



BUILDING ON SUCCESS

2015 Annual Report of The Caribbean Export Development Agency



CONTENTS



Acronyms	01	Improving Access to Finance	22
Chairperson's Message	07		
Foreword	08	Capacity Building Through Export Development	26
Caribbean Export at A Glance	09	Market Entry Opportunities with Export Promotion	56
Caribbean Export Board Members & Management Team	10	Sustainability & Institutional Achievements	66
Caribbean Export Facts & Figures 2015	11		
Towards a Regional Investment Promotion Strategy	12	Annex 1: Statistical Highlights	79
		Annex 2: Financial Summary	81

ACRONYMS

ACP	African, Caribbean and Pacific
ApexBrasil	Brasilian Agency of Export and Information Promotion
AMCHAM	American Chambers of Commerce
B2B	Business-to-Business
BCCEC	Bahamas Chamber of Commerce and Employers Confederation
BELTRAIDE	Belize Trade and Investment Development Service
BFA	Business Future of the Americas
BHN	Haiti Bureau of Standards
BIOECO	Eastern Center of Ecosystems and Biodiversity
BONFED	National Authority of the European Development Fund in Haiti
BPO	Business Process Outsourcing
BSOs	Business Support Organisations
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARICOM OTN	CARICOM Office of Trade Negotiations
CARIFORUM	Forum of the Caribbean Group of ACP States
CARTFund	Caribbean Aid for Trade and Regional Integration Trust Fund
CCIH	Chamber of Commerce and Industry in Haiti
CCW	Call Center Week
CDF	CARICOM Development Fund
CEI-RD	Centre for Export and Investment in the Dominican Republic
CEYA	Caribbean Exporter of the Year Award
CFI-Haiti	Centre for Investment Facilitation in Haiti
CFPs	Call for Proposals
CNSC	Caribbean Network of Services Coalitions
COSME	Competitiveness of Enterprises and Small and Medium-sized Enterprises
COTED	CARICOM Council for Trade and Economic Development
CRM	Client Relationship Management
CSIs	Coalition of Service Industries
CSME	CARICOM Single Market and Economy
CTA	ACP-EU Technical Centre for Agricultural and Rural Cooperation
CTIC	Centro Tecnológico de la Información y de la Comunicación
CTO	Caribbean Tourism Organisation
CWEIC	Commonwealth Enterprise and Investment Council
DAGS	Direct Assistance Grant Scheme
DICOEX	Directorate of Foreign Trade
DIGECOOM	General Directorate of Multilateral Cooperation of the DR
DM	Dominicana Moda
ECI	Export Competitiveness Index
ECOCERT	Dominican Microbiology Laboratory and Sustainable Body for Development
EDF	European Development Fund

EPA	Economic Partnership Agreement
EU	European Union
FCORs	French Caribbean Outermost Regions
FDI	Foreign Direct Investment
FESP	Haiti's Private Sector Forum
FIHAV	Havana International Fair
FLACSO-RD	Latin American Faculty of Social Sciences Program in the Dominican Republic
GDP	Gross Domestic Product
GIs	Geographical Indications
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEI	Higher Education Institutions
HR	Human Resources
HRA	Haiti Relief Alliance
IAOP	International Association of Outsourcing Professionals
ICT	Information and Communication Technology
IDA	Invest Dominica Authority
IDB	Inter-American Development Bank
IFC	International Finance Corporation
IHIF	International Hotel Investment Forum
IICA	Inter American Institute for Cooperation on Agriculture
INDOCAL	Dominican Institute for Quality
IP	Intellectual Property
IPAs	Investment Promotion Agencies
ITA	Italian Trade Agency
ITB	Internationale Tourismus-Börse
JAD	Junta Agroempresarial Dominicana
JIPS	Joint Investment Promotion Strategy
KCCI	Korean Chamber of Commerce and Industry
KITA	Korea's International Trade Association
KOIMA	Korean Importers Association
KOTRA	Korean Trade and Investment Promotion Agency
LAC	Latin America and the Caribbean
LVCQAT	Haitian Animal Health and Food Safety Laboratory
MANDR	Ministry of Agriculture in the Dominican Republic
M&E	Monitoring and Evaluation
MCI	Ministry of Commerce and Industry Haiti
MOSF	Ministry of Strategy and Finance
OAS	Organization of American States
OBIC	Online Business Information Centre
OCTs	EU Overseas Countries and Territories
OLPs	Origin Linked Products
PIPSO	Pacific Islands Private Sector Organisation

PR	Public Relations
PROColombia	Colombia Investment Promotion Agency
ProNET	Productivity Network
RIM	Records and Information Management
RPSDP	Regional Private Sector Development Programme
SGG	Services Go Global
SMEs	Small and Medium-sized Enterprises
SPC	Secretariat of the Pacific Community
SPTO	South Pacific Tourism Organisation
SVGCSI	St. Vincent and the Grenadines Coalition of Service Industries
TIC	Trade and Investment Convention
TPOs	Trade Promotion Organisations
TSIs	Trade Support Institutions
UNIBE	Universidad Iberoamericana
UNIDO	United Nation Industrial Development Organisation
UK	United Kingdom
USA	United State of America
USP	University of the South Pacific
UWI	University of the West Indies
WAIPA	World Association of Investment Promotion Agencies
WIPO	World Intellectual Property Organisation
YoY	Year on Year

CHAIRPERSON'S MESSAGE



MS. DONALEE BOWE
CHAIRPERSON

It is a pleasure to present the Caribbean Export Development Agency's (Caribbean Export) Annual Report for the period ending December 31, 2015.

A review of Year 2015 has revealed that it was a successful year for Caribbean Export and also a good year for CARIFORUM exporters and investors. Following participation in the Agency's private sector development programmes, many of our beneficiaries have reported an increase in their regional and international export sales, as well as signs of tangible and sustainable growth within their businesses. As Chairperson, I am particularly proud of Caribbean Export's efforts across the region, and this year's Annual Report highlights this work, while bringing the focus on its impact among beneficiaries across CARIFORUM.

The Agency's continued focus on key interventions such as, access to finance, capacity building, export promotion, and advocacy has not gone unnoticed as identified by participants quotient of 1180 CARIFORUM beneficiaries, in addition to the significant response rate to the various assessments of programme activities, which stood at 93% for the period under review. This is a solid indication that Caribbean Export is not only reaching the substantial portion of the CARIFORUM private sector, but this target group is also engaged and committed to their growth and development as well.

This is also an opportune time to thank my colleagues on the Board

of Directors for their dedication and pledge to Caribbean Export's mandate. A warm welcome is extended to the new members who joined our ranks in 2015. On behalf of the Board, I also wish to commend the Management and Staff of Caribbean Export for their stellar support and steadfast commitment in steering of private sector development, during what can be described as somewhat turbulent times around the region.

As we move forward, we are confident that Caribbean Export is well positioned to build capacity for CARIFORUM's economic recovery and help more regional Small and Medium Enterprises (SME's) realize their export potential, thereby creating a sustained community. ■

FOREWORD



MRS. PAMELA COKE-HAMILTON
EXECUTIVE DIRECTOR
THE CARIBBEAN EXPORT
DEVELOPMENT AGENCY

Regional private sector growth has been at the forefront of the Caribbean Export Development Agency's work for nearly two decades. Looking back on the last 12 months and approaching the end of 10th EDF RPSDP implementation, we can see evidence of the Agency's impact on its direct beneficiaries, namely the micro firms, and small and medium-sized enterprises (SMEs) of the CARIFORUM region.

The Agency centres its development results within six priority areas: investment promotion, access to finance, export development, export promotion, business advocacy and institutional sustainability, and with each year of EDF implementation, Caribbean Export has seen increased engagement, and positive results from participation in programme-based interventions from SMEs, BSOs, and the public sector.

During the period January-December 2015, 1420 persons from 585 firms and organisations participated in or benefited from the Agency's programme-based activities; 83% of this total represents CARIFORUM beneficiaries. Gender disaggregated figures shows 49% female participation compared to 51% male which augurs well for gender equity and mainstreaming within trade and export development. In the final year of 10th EDF RPSDP implementation, Caribbean Export's development work continued to build on the successes, challenges, and lessons learnt in the four previous years of programming.

Under investment promotion, the Agency has facilitated the participation of regional investment promotion agencies (IPAs) in missions

to Barbados, Guyana, United Kingdom (UK), United States of America (USA), Germany, South Korea, Colombia, and Italy, as well as hosted the inaugural Caribbean Investment Summit in the UK and the annual CAIPA General Assembly. Caribbean Export has also provided financial assistance to 42 firms from Haiti and the Dominican Republic under the Bi-National DAGS programme totalling some €1 million. During the period under review, 629 persons benefited from the delivery of training and certification programmes with support from the Agency. These include grant reimbursement and procurement, angel investment, ProNET, intellectual property, services go global, export promotion, and trade and business intelligence, among others. Another 694 beneficiaries also participated in other export development initiatives, and 55 in an export promotion missions within the Dominican Republic, Cuba, Europe and the USA.

This report outlines the programme-based activities implemented over the period January to December 2015, and provides a summary of the outcomes and statistical highlights to support development results. Additionally, this document presents an overview of the Agency's institutional advancements for the period under review.

I'd like to take this opportunity to thank our Board of Caribbean Export for their guidance and insights throughout the year, but most importantly I wish to express my appreciation, on behalf of the Board to all Caribbean Export employees. As always, their dedication and commitment led to another successful year for CARIFORUM exporters and investors. ■

CARIBBEAN EXPORT AT A GLANCE

VISION:

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

MISSION:

To enhance the competitiveness and value of Caribbean brands through the delivery of transformative and targeted interventions in export development and investment promotion.

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

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

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

The Agency currently undertakes work in nine priority sectors: Agro-processing, Creative Industries, Financial Services, Health and Wellness, Information and Communication Technology, Manufacturing, Professional Services, Specialised Tourism and Renewable Energy. This development work has

also strengthened the institutional capacity of public and private sector agencies, and business support organisations (BSOs), particularly sector associations, trade support institutions (TSIs), investment promotions agencies (IPAs), and coalitions of service industries (CSIs).

Under the 10th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP), support has been offered to CARIFORUM States in a gamut of areas ranging from investment promotion to business advocacy. The Agency also seeks to foster intra and extra regional partnerships with countries and agencies. Some of Caribbean Export's key initiatives include the facilitation of the Direct Assistance Grants Scheme (DAGS), as well as training in grant proposal writing, market intelligence, and the productivity network (ProNET), among others. Our beneficiaries have participated annually in regional trade missions such as Dominicana Moda (DM), Havana International Fair (FIHAV), Femmes Création & Production Trade Fair, and Trade and Investment Convention (TIC). Firms have also attended international trade shows including Study Tours to South America and Europe, in addition to missions under Caribbean Export branded platforms including Design Caribbean, Caribbean Essence, Caribbean Kitchen, Soul Fusion, and Break Point.

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

CARIBBEAN EXPORT BOARD MEMBERS*

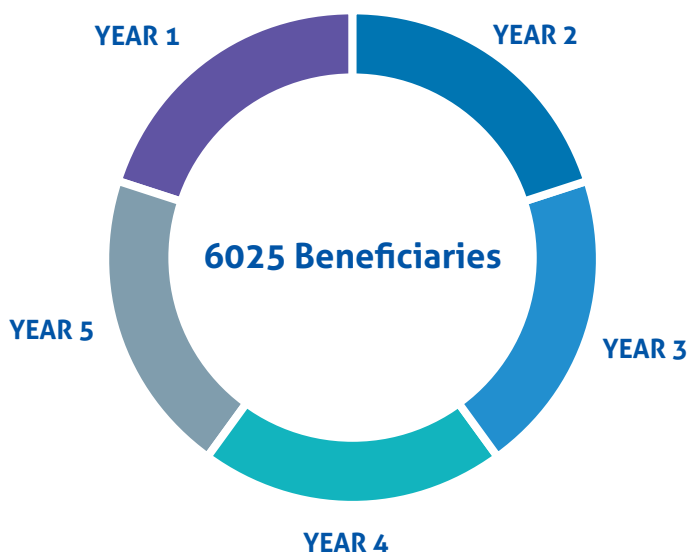
Ambassador Dr. Clarence Henry	Antigua and Barbuda
Ms. Donnalee Bowe (Chair)	The Bahamas
Ms. Kay Sealy	Barbados
Mr. Michael Singh	Belize
Mr. Gregoire Thomas	Dominica
Mr. Juan Guiliani	Dominican Republic
Dr. Partick Antoine	Grenada
Mr. Dhaneshwar Deonarine	Guyana
Mr. Allen Henry	Haiti
Mr. Robert Scott	Jamaica
Mr. Charleton Edwards	St. Kitts & Nevis
Mr. Titus Preville	Saint Lucia
Mr. Dirk Ch. Heave (Deputy Chair)	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 Export Promotion
Ms. S.H. Allyson Francis	Services Specialist

*At December 31, 2015

CARIBBEAN EXPORT FACTS & FIGURES 2015



5 years of 10th EDF RPSDP implementation, saw participation from **6025 beneficiaries** in Caribbean Export programme-based activities.



49%

of the CARIFORUM participants in 10th EDF RPSDP activities for 2015 were **female**.

In 2015, **1180** CARIFORUM beneficiaries participated in **55** programme-based initiatives.



30 training and certification initiatives were delivered to **629** beneficiaries.

55 SMEs participated in **7** Export Promotion interventions.



42 Direct Assistance Grants valued at **€1.03 million** was awarded in 2015.



The Caribbean Export website recorded **144,038** hits in 2015.

The average evaluation response rate for 2015 programme activities was **93%**.

TOWARDS A REGIONAL INVESTMENT PROMOTION STRATEGY

As the Secretariat for the Caribbean Association of Investment Promotion Agencies (CAIPA), Caribbean Export is deeply involved in supporting and strengthening of regional IPAs. During the period under review the Agency delivered support to CAIPA to undertake a Study Tour to South Korea and attendance at the World Association of Investment Promotion Agencies (WAIPA) World Investment Forum. Caribbean Export also supported the participation of the private sector associations in investment missions to the Caribbean, North and South America, Europe, and Asia, in addition to hosting the inaugural Caribbean Investment Summit in partnership with CAIPA, and the annual General Assembly among others.

The Agency facilitated the 12-month membership of both IPAs to the IAOP, an international organisation dedicated to the development of the business process outsourcing (BPO) sector by helping members increase their outsourcing success rate and expand their opportunities.





The Outsourcing World Summit has become the premier event devoted to educating outsourcing professionals on the latest trends and best practices shaping the industry today and into the future.

IAOP Outsourcing World Summit 2015

From February 16-18, 2015 with support from Caribbean Export, the Center for Facilitation of Investment in Haiti (CFI-Haiti) and Center for Export and Investment of the Dominican Republic (CEI-RD) attended the International Association of Outsourcing Professionals (IAOP) Outsourcing World Summit in Phoenix, Arizona, USA. Additionally, the Agency facilitated the 12-month membership of both IPAs to the IAOP, an international organisation dedicated to the development of the business process outsourcing (BPO) sector by helping members increase their outsourcing success rate and expand their opportunities.

During its 18-year history, the Outsourcing World Summit has become the premier event devoted to educating outsourcing professionals on the latest trends and best practices shaping the industry today and into the future. With over 800 participants, the Summit is the industry's best-attended conference where attendees network with peers, earn certification credits and influence the direction of the industry as it continues to evolve.

Further, securing IAOP membership is a pre-requisite of participation in the annual event. It is anticipated that CFI's and CEI-RD's membership and participation in the Summit will serve to increase the number of in-and out-bound contact centres in Haiti; assist the Dominican Republic in increasing foreign direct investment (FDI) in shared service centres; enhance the positioning of Haiti and Dominican Republic as a call centre and BPO investment destination; facilitate new business opportunities between call centre leaders, CFI-Haiti and CEI-RD; and support bi-national cooperation amongst Haiti and Dominican Republic in this sector.

The three-day Forum is the leading meeting place for the European hotel community and brought together some 2000 delegates from 70 countries that operate within the hospitality, property and investment sectors.

International Hotel Investment Forum

Caribbean Export facilitated the participation of CEI-RD and CFI-Haiti in the 18th International Hotel Investment Forum (IHIF) in Berlin Germany from March 2-4, 2015. The aim of participating in this initiative was to increase the visibility of both Haiti and the Dominican Republic among some of the world's leading hotel chains in Europe, who participated in the event. Specifically, through this intervention, the Agency sought to promote FDI opportunities for Haiti and the Dominican Republic via a greater interaction with



extra-regional investors, within the framework of the Joint Investment Promotion Strategy (JIPS), recently developed by both countries with the support of Caribbean Export and the European Union. There was also an opportunity for networking among these stakeholders, and participating in a range of skill-based workshops.

The three-day Forum is the leading meeting place for the European hotel community and brought together some 2000 delegates from 70 countries that operate within the hospitality, property and investment sectors. Delegates from both regional IPAs were able to participate in business-to-business (B2B) meetings with industry leaders to discuss business opportunities and highlighting their country's investment potential.

Regional Investment Promotion Strategy Outward Missions

During the period under review, Caribbean Export facilitated two Regional Investment Promotion

Strategy (RIPS) missions. The first outward mission was held from May 25-28, 2015 in Barbados, and included a series of meetings on the start-up implementation of the Strategy. The objectives of the missions were to increase awareness of the RIPS among regional donors and regional organisations so as to solicit their support for its implementation; and to provide an update on the completion of the RIPS and the role it can play in the attraction of increased FDI to the region. The second mission was undertaken in Guyana from July 27-28, 2015 in the form of a presentation to the Council for Trade and Economic Development (COTED), with the aim of seeking consensus and acceptance by the Council for the RIPS as a regional strategy for investment promotion.

Key contacts were established within the Caribbean Tourism Organisation (CTO), CARICOM Secretariat, OECS Secretariat and CARICOM Implementation Agency for Crime and Security (IMPACS). Immediate outcomes of both missions included support from Compete



Caribbean to collaborate on the Business Environment objective of the RIPS, partnership with the CARICOM Development Fund (CDF) for implementation of RIPS activities, as well as continued visibility for CAIPA and Caribbean Export and their work in investment promotion.

Caribbean Export's participated in the summit with the aim of increasing understanding of, as well promoting and strengthening the economic cooperation between Korea and the Caribbean.

Korea-Latin America and Caribbean Business Summit 2015 and IPA Best Practice Study Tour

From March 26-27, 2015 Caribbean Export participated in the Korea-Latin America and Caribbean (LAC) Business Summit 2015 in Busan, South Korea. During the event, more than 500 businesspersons, including export and investment promotion agencies, and top-level government officials gathered to hold discussions on boosting trade and investment flows between the two regions. Areas of focus included information technology, transportation, the environment and energy. Special panels of experts from both regions also discussed financing options and the potential of lower-income consumers in Latin America. There was also a special presentation on the experiences of Korean companies that have invested in Haiti.

Caribbean Export's participated in the summit with the aim of increasing understanding of, as well promoting and strengthening the economic

cooperation between Korea and the Caribbean. Specifically, the mission was used to foster partnerships between Korean stakeholders in the area of trade and investment, and strengthen the capacity of the Agency to provide information on best practices and contacts in Asia for trade and investment to Caribbean BSOs.

