



IMPLEMENTATION OF THE 10TH EUROPEAN DEVELOPMENT FUND (EDF) REGIONAL PRIVATE SECTOR DEVELOPMENT PROGRAMME (RPSDP) PROGRAMME PROGRESS REPORT: APRIL 2011 - DECEMBER 2016



ACRONYMS

ABCSI	Antigua and Barbuda Coalition of Services Industries Inc.
ABIA	Antigua and Barbuda Investment Authority
ACF	Americas Competitiveness Forum
ACP	African, Caribbean and Pacific Group of States
ADAVIT	Dominican Association of Travel Agencies and Tourism
ADIH	Association of Industries in Haiti
AECID	Spanish Agency for International Cooperation on Colombia
AFD	Agence Française de Développement
AIRD	Association of Industries in the Dominican Republic
AMCHAM	American Chambers of Commerce
Apex Brasil	Brasilian Agency of Export and Information Promotion
ATH	Haiti Tourism Association
B2B	Business-to-Business
BCCEC	Bahamas Chamber of Commerce and Employers Confederation
BCCI	Barbados Chamber of Commerce and Industry
BCSI	Barbados Coalition of Service Industries
BELIPO	Belize Intellectual Property Office
BELTRAIDE	Belize Trade and Investment Development Service
BFA	Business Future of the Americas
BHN	Haiti Bureau of Standards
BIA	Bahamas Investment Authority
BONFED	National Authority of the European Development Fund in Haiti
BPO	Business Process Outsourcing
BRC	British Retail Consortium
BSOs	Business Support Organisations
CAIC	Caribbean Association of Industry and Commerce
CARICOM	Caribbean Community
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
CBC	Caribbean Business Council
CBI	Centre for Promotion of Imports from Developing Countries
CCfC	Caribbean Centre for Competitiveness
CCIH	Chamber of Commerce and Industry in Haiti
CCPIT	China Council for the Promotion of International Trade
CCW	Call Center Week
CDB	Caribbean Development Bank
CE Inc.	Caribbean Export Incorporated
CEC	Cayman Enterprise City
CEI-RD	Center for Export and Investment in the Dominican Republic
CENADARTE	National Arts Centre
CEYA	Caribbean Exporter of the Year Award
CFI-Haiti	Centre for Investment Facilitation in Haiti
CFPs	Call for Proposals
CGCS	Caribbean Gift and Craft Show
CHICOS	Caribbean Hotel Investment Conference and Operations Summit
CIA	Central Intelligence Agency

CIC	CARICOM Investment Code
CICMC	Caribbean Institute of Certified Management Consultants
CIF	Caribbean Investment Facility
CIF	Consultoria Financiera Integral
CINEX	Curacao Investment and Export Development Agency
CNC	National Competitiveness Council
CNSC	Caribbean Network of Services Coalitions
COTED	CARICOM Council for Trade and Economic Development
CRIP	Caribbean Regional Indicative Programme
CRM	Client Relationship Management
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSIs	Coalition of Service Industries
CSME	CARICOM Single Market and Economy
CSWA	Caribbean Spa and Wellness Association
CTA	Technical Center for Agricultural and Rural Cooperation
CTIC	Centro Tecnológico de la Información y de la Comunicación
CTO	Caribbean Tourism Organisation
D-SHWA	Dominica Spa Health and Wellness Association
DAGS	Direct Assistance Grant Scheme
DEIK	Foreign Economic Relations Board of Turkey
DFID	UK Department for International Development
DICOEX	Directorate of Foreign Trade
DIGECOOM	General Directorate of Multilateral Cooperation of the DR
DM	Dominicana Moda
DR	Dominican Republic
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
FED	Femmes en Démocratie
FESP	Haiti's Private Sector Forum
FIHAV	Havana International Fair
FLACSO-RD	Latin American Faculty of Social Sciences Program in the Dominican Republic
GAPs	Good Agricultural Practices
GCNA	Grenada Cooperative Nutmeg Association
GDP	Gross Domestic Product
GFS	Global Foods Safety
GIs	Geographical Indications
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLN	Global Links Network
GO-Invest	Guyana Office for Investment
HACCP	Hazard Analysis and Critical Control Points
HEI	Higher Education Institutions

HR	Human Resources
HRA	Haiti Relief Alliance
IAOP	International Association of Outsourcing Professionals
ICOC	Istanbul Chamber of Commerce
ICT	Information and Communication Technology
IDA	Invest Dominica Authority
IDB	Inter-American Development Bank
IDCS	Investment and Development Corporation Suriname
IFC	International Finance Corporation
IFCs	International Financial Services Centres
IHIF	International Hotel Investment Forum
IICA	Inter-American Institute for Cooperation on Agriculture
INDOCAL	Dominican Institute of Quality
Invest St. Lucia	National Investment Promotion Agency of St. Lucia
Invest SVG	Investments in St. Vincent and the Grenadines
InvestTT	Invest in Trinidad and Tobago
IP	Intellectual Property
IPAs	Investment Promotion Agencies
ISO	International Organization for Standards
ITB	Internationale Tourismus-Börse
ITC	International Trade Centre
JAD	Junta Agroempresarial Dominicana
JAMPRO	Jamaica Promotions Corporation
JBDC	Jamaica Business Development Centre
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
M&E	Monitoring and Evaluation
MANDR	Ministry of Agriculture in the Dominican Republic
MCI	Ministry of Commerce and Industry Haiti
MCPs	Multi-Country Programmes
MEPyD	Ministry of Economy, Planning and Development
MIC	Ministry of Industry and Commerce
MOSF	Ministry of Strategy and Finance
MOU	Memorandum of Understanding
MRA	Mutual Recognition Agreements
NIPS	National Investment Promotion Strategy
NFZC	National Free Zones Council
OAS	Organization of American States
OCTs	EU Overseas Countries and Territories
OECS	Organisation of Eastern Caribbean States
OLPs	Origin Linked Products
ONART	National Handicrafts Office

PARM	Pôle Agroalimentaire Région Martinique
PIPSO	Pacific Islands Private Sector Organisation
PR	Public Relations
PRCC	Programme de Renforcement des Capacités Commerciales
PRO Colombia	Colombia Investment Promotion Agency
ProNET	Productivity Network
PSAG	Private Sector Advisory Group
PSOJ	Private Sector Organisation of Jamaica
QF	Qualifying Facility
QSM	Quality Service Mark
R&D	Research and Development
RIAG	Regional Innovation Advisory Group
RIM	Records and Information Management
RIPS	Regional Investment Promotion Strategy
RIPSC	Regional Investment Promotion Steering Committee
RIYA	Regional Investor of the Year Award
RPSDP	Regional Private Sector Development Programme
RTITP	Regional Trade Information Training Programme
SBDC	Small Business Development Centre
SGG	Services Go Global
SKIPA	St. Kitts Investment Promotion Agency
SLCSI	Saint Lucia Coalition of Service Industries
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
T-TAP	Troika Trade Assessment Plan
TBTs	Technical Barriers to Trade
TEPAs	Trade Export Promotion Agencies
TFP-CFS	Task Force for the Promotion & Protection of the Caribbean Financial Sector
TIC	Trade and Investment Convention
TMU	Technical Management Unit
TPOs	Trade Promotion Organisations
TSIs	Trade Support Institutions
UK	United Kingdom
UNIBE	Universidad Iberoamericana
UNIDO	United Nation Industrial Development Organisation
UNCTAD	United National Conference Trade and Development
USA	United State of America
USP	University of the South Pacific
USTA	University of Texas San Antonio
UWI	University of the West Indies
WAIPA	World Association of Investment Promotion Agencies
WAN	Wide Area Network
WIPO	World Intellectual Property Organization
YoY	Year on Year

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BACKGROUND

➤ **The Caribbean Export Development Agency (Caribbean Export) managed the implementation of the 10th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP) during the period 2011-2016. The overall objective of the programme was to contribute to the gradual integration of CARIFORUM countries into the World economy and by so doing enhance regional economic growth and by extension alleviate poverty.**

The RPSDP is divided into five components, based on the following specific objectives:

1. Enhancing competitiveness and promoting innovation among CARIFORUM's private sector.
2. Promoting trade and export development among CARIFORUM States.
3. Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost Regions (FCORs), and the European Union (EU) Overseas Countries and Territories (OCTs) in the Caribbean.
4. Promoting stronger trade and investment cooperation between the Caribbean Community (CARICOM) and the Dominican Republic.
5. Strengthening the institutional capacity of Caribbean Export to implement trade and investment promotion programmes in the region.

The total programme cost was estimated at €32,089,000 of which €28,300,000 was financed from the 10th EDF Caribbean Regional Indicative Programme (CRIP) in the framework of the Cotonou Agreement, and €3,789,000 by Caribbean Export through contributions from beneficiary states. The programme was signed and became effective on March 7, 2011, and was officially launched on April 20, 2011. The 10th EDF RPSDP closed on December 20, 2016.

The expected results under the five components are outlined below:

Component 1:

Enhancing competitiveness and promoting innovation among CARIFORUM's private sector

Expected Results

- Regional Investment Promotion Strategy developed, promoted and implementation initiated.
- Investment Promotion Agencies (IPAs), relevant Government ministries, and the Caribbean Association of Investment Promotion Agencies (CAIPA) strengthened to attract foreign direct investment (FDI).
- Exporting and export-ready firms provided with financial assistance in areas of product innovation, consumer safety, export diversification, and operational efficiency.
- High potential niche sectors¹ identified by the region, strengthened to benefit from CARIFORUM-EU EPA provisions.
- Links between educational/training institutions and SMEs strengthened through the development of a regional strategic framework to foster innovation and competitiveness, among others.

¹ Sectors Include: Agro Processing, Creative Industries, Financial Services, Health and Wellness, Information and Communication Technology, Manufacturing, Professional Services, Specialized Tourism, and Renewable Energy.

**Component 2:
Promoting trade and export development among CARIFORUM States**

Expected Results

- Regional Trade and Market Intelligence System developed and piloted.
- Regional Export Strategy drafted and promoted.
- Increased knowledge of bilateral, regional and international trade agreements by the private sector.
- Increased understanding and utilisation of intellectual property rights as a trade development tool by governments and private sector.
- Capacity of business support organisations (BSOs) strengthened to provide a wider range and quality of services.
- Formal establishment and operationalisation of the CARIFORUM-EU Business Forum.

**Component 3:
Promoting stronger trade and investment relations between CARIFORUM, French Caribbean Outermost Regions (FCORs), and the European Union (EU) Overseas Countries and Territories (OCTs) in the Caribbean**

Expected Results

- Knowledge of respective trade and investment laws and regulations increased.
- Export opportunities among CARIFORUM/FCORs/OCTs identified and exploited.
- Operations of Joint CARIFORUM/FCORs/OCTs Task Force on Trade and Investment continued.

**Component 4:
Promoting stronger trade and investment cooperation between the Caribbean Community (CARICOM) and the Dominican Republic**

Expected Results

- Knowledge of respective trade and investment laws and regulations increased.
- Export opportunities between CARICOM/Dominican Republic identified and exploited.
- Operations of the CARICOM/Dominican Republic Business Forum continued.

**Component 5:
Strengthening the institutional capacity of Caribbean Export to implement trade and investment promotion programmes in the region.**

Expected Results

- Strategic Plan for Caribbean Export developed.
 - Organisational and institutional restructuring of Caribbean Export in line with Strategic Plan completed.
 - Capacity for donor coordination strengthened.
 - Support provided to CAIPA for the implementation of enhanced investment promotion programmes in the region.
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CARIBBEAN EXPORT AT A GLANCE



The Agency's vision is to be internationally recognised, as the leading driver for Caribbean Private Sector Development

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

Headquartered in Barbados, with a Sub Regional Office in the Dominican Republic, Caribbean Export serves the 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.

The Agency's vision is to be internationally recognised, as the leading driver for Caribbean Private Sector Development, with a 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 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, foster 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 encourage 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 the Caribbean Export's key initiatives include the facilitation of the Direct Assistance Grants Scheme (DAGS), as well as training in grant

ASSUMPTIONS AND RISKS

proposal writing, market intelligence, and 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 the 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.

➤ In order for the 10th EDF RPSDP work programme to be implemented successfully, it is vital that certain assumptions hold constant. While the requisite groundwork has been undertaken to justify the demand for, and relevance of this work programme, cognizance must be taken of the assumptions as listed:

- SMEs and BSOs have the limited capacity to prepare and submit grant proposals;
- CARIFORUM countries and SMEs are interested in expanding their trade and exports;
- Countries should have a stable economic and political framework;
- Continued Member States' support and commitment;
- CARIFORUM countries, FCORs and OCTs are committed to enhancing cooperation with a view to improving trade and investment opportunities amongst the parties;
- The Joint CARIFORUM/FCOR/OCT Task Force will continue to play an important role in promoting trade and investment between the parties;
- CARIFORUM countries and their SMEs are interested in collaborating with the view to enhancing trade and investment between the parties;
- The CARICOM/DR Business Forum will continue to be a platform for dialogue and exchange between the Parties to that Agreement;
- Caribbean Export has the capacity to retain its technical expertise;
- Resources are available to the Agency to ensure successful implementation of the programme in a timely manner.

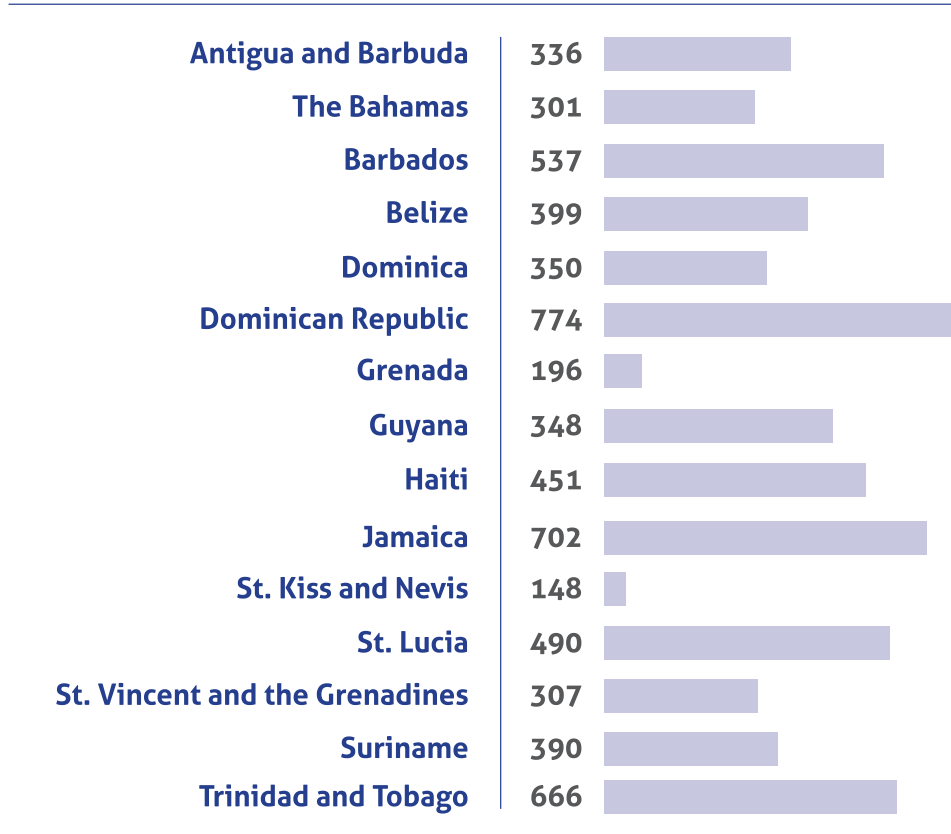
Likewise, consideration must be given to the following:

- There is the risk that Governments will not prioritise the recommendations emanating from programme interventions.
- There is the risk that intermediary organisations do not allocate the requisite resources to engage their constituents and thus are unable to reach the ultimate beneficiaries of Caribbean Export's work programme.

