montblanc, Moët and Chandon, Puma, and Fritz Hansen; giving Caribbean firms the opportunity to elevate their brands through developing their visual identity.

The programme sought to provide CARIFORUM firms with a better understanding of the roles that branding and packaging play in developing a successful enterprise, as well as introduce participants to various concepts and tools, that will aid in improving their company's image and appeal for their products. Accordingly, the training was divided into 10 topic areas, ranging from market insight and brand narratives, to retail analysis and packaging design.

Providing a platform for regional firms to develop their brands to international standards is an important step towards increasing competitiveness. In this regard, Caribbean Export collaborated with key BSOs across CARIFORUM to deliver the training via webinar, for firms outside of the workshop location in Barbados. These BSOs included the Antigua and Barbuda Investment Authority (ABIA), Belize Trade and Investment Development Service (BELTRAIDE), OECS Export Development Unit (OECS-EDU), Grenada Industrial Development Corporation (GIDC), Chamber of Commerce and Industry in Haiti (CCIH), Jamaica Promotions Corporation (JAMPRO), St. Kitts Investment Promotion Agency (SKIPA), Saint Lucia Trade and Export Promotion Agency (TEPA), Invest in St. Vincent and the Grenadines

(Invest SVG), Suriname Business Development Centre (SBDC), and the Trinidad and Tobago Manufacturers' Association (TTMA).

Across the training segments, 84% of participants reported positively on the quality of the training content. A further 81% viewed the quality and clarity of training objectives as helpful, and 80% responded positively on the extent to which the training objectives were achieved. Participants left the workshop with winning strategies for launching a new product and the understanding of what consumers look for in a brand. Exporters also received recommendations for the improvement of current packaging. Phase two of this initiative will involve a call for proposals for assistance with in-firm design and branding in 2014, a step that is intended to further facilitate, at a practical level, the competitiveness of firms that participated in the first phase of this programme.



The programme sought to provide CARIFORUM firms with a better understanding of the roles that branding and packaging play in developing a successful enterprise,





Market Intelligence as a Vehicle for Market Penetration

The concept of Market Intelligence (MI) is relatively new to the CARIFORUM region. Firms have been operating on a basis of preferential treatment or dabbling in niche markets, which have become available mainly because of their unique culture and geographical locations. Consequently, the true potential of regional brands has gone somewhat unrealised, due to a lack of high quality information to aid in decision making. This information deficit has eroded the competitiveness of regional brands and has severely hampered the ability of to effectively penetrate regional and international markets.

To ensure knowledge transfer, as well as meet the needs of regional SMEs and BSOs, Caribbean Export was consulted on the development of a regional MI System that will provide firms with greater in-depth analysis of the European market, and equip exporters with the tools to identify business opportunities by providing analysis of economic and trade statistics; tariff and non-tariff analysis; market entry requirements; business and trade regulations; buyer, supplier, distributor and BSO databases; and market outlook, sector profiles and consumer reports.

Regional Market Intelligence System

Caribbean Export's Market Intelligence Portal (CE-MIP) is a comprehensive statistical business database, which will provide a register that provides a directory of exporters to regional and international companies interested in sourcing goods or services from these regional providers; CE-MIP will also form the population for Caribbean Export market research studies, and inform future interventions by Caribbean Export on the demographics of each sector.

The first phase of the portal's development was completed in 2013, with the handing over of a Minimum Viable Product (MVP). The MVP was used to test basic features of the portal

and obtain feedback from internal and external stakeholders. This MVP also provides market intelligence on trade flows, and market or sector studies.

Once functional, the CE-MIP will provide businesses with regional and international data on trade flows, tariff and non-tariff data, standards, packaging and labelling requirements, and a directory of buyers and suppliers. A technical review of this MVP was submitted to the Agency and will be used to evaluate the capacity of the existing platform for further developmental work. Negotiations also commenced in 2013, with the International Trade Centre (ITC), on the acquisition of the Market Tools to feature on the portal, subsequent to the change in their dissemination policy, and are currently on-going.

Regional Trade Information Network

In 2013, Caribbean Export initiated the formation of National Trade Information Networks (N-TINS) in key regional markets. The N-TINs are being created to provide accurate indigenous market intelligence in Barbados, Belize, Dominican Republic, Jamaica, Suriname and Trinidad and Tobago. These networks are also intended to provide information to the regional market intelligence system being built out by Caribbean Export under the 10th EDF, and will include information for a regional business registry, as well as economic and trade data, information on market access conditions, national business requirements, and local buyers and suppliers, to name a few. Further,

businesses will have access to the data through the portal or via direct contact with Caribbean Export. Belize is the first CARIFORUM country to officially launch its N-TIN, but other countries have been undertaking the consultations with national stakeholders to follow suit successfully.

The N-TINs are central to the delivery of enhanced trade information services, and will contribute to the establishment of mechanisms at the regional level for similar services delivery. The process involves data collection and compilation, as well as the identification of services,

through analysis, that respond to the trade information needs of CARIFORUM exporters and the wider private sector. Member countries of N-TIN have signed a Memorandum of Understanding (MOU) with Caribbean Export, which outlines the issues relating to the provision of trade information services. To date, N-TIN Consultations have been held in Barbados, Belize, Jamaica, Suriname, and Trinidad and Tobago with a cumulative total of 26 BSOs in attendance (Table 4).

Table 4: National Trade Information Network Consultation Participants

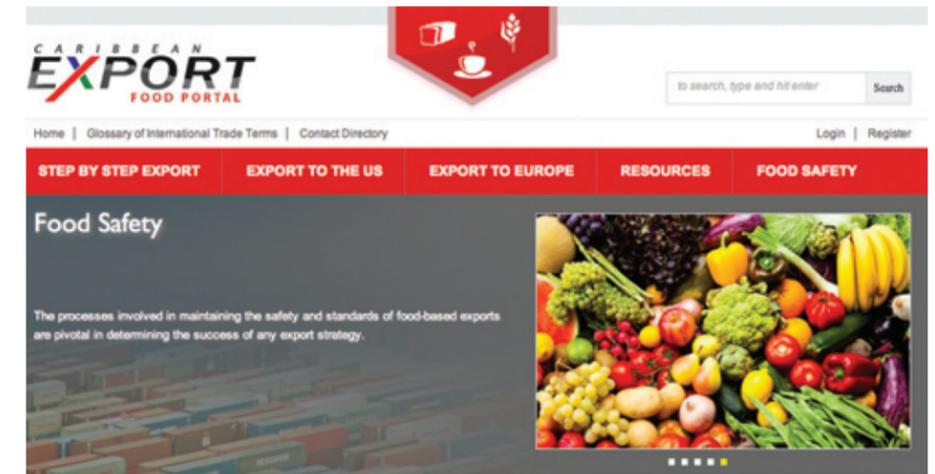
Country	Organization
Barbados	<ul style="list-style-type: none"> Barbados Coalition of Service Industries (BCSI) Barbados Investment Development Corporation (BIDC) Barbados National Standards Institute (BNSI) Barbados Private Sector Trade Team (BPSTT) Barbados Statistical Service
Belize	<ul style="list-style-type: none"> Small Business Association (SBA) Belize Chamber of Commerce and Industry Belize Coalition of Service Providers (BCSP) Belize Poultry Association Belize Trade and Investment Development Services (BELTRAIDE) Statistical Institute of Belize Customs and Excise Department Directorate of Foreign Trade
Jamaica	<ul style="list-style-type: none"> Jamaica Chamber of Commerce (JCC) Jamaica Exporter's Association (JEA) Jamaica Promotions Corporation (JAMPRO) Statistical Institute of Jamaica University of Technology (UTECH)
Trinidad & Tobago	<ul style="list-style-type: none"> Customs Department Invest in Trinidad and Tobago Trinidad and Tobago Chamber of Commerce Trinidad and Tobago Coalition of Service Industries (TTCSI) Trinidad and Tobago Manufacturers' Association (TTMA)
Suriname	<ul style="list-style-type: none"> Suriname Business Development Centre

Customised Studies on Market Opportunities

Caribbean Export conducted a study to assess the viable trade and investment opportunities amongst Guyana, Suriname and Brazil (Troika); and design an actionable strategic plan for enhancing export trade among the grouping. From the study, Assessment of Framework and Opportunities for Enhancing Export Trade between Guyana/Suriname/Brazil in Market Consultations, a Troika Trade Assessment Plan (T-TAP) was developed. This includes a road map and action plan for achieving export growth in trade, the identification of key sectors and sub-sectors, products and services that are export ready, key institutional relationships between trade support institutions that require strengthening, and the external financial and technical support programs that could be accessed to implement the action plan. The findings will be made available to the private sector, after key stakeholders validate the final results in 2014.