The Korea-LAC Business Summit was organized by the IDB, Korea's Ministry of Strategy and Finance (MOSF), the Korean Trade and Investment Promotion Agency (KOTRA), Korea Eximbank, Korea's International Trade Association (KITA) and the Korean Chamber of Commerce and Industry (KCCI). Additionally, as part of the business summit, Caribbean Export participated in an IPA Best Practice Study Tour to KOTRA. The mission presented the opportunity to promote the work of the Agency in trade and investment promotion in addition to the objective of delivering training to CAIPA members, as well business matchmaking, and participation in a technical tour. As a result of this mission, there is increased understanding by Caribbean Export

and CAIPA about the potential for exports and investments from South Korea, transfer of best practices and knowledge between all parties, and the expansion of the Caribbean Export network in Asia. Further, the initial phases of a partnership is currently being brokered between Caribbean Export, CAIPA, KOTRA and the Korean Importers Association (KOIMA).

Participants found that the study tour met their expectations and reinforced the training exposed to within their organisation and on previous missions

PROColombia Study Tour

With support from Caribbean Export under the 10th EDF RPSDP, the Haiti-Dominican Republic Bi-National Programme, and the Inter-American Development Bank (IDB), CAIPA facilitated the participation of 20 investment promotion officials, representing 14 regional IPAs, in a study tour to the Colombia Investment Promotion Agency (PROColombia) and Invest in Bogota from June 24-26, 2015. The 3-day mission provided the opportunity for regional professionals to increase their understanding and exposure to how an in-country branding strategy could assist in influencing investor perceptions and ultimately attract FDI to the Caribbean. This was also an occasion to for CAIPA to expand their network in Latin America and increase understanding of Caribbean Export and CAIPA's work in promoting the Caribbean for investment.

Participants found that the study tour met their expectations and reinforced the training exposed to within their organisation and on previous missions, namely the study

IPAs participating in PROColombia Study Tour

ORGANISATION	COUNTRY
Antigua & Barbuda Investment Authority	Antigua & Barbuda
The Bahamas Investment Authority	The Bahamas
Invest Barbados	Barbados
Belize Trade & Investment Development Service	Belize
Curacao Investment & Export Promotion Agency	Curacao
Centre for Exports & Investments in the Dominican Republic	Dominican Republic
Grenada Industrial Development Corporation	Grenada
Guyana Office for Investment	Guyana
Centre for Facilitation of Investments in Haiti	Haiti
Jamaica Promotions Corporation	Jamaica
National Investment Promotion Agency of St. Lucia	St. Lucia
Investment in St. Vincent & the Grenadines	St. Vincent & the Grenadines
Investment Development Corporation of Suriname	Suriname
Invest in Trinidad & Tobago	Trinidad & Tobago

tours to ProNicaragua, JAMPRO and CEI-RD. The quality of the content and the clarity of the mission objectives also received an excellent rating from at least 80% of the participants. PROColombia and Invest in Bogota were both selected as the ideal sites for the study tour as they have been recognised as best practice examples for in-country and city branding, respectively. Participants also used the occasion to network with investment promotion experts from the host agencies. Outcomes of the mission include strengthened collaboration among regional IPA members of CAIPA, the introduction of new CAIPA members to the regional network, the establishment of linkages between CAIPA members and PROColombia and Invest in Bogota, and increased awareness of the work of CAIPA and the Agency in investment promotion.

WAIPA World Investment Conference 2015

From June 14-16, 2015 Caribbean Export facilitated the participation of CAIPA representatives at the WAIPA World Investment Conference in Milan, Italy. Under the theme "Converging Best FDI Strategies", the 20th annual conference agenda focused on issues of importance to IPAs, such as the role of FDI in stimulating aggregate demand and countering the slump in global economic growth; the effects of multilateral investment agreements in global FDI inflows; some best practices in FDI promotion to enhance the quality of human capital and physical infrastructure; and how FDI could be channelled into agriculture to feed the planet. The conference also focused on supporting inclusive and sustainable industrialization, all of which would generate employment worldwide and contribute to global peace and stability.

Caribbean Export supported a delegation to the conference with the



The mission, which falls under the 10th EDF Haiti-Dominican Republic Bi-National Programme, sought to improve Haiti's visibility vis-à-vis other Caribbean countries and the rest of the World

aim of meeting with representatives from the WAIPA executive to discuss possible areas of partnership with CAIPA, and to participate in meeting with local IPA, Invest in Milan, to examine areas of cooperation and the establishment of a MOU between the two regions. In addition to the meeting with WAIPA, outcomes of the mission included discussions with the Italian Trade Agency (ITA) with

tentative plans of CAIPA undertaking an investment mission to Italy in 2016, and a potential partnership with OCO Global to share information on the investment performance and opportunities available.

Call Centre Week 2015

Caribbean Export provided support to CEI-RD and 10 Call Center representatives from the Dominican Republic to participate in the 16th annual Call Center Week (CCW) in Las Vegas, Nevada, USA from June 15-18, 2015. CCW is the premier international event of the Call Center industry, with over 2000 participants representing some 1000 firms. The objectives of the mission included enhancing the position of the Dominican Republic as a call centre and BPO investment destination; facilitating new business opportunities between international call centre leaders, and their counterparts in the Dominican Republic; and supporting the public-private sector dialogue

and cooperation among the local call centre sector players. The opportunity was also used to co-ordinate B2B meetings among participants, and to facilitate a roundtable discussion on the Dominican Republic's competitive advantage in nearshoring. Immediate outcomes include three potential investment leads being followed up by CEI-RD within the coming months, and increased opportunities reinvestment in local call centers through public-private cooperation.

Haiti Relief Alliance Business Investment Expo and Conference

From June 24-26, 2015 Caribbean Export facilitated the participation of the Ministry of Commerce and Industry (MCI) in Haiti in the 6th edition of the Haiti Relief Alliance (HRA) Business Investment Expo and Conference in Washington, DC, USA. The event is a diaspora and SME networking platform targeting



Caribbean and USA Government officials, investors, investment agencies, funders and other entrepreneurs focused on establishing partnerships and exploring investment opportunities in the Caribbean.

The mission, which falls under the 10th EDF Haiti-Dominican Republic Bi-National Programme, sought to improve Haiti's visibility vis-à-vis other Caribbean countries and the rest of the World, as well as the cooperation and collaboration

The high-level conference, which focused on three key industries: renewable energy, niche tourism and BPO, saw participation from 145 persons

between MCI and the international business community, specifically the Haitian diaspora investor and business community in the USA. During the event, MCI was provided the opportunity to network with venture capitalists, investors and entrepreneurs, among others. Overall, 10 business contacts with international investors were established, and it is anticipated that this will contribute to increased collaboration between Haitian and international institutions in charge of trade promotion and facilitation.

Caribbean Investment Summit

Within the framework of the 10th EDF RPSDP and Haiti-Dominican Republic Bi-national Programme, Caribbean Export in collaboration with CAIPA hosted the inaugural Caribbean Investment Summit on September 10, 2015 in London, UK. The high-level conference, which focused on three key industries: renewable

The Summit was also an opportunity to collaborate with fDi Magazine of the Financial Times, as the magazine recently announced the top 10 Caribbean IPAs in the Caribbean and Central American Countries of the Future Rankings.

energy, niche tourism and BPO, saw participation from 145 persons, and presented a unique opportunity for the Caribbean to position its investment ready projects and propositions to potential investors in the UK and the rest of Europe. Under the theme "The Climate is Right in the Caribbean", the Summit also served



No. of participants in the Caribbean Investment Summit by Country

COUNTRY	NO. OF FIRMS/ORGANISATIONS
Anguilla	2
Bahamas	20
Belize	2
Cayman Islands	1
Grenada	5
Haiti	1
Hong Kong	1
Jamaica	2
Spain	1
St. Lucia	6
St. Vincent & the Grenadines	1
Trinidad & Tobago	1
United Kingdom	99
United States of America	3

to strengthen the collaboration with Caribbean representative offices and industry associations based in London, such as the Commonwealth Enterprise and Investment Council (CWEIC) and the Caribbean Council; provided a platform for collaboration among the member countries of CAIPA, realising economies of scale in the targeting of potential investors; and complemented the integration/harmonization initiatives that are under-way, focused on the attraction of FDI.

The Summit was also an opportunity to collaborate with fDi Magazine of the Financial Times, as the magazine recently announced the top 10 Caribbean IPAs in the Caribbean and Central American Countries of the Future Rankings. Among the top performers in the region was the Dominican Republic, receiving recognition for its Connectivity, FDI Strategy, Economic Potential, Cost Effectiveness and Business Friendliness; Trinidad and Tobago who

was the winner for Cost Effectiveness, and among the top 10 for its FDI Strategy, Connectivity and Business Friendliness; Barbados, who ranked among the top 10 for FDI Strategy, Cost Effectiveness and Human Capital and Lifestyle; and Jamaica, the winner of FDI Strategy and among the top 10 for Connectivity and Business Friendliness. Also receiving awards for FDI strategy and Cost Effectiveness were: the Bahamas, Belize, Dominica, St. Lucia and Grenada.

As a result of participation in the Summit, 32 pre-qualified leads were generated. The regional IPA's present at the event were the Bahamas Investment Authority (BIA), Belize Invest, CEI-RD, CFI-Haiti, Grenada Industrial Development Corporation (GIDC), JAMPRO, and National Investment Promotion Agency of Saint Lucia (Invest Saint Lucia).



Regional Investment Promotion Strategy Outward Mission to London

During the period September 7-11, 2015 a series of meetings on the start-up implementation of the RIPS were held in London. The objective of the mission was to present the regional strategy to key stakeholders in the target market of the UK, and garner support for the implementation of the RIPS in the UK and Europe. During the mission, discussions were held with the Caribbean Council and CWEIC with the aim of signing a MOU between the latter and CAIPA. In addition to increasing the exposure of Caribbean Export's and CAIPA's work in investment promotion, outcomes of the meeting to date include a working relationship established between CAIPA, the Caribbean Council and CWEIC; and increased knowledge on the needs and preferences of European investors. It is anticipated that longer-term impacts will include increased FDI for the Caribbean from the UK and Europe.

Under the theme "Strengthening our Investment Promotion Platforms", the event sought to strengthen the network of investment promotion agencies who are members of CAIPA;

CAIPA Annual General Assembly

CAIPA and Caribbean Export, with support from the Guyana Office for Investment (Go-Invest) convened the 7th Annual CAIPA General Assembly from November 26-27, 2015 in Guyana. Under the theme "Strengthening our Investment Promotion Platforms", the event sought to strengthen the network

of investment promotion agencies who are members of CAIPA; build the institutional capacity of the CAIPA, thereby establishing the General Assembly as the highest decision-making authority for the Association; determine the priorities for the Association's 2016 Work Programme including collaboration with the IDB on the Regional Public Goods Programme, and the start-up implementation of the RIPS; increase linkages between CAIPA and regional/international partners, donors, and other IPAs who are not members of CAIPA; and provide an avenue for the CAIPA Board to meet and deliberate on initiatives to strengthen CAIPA.

Outcomes of the Assembly included increased collaboration between the IPA members of the region through the networking the event facilitates; the exchange of information on regional best practices in investment promotion; the continued strengthening of CAIPA as a regional Association of IPAs; and the expansion

CAIPA Annual General Assembly Attendees

ORGANISATION	COUNTRY
Antigua & Barbuda Investment Authority	Antigua & Barbuda
The Bahamas Investment Authority	The Bahamas
Invest Barbados	Barbados
Belize Trade & Investment Development Service	Belize
COSME Programme	British Virgin Islands
Department of Trade & Investment Promotions	British Virgin Islands
ProCuba	Cuba
Curacao Investment & Export Promotion Agency	Curacao
Ministry of Economic Development	Curacao
Centre for Exports & Investments in the Dominican Republic	Dominican Republic
Grenada Industrial Development Corporation	Grenada
Guyana Office for Investment	Guyana
Centre for Facilitation of Investments in Haiti	Haiti
Jamaica Promotions Corporation	Jamaica
National Investment Promotion Agency of St. Lucia	St. Lucia
St. Kitts Investment Promotion Agency	St. Kitts
Investment in St. Vincent & the Grenadines	St. Vincent & the Grenadines
Investment Development Corporation of Suriname	Suriname
United National Conference on Trade & Development	Switzerland
Invest in Trinidad & Tobago	Trinidad & Tobago

There are also plans for engagement with IPAs in Cuba, and increased collaboration with the EU-funded Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) Development Programme.

of the CAIPA membership to include the OCTs in 2016. There are also plans for engagement with IPAs in Cuba, and increased collaboration with the EU-funded Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) Development Programme. A total of 35 persons representing 15 IPAs, and five regional and international agencies/organisations. ■

FACILITATING IMPROVED ACCESS TO FINANCE





One of the most direct ways in which Caribbean Export impacts the regional private sector is through its flagship funding programme, the Direct Assistance Grant Scheme (DAGS). This reimbursement grant funding facility is specifically designed to provide financial assistance to legally registered small and medium-sized enterprises (SMEs), individuals, and Business Support Organisations (BSOs) with the potential to export their products and services. The Agency also provides special calls for proposals allowing applicants to submit proposals for funding outside of the regular DAGS facilities such as the Food Safety and Brand Development calls for proposals.

Direct Assistance Grant Scheme

On September 14, 2014 Caribbean Export announced the publication for the 1st Call for Proposals (CfPs) for the Bi-National DAGS. The Call, which is within the ambit of the 10th EDF Haiti-Dominican Republic Programme of Bilateral Economic and Trade Cooperation, Private Sector Subcomponent, closed on November 28, 2014. The facility was open to Haitian and Dominican Republic agribusiness and handicraft firms and BSOs that are seeking to update their technology and production processes, implement quality control systems, or improve their export marketing and promotion efforts, among others. On conclusion of the CfPs, 68 applications were submitted for evaluation. In March 2015, Caribbean Export awarded a sum of 31 grants to these firms totalling some €728,600.

A second CfPs under the Bi-National programme was launched in April 2015 for Haitian SMEs and BSOs, and closed on July 15, 2015 with 31 applications being submitted. On September 29, 2015 Caribbean Export announced the award of 11 grant contracts to Haitian beneficiaries valued at approximately €302,250.00. Gender disaggregated data shows that 29% of all grantees were female.

No. of 10th EDF Bi-National DAGS Applications, Awardees, and Funding by Country

COUNTRY	APPLICATIONS	AWARDEES	FUNDING
Dominican Republic	29	21	€ 510,445.73
Haiti	70	21	€ 520,473.61
TOTAL	99	42	€ 1,030,919.34

Angel Capital Association Summit

From April 14-16, 2015 Caribbean Export participated in the Angel Capital Association Summit in San Diego, California, USA with the aim of gaining a first hand understanding of best practices in Angel network operations from Angel investors who have been successful in a developing country context, and to gain operational insights from persons who have management Angel Networks with multiple angel groups, or chapters. The Agency was able to receive insights from angel investors from Red Nacional Angeles Inversionistas in Colombia, the Angel Capital Group, and Go Beyond Network in the USA, and acquired literature from Greenburg Traurig and Bonny Mellonbrock. It is anticipated that information gained from this Summit will inform the establishment of the Caribbean Angel Investor Network, which will also lead to increased access to finance for exporting and export ready firms in the region and increased competitiveness.

Angel Investor Group Stakeholder Consultation

Caribbean Export undertook stakeholder consultation from May 18-19, 2015 in Belize to introduce

angel investing to key stakeholders in country and to discuss the model for the creation of an Angel Investor Group that would benefit the work already started on the development of an entrepreneurial ecosystem. During the mission, meetings were also held with high net worth individuals (HNWIs) who are willing to become potential angel investors. Additionally, an agreement was reached with the public and private sector stakeholders in Belize for the creation of an Angel Investor Group, supported by the private sector and InfoDev. The opportunity was also used to identify the roles that each of these stakeholders will play, and the possible constraints to the creation of the Group. It is anticipated that the establishment of Angel Investor Groups should lead to increased access to financing for MSMEs, thereby contributing to the development of an entrepreneurial ecosystem, which in turn leads to the growth of innovative firms.

Caribbean Angel Investor Network Mission

From June 28 - July 1, 2015 Caribbean Export executed a mission to Belize in support of the formation of a local Angel Group. This mission is a follow up to stakeholder consultations held in Belize in May 2015, and involved meetings with HNWIs to gain insights about their readiness in becoming

Angel investors, and being involved in a national or regional Angel Group. The mission was also an opportunity to provide guidance to Belize Trade and Investment Development Service

A total of 26 potential Angel Investors attended a networking event held as a part of mission activities,

(BELTRAIDE) and Small Business Development Centre (SBDC) Belize on their roles in providing deal flow for a potential Belize Angel Group, as well as to foster capacity building among Belize entrepreneurs on engaging their local Angel community. Consultations were also held with the Belize Chamber of Commerce and Industry (BCCI) and Export Belize. A total of 26 potential Angel Investors attended a networking event held as a part of mission activities, with at least four of those individuals expressing interest in leading out the formation of an Angel Group.

Consultation with Development Bank of Jamaica

Caribbean Export undertook a consultative mission to Jamaica on

August 13, 2015 as a part of efforts to sensitize the Development Bank of Jamaica (DBJ) about the work being done by the Agency in providing access to finance to regional firms.

The Caribbean Export Intelligence Portal will form an integral part of Caribbean Export's work to develop a Regional Intelligence System

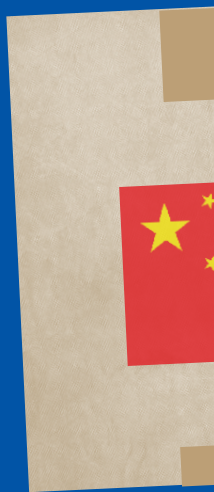
Specifically, the Agency met with representatives from the DBJ to discuss a proposal for the Bank to transfer its MSME access-to-finance database on to Caribbean Export's Intelligence Portal, under the access-to-finance sub site.

In recognition of this intelligence gap that acts as a hindrance to private sector development, Caribbean Export has started the process of building an intelligence portal. The Caribbean Export Intelligence Portal will form an integral part of Caribbean Export's work to develop a Regional Intelligence System aimed at identifying, collecting, collating and disseminating key strategic information to various stakeholders across the region as well as internationally. It is expected that this Intelligence System will provide a framework in which the provision of key strategic information will aide in the operating and decision making activities of the private sector and other key stakeholders.

There were also discussions about the development and signing of an MOU to guide the cooperation between the two organisations. The DBJ has responded favourably to the initial proposal and in the coming months, will follow up with the Agency on the final decision taken. ■



CAPACITY BUILDING THROUGH EXPORT DEVELOPMENT





TRAINING AND CERTIFICATION

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

The training sought to provide additional information on the grant scheme and explain the procurement procedures as well as the efficient preparation of reimbursement claims to the beneficiaries.