INTRODUCTION

➤ Regional private sector growth and economic development has been at the forefront of Caribbean Export’s work for nearly two decades. The Agency centres its development work on six strategic areas: investment promotion, access to finance, export development, export promotion, business advocacy, and institutional sustainability. 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 public sector agencies across CARIFORUM. During the period April 2011 - December 2016, 6395 persons from CARIFORUM (Figure 1) participated in or benefited from the Agency’s 270 programme-based activities. Gender disaggregated figures show 53% female participation, compared to 47% male. Of the 3025 firms represented, 125 were BSOs including Manufacturers’ Association, Chambers of Commerce, Services Coalitions, Small Business Associations, Export Promotion Agencies, Investment Promotion Agencies, and other business development centres.

FIGURE 1: CARIFORUM PARTICIPATION 10TH EDF RPSDP INITIATIVES APRIL 2011 - DECEMBER 2016



The Agency’s work throughout the programme cycle was continuously built on the successes, challenges, and lessons learnt in the previous years of programme execution. During this time, beneficiaries capitalised on a series of interventions under investment promotion, access to finance, export development, export promotion, and business advocacy. As it relates to investment promotion, 105 representatives from 19 regional IPAs participated in a range of consultative and capacity building exercises. The Agency awarded 312 grant contracts thereby enabling access to finance under the DAGS Call for Proposals, Special Call - Food Safety, and the In-Firm Design and Branding Programmes. Collectively, these financial assistance programmes awarded approximately €6.9 million to firms in all 15 CARIFORUM States. There was also a special grant or energy audits during the period under review; nine firms successfully secured assistance.

The Agency’s export development programmes, which included training and certification, study tours, trade missions, and forums/conferences saw participation from 5145 firms. Further, Caribbean Export’s export promotion platforms facilitated market entry opportunities within the Caribbean and Europe for 597 beneficiaries. As it relates to business advocacy, the Agency enabled public-private dialogue for 280 firms across regional priority sectors. This report provides a comprehensive outline of the projects and programmes implemented, as well as results achieved under the five components of the 10th EDF RPSDP during the period April 2011 - December 2016.

ENHANCING COMPETITIVENESS AND PROMOTING INNOVATION

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Results Achieved
<p>Competitiveness is enhanced and innovation is promoted in CARIFORUM's private sector</p>	<ul style="list-style-type: none"> • % of DAGS beneficiaries reporting an increase in the value of their exports (target=25%) • Number of countries developing national IPSs based on the RIPS handbook (target=5) • Number of FDI leads secured as reported by CAIPA (target=70) • % of beneficiary firms reporting an increase in revenue through participation at export promotion missions (target=25%) • Increased level of penetration into the European Market • Support mechanism for innovation within the region 	<ul style="list-style-type: none"> • Sample survey of DAG beneficiaries • National IPSs • CAIPA Reports • Beneficiary surveys/field interviews • Caribbean Export annual programme reports 	<ul style="list-style-type: none"> • 42% of DAGS beneficiaries report an increase in export sales with an approximate combined value of US\$4.9 million. • RIPS Handbook developed and in-country programme activities commenced • 105 FDI leads generated as reported by CAIPA • 23% of beneficiary firms report an increase in revenue collectively valued at US\$3.1 million • 714 buyer leads established following increased level of penetration into EU markets • Regional Innovation Advisory Group established to support innovation in the region.

➤ Under Component 1 of the 10th EDF RPSDP, Caribbean Export has successfully developed the Regional Investment Promotion Strategy (RIPS), with continued work on the promotion and implementation of the instrument. Key activities in the development of the strategy included the convening of eight RIPS Steering Committee meetings, nine RIPS consultations with 174 regional stakeholders, and a validation of the RIPS among all 19 investment promotion agencies (IPAs) and eight other industry stakeholders. As follow-on to the process, the RIPS handbook has been developed for implementation among regional IPAs.

The Agency has also worked to strengthen the capacity of regional IPAs and the Caribbean Association of Investment Promotion Agencies (CAIPA) to attract foreign direct investment. This was achieved through the delivery of training and certification to members, facilitating the participation of IPAs in outward and inward-bound investment missions, hosting Foreign Direct Investment (FDI) related events, and supporting the brand optimisation and positioning of CAIPA.

A principal area of development under Component 1 relates to the provision of financial assistance to export-ready and exporting CARIFORUM firms. This was primarily achieved through the Direct Assistance Grant Scheme (DAGS), as well as other financing programmes. As it relates to the DAGS, Caribbean Export has awarded 282

grant contracts to regional firms during 2011-2015 with a combined value of €5.8 million. Further, 22 firms have received some €197,000 under the Special Call for Proposals - Food Safety, and eight SMEs have been awarded €76,660, within the In- Firm Design and Branding Project. Collectively, these grants have not only provided access to finance, but also contributed to an increase in exports and additional employment within beneficiary firms.

Caribbean Export also continued development work in the area of strengthening high potential niche sectors to benefit from EPA provisions. Activities under this area involved the delivery of training and certification to 3827 beneficiaries, the undertaking of eight studies on the needs of these sectors, the convening of 31 meetings/clusters to support firms and associations within the various sectors, and the support and execution of export promotion activities and platforms for firms to capitalise on opportunities within the regional, European and wider international markets.

REGIONAL INVESTMENT PROMOTION STRATEGY

Caribbean Export's work in the area of investment promotion is guided by the conveyed needs of the 19 IPAs who are members of the CAIPA², independent studies of the needs of regional IPAs³, and global assessments undertaken by organisations such as the World Bank⁴. During the first year of the 10th EDF RPSDP implementation, the Agency initiated the proactive engagement of, and collaboration with, regional stakeholders for the promotion of investment opportunities for the Caribbean, with the aim of realising the result of developing, promoting and implementing an investment promotion strategy for the region. Achieving this result was first dependent on the finalisation of discussions at the level of the CARICOM Secretariat surrounding the treatment of investments from regional and third party countries. Against this background, the Secretariat's Office of Trade Negotiations (OTN) commenced the development of a CARICOM Investment Code (CIC), which was designed to provide a framework for the protection and promotion of intraregional and extra-regional investments, through the development of a Model Investment Chapter in Free Trade Agreements (FTAs) for CARICOM.

In 2012, following development of the draft CIC, Caribbean Export commissioned an international legal expert to review the document. Subsequently, a meeting of regional stakeholders was convened in Saint Lucia to examine the recommendations provided by consultant, as well as to discuss improvements to the Code and to proffer suggestions for the advancement of regional investment policymaking. Another step towards development of the RIPS was the drafting

² IPAs share and document these needs during CAIPA's Annual General Assembly.

³ For example, the development of the CAIPA Strategic Plan of 2014 was based on the review of the needs of the Association's members

⁴ Namely the Global Investment Promotion Best Practices Benchmarking Assessment of 2012.

IPAS VISITED DURING THE RIPS REGIONAL CONSULTATIONS

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

of terms of reference (TOR) for the convening of a Steering Committee, which would guide the establishment and operations of the process. The Regional Investment Promotion Steering Committee (RIPSC) held its inaugural meeting in Guyana in June 2012. On this occasion, the 17- member body deliberated the TOR for the undertaking of an incentives study, investor perception survey, the RIPS implementation plan, and guidelines for the operations of the Committee. In addition to these discussions, Professor Alvin Wint, Pro-vice Chancellor of the University of the West Indies (UWI), and Sonia Roden, General Manager of the Grenada Industrial Development Corporation (GIDC), were selected as Chair and Deputy Chair respectively.

Following the inaugural meeting of the RIPSC, an invitation for proposals was published in August 2012 to conduct an investor perception survey, and a

benchmarking study of CARIFORUM investment incentives; it was agreed by the Committee that the results of these two studies would inform the RIPS’ strategy and implementation plan. Twenty-five (25) proposals were received for both studies, and following evaluations by a sub-committee of the RISPC, contracts were awarded to FDI Intelligence for the development and execution of an Investor Perception Survey for CARIFORUM, and to ICA Consulting Limited for the implementation of a Benchmarking Study on Investment Incentives within CARIFORUM. Both studies were completed in July 2013, and feedback on the findings was solicited from key stakeholders, including regional and national policymakers.

During successive meetings, the RISPC served as a “think-tank” for matters relating to investment promotion, in addition to guiding the progress of the RIPS. As development of the RIPS progressed, Caribbean Export undertook a series of regional stakeholder consultations in February and April 2014. The missions journeyed to 10 CARIFORUM States, and were executed with a view to gathering information from the local IPAs, private investors, and public sector representatives responsible for investment promotion. The consultations were also conducted to gain a perspective from the IPAs on their national investment promotion strategy, organisation structure, and



the local institutional investment promotion landscape.

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

In relation to the organisational structure of IPAs and institutional investment promotion landscape, the mission revealed that approximately 70% of investment promotion work was focused on the processing or reviewing of incentive submissions

from investors; however the majority of the IPAs were under-budgeted, and receiving limited support and recognition which in turn hampers investment promotion implementation regionally. Other challenges include excessive energy costs, limited intra-island transportation links and infrastructural development, and access to finance. Overall, the regional stakeholder consultations increased awareness for Caribbean Export's work in investment promotion, provided support for the development of the RIPS and validation of the Agency's work in this area; as well as increased Caribbean Export's knowledge of the challenges being faced by individual territories in investment promotion and facilitation.

In July 2014, on conclusion of the regional consultations, Caribbean Export in collaboration with CAIPA, hosted the RIPS Validation meeting in Trinidad and Tobago. The session was convened with the aim of advancing the design and implementation of the Strategy, which seeks to increase the awareness of the Caribbean as a destination for FDI, as well as to change the perceptions of investors who may only see the region as a place for leisure, as opposed to business. At the end of the discussions, a consensus was reached, with Caribbean Export being seen as the lead on the RIPS development and implementation. A total of 27 IPA professionals, private sector representatives, and key stakeholders from the CARICOM

Secretariat, EU, the Organisation of Eastern Caribbean States (OECS) Secretariat, Caribbean Congress of Labour, and Eastern Caribbean Securities Exchange, participated in the validation process. The RIPS was finalised in September 2014, with a defined implementation plan and funding guideline to facilitate its execution. In summation, achievements of this result area involved the convening of eight RIPS meetings, which saw participation from 174 regional stakeholders. This subsequently led to the finalisation of the RIPS in September 2014, following validation and endorsement of the Strategy by 19 IPAs and eight industry stakeholders representing the public and private sector, academia, and international agencies.

Current follow-up actions include the development of the National Investment Promotion Strategy (NIPS) Handbook. This step-by-step guide publication is the first in a series of advisory documents on investment promotion to be published by Caribbean Export, and serves as a practical guide on how to develop and implement national investment promotion strategies. The NIPS Guide is the result of work undertaken by the Agency, through the services of Consultoria Financiera Integral (CIF), the consultant commissioned to develop the RIPS and its Implementation Plan, and draws on the lessons learnt and research undertaken during the Strategy's development.

PARTICIPANTS IN THE RIPS VALIDATION PROCESS

ORGANISATION

COUNTRY

Antigua and Barbuda Investment Authority (ABIA)	Antigua and Barbuda
The Bahamas Investment Authority (BIA)	The Bahamas
Caribbean LED Lighting Inc.	Barbados
Caribbean Congress of Labour	Barbados
Caribbean Premier Products	Belize
Economic Commission of Latin America and the Caribbean (ECLAC)	Chile
Invest Dominica Authority (IDA)	Dominica
OECS Secretariat	Dominica
Anchorage Ltd.	Dominica
Grenada Industrial Development Corporation (GIDC)	Grenada
CARICOM Secretariat	Guyana
Guyana Office for Investment (GO-Invest)	Guyana
Center for Investment Facilitation in Haiti (CFI-Haiti)	Haiti
University of the West Indies	Jamaica
Jamaica Promotions Corporation (JAMPRO)	Jamaica
Montserrat Development Corporation	Montserrat
Saint Lucia Distilleries	St. Lucia
National Investment Promotion Agency of Saint Lucia	St. Lucia
Eastern Caribbean Securities Exchange	St Kitts and Nevis
Investments in St. Vincent and the Grenadines	St. Vincent and the Grenadine
Investment and Development Corporation Suriname (IDCS)	Suriname
Delegation of the European Union	Trinidad and Tobago
Invest in Trinidad and Tobago (InvestTT)	Trinidad and Tobago
Global Communicators LLC	United States of America
Global Partners Consulting	United States of America

As the Strategy shifted into implementation phase in 2015, the Caribbean Investment Summit was used as the common platform for promoting the region to investors and the tagline: *The Climate is Right in the Caribbean* was the key selling message being used. The targeted sectors for promotion were: niche tourism, renewable energy and the business

process outsourcing sectors for the next 3 years. To date, three Caribbean Investment Summits have been staged, in London, Mexico City in September and November 2015, respectively, and most recently in Miami, USA in May 2016. Seven IPAs participated in the events in London and Mexico City, and more than 80 qualified leads were generated to be pursued by the

IPAs. A total of 18 IPAs participated in the event in Miami, and 90 qualified investor leads were generated. This latter event was funded by the Inter-American Development Bank (IDB).

STRENGTHEN CAIPA'S AND THE REGION'S CAPACITY TO ATTRACT FOREIGN DIRECT INVESTMENT

During the period under review, Caribbean Export delivered and supported a series of initiatives aimed at achieving the outcome of strengthening the capacity of CAIPA, regional IPAs and relevant Government ministries, to attract FDI to the Caribbean. Interventions in this result area include the development of a branding workplan and website for CAIPA; support for regional participation in investment missions and tours, as well as FDI-related events; hosting of annual general meetings for CAIPA; and the delivery of technical assistance and training programmes to IPAs.

CAIPA BRANDING WORKPLAN AND WEBSITE

In 2011, the first phase in re-branding CAIPA and re-developing the Association's website commenced with the procurement of a brand expert to design the CAIPA logo, tag line, and promotional iconography. This work was initiated with the objective of increasing the visibility of the region as a destination for investment, in addition to drawing attention to the work being done by Caribbean IPAs in this regard. The re-development of CAIPA's website was undertaken with a view to establishing the CAIPA brand, communicating the competitive advantages of the region, providing relevant, quality and timely information to users about investment opportunities, and creating a platform for learning, promotions and feedback. Work in these areas was completed in 2012 and further resulted in the creation of brand positioning, brand rationale, brand statement, and communication channel for CAIPA.

Additional information on these elements can be viewed at <http://www.caipainvest.org>

An 8-minute video, which highlights brands in the Caribbean and success stories, was also developed in 2015 as a promotional tool to be used by Caribbean Export and CAIPA during outward missions. The video was also sub-titled in Spanish in an effort to target Spanish investors and is hosted on the Caribbean Export and CAIPA websites. The Agency further supported CAIPA in its bid to strengthen its brand awareness. Outward missions to conferences held by the World Association of Investment Promotion Agencies (WAIPA) and UNCTAD's World Investment Forums have been supported on an annual basis.