Regional Exporters Food Portal

In recent years, the region's agro-producers and exporters of food and food products have faced increasing costs in both producing and exporting, as a result of changing and more stringent food safety requirements particularly for key export markets in Europe and the United States. In an attempt to address these challenges, Caribbean Export has been working to assist stakeholders within the region to gain a better understanding of responding to new realities. The Caribbean Exporter's Food Portal is the Agency's official platform for the export of food and food products and is aimed at providing CARIFORUM food producers and exporters with information on global food safety requirements, as well as affording web-based access to export planning and market entry requirements information for the US and European markets. This portal was developed with funding from UK Department for International Development (DFID), under the Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund) programme. In 2013, portal was finalized and tested in preparation for its 2014 launch.



Caribbean Export Outlook

During 2013, Caribbean Export started the developmental phase of its inaugural publication, the Caribbean Export Outlook. This publication will focus on providing valuable information to readers on the status of trade and exports in the CARIFORUM States. At present, other regions such as Latin America and Africa have developed publications that provide such information to their stakeholders, but there is no similar publication for the Caribbean region. This publication will therefore meet this gap and is expected to equip the private sector and relevant stakeholders to better understand the issues affecting CARIFORUM trade and exports.

The content speaks to the state of affairs of trade in the Caribbean; sectors and markets for the region to capitalise on based on their forecasted growth potential; cross-cutting issues affecting exporters, the experiences of exporting firms, regional and international contacts for firms; and an exporters' toolkit. More specifically, some of the export markets that will be highlighted include Brazil, Africa and Germany, and niche sectors covered include the creative industries, specialty tourism and agro-processing. Issues such as supply side constraints, trade finance, standards and phytosanitary measures will also be addressed. The publication will be launched during Caribbean Export Week in 2014.

Regional Business Register

The cornerstone of trade information and competitive intelligence is the business register. Caribbean Export is currently working towards the development of a regional business register that will provide information on CARIFORUM firms, the sectors and goods within which they trade, and other information vital for B2B matchmaking; for identifying export and distribution opportunities, and for regional buyers and suppliers. The Agency is also currently validating a list of approximately 1200 firms.

During the period under review, firms were supplied with market intelligence in the areas of accessing international demand for regional wood and timber products; regional and international buyers and distributors for canned food from Jamaica; market opportunities for malt beverages from Barbados in the German market; market opportunities for West Indian hot sauce in the US market; and market opportunities for Premium Rums from the region in the Indian and Chinese markets. At the end of 2013, 128 firms accessed the service to receive responses to their queries for statistical data, company and product listings and information on market access conditions. This is an increase of 23% over the queries received in 2012.

Study Tours, Forums and Trade Missions

Caribbean Export also organises and implements Study Tours and Missions to provide both SMEs and BSOs with the opportunity to visit new markets in order to benefit from in-market research, networking, and to learn the best practices from some of the most productive businesses and organisations regionally and internationally. During 2013, Caribbean Export facilitated the participation of regional firms in these activities, namely the CARICOM Trade Mission to the Dominican Republic, Opportunities Jamaica 2013, Management Consulting Business Symposium, and the Barbados Mission to Macau.



CARICOM Trade Mission to the Dominican Republic

In September 2013, Caribbean Export facilitated JAMPRO in organising a mission to the Dominican Republic for 15 Jamaican exporters. The initiative sought to explore opportunities for increased trade between Jamaica and the Dominican Republic through public-private sector dialogue, the execution of B2B meetings; and the establishment of relationships between the key BSOs on the mission, including JAMPRO, JMA, the Chamber of Commerce and Production of Santo Domingo (CCPSD), the Dominican Association of Industries (AIRD), The Dominican Agro-industrial Council (JAD) and the National Enterprise Council (CONEP). This mission was also an opportunity to advance the implementation of the CARICOM-DR Free Trade Agreement (FTA). Participants reported that the mission was successful, with one company establishing contacts and securing a trial order from a Dominican Republic distributor.

In collaboration with the Dominican Republic Centre for Export and Investment (CEI-RD) and the Chamber of Commerce and Production of Santiago, the Agency also hosted a Business Forum in the framework of Expo-Cibao. Expo-Cibao, the Dominican Republic's largest trade fair, is aimed at encouraging business development, promoting regional trade. During the Business Forum, presentations were made to 50 participants on how to export and do business with Cuba, Dominican Republic, Guadeloupe, Haiti, Jamaica, Martinique, and Trinidad and Tobago. The Agency also used the opportunity to facilitate B2Bs, factory visits, supermarket tours and participation at Expo-Cibao. Overall, twenty (20) firms from Jamaica, Saint Lucia, Grenada, Guadeloupe and Haiti participated in this mission. Following the mission, two Jamaican manufacturing firms negotiated trade contracts with two firms from the Dominican Republic; and one St. Lucian firm negotiated a contract with a firm from the Dominican Republic.

Bahamas	4
Barbados	7
Curacao	1
Dominica	2
Dominican Republic	6
Grenada	1
Guyana	10
Jamaica	1
St. Kitts & Nevis	2
St. Lucia	6
St. Vincent & the Grenadines	3
Suriname	3
Trinidad & Tobago	9

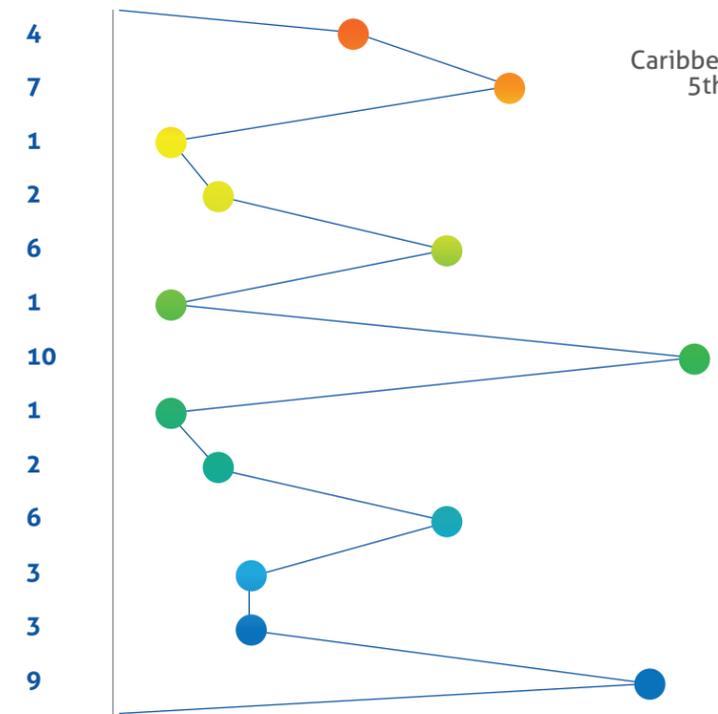


Figure 7: Caribbean Participation in the 5th Business Symposium

Opportunities Jamaica 2013

Under the theme 'Establishing Partnerships for Success' Jamaican suppliers in the micro, small and medium enterprise (MSME) sector significantly enhanced their growth prospects by engaging in targeted business matchmaking sessions with domestic and overseas buyers at Opportunities Jamaica 2013, which was staged by JAMPRO. Caribbean Export was one of the main sponsors of Opportunities Jamaica 2013: JAMPRO's Business Linkages Event, which was held in September 2013 at the Montego Bay Convention Centre. The Agency provided sponsorship in the amount of US\$40,000, which attracted some 109 registered suppliers with 108 buyers, including 15 international buyers, were also in attendance. Some 600 business meetings were facilitated during the event, and local linkages emanating from Opportunities Jamaica 2013 has so far yielded 51 contracts valued at approximately US\$1.3 million, in addition to 88 export trade leads.

Management Consulting Business Symposia

Caribbean Export, as a part of its development programming, provides support to the management consulting industry in the form of annual Business Symposia in collaboration with the CICMC, GIZ, and UNIBE. A significant feature of the initiative, which continued during the 5th Management Consulting Business Symposium, has been the introduction of business-to-business (B2B) meetings between CARIFORUM and European management consulting practitioners and firms. This is indicative of a focus on increasing the trade in services as anticipated under the CARIFORUM-EU EPA. The country spread of European firms participating in these Business Symposia includes Spain, France, Belgium, Germany and the United Kingdom. In the 2013 edition of the Symposia, reach also extended to Mauritius and Nigeria for the participation of firms in B2Bs with CARIFORUM firms and practitioners. The event also saw 100 B2B meetings among 63 management consulting

firms: 55 Caribbean (Figure 7), nine (9) European and three (3) African firms.