No. of DAGS Beneficiary Firms Participating in Procurement and Reimbursement Training

COUNTRY	APPLICATIONS
Antigua & Barbuda	4
Barbados	17
Belize	5
Dominica	2
Dominican Republic	10
Grenada	5
Guyana	8
Haiti	5
Jamaica	27
St. Kitts & Nevis	5
Saint Lucia	17
St. Vincent & the Grenadines	6
Suriname	8
Trinidad & Tobago	12

DAGS Reimbursement Training

In January and February 2015, Caribbean Export concluded the delivery of procurement and reimbursement training for DAGS beneficiaries in Antigua and Barbuda, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines. The training sought to provide additional information on the grant scheme and explain the procurement procedures as well as the efficient preparation of reimbursement claims to the beneficiaries. The opportunity was also used to enhance the technical capacity of the supporting BSOs to provide assistance to clients in preparing and submitting reimbursement claims. A total of 32 awardees from these four countries have participated in training, bringing the total of beneficiary firms trained to 131 spanning 14 CARIFORUM States.

The programme therefore aims to increase productivity and profitability in SMEs, allowing owners and managers to operate their businesses more efficiently and effectively.

Productivity Network

In 2015, Caribbean Export and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), continued the delivery of Productivity Network (ProNET), a modular training

programme designed specifically for manufacturing enterprises that want to improve their competitiveness and export-readiness. The programme therefore aims to increase productivity and profitability in SMEs, allowing owners and managers to operate their businesses more efficiently and effectively. Additionally, the programme aims to promote access to the use of state of the art technology; assist SMEs in producing according to international standards of quality and environment and improve SMEs management and decision making processes; address the pre-conditions for international export and trade, and introduce the most important regulatory issues for exporters; share information on relevant marketing and trade promotion tools; explore issues on international trade; and assist participants towards the development of an individual export plan.

The nine ProNET modules are:

- Business Strategy,
- Quality Management,
- Production Management,
- Resource Management,
- Product Development,
- Information Management,
- Human Resources Management,
- Cost and Financial Management,
- Export Marketing.

During the period 2012 - 2014, 562 SMEs from nine CARIFORUM States participated in ProNET training. During the period under review in 2015, 10 persons from Belize, 65 from Saint Lucia, and 19 from Trinidad and Tobago have benefited from training, which was facilitated in partnership with the BELTRAIDE Saint Lucia Trade and Export Promotion Agency (TEPA), and the Trinidad and Tobago Manufacturing Association (TTMA) respectively. This brings the total to 656 under the 10th EDF RPSPD to date. Additionally, there are 27 certified trainers, including 4 master trainers qualified to deliver ProNET across the region.



Dispute Settlement Training Workshop

From February 24-26, 2015 Caribbean Export facilitated the training of three representatives from the Directorate of Foreign Trade (DICOEX), Ministry of Industry and Commerce (MIC) and the Directorate of Trade and Environment in Dispute Settlement. Undertaken within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, the training

Subsequent to the training, participants acquired improved technical knowledge

was conducted at the International Centre for Settlement of Investment Dispute (ICSID) in Washington, USA with the objective of enhancing the capacity of the participating TSIs to negotiate, and do the requisite follow-up for implementing trade agreements.

Subsequent to the training, participants acquired improved technical knowledge about disputes arbitration and settlement; as well as capitalised on networking opportunities with international experts specialising in disputes settlements. It is anticipated that the Dominican Republic would be better prepared to defend its national interests concerning international trade agreements, improved capacity from relevant organisations in addressing disputes, and better implementation of international trade treaties.

CARIFORUM Sub-Regional Workshops on GIs, OLPs and Branding

Caribbean Export hosted two Sub-Regional Intellectual Property Workshops for CARIFORUM firms. The first workshop on Geographical Indications (GIs), Origin Linked Products (OLPs) and Branding was hosted in Barbados from March 18-

20, 2015. Delivered in collaboration with the World Intellectual Property Organization (WIPO), CARICOM Office of Trade Negotiations (OTN), and Inter-American Development Bank (IDB), the three-day session saw participation from 33 persons.

The workshop covered the following 16 subject areas:

- The Relevance of Intellectual Property (IP) for Business Strategy Development in the Agro Food Industry (Legal Framework)
- WIPOs GIs/OLPs, and Branding Technical Assistance Work in the Region: Progress Made
- Developing Codes of Practice
- Certification and Quality Control
- Setting-Up Cooperatives and Certification Boards
- Managing the Supply Chain and Distribution Channels
- Mobilization and Involvement of Key Stakeholders: Conducting Value Chain Analysis
- Mapping a Value Chain: Experiences of the Caribbean Fine Cocoa Forum
- Identifying Actors, Project Managers, Prime Contractors, Potential Experts, Inventory Monitoring Actions: Antigua Black Pineapple Experience
- Structuring an Inter-Professional Organization
- Developing and Drafting of a GI/ Product Specification
- Protection of Plant Varieties in the GI/OLP Process: The Trinidad and Tobago Experience and the West Indies Central Sugar Cane Breeding Station, Barbados
- How GIs Support Traditional Knowledge, Indigenous Farmers Rights and Rural Development
- Preparing the Brand Strategy: A Practical Approach, Looking at Brand Types, Certification, Geographical, Varietal and Producer
- Presentation on REACH Project and Future with Projects on GI/Origin-Linked Projects and Branding (Emphasis on Export Branding Hub and mentorship program for selected products)
- Presentation Business Plan for Ready Products (Linking to REACH - mentorship and commercialization possibilities)



In addition to the aforementioned topics, the participants also benefitted from a field trip to the Rum Refinery in Barbados with the aim of exploring product specifications and systems necessary for identifying potentials; reviewing the supply chain; assessing the stakeholders; and examining challenges and opportunities. Overall, respondents found that the workshop met their expectations, with the majority citing that the initiative provided them with the opportunity to develop and draft specifications for GIs, understand the value of IP for business strategy development and recognise the significance of the supply value chain, among others.

The initiative, which saw participation from 47 persons from SMEs, as well as private and public sector organisations, was designed to build the capacity of CARIFORUM producers



The second sub-regional workshop in Jamaica, which was held from July 21-22, 2015 in collaboration with WIPO, IDB, CARICOM OTN and the Jamaica Intellectual Property Office (JIPO), was delivered on Branding and GIs in the Development of Management Strategies for OLPs. The initiative, which saw participation from 47 persons from SMEs, as well as private and public sector organisations, was designed to build the capacity of CARIFORUM producers in order for them to identify and develop OLPs. This session built on the previous training undertaken in Antigua and Barbuda, Barbados, Belize and the Dominican Republic within the framework of the 10th EDF RPSPD, and sought to increase the understanding and utilisation of IP rights as trade development tool, by government and the private sector.





The following sessions were covered:

- The International Market for OLPs and Support from other Producer Organisations
- IP Technical Assistance Programmes and WIPO's Support in the Caribbean
- Intellectual Property and Caribbean Export
- The Relevance of IP in the GIs/OLPs Process
- Regional Quality Infrastructure and Support from National Standards Bureaux
- Regulatory Bodies in the GIs and Certification Marks Systems
- Supply Chain Analysis
- Building Brand Value
- Jamaica: The Process of GI Registration
- The Experience of Jamaica Jerk
- Working Session: Drafting a GI Specification & Developing a Code of Practice
- Developing a Cocoa GI in Belize
- Developing a Cocoa GI in Trinidad and Tobago
- Marketing and Branding Strategies for the OLP/GI
- Working Session: Drafting a Marketing Strategy

The sessions provided them with the opportunity to strengthen their awareness about the importance of GIs and OLPs, as a part of a product diversification.

Respondents from both workshops found that the initiative met their expectations, with the majority citing that the sessions provided them with the opportunity to strengthen their awareness about the importance of GIs and OLPs, as a part of a product diversification. Further, 94% of the respondents provided positive ratings for the structure, content, delivery, and logistical aspects of the workshops.

OAS-Caribbean Export Information and Communication Technology Advisors Training

Caribbean Export and the Organisation of American States (OAS) partnered with Centro Tecnológico de la Información y de la Comunicación (CITC) to deliver Information and Communication Technology (ICT) training to BSOs, other SME support institutions and independent IT professionals from March 23-25, 2015 in Barbados. The programme was designed to bring ICT advisors closer to the context of the technological situation of SMEs in their respective territories; provide strategies and tools to break the barriers of SME access to ICTs; deliver tools and knowledge to assist SMEs in the process of incorporating ICTs in their businesses; and enable advisors to deliver knowledge and advice through neutral and clear explanations while avoiding the unnecessary use of jargon.

The ICT Advisors training covered 16 topics areas as follows:

- The Digital Divide: What it is & how to fight it
- The Model of Digital Maturity: What it is & what it is used for
- Basic Internet Presence for SMEs & Entrepreneurs
- Advanced Internet Presence for SMEs & Entrepreneurs
- eCommerce Part I
- eCommerce Part II
- Software as a Service Introduction
- SaaS solutions for SMEs & Entrepreneurs Part I
- SaaS solutions for SMEs & Entrepreneurs Part II
- Other Cloud Computing Solutions for Collaborative Environments
- Essential Mobility Apps for SMEs
- We 2.0
- Marketing Online Strategy
- Corporate Image Importance
- Security
- Business Intelligence



Ultimately, this programme will create a cadre of trained personnel to assist the region's SMEs in using ICT in their business enterprises,

The programme commenced in January 2015, with six weeks of online sessions and was completed during the face-to-face session in Barbados. Further, there was a commitment to establish an ICT Advisory Group comprising of regional practitioners to further the work required to assist regional SME's to utilise ICT within their business processes was made. This action will dovetail with Caribbean Export's regional ICT strategy. Ultimately, this programme will create a cadre of trained personnel to assist the

region's SMEs in using ICT in their business enterprises, raise the level of competitiveness of Caribbean SMEs through the use of ICT, and build the capacity of the region in the use of ICT solutions in the expansion of entrepreneurial activities. A total of 26 beneficiaries from 11 CARICOM countries participated in the training programme.

Essential Oils Workshop and Best Practices Training

From March 12-15, 2015 Caribbean Export in collaboration with the Chamber of Commerce of Haiti (CCIH) facilitated the participation of 10 Haitian firms in the Essential Oils Workshop in Port-au-Prince. The training sought to strengthen the competitiveness of Haitian SMEs in the essential oils sector by providing technical assistance and training delivered by experts from the International Fragrance Association and International Federation of Essential Oils and Aroma Trades.



Participants also undertook a series of site visits to essential oil producers in Port-au-Prince, Cap Haitien and Les Cayes.

During the initiative, a presentation of the Italian best practices case in Capua with the production of citric essential oils (bergamot) identified many aspects that could be replicated and adapted to the Haitian essential oils sector. It is anticipated that CCIH will be able to provide knowledge sharing and expertise to its members in the essential oil sectors, as well as identify follow up actions for continued strengthening of the sector's competitiveness.

Client Relationship Management in Investor Tracking Workshop

Within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, Caribbean Export in collaboration with the IDB hosted

a workshop on the Best Practices in Implementing Investor Tracking Systems for 24 IPA officials from CFI-Haiti and CEI-RD from April 15-16, 2015. This training was a follow-up to the implementation of the JIPS, and was organised with the aim of promoting effective cooperation, exchange of information and best practices on the development of an effective Client Relationship Management (CRM) system. The workshop also sought to promote the cross-fertilisation of ideas and experiences between Haiti, the Dominican Republic, and deepen the institutional relationships to achieve new performance levels and value-added FDI.

The workshop saw presentations on the different experiences in the implementation of a CRM system from other extra regional IPAs including ProMexico, the Brazilian Agency of Export and Information Promotion (ApexBrasil), and International Finance Corporation (IFC). It is anticipated that

It is anticipated that the participating IPAs will be able to implement a CRM system to register and monitor all JIPS projects.



the participating IPAs will be able to implement a CRM system to register and monitor all JIPS projects.

JAMPRO Export Promotion Workshop

From May 14, 2015 Caribbean Export supported the training of 20 staff members from the Haitian Ministry of Commerce and Industry (MCI) in export promotion. The session was facilitated by the Jamaica Promotions Corporation (JAMPRO) under the 10th EDF Haiti-Dominican Republic Bi-National Programme. The training programme was undertaken with the aim of reinforcing the technical capacity of MCI staff on export promotion in order to support the Haitian private in entering new regional and international markets. The initiative also provided the opportunity for networking between the two agencies on trade promotion and regional cooperation. Participants indicated that the training was highly beneficial, and it is anticipated that

some aspects of the Jamaican export model and promotion strategies can be replicated within the Haitian context, in addition to improved cooperation between MCI and JAMPRO.

Overall, 33 persons from SMEs participated, and 25 representatives from BSOs were certified as trainers.

Services Go Global Training

With support from Caribbean Export and GIZ, 58 beneficiaries from firms and BSOs in Antigua and Barbuda, Barbados, Belize, Dominica, Dominican Republic, Grenada, Jamaica, Saint Lucia and Trinidad and Tobago participated in the Services Go Global (SGG) Training Programme, which

commenced in May 2015. Overall, 33 persons from SMEs participated, and 25 representatives from BSOs were certified as trainers.

With the objectives of preparing firms to develop a market-ready export plan to capitalise on opportunities under the CARIFORUM-EU EPA, CARICOM Single Market (CSM), and other 3rd party Trade Agreements, as well as to establish a cadre of certified trainers form the SGG platform. Overall, the programme seeks to increase the competitiveness of CARIFORUM firms in the services sectors, and support the growth and development of more sustainable services sector economy, through the generation of increased export of CARIFORUM services.

Participants were guided through a 4-stage Roadmap, which covers four key areas:

**Stage 1:**

Preparing Your Business, which looks at understanding trade in services, assessing export-readiness and developing an export plan;

Stage 2:

Conducting Market Research including researching markets, sectors and gathering market intelligence;

Stage 3:

Developing a Marketing Strategy comprising starting a marketing plan, developing an online strategy and winning business; and

Stage 4:

Entering the Market, which reviews market entry options, financing, getting paid and also contracting and legal aspects associated with exporting services.

Building on the initial development of the Services Go Global Train-the Trainer held in Barbados in 2014, sessions were delivered by trained members of the national coalitions and the Caribbean Network of Service Coalitions (CNSC) who also received their Trainer Certification. An outcome of this training is the development of a draft export plan by the participating firms.

Best Manufacturing Practices in Agroindustry Training

From May 27-28, 2015 Caribbean Export continued the support of quality and standardisation initiatives organised by the Haiti Bureau of Standards (BHN) and the Dominican Institute for Quality (INDOCAL) by facilitating Best Manufacturing Practices in Agroindustry Training for public and private sector members from Haiti and the Dominican Republic. The training sought to strengthen cooperation between BHN

A total of 55 firms attended the 2-day training, which also saw participation from senior officials in the Haitian MCI, and Ministry for Agriculture, Natural Resources and Rural Development (MARNDR)

and INDOCAL; raise awareness among the participants on issues surrounding standards and quality practices for food safety and competitiveness within the agro-processing sector; and increase knowledge of international requirements for hygiene and the HACCP system.

Participants were engaged in sessions on the best manufacturing practices and technical training on quality control, standardization, traceability, fair trade, organic farming, risk management, among others; and Haitian and Dominican participants also had the opportunity to share their experiences in both countries. A total of 55 firms attended the 2-day training, which also saw participation from senior officials in the Haitian MCI, and Ministry for Agriculture, Natural Resources and Rural Development (MARNDR), as well as representatives from the United National Industrial Development Organisation (UNIDO); the Association of Industries of the Dominican Republic Cacao Cluster, Junta Agroempresarial Dominicana (JAD); Haitian Animal Health and Food Safety Laboratory (LVCQAT); Dominican Microbiology Laboratory and Sustainable Body for Sustainable Development (ECOCERT).

The objectives included fostering an appreciation of the challenges related to developing a feasible business plan in an increasingly globalised business environment.

Business Plan Development Training

Caribbean Export in collaboration with CCIH-Sud hosted training in the development of business plans for Business Development facilitators in Haiti from June 15-16, 2015. The workshop took a training of trainer format and the objectives included fostering an appreciation of the challenges related to developing a feasible business plan in an increasingly globalised business environment, equipping participants with the tools necessary for the development of comprehensive

plans, and imparting knowledge via coaching sessions for participants. Topics covered ranged from internal and external business analysis and marketing and financial plans, to capital investment analysis and costing. Overall, 22 beneficiaries from Haiti participated in the training sessions. It is anticipated that the CCIH-Sud will continue to provide this training to additional SME members within the coming months to support the capacity building programme undertaken within the Bi-National programme.

Angel Investment Training Workshop

During the months of June and July 2015, Caribbean Export, in partnership with infoDev, commenced the delivery of training in Angel Investment to regional entrepreneurs. With workshops in Barbados, Jamaica and Saint Lucia, the Agency saw participation from 61 firms representing 14 CARIFORUM States. The workshops were undertaken to provide regional entrepreneurs and BSOs with training in best practice methods of engaging angel investors including and introduction to finance options, exists, valuations, use of investment proceeds, creating a winning pitch deck and finalising the investment.

Immediate outcomes of the training included increase in knowledge by participants on how to engage angel investors. Further, 75% of all participants indicated they intend to apply to an angel group and pitch their business ideas, as they were aware of the groups that exist and felt more confident in exploring this alternative method of financing. It is anticipated that beneficiaries of this training will take the steps to become more investor ready thereby improving the competitiveness of their business; apply to existing angel groups in the region for financing; and improve their overall financial position once they successfully attain angel capital.



Trade and Business Intelligence Trainer Certification Programme

From July 6-8, 2015 Caribbean Export delivered training in trade and business intelligence (TBI) to nine BSO representatives, with the aim building the capacity of BSOs to provide enhanced services in this area to their members and clients. Building on the successful execution of the advanced Regional Trade Information Training Programme (RTITP) in 2013, the training of trainers programme in TBI is targeted at officers in charge of business information services in TPOs, Chambers of Commerce, business associations and other support organisations involved in searching, processing or disseminating trade information. Participation in this certification-based programme not only demonstrates the commitment of regional BSOs and TPOs in the further development their trade and



business information research skills on a personal level, but also alludes to their willingness to continue providing regional exporters with high quality information and the overall improvement of their information dissemination efforts.

In addition to the BSOs, four Barbadian SMEs also participated in the TBI Trainer Certification Programme, specifically the role reversal aspect. Each participant completed a role reversal exercise on completion of training and received an average evaluation score of 81%. Modules covered in the training included: Defining Your Product; Identifying High Potential Markets; Analysing Market Access; Reaching the Target Market; and Export Promotion. Participants were also asked to complete an After Action Review (ARR) report, to provide feedback on the objectives of the programme, what actually occurred during the training and if these objectives were met, what went well and why, and areas of



improvement. Based on the feedback received to date, participants indicated that the training exercises and presentations were well executed; the opportunity to present the pointer to companies was helpful and this was a good opportunity to practice before implementing actual workshops in the future.

Participants indicated that knowing the information is important but being able to communicate it clearly is different and at times difficult.

In addition the training allowed for the participants to see the overall outline of the training programme and the best way to interact with the firms during a session. On areas of improvement, participants indicated

that knowing the information is important but being able to communicate it clearly is different and at times difficult. Additionally, it was suggested that there be time allocated to presentation on conducting research and building the market pointers.