INSTITUTIONAL SUPPORT TO CAIPA

From 2012-2015, Caribbean Export supported CAIPA in the hosting of five CAIPA General Assemblies in Bahamas, Belize, Curacao, the Dominican Republic, and Guyana. The purpose of the meeting were to strengthen the network of IPAs who are members of CAIPA; build the institutional capacity of the Association, thereby establishing the General Assembly as the highest decision making authority for CAIPA; and determine priorities for the next year's work programme. The event generates discussion around the advancement of initiatives to promote the region; the networking of CAIPA members; increasing understanding of regional investors and their expectations of IPAs; engendering an exchange of information on regional best practices in investment promotion; discussing plans for the hosting of elections for the CAIPA Board of Directors; proposing initiatives towards the implementation of the RIPS; and planning for the inaugural Regional Investor of the Year Awards (RIYA); and. One hundred and five (105) IPA and regional and international agency representatives have participated in the annual event.



BEST PRACTICES MISSIONS AND TOURS

Within the framework of the 10th EDF RPSDP, 15 investment missions and tours were facilitated for regional investment promotion representatives. These missions were undertaken in North America, Latin America, Europe, Asia, the Pacific and Caribbean region. Each mission and tour provided networking opportunities for Caribbean IPAs among donor agencies and potential investments partners; increased understanding of investment opportunities and requirements by Caribbean and European counterparts; and increased visibility for CAIPA's and Caribbean Export's work in investment promotion. These interventions also exposed regional IPAs to the best practices of international and regional counterparts in investment promotion and facilitation. Outcomes of these missions to date include 23 FDI leads being generated by CAIPA, following engagement with local, regional and international investors.

INVESTMENT MISSIONS AND TOURS FACILITATED 2011-2015

INVESTMENT MISSION/STUDY TOUR	NO. OF PARTICIPANTS
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Caribbean Investment Forum 2012	15
Regional Investment Conference 2012	28
Caribbean Hotel and Resorts Investors Summit (CHRIS) 2013	14
Chinese Outbound Investment Conference 2013	8
CAIPA Mission to Turkey 2014	6
Caribbean Hotel Investment Conference and Operations Summit (CHICOS) 2014	6
China-LAC Business Summit 2014	4
ProNicaragua Study Tour 2014	24
FDI Data Repository Meeting 2014	18
UK-Caribbean Trade and Investment Forum 2014	3
IAOP Outsourcing World Summit 2015	4
CAIPA Mission to London 2015	5
JAMPRO Study Tour 2014	7
Korea-LAC Business Summit 2015	5
KOTRA Study Tour 2015	5
PROColombia Study Tour 2015	14
World Association of Investment Promotion Agencies (WAIPA) Conferences	32

RESEARCH AND INFORMATION

Work in this area has included the development market trends analysis and the development of CAIPA-generated tools; Assessment of sectoral information; and the identification and procurement of databases to assist the IPAs in the strategic targeting of investment. Initiatives undertaken include:

- The development of FDI data collection and monitoring systems for the region: These initiatives are currently underway and are being funded by the IDB under a Regional Public Goods Programme and include: the development of sector profiles and benchmarking data for the 3 targeted sectors under the RIPS; the development of a FDI data Repository for the Caribbean that details landed investment projects in the region; the development of a Caribbean Investment Map; and the development of a Client Relationship Management Tool for CAIPA and an Aftercare Reinvestment Programme for the region.

- **An Investor Perception Survey:** This was undertaken in 2013 and formed the basis for the development of the RIPS. The survey was undertaken by the Financial Times and studied 100 investors' perceptions of the Caribbean. Individual country perception studies were also undertaken as a part of this work and the information was shared with each IPA.
- **Incentives Benchmarking Study:** This study was undertaken in 2013 as well with a view to increasing understanding about the region's incentives used to attract investors. The study highlighted that the Caribbean has some of the highest incentives in the world and it recommended the use of performance based incentives and claw-back mechanisms grounded in a programme of monitoring the performance of investors.
- **Reinvestment Study:** This study was undertaken in 2015 with a survey of 54 regional investors. This activity forms a part of the work programme with the IDB under the Regional Public Goods Programme. The overall objective of the study was to develop a reinvestment programme the Caribbean given that approximately 50% of FDI in developing countries is taking place as reinvestment, according to UNCTAD, and with the opportunity to develop and share best practices in reinvestment across the region. A very positive finding from the survey is that 81% of investors are considering expansion in the host country and a further 61% of investors are considering expansion in other countries in the Caribbean. 71% of investors would be likely or very likely to recommend the host country business climate. These really positive messages show the great potential for IPAs from the region to work with existing investors to secure more FDI. The survey also highlighted the areas in which investors need support from the IPAs and action plans were developed to increase the IPAs capacity to meet these needs and target re-investors.
- **Virtual Meetings:** Each year, Caribbean Export purchases a license for GoToWebinar and GoToMeeting allowing CAIPA members to host virtual meetings as an Association but the IPAs also use the tool to host meetings with investors. The tool offers a cost-effective means of reaching stakeholders and to date CAIPA has hosted 2 webinars, one with a group of Chinese investors and another with business process outsourcing (BPO) stakeholders in the region. Another is being planned as a follow-up to the mission to Mexico – with Mexican investors for 2016.
- **FDI Databases:** Seven licenses were purchased by Caribbean export for access to fDiMarkets, one of the largest databases of investors in the world. The database is owned by the Financial Times and all CAIPA members had access to the software for a period of 12 months so that information on strategy investors could be downloaded and assist in the targeting efforts. The subscription was discontinued due to its high cost.

REGIONAL INVESTOR OF THE YEAR AWARD

The inaugural Regional Investor of the Year Award (RIYA) was held in Belize on November 22, 2013 as part of the 4th CAIPA General Assembly. The award is a collaborative initiative between CAIPA and Caribbean Export through funding under the 10th EDF RPSDP. It recognises and promotes the contribution of regional, foreign and local investors to the Caribbean economy, their ability to create new jobs, and adherence to high standards of corporate social responsibility. The award also recognises investors in strategic niche areas of importance to the region, e.g. green energy, research and development and those that involve a high degree of innovation and creativity or are championed by women.

REGIONAL INVESTOR OF THE YEAR AWARDEES

ORGANISATION	COUNTRY
Lenstec Inc.	Barbados
Cayman Enterprise City	Cayman Islands
NCB Group Limited	Cayman Islands
ARS Humano	Dominican Republic
EGE Haina	Dominican Republic
Kikaboni (Healthy Flow Agroindustrial SRL)	Dominican Republic
Qualfon Guyana Inc.	Guyana
Palmis Eneji	Haiti
Manpower & Maintenance Services Limited Group	Jamaica
Du Boulay’s Bottling Co. Ltd.	Saint Lucia

Receiving the award for Foreign Investor of the Year was Qualfon Guyana Inc., a BPO and call centre service provider based in Guyana. ARS Humano, a privately held insurance company in the Dominican Republic, was awarded for both the local and overall winner of the Regional Investor of the Year. The recipient of the Special Award was Cayman Enterprise City (CEC), a special economic zone compliant with the Organization for Economic Cooperation and Development (OECD) and the World Bank. CEC is located in the Cayman Islands, and offers jurisdictional and tax benefits, as well as access to global markets. In 2013, the RIYA garnered 34 applications from 10 CAIPA Member States. The countries represented at the Award ceremony were: Antigua and Barbuda, Belize, the Cayman Islands, Curacao, Dominica, Dominican Republic, Haiti, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago.

The second edition of the Awards was held on November 17, 2014 in the Dominican Republic as part of the 5th CAIPA General Assembly. On this occasion, the RIYA sought to bring into focus investments made in the green economy regionally, with a Special Award to female investors. Palmis Eneji received the award for Foreign Investor of the Year. The innovative micro-franchise French firm has invested in Haiti by providing clean and efficient solar powered lighting and liquid petroleum gas cooking solutions for the poor. Their goal is to provide clean and sustainable energy access in Haiti and actively participate in the fight against deforestation in that country. The Local Investor of the Year Award was shared this year between EGE Haina of the Dominican Republic and NCB Group Ltd. from the Cayman Islands. The firm EGE Haina is the largest generator of

electricity in the Dominican Republic supplying 20% of the grid-tied demand in the country. The second company to win the coveted Local Investor of the Year Award in 2014 was NCB Group Limited (in particular, NCB Homes Ltd) of the Cayman Islands. NCB Group is the only commercial developer and custom homebuilder in the Cayman Islands that utilizes sustainable building solutions and geothermal cooling systems.

The Special Award was conferred on Manpower & Maintenance Services Limited Group of Companies, based in Jamaica. The company began as a provider of janitorial, building and ground maintenance services to healthcare institutions and has expanded to include commercial businesses namely banks, offices, and hotels, among others. Services include workforce education and training, a job placement agency, a company responsible for actualising special projects, a foundation and a management consultancy dedicated to recruiting and training health workers. The overall winner on the night was NCB Group Limited of the Cayman Islands. In 2014, the RIYA saw 23 applications from 12 CAIPA territories: Antigua and Barbuda, Cayman Islands, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, Trinidad and Tobago, and Turks and Caicos. In its third year, the RIYA 2015-2016 turned its attention to innovation bringing focus to the local and foreign investors in the region who have

invested in a new idea, introduced a new device to the market, created an invention or introduced new practice methods that have been translated into a goods or service creating value, satisfying a specific consumer need and has created significant socio-economic impact. Lenstec Inc. from Barbados captured the Foreign Investor of the Year Award. The privately held medical device development and manufacturing company, specialising in intraocular lenses which invested in Barbados from USA. The honour of Local Investor of the Year was awarded to Du Boulay's Bottling Co. Ltd., a leading beverage manufacturing establishment in Saint Lucia and the OECS territories.

A Special Award was also given to a young investor in innovation whose investments are particularly noteworthy. The recipient on this occasion, and also the overall Regional Investor of the Year, was Kikaboni (Healthy Flow Agroindustrial SRL) a healthy snack manufacturing company from the Dominican Republic, which became the first company in the world to produce healthy snacks using Moringa Oleifera as one of their main ingredients. Today they have three varieties of Pita Chips that use super foods like Moringa, Quinoa and Chia Seeds to boost the nutritional value of their products. The 2015-2016 RIYA received 26 applications from nine CAIPA member countries: Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Guyana, Haiti, Jamaica, Saint Lucia, and Trinidad

and Tobago. These best practices of the award will be heralded as role models, demonstration projects or success stories within the region, the promotion of which may attract similar investment. Overall, the RIYA has recognized 10 regional investors. For the full list of CAIPA members please refer to Annex 1 of this report.

INVESTMENT PROMOTION TRAINING

In September 2012, 29 investment promotion officials participated in a three-day workshop on training in Investment Promotion strategy and Branding in Suriname. This training examined the best practices in investment promotion and benchmarking; investment promotion strategy, branding and positioning; developing financial incentives; and developing investment packages and packaging incentives. The training was delivered via interactive group sessions, case studies, and one-on-one consultations. Participants also used the opportunity to discuss the findings of the Investment Climate Study, which was commissioned by CAIPA and Caribbean Export.

In October 2012, training in Marketing in Investment Promotion in Guyana, and Aftercare Investment Packaging in St. Vincent and the Grenadines were delivered to Caribbean IPAs. Pretraining assessments were conducted for both sessions to gauge the needs of participants, and the current knowledge they have in the area. The training in Marketing in Investment sought to combine basic principles with more advanced techniques for investment promotion marketing for the 34 IPA members present. The three-day programme covered the fundamentals of investment promotion; trends in FDI; place marketing and techniques; image building and branding; use of social media; best practice examples; the lead generation process; investor profiling; and converting leads into projects. The follow-up to this training was conducted in Aftercare Investment Packaging, which saw participation from 28 investment promotional officials. The training focused on the key elements in setting up an aftercare unit namely developing objectives and identifying partners; assessing resources and organisational options; designing an aftercare programme; and delivering services, monitoring and evaluating the results. Caribbean Export and CAIPA also partnered to deliver Investor Facilitation training to 34 IPA members in Jamaica in 2013. The three-day workshop, which focused on attracting FDI through good investment facilitation, was a capacity building exercise based on the results of the Global Investment Promotion Best Practices 2012 report which is a biennial publication of the World Bank Group. The report revealed that in countries where the investment climate can be categorised as unpredictable and non-transparent, IPA support could make a significant difference to investors, by influencing their decisions. It is against this background and in a bid to increase levels of FDIs to

the region that this intervention was executed.

In July 2014, the Agency supported the participation of 11 IPA representatives in a regional workshop on Fostering Green FDI Opportunities in Latin America and the Caribbean in Bogota, Colombia. Caribbean Export facilitated the mission with the aim of increasing awareness of regional and international stakeholders on the role that Agency, Caribbean IPAs, and CAIPA play in the attraction of FDI projects to the Caribbean. The delegation met with brand managers in Colombia to discuss their image building campaigns. The Caribbean IPA representatives also had an opportunity to engage with workshop participants to share the initiatives being undertaken to promote green FDI within their territories.

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

In June 2015, Caribbean Export in collaboration with CAIPA, hosted a



workshop 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 workshop formed 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 was 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 of this workshop included 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. Twenty-two (22) IPA professionals participated in the training session.



PROVIDING FINANCIAL ASSISTANCE TO EXPORT-READY AND EXPORTING FIRMS

A key result area under Component 1 of the 10th EDF RPSDP is providing exporting and export ready firms with financial assistance. This support is afforded primarily through the Direct Assistance Grant Scheme (DAGS)

Direct Assistance Grant Scheme

The DAGS is Caribbean Export’s flagship funding programme, and is one intervention that the Agency executes directly at the firm level. This reimbursement grant funding facility is specifically designed to provide financial assistance to legally registered firms, which have the potential to export their products and services.

The 1st Call for Proposals - Accelerated Procedures under the 10th EDF RPSDP was published on October 21, 2011 and closed on November 28, 2011. A total of 58 applications were received and 50 proposals were approved for funding totalling some €230,000. The 2nd Call for Proposals - Regular Procedures was published on June 6, 2012 and closed on July 6, 2012. On this occasion, 239 applications were received and 92 proposals were awarded grant contracts totalling €2.7 million. The 3rd and 4th Call for Proposals, Accelerated and Regular Procedures, respectively were launched from January 17 - March 7, 2014. On conclusion of the Call,

Over the last five years, Caribbean Export and CAIPA have facilitated the training of 95 Caribbean investment promotion officials in a range of topics covered under the discipline.

A survey of these beneficiaries revealed that 76% of IPAs are satisfied with the services delivered by Caribbean Export and CAIPA in the building of regional investment promotion capacity. Additionally, CAIPA has been able to generate 105 FDI leads following participation in 15 FDI-related events.

10TH EDF RPSDP DAGS AWARDEES BY COUNTRY

COUNTRY	1ST AND 2ND CALL	3RD AND 4TH CALL	FUNDING
Antigua and Barbuda	€ 98,300.00	€ 154,905.46	€ 253,205.46
The Bahamas	€ 34,792.34	€ 30,000.00	€ 64,792.34
Barbados	€ 280,952.85	€ 401,204.37	€ 682,157.22
Belize	€ 69,522.09	€ 103,133.75	€ 172,655.84
Dominica	€ 83,690.00	€ 39,684.48	€ 123,374.48
Dominican Republic	€ 246,303.20	€ 249,746.25	€ 496,049.45
Grenada	€ 205,551.98	€ 124,902.10	€ 330,454.08
Guyana	€ 177,345.08	€ 118,913.00	€ 296,258.08
Haiti	€ 59,925.46	€ 122,512.87	€ 182,438.33
Jamaica	€ 863,684.43	€ 767,560.65	€ 1,631,245.08
St. Kitts and Nevis	€ 36,000.00	€ 116,094.47	€ 152,094.47
St. Lucia	€ 125,380.43	€ 303,056.06	€ 428,436.49
St. Vincent and the Grenadines	€ 74,500.86	€ 141,900.00	€ 216,400.86
Suriname	€ 51,234.15	€ 204,828.10	€ 256,062.25
Trinidad and Tobago	€ 326,588.93	€ 212,045.09	€ 538,634.02
TOTAL	€ 2,733,771.80	€ 3,090,486.65	€ 5,824,258.45

333 applications were received from CARIFORUM SMEs and BSOs, with 140 grant contracts being awarded with some €3.1 million in grant funding.