Barbados Mission to Macau

In July 2013, Caribbean Export facilitated the Barbados Chamber of Commerce and Industry's (BCCI) mission to Macau, India. The delegation consisted of representatives from the BCCI, Barbados Hotel and Tourism Association (BHTA), Barbados Tourism Association (BTA), Ministry of Culture and the Barbados Film and Video Association (BFVA). The mission was undertaken to evaluate the feasibility of hosting the International Indian Film Academy Awards (IIFA) in Barbados. The awards are presented annually to honour both artistic and technical excellence of professionals in Bollywood, the Hindi language film industry. Instituted in 2000, the ceremony is held in different countries around the world each year. Barbados is the first Caribbean country to actively bid for the hosting of the IIFA within this region.

Supporting the Caribbean Management Consulting Industry

Caribbean Export's support to the regional management consulting industry falls under the ambit of the Agency's work within the 10th EDF RPSDP, to address the enhancement of competitiveness and innovation among the professional services sector. The ultimate goal of this assistance is to increase the level of penetration by management consultants into European markets made possible by the CARIFORUM-EU EPA. This has been achieved by mounting targeted interventions aimed at developing the firms' capacity to penetrate those markets. Also, the approach has been to create an environment conducive to the growth of intra-CARIFORUM trade in management consulting services.

Caribbean Export has also partnered with the regional BSO responsible for the development and certification of Caribbean management consultants, the Caribbean Institute of Certified Management Consultants (CICMC), as a strategic alliance to deliver assistance to this industry, which has resulted in tremendous strides particularly relating to the growth in membership and resultant revenue generation. There has also been significant growth in the number of CMCs within the region, with a total of 16 professionals receiving certification over the last three years.

As it relates to sustainability, the Agency has facilitated the launch of five CICMC national chapters: Bahamas, Barbados, Jamaica, Trinidad and Tobago, and St. Vincent and the Grenadines, and further supported the CICMC in its provision of business development services to constituents, which has resulted in the delivery of four training sessions for members over the period 2011-2013. Caribbean Export has correspondingly collaborated with the CICMC in hosting the annual Business Symposium, a platform for management consultants to converge, and create strategic alliances with local and regional counterparts. Now in its 5th year, this intervention has also served as an avenue for sensitizing professionals on the benefits of membership and active contribution to the CICMC.

Following participation in the annual Symposium, 63% of the management consultants surveyed have indicated



that their ability to generate business or operate within the regional market had been enhanced, while 31% of the respondents have seen similar improvements within the European market. In relation to awareness of the EPA, 74% of the management consultants shared that they were more aware of the agreement and its provisions, following the workshop and plenary sessions on the CARIFORUM-EU EPA.

The Symposium additionally affords participants with the opportunity to pursue business-to-business and matchmaking with European and other international management consulting firms. Subsequent to participation in the annual Symposium, A-Z Information Jamaica Limited, EPS Consultancy, LEFT Consultancy, and SAMDOR Services Limited have successfully secured partnerships with regional and European firms in the areas of policy formulation, export development, marketing management, and legal planning inter alia.

A-Z Information Jamaica Limited – Jamaica

A-Z Information Jamaica Limited is an international trade, development and research consultancy company, based in Kingston, Jamaica. The firm participated in the 5th Annual Management Consulting Business Symposium in 2013 in Trinidad and Tobago. Subsequent to the annual Symposium, A-Z Information Jamaica Limited has seen an approximate 10% increase in business in addition to successful collaboration with at least four European firms in Belgium, Denmark, and Spain. The areas of collaboration include policy formulation, and strategic business planning.



EPS Consultancy – Bahamas

EPS is a Bahamas-based consultancy firm specialising in project management, process re-engineering, procedural documentation and business advisory services. The firm participated in the annual Symposium in 2011 (Dominican Republic), 2012 (Jamaica), and 2013 (Trinidad and Tobago). Following the 2013 Symposium, EPS has collaborated with regional consultants to successfully bid on a number of contracts. The company also secured a partnership with a management consulting firm in Denmark to offer services related to project and policy formulation, and profit improvement programmes. It is anticipated that business will increase between 11-20% subsequent to this cooperation.



LEFT Consultancy - Suriname

LEFT Consultancy is an independent management consulting firm in Suriname offering services in human resource assessment, management assistance, project formulation, research and training. In 2012, the firm participated in the 4th Management Consulting Business Symposium in Jamaica. LEFT anticipates a 1-10% increase in business following the Symposium, as a result of a partnership secured with a counterpart in Denmark. The services offered with this collaboration include policy formulation, business planning, management information systems, and management audits.



SAMDOR Services Limited – Barbados

Barbados-based management consultant firm SAMDOR Services Limited is an independent investment and financial services firm, specialising in financial and investment planning, investment consultancy, risk management and pension analysis. The firm participated in the 3rd and 4th Management Consulting Business Symposium in the Dominican Republic and Jamaica respectively, and has since seen 21-30% increase in business following involvement. SAMDOR has also partnered with other consultants from the Symposium to successfully bid on contracts, and has been approached by European firms to discuss potential collaborations.



Export Promotion

Caribbean Export offers direct market penetration opportunities for firms through branded platforms for specific industries. These include Caribbean Essence, Caribbean Kitchen, Design Caribbean, and Soul Fusion. The Agency further supports the participation of SMEs in a range of regional and international trade shows and festivals, which fall within the priority sectors, as identified in the 10th RPSDP. In 2013, 56 firms participated in export promotion initiatives.

Caribbean Essence Showcase – The Gallery Berlin

Building on the London Engage staging, the Caribbean Essence platform showcased five fashion designers at The Gallery Berlin, a runway fashion show in Germany in 2013. Designers in attendance were Fifth Element Designs (Barbados), Oriett Domenech (Dominican Republic), drennaLUNA (Jamaica) and Heather Jones International and Meiling Inc. (Trinidad and Tobago).

The aim of Caribbean Essence is to create market positioning opportunities and tangible leads for possible business partnerships for Caribbean designers and the rest of the EU through live showcases of their collections. The event also presents a view of the fashion design potential that is available within the Caribbean, while highlighting a variety of design and market versatility. Caribbean Essence further provides designers with an enhanced view of the technical and management skills needed for success in the global fashion industry, and identifies future intervention tools and opportunities that Caribbean Export could develop to better assist regional designers to position themselves in the world markets. Both events have garnered tremendous opportunities and accomplishments for participants.

Caribbean Kitchen - ANUGA

Caribbean Kitchen is the rebranded platform for taking regional specialty foods to international markets in particular the EU. Through this umbrella brand, Caribbean Export seeks to expose CARIFORUM companies accordingly. Caribbean Kitchen also presents opportunities for B2B connections, as well as investment and distribution partnerships that can lead to export growth in their businesses.

Subsequent to the exhibition at London Engage in 2012, Caribbean Kitchen executed a mission to ANUGA in Cologne, Germany from October 5-9, 2013. ANUGA, the world's leading food fair for retail trade and the food service and catering market, attracted approximately 150,000 trade visitors from 185 countries.

Eleven (11) firms from six CARIFORUM States participated in the mission: 10 Saints Brewery Company Ltd., Beverages Caribbean Inc., and West Indies Biscuit Company Ltd. (Barbados); Marie Sharpe's Fine Foods Limited (Belize); Parry W. Bellot & Co. Ltd. (Dominica); Country Traders Limited, Honey Bun (1982) Ltd., and Tijule Company Limited (Jamaica); Baron Foods Limited, Viking Traders Ltd. (St. Lucia);



Caribbean Kitchen is the rebranded platform for taking regional specialty foods to international markets in particular the EU.

and SMAKS Luxury Group (Trinidad and Tobago).

An average of 48 contacts were made per firm, with three of the firms attending ANUGA being able to negotiate contracts on location in Cologne. Further, 89% of the firms reported that their expertise in engaging EU buyers increased and reported that Caribbean Export's support offered them market access opportunities not previously available to their businesses (Table 5).