Development of Management Strategies for OLPs for National Competitiveness Workshop

Within the framework of the 10th EDF RPSDP, Caribbean Export hosted a workshop on the Development of Management Strategies for OLPs as Support to National Competitiveness at the Hotel Renaissance Jaragua in Santo Domingo, Dominican Republic from July 9-10, 2015. The workshop was delivered in collaboration with WIPO, CARICOM OTN, MIC, Directorate General of Multilateral Cooperation (DIGECOOM), Dominican Council for Quality (CODOCA), National Office of Industrial Property (ONAPI), Dominican Institute for Quality (INDOCAL), CEI-RD, National Council of Competitiveness (CNC), and Association of Industries of the Dominican Republic (AIRD), and saw the participation of 53 persons representing the public and private sectors in the Dominican Republic.

The two-day workshop sought to increase the understanding and utilisation of IP rights as a trade development tool by governments and private sector, as well as build the capacity of CARIFORUM producers to identify and develop OLPs. The key outcome of the workshop would be to have producers register relevant geographical indications, with the ultimate impact of enabling their products to be more competitive on the global market and increase exports. In addition to the aforementioned topics, the participants also benefitted from networking opportunities and the sharing of experiences with the different



Presentations covered included:

- Intellectual Property and Caribbean Export
- Comparative Analysis of Intellectual Properties Law of the Dominican Republic and CARICOM
- Geographical Indications in the Framework of the CARIFORUM EU EPA
- The International Market for OLPs and Support from other Producer
- Organisations Certification and Quality Control
- Quality Infrastructure and support from National
- Standards Bureaux as Facilitators of the GI Instruments
- Conformity Assessment: Certification as a Solution to the Differences in the Market
- Supply Chain Analysis
- Building Brand Value: GI of the Dominican Republic Rum Process, Structure and Challenges
- Dominican Republic: Procedures for Legal Protection of OLPs and GIs
- Developing a Cocoa and Coffee GI in the Dominican Republic
- Development of Country Brands to Promote Export
- Regional Branding Initiatives
- The Process of Registering a European GI
- Working Session: Drafting a GI Specification & Developing a Code of Practice
- Working Session: Drafting a Marketing and Business Strategy
- The Protection of OLPs and WIPO's Support in the Caribbean
- CARIFORUM-EU EPA Built-in Agenda

stakeholder organisations presenting and attending the workshop. Overall, 100% of the respondents found that the workshop met their expectations, with the majority citing that the initiative provided them with the opportunity to strengthen their awareness about the importance of GIs and OLPs, as a part of a product diversification.

Reinvestment Strategy Training for CAIPA

Caribbean Export in collaboration with CAIPA, hosted a workshop from July 27-28, 2015 in Saint Lucia, aimed at assisting CAIPA members in the development of a reinvestment strategy, which essentially targets investments from existing investors, and creates linkages in the domestic economy between investors and local suppliers. The purpose of the intervention was to provide technical assistance and training to CAIPA members on how to develop national reinvestment programmes as a part of their aftercare strategy. Specifically the workshop sought to train CAIPA members in the attraction of reinvestments from existing investors; aid IDB members of CAIPA in the development of action plans to engender change or focus attention on existing investors for

reinvestment; and expose participants to best practices in the attraction of reinvestments.

Outcomes will include the development of strategies within regional IPAs to address the needs of existing investors

The workshop forms a part of initiatives being undertaken with support from IDB under a Regional Public Goods Programme entitled "Support for FDI in the Caribbean". The objective of this project is to assist regional IPAs in the positioning of the Caribbean as a location for FDI and present the region as a single investment destination. Outcomes will

include the development of strategies within regional IPAs to address the needs of existing investors, as well as the provision of assistance in the expansion plans across the Caribbean. A total of 20 representatives from 11 Caribbean IPAs participated in the training workshop.

Participants noted that they benefitted from networking opportunities and the sharing of experiences with their regional counterparts. Overall, 100% of the respondents found that the workshop met their expectations. Further, 85% shared that they have a better understanding of the subject area as result of participation in the workshop and the lessons learnt can be implemented within their local IPA.

In-Market Liaison Services for CARIFORUM Specialty Foods Sector Validation Workshop

Caribbean Export hosted a validation workshop for 26 representatives from the CARIFORUM Specialty Food Sector on the Feasibility and Design of In-Market Liaison Services Study on September 17, 2015 in Jamaica. The initiative was executed under the Specialty Foods project, which is supported under Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund). The mission sought to engage regional stakeholders in a review of the reports generated by the consultancy. Specifically, this was also an opportunity to engage stakeholders in a review of the Export Readiness and Supply Capacity Report generated; discuss the Feasibility Study and Business Plans; and determine the most suitable In-Market Liaison models to be used based on recommendations and feedback from participants. On conclusion of the workshop, a best practice model for in-market liaison services for the specialty food sector was developed.

IPAs Participating in Reinvestment Strategy Training

ORGANISATION	COUNTRY
The Bahamas Investment Authority	The Bahamas
Invest Barbados	Barbados
Belize Trade & Investment Development Service	Belize
Curacao Investment & Export Promotion Agency	Curacao
Grenada Industrial Development Corporation	Grenada
Centre for Facilitation of Investments in Haiti	Haiti
Jamaica Promotions Corporation	Jamaica
National Investment Promotion Agency of St. Lucia	St. Lucia
Investment in St. Vincent & the Grenadines	St. Vincent & the Grenadines
Investment Development Corporation of Suriname	Suriname
Invest in Trinidad & Tobago	Trinidad & Tobago



Caribbean Banking and International Financial Services Sector Workshop

Caribbean Export in collaboration with the Caribbean Central American Action (CCAA) hosted a workshop on the Caribbean Banking and International Financial Services Sector at the Marriott Beach Resort & Emerald Casino, John F. Kennedy Boulevard in Piscadera Bay, in Curacao from September 30 - October 1, 2015. The initiative, saw 72 regional industry practitioners, regulatory bodies, banking and financial institutions and government officials convene to discuss in detail, the challenges facing the Caribbean Basin in responding to the regulatory changes set by the OECD and other developed jurisdictions, and identify possible solutions for regional institutions and economies. Outputs of the program will also be submitted for consideration at the OECD Global Forum, taking place in Bridgetown, Barbados, in October 2015.

Further, the intervention will contribute to the enhanced implementation of the work programme and budget utilization under the 10th EDF Services Component being implemented by the CARICOM Secretariat, as well as advance the work undertaken by Caribbean Export within the auspices of the Task Force for the Promotion

Overall, 89% of the respondents found that the workshop met their expectations, with the majority citing that the workshop discussions revealed the need for a more collaborative approach as a region to tackling the financial services

and Protection of the Caribbean Financial Services Sector (TFP-CFS).

The workshop consisted four sessions: Correspondent Banking, Economic Impact and Risks, Remittances, and Offshore Financial Services. There were also discussion and review sessions in addition to the aforementioned, as well as the opportunity for participants to benefit from networking opportunities and the sharing of experiences with the different financial services sector representatives present at the workshop.

93% of the respondents found that the information received was “relevant to their current needs”, with 90% of that total rating the sector specific content and the quality of the presentations as excellent.

Overall, 89% of the respondents found that the workshop met their expectations, with the majority citing that the workshop discussions revealed the need for a more collaborative approach as a region to tackling the financial services issues of remittances, de-risking, and regulatory requirements. Further, 93% of the respondents found that the information received was “relevant to their current needs”, with 90% of that total rating the sector specific content and the quality of the presentations as excellent. Additionally, 87% of participants provided a positive rating of the overall organization of the event.

Export Competitiveness Indices Conceptualisation Workshop

On October 5-6, 2015 Caribbean Export convened a Conceptualisation Workshop on the Export Competitiveness Indices for CARIFORUM Countries. Facilitated by the consultants developing the Indices, A-Z Information Jamaica Limited, the workshop was used as an opportunity to obtain input and guidance from regional experts on the development of an Export Competitiveness Index (ECI), in order to avoid major changes at the end of project, as well as generate a wider regional understanding of the process involved in developing the Index. Specifically, workshop participants provided feedback on the sectors to include in the Index based on international classifications of goods and services, the criteria for export competitiveness, indicators of criteria, and the model for computing the ECI.

In addition to the aforementioned, other workshop outcomes included a consensus on measurement of indicators, and the model for estimating the ECI. The tentative sectors for inclusion: travel and tourism (including health and wellness), financial and insurance services, professional services (including IT), creative industries, non-manufacturing industry (including mining), manufacturing (including agro-processing), agriculture, fisheries, and livestock, and logistics (including transport, storage, and communication). The weight for each of these sectors will be determined by a combination of contribution to GDP, export earnings as a percentage of total exports, net foreign exchange generated, number of people employed or their combined income earned as a percentage of total employed persons or their income generated. As it relates to the criteria for export competitiveness, the tentative conditions include cost, differentiation, firm processes,

strategies, and management; inherent country resources; enabling environment; and external environment.

Women in Trade Workshop

Caribbean Export, in partnership with GIZ and in collaboration with the Antigua and Barbuda Coalition of Service Industries (ABCSI) and Trinidad and Tobago Coalition of Service Industries (TTCISI) hosted a workshop on Women in Trade in Trinidad and Tobago from December 8-9, 2015. The initiative saw the participation of 22 regional industry practitioners representing 17 firms within the services sector, and was undertaken with the overall aim of strengthening regional and national organisation to effectively assist services suppliers and consumers to take advantage of trade and export opportunities. Further, the intervention will contribute to the enhanced implementation of the work programme and budget utilization

under the 10th EDF Services Component being implemented by the CARICOM Secretariat, as well as advance the work undertaken by Caribbean Export within the sector.

The workshop covered 11 topics sub-divided into four main sessions:

- Understanding Trade in Services;
- Conducting Market Research;
- Developing a Marketing Strategy; and
- Entering the Market

Overall, the training workshop received a positive rating from participants. An analysis of the participant evaluation revealed that 86% of the participants learnt best practices that would be relevant to their company activities, and 67% shared that the training will help them address some of the current export/market entry challenges



being faced. Further, 71% of the respondents noted that the training programme provided the opportunity to increase knowledge on the new business and export development services available. In terms of the assistance that is required by firms, 62% indicated a need for market research and intelligence. Other areas noted were research and development assistance, access to donor funding, as well as legal, marketing and sales support.

Study Tours, Fora and Trade Missions

Caribbean Export also organises and implements Study Tours, Fora and Trade Missions to provide both SMEs and BSOs with the opportunity to visit new markets in order to benefit from in-market research, networking, and learn the best practices from some of the most productive businesses and organisations regionally and internationally.

SME Development in Bio & Renewable Energy in the Caribbean Forum

Caribbean Export, in collaboration with the ACP Business Climate (BizClim) Facility hosted a two-day forum and workshop in Guadeloupe on 'Sustainable Energy Incubation & Development Fund in support of business in Bio & Renewable Energies in the Caribbean' from January 20-21, 2015. The two-day gathering brought together private and public investors for the establishment of the incubator with the aim of presenting and discussing the findings and recommendations of a feasibility study on the strategy and the different steps required for structuring and implementing an incubation investment facility, and promoting attractive investment opportunities in bio-energy and renewable energy in the Caribbean region.



With participation from 75 delegates representing the region, Europe, Africa and the Pacific, the workshop gave participants the opportunity to understand and discuss the main issues and constraints faced by the private sector in developing their renewable energy activities. These included case studies, success stories, site visits and lessons learned in the Caribbean and other ACP regions presented by international and regional professionals and speakers from the renewable energy and financial sectors.

The main topics included:

- **Mapping the Renewable Energy Sector in the Caribbean: high tech and low-tech business models for SMEs**
- **Key Policy and Regulatory priorities to Promote Renewable Energy in the Caribbean**
- **Investment opportunities in the Caribbean SME's involved in Bio & Renewable Energy sector**

- **Funding synergies and pooling potential for donors in the Caribbean Renewable Energy sector**
- **Mobilizing Finance and Expertise: what are the prerequisites for setting up an investment incubation fund?**

Participants included regional and international experts, private sector actors, local enterprises, policy makers, technology providers, and regional and multilateral financial institutions actively involved in the development of renewable energy in the Caribbean to promote investment opportunities in bio-energy and renewable energy. Delegates called in particular for urgent action to put in place an appropriate legal and regulatory framework, and to start making an inventory of investment opportunities in each and across countries.

This intervention falls within the context with a larger bio and renewable energy project that aims to support the public-private dialogue and regional integration, and provide support to the organisation of the EU-ACP Business Fora, regional fora and communication in accordance to PPD best practice. In addition to the workshop, the project was expected to deliver a feasibility study relating the structuring, establishment, operation and management of the Incubation Fund; define the content and the main features for an online platform to provide support for the assessment of sustainable energy projects and assistance to aspirant businesses and early stage firms; and support for the energy and business sector experts.

Regional Export Strategy for CARIFORUM Higher Education Services

From January 26-29, 2015 Caribbean Export within the framework of the 10th EDF Services Component undertook the first in a series of fact-finding missions among Higher Education Institutions (HEI) in Trinidad and Tobago and Grenada. The missions sought to identify areas of interest and focus for these institutions to capitalise on opportunities under the CARIFORUM-EU Economic Partnership Agreement (EPA). This was also an occasion to gather relevant information on the higher education services, which subsequently informed the discussions on that segment during the 3rd CARIFORUM-EU Business Forum in Jamaica.

The overall Regional Export Strategy for CARIFORUM Higher Education Services includes the commissioning of a consultancy to map the value chain for the educational services sector in select international markets with a view to identifying opportunities and possible impact for the Caribbean private sector, and for the articulation of a sector focused strategy for addressing the challenges and constraints faced by CARIFORUM

education institutions in entering the value chains.

CNSC Strategic Planning and Annual General Meeting

Within the framework of the 10th EDF Services Component, Caribbean Export supported the CNSC in the hosting of their Strategic Planning and Annual General Meeting from February 2-6, 2015 in Barbados. The meeting was convened with the aim of strengthening the national Coalition of Service Industries (CSIs) and other support organisations to effectively assist services suppliers in taking full advantage of the market entry opportunities available to them under the CARIFORUM-EU EPA.

During the meeting, participants formulated a comprehensive work plan, which will respond to the national and regional imperatives as

Eleven (11) CSIs and support organisations participated in the initiative.

it relates to the development of the Services Sector. Discussions were also held on the development of a services training programme, and a new Board was elected to guide the direction of the CNSC for the next two years. Further, the information presented will allow for the strengthening of relationships with development partners to facilitate implementation of the work programme, the delivery of the Network's mandate, and aid in the creation of alliances with newly formed CSIs, with the aim of transferring best practise and building regional capacity. Eleven (11) CSIs and support organisations participated in the initiative.

CSIs participating in the Strategic Planning and Annual General Meeting

ORGANISATION	COUNTRY
Antigua & Barbuda Coalition of Service Industries	Antigua & Barbuda
Bahamas Chamber of Commerce & Employers Confederation	The Bahamas
Barbados Coalition of Service Industries	Barbados
Belize Coalition of Service Providers	Belize
Dominica Coalition of Service Industries	Dominica
Dominican Republic Coalition of Service Industries	Dominican Republic
Guyana Coalition of Service Industries	Guyana
Jamaica Coalition of Service Industries	Jamaica
St. Lucia Coalition of Service Industries	St. Lucia
St. Vincent & the Grenadines Coalition of Service Industries	St. Vincent
Suriname Business Forum	Suriname



Regional Export Strategy MRI Scans

Caribbean Export undertook series of MRI scans in Jamaica and the Dominican Republic for the Higher Education and Agro-processing sectors from February 16-19, 2015. The overall objective of the mission was to facilitate and host, in partnership with the commissioned consultant, three MRI scans with sector representatives in both countries regarding the development of a regional export strategy for higher education services and agro-processing in the CARIFORUM region. During the session for higher education in Jamaica, meetings were held with nine representatives from the Ministry of Education, and tertiary level institutions.

Subsequent to the MRI scans for higher education, the consultant highlighted the importance of representative agents in accessing target markets abroad owing to the highly personalized nature of marketing in some markets; and the University of the West Indies (UWI) intends to develop this approach. It was further shared that the formulation of a singular regional sector strategy could prove difficult because of the diversity of the regional product offering. The MRI scans for the Agro-Processing sector saw participation from 21 representatives in Jamaica and 28

persons from the Dominican Republic. The reports from the agro-processing MRI scans will form a part of the overall export strategy development.

CARICOM-DR Trade and Economic Relations Meetings

Caribbean Export, in collaboration with the Round Table of the Commonwealth Countries in the Dominican Republic, the Latin American Faculty of Social Sciences Program in the Dominican Republic (FLACSO-RD) and DIGECOOM, facilitated a series of business meetings for Dominican Republic private sector on CARICOM-DR Trade and Economic Relations. Held from February 22-25, 2015 the discussions were facilitated by Sir Ronald Sanders, Senior Research Fellow at the Institute of Commonwealth Studies in the UK, with the aim of promoting an open discussion on the challenges and opportunities in CARICOM and Dominican Republic cooperation and trade. The initiative comprised a business breakfast, dialogue with business support organisations and the Dominican Republic private sector to discuss the overall business and investment climate in CARIFORUM, meetings with the Ministry of Foreign Affairs, and a lecture on CARICOM-DR relations at the Universidad Iberoamericana (UNIBE). Outcomes of these meetings included the reinforced knowledge of

On March 16, 2015 Caribbean Export convened a validation meeting for 32 regional stakeholders to examine and discuss the findings and recommendations of this study, with the aim of achieving consensus on the way forward for regional private sector representation, and determining the next steps in implementation, including timelines, of the agreed way forward.

the Dominican Republic private sector about their CARIFORUM counterparts, and increased networking between CARICOM and the Dominican Republic.

Public-Private Sector Dialogue Validation Meeting

In 2014, following a request from the CARICOM Secretariat and a mandate from the Ministers of the Council for Trade and Economic Development (COTED), Caribbean Export commissioned a consultant to undertake a study examining the status of regional public-private dialogue. The study presented an analysis of the issues presented and made recommendations on the way forward for the regional private sector. Entitled "Public-Private Sector Dialogue: A Roadmap for Re-engagement", the study also identifies a path for speedy return to regional public-private sector dialogue and



sustainable development goals for the region.

On March 16, 2015 Caribbean Export convened a validation meeting for 32 regional stakeholders to examine and discuss the findings and recommendations of this study, with the aim of achieving consensus on the way forward for regional private sector representation, and determining the next steps in implementation, including timelines, of the agreed way forward. The conclusions of the meeting was presented at the 40th Regular Meeting of COTED, on for April 20-24, 2015. Participants included several high-level representatives from various regional private sector advocacy organizations, including manufacturers' associations, industry associations, coalitions of service industries, and chambers of commerce. The meeting was a combination of plenary and sessions.