Collectively, 282 DAGS proposals from CARIFORUM beneficiaries have been approved for funding totalling €5.8 million. This represents a 120% increase in funding when compared to the €2.6 million awarded for 197 proposals under the 9th EDF Caribbean Trade and Private Sector Development Programme (CTPSDP). For the full list of 10th EDF RPSDP DAGS beneficiaries please refer to Annex 2 of this report.

A total of nine sectors/firm classifications were awarded DAGS funding under the 10th EDF RPSDP.

These included: agro-processing (88), business/trade support organisations (15), creative industries (15), health and wellness (5), information and communication technology (11), manufacturing (83), professional services (45), renewable energy (6) and specialised tourism (14).

Following an assessment of the DAGS beneficiaries to date, 118 (42%) firms report that Caribbean Export has contributed to an increase in their exports through the DAGS programme.

The value of these exports is estimated at US\$4.9 million, and new markets have been entered in the Caribbean, Europe, North America, Latin America, Asia/Pacific and Africa. Additionally, 138 new jobs have been created within these firms following successful implementation of their respective projects.

**10TH EDF RPSDP DAGS
FUNDING BY SECTOR**



Special Call for Proposals – Food Safety

In addition to the DAGS, Caribbean Export also announced the publication for the Special Call for Proposals - Food Safety for CARIFORUM agro-processing firms to receive financial assistance as a part of the 10th EDF RPSDP. The Special

Call, which ran from May 28 - July 9, 2014 a reimbursable grant funding facility for firms looking for funding to support their capacity building to meet the food production standards of the EU market. A total of 46 applications from 13 CARIFORUM States were received during the Call. On conclusion of the evaluation process, Caribbean Export awarded 22 regional firms with grants totalling some €197,000.

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

and regulatory requirements of the EU marketplace, such as Hazard Analysis and Critical Control Points (HACCP), Good Agricultural Practices (GAPs), GlobalGAP, International Organization for Standards (ISO) 14000, Fair Trade Certification, British Retail Consortium (BRC), Qualifying Facility (QF) 1000, and Primus Global Food Safety (GFS) among others. With this Special Call for Proposals - Food Safety, the Agency offered grants of up to €10,000, which represents a maximum of 70% of the total project cost to CARIFORUM-based agro-processing firms that are exporting or demonstrate their potential to export, and who meet the eligibility criteria.

NO. OF APPLICATIONS RECEIVED AND GRANTS AWARDED BY COUNTRY - FOOD SAFETY CFPS

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

Overall, beneficiaries have cited successful project implementation. Some accomplishments include the upgrade of facilities, an increase in efficiency, and decrease in production costs.

Further, 80% of respondents anticipate an increase in sales ranging from US\$5,000 - \$120,000 per annum. As a result of project implementation, 46% have also been able to break into new markets including, the Caribbean and the United States.

In-Firm Design and Branding Project

In 2013, Caribbean Export, in collaboration with internationally recognised Brand42 and Rhodes & Lauristen, delivered the inaugural Brand Development and Packaging Workshop. In a follow up to the delivery of this training, the Agency launched an In-Firm Design and Branding initiative to provide participating firms with technical support and financial assistance for the strengthening of their packaging design and product branding. Following the Call for Proposals, eight firms from five CARIFORUM countries were awarded an accumulative total of €76,660 in grant funding to upgrade their packaging and labelling to meet EU standards and requirements. Building on the cooperation initiated in 2013, Brand42 was a technical partner in this project, providing customised consultations and guidance to each of the qualifying companies.

Some of the key accomplishments for the beneficiaries include an increased understanding of concepts in product design, branding and international packaging standards, with a focus on EU standards in particular. Beneficiaries also gained a new appreciation for the role of branding in a successful enterprise, and believe that their companies are now equipped to move brands more efficiently into European and international markets.

Special Call for Proposals - Renewable Energy

On September 26, 2016, Caribbean Export published an Expression of Interest (EOI) inviting CARIFORUM MSMEs in the Manufacturing sector to submit applications for special grants to undergo energy audits. It is anticipated that the audits will consist of four stages: conducting on-site data collection; conducting utility analyses; performing detailed analyses on energy efficiency; and renewable energy recommendations. Ten (10) firms submitted applications to the facility; of this total, nine were successful in securing assistance. The firms were audited by Energy Dynamics Limited from Trinidad and Tobago.

IN-FIRM DESIGN AND BRANDING PROJECT BENEFICIARIES

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

ENERGY AUDIT GRANT BENEFICIARIES

APPLICANT	COUNTRY
Good Time Snacks Ltd.	Barbados
Caribbean Agro Producers Corporation	Dominica
Hipac Ltd.	Barbados
Citrus Products Belize Ltd.	Belize
Grenada Distillers Ltd.	Grenada
Macs Pharmaceuticals & Cosmetics Ltd.	Jamaica
P.A. Benjamin Manufacturing Co. Ltd.	Jamaica
Baron Foods (St. Lucia) Ltd.	St. Lucia
Banks (Barbados) Breweries Ltd.	Barbados

Sensitization of Banking Sector and Financial Institutions

Caribbean Export also continued its sensitisation of the regional banking and financial institutions about the DAGS programme, with the aim of increasing the awareness of these financial institutions of the funding scheme and how they may assist firms in providing loans to finance their projects. As a result of this engagement, Memorandums of Understanding (MOUs) were signed between the Agency and three financial institutions: the Antigua and Barbuda Development Bank, Bahamas Development Bank, and National Export-Import Bank of Jamaica Limited.

The Agency also undertook a consultative mission to Jamaica as a part of efforts to sensitise the Development Bank of Jamaica (DBJ) about the work being done in providing access to finance to regional firms. 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. Discussions about the development and signing of an MOU to guide the cooperation between the two organisations ensued, and the DBJ has responded favourably to the initial proposal and is expected to follow up with the Agency on the final decision taken.

Angel Investor Network Missions

In March and April 2016, Caribbean Export undertook a series of missions in support of the formation of Angel Investor Groups in CARIFORUM. The overall goals of the initiative is to support the formation of an Angel Investment Ecosystem at the national level, through the engagement of the relevant stakeholders on the roles they need to perform to ensure success. The first mission took place from March 30-31, 2016 in Suriname, during which meetings were held with local high net worth individuals (HNWIs) to gain insights about their readiness to become angels, and be part of a national and/or regional Angel Group. Guidance was also provided to the Suriname Chamber of Commerce and Industry (KKF) on their role in providing deal flow for a potential Suriname Angel Group; and capacity building for candidates identified by the KKF as potential managers for the Group. Outputs from the missions included attendance by 14 potential angel investors at the Sensitization Seminar, 10 KKF staff members receiving Angel Sensitization Training for BSOs, and 7 KKF members participating in Angel Sensitization training for Entrepreneurs and Group Managers.

During the meeting in Belize, which was held from April 12-13, 2016, capacity was built for BELTRAIDE through their Export Belize and SBDC Belize platforms so as to strengthen their role in providing deal flow for a potential Belize Angel

Group. This was done through the provision of a best practices seminar on angel investing. Training for MSME entrepreneurs selected by SBDC Belize and Export Belize, on how to engage Angel Investors was also delivered, and meetings with local HNWIs to gain insights about their readiness to become angel investors were convened. Three potential investors participated in the meetings, and it is anticipated that these initiatives will contribute to increasing access to finance for exporting and export-ready SMEs, thereby enhancing their competitiveness.

CIFP/LINK-Caribbean Launch

On September 27, 2016 Caribbean Export, with support from the World Bank's Entrepreneurship Program for Innovation in the Caribbean (EPIC), launched the Caribbean Investment Facilitation Project (CIFP)/LINK-Caribbean; an investment facilitation programme aimed at enabling early-stage Caribbean entrepreneurs to raise capital from private investors and angel investors. A total of 54 stakeholders were in attendance including; donors, angel investors, business support organizations and enablers, government representatives, diplomats, entrepreneurs, angel group managers, and regional press. The LINK-Caribbean initiative aims to contribute towards the development of the angel investment ecosystem across the Caribbean; provide investment facilitation grants to entrepreneurs seeking investment, as well as non-

funding activities to stimulate angel investing; and support the development of deal-flow for early-stage investors.

The programme also supports the on-going development of a structured business angel investing ecosystem in the Caribbean through the creation of a Regional Angel Investor Network (RAIN) and the distribution of supporting Co-Investment and Investment Readiness Grants. RAIN uses an online angel investing platform to connect companies with business angels and other early stage investors. The Co-Investment grants are available for entrepreneurs that are already negotiating a deal with investors, and it provides supplementary funding to a maximum of US\$100,000 per company. In addition Investment Readiness grants are available to those firms, which have investment potential. A limit of US\$25,000 in grant funding is available to those companies that can demonstrate business promise and strong company management, but may need to improve certain aspects of their businesses before investors will consider investing.

Investment Readiness Grant

IR GRANT APPLICANTS - CONDITIONAL AND APPROVED

APPLICANT	COUNTRY	STATUS OF APPLICATION
CarePoint	Barbados	Conditional
Caribbean Transit Solutions	Barbados	Approved
BlueDot Media	Jamaica	Conditional
Innovative Menu Solutions	Jamaica	Approved
Sweetie Confectionery	Jamaica	Conditional
Systemlz Inc.	Trinidad & Tobago	Approved

An EOI for the Investment Readiness (IR) grant facility was published on August 22, 2016. The application call ran for a period of one month, and closed on September 22, 2016. A total of 134 applications were received from firms representing 20 industries ranging from agriculture and financial services, to healthcare and technology. Of this figure, seven firms were shortlisted for judging at a pitch event held in Barbados on October 10, 2016. On conclusion of this process, six applicants were approved for grants valued at US\$25,000 each. Three of the six finalists received conditional approval, and are required to provide additional information in the post-pitch event.

LINK-Caribbean Sensitization

On October 6, 2016, Caribbean Export facilitated LINK-Caribbean Sensitization sessions for entrepreneurs and BSO enablers, as well as engagement of HNWIs to encourage their membership in RAIN. Meetings were held in Trinidad and Tobago from October 5-8, 2016. In addition to fostering an angel investment ecosystem across the region, the sensitization sessions are expected to provide participants with a better understanding of the LINK-Caribbean project, and how they can access the opportunities available through this initiative. The discussions also sought to equip angel investors with knowledge on how to administer an angel group in the early stages of formation and keep members engaged; 17 entrepreneurs and angels participated in the session.

High Potential Niche Sectors Identified and Strengthened to Benefit from EPA Provisions

As a part of its capacity building programme for the regional private sector, Caribbean Export provides viable SMEs and entrepreneurs in high potential niche sectors 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 private sector firms. Under the 10th EDF RPSDP training

and certification programmes were delivered in DAGS Proposal Writing and Reimbursement, Productivity Network (ProNET), Market Intelligence, Services Go Global, Intellectual Property, Brand Development and Packaging, Investment Promotion, and Angel Investment Training, among others. To date, 3827 beneficiaries have participated in 125 training and certification initiatives delivered by the Agency.

DAGS Proposal Writing and Reimbursement Workshops

DAGS Proposal Writing training is offered annually as a component of the overall Grant Scheme programme. With this, Caribbean Export aims to increase awareness of the DAGS within the private sector. Those attending workshop sessions are given the opportunity to gain a greater understanding of the process for applying for grant funding. Ultimately, the workshops seek to increase awareness of the grant scheme, and improve the uptake of funds by private sector firms and BSOs to the facility, thereby increasing the number of successful applications. For the period under review, 1953 CARIFORUM beneficiaries have participated in 35 of these workshops. Further 67% of the firms receiving grants under the 10th EDF RPSDP have participated in the proposal writing workshops.

In 2014, Caribbean Export commenced training in procurement and



reimbursement for beneficiaries of the DAGS. The training sought to provide additional information on the grant scheme and explain the procurement procedures as well as reimbursement claims to the beneficiaries. The opportunity was also used to enhance the technical capacity of the supporting BSOs to provide assistance to clients in preparing and submitting reimbursement claims. A total of 131 awardees from 14 CARIFORUM States participated in this training.

Productivity Network (ProNET) Training

Productivity Network (ProNET), delivered in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is a modular training programme designed specifically for manufacturing enterprises that want to improve their competitiveness and export-readiness. The programme therefore aims to

increase productivity and profitability in SMEs, allowing owners and managers to operate their businesses more efficiently and effectively. Additionally, the programme aims to promote access in 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 with their individual export plan.

The ten ProNET modules are: Business Strategy, Quality Management, Production Management, Resource Management, Product Development, Information Management, Human

10TH EDF RPSDP DAGS BENEFICIARY FIRMS PARTICIPATING IN REIMBURSEMENT TRAINING

COUNTRY	NO. OF FIRMS
Antigua and Barbuda	4
Barbados	17
Belize	5
Dominica	2
Dominican Republic	10
Grenada	5
Guyana	8
Haiti	5
Jamaica	27
St. Kitts and Nevis	5
St. Lucia	17
St. Vincent and the Grenadines	6
Suriname	8
Trinidad and Tobago	12

Resources Management, Cost and Financial Management, Export Marketing; and Energy Management and Renewable Energy. During the period 2012 - 2016, 660 SMEs from 10 CARIFORUM States were trained. Overall, there are 30 certified trainers, including four master trainers, qualified to deliver ProNET within the region.

Brand Development and Packaging Workshop

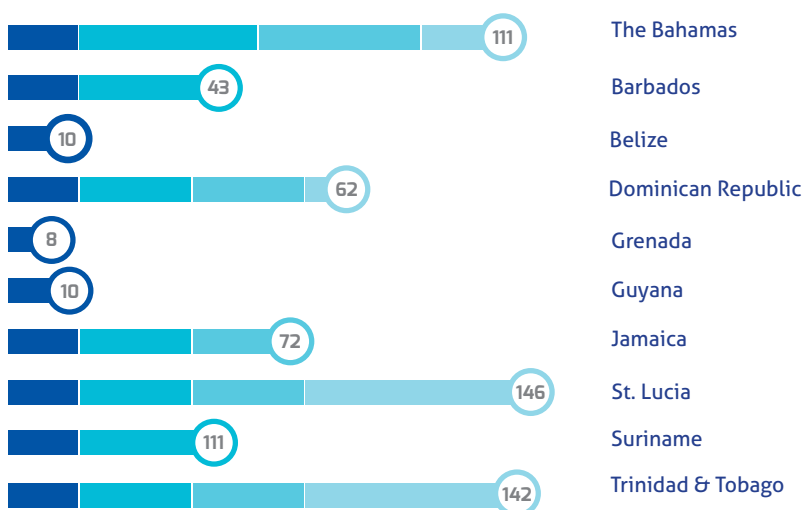
In July 2013, Caribbean Export executed the inaugural Brand Development and Packaging workshop. This programme, developed in conjunction with internationally recognised Brand42 and Rhodes & Lauristen, sought to

provide CARIFORUM firms with a better understanding of the roles that branding and packaging play in developing a successful enterprise, as well as introduce participants to various concepts and tools, that will aid in improving their company’s image and appeal for their products. Accordingly, the training was divided into 10 topic areas, ranging from market insight and brand narratives, to retail analysis and packaging design. Overall, 151 beneficiaries participated in the training.