Caribbean Soul Fusion – CARIFESTA XI

Following its London Engage debut, the Caribbean Soul Fusion platform was executed during the staging of the eleventh Caribbean Festival of Arts (CARIFESTA) in August 2013 in Suriname. Caribbean Export supported the creation of a cultural market within the Festival. This initiative created opportunities for performing artistes to participate in vocal and performance training, which culminated in performances at international festivals and venues in Europe.

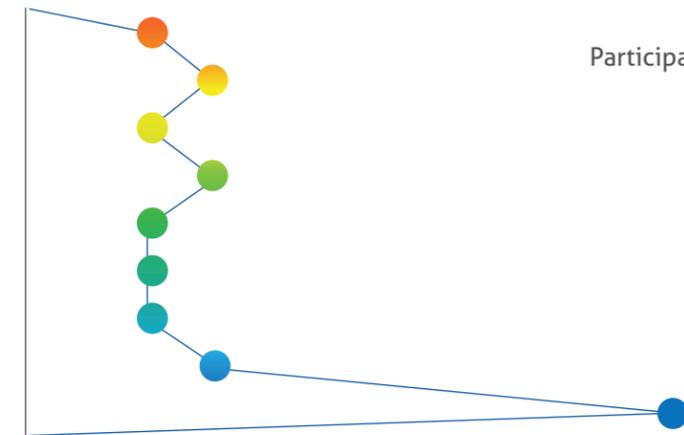
This was achieved by inviting the managers of some of these facilities and events to CARIFESTA XI, to view performances and to network with Caribbean artistes from CARICOM Member States and Associate Members. Coaching sessions, business meetings, panel presentations, and performance showcases were organized over a four-day period during CARIFESTA XI, for the benefit of both artistes and arts presenters. Twenty (20) artistes participated in the cultural market, which focused on music and dance (Figure 8).

Company	Country
10 Saints Brewery Company Ltd.	Barbados
Beverages Caribbean Inc.	Barbados
West Indies Biscuit Company Limited (WIBISCO)	Barbados
Marie Sharp's Fine Foods Limited	Belize
Country Trades Limited	Jamaica
Tijule Company Limited	Jamaica
Baron Foods Limited	St. Lucia
SMAKS Luxury Group	Trinidad & Tobago



Success Achieved
Five confirmed orders were received from Germany, Italy, Spain, Russia and Brazil each for 20ft containers, with an additional four orders pending.
Currently working on leads in the UK and Germany for Banks Beer and Tiger Malt.
Modifications to price have been made in order to competitively price for Ghanaian market; and request received for pricing from the Netherlands.
A buyer from Kuwait has ordered a Less-Than-Container Load (LCL) for five products. They also completed an order from Canada in November 2013. Marie Sharp's is also in negotiations with a client in Dubai for the placement of orders. A prospective buyer in Ireland is currently testing samples, and discussions are underway with a client in Texas, USA. Participation also led to an increase in sales in Germany.
Two enquiries have been received to date from St. Maarten and Denmark.
A request was received for pricing from Denmark, Sweden, Africa, and Israel. In addition to orders from Africa. Similarly, requests were made for the products Moryam Marketing Ltd. in Israel, Green Seed Nordic from Denmark & Sweden, and European Concepts from Scotland, all of who are interested in the products displayed. FAYUS Inc. in Africa is interested in Private label for Jerk (negotiating a 20ft container) and Norma's of Germany is interested in conducting a market test with all products displayed.
Samples of product were distributed on request to Switzerland, Germany and Denmark. And the company is currently negotiating an order for Banana Ketchup with a German company.
A major distributor has been engaged for the Nordic countries (Norway, Sweden, and Denmark) for teas and Chai Rum. There has been an expression of interest from the Intercontinental in Beirut. Additionally, orders from Intercontinental in Cannes, France have been delivered and teas are already being served. Orders have been received from Italy, France, Switzerland and the UK.

Anguilla	1
Barbados	2
Belize	1
Dominica	2
Grenada	1
Guyana	1
Jamaica	1
St. Lucia	2
Trinidad & Tobago	9



◀ **Table 5:**
Immediate Outcomes from ANUGA Participation

◀ **Figure 8:**
Participation in CARIFESTA XI by Country



Dominicana Moda

In October, Caribbean Export facilitated the showcasing of seven regional designers in Dominicana Moda 2013 (DM2013), an annual fashion week of activities in the Dominican Republic, which started in 2006. Following up on the success of the 2012 showcase, six new designers and repeat runway participant, Meiling Inc., engaged with patrons in the Dominican Republic in an effort to forge strategic alliances and promote intra-Caribbean relations. The seven designers were ILashan Apparel & Handmade Jewellery, the Bahamas; the Andrew Harris Collection, Barbados; Odanis Valdez Polonia, the Dominican Republic; MARSAE, Guyana; Mag Art, Haiti; Patwa Apparel, Jamaica; and Meiling Inc., Trinidad and Tobago.

The designers also undertook a site visit to textile factories in the Dominican Republic, namely Group M and Blue Country, to explore new manufacturing

options within the Caribbean. These site visits are a part of a joint strategy for private sector development involving Caribbean Export, the Director General for Multilateral Cooperation (DIGECO), and the EU, which aims to help the region take greater advantage of trade agreements such as the CARIFORUM-EU EPA. DM provides an opportunity for emerging and established fashion designers in the Caribbean to expose their vision at a regional and international stage, thus positioning the region as an international go-to location for fashion design and ingenuity.

Havana International Fair

The Havana International Fair (FIHAV) is the largest annual multi-sector trade fair in Cuba, and is held during the first week of November. The event welcomes over 1,400 companies from 65 countries. The pavilion grounds, inaugurated in 1989, consist of 25

separate buildings, which are located at the ExpoCuba fairgrounds site on the outskirts of Havana. FIHAV is an event organised by the Ministry of Foreign Trade and Investment of the Republic of Cuba, the Cuban Chamber of Commerce, the Conventions Palace and ExpoCuba. This multi-sector commercial fair covers industry sectors such as consumer goods, machinery, equipment, information technology, raw materials and services. In 2013, Caribbean Export supported the participation of 13 regional firms in attending and showcasing at FIHAV. Caribbean Export's participation in FIHAV is focused on creating business opportunities between Cuban buyers and CARIFORUM SMEs in order to promote the sectors that are readily positioned within a global trade context. The Agency also provides the necessary platform to discuss trade between Cuba CARIFORUM States. In this regard, Caribbean Export has partnered with the Cuban Chamber of Commerce to host business matchmaking with selected companies.

Baron Foods - Sweet Story of Success

Within the West Indian archipelago lies the beautiful Island of Saint Lucia. This lush, tropical paradise is also home to Baron Foods Limited, a dynamic and reputable HACCP certified agro-processing company.

Baron Foods Limited produces a range of condiments and beverages, which includes exotic sauces, spices and drink-cocktails. The company's authentic and distinctively Caribbean-styled condiments transform each and every culinary endeavour into a gourmet experience. Several of their products have won international awards in North America and Europe, and the company has been named Manufacturer of the Year by the Saint Lucia Chamber of Commerce and the Saint Lucia Hotel & Tourism Association for several years in succession. Managing Director Ronald Ramjattan has also won the coveted Ernst & Young Entrepreneur of the Year award. Initially employing 23 people in 1991, Baron Foods has grown to over 100 employees producing more than 100 different products and exporting 45% of production.

Baron Foods has been involved in various Caribbean Export initiatives, ranging from training and certification programmes to high-level consultative meetings on regional export development and promotion. In 2013, they company participated in the Agency's Caribbean Kitchen pavilion at ANUGA in Cologne, Germany. The event attracted thousands of visitors from various countries across the globe, which proved to be tremendous exposure for Baron Foods.

The company featured its Banana Ketchup at ANUGA and emerged as one of four winners in the Taste13 competition. The Taste13 event is considered as the central showcase for innovation at the ANUGA show and highlights the best new products, trends and future concepts. In addition to their achievement in the Taste13 competition, Baron Foods also garnered success in the form of orders for the company's products. A company from Germany placed an order for the Banana Ketchup, and samples were distributed to companies in Denmark and Switzerland.

Managing Director, Ronald Ramjattan, credited ANUGA with "providing Caribbean firms with a broad base of information and multifaceted opportunities to engage in discussions with a variety of decision-makers, international traders and leading buyers from various countries." Participants



also benefited from a number of supporting programmes, such as conferences and presentations, which provided comprehensive information on new products, trends, and workshops in the international food service sector.