Key decisions agreed upon by participants included that:

- The Caribbean Business Council (CBC) should remain the best vehicle for vibrant and effective public private dialogue (PPD) in the Caribbean;
 - The formulation of the CBC shall be designed to achieve an early harvest of benefits, specifically an established relationship with the Caribbean Community and its institutions;
 - The CBC shall progress to more robust forms of organisation and PPD engagement;
 - The CBC should be fully functional by the end of the third quarter of 2015;
 - To establish a steering committee with a mandate of reviewing the constitution of the CBC within three months, reviewing good practice, such as the OECS Business Council and extra regional sources, for organising PPD, developing
- a business plan to guide the operations of the CBC, and exploring arrangements for secretariat support, including the possibility of a relationship with Caribbean Export; and
 - To make a formal request to the CARICOM Secretariat for association with relevant Community institutions including the Conference of Heads of Government, COTED, and Council for Finance and Planning (COFAP).

Haiti Trade Mission to the Bahamas

Within the framework of the Haiti-Dominican Republic Bi-National Programme, Caribbean Export facilitated the participation of three representatives from the Ministry of Agriculture (MARNDR), MCI and CCIH in a trade mission to the Bahamas from April 13-17, 2015. The initiative was organised as a part of the pre-planning for a more comprehensive mission by Haitian private sector firms to Bahamas scheduled for later in 2015. This was also an opportunity to promote Haitian processed goods and wherever possible agricultural products for sales into the Bahamian market; identify niche sectors and sectors of interest for Haitian industries to do business with the Bahamas; and promote business opportunities between Haitian industries and their Bahamian counterparts; in addition to giving exposure to the business environment of a regionally integrated Caribbean market.

During the mission, delegates participated in the Bahamas Chamber of Commerce and Employers Confederation's (BCCEC) National Conclave, and were able to identify the Bahamian markets that can offer export opportunities to Haitian firms in the manufacturing and agro-processing sectors as well as participate in a discussion on the trade challenges that exist between the two countries. As a result of the initiative, CCIH is currently preparing a shipment to the Bahamas with a variety of Haitian products for market testing among potential customers. It is anticipated that increased dialogue will lead to greater opportunities for doing business between the two countries and more prospects for intra-Caribbean trade.

3rd CARIFORUM-EU Business Forum

The 3rd CARIFORUM-EU Business Forum, hosted in partnership with ACP BizClim, and GLZ, was held in Montego Bay Jamaica, from April 15-16, 2015. Under the theme "Making Connections. Building Businesses. Increasing Trade and Investment", the two-day Forum brought together over 150 high-level delegates and stakeholders to discuss how the CARIFORUM-EU EPA could enhance business growth and market penetration. The occasion was also used to develop and build international partnerships via B2B meetings, professional consultations, and networking events.

This year's event focused on the agro-processing (cocoa, herbs and spices), music, and higher education sectors, and sought to build on the success of the two previous Fora while supporting the on-going efforts of Caribbean businesses as they seek to build mutually beneficial relationships with European counterparts to build capacity and maximise on trade and investment opportunities. A total of 165 participants attended the 3rd CARIFORUM-EU Business Forum. These

As a result of participation, two regional firms have been able to secure contracts with an estimated combined value of US\$290,000.

included 132 from the Caribbean, 22 from Europe, with the remainder representing Africa, the Pacific, and North America. Additionally, 972 persons registered to view the Forum online.

The Forum was lauded as being an excellent platform to discuss issues relating to the implementation of the EPA to the benefit of regional firms seeking to enter the European market. Additionally, 91% of participants indicated that they would attend future Business Fora based on the experience and knowledge gained at the recent conference. Further, some of the main learning points denoted by participants included an appreciation and recognition of the opportunities available within the

Participation in 3rd CARIFORUM-EU Business Forum by Country

COUNTRY	NO. OF PARTICIPANTS	COUNTRY	NO. OF PARTICIPANTS
Antigua & Barbuda	3	Iceland	1
Bahamas	3	Jamaica	48
Barbados	11	Kenya	2
Belgium	3	Martinique	1
Belize	2	Netherlands	3
Canada	1	Poland	1
Dominica	4	South Africa	1
Dominican Republic	11	St. Kitts & Nevis	3
Gambia	1	St. Lucia	6
Germany	2	Samoa	1
Grenada	3	St. Vincent & the Grenadines	3
Guadeloupe	1	Suriname	4
Guyana	6	Trinidad & Tobago	18
Haiti	5	United Kingdom	12

music, agro-processing and higher education sectors; the importance of creating regional synergies in order to market the Caribbean adequately to Europe and the value of intra-regional trade to boost the economic development of the Caribbean.

Some 71% of B2B beneficiaries noted that their objectives for attending the event were met. As a result of participation, two regional firms have been able to secure contracts with an estimated combined value of US\$290,000. Additionally, 85% of participants were also able to establish informal contacts with at least three firms other than those they intended to meet. The Business Development Café also met participant objectives. In particular the discussions with experts, private consultations and networking opportunities received a rating of excellent from 96% of respondents. The roundtable discussions and resource centres also received positive feedback.

Outcomes of a 6-month follow-up assessment revealed that 92% of respondents (13 firms) were able to establish a combined total of 292 business contacts during the B2B sessions; these included CARIFORUM manufacturers, distributors, and buyers; European manufacturers, distributors and buyers; agents/promoters; festival organisers; and higher education institutions. Six firms have also secured contracts, or traded with these contacts within the review period.

In terms of immediate to medium-term outcomes, four beneficiary firms were able to identify new regional markets for export, and six firms were able to identify new international markets for export, with 50% of this total entering these markets for trade. New markets entered include the Caribbean (Barbados, Cuba, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago), Europe (France, Germany, Hungary, Norway,





United Kingdom) Panama, and the United States. Results include five firms seeing an increase in sales on entering these markets, while eight firms have generated increased export sales overall during the last six months ranging from US\$1,500 - \$2,500 or higher.

Executed within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, the initiative sought to increase cooperation among the private sectors of both Haiti and the Dominican Republic.

Sixty-four percent (64%) of beneficiary firms further noted that the B2B sessions aided them in taking advantage of opportunities offered by the CARIFORUM-EU EPA in a number of areas including gaining market intelligence data, market entry requirements, and expanding their networks among others.

Haiti Private Sector Bi-National Dialogue and Seminar

Caribbean Export in collaboration with Haiti's Private Sector Forum (FESP) and the CCIH organised a dialogue session and seminar on commercial relations and trade of goods and services between Haiti and the Dominican Republic on April 21, 2015. Executed within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, the initiative sought to increase cooperation among the private sectors of both Haiti and the Dominican Republic. Thirty-nine (39) private sector representatives from the Haitian industrial sector attended

Activities for the week included a presentation on the effect of the global value chain on SMEs, radio programme targeting tertiary level students about a career in the services sector

the event and received training on the importance of effective border control to reduce informal trade, and the smuggling of contraband, among others.

There was also an opportunity for the discussion of the MOU between the Ministries of Commerce in both countries to facilitate the exchange of information and statistics on bilateral trade. As a result of this dialogue, leaders of the Kiskeya



Business Summit/Group, as well as the FESP and CCIH agreed to use the institutions as the main interlocutor in defining the private sector agenda. Further, the Haitian private sector has reached consensus on key points and is ready to engage the public sector in order to define a common agenda and plan of action to address the obstacles affecting bilateral trade.

SVG Services Awareness Week 2015

Within the framework of the 10th EDF Services Component, Caribbean Export provided assistance to the St. Vincent and the Grenadines Coalition of Service Industries (SVGCSI) for the hosting of SVG Services Awareness Week from May 18-22, 2015. The initiative sought to build awareness of the services industry in St. Vincent and the Grenadines and its contribution to the Gross Domestic Product (GDP); sensitise service providers about the benefits of being formalised, organised, and certified; highlight the

The objectives of the mission was to promote agro-processing products from the Dominican Republic in the French and Spanish markets;

opportunities and careers available within the services sector, and emphasise the role of the SVGCSI in the overall development of the sector nationally. Activities for the week included a presentation on the effect of the global value chain on SMEs, radio programme targeting tertiary level students about a career in the services sector, exhibition of industry professionals, and roundtable on the benefits of the services sector to the country, among others. Anticipated long-term outcomes of the mission include enhanced standards and certifications for service providers,

improved knowledge of global value chain and its implication for SMEs, and greater awareness of the sector among key stakeholders.

DICOEX Trade Mission and Study Tour to Europe

Within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, Caribbean supported the participation of five members from the Dominican Republic Directorate of Foreign Trade and International Trade Treaty Administration (DICOEX) in a trade mission and study tour to France and Spain from May 18-22, 2015. The objectives of the mission was to promote agro-processing products from the Dominican Republic in the French and Spanish markets; identify niche sectors and other sectors of interest for Dominican Republic industries to do business;

foster business opportunities between firms from both regions; in addition to exposing French and Spanish firms to an integrated Caribbean business environment. During the European mission, DICOEX staff also participated in training on international dispute settlement and good practices in trade promotion for the European markets.

Immediate outcomes of the mission to date include substantial progress made in the commercial, investment and dispute settlement related issues between the two regions; the signing of three MOUs between DICOEX and the International Chamber of Commerce (ICC), the Madrid Chamber of Commerce and Industry, and the Directorate General for Trade Policy of Spain. It is anticipated that this intervention and follow-up actions will lead to enhanced investment and commercial opportunities in the Dominican Republic, increased market access to the European markets EPA, and cooperation among the relevant private and public actors in relation to investment and commercial opportunities under the CARIFORUM-EU EPA.

Public-Private Sector Dialogue Forum on Quality Infrastructure in Agriculture

In collaboration with the CARICOM Regional Organisation for Standards and Quality (CROSQ), Caribbean Export supported BHN and MCI in hosting a forum on quality and infrastructure in agriculture between the public and private sector in Haiti from May 26, 2015. The Forum sought to raise awareness among Haitian BSOs and SMEs about quality control in agriculture, towards the achievement of more competitive agriculture products for national and international markets; identify the needs of the Haitian agricultural sector as it relates to quality standards infrastructures; and facilitate dialogue among the Haitian BSOs, CROSQ and the private sector.

A total of 50 participants attended the Forum and engaged in roundtables on the Haitian and regional quality infrastructure institutions, which led to the elaboration of a priority action list for a better use of BHN resources in order to address private sector needs. This Forum was credited as being successful overall, not only in view of attendees, but also due to the quality of the interventions provided and the discussions that took place. The public institutions involved showed their strong implication and the importance of such interventions, among other things through the participation of two Ministers whose administrations are closely related to the subject dealt with during the intervention.

AMCHAM Business Future of the Americas Conference

From June 15-17, 2015 Caribbean Export supported the participation of seven SMEs and 2 BSOs from the Haiti private sector in the annual American Chambers of Commerce (AMCHAM) Business Future of the Americas (BFA) Conference in Haiti. The BFA is a regional business conference where AMCHAM members from across Latin America and the Caribbean meet to discuss regional trade and investment issues. Key collaborators included the Haiti American Chamber of Commerce and the Dominican Federation of Chambers of Commerce.

During the Conference, the participants were given the opportunity to interact with regional buyers and investors using a B2B format.

Participation in the Conference sought to increase cooperation among the private sectors of both Haiti and the



Dominican Republic; coordinate the implementation of the RIPS and JIPS among the CFI-Haiti, CAIPA and the 10th EDF Haiti-Dominican Republic Bi-National Programme; and foster the collaboration among the Haiti diaspora and Caribbean Export to increase the understanding of the Agency's and CAIPA's work in promoting the Caribbean as a region for investment. The occasion was also used to promote Haitian products and exporters through the sponsorship of six regional buyers and investors.

During the Conference, the participants were given the opportunity to interact with regional buyers and investors using a B2B format. Additionally dialogue meetings were held between the CCIH and the Chamber of Commerce and Production of Santo Domingo, as well as the Dominican Federation of Chambers of Commerce to finalize a cooperation agreement. Caribbean Export also used the occasion to coordinate the implementation of the



JIPS with CFI-Haiti. Sector meetings were also held with representatives from agro-processing, construction and handicraft with the relevant sector support organizations.

Pacific Agritourism Forum

Caribbean Export participated in the Pacific Agribusiness Forum, which was held in Denarau, Fiji from July 1-3, 2015. Under the theme “Linking the Agrifood Sector to the Tourism-related Markets”, the three day Forum was a part of the inaugural Pacific Agritourism Week and was facilitated by the Secretariat of the Pacific Community (SPC); South Pacific Tourism Organisation (SPTO); the University of the South Pacific (USP); ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA); and the Pacific Islands Private Sector Organisation (PIPSO), with support from the EU.

With the aim of highlighting successes in strengthening links between

agricultural and tourism industries in the Pacific region, the gathering discussed the opportunities for the Pacific agrifood sector in tourism-related markets; the link between fisheries to tourism-related markets; sustainable tourism, agriculture and cuisine; agrifinance and opportunities for entrepreneurship in Agritourism; data gaps for the sectors; and the role of the private sector in facilitating greater market access and opportunities.

Delegates from the Forum agreed on the need to collaborate more with the Caribbean and learn from the region’s experience.

The Forum saw attendance from the Pacific representing government, private sector, civil society and academia, as well as representatives from the Caribbean and the Indian Ocean. During the discussions, a presentation was made on the overall view of the agritourism development and the combined efforts of the national and regional agencies in the region such as Inter American Institute for Cooperation on Agriculture (IICA) and Caribbean Export. Specifically the presentation examined some of the key drivers that promoted the growth of agritourism apart from developing appropriate agritourism strategies and policies, including product development, product differentiation, marketing & branding and diversification.

Delegates from the Forum agreed on the need to collaborate more with the Caribbean and learn from the region’s experience. This includes establishing tangible links of regional organisations in the Pacific with relevant Caribbean counterparts, organising trade visits to be conducted to the Caribbean by Pacific businesses, facilitating capacity development of key stakeholders and the need for product development support for Pacific businesses.

In-Market Research and Profiling Mission to Cuba

Within the framework of the 10th EDF RPSDP and the Haiti-Dominican Republic Bi-National Programme, Caribbean Export undertook an in-market research and profiling mission to Cuba from September 14-16, 2015. The objective of the mission was to gather information on the current opportunities in the Cuban market for regional exporters under the current trading environment. In particular, the mission was designed to extrapolate qualitative information from key in market sources that support commerce, and the entities involved in the commercial sector.



Caribbean Export undertook a mission to Suriname from October 26-30, 2015 to assess the conditions within country for the establishment of a trade promotion organisation (TPO).

Information was gathered as it relates to: the nature and volume of trade with Cuba; common business practices in the country; market access issues; best practice examples of accessing the Cuban market; export facilitation support needed to access the market; standards and packaging requirements; sector or products that are forecasted to have major growth in the short, medium and long term, changing consumer consumption patterns of Cubans and the complimentary regional products in supplying these tastes; major supply markets; sub-regions and cities in Cuba with the greatest potential of regional goods; changing distribution structure in the Cuban market; the importance of price in the new Cuban economy; the finance regime for trade; Cuban interests in accessing specific regional products and services; the opportunity for further collaboration between Cuba and CARIFORUM; and regional investment promotion.

Benefits of the mission include knowledge on in-market information partners in Cuba that can form a wider trade and business information network in the region, a clearer vision on the work programme to be employed to further strengthen the ties with CARIFORUM and Cuba, and detailed insights into the trade and business environment in the country.

Federation of Dominican Chambers of Commerce Equipment Donation

Five Chambers of Commerce in the border provinces of the Dominican Republic - Barahona, San Juan, Dajabón, Montecristi and Santiago Rodríguez - received a donation of electronic equipment comprising computers, laptops, printers, projects and uninterruptible power supply (UPS) units from Caribbean Export. The Chambers will use the equipment to support their operational development formalising their 'one-stop-shop' operation for the provision of a digital channel for companies

to utilize which brings together and streamlines various components such as the Tax Authority, Intellectual Property Authority, Social Security, and the Ministry of Labour, with the Chambers of Commerce reducing the new business set up time from 21 to 7 working days. The equipment donation is part of the 10th EDF Haiti-Dominican Republic Bi-national Programme Trade Component, which provides support to strengthen trade, investment promotion, customs and the private sector in both countries to help achieve sustainable development through cooperation and collaboration between the public and private sectors.

TPO Assessment Mission - Suriname

Caribbean Export undertook a mission to Suriname from October 26-30, 2015 to assess the conditions within country for the establishment of a trade promotion organisation (TPO). Within the framework of the 10th EDF RPSDP, this mission is one in a continuous series of activities, which aims to build the capacity of regional BSOs to provide a wider range and quality of services to SME clients. The assessment involved hosting a stakeholder consultation, which will contribute to the development of a final report and action plan that details the structure, function, and development of the entity in Suriname. During this consultation, 18 meetings were convened with members of the public and private sector.

Following a three-phased approach, the consultation involved

- (i) a desk review of the macro and micro economic environment in Suriname, as well as research on TPO best practices both regionally and internationally;
- (ii) stakeholder consultation meetings to not only validate the findings from the desk review and research, but to also gain a better understanding of the pros



ANIMATED IDEAS BOOTCAMP



- and cons of a Suriname TPO as well as validate the proposed next steps; and
- (iii) the generation of a final report, by Caribbean Export, based on the findings of the two previous phases, which will be presented to the Government of Suriname for validation. It is anticipated that the Surinamese government will have a clear roadmap on the structure, role and function of a TPO that suits the country's unique economic environment.

Anime Caribe Animated Ideas Bootcamp

Caribbean Export provided support to three regional animators from Barbados, Jamaica and Saint Lucia to participate in Anime Caribe's Animated Ideas Bootcamp from October 27-30, 2015 in Trinidad and Tobago. The Bootcamp was a collaborative training and development initiative that

encouraged group participation for the development of animated series concepts for pitching and production. The project sought to combine the right skill sets, with hands on training in the development of ideas for television or the Internet, with the aim of creating a spark in the development of regional animated content. It is anticipated that participating firms will take the concepts to the production stage within one year of attending the workshop.

JoWhimsy Toons from Jamaica was a part of one of the winning groups and will continue to work virtually with the team to further develop their pitch.

Following the three-day training, firms were given an opportunity to pitch their concepts to a group of regional and international industry experts. One of the Caribbean Export-sponsored firms, JoWhimsy Toons from Jamaica was a part of one of the winning groups and will continue to work virtually with the team to further develop their pitch. Additionally, the Bootcamp was regarded as a success as the organizing team now has four Caribbean IP projects for pitching to distributors by June 2016. This workshop contributed to Caribbean Export's objective of enhancing competitiveness and promoting innovation among the regional private sector, in particular building the export capacity of Caribbean animators.



2nd Caribbean Agribusiness Forum

From November 5-6, 2015 Caribbean Export participated in the 2nd Caribbean Agribusiness Forum in Barbados, under the theme 'Strengthening the Agri-Food Sector and Expanding Markets'. The two-day Forum, which was organised by CTA, IICA, and the Caribbean Agribusiness Association (CABA) in collaboration with Barbados' Ministry of Agriculture, Food, Fisheries and Water Resource Management and the Barbados Tourism Product Authority (BTPA), is the latest in a series of initiatives aimed at promoting regional and international trade through agribusiness development, in support of small island developing states (SIDS).