Angel Investment Training

In May and June 2015, Caribbean Export, in partnership with the World Bank’s infoDev, commenced training in Angel Investment to regional entrepreneurs. With workshops in Barbados, Jamaica and Saint Lucia, the Agency saw participation from 61 CARIFORUM firms. The workshops were undertaken to provide regional entrepreneurs and BSOs with training in best practices methods of engaging angel investors including an introduction to finance options, 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 that intended 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

ProNET PARTICIPANTS BY COUNTRY



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 and overall financial position once they successfully attain angel capital.

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. 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 and Economy (CSME), and other 3rd party Trade Agreements, as well as to establish a cadre of certified trainers for 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.

PARTICIPATION IN BRAND DEVELOPMENT AND PACKAGING WORKSHOP



Participants were guided through a 4-stage Roadmap, which covers the following 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 for sectors and gathering market intelligence;
- **Stage 3:** Developing a Marketing Strategy including starting marketing plan, developing an online strategy and winning business; and
- **Stage 4:** Entering the Market, which reviews market entry options, financing, getting paid, contracting and legal aspects associated with exporting services.

Building on the initial development of the SGG Train-the Trainer exercise 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. One major outcome of the training was the development of a draft export plan by the participating firms. In addition to the aforementioned, Caribbean Export has supported the delivery of a number of training exercises/workshops to 500 regional entrepreneurs as highlighted in the following table. Caribbean Export also organises and implements Study Tours, Forums and Trade Missions to provide

TRAININGS/WORKSHOPS DELIVERED TO FIRMS UNDER 10TH EDF RPSDP

TRAINING/WORKSHOP	NO. OF PARTICIPANTS
Audio Visual Screenwriting Workshop	10
BSO Benchmarking Assessment Training	5
Caribbean Spa and Wellness Service Providers Workshop	33
CICMC Professional Development Training	55
Construction Sector Workshop	30
Copyright and CoSIS Workshop	15
Cr8 Songwriters Workshop	15
Dispute Settlement Training	3
EPA Regional Media Workshop	26
Essential Oils Workshop	21
Export Marketing	94
ICT Advisors Training Programme	26
International Quality Standards Workshop	25
International Trade Centre Trade Training	11
Regional Workshop on Quality Manuals for Spas	20

both SMEs and BSOs with the opportunity to visit new markets in order to benefit from inmarket research, networking, and learn the best practices from some of the most productive businesses and organisations regionally and internationally. Under the 10th EDF RPSDP, 1318 public and private sector firms have participated in these initiatives as highlighted above.

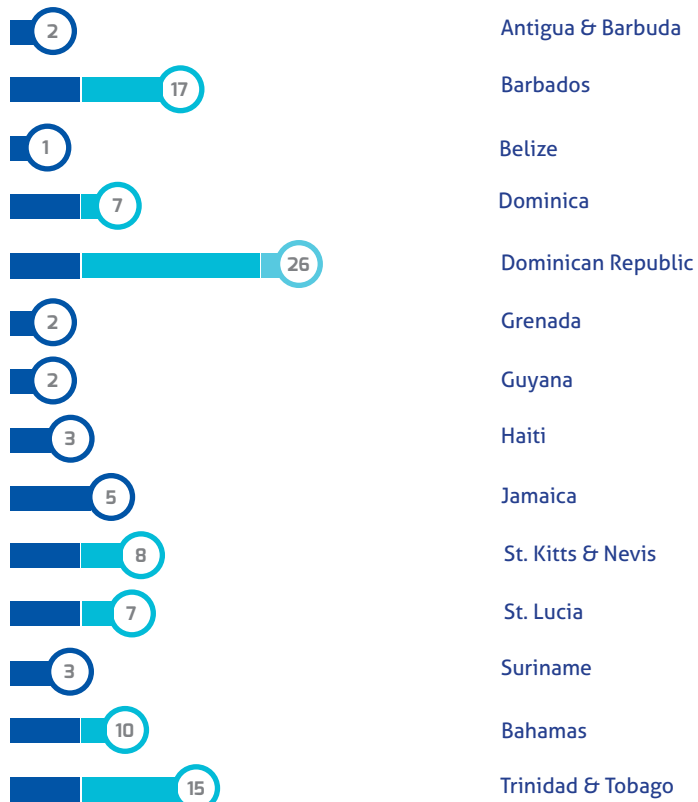
Management Consulting Business Symposium

During the period under review, Caribbean Export provided support to the management consulting industry in the form of an annual Business Symposium. A significant feature of this initiative has been the B2B meetings between CARIFORUM and European management consulting practitioners and firms. This staging is indicative of the focus on increasing the trade in services as anticipated under the CARIFORUM-EU EPA. The country spread of European

firms participating in these Business Symposia includes Spain, France, Belgium, Germany and the UK. This platform has led to CARIFORUM firms engaging in strategic business partnerships with regional as well as European counterparts with positive implications for the generation of business opportunities. To date, 138 regional management consultants have participated in the annual Business Symposium.

Further, in September 2014, Caribbean Export supported the Caribbean Institute of Certified Management Consultants (CICMC) in hosting a Management Consultants Conference in Trinidad and Tobago. Under the theme “Strategic Partnerships for Knowledge Brokers: Caribbean Consultants Creating Value for Clients”, 30 delegates from across the region gathered for three days of dynamic speakers from various industries including both the private and public sectors. In addition to informative discussions and networking opportunities, the participants also benefited from training in the development of entrepreneurship, increasing exports in services, barriers to entering new markets, organisational excellence, and tools and tips for a consultant’s tool kit in the digital age. This capacity building initiative facilitated by Caribbean Export has led to CARIFORUM firms engaging in strategic business partnerships with regional as well as extra-regional counterparts, with

CARIFORUM PARTICIPATION IN MANAGEMENT CONSULTING BUSINESS SYMPOSIUM



positive implications for the generation of business opportunities. An analysis of the Agency’s work in this area revealed that 51% of the 120 surveyed industry practitioners reported adjusting their services offered as a result of participating in the Symposia with a view to maximising revenue. Additionally, the rate of persons reporting that their ability to trade services in Europe had been enhanced was 31%, and 74% respondents revealed that they have been made more aware of the CARIFORUM-EU EPA. Overall, 40% of respondents indicated that the Business Symposia contributed to their business seeing an increase in export activity ranging from 2-100%. The Agency’s work in the Management Consulting sector has also resulted in the launch of five CICMC national chapters in the Bahamas, Barbados, Jamaica, St. Vincent and the Grenadines, and Trinidad and Tobago. Capacity was also built within the CICMC to provide business development services to constituents, and the delivery of training sessions for members.

Caribbean Conference on the International Financial Services Sector

In 2010, at the request of the Government of Antigua and Barbuda, the CARIFORUM Directorate in partnership with the EU convened the first regional Financial Services Conference. The intention on this occasion was to share insights into the regulatory changes that were taking place across Europe, and their potential impact on the region. Similarly, the Conference also offered the Caribbean regulatory bodies, and other stakeholders, the opportunity to highlight the measures taken in the region, and clarify a number of misconceptions held in Europe that had a distinct pejorative impact on Caribbean International Financial Centres (IFCs). Later that year, Caribbean Export was identified by the Council of Ministers of CARIFORUM, as the agency best suited to take the lead in facilitating the development of the financial services sector in the region.

Subsequent to the 2010 initiative, Caribbean Export assembled the two subsequent Caribbean International Financial Services Conferences in Antigua and Barbuda in 2012, and the Bahamas in 2014 respectively. The second Conference sought to address the challenge to the region's international financial services sector presented by the constantly evolving regulations and negative international publicity. Key recommendations

which emerged out of this Conference were that: Caribbean IFCs needed to diversify away from the current unsustainable focus on tax efficiency, to more sustainable areas of service, through basic research that develops non-tax driven products that Caribbean jurisdictions may adopt; and that there needed to be the coordinated delivery of training programs geared at the achievement of internationally recognised, practitioner qualifications.

Building on the outcomes of the 2012 Conference, the third meeting was convened with the aims of discussing the full range of global policy measures and initiatives that directly affect the Caribbean IFCs; fostering greater recognition and in support of the positive work performed by the Caribbean IFCs; and facilitating a more collaborative and inclusive process in the redesign of the international financial architecture. The Conference also discussed and agreed on the road map to facilitate the strengthening and development of the industry, as well as reviewed the work and strategic direction of the Task Force for the Promotion and Protection of the Caribbean Financial Services Sector (TFP-CFS). The sessions resulted in the identification of several interlocking areas for action, namely: a strategy for developing the Caribbean financial services sector, development of human capital, regulation and compliance, as well as advocacy and coordination. Overall, a total of 157 persons attended both conferences.

Following the third Conference and based on the agreed recommendations, Caribbean Export launched an open tender to develop a Roadmap and Action Plan for the establishment of a Caribbean Regional Financial Services Institute in June 2014. The Agency also contracted a consultant to develop a Strategic Plan and Roadmap toward the establishment of a Financial Services Secretariat. During the contract period, the Agency facilitated a meeting of CARIFORUM/FCOR/OCT Task Force. Within the context of the Task Force meeting, the opportunity was taken to convene a meeting of financial services stakeholders present from the CARIFORUM countries and OCTs namely Antigua and Barbuda, the Bahamas, Barbados, Bermuda, British Virgin Islands, Cayman Islands, and Montserrat. The Agency has also convened five meetings of the TFP-CFS, during the period under review. This task force was formed with the primary objectives of being the main technical body at the regional level addressing issues affecting the sector; providing recommendations to the financial sector and political directorate regarding improved regulation and legislation; establishing a strategic and comprehensive regional position for coordinated lobbying and advocacy for regional IFCs; formulating a structure to highlight global best practices for benchmarking; reporting on progress, reviewing new developments and formulating a roadmap for the sector; and facilitating a rapid response mechanism to address issues. A meeting of the TFP-CFS was held in Washington, D.C. in September 2014.

The gathering was convened to not only assess the progress to date on the way forward as agreed at the 3rd Caribbean Conference on International Financial Services, but to also engage with interlocutors and stakeholders in Washington D.C., in the furtherance of the Agency’s mandate to facilitate the development of the sector. Amongst the key outputs was the agreement that a delegated team of Task Force participants should develop a project proposal, which may be used to solicit funding for the establishment and operation of the Secretariat.

In October 2015, Caribbean Export along with the Caribbean-Central American Action hosted a workshop on Caribbean Banking and the Caribbean International Financial Services Sector. The purpose of the meeting was to bring together leaders from the banking, government, and regulatory sectors, to take a critical look at the uncertain future of all aspects of the regional financial services industry. The goal was to identify a way forward, to forge solutions individually and collectively, and to shine a light on some of the inherent inconsistencies in blacklisting and designations, which are taking a disproportionate toll on the small and vulnerable economies of the region. Following the meeting, a report was drafted for submission to the Global Forum of the Organization for Economic Cooperation and Development (OECD), later that month. The report outlined the concerns of the region as it relates to the viability of the financial services sector amidst global regulations, and addressed the way forward as outlined by Caribbean countries and a list of recommendations to the Global Forum.

Caribbean Creative Industries Management Unit Consultations/ Workshops

Caribbean Export with support from the Caribbean Development Bank (CDB) hosted the first of two consultative workshops on the Caribbean Creative Industries Management Unit (CCIMU) during the period April - June 2016. The first was in the form of an Options Analysis Workshop in Jamaica on April 12, 2016. The initiative saw the participation of 40 regional practitioners within the creative sector, as well industry stakeholders including members of business support organisations, the University community, and regulatory bodies among others. The workshop, which was undertaken with the view of securing buy-in and recommendations from the relevant stakeholders for the proposed CCIMU, and to validate the business model that will be utilised by the Unit, consisted of four sessions, covering the following topic areas:

Session 1: Introduction

- Strategic rationale behind the creation of the CCIMU
- Overview of the CCIMU

- Global Good Practice and Lessons Learned
- Draft Methodology

Session 2: Emergent Research Findings

- SWOT, Gap Analysis, Key Sector Development Needs
- Transversal Factors
- Sector-specific Factors

Session 3: Options Analysis

- Priority Development Areas for the CCIMU
- Coordination and Managing Diversity
- Sustainability Considerations
- Risks

Session 4: Conclusion

- Preferred Options for Business Plan Development
- Discussion of Next Steps

The second consultation was executed as a Business Plan Presentation in Trinidad and Tobago on June 9, 2016. The initiative saw the participation of 50 regional practitioners, representing 11 CARICOM countries, and was done to seek validation from regional representatives in the creative sector regarding the development of a business plan and operational structure for the proposed CCIMU. During the presentation, the draft Business Plan for the CCIMU was presented with a view to identifying any gaps and receiving feedback about appropriateness and practicality from stakeholders. Recommendations received from this

consultation will be incorporated into the final Business Plan where feasible. The presentation consisted of four sessions, covering the following:

Session 1: Status of Research and Consultative Process:

- Strategic Context
- Overview - The Consultative and Research Process
- Review of CCIMU Options Analysis Workshop Key Takeaway Points

Session 2: Business Plan - Vision, Mission, Strategic Priorities, and Actions:

- Overarching Vision for the CCIMU
- Mission of the CCIMU
- Priority Areas: Sectors, Cross-Cutting Opportunities, Challenges to Overcome
- Priority Work Streams
- Key Performance Indicators

Session 3: Business Plan - Governance, Financing, Sustainability, and Risk:

- Governance and Management Model Options
- Potential Funding/Revenue Streams
- Sustainability Considerations
- Gender and Culturally Sensitive Approach
- Monitoring and Evaluation

The overall purpose of the CCIMU is to address the needs of the regional creative sector, while fostering creativity, further developing businesses, creating opportunities and improving trade and ensuring that the rights and obligations of stakeholders are respected and legally protected. In the initial stages, the CCIMU shall address the following creative sectors: fashion, music, animation and festivals. Specifically the CCIMU has the following objectives:

- To collect and increase the availability of data on the creative industries
- To increase access to finance for creative sector SMEs
- To enhance trade and export development within the regional creative industries sector
- To facilitate the registration and protection of the Intellectual Property of Caribbean SMEs

With the development of the CCIMU the creative industries in the Region will become more competitive and attract investment to the Region and the sector in particular.

Caribbean Exporter of the Year Award

In January 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 Award 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 CEYA gives 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 six 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. The Awards were held on April 16, 2015 in Jamaica as a part of the activities for the 3rd CARIFORUM-EU Business Forum. During the event, Trinidad and Tobago-based beauty brand claimed the accolade of Caribbean Exporter of the Year from a field of nine nominees. Sacha Cosmetics commenced business 35 years ago and is currently distributed in 23 countries and sold online in North

America. 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 copped by Trinidad and Tobago sleep systems manufacturer Advanced Foam Limited.

The Green Exporter of the Year Award, which recognises 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 10% annually.

Gopex International of Suriname emerged the victor from a field of ten nominees for the Emerging Exporter of the Year award which recognises 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 bestowed to the exporter who exemplifies 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, which 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 the Female Exporter of the Year.

In 2016, the CEYA was held in Barbados as a part of the Agency's 20th Anniversary celebrations. Barbados-based the West India Biscuit Company Limited (WIBISCO), copped the Caribbean Exporter of the Year Award. With a long history of producing quality baked biscuits and dedication to the consumers who enjoy their products, WIBISCO has grown into one of the Caribbean's most dynamic and successful companies.