Through partnering with Caribbean Export, Baron Foods have consistently grown year on year by up to 12%. Their investment of time and resources to participate in the Agency's programme-based interventions has aided expansion into new markets and thus maintain their growth rates.

Baron Foods Limited now ships over 250,000 cartons of produce to Europe annually and has grown significantly since the signing of the CARIFORUM-EU EPA. Founded in Saint Lucia, the company has expanded its manufacturing to Grenada with funds received through the Direct Assistance Grant Scheme and, in 2013, established a satellite plant in Trinidad and Tobago.

Dominicana Moda: Regional Designer's Stage to International Success

Caribbean Export led a delegation of six designers to showcase at DM2013

Organised with support from Caribbean Export, Dominicana Moda (DM) provides an avenue for regional designers to gain access to the international market, and for the last two years, the Agency facilitated the participation of 12 designers in the event. In 2013, Caribbean Export led a delegation of six designers to showcase at DM2013: ILashan Apparel & Handmade Jewelry from the Bahamas, Andrew Harris Collection from Barbados, Marsae of Guyana, Mag Art of Haiti, Patwa Apparel Ltd of Jamaica, Meiling Inc. of Trinidad and Tobago, and the Dominican Republic's own Odanis Valdez Polonia.



Five of the designers presented on the runway, while two exhibited in the prestigious Designers' Mall. Each brought a different perspective to the mélange of offerings while maintaining a shared standard of superb quality and craftsmanship. Their stories made the event an even richer experience for patrons.

The first of the designers from the delegation to present on the runway was Indira Lashan Moss, the Creative Director of ILashan. Located on the island of New Providence in the Bahamas, she was raised under the apprenticeship of her stylish and skilled female family members who taught her to sew from a young age. Moss' love for fashion was nurtured in this creative household, and her designs were inspired by her picturesque surroundings. The bright, bold colours and free-flowing yet figure-flattering fabrics of her collection are a nod to the lifestyle and the landscape of her birthplace.

Moss' work was followed by the avant-garde menswear of Andrew Harris Collection, by Guyanese Barbadian-based designer Andrew Harris. Harris has been crowned the

prince of Caribbean menswear, and based on the collection presented at DM2013, it was not hard to see why. His impeccable construction and attention to detail, coupled with a colour palette that challenges the conventional conception of masculinity, has made his brand a tour de force on the regional fashion scene. Harris' striking collection ranges from the most casual beachwear to formal and business attire that manages to stay climate appropriate while remaining polished. The client who dons an Andrew Harris piece is bold and image-conscious, to which his many regional celebrity clients can attest.

Guyanese-born De Santos, designer of Marsae, takes as unique an approach to her design as she did to her runway presentation for DM2013. The show began as it customarily ends, with the models strutting the runway in procession before appearing individually. What was immediately apparent was the array of sophisticated apparel that ranged from captivating turquoise and blues to seductive oranges and reds. The collection showcased De Santos' impressive command of the manipulation of linen and cotton, her

signature fabrics, as well as the textile painting, which makes her work truly outstanding.

The Jamaican collection Patwa Apparel was conceptualized and consummated by Heneka Watkis-Porter who is, by her own declaration, a passionate entrepreneur. Watkis-Porter chose sportswear to spread her country's dynamic and distinctive culture. The pieces feature sayings from Jamaica's native dialect, patois (or "Patwa", as it has been translated by Jamaicans) with Standard English translations on the reverse side. Her patriotic and trendy designs have become popular with young Jamaicans who see them as an accessible way to showcase their culture.

Meiling's signature, a minimalist and highly sophisticated aesthetic, has become synonymous with Caribbean design at its finest. Her collection showed once again why she is the indefatigable mistress of black, turning the classic staple into a dramatic and contemporary statement with the addition of red accents in sumptuous fabrics. Operating between her studios in Trinidad and Tobago and New York, Meiling

has built an empire, which spans the Caribbean and Latin America, and she continues to create new and inventive collections to showcase at major fashion weeks across region.

All of the participating designers who participated in DM13 gained much needed exposure to regional markets, and their work sets the bar high for future professionals within the Caribbean fashion industry.



Business Advocacy

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

Caribbean Exporters' Colloquium

The inaugural Caribbean Exporters' Colloquium was hosted in Barbados in 2013. The event aimed to engage the regional private sector and development partners in identifying the appropriate sector foci to underlie a regional export strategy, and the most effective platforms for successful export diversification. Organized within the framework of the 10th EDF RPSDP, the Colloquium examined the status of the region's export platform and reinitiated the conversation on export led growth.

In particular, discussion focused on the most effective platforms for export diversification, niche marketing and branding and achieving sustainable export success. A total of 120 representatives from 85 firms and associations participated in this initiative, among which were Ministers of Government, private sector leaders, BSOs, trade officials, and representatives from national EPA Implementation Units and the national

Coalitions of Services Industries (CSIs) from the across CARIFORUM. The Colloquium concluded with the following concrete recommendations, which in part, inform the finalisation of the Agency's new Strategic Plan:

- The development of value-chaintrade that matches manufacturing expertise in different countries;
- Pursuit of niche areas of opportunities such as medical tourism, health care, film, education, and cultural industries as the only export sectors in which the region enjoys a comparative advantage;
- The intra-regional market as a critical integrated option;
- Economic space for creating strategic linkages to the diaspora markets;
- Focus on the value-proposition of branding and intellectual property;
- Re-establishment of a viable private sector advocacy, since the private

sector was currently absent from the table of policy making when it was most needed to help address the Caribbean's economic problems.

- Increased focus on hemispheric markets, particularly in Latin America;
- Introduce services into negotiations with non-traditional partners, non-governmental partners, health insurance providers and professional associations;
- More active pursuit of the opportunities within the FCORs should be considered.

Private Sector Advisory Group

Established within the framework of the Caribbean Exporter's Colloquium, the first meeting of Caribbean Export's Private Sector Advisory Group was convened. The umbrella group, comprising leading private sector heads from across the region, provided advice and guidance on how best the private sector can play a role in the economic development of the region.

Further, group members attended the Regional Workshop of the Caribbean Growth Forum in The Bahamas in June 2013, and a consultation meeting on "Defining Key Positions and Recommendations on Private Sector Support in African, Caribbean and Pacific Countries" held in Brussels, Belgium in November 2013. Caribbean Export has since developed a Terms of Reference (TOR) for the re-engagement of public-private sector dialogue. The consultancy seeks to examine the state of the private-public sector dialogue in the CARIFORUM region, with a view to drafting a roadmap for the best way forward. The Private Sector Advisory Group comprises 13 firms from seven CARIFORUM countries as outlined in Table 6.

▼ Table 6:
Private Sector Advisory Group Members

Company	Country	Sector
Angostura	Trinidad and Tobago	Manufacturing
Automotive Art	Barbados	Manufacturing
Baron Foods	St. Lucia	Agro-processing
Beverages Caribbean Inc.	Barbados	Manufacturing
Brainstreet Group	Guyana	Information and Communication Technologies
Diesco	Dominican Republic	Manufacturing
FiWi Choice	Jamaica	Creative Industries
Interamericana Trading Corporation	Barbados	Business Support Organisation
Jamaica Producers Group	Jamaica	Manufacturing
Mona School of Business & Management	Jamaica	Tertiary Education
Royal Mayan Shrimp	Belize	Agro-processing (Aquaculture)
Universidad Iberoamericana	Dominican Republic	Tertiary Education
West Indies Rum and Spirits Producers' Association	Barbados	Manufacturing





Caribbean Spa and Wellness Road Show

With support from the Caribbean Development Bank (CDB), under the DFID-financed CARTFund programme, Caribbean Export implemented a series of Caribbean Spa and Wellness Road Shows in Dominica, the Dominican Republic, and Jamaica. A total of 57 firms participated in these Road Shows, which were executed to secure buy-in from key stakeholders in the target countries for endorsing spa and wellness as a sector ready for enhanced export promotion and investment attraction; present the Sector Strategy and the Draft Quality Standards to stakeholders; introduce the Caribbean Spa and Wellness Association and present its work plan and web portal; and hold consultations with relevant business support organizations for the



organization and or creation of a sector association for the spa and wellness sector.

A Project Steering Committee comprised of representatives of the Caribbean Spa and Wellness Association (C-SWA), CARICOM's Regional Organisation for Standards and Quality (CROSQ) and Caribbean Tourism Organization (CTO) provided oversight during the project implementation process. The aim of the project was to contribute to the growth of the health and wellness sector by assisting in sector stakeholders in: reaching agreement on a strategy and plan of action for developing the sector; marketing and promoting the sector; and developing and implementing the Caribbean health and wellness standards and operating procedures.