Objectives of the initiative were to promote agribusiness development in SIDS by sharing successful business cases; identify tangible opportunities in new markets; promote linkages between the agri-food sector and the tourism industry to increase sustainable local sourcing; and identify support needed to strengthen relations between chain actors and the tourism industry. During the





meeting, Caribbean Export presented and delivered remarks during the opening panel entitled 'Opportunities to support agribusiness in the ACP-EU cooperation instruments'. The Forum's organisers, in collaboration with key partners in the Caribbean region like Caribbean Export, are promoting agribusiness in the region for export and to regional markets. They also promote successes, which strengthen sustainable, and inclusive development practices and link agriculture and tourism industries with the view of up-scaling and replicating best cases and learning from them.

Trade in Services Growth and Competitiveness Forum

Caribbean Export partnered with the Ministry of International Trade Industry and Commerce, the St. Kitts and Nevis Coalition, and the CNSC to

Delegates also took away practical lessons, as well as gained insight into market opportunities, the development of joint marketing strategies, building strategic alliances, and fostering investment linkages.

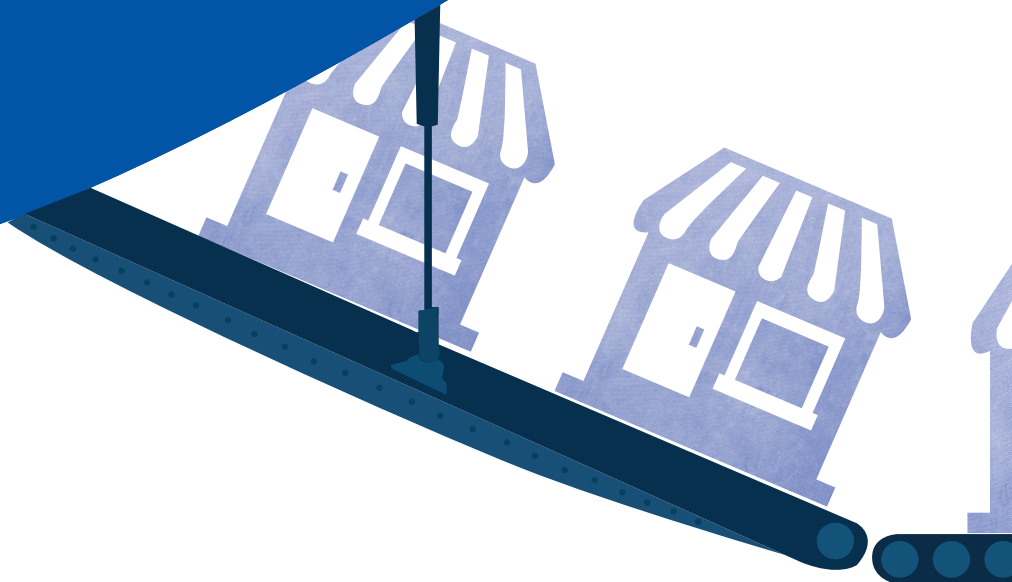
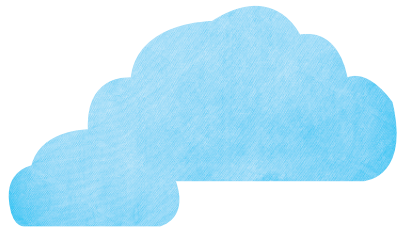
host the Trade in Services Growth and Competitiveness Forum on November 30, 2015 in St. Kitts and Nevis. Under the theme "Creating Joint Marketing Strategies for Services Export Competitiveness", the Forum provided the opportunity for private sector participants in the services (non-tourism) industry to share experiences



and learn from the real regional success stories that were showcased during the event.

Delegates also took away practical lessons, as well as gained insight into market opportunities, the development of joint marketing strategies, building strategic alliances, and fostering investment linkages. Further, the interactive working group sessions allowed participants to jointly develop solutions to problems that are faced by their companies through a collaborative process facilitated by an industry expert. There was also an opportunity to gain an understanding of the importance of CSIs in supporting the domestic regulatory framework, in fostering linkages with FDI, and in supporting local services export capacity and promotion through value networks and associations. Participants also used the occasion to contribute to the strategic direction of the St. Kitts and Nevis Coalition of Service Industries. ■

MARKET ENTRY OPPORTUNITIES WITH EXPORT PROMOTION





Caribbean Export supported the showcasing of the six Haitian firms and the involvement of three representatives from Haiti's Ministry of Tourism

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 EDF RPSPD.

ITB Berlin 2015

During the period under review, Caribbean Export supported the showcasing of the six Haitian firms and the involvement of three representatives from Haiti's Ministry of Tourism and at Internationale Tourismus-Börse (ITB) Berlin, in Germany from March 4-8, 2015. The 5-day event is the world's largest travel trade show, and saw over 10,000 exhibitors from 186 countries displaying their goods and services to some 115,000 visitors.





As a result of participation in the event, business contacts were established with several potential clients including the Look Voyages Group, Club Méditerranée

Participation for the Haitian contingent was facilitated within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme, with the aim of supporting the promotion of Haiti's tourism sector at a worldwide tourism trade fair. Caribbean Export also aided the design and construction of the artisan village and a section of the Ministry of Tourism's exhibition space at ITB Berlin.

As a result of participation in the event, business contacts were established with several potential clients including the Look Voyages Group, Club Méditerranée, as well as a number of tour operators from Germany. Meetings were also held with investors from the USA, Spain, and Venezuela. Further, a 12-month contract was signed with AVIAREPS Tourism GmbH, one of the world's leading tourism and airlines sales and marketing companies. It is anticipated that this partnership will help promote Haiti as a tourist destination with the view of attracting tourist flows to the country.

Agroalimentaria Fair 2015

From May 7-9, 2015 Caribbean Export in co-ordination with JAD, CEI-RD, CFI-Haiti, and CCIH facilitated the participation of 10 firms in Agroalimentaria Fair 2015, an annual food and beverage trade fair hosted by the Dominican Republic. The mission was undertaken with

the aim of supporting members of the Dominican Cacao Cluster and the Haitian agro-industrial sector in exhibiting at Fair, as well as coordinating a series of Doing Business seminars for participants. Caribbean Export also supported the participation of seven international buyers from the FCORs, OCTs, France and El Salvador. Agroalimentaria Fair saw attendance from 230 international buyers, and participation in the Fair, resulted in approximately US\$350 million in export sales for

Specifically, Haitian firms were able to establish business contacts and secure contracts.

exhibitors. Specifically, Haitian firms were able to establish business contacts and secure contracts. Meetings were also held between CCIH, the Chamber of Commerce of Santo Domingo and the Federation of Chambers of Commerce. An increase in bilateral and regional trade is anticipated following the success of the firms in this initiative.

The CEYA provides awards in a number of categories including Emerging Exporter of the Year; Young Exporter of the Year; Female Exporter of the Year; Green Exporter of the Year; Caribbean Exporter of the Year; and a Special Award for Excellence in Services Exports.

Launch of Caribbean Exporter of the Year Award

On January 26, 2015 Caribbean Export announced the inaugural awards programme, the Caribbean Exporter of the Year Awards (CEYA) in recognition of the contribution made by the regions exporters to the regional economy. The Agency's launch of the Caribbean Exporter of the Year Awards is supported by the EU as part of the 10th EDF RPSDP and seeks to foster and strengthen a greater export culture throughout the Caribbean by giving significant recognition to the winners and sending a strong message to current and potential buyers, investors or other stakeholders that these exporters are market leaders and successful business persons. Specifically, the awards give recognition to SMEs that have demonstrated an ability to achieve

exporting success as demonstrated primarily through export volumes, diversity of export markets and sound export strategies and action plans. The CEYA provides awards in a number of categories including Emerging Exporter of the Year; Young Exporter of the Year; Female Exporter of the Year; Green Exporter of the Year; Caribbean Exporter of the Year; and a Special Award for Excellence in Services Exports. Applications were invited via nomination and entries closed on March 9, 2015.



The Caribbean Exporter of the Year Awards Ceremony was hosted on April 16, 2015 as a finale to the 3rd CARIFORUM-EU Business Forum in Montego Bay, Jamaica. During the

inaugural event, Trinidad and Tobago-based beauty brand claimed the accolade of Caribbean Exporter of the Year from a field of nine nominees. Sacha Cosmetics started business 35 years ago and is currently distributed in 23 countries and sold online in North America.

The Green Exporter of the Year Award, which recognizes an exporter that has invested in green technologies and integrated alternative energy solution into its operation leading to export success, went to Nand Persaud Limited

Firms Participating in Agroalimentaria Fair 2015

FIRMS	COUNTRY
Association of Industries of Dominican Republic (AIRD)	Dominican Republic
Askanya Chocolate	Haiti
Association Nationale des Transformateurs de Fruits (ANATRAF)	Haiti
Berling, SA	Haiti
Brasserie Nationale d'Haiti (BRANA)	Haiti
Cannex, SA	Haiti
Caribbex	Haiti
Center for Investment Facilitation of Haiti (CFI-Haiti)	Haiti
Compagnie Hatienne de Production Agricole (CHPA)	Haiti
Sunfood, SA	Haiti



The Caribbean Export Choice Award was given to the exporter, which exemplifies great drive and determination to export products and services globally was claimed by SMAKS Luxury Group of Trinidad and Tobago, producers of the world's first tea-infused Chai rum.



Awards were also presented in six other categories. The Young Exporter of the Year was awarded to a company, whose principal shareholder is no older than 35 years, and was topped by Trinidad and Tobago sleep systems manufacturer Advanced Foam Limited, winning from a field of eight nominees.



The Green Exporter of the Year Award, which recognizes an exporter that has invested in green technologies and integrated alternative energy solution into its operation leading to export success, went to Nand Persaud and Company Limited, a rice milling complex in Guyana whose products are on grocery shelves worldwide. From producing one ton of rice per hour in 1992, the company now has the capability of producing up to six tons of parboiled rice and eight tons of white rice per hour. The company recycles all of its rice shell to power all its machines, including paddy dryers, and is looking to expand production capacity by ten percent next year.



Denese Palmer of Southside Distributors of Jamaica was adjudged as the Female Exporter of the Year.

Gopex International of Suriname emerged the victor from a field of ten nominees for the Emerging Exporter of the Year award which recognizes a new export business that has entered the export market over the last three years, and which is experiencing significant success. The Caribbean Export Choice Award was given to the exporter, which exemplifies great drive and determination to export products and services globally was claimed by SMAKS Luxury Group of Trinidad and Tobago, producers of the world's first tea-infused Chai rum. The Special Award for Excellence in Service Export recognises an outstanding Caribbean



firm whose primary area of business is the provision of services with global reach was won by, GeoTech Vision from Jamaica. Denese Palmer of Southside Distributors of Jamaica was adjudged as the Female Exporter of the Year.

SOURCING at MAGIC 2015

Within the framework of the 10th EDF Haiti-DR Bi-National Programme, Caribbean Export supported the participation of three representatives

from CFI-Haiti, the Industry Association of Haiti (ADIH), and Indigo Mountain Haiti SA in SOURCING at MAGIC 2015 in Las Vegas, Nevada, USA from August 16-19, 2015. The event is North America's largest, most comprehensive sourcing event, reflecting the fashion supply chain at its most complete. This year the event offered access to over 41 countries representing the world's most important markets. The show also featured more than 4,000 apparel, accessories, footwear and home textile resources, plus over 500 fabric, trim and component resources. Objectives of the mission included enhancing the positioning of Haiti as an investment destination for the apparel industry; increasing awareness of the investment opportunities of the apparel sector in Haiti to attract FDI, which will facilitate diversification into value-added production of accessories and embellishments; facilitating new business opportunities between established and emerging brands,

Firms Participating in Design Caribbean - Autumn Fair 2015

FIRM	COUNTRY	SPECIALTY
Rainforest Pottery	Guyana	Ceramics
Amazon Authentics	Guyana	Wooden Home Décor, Gifts, Tableware
Josnel Bruno	Haiti	Metallic Home Décor
Bijou Lakay	Haiti	Fashion Jewellery
Reve Jewellery & Accessories	Jamaica	Fashion Jewellery
Hands in Clay Jamaica Ltd.	Jamaica	Ceramics/Pottery Paintings
BAUGHaus Design Studio	Jamaica	Ceramics, Lighting, Soft Furnishings
Designs by Nadia	St. Lucia	Fashion Jewellery
Reecii	St. Kitts & Nevis	Handbags
By Making Studio	Trinidad & Tobago	Wooden Home Décor, Tableware



manufacturers, materials, technologies from the apparel industry from all around the world and the CFI; and enabling reinvestments, expansions and new investment in new plant and machinery within the apparel sector in Haiti, to promote the development of cross-border supply chains between Haiti and the Dominican Republic.

For four days, the Haitian delegation had the chance to showcase locally made apparel as a way to distinguish them in the marketplace. In addition, new business prospects between manufacturers, CFI-Haiti, and ADIH were achieved. Outcomes of the mission included the establishment of contacts with manufacturers from the Dominican Republic, USA, and India, as well as the securing of 10 business leads within the aforementioned markets.

Design Caribbean - Autumn Fair 2015

From September 6-9, 2015 Caribbean Export, within the framework of the

The objective of the mission was to provide the selected CARIFORUM firms in the gift and craft sector access to buyers from the UK and Europe in order to increase exports to these markets;

10th EDF RPSDP, and with support from GIZ facilitated the participation of 10 regional artisans at Autumn Fair in Birmingham, UK. Regarded as the season's number one gift and home trade event in the UK for international buyers, Autumn Fair was chosen as the platform to showcase a collection of some of the region's finest designers and producers.

The objective of the mission was to provide the selected CARIFORUM

firms in the gift and craft sector access to buyers from the UK and Europe in order to increase exports to these markets; as well as provide information and practical experience on the gift and craft sector, and significant insight into the European market for gift and craft products. This was also an opportunity to continue building awareness of the Design Caribbean brand.

Ninety-one percent (91%) of the participants noted that the mission

To date, 64 artisans from 13 CARIFORUM States have benefited from participation in the Design Caribbean platform since its inception in 2011.



met their expectations, with 75% of them achieving their objective of accessing UK and European buyers. Some of the immediate outcomes as a result of attendance included the ability to network with other artisans, the discovery of new trends within the creative industries sector, promotion of products and services to new customers, meeting potential distributors, and a greater understanding of the opportunities and challenges for regional artisans. Further, 48 business leads were secured, and a total of 27 orders valued at approximately US\$40,000 were confirmed on site with follow-up activities to be undertaken. To date, 64 artisans from 13 CARIFORUM States have benefited from participation in the Design Caribbean platform since its inception in 2011.

Caribbean Kitchen @ANUGA 2015

Caribbean Export, within the framework of the 10th EDF RPSDP, and

ANUGA is the world's leading food fair for retail trade, food service, and the catering market with around 6,800 exhibitors from 100 countries.

in collaboration with GIZ assisted 12 regional food and beverage producers in attending ANUGA, in Cologne Germany from October 10-14, 2015. ANUGA is the world's leading food fair for retail trade, food service, and the catering market with around 6,800 exhibitors from 100 countries. Under the Caribbean Kitchen export promotion platform, the participants exhibited a range of exotic Caribbean sauces and condiments, liquors and beverages, and cocoa and chocolates to 155,000 international visitors. All beneficiaries reported meeting

their targets during ANUGA 2015, with the greatest target being the ability increase access of products to international buyers, which was achieved by 92% of participants. Participants also found ANUGA useful for strengthening their knowledge and understanding of the markets for Caribbean imports in Europe, and for offering market access opportunities not previously known or available for their business' export development. Overall, 75% of the participants were able to negotiate potential contracts during ANUGA with European or other international business counterparts. These nine companies were able to secure a joint total of 57 leads, with a combined estimated value of approximately US\$430,000. Further of the 500 contacts established, 29% were significant; these included: manufacturers, distributors, wholesalers, retailers, agents, importers, re-sellers, buyers, restaurants, and specialty food stores. A total of 28 firms from nine CARIFORUM States have showcased in Caribbean Kitchen to date.

Firms Participating in Caribbean Kitchen - ANUGA 2015

FIRM	COUNTRY	SPECIALTY
10 Saints Brewery Company Ltd.	Barbados	Rum-casted Lager/beer
Benedicta, S.A.	Dominican Republic	Apple Cider
J&J Spirits, SRL	Dominican Republic	Hand-made Rum
Procesadora Vizcaya	Dominican Republic	Fruits, Jams, Pulps, Syrups
Rizek Cocoa, SAS	Dominican Republic	Cocoa Products
BnRs Holdings LLC	Jamaica	Jerk Seasonings,
Coldbush Organics	Jamaica	Pepper Sauces
Perishables Jamaica Ltd	Jamaica	Cocoa & Chocolate
Vincyfresh Ltd	St. Vincent & the Grenadines	Herbal Teas
Gom Food Industries N.V.	Suriname	Marinades, Sauces, Condiments
Tan Bun Skrati	Suriname	Marinades, Sauces, Condiments
SMAKS Luxury Group	Trinidad & Tobago	Cocoa Products
		Tea-infused Rum

Firms Participating in Havana International Fair 2015

FIRM	COUNTRY	SPECIALTY
The West India Biscuit Company	Barbados	Manufacturing
Nand Persaud & Co Ltd.	Guyana	Manufacturing
Ansel Development	Jamaica	Health & Wellness
Irie Rock	Jamaica	Health & Wellness
LASCO Manufacturing Ltd	Jamaica	Manufacturing
Nuclear Bulk Chemicals Ltd	Jamaica	Manufacturing
Quality Dealers Ltd	Jamaica	Manufacturing
Natmed Ltd	St. Lucia	Health & Wellness
Viking Traders Ltd	St. Lucia	Agro-Processing
Gom Food Industries N.V.	Suriname	Agro-Processing
Suriname Candied Fruits N.V.	Suriname	Agro-Processing

Havana International Fair 2015

Caribbean Export, within the framework of the 10th EDF RPSDP, supported the participation of 11 regional firms in the 33rd edition of Havana International Fair (FIHAV) in Cuba, from November 2-7, 2015. Hosted on the ExpoCuba fairgrounds,

FIHAV is the largest annual multi-sector trade fair in the country. This commercial event is organised by the Ministry of Foreign Trade and Investment of the Republic of Cuba, the Cuban Chamber of Commerce, the Conventions Palace and ExpoCuba; and covers industry sectors such as consumer goods, machinery,





Caribbean Export organised the mission with the aim of providing the selected CARIFORUM firms with access to buyers in the Cuba in order to increase exports to that market;

equipment, information technology, raw materials, and services.

Caribbean Export organised the mission with the aim of providing the selected CARIFORUM firms with access to buyers in the Cuba in order to increase exports to that market; furnishing information and practical experience doing business in the Cuban market; and delivering significant insight into new trends and emerging opportunities in the Cuban market.

Fifty-five percent (55%) of the beneficiaries reported meeting the targets of increased knowledge on exporting to Cuba and international markets. While at least half the participants were able to conduct direct B2B meetings with key buyers, and take advantage of the overall networking opportunities with potential business partners and buyers. Unintended targets met included assessing other players and trends in the Cuban market, attracting buyers and distributors from other CARIFORUM countries, and holding discussions with Cuban importers.