The Female Exporter of the Year Award was awarded to Haitian Yve-Car Momperousse, owner of Kreyol Essence; a manufacturer of organic natural hair, skin and aromatherapy products including exotic oils, pomades, soufflés and therapeutic candles. Perishables Jamaica Ltd. was honoured as the Green Exporter of the Year for their efficient use of green technologies in the production of herbal teas that use authentic Jamaican raw materials. From their 20-acre farm, Perishables Jamaica Ltd. operate on a 15Kw Photovoltaic system, which has reduced their electricity cost by 70% since installation.

The Emerging Exporter of the Year accolade was awarded to SMAKS Luxury Group of Trinidad and Tobago. The five year-old business produces a range of Caribbean-flavoured teas, and is the developer of Chai Rum, the world's first tea-infused rum, is now exported to seven countries across Europe. The Special Award for Excellence in Service Export was presented to Nand Persaud International Communications Inc. from Guyana. The organisation employs over 500 people, and has experienced an impressive 31% increase in export growth in the provision of a range of customer support services to their international clientele. The Agency's Choice Award winner was 10 Saints Brewery Ltd. The Barbadian micro-brewery that has leveraged several opportunities from Caribbean Export exemplifying the great drive and determination required to successfully export products and services globally.

In addition to these initiatives, Caribbean Export continually renews its emphasis on fostering environments for the successful advancement of trade and investment within the Caribbean region. A larger part of the Agency's mandate is to offer market-penetrating opportunities for firms through a series of branded platforms for priority industries. Under the 10th EDF RPSDP, Caribbean Export launched these platforms, as well as facilitated the participation of

regional firms and BSOs in export promotion initiatives, all of which have strategically increased the access of CARIFORUM firms to the regional and international markets, in addition to enhancing the regional private sector’s engagement with the Agency. To date, 605 beneficiaries have participated in the Agency’s export promotion initiatives.

CARIBBEAN EXPORTER OF THE YEAR AWARDEES 2015-2016

FIRM	COUNTRY
10 Saints Brewery Ltd.	Barbados
West India Biscuit Company Limited	Barbados
Nand Persaud and Company Limited	Guyana
Nand Persaud International Communications Inc.	Guyana
Kreyol Essence	Haiti
GeoTech Vision	Jamaica
Perishables Jamaica Ltd.	Jamaica
Southside Distributors	Jamaica
Gopex International	Suriname
Advanced Foam Limited	Trinidad and Tobago
Sacha Cosmetics	Trinidad and Tobago
SMAKS Luxury Group	Trinidad and Tobago

Design Caribbean

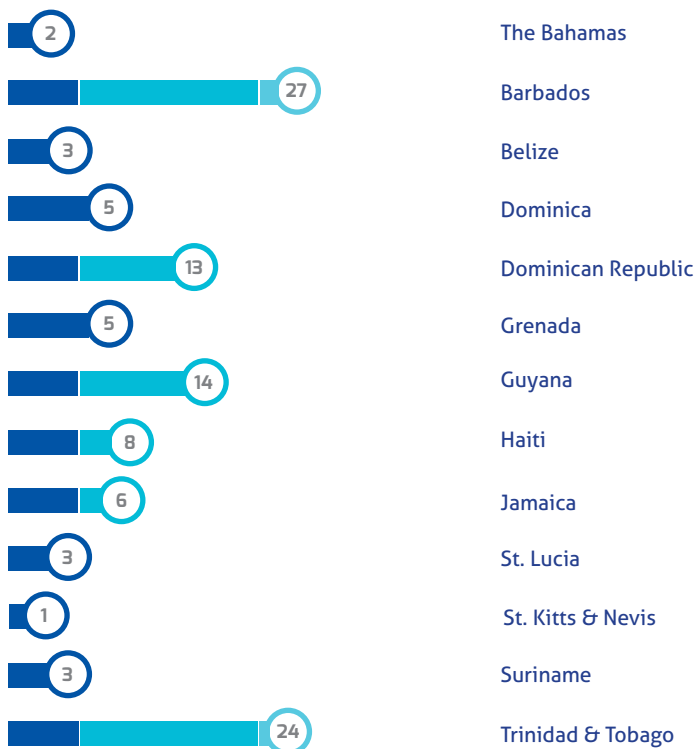
Design Caribbean is the re-branded Caribbean Gift and Craft Show (CGCS) and serves as the region’s contemporary design event displaying the Caribbean finest handmade and innovative products. The platform was staged for the first time in the Dominican Republic from September 1- 3, 2011 with the aim of providing regional and international exposure for regional artisans, musicians, artistes, and designers. On this occasion, 100 artisans showcased their craft, music, fashion and film 3000 of patrons and 30 buyers. Approximately 30% of the participants indicated that they were able to either establish or increase export sales, and 10% noted that they were now in a position to appoint agents/distributors. Following an evaluation at the end of the event, participants were able to meet



an average of between 4-25 buyers. Further a combined total of 125 orders were secured to an accumulative value of US\$250,000.

The second edition of Design Caribbean was held from May 30-June 1, 2014 as a part of the Calabash International Literary Festival in Jamaica. Caribbean Export used the occasion to assist producers of high quality artisanal products and musicians by providing exposure at a regional event that has traditionally been well attended and covered by the international press. A total of 12 CARIFORUM artisanal firms participated in Design Caribbean at Calabash.

CARIFORUM PARTICIPATING IN DESIGN CARIBBEAN BY COUNTRY



During an evaluation of the initiative, participants credited Caribbean Export with providing their company with opportunities for networking and export that would have been difficult to secure on their own. Beneficiaries further shared that they participated in the mission to gain new regional and international customers, generate site sales, market and expose products to new buyers, gain access to new markets, and promote the Caribbean for high quality products and services. Additionally, all participants were able to generate sales from the event at an accumulated value of approximately US\$11,100 from buyers in CARIFORUM, Europe, and North America. Beneficiaries also secured between 2-6 contacts, including manufacturers, retailers, wholesalers, other artisans, boutiques, industry consultants, promoters, and agents.

Design Caribbean was hosted for a third time in Birmingham United Kingdom within the ambit of Autumn Fair from September 6-9, 2015. The four-day event, regarded as the season’s number one gift and home trade event in the UK for international buyers, was the optimal platform to showcase a collection of 10 of the region’s finest designers and producers. The objectives of the initiative were to: facilitate better access to buyers from the UK and Europe for the selected

CARIFORUM firms in the gift and craft sector in order to increase exports to these markets; provide the selected CARIFORUM firms in the gift and craft sector with information and practical experience on the gift and craft sector; offer the selected CARIFORUM firms with significant insight into the European market for gift and craft products; and build the awareness of the brand Design Caribbean.

Ninety-one percent (91%) of the participants noted that the mission 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 were confirmed on site with follow-up activities to be undertaken.

In 2016, Design Caribbean took the innovative approach of showcasing regional artisans in the form of a Pop Up Shop in Camden, London, UK from November 24-28, 2016. Six firms participated on this occasion, with the aim of increasing access and exports to the UK and EU markets, as well as gaining practical experience



Design Caribbean

Inspired by an abundance of ardour and tremendous talent - from both distinguished and aspiring artists - Design Caribbean presents a taste of some of the region's premium handmade products and avant-garde designs.

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and significant insight on the gift and craft sector in these markets. Following an immediate evaluation of the event, three firms reported receiving sales valued at approximately US\$870 and the establishment of 14 buyer leads. Beneficiaries also revealed that the intervention met their expectations, and assisted them in achieving their objectives of exploring new markets, and increasing brand awareness. A six-month follow-up evaluation will be conducted in 2017 to gauge any additional sales, or increased exports to the UK and Europe markets following participation in this initiative.

Overall, in addition to immediate outcomes mentioned above, Design Caribbean participants were able to secure approximately US\$49,000 in orders from buyers. Three firms were also able to enter new CARIFORUM markets, and one firm secured new buyers from one international market, these include Jamaica, the British Virgin Islands and the United States. A total of 113 artisans from 13 CARIFORUM countries have showcased in Design Caribbean to date, the full list of which is available at Annex 4.

Study Tours to Europe

During June and July 2012, two Study Tours to the UK, Germany and France for 45 CARIFORUM businesses from the manufacturing (agro-processing) and cultural industries (music, fashion and film), were undertaken. The Study Tour concept was embedded in the overarching arrangement of the CARIFORUM-EU Business Forum, which sought to create an environment for the identification and easier utilisation of business opportunities within both regions. The main objective of the Study Tours was to expose participants to European markets while inculcating a greater understanding of the provisions

EUROPEAN STUDIO TOUR PARTICIPANT OUTCOMES

COMPANY	COUNTRY	SUCCESS ACHIEVED
Susie’s Inc.	Antigua & Barbuda	Networking opportunities were created with European and CARIFORUM firms. Of particular success was the Tour to Hamburg in Germany, which resulted in the hot sauce being sold in Berlin. An order for five cases of pepper sauce were also made in Denmark and subsequent orders in the Czech Republic, Ukraine and Paris immediately following the Study Tours.
PROMANGO	Dominican Republic	Contract secured with a German distributor for mango pulp and other value-added products.
soRena’s Winery	Suriname	Engagement with the Chamber of Commerce in the UK has led to on-going collaboration with European buyers. A regional partnership however was established with a firm out of the Dominican Republic.
Studio Jay Recording	Trinidad & Tobago	Contracts signed with Make U Music of Paris and a 2- Album and 10-Concert Tour contract The Playmaker Group in the UK. Intra-CARIFORUM linkages strengthened as evidenced in the launch of the EMERGENCE Project (merging music, fashion and film) amongst Studio Jay Recording Ltd, Meiling Inc., Free Spirit Media Ltd., Full Circle Animation Studios and Patwa Apparel.
Full Circle Animation	Trinidad & Tobago	Negotiated an animation test for Xilam Studios (Paris) and subsequently closed the contract.
Heather Jones Designs	Trinidad & Tobago	Developed a business partnership with a firm from Switzerland and trading opportunities in Paris and Italy. The beneficiary also completed another mission to Paris, following the Study Tour to participate in the MeMy Mode trade show, which attracts buyers from Russia, Dubai and London.
Baron Foods Limited	Saint Lucia	Held meetings with major supermarket chains Tesco’s and Sainsbury to negotiate for increased shelf spacing, which resulted in an increase in sales.
Tami B Designs	St. Vincent & the Grenadines	Contacts were established with buyers and manufacturers at the Bread and Butter Trade Show. Intra-CARIFORUM linkages have also been created with aJeanté, Patwa Apparel, Fifth Element Designs and David André.

of the CARIFORUM-EU EPA, which would facilitate their pursuit of business opportunities in these markets. The Manufacturing Study Tour was held in June 2012, and visited Manchester, UK; Hamburg, Germany; and Paris, France with 23 participants from Antigua and Barbuda, The Bahamas, Belize, Dominica, The Dominican Republic, Grenada, Jamaica, Saint Lucia and Suriname, in attendance.

The Cultural Industries Study Tour visited Manchester, UK; Berlin, Germany; and Paris, France in July 2012, and saw 22 representatives from Barbados, Dominica, the Dominican Republic, Guyana, Haiti, St. Vincent and the Grenadines, Saint Lucia, and Trinidad and Tobago participating. Several members of the Study Tour contingent were able to realise success as a result of their participation in the tour. For the full list of Study Tour participants please refer to Annex 4 of this report.

London Engage

In 2012, Caribbean Export conceptualized the London Engage initiative as the platform to launch Caribbean businesses into the European market. In addition to using the Summer Olympic Games as the optimal setting to showcase the talent and opportunities available within an integrated Caribbean, the Agency also sought to demonstrate the region's potential for investment, expansion, and diversified growth. London

Engage, Caribbean Export's first multi-sectoral mission to Europe, sought to build on a series of regional private sector export development initiatives that were previously implemented or supported by Caribbean Export. Four sectors were identified as having a competitive advantage for the region; namely Agro-processing, Creative Industries, Professional Services and Sports; and these were exhibited through a succession of activities such as Caribbean Design Showcase, Caribbean Essence Showcase, Caribbean Kitchen, Soul Fusion, and the screening of the regional sports documentary Built to Last. Additionally, London Engage was seen as a premiere occasion to introduce regional businesses to investors in the UK, through two seminal activities, Break Point and the 2nd CARIFORUM-EU Business Forum. In the lead up to London, Caribbean Export also facilitated the participation of CARIFORUM firms in two European Study Tours for the Manufacturing and Creative Industries to France, Germany, and the UK. These Study Tours also served as the precursor to the 2nd CARIFORUM-EU Business Forum. A total 171 firms benefited from Caribbean Export's engagement of Europe, including entrepreneurs, SMEs, BSOs, and public sector agencies. Combined, these initiatives not only exposed regional businesses to opportunities within the European market, but also unveiled the uniqueness and authenticity of the Caribbean brand to the rest of the world, while providing a much-needed jumpstart to the utilisation of the EPA signed by CARIFORUM and the EU. For the full list of London Engage participants please refer to Annex 5 of this report.

Caribbean Design Showcase - Architecture

As a part of Caribbean Export's London Engage initiative, the work of three regional architects was on display at the Caribbean Design Showcase at the University of Westminster in London, during the London International Architecture and Design Showcase, which presented insights, architecture and designs from 46 countries. The Caribbean showcase, organised in collaboration with the British Council, featured a 3D projection of regional architects' designs, as well as a wall-to-wall photo display of traditional uses of indigenous earth friendly building materials in home construction. Running from June 28 - July 15, 2012, the showcase saw participation from Talma Mills Studio (Barbados/Trinidad and Tobago), Amonle Studios (Barbados) and the Caribbean Office of Co-operative Architecture (Grenada). The photos used in the Heritage Photo Display were submitted by VIVIDARCH (Belize). The Caribbean Design Showcase also provided a unique opportunity for pioneering Caribbean architects to be a part of a global debate about architecture and design, exploring the relationship between the built environment and cultural, technological and environmental change. Participating architects attended at least five B2B meetings with members of the Architectural community in the UK, as well as gained a deeper understanding

of the opportunities available for Caribbean architects in using 'green' architecture and ethnic material for design. A key contact was made during the showcase with the Royal Institute of British Architects (RIBA). Discussions focused on the importance of having a better mutual arrangement between CARIFORUM and British architects, as well as further collaboration with the Federation of Caribbean Association of Architects (FCAA), a regional architecture organisation with members from CARIFORUM, Cuba and the FCORs.

Caribbean Essence Showcase - Fashion

Caribbean Essence was designed to facilitate the entry of Caribbean fashion and jewellery designers into the European Union (EU), through utilisation of the CARIFORUM-EU Economic Partnership Agreement (EPA). In its maiden showcase, the work of six designers was unveiled during the African and Caribbean Business Experience Expo (AACBE) in London on August 4, 2012. The platform sought to build on the momentum generated during the presentation, 'Caribbean Collections' at London Fashion Week, which was held in February 17-22, 2012, in partnership with Jamaica Promotions Corporation (JAMPRO) and the Caribbean Fashion Industry Association (CAFIA).

Participating fashion design houses were Sonia Noel Designs from Guyana,

drennaLuna from Jamaica, and Meiling Inc. from Trinidad and Tobago. Their work was complemented by accessories from Veve Collection in Haiti, Atelier Doré in Suriname, and Ibis Ceramic Jewellery in Trinidad and Tobago. On this occasion, Caribbean Essence took the form of a runway show, with top United Kingdom (UK)-based models showcasing the collections. The objective of Caribbean Essence was to create market positioning opportunities and tangible leads for potential business partnerships for Caribbean designers within the UK and the rest of the EU. This is achieved through a live showcase of their collections and networking sessions.