CARICOM-DR Engagement

In 2013, Caribbean Export continued to focus its efforts on collaborations with the Directorate of External Trade of the Dominican Republic (DICOEX) in its dialogue with the CARICOM Secretariat towards the promotion of trade relations between CARICOM and the Dominican Republic. The

implementation of the CARICOM-DR FTA remains of major interest and, as such, the Agency continues to support the promotion of public and private sector dialogue between the territories. During the period under review, the Caribbean Export also facilitated CARICOM firms in undertaking missions to the Dominican Republic, namely within the framework of Expo-Cibao and Dominicana Moda.

Haiti-Dominican Republic Bi-National Programme

The Agency is currently implementing the trade component of the Haiti-Dominican Republic Bi-national Programme. Funded by the EU, the programme will strengthen the capacity of relevant public institutions on both sides of the border in the areas of trade, of the promotion of investment and customs, and support the initiatives of the private sector. This Bi-National programme responds primarily to the need to harmonize and rebalance economic relations, so that they are beneficial to the sustainable development of both nations.



FCOR/OCT & CARIFORUM Engagement

Following the 7th Meeting of the CARIFORUM/FCOR/OCT Task Force on Trade and Investment in 2013, it was recommended that a sub-committee on the trade in goods be established. It was proposed that this sub-committee should be comprised of the private sector, customs officials, and tax experts. It is expected that this committee will provide market intelligence on penetrating these markets, which also represents a gateway to the broader EU market. Further to this, three (3) areas for further research were identified, which involve Legal Opinion on the Imposition of the Octroi de Mer by the FCORs, on products originating from the CARIFORUM States; support to Improving the Collection of Information on Technical Requirements and Technical Barriers to Trade that affect CARIFORUM States' Exports to the FCORs; and Feasibility Study on the Establishment of a Technical Management Unit in the FCORs.

Caribbean Export also met with key officials from Montserrat to determine potential areas for collaboration,

with a view to facilitating the increased involvement of the OCTs in enhancing trade and cooperation with CARIFORUM. Additionally, the Agency paid a courtesy call to the Regional Council of Martinique to discuss the way forward in building a relationship with Caribbean Export. Discussions included matters related to EPA implementation, and the conclusion of Invest/KARIB joint programme that is being advanced by the two agencies and INTERREG.

Sustainability & Institutional Advancements

Coordination with regional and international agencies

In 2013, Caribbean Export engaged with regional investment stakeholders gathered at the 8th Technical Working Group Meeting on Trade in Services and Investment in Barbados. The initiative, organised by the CARICOM Office of Trade Negotiations (OTN), sought to evaluate the sectoral liberalisation schedules, and agree on strategic recommendations towards improving the schedules in preparation for continued negotiations between CARICOM and Canada towards a Trade and Development Agreement. Caribbean Export saw this as an occasion to identify opportunities for future investment into the region.

The Agency has also taken measures to strengthen the institutional linkages and relationship with CROSQ and the Inter-American Institute for Cooperation on Agriculture (IICA) as it relates to their respective 10th EDF Work Programmes. This endeavour is likely to see continued efforts on the part of Caribbean Export to partner with other regional institutions that have a mandate for addressing the standards and quality of regional exports.

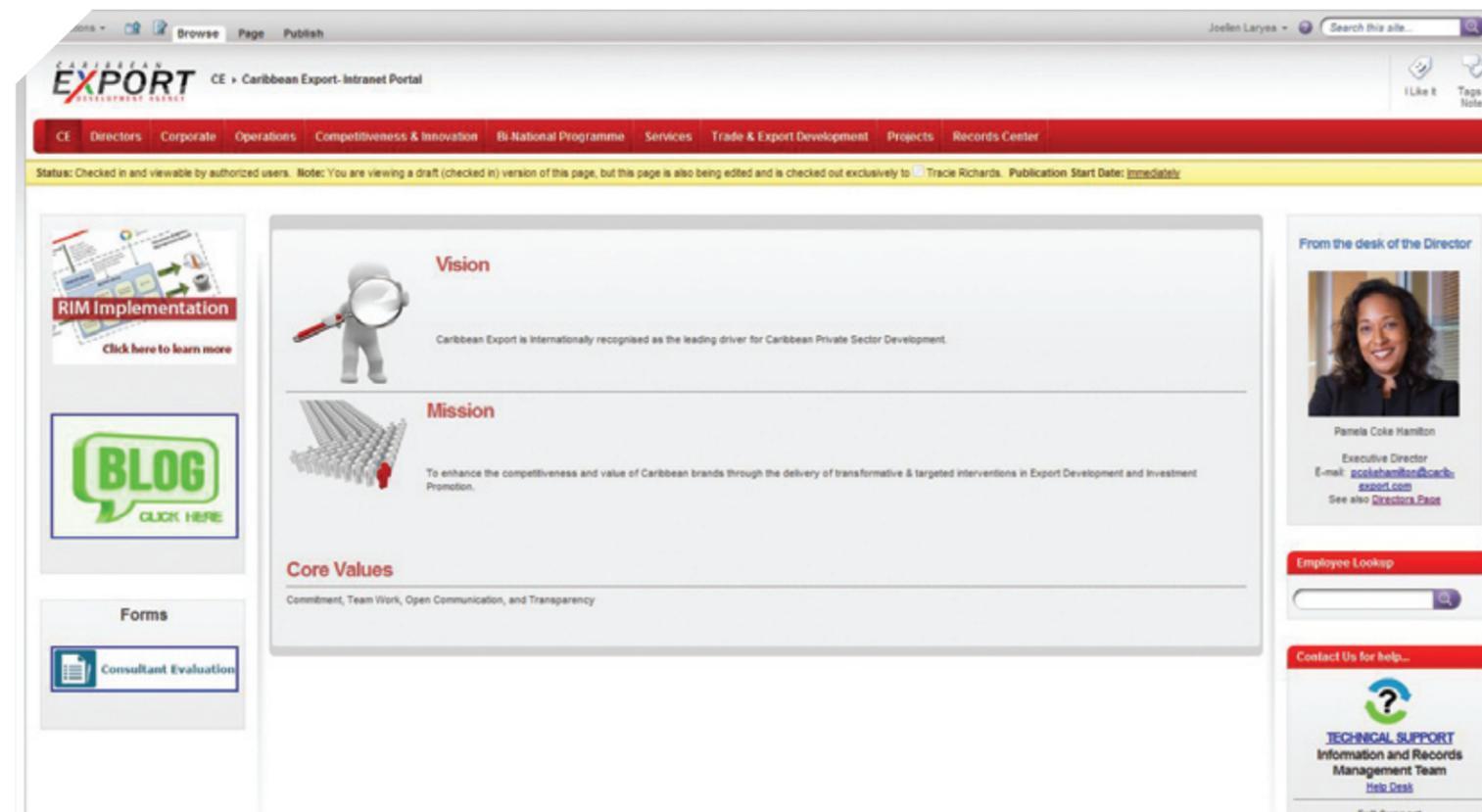
Caribbean Export was represented at the Officials and Ministerial Sessions of the 36th Meeting of the Council for Trade and Economic Development (COTED) in Guyana, which convened to discuss a range of issues including developments affecting the CSME, governance issues related to COTED, external trade issues including the appointment of a new Director General for the World Trade Organization (WTO), as well as on-going CARICOM-Canada Negotiations.

The meeting also discussed issues related to the 10th EDF and highlighted the fact that Caribbean Export was in the process of negotiating a MOU with the CARICOM Secretariat for the implementation of Component V of the EPA Implementation Programme (Services Sector Development). Caribbean Export also met with the CARICOM Secretariat on issues related to the Caribbean Business Council (CBC), the launch of the Regional Aid for Trade Strategy, and CARIFESTA.

Communications and Visibility

The visibility of the Agency continues to be largely driven through work programme activities, with increased marketing support and communications for specific projects. As a result of increased collaboration with the monitoring and evaluation (M&E) unit, implementation of a corporate marketing and public relations strategy has commenced, which encompasses key article distribution and marketing activities to drive additional traffic to the website and positive public relations (PR).