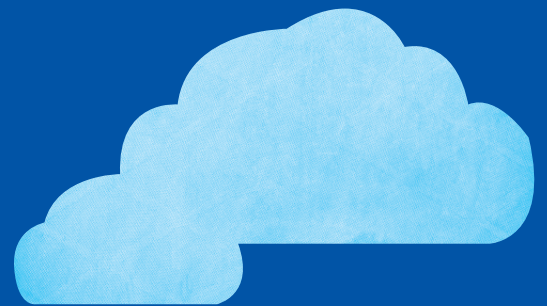
Nine companies were able to secure a joint total of approximately 136 general leads, with 45 being serious; these included distributors, wholesales, re-sellers, buyers, suppliers, manufactures, specialty food stores, and government agencies. Further, three firms were able to negotiate contracts during FIHAV with Cuban or other international business counterparts valued at US\$50,000. To date, 52 firms from eight CARIFORUM States have participated in FIHAV under the 10th EDF RPSDP. ■

SUSTAINABILITY & INSTITUTIONAL ACHIEVEMENTS



Implementation of CARICOM Community Strategic Plan Meeting

Caribbean Export participated in a meeting convened by the CARIFORUM Directorate at the CARICOM Secretariat on the Implementation Plan for the Community Strategic Plan on January 14, 2015 in Guyana. The objective of the meeting was to review the first draft of the implementation plan for the CARICOM Community Strategic Plan to understand how the Agency could assist in operationalising the Plan in 2015.





With direct relevance to the 10th EDF RPSDP as it related to strengthening the institutional capacity of Caribbean Export to implement trade and investment promotion programmes in the region, this project will assist in not only achieving consolidated coordination with relevant regional agencies, but also position Caribbean Export as the change agent in the goal of building economic, social, environmental and technological resilience across the region. Four strategies were outlined in the discussion, namely: accelerate implementation and use of the CARICOM Single Market and Economy (CSME); integrate into the global economy; introduce measures for macroeconomic stabilisation; and build competitiveness and unleash key economic drivers to transition to growth.

Under the theme, “Strengthening and Utilizing Science and Technology in the Caribbean”, the meeting was organized by the CARICOM Science, Technology and Innovation Committee, CARISCIENCE, UNESCO Cluster Office for the Caribbean, and TWAS Regional Office for Latin America and the Caribbean.



Caribbean Export's work programme is related to the community's strategic plan in a number of areas classified as "principal measures". Correspondingly, the following was recommended:

- Address the constraints to intra regional trade and increasing intra-CARICOM trade;
- Facilitate fuller participation by the private sector especially for production integration;
- Attract foreign direct investment through promotion of joint ventures and public private partnerships;
- Advance formulation of regional policies to support production integration in target sectors;
- Institute arrangements for ongoing engagement with private sector

The meeting also discussed operationalising the plan by the tentative dates of April/May 2015 and the results and performance management system that will be used. It was also considered that each organisation should allocate an individual responsible for collaborating with the Secretariat to ensure smooth operationalization.

2nd High Level CARICOM Science and Technology Meeting

During the period under review, Caribbean Export participated in the 2nd High Level CARICOM Science and Technology Meeting from March 26-28, 2015 in Grenada. Under the theme, "Strengthening and Utilizing Science and Technology in the Caribbean", the meeting was organized by the CARICOM Science, Technology and Innovation Committee, CARISCIENCE, UNESCO Cluster Office for the Caribbean, and TWAS Regional Office for Latin

America and the Caribbean. The aim was to fully develop science technology and innovation in a structured and accelerated manner, so that it can significantly drive socio-economic development in the region. The areas of focus will be science education, strengthening the research culture, strengthening the entrepreneurial environment and funding. By participating, Caribbean Export sought to support the development of an innovation culture in the Caribbean to foster innovation and competitiveness in the regional private sector. On conclusion of the initiative a commitment has been made by CARISCIENCE to keep the Agency informed of future activities, and the finalised action plan will be shared with all participants.

Caribbean Export participated in the mission to deliver a presentation on 'Strengthening the Integration of Higher Education Systems'

2nd EU-CELAC Academic Summit

From June 8-9, 2015 Caribbean Export participated in the 2nd EU-Community of Latin America and Caribbean States (CELAC) Academic Summit in Brussels, Belgium. Coordinated by a Belgian Local Organizing Committee and the Executive Secretariat of the Permanent Academic Forum EU-LAC, with the support of the EU-LAC Foundation, the Academic Summit sought to facilitate an open dialogue process, which gave a direct voice to the academic communities of both regions in order to spur the design of operational ways and concrete policies for implementing a Euro-Latin American-Caribbean space for higher education, science, technology and innovation,

in hopes that these activities will become a cornerstone for a strategic partnership for Latin America and the Caribbean and the EU.

Caribbean Export participated in the mission to deliver a presentation on 'Strengthening the Integration of Higher Education Systems', and to gather information towards the successful completion of a Regional Export Strategy for Higher Education Services. The Agency also used the Summit as an opportunity to raise awareness in Europe and Latin America on the status of Higher Education Services in CARIFORUM, and to ascertain the same for those regions with a view to determining areas of collaboration. The 2nd EU-CELAC Academic Summit brought together high-level dignitaries from academia, governments, public institutions and the private sector, and was organised around four thematic areas: integration of Higher Education systems in Europe and Latin America; integration of systems for scientific research, technology and innovation; collaborations between higher education institutions and the society, in particular the productive sector; and links between the Academic Community and Public Policy.

It was further decided that all relevant CARIFORUM committees would take action to ensure urgent and continuous follow up to the Five Year Review.

Third Meeting of the Joint CARIFORUM-EU Council

Caribbean Export attended the 3rd Meeting of the Joint CARIFORUM-EU Council under the CARIFORUM-EU EPA in Guyana on July 16, 2015.



The meeting, which marked the first political engagement between CARIFORUM and the EU on the joint Five Year Review of the EPA, saw continued commitment to the EPA as a comprehensive and forward looking platform for economic and social cooperation. During the discussion, emphasis was placed on the Agreement's impact including the costs, benefits, and other consequences of implementation, and to inform on amendments to the provisions of the Agreement, and adjustments in application. It was also agreed that there would be the development of a joint monitoring system to inform future reviews of the EPA and that both regions would provide the requisite support for this system.

On conclusion of the meeting, it was agreed that in spite of the challenges, which had so far confronted EPA implementation, the Agreement has tremendous potential for contributing to the sustainable development of

CARIFORUM States. It was further decided that all relevant CARIFORUM committees would take action to ensure urgent and continuous follow up to the Five Year Review. Both CARIFORUM and the EU vowed to intensify their efforts in the next five-year period towards the achievement of the EPA's objectives and to further strengthen their partnership.

Communications and Visibility

In 2015, the marketing and promotion of the Agency to raise the public profile continued with the introduction of additional media distribution tools and media monitoring to enable more effective campaign development. During this period, Caribbean Export saw impressive growth in online visibility and continued support of programme activities by the local and regional media.

Website

During the period January-December 2015, the Caribbean Export website recorded 144,038 hits. March, May, June, July, September and October saw an increased traffic largely due to key public relations campaigns, and the most frequently visited pages were those for the Angel Investor training and DAGS programmes, as well as the 3rd CARIFORUM-EU Business Forum, and Design Caribbean. The top 10 countries visiting the website is noted below.

Top 10 Countries visiting Caribbean Export's Website during January-December 2015

COUNTRY	SESSIONS
Barbados	15812
United States	8249
Trinidad & Tobago	4851
Jamaica	4820
Dominican Republic	4689
United Kingdom	2691
Haiti	2064
St. Lucia	1889
Guyana	1775
St. Vincent & the Grenadines	1048

Public Relations and Marketing

Marketing support was provided to work programme activities, which included weekly Caribbean Export DIGEST email campaign features, social media, press releases, and brochure and flyer development. The following were the main focus for content distribution:

Caribbean Export OUTLOOK –

During the period under review, an article from the OUTLOOK was





Primed for Success

Celebrating Caribbean Entrepreneurship

Volume 3



LinkedIn

What is LinkedIn? Join Today Sign In

The Caribbean Export Development Agency
International Trade and Development
11-50 employees

373 followers Follow

Home

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

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 Overseas Regions (FOORs) and the 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 BSOs, particularly sector associations, trade support institutions (TSIs) and investment promotion agencies (IPAs).

Under the 10th European Development Fund (EDF), Regional Private Sector Development Programme (RPSDP), which Caribbean Export is currently implementing, support has been offered to CARIFORUM States in a gamut of areas ranging from investment promotion to business advocacy. 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.

Specialties
Foreign Direct Investment, Business Facilitation, International Trade, Market Intelligence, Export Development, Financial Assistance

Website
<http://www.carib-export.com>

Industry
International Trade and Development

Type
Nonprofit

Headquarters
1st Floor, Backdoor Tower Warrens, St Michael BB22029 Barbados

Company Size
11-50 employees

Founded
1996

Recent Updates

The Caribbean Export Development Agency Meet @DRealShaggy the man the musician the maestro in #CEOUTLOOK @JADiaspora @JamaicaGleaner @Start_Up_Ja @RoggaNation @MusicMagazine @IXtra <http://ow.ly/YZVNI>

Caribbean Export OUTLOOK 2016
ow.ly - What is the OUTLOOK for Caribbean Trade and Business?

Ads You May Be Interested In

Female Directors
Apply Now To Find Out If You Qualify To Join The Women's Business Network.

Difficult People Course
Master tough conversations, be a master communicator, Bridgetown, May 11-13

Pay 70% less!
Translate your online content with Unbabel.

People Also Viewed

Ads You May Be Interested In

view more
Your assured link to solve your monetary issues

Beware Locky Ransomware
6 ways to protect your company against RANSOMWARE

Delaware LLC/Corp w/Bank
EIN retrieval, US Office services, Bank introductions and more!

featured with each publication of the Caribbean Export DIGEST. In addition a campaign was developed to promote the distribution of the Spanish version in the Dominican Republic. To date, the English version has been downloaded 3,758 times and 12,207 impressions, followed by 983 downloads for the Spanish version with 4,048 impressions. The focus for the remainder of the year will be to increase the subscription list in the lead up to the release of Issue 2 in Quarter 4.

Primed for Success - Online distribution commenced in January 2015. To date, the publication has been downloaded 2,026 times, with 8,393 impressions. It was also publicised in the DIGEST and on the Agency's website.

Social Media - LinkedIn was added in the 1st Quarter to the social media platforms utilised to distribute content. However, uptake on LinkedIn has not been as rapid. Focussed campaigns are required to increase visibility and presence to ensure the target audience is reached. Additional resources may need to be allocated in order to achieve the desired growth. Facebook also reached the 2000 followers milestone in June, and Twitter impressions peaked at 5,998 in August. Overall, the Agency has reached its limit with organic growth, and the focus is now on targeted distribution of content online. 3rd CARIFORUM-EU Business Forum and the Caribbean Exporter of the Year Awards - Considerable support was provided to the production of the Forum and the Awards which were both executed excellently in spite of the challenges managing external overseas vendors. PR support was provided to the Forum, which resulted in a spike in the Agency's online presence.

Design Caribbean preparations saw the design of the stand and event brochure in house, with a PR and Marketing plan that incorporated a series of press releases, email

campaigns and social media. The result of which was good visibility on all platforms for Design Caribbean. Facebook also recorded a spike in visibility during this period.

Monitoring and Evaluation

For the period under review, much of the Agency's focus under Monitoring and Evaluation (M&E) was centred on conducting programme assessments, following up with 2014 programme alumni beneficiaries, preparing 2015 assessments, administering end-of-event evaluations, preparing the final programme evaluation documents and guidelines, and responding to programmed and ad-hoc requests from a wide cross-section of Agency stakeholders.

At the end of December 2015, the Agency has seen a 60% response rate from participants.

Programme Assessments

During the period under review, programme assessments were administered to beneficiaries of seven of the Agency's programmes. These include the 10th EDF RPSDP DAGS awardees, In-Firm Design and Branding project participants, Special Call for Food Safety recipients, the market intelligence capacity building programme beneficiaries, participants in CARIFORUM-FCOR/OCT cooperation activities and the 3rd CARIFORUM-EU Business Forum's B2B participants. Overall, these assessments are intended to garner 554 responses from beneficiaries across all CARIFORUM States. At the end of December 2015, the Agency has seen a 60% response rate from participants. For the remainder

of the programme implementation, assessments will continue for ProNET training beneficiaries, investment promotion officials, and all export promotion programme participants.

Response rate for Caribbean Export Alumni Follow-Up

	SESSIONS	Response Rate
3rd CARIFORUM-EU Business Forum	25	56%
Direct Assistance Grant Scheme	282	52%
In-Firm Design and Branding Evaluation	8	88%
Food Safety Call for Proposals	22	50%
Market Intelligence Capacity Building Programme	131	40%
CARIFORUM-FCOR/OCT Business Forum (B2B)	39	55%
OECS-FCOR Trade Mission	33	66%
OECS-OCT Trade Mission	14	72%

End of Event Evaluations

During the period under review, end-of-event evaluation forms were designed and coded for the following 11 programme activities:

- CARIFORUM Sub-Regional Workshop on GIs, OLPs, and Branding
- OAS-Caribbean Export ICT Advisors Training Programme
- 3rd CARIFORUM-EU Business Forum
- 3rd CARIFORUM-EU Business Forum B2B Sessions & Business Development Café
- Management Strategies for OLPs and the Support of National Competitiveness Workshop
- Sub-Regional Workshop on Branding and GIs in the Development of Management Strategies
- Angel Investment Training Workshops for Entrepreneurs
- CAIPA Re-Investment Strategy Workshop
- Trade and Business Intelligence Certification Programme
- Design Caribbean @Autumn Fair 2015
- Caribbean Kitchen @ANUGA 2015
- Havana International Fair 2015 Women in Trade Workshop SGG Launch Trinidad & Tobago

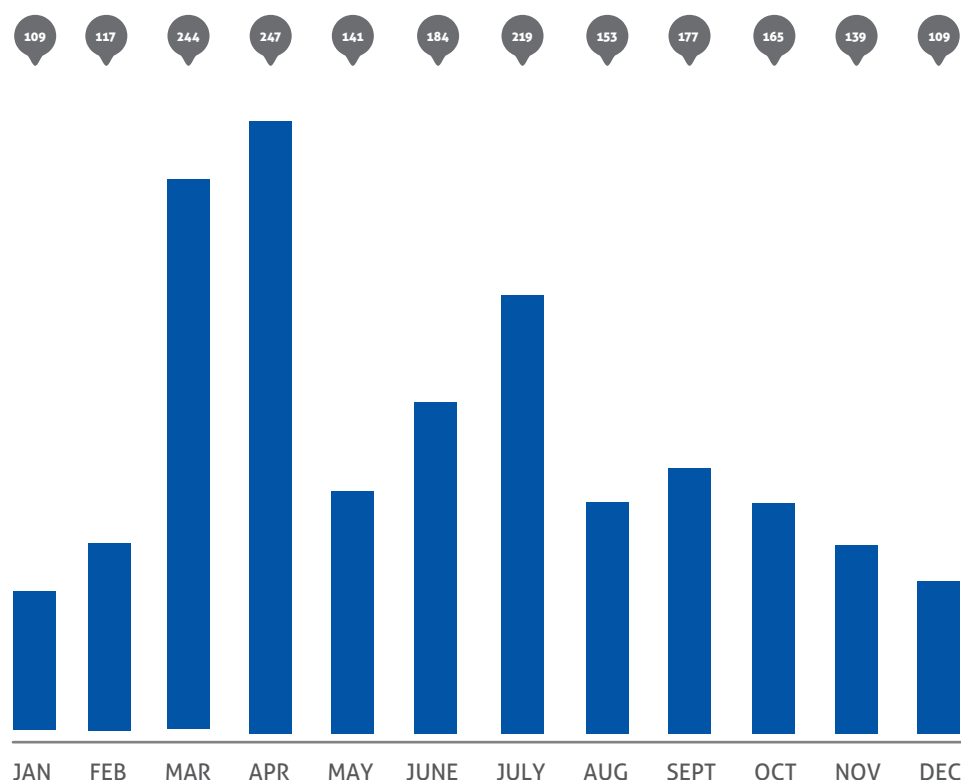
Approximately 26,595 documents have been uploaded to the SharePoint Document Centres. This brings the current total to 41,201 with just over 14,000 managed in personal SharePoint profiles.

A combined total of 354 evaluation forms were received for these interventions, which represents an average response rate 93%. The subsequent end-of-event reports have been generated following the coding process and shared with the relevant project management and implementation teams to facilitate the internal decision-making and future planning processes.

Final Beneficiary Evaluation

Work has commenced on the drafting of the beneficiary evaluation assignment overview for the 10th EDF RPSDP. The evaluation will be conducted in February-March 2016 which will last 45 working days. The purpose of this evaluation is to assess the impact, which the programme has had on a select number of CARIFORUM beneficiaries, as well as gauge their views on the relevance of the initiatives undertaken. Particularly, the findings of the evaluation will demonstrate the return on investment and added-value that the programme provided directly to beneficiaries, and be used by Caribbean Export to inform the design and implementation of new programmes aimed at contributing to economic growth in the region, in addition to drawing lessons for future support to regional private sector development.

No. of Incoming Correspondence Scanned into SharePoint January - December 2015



Information and Communication Technology

During January - December 2015, the key priority areas for work undertaking in Information and Communication Technology (ICT) included SharePoint Training, SharePoint Document Management, Physical Document Management, development of the Agency's Draft ICT Policy and Strategy, and operationalization of the Trade Information Centre.

SharePoint Training

Following Caribbean Export's planning meeting in January 2015, the request was made for additional SharePoint training to be administered with staff. This training, which commenced in February, focused on utilising SharePoint workspace, a function that allows the user to access SharePoint site content on their

local computer and simulates the Windows "My Documents" facility. To date, 32 Agency personnel, including consultants, at Headquarters have been trained including new staff members, as part of the on-boarding process of new recruitments for an easier matriculation into Caribbean Export.

SharePoint Documentation Management

As a part of the Agency's SharePoint Documentation Management, the scanning and uploading of incoming correspondence into SharePoint continued during the period under review, and statistics show that a total of 2004 documents were received and scanned into the system.

Approximately 26,595 documents have been uploaded to the SharePoint Document Centres. This brings the current total to 41,201 with just over 14,000 managed in personal SharePoint profiles.

No. of Documents Managed within SharePoint Categorised by Site

COUNTRY	NO. OF ITEMS
Corporate - Governance	882
Corporate - Communications	3656
Corporate - Administration	367
Operations - Building & Equipment	886
Operations - Human Resource	1748
Operations - Finance	3158
Operations	16
Operations - Records, Information & Technology	1760
Operations - Monitoring & Evaluation	569
Competitiveness and Innovation	3988
Trade and Export Development	5403
Bi-National Programme	453
Projects Documents	3250
Services	459
TOTAL	26,595

Physical Document
Management

A central aspect of the Records Information Management (RIM) programme is the physical filing capability of the Agency. The process of removing and sorting documents from filing cabinets and offices of staff that have recently left the Agency has been completed. During the period under review, RIM personnel received two requests for records from the Registry from Finance, Competitiveness and Export Promotion (CEP) and nine applications for transfer of records to the Registry from the Executive Director's Office and CEP. The total number of boxes in the Registry is currently 157, and there are 43 binder boxes in storage. New contract archiving procedures were also implemented with the registry being responsible for the storage of original contracts. To date, 65 contracts were received for filing.