The London event also presented a view of the fashion design potential that is available within the Caribbean, highlighting variety of design and market versatility; provided designers with an enhanced view of the technical and management skills needed for success in the global fashion industry; and identified future intervention tools and opportunities that Caribbean Export could develop to better assist regional designers to better position themselves in the world markets.

Building on the London experience, the Caribbean Essence platform showcased five fashion designers at The Gallery Runway Fashion Show in Berlin, Germany from July 2-4, 2013. Designers for this event included Fifth Element Designs from Barbados, Oriett Domenech from the Dominican Republic, drennaLuna in Jamaica, and Heather Jones Designs and Meiling Inc. from Trinidad and Tobago. Subsequent to this initiative, four designers received contracts for the distribution of their designs in Germany and other countries within the EU. The objectives of participating in the initiative were to: present the collective brand of "Caribbean Essence" to buyers in the European Union market, in order to identify potential business opportunities in the industry; enable CARIFORUM designers access to one of the premier buying trade shows for the boutique market in the world, thus providing opportunity to generate potential business orders; enable the participant designers to gain a better understanding of doing business in the various EU markets through the provision of pre-trade fair coaching; source and invite additional buyers within the European Union to visit designers exhibiting at 'The Gallery', in order to enhance the potential business that could be realized for them during the trade fair; and establish long-standing relationships with buyers in the European Union for future events that Caribbean Export coordinates in the creative industries, in this case with the fashion boutique market.

Participants in the 2015 hosting of Caribbean Essence were able to take advantage of the designer coaching, market research, EU Buyer Directory and marketing services that were available. Immediate outcomes including the signing of contracts by three designers among Boutiques, Retail Buyers and Distributors



CARIBBEAN ESSENCE PARTICIPANT OUTCOMES

DESIGNER	COUNTRY	SUCCESS ACHIEVED
Fifth Element Designs	Barbados	The company was able to access designer coaches online and establish contacts through a number of networking sessions. Contracts were also signed with an EU Distributor and Boutique buyer during the show valued at US\$500.00. Contacts were also established with European designers, distributors, buyers, consultants and media contacts. The exhibition further presented joint venture new marketing opportunities, and increased visibility for the brand following exposure by the EU media houses.
Sonia Noel Designs	Guyana	Established two contacts in the UK, which led to the creation of collaborative business opportunities including the launch of Makin' Styles, a Caribbean Lifestyle magazine across the Caribbean, New York, London and Toronto; in addition to Noel's participation in the French- Guiana Fashion Week. There has also been an increase in clientele for the company's brand Mariska's Designs following the London event, the majority of which is from the diaspora in the UK.
drennaLUNA	Jamaica	The London showcase led to the establishment of intra-regional contacts with Atelier Doré of Suriname and Ibis Ceramics of Trinidad and Tobago. In Berlin, the company secured a contract for designs from a European retail buyer, as well as the trade of samples worth just over US\$200. The company further established contacts with European designers, retailers, boutique buyers, and media contacts.

in the EU to the value of US\$5,000, the establishment of 26 media contacts, increased private sector expertise, and increased media exposure in the printed, online and electronic press. In addition to the immediate outcomes mentioned above, a follow up assessment with Caribbean Essence participants revealed that they have been able to maximise their reach into the European market, primarily in Paris, UK, Germany and Italy. Many of the participants have also been able to adjust their business model based on the knowledge gained about the European market during the designer coaching and market research sessions. To date, a total of nine firms from seven CARIFORUM countries have showcased in the CaribbeanEssence platform.

DESIGNER	COUNTRY	SUCCESS ACHIEVE
Meiling Inc.	Trinidad & Tobago	An investment opportunity was secured in London with a firm in Europe and Africa, which led to trading with buyers in Germany and the UK. At the Berlin showcase an order of approximately €2000 was secured from a European boutique. Contacts were also established with European designers, manufacturers, and distributors, in addition to and international designers and manufacturers.

Caribbean Soul Fusion - Music

Caribbean Export, in collaboration with ACP BizClim, DFID, and GIZ, facilitated the exposure of eight emerging regional musicians to new markets during Caribbean Soul Fusion at Grosvenor House on August 9, 2012. Additionally, the event provided an ideal opportunity to showcase the region’s unique and diverse culture as a viable and exportable product, with the potential to fully capitalise on the opportunities within the EU and to satisfy the ever-growing demand for Caribbean music. Caribbean Soul Fusion was also an occasion to increase interest within the EU market for the Caribbean’s music festivals. Participating artistes were Mr. Dale and Arturo Tappin (Barbados), Michele Henderson (Dominica), Xiomara Fortuna (Dominican Republic), Mystic (Guyana), BÉLO (Haiti), Chris Martin (Jamaica), and Claudia Edward (Saint Lucia).

Following London Engage, the Caribbean Soul Fusion platform was executed during the staging of the Eleventh Caribbean Festival of Arts (CARIFESTA) in August 2013 in Suriname. Caribbean Export, in collaboration with the CARICOM Secretariat, supported the creation of a cultural market within the Festival. This initiative created opportunities for 20 regional artistes to participate in vocal and performance training, which culminated in performances at international festivals and venues in Europe. To support this process, managers of some of these international facilities and events were invited to CARIFESTA XI, to view

performances and to network with Caribbean artists from CARICOM Member States and Associate Members. Coaching sessions, business meetings, panel presentations, and performance showcases were organised over a four-day period during CARIFESTA XI, for the benefit of both artistes and arts presenters. The focus of the Caribbean Marketplace for the Arts at CARIFESTA XI was on music and dance.

Caribbean Kitchen - Specialty Foods

Caribbean Kitchen is the rebranded Fancy Food platform for taking regional specialty foods to international markets in particular the European Union (EU). The initiative exposes companies to the intricacies of doing business in Europe, thereby taking advantage of opportunities provided by the CARIFORUM-EU Economic Partnership Agreement (EPA). It also presents opportunities for business-to-business (B2B) connections, as well as investment and distribution partnerships that can lead to export growth in their businesses. The three main objectives of Caribbean Kitchen were to: increase exports of CARIFORUM speciality food products to the EU market; increase awareness of CARIFORUM specialty food products in the EU-German market by exposing them to local and international buyers and for the companies to develop a better understanding of the export market; and build awareness for the Caribbean Kitchen brand.

Caribbean Kitchen was launched in 2012 during the London Summer Olympics. The staging sought to introduce regional companies to potential distributors in the United Kingdom (UK) market, and build awareness for Caribbean brands by exhibiting them to consumers and potential buyers. From August 8-9, 2012 the products from 11 CARIFORUM agro-processing and manufacturing firms were on display during the hosting of the 2nd CARIFORUM-EU Business Forum. These were Beverages Caribbean Inc. from Barbados; Bel-Mer Winery in Belize; Parry W. Bellot & Co. Ltd. of Dominica; Caribbean Labs & Traders in the Dominican Republic; De La Grenade Industries of Grenada; Bloxburgh Gourmet Creations, Central Food Packers, and Tijule Company Limited from Jamaica; Baron Foods Limited in Saint Lucia; and Tobago Cocoa Estate W.I. Ltd and Caribbean Agribusiness Export Company from Trinidad and Tobago.

While this initial staging of Caribbean Kitchen focused on product demonstrations and tasting sessions, the response from the local market to the range of products on display was encouraging and became the genesis for subsequent exhibitions of the platform, at the ANUGA Trade Fair in Cologne, Germany. The first staging of Caribbean Kitchen at ANUGA was held from October 5-9, 2013, with support from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). As the world's leading food fair for retail trade and the food service and catering market, ANUGA attracts over 150,000 trade visitors, and 6,800

exhibitors from 185 countries. On this occasion, 11 firms participated in the mission.

Immediate results included the negotiation of contracts by three firms during the event, at an average of 48 contracts per firm; greater market access opportunities; and increased expertise in engaging with EU buyers following the B2B sessions executed. A summary of beneficiary testimonials from ANUGA 2013 is available in the table 'Caribbean Kitchen Participants Outcomes' on the next page.

The platform was again showcased at ANUGA, in collaboration with GIZ, during the period October 10-14, 2015. Twelve (12) regional food and beverage producers attended the trade fair, and exhibited a range of Caribbean sauces and condiments, liquors and beverages, and cocoa and chocolates. Based on the lessons learnt and recommendations from ANUGA 2013, Caribbean Export sought to enhance the execution of the initiative in 2015.

An evaluation conducted immediately after the 2015 event revealed that all beneficiaries reported meeting their targets, 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/available for their business' export development.

Nine firms 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, wholesales, retailers, agents, importers, re-sellers, buyers, restaurants, and specialty food stores.

In addition to the immediate outcomes mentioned above, a 6-month follow up assessment with Caribbean Kitchen participants revealed that they secured orders ranging between US\$5,000 and \$30,000 from buyers. Three firms also entered new markets in CARIFORUM, Europe and the United States, and five firms were able to hire 18 new staff members following participation in ANUGA. To date, a total of 28 firms from 10 CARIFORUM countries have showcased in Caribbean Kitchen. The full list of beneficiaries is available at Annex 6.

CARIBBEAN KITCHEN PARTICIPANT OUTCOMES

COMPANY	COUNTRY	SUCCESS ACHIEVED
10 Saints Brewery Co Ltd.	Barbados	Orders were received from and delivered to Germany, Italy, Spain, Russia, Brazil, Denmark, Vietnam and Australia. A joint venture was also established with Halewood International with the potential value of over US\$1 million.
Beverages Caribbean Inc.	Barbados	Secured orders in UK and Germany for Banks Beer and Tiger Malt.
West India Biscuit Company Limited	Barbados	Modifications to price have been made in order to competitively price for Ghanaian market; and fulfilled orders to the Netherlands.
Marie Sharp's Fine Foods Ltd.	Belize	Orders fulfilled for buyers in Kuwait for five products. The firm also completed an order from Canada, Dubai and the USA. Participation also led to an increase in sales in Germany.
J&J Spirits	Dominican Republic	Secured a contract and completed order for German distributor.
Country Traders Limited	Jamaica	Two orders received from distributors in Denmark and St. Maarten.
Tijule Company Limited	Jamaica	Orders were received from and completed for Denmark, Sweden, Africa, and Israel. Additionally, a German distributor is interested has requested samples for a market test.
Baron Foods Limited	St. Lucia	Product requests were fulfilled in Switzerland, Germany, Denmark, Japan and Reunion (Indian Ocean)
Viking Traders Ltd.	St. Lucia	Secured new business contacts and orders in Germany, British Virgin Islands, US Virgin Islands and Martinique
SMAKS Luxury Group	Trinidad & Tobago	Orders fulfilled to Norway, Sweden, and Denmark for teas and Chai Rum. Additionally, orders from InterContinental in France and Beirut have been completed, as well as orders for buyers in Italy, France, Switzerland, and the UK.

Break Point

In partnership with DFID, Caribbean Export implemented the Business Reality television series, Break Point, which sought to demonstrate the advantages of the CARIFORUM-EU EPA for regional firms and generate awareness for the Agreement in the region. The series also exposed CARIFORUM firms to opportunities for increased exports to the EU market, through distribution channels, investment, and joint ventures, as well as provided regional and international exposure for CARIFORUM firms.

From a list of 60 applicants, 30 firms were shortlisted based on evaluation criteria that spoke to demand, innovation, brand strength, EPA application, speed to market, and management strength. These firms then went through Break Point preparatory sessions with coaches and mentors, where they were provided with tools to improve their presentation skills and received feedback on how to enhance their business pitches and presentations. The journey of these 30 Caribbean entrepreneurs began from their initial preparatory sessions, to their regional pitches, the subsequent selection process that followed, all the way to the 12 firms' final pitches in London, on August 9, 2012 at Grosvenor House. The final 12 firms represented 10 CARIFORUM countries and represented a diverse range of sectors and industries, including Agro-Processing, Creative Industries, Light Manufacturing, and Professional services.

The European investors and distributors in London for the finals were Peter Martin, Managing Director of International Brands; Mark Lewis, internationally acclaimed music and television producer; Alexander Amosu, global technology mogul; Jonathan Pfahl, Founder of the RockstarMentoring Group; Doug Richard, Founder of School for Start-ups; and Keynes Emeruwa, Founder of Real Angels Global Solutions.

Break Point was broadcasted in 15 CARIFORUM states, and the seven countries in the wider Caribbean. Based on participant testimonials, the initiative exposed CARIFORUM firms to opportunities for increased exports to the EU market, through investment, joint ventures, or EU distribution channels, as well as prepared CARIFORUM firms to present their business ideas to potential investors and other business linkages.

Built To Last - Sport Documentary

In 2012, Caribbean Export commissioned the development of a documentary to highlight 50 years of the region's success in sports. Dubbed as the story of the Caribbean's emergence in global sports. The 50-minute documentary chronicles the stories of Caribbean men and women competing in a range of Olympic, Para-Olympic and non-Olympic sports. Moving away from stereotypes, the film not

only depicts the story of how these individuals and teams progressed from unknowns to household names, but it also shares the backstories - the obstacles these men and women overcame in order to excel at their chosen sports. The documentary, which also examines themes of politics, race, and identity, follows different sporting genres including boxing, cricket, football, rugby, swimming, and athletics. Built to Last debuted in London at the British Film Institute on August 3, 2012. Subsequent to London, Built to Last made its regional debut at the Trinidad and Tobago Film Festival. The screening of the film was followed by a round-table discussion on the theme "Sports as a Driver of Economic Development".

London Engage, and subsequent initiatives, have provided Caribbean SMEs, BSOs and entrepreneurs with the platform needed to break into the European market. The UK-based export development and investment promotion initiative saw representation from regional priority sectors including Agro-processing, Creative Industries, Manufacturing, Professional Services and Sports Tourism. Some 75% of the participants in the London Engage activities cited an increased understanding of the CARIFORUM-EU EPA. This knowledge was gained via presentations and discussions held, as well as EPA Briefs distributed during the Study Tours, Business Forum, and Break Point. Beneficiaries were also able to establish legitimate contacts in Europe, Africa and the Caribbean with a range of firms including manufacturers,

BREAK POINT PARTICIPANT OUTCOMES

COMPANY	COUNTRY	SUCCESS ACHIEVED
David Weekes & Associates (Pandora Security System)	Barbados	Secured a million-dollar grant to forge ahead with two initiatives, which would allow the company to run a pilot project at a major shipping hub in the Caribbean.
Island Life Television	Barbados	Secured a distribution agreement, with one of the investors to re-broadcast Island Life’s content outside of the Caribbean region
Merkimport	Dominican Republic	Developed a greater understanding of the marketing potential between Dominican Republic, the Caribbean and the European market, and four new models have been introduced to the existing product line
Marie Sharp’s Fine Foods Limited	Belize	Participation led to an increased understanding of business pitches and proposals, and the company increased sales to the UK by 32%.

distributors, investors and industry representatives. This success was particularly evident following the Study Tours, Caribbean Design and Essence Showcases, and Break Point.

Following the implementation of our support for these market-entry initiatives, 108 firms have reported increased exports to new regional and international markets.

Further, 150 buyer leads have been established and these beneficiary firms have derived approximately US\$3.1 million in export sales based on the Alumni assessment conducted in 2015 and 2016.

Trade and Investment Convention

Caribbean Export also facilitates the participation of regional firms in the annual Trade and Investment Convention (TIC) in Trinidad and Tobago. The multi-sectoral tradeshow brings together local, regional, and international businesses with the aim of fostering intra and extra regional trade. Exhibitors with thousands of products meet hundreds of buyers seeking new suppliers, goods, and services. With structured networking events, a cutting-edge business education programme and assistance from an experienced team on hand to provide expert guidance and matchmaking

services, the TIC platform seeks to maximise the export potential of exhibitors.