In 2013 the Caribbean Export website grew significantly with active subscribers, and increased daily visitor averages. The website had a total of 103,068 visitors for the period January to December. The website had a total 35,438 views, with October recording the highest number of views in one month at 13,804. The increased traffic was due to a number of key events taking place that had media coverage, email campaigns and press releases that drove traffic to the website. Social media and email campaigns also helped push traffic to the site along with regular updates and more interactive home and media pages.



In 2013 the Caribbean Export website grew significantly with active subscribers, and increased daily visitor averages.

During Caribbean Export week in March 2013, the new branding collateral was unveiled during which included a redesigned logo, newly designed general information brochure, pocket folder, PowerPoint slides and pull-up banners. These materials further aided in the enhancement of media relations and regional visibility. Media relationships within the region continue to be strengthened, and new relationships with international press agents were forged. Regional visibility also continued aggressively throughout with television and radio interviews for the Executive Director and Management. Press releases were distributed and published by regional and extra-regional news agencies. Independent articles (written by the media) were also published. The Agency's contact database also continued to grow steadily with an average 10 new subscribers per week. Tradewatch and Primed for Success Volume 2 were also published and distributed across the region.

Information and Communication Technology

The first half of 2013 saw a greater focus on updating the Agency's document and records management system. Staff shifts and the creation of a Records and Information Management (RIM) team to facilitate the proper implementation of the programme have been completed to ensure smooth operation. At the end of the year the RIM team inventoried seventy per cent (70%) of the Agency's historical records; developed an intranet site based on the SharePoint enterprise content management (ECM) platform; commenced Phase 2 of the document and records management system; and participated in specialist training to support the overall implementation of records management throughout the agency.

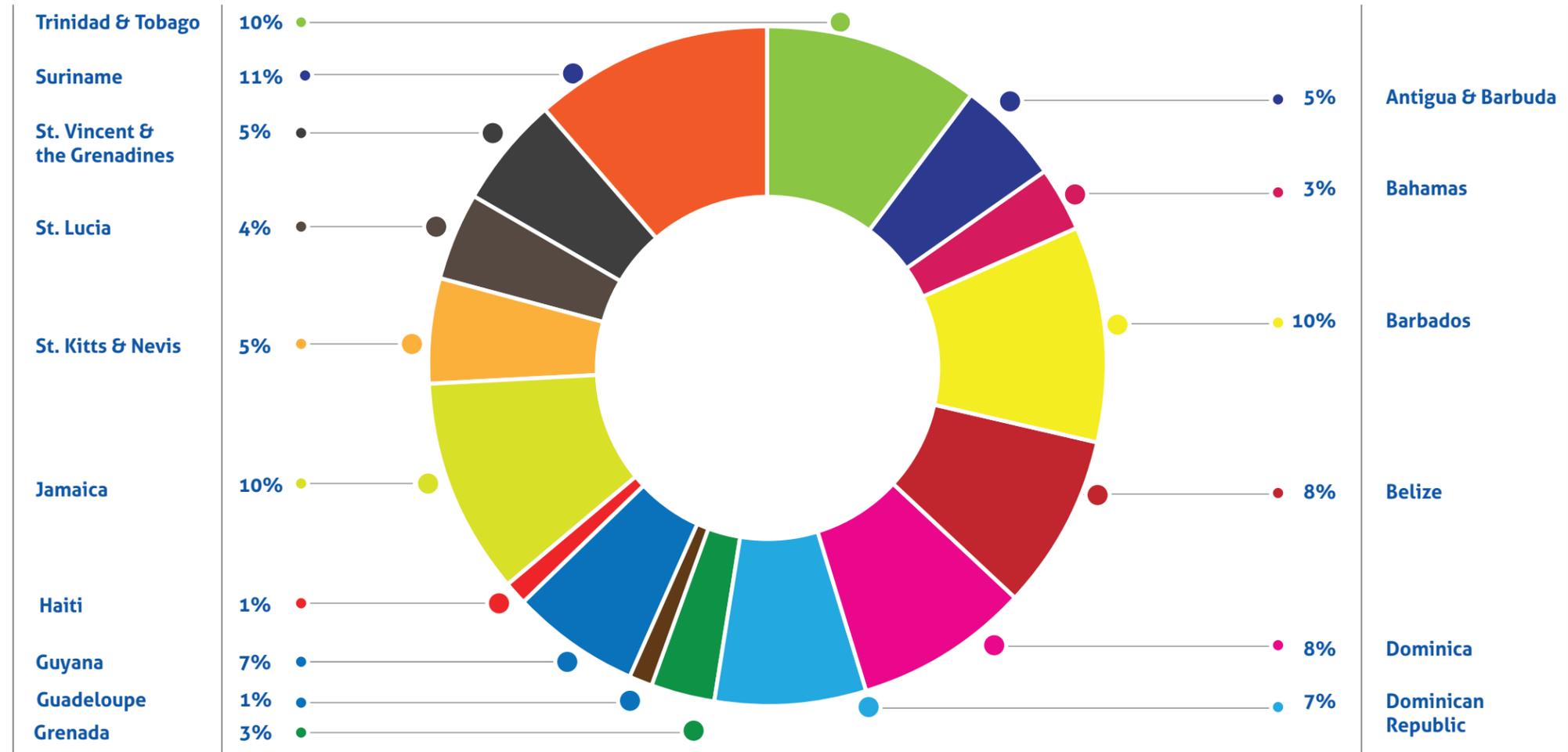
The Information Technology (IT) Unit also continued its quest to offer a

secure information IT environment at both offices, and in this regard, assiduously worked to facilitate the relocation of the sub-regional office in the Dominican Republic (DR); establish remote links in Haiti to support staff on the Haiti-DR bi-lateral programme; and to enhance the Agency's accounting platform in keeping with the expanding roles of the internal finance unit. Additionally, the IT Unit continued work with internal and external stakeholders to find new ways to create a knowledge management system in the Agency that utilises both current and future technologies. For instance, plans are already in train to develop a customer relationship management system that leverages the Agency's accounting and electronic document and records management system (EDRMS) platforms.

Specific key achievements regarding the implementation of RIM were classification schemes for all departments have been finalized

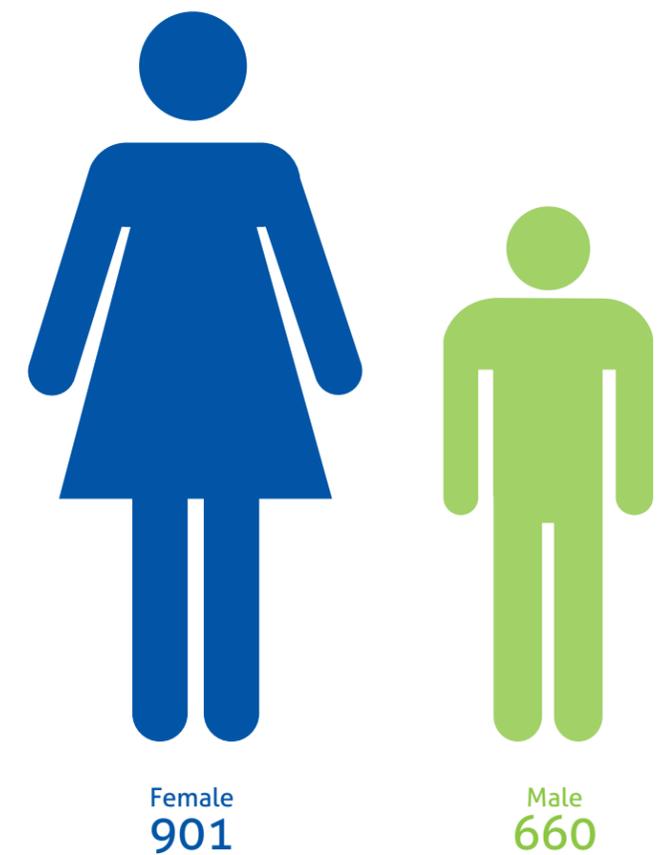
in SharePoint at the head office; commencement of a second round of training with staff on how to leverage their SharePoint desktop profiles. This also included training in classification; evaluated of proposals and awarding of a consultancy for work to be undertaken in Phase 2 of the RIM programme; upgrade of the IT infrastructure at the sub-regional office (SRO), with the procurement of a central UPS; and the installation of a fixed Internet service in the Haiti office to support the bi-national programme. A second Internet connection (20MB/5MB) was implemented in the Barbados office to support the Agency's virtual meeting applications.