No. of Boxes in the Registry

COUNTRY	NO. OF BOXES
Archives	9 (standard) & 5 (half)
DAGS	43
Finance	6
General	47
Trade Information Centre	6
CD ROMs/DVDs	3
Documents recommended for Destruction	41 Boxes, 71 Binders
Boxes to be sorted	69
Boxes with duplicates	8
Binders (to be sorted)	43
Incoming Mail	3

Draft ICT Policy and Strategy

A Draft ICT Policy and Strategy has been developed. It is based on the findings documented in an Interim Report, which highlighted several strengths, weakness, threats and opportunities. The Draft ICT Policy and Strategy is also significantly influenced by the Caribbean Export's Draft Strategic Plan (2015 – 2019). A set of four goals were defined for the Strategy, these are:

- Establish and maintain effective and appropriate ICT Governance and Management arrangements for the Agency that allow Caribbean Export to successfully identify and exploit opportunities to take advantage of ICT on an on going basis.
- Develop and maintain a suitable ICT infrastructure, including hardware and software tools, services, connectivity, and related facilities, that is capable of fully supporting the internal operations and customer service delivery functions of the Agency.
- Implement, manage and sustain a programme of systematic application of ICT tools and methods for continuous improvement of the Agency's operational effectiveness and efficiency.
- Provide ICT tools, facilities, training and technical assistance to the Agency (and clients where applicable) to support effective delivery of services to clients in the pursuit of the Agency's Vision and Mission.

Trade Information Centre

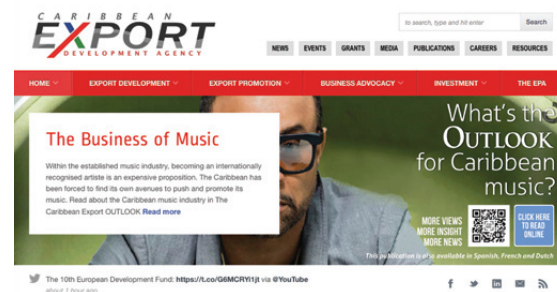
The management of the Trade Information Centre includes the organising of the hard copy collection and the updating of the Online Business Information Centre (OBIC). To date, OBIC www.carib-export.com/obic houses 2,773 documents. It is envisaged that this process of uploading new documents will continue to ensure the relevance and effectiveness of the OBIC to the Caribbean Export Intelligence Portal and by extension Caribbean Export's clients. Updates included the corrections and inclusions to and uploading of online documents to the abstracts.

Human Resources Development

During the period under review, the Human Resources (HR) function has made a series of improvements in the areas of Recruitment and Orientation, Training, HR Administrative Standardisation, and Performance Management while ensuring compliance and regularisation with the HR infrastructure (administrative and operational) that has been previously established.

Recruitment and Orientation

The recruitment and orientation process has been upgraded in several areas. There is a new Job Description template that is now more descriptive and comprehensive, and includes the required knowledge, skills and abilities for each position. This new template is used to determine the Interview questions and resulting weightings, in collaboration with the Management Team. Further, it has assisted with the selection of more suitable candidates who can perform the outlined tasks and match the behavioural expectations of the Agency's culture. Six permanent positions have utilised the new Job Description template, these are: Executive



The Deputy Programme Manager for the Haiti office was hired in February and the Finance Officer - Services, located at Headquarters in Barbados, was hired in March 2015.

Assistant, Finance Officer Services, Advisor Competitiveness and Export Promotion, Special Advisor Export Development, Programme Assistant and Project Coordinator. The recruitment process has been better aligned for appropriate and suitable selection from potential candidates. All applications are plotted into a Recruitment Candidate form, which is synchronized and tailored to the new Job Description template, which enables an overview for shortlisting



rationale and is used to create a recruitment database pool. All interview documents are generated from the Job Description including interview questions and interview assessment criteria forms with tailored weightings. A new process has been added to assess the Spanish fluency both verbal and written for technical positions. The implementation of these new HR recruitment processes has assisted with Job Description alignment, the screening of unsuitable candidates, and has enabled better identification of more competent candidates who will complement, improve and be a better fit to the existing departmental needs.

The recruitment process was conducted for the hiring of four positions within the Agency. The Deputy Programme Manager for the Haiti office was hired in February and the Finance Officer - Services, located at Headquarters in Barbados, was hired in March 2015. The vacancy for a Programme Assistant in CEP

was filled in July 2015, and the Executive Assistant for the Office of the Executive Director in August 2015. In addition to the position of Programme Assistant in CEP, the recruitment process was conducted for two additional positions in that unit: Advisor, Competitiveness and Export Promotion, and Special Advisor, Export Development.

The orientation process has been standardised at both Headquarters and the SRO and Haiti. This process now includes new procedures with an orientation checklist and package with relocation

information for new hires.

These positions were externally posted, screened, shortlisted and interviewed; however none of the candidates were deemed suitable, and as such there has been a re-posting in order to attract a top calibre candidate who meets all of the job description requirements and competencies. The position of Customs Expert for the Haiti Office was also posted, screened and shortlisted. Candidates were interviewed for this position; however no suitable candidate was identified. There was also a recruitment candidate shortlist screening process conducted for the CAIPA Investment Promotions consultant in the Sub-Regional Office.

The orientation process has been standardised at both Headquarters and the SRO and Haiti. This process now includes new procedures with an orientation checklist and package with relocation information for new hires. There is also an alignment of interview questions and criteria to the position responsibilities. There was an introduction of standardised HR forms to document the HR administrative processes for the Sub-Regional Office. These new forms were the Reference Check, Interview Assessment Calculator & Orientation process checklist forms.

The Agency also undertook a student internship position for a three-month period from June -August 2015 in the CEP unit. This internship was part of the internship requirement for the Masters in International Trade policy based at the UWI, Cave Hill Campus in Barbados. It is a collaborative effort with the University to assist new graduates to acquire hands-on work experience.

Training

The Agency has conducted training to upgrade the specific employee competencies. Project Management training delivered by the UWI Cave Hill School of Business for the duration of five weeks. This training ran from February to March 2015. In the 1st Quarter, language acquisition training has also been launched in Spanish with Rosetta Stone and French tutored classes. Twenty-five (25) employees are registered with the Rosetta Stone programme and are being monitored and effected by the programme's procedures, policy and usage guidelines. Twenty-four (24) employees are registered for French at the Beginners, Advanced Beginners and Intermediate levels. This training continues in the 2nd Quarter. In June 2015, a staff member assigned to the Office of the Executive Director was sent on technical training for one month in M&E and is now a certified practitioner in this area with responsibility for execution within the Agency.

HR Administrative Standardisation

HR administration, as per annual year beginning, has been updated after the departures process in November. This includes the documentation of the Agency's re-structuring including new position titles, compensation and decided probationary periods for staff. The Organisational Chart, Staff List and Staff Directory also have been updated after this process and have been consistently updated to reflect the additions of temporary staff and consultants on site. The HR Budget for the annual work programme for 2015 was forecasted to include all 2015 annual HR focus areas of Process Optimization, HR Cost Management, Training and Organisational Development and Performance Management.

There have been general administrative maintenance and

upgrades within the HR function of the Agency. The HR files for the HQ and SRO have all submitted updated resumes. There were upgrades to job descriptions in the Finance and Services unit. Staff HR information was compiled by department and by demographic of tenure, gender, age, CARICOM Nationals, Non-Nationals and Nationals of Members states where posts are located. This was to facilitate the possibility of a pension plan through the Caribbean Centre for Development Administration (CARICAD).

Performance Management

The Performance Management System (PMS) being utilised for Caribbean Export is the Balanced Scorecard (BSC) and there has been consistent progress toward the development of this system. All departments have collaborated to review and inform the Corporate Strategic Framework, which is grouped by Strategic Objectives from the Strategic Plan. The Framework has been revised and finalised by the Executive Director.

Staff in each department utilised the corporate strategic framework to map and align their department action plan template and their respective individual action templates.

A BSC team was convened to assist as drivers for the implementation of the Agency's PMS. The team amended the corporate BSC as per the consultant's recommendations. The improved corporate BSC saw the various departments forecasting on priority and relevant projects, which would produce targeted outputs and objectives in alignment with the established Work Programmes.

Staff in each department utilised the corporate strategic framework to map and align their department action plan template and their respective individual action templates. Each staff member was fully involved in actively contributing to the creation of their department template. The departments were categorised as Competitiveness and Export Promotion; Services; Human Resources; Public Relations and Marketing; Monitoring and Evaluation; the Office of the Executive Director; Information Technology; and Finance and Operations; and the Sub-Regional office, which includes the Haiti-Dominican Republic Bi-National programme. These were completed in August 2015.

The Agency staff provided input on both the task and behavioural measurement components of the BSC performance appraisal system. In order to develop these components with full staff involvement, the BSC process became highly interactive and was feedback-driven with the supervision of the HR Consultant. The HR Consultant guided and assisted the Managers, Senior Advisors and all staff on BSC compliance requirements as they created their department and individual templates. These templates were revised and amended repeatedly to ensure alignment between corporate, department and individual templates. This feedback, though time consuming, was informative for the staff as they become aware of their activity interdependencies - both internally and externally - and how to apply metrics to their activities.

The core values team modified the Agency's core values to incorporate the survey information.

These departmental action plans were the foundation for informing the individual action plans. The department templates captured each staff member's individual contribution to the various department activities listed, which informed them on what to map as their individual responsibilities. Each staff member then drafted his/her own Individual Action Plan by extracting and collating individual assigned activities and initiatives. Each individual activity and initiative included measurements and targets with timelines. These measurements formulate their Key Performance Indicators (KPIs). These KPIs are the task performance metrics that will be used to measure individual performance, and populate

each individual performance appraisal form. The highly input driven process created ownership and accountability for what will be on each staff member's individual action templates while providing a clear view of achievements in line with the Agency's Strategic Objectives.

All Individual Action templates were completed and approved in November 2015. The above detailed information will be utilised for the task measurements for the performance appraisal system.

The behavioural component of the Performance Management System was created by a core values team comprising of representatives from each department. There was a core values survey conducted in June 2015, and all of the information was compiled to verify the core values of the Agency. The core values team modified the Agency's core values to incorporate the survey information. The team also generated behavioural

descriptors from the revised core values, which detailed the acceptable and expected professional and productive behaviours for the Agency. This was approved and will be the criteria used for evaluating the behavioural measurements of the performance appraisal system. This was completed in October 2015.

With both the task and behavioural measurements of the performance appraisal system mapped for individuals, the appraisal forms can be generated to complete the performance management system. The management team will then be trained on how to drive these behaviours from a leadership perspective in the first week of January 2016. This will be followed by training for all staff before implementation of this Performance Management System and a full implementation of the system in January 2016. This performance appraisal process will be conducted at the beginning, middle and end of each calendar year.

OUR CORE VALUES

Excellence

We are results-oriented and will deliver quality services.

- Empowering people to make effective decisions.
- Taking ownership and being accountable for the delivery of quality outcomes.
- Being performance driven and striving for excellence. Caribbean Export Staff Handbook

We are market driven and focus our efforts on satisfying the needs of our clients.

- We believe that improving competitiveness of Caribbean businesses will lead to sustained economic growth in the region.
- Providing extraordinary customer service by creating innovative and flexible ways of service delivery

and incorporating a customer feedback mechanism.

- Establishing mutually beneficial customer relationships by anticipating and understanding customer needs and responding with value-added services.

Teamwork

We encourage collaboration across functions and organisations and embrace cultural diversity.

- We believe that sound leadership and effective management of change are critical to business success.
- Creating an environment where the hallmarks of the organisation are respect, integrity, fairness, transparency and trust and where constructive criticism is encouraged.

- Achieving results through shared responsibility and employee recognition. Demonstrating commitment and loyalty to team organisation.

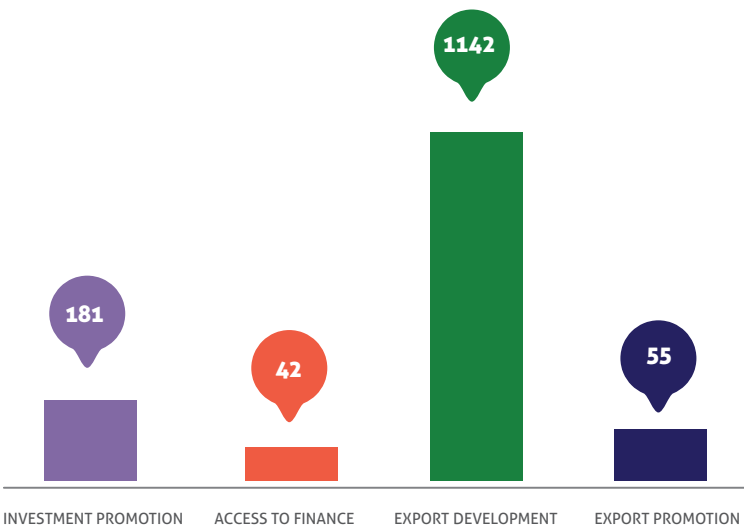
Communication / Information

We believe in effective communication and that information is meant to move; and that information moves people.

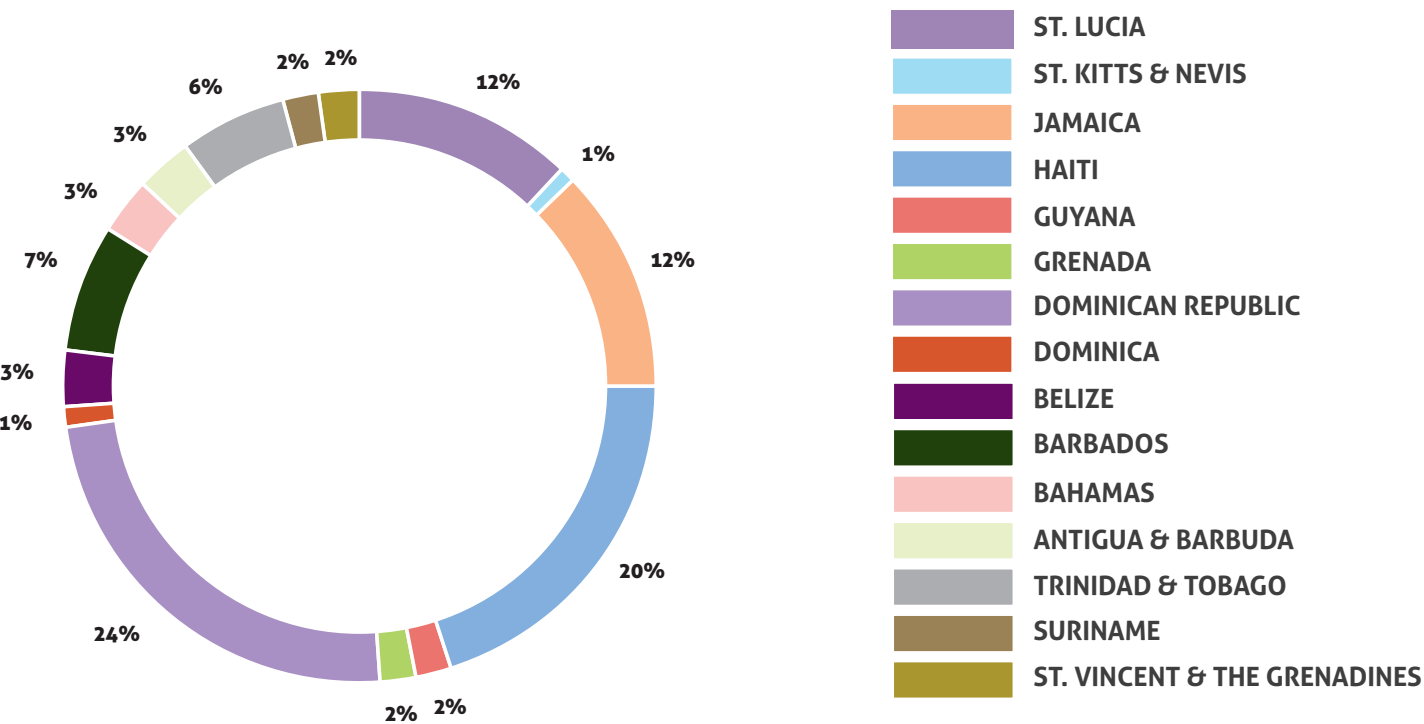
- We are technology driven.
- Creating a learning organisation where we assist others in realising their potential.
- Fostering networks to share knowledge. Facilitating business by imparting knowledge and experience acquired.

ANNEX 1 - STATISTICAL HIGHLIGHTS

Participation in Caribbean Export Segmented by Initiatives during January-December 2015



CARIFORUM Country Participation in Caribbean Export Initiatives January-December 2015



CARIFORUM Sex-disaggregated Participation in Caribbean Export initiatives January-December 2015

COUNTRY	FEMALES	MALES	TOTAL
Antigua and Barbuda	17	17	34
Bahamas	22	16	38
Barbados	46	36	82
Belize	18	15	33
Dominica	9	7	16
Dominican Republic	122	163	285
Grenada	12	10	22
Guyana	13	16	29
Haiti	112	120	232
Jamaica	69	73	142
St. Kitts & Nevis	4	9	13
St. Lucia	68	74	142
St. Vincent & the Grenadines	11	10	21
Suriname	9	14	23
Trinidad & Tobago	34	34	68
TOTAL	566	614	1180

ANNEX 2 - SUMMARY OF EXPENDITURE

The following below depicts the rate of implementation under the five components of the 10th EDF RPSDP for the period January 1 - December 30, 2015.

SPECIFIC OBJECTIVE/ COMPONENT	BUDGETED BD\$	ACTUAL UTILIZED BD\$	% UTILIZED
1) Enhancing Competitiveness and Promoting Innovation among CARIFORUM's Private Sector	10,650,746	8,560,625	80%
2) Promoting Trade and Export Development among CARIFORUM States	4,047,833	3,146,017	78%
3) Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost regions (FCORs) and EU Overseas Countries and Territories (OCTs) in the Caribbean	1,018,567	415,748	41%
4) Promoting stronger trade and investment cooperation between CARICOM and the Dominican Republic	133,151	68,633	52%
5) Strengthening the institutional capacity of Caribbean Export to implement the trade and investment promotion programmes in the Region	669,166	367,183	55%
TOTAL	16,519,463	12,558,206	76%

During the period under review, the Agency saw a 76% rate of implementation for the 10th EDF RPSDP. The highest level of implementation is under Specific Objective/Component 1, driven largely by the on-going reimbursements for the DAGS, followed closely by the work undertaken in the Promotion of Trade and Export Development in the form of missions, study tours and other in-market export promotion activities as reflected in Specific Objective/Component 2.

Counterpart Contributions for 2015, by CARIFORUM States, to the Agency totalled BD\$ 1,603,787.91.

NOTES

NOTES

HEAD OFFICE

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

SUB REGIONAL OFFICE

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