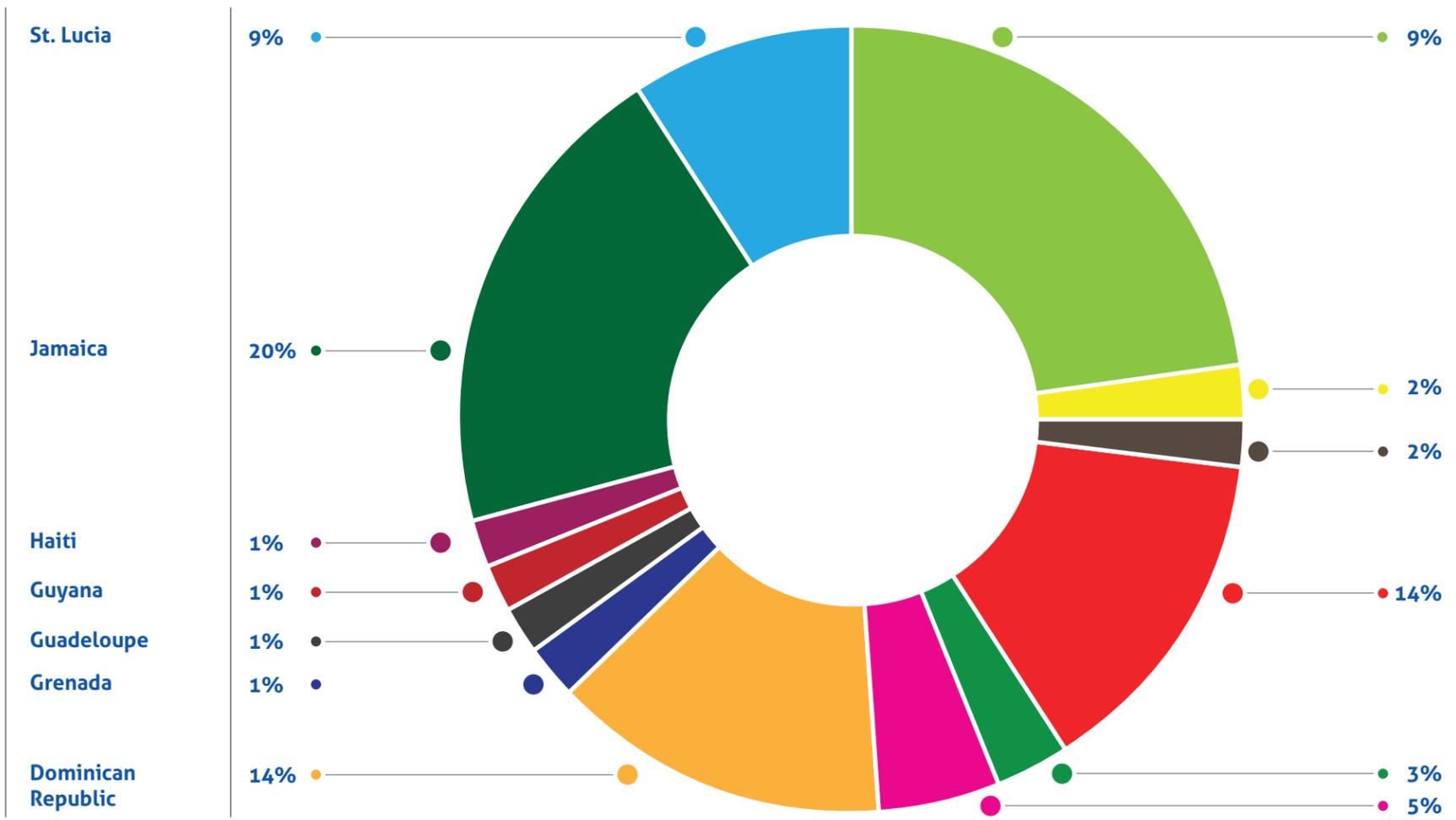
ANNEX 1: 2013 STATISTICAL HIGHLIGHTS



◀ **Figure 9:**
Participation in Caribbean Export programme-based activities segmented by country

▼ **Figure 10:**
Participation in Caribbean Export activities disaggregated by gender





◀ **Figure 11:**
Participation in Export Promotion
Activities Segmented by Country

Trinidad &
Tobago

Anguilla

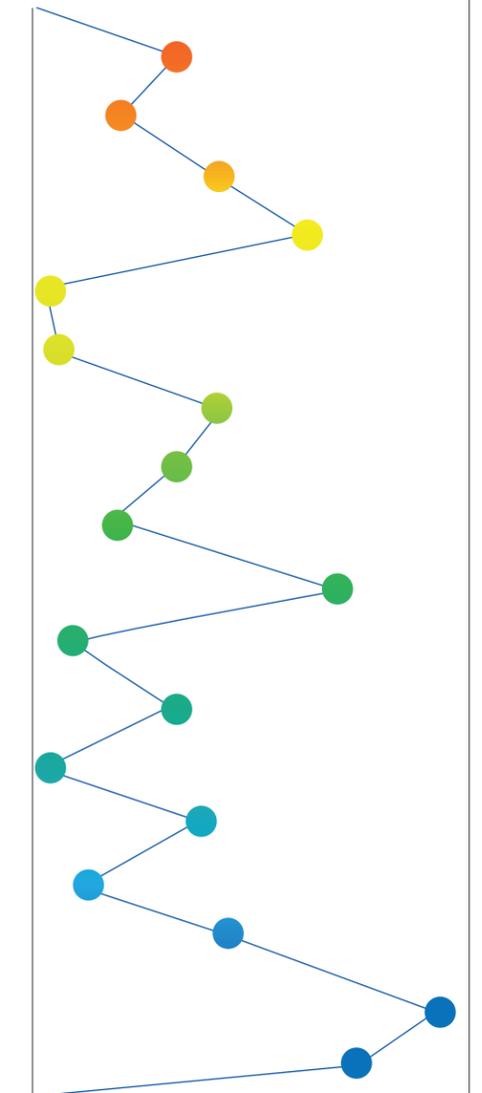
Bahamas

Barbados

Belize
Dominica

▼ **Figure 12:**
Participation in Training
Segmented by Country

Antigua & Barbuda	57
Bahamas	31
Barbados	70
Belize	101
Cayman Islands	1
Curacao	4
Dominica	64
Dominican Republic	57
Grenada	24
Guyana	103
Haiti	11
Jamaica	57
Montserrat	1
St. Kitts & Nevis	62
St. Lucia	21
St. Vincent & the Grenadines	62
Suriname	149
Trinidad & Tobago	105



PERIOD JANUARY 1, 2013 – DECEMBER 31, 2013.

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

Specific Objective/Component	Budgeted	Actual Utilized	% Utilized
1. Enhancing Competitiveness and Promoting Innovation among CARIFORUM's Private Sector	13,607,645	5,534,393	41%
2. Promoting Trade and Export Development among CARIFORUM States	3,698,527	2,344,997	63%
3. Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost regions (FCORs) and EU Overseas Countries and Territories (OCTs) in the Caribbean	1,598,800	1,029,160	64%
4. Promoting stronger trade and investment cooperation between CARICOM and the Dominican Republic	311,157	245,190	79%
5. Strengthening the institutional capacity of Caribbean Export to implement the trade and investment promotion programmes in the Region	2,200,147	1,868,453	85%
TOTAL	21,416,276	11,022,193	51% (79%)*

*The rate is increased to 79% if the 3rd/4th Call was launched in 2013 and the grants were processed.

At December 31, 2013 the utilization rate for the third year of implementation stood at 51%. The lower than expected rate of expenditure is directly related to the Direct Assistance Grant Scheme (DAGS), whereby only 12% of the DAGS budget was utilised for the year.

Components 2, 4 and 5 which refer to Promoting Trade and Export Development among CARIFORUM States; Promoting stronger trade and investment cooperation between CARICOM and the Dominican Republic; and Strengthening the institutional capacity of Caribbean Export to implement the trade and investment promotion programmes in the Region saw implementation rates of 63% 79% and 85% respectively.

Initiatives under the component 3 dealing with Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost regions (FCORs) and EU Overseas Countries and Territories (OCTs) in the Caribbean reflected a significantly high implementation rate in terms of actual expenditure due the nature of work undertaken during 2013, when compared to 2012.

COUNTERPART CONTRIBUTIONS

During the 2013, the payments by CARIFORUM States to the Head Office totalled BDS\$1,456,264. Caribbean Export is heartened by the continued commitment shown by member states for its areas of work.

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