Regional firms participated in the four-day trade mission with the overall aim of promoting stronger trade and investment relations between CARIFORUM countries. Participation in TIC also proved to be an opportunity to raise awareness about the products and services offered by firms, in addition to fostering enhanced market opportunities with CARIFORUM firms, buyers, and distributors. Under the 10th EDF RPSDP, the Agency supported 28 regional firms in showcasing at the event.

Havana International Fair

Caribbean Export's support to the participation of regional firms in the annual hosting of the Havana International Fair (FIHAV), under the 10th EDF RPSDP focuses on creating business opportunities between Cuba and CARIFORUM member states in order to promote the sectors that are readily positioned within a global trade context. The Agency also provides the necessary discussion platform to take on specific trade-related issues of business between the two territories. In this regard, Caribbean Export partners with the Cuban Chamber of Commerce for B2B matching with selected companies.

FIHAV is the largest annual multi-sector trade fair in Cuba, and is held during the first week of November. The event welcomes over 4,500 exhibits from 60 countries. The pavilion grounds, inaugurated in 1989, consist of 25 separate buildings on approximately 20,000 square meters located at the ExpoCuba fairgrounds site on the outskirts of Havana. FIHAV is an event organised by the Ministry of Foreign Trade and Investment of the Republic of Cuba, the Cuban Chamber of Commerce, the Conventions Palace and ExpoCuba. This multi-sector commercial fair covers industry sectors such as consumer goods, machinery, equipment, information technology, raw materials and services.

For the 2012 edition, a delegation of 14 CARIFORUM firms from the Dominican Republic, Jamaica and Suriname participated in the Trade Fair. Caribbean Export's participation in FIHAV 2012, focused on creating business opportunities between Cuba and CARIFORUM member states in order to promote the sectors that are readily positioned within a global trade context. The Agency also provided the necessary discussion platform to take on specific trade-related issues that business between Cuba and the rest of the CARIFORUM member states. In this regard, Caribbean Export has partnered with the Cuban Chamber of Commerce to a Business-to-Business matching with selected companies.

In 2013, the Agency supported the participation of 13 regional firms from Barbados, Dominican Republic, Jamaica and Saint Lucia in attending and showcasing at FIHAV. With a focus on creating business opportunities between Cuban buyers and CARIFORUM SMEs in order to promote the sectors that are readily positioned within a global trade context, the Agency again provided the necessary platform to discuss trade between Cuba CARIFORUM States, with support from the Cuban Chamber of Commerce in host business matchmaking sessions.

Caribbean Export facilitated the participation of 10 firms from the Dominican Republic and Haiti during the 2014 hosting of the event within the framework of the 10th EDF Haiti-Dominican Republic Bi-National Programme. One company

from Jamaica, whose participation was coordinated by Jamaica Promotions Corporation (JAMPRO), was also present at the Fair. The Dominican companies were primarily from the beauty and cosmetics sector whereas the Haitian private sector participant represented the textile manufacturing and handicraft industries. A series of B2B meetings were also coordinated by the Cuban Chamber of Commerce, and provided participants with the opportunity to meet with institutional buyers to offer their products and establish commercial ties. Caribbean Export also sponsored the participation of institutional partners under the Bi-National Programme the Association of Industries of the Dominican Republic (AIRD), CEI-RD, MIC, and CCIH. Representatives from these institutions were able to support their stakeholders by promoting individual sectors and their national export product offerings and establishing relationships with their counterparts in Cuba.

In 2015, the Agency supported 11 firms in showcasing at the trade fair. 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 and the full list is available at Annex 7.

Further to the afore-mentioned interventions, Caribbean Export also provided support to 605 firms as they participated in a series of trade missions, forums, and study tours under the 10th EDF RPSDP.

STUDY TOURS, FORUMS AND TRADE MISSIONS SUPPORTED UNDER 10TH EDF RPSDP

INTERVENTION	NO. OF PARTICIPANTS
AMCHAM Business Forum of the Americas	9
Americas Competitiveness Forum	19
Barbados Chamber of Commerce and Industry Mission to Macau	6
Caribbean Competitiveness Forum	9
Caribbean Network of Services Coalitions Forum	10
Caribbean Spa and Wellness Association Stakeholder Forums	136
CeBIT Study Tour	6
EXPO Jamaica	17
Going Global	4
Haiti Trade Mission to Bahamas	3
Pacific Agri-Tourism Forum	15
Public-Private Dialogue Forum on Quality Standards in Agriculture	50
Science Technology and Innovation Caribbean Network Forum	60
Sustainable Energy Incubation and Development Fund Forum	75
Trinidad and Tobago Manufacturer’s Association Mission to Guyana	25
Virtual Education Caribbean Forum	6

PROMOTING TRADE AND EXPORT DEVELOPMENT

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	RESULTS ACHIEVED
Trade and export development is promoted in CARIFORUM States	<ul style="list-style-type: none"> • % of firms entering new markets based on intelligence obtained from the MIS (target=25%) • % of workshop participants confirming that their knowledge of trade agreements has increased (target=50%) • % increase in client firms utilising key BSO services (target=50%) • % of business contracts secured resulting p.a. from Business Forum activities (target=at least 25% per Forum) 	<ul style="list-style-type: none"> • Survey of BSOs and firms • Surveys of workshop participants • Internal reports on Forum activities • Business Forum participants assessments 	<ul style="list-style-type: none"> • 53% of firms entering new markets based on market intelligence obtained • 88% of participants report an increase in knowledge on trade agreements • 78% increase in client firms utilising technical assistance and capacity building services offered by BSOs • 38% of firms secured contracts in 2012 and 17% secured contracts in 2015.

➤ Under Component 2 of the current EDF programme, Caribbean Export commenced work leading towards the development of a regional trade and market intelligence system. In addition to the development and maintenance of a market intelligence portal, a number of products and services have been developed by the Agency that will complement the overall system. These include a Food Safety Portal, the delivery of training and certification in trade and business intelligence to firms and BSOs, the development of market opportunity pointers, the undertaking of market research studies and the administration of market research surveys to gauge the business intelligence needs of beneficiary and stakeholders.

The Agency is also undertaking the development of three regional export strategies for Agro-Processing, Higher Education, and Creative Industries. As a part of this process, 12 stakeholder consultations have been convened for finalisation of these strategies.

Caribbean Export also seeks to increase the knowledge of private sector about bilateral, regional and international trade agreements, and as such opportunities for learning are a central aspect of each training and capacity building intervention executed by the Agency. Eight hundred and eleven (811) regional firms were trained, and an assessment of these beneficiaries revealed that 88% of them have gained substantial knowledge on these agreements, and are equipped with the information necessary to make sound business decisions.

Increasing the understanding of the utilisation of intellectual property (IP) among the private sector is another area of focus for the Agency under the 10th EDF RPSDP. To date, six IP workshops have been conducted and 200 firms have benefited from these interventions, with 92% confirming that their understanding of IP and its potential for revenue generation and export has increased.

One hundred and twenty-five (125) regional BSOs have also participated in capacity building training initiatives, and 32 have benefitted from technical assistance. The annual BSO assessment survey revealed that these organisations saw a 78% increase in client firms utilising the technical assistance and capacity building services offered.

Another key element of Component 2 is the formal establishment and operationalisation of the CARIFORUM-EU Business Forum. To date, two of these Forums have been convened and 318 firms have participated in the initiative. Follow-up assessments with beneficiaries show that 40% of firms were able to secure and sign contracts with European, CARIFORUM and other international firms. Further information on these activities under component 2 of the 10th EDF RPSDP is discussed below.

Regional Trade and Market Intelligence System

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

Market Intelligence Portal

During the first year of 10th EDF RPSDP implementation, Caribbean Export convened a series of regional consultations with members of the public and private sectors, to discuss and receive consensus on the conceptualisation of a regional market intelligence system. Following these consultations, work on the information and communication technology (ICT) component of the system was commenced. In 2012, a review of the framework and fields captured by the market intelligence database was conducted and an updated framework was submitted to the developers to facilitate construction and roll out of a front end/user interface.

With the preliminary work completed, the first phase of the development of the

Agency's market intelligence portal was finalised in 2013, with the handing over of a Minimum Viable Product (MVP). The MVP was used to test basic features of the portal and obtain feedback from internal and external stakeholders. This MVP also provides market intelligence on trade flows and market/sector studies. Once fully functional the MI Portal will provide businesses with regional and international data on trade flows, tariff and non-tariff data, standards, packaging and labelling requirements, and a directory of buyers and suppliers. A technical review of this MVP was submitted to the Agency and will be used to evaluate the capacity of the existing platform for further developmental work.

In addition to the development of the portal, Caribbean Export undertook several public awareness missions to raise the visibility of the Agency's market intelligence system among regional stakeholders. These meetings were held with 255 public and private sector organisations in the Bahamas, Barbados, Belize, Dominican Republic, Haiti, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

A key aspect of the Agency's market intelligence system is the gathering of accurate and indigenous trade and business intelligence data. This led to the formation of National Trade Information Networks (NTINS) in key regional markets. These networks have been created to provide trade and market data in Belize, Barbados,

Dominican Republic, Jamaica, Suriname and Trinidad and Tobago. Essentially, the NTINs will provide information to Caribbean Export, which will include economic data, market access conditions, business requirements, local buyers and suppliers. Businesses will therefore have access to the data through the portal or via direct contact with the Agency in the form of a helpdesk.

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

In 2013, Caribbean Export conducted a study, to assess the viable trade and investment opportunities amongst Guyana, Suriname and Brazil (Troika); and designed an actionable strategic plan for enhancing export trade among the grouping. From the study entitled *Assessment of Framework and Opportunities for Enhancing Export Trade between Guyana/Suriname/Brazil in Market Consultations*, a Troika Trade Assessment Plan (T-TAP) was developed. This plan includes a road map and action plan for achieving export growth in trade, the identification of key sectors and sub-sectors, products and services that are export ready, key institutional relationships between trade support institutions that require strengthening, and the external financial and technical support programs that could be accessed to implement the action plan. Representing the final stage of preparation for the final report, a Validation Workshop for the study was organised in collaboration with the

Suriname Business Forum. Held in Suriname in February 2014, the workshop brought together 74 participants from BSOs, TPOs and the private sector in the Troika to discuss the findings of the report and introduce the proposed T-TAP strategy to follow.

The strategy identified:

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

On review of the findings, stakeholders provided recommendations for the study to include the establishment of trade desks in the Suriname Business Forum as well as the Private Sector Commission of Guyana, to provide training, trade and market intelligence, and trade show support for export ready firms.

Market Opportunity Briefs

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

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

Food Safety Portal Launch

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

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

Food Safety Feasibility Study

During the period September 27 - October 8, 2014 Caribbean Export conducted a series of Food Safety Feasibility Studies, in collaboration with the Agence Française de Développement (AFD). The mission visited the Dominican Republic, Haiti and Suriname, and was executed with the aim of appraising the Project in order to present AFD's grant financing in December 2014. The initiatives were also used as an opportunity to verify the main SME export related constraints pertaining to food safety, and develop a technical assistance programme to address these challenges.

During the missions, meetings were held with government authorities and agro-processors about the project scope; to present feedback on the intermediary results of the Feasibility Study being undertaken; and share findings of the field visit. Outcomes of the meetings include an increased understanding of the agro-processing industries, as well as the associated challenges and opportunities; identification of the barriers and obstacles to trade; recognition of the programmes, project activities, and other initiatives in agro-processing and food safety; assessment of the need for a Capacity Building Programme; and identification of specific services needed in this programme. The feasibility study is in keeping with the objectives of the 10th EDF RPSDP, particularly as it seeks the improvement of CARIFORUM exports and facilitating greater participation of CARIFORUM firms in the global economy.

Caribbean Export OUTLOOK

Caribbean Export launched its new flagship publication the Caribbean Export OUTLOOK in November 2014 in Barbados, as the culmination of the Agency's 2-day high profile Exporter's Colloquium. The OUTLOOK publication fills a gap in the market where there are no other publications dedicated to provide market intelligence on trade and exports for the CARIFORUM region. Caribbean Export OUTLOOK, in its entirety, provides 140 pages of research, interviews, and analysis designed to provide timely, accurate and relevant information to exporters with the aim of ultimately enhancing their export competitiveness. In addition it presents the Caribbean as a vibrant, diverse region to attract investment from the international market. The OUTLOOK is the latest edition to Caribbean Export's suite of Market Intelligence services, and will serve as a versatile tool for the Agency's constituents as they seek to gain greater insight into trade opportunities in the Caribbean and capitalise on international markets. There are now two editions of Caribbean Export OUTLOOK available in print, and electronic copy from the Agency's website in both English, Spanish, French and Dutch.

Caribbean Export Radio Series - Pulse of the Caribbean

During the period October 24-27, 2016, Caribbean Export attended the Caribbean Broadcasting Union's (CBU) 47th Annual General Assembly in Cuba, to introduce and launch the Pulse of the Caribbean radio series to regional media houses and stakeholders. The objective of the intervention was to educate the regional media about the work of Caribbean Export, and to present the radio series to participants in order to secure buy-in to carry the programme on their respective networks. The occasion was also used to gather feedback to inform production and the programme's success.

Pulse of the Caribbean is a part of a comprehensive communications strategy that has been developed and implemented to raise the public profile of Caribbean Export, as well as facilitate the promotion of trade and exports in CARIFORUM States. The regional media has a key role in supporting the Agency to fulfill its objectives and can be used to cultivate the fostering of an export-focused regional private sector. As such this programme is designed to:

- Raise the profile of trade and export with the mass market
- Foster a export-led private sector
- Increase exports from the Caribbean
- Increase the utilization of the CARIFORUM-EU EPA

Subsequent to the presentation and ensuing discussions, a number of radio stations signalled their interest in carrying the radio series as a part of their programming, and follow up meetings with these stations have been scheduled. Further, new relationships with regional media representatives were established, and it is anticipated that this will facilitate the Agency in communicating with regional exporters in the future.

As it relates to results under Market Intelligence, during the period under review, 215 firms have accessed Caribbean Export's market intelligence system through the Online Business Information Centre (OBIC), and 31 BSOs are currently making use of information available therein. Further, 195 requests have been fielded by the Caribbean Exporter's helpdesk which takes in account email, telephone, and face-to-face requests.

Overall, under the 10th EDF RPSDP, Caribbean Export has commissioned the following studies, which are also available within the Agency's market intelligence system:

- Agro-Processing Study on EU Market Entry Requirements
- Assessment of the Tariff Principles and Practices of CMOs and to Recommend a Regional Tariffs System for the Caribbean
- Assessment of Framework and Opportunities for Enhancing Export Trade between Guyana-Suriname-Brasil
- Business Opportunities for CARICOM Firms in the Dominican Republic
- Export Value for Music Industry including IP Value
- Feasibility Study for a Haitian Design Production Centre;
- Feasibility Study on Proposed Financial Services Secretariat;
- Feasibility Study on the Establishment of a Technical Management Unit in the FCORs
- Incentive Benchmark Study for CARIFORUM
- Investor Perception Survey for CARIFORUM
- Intellectual Property Roadmap for CARIFORUM Countries
- Legal Opinion on the Imposition of the Octroi de Mer by the French Caribbean Outermost Regions on Products Originating from CARIFORUM States
- Market Assessment of CARICOM Private Sector Opportunities
- Market Assessments in Select Niche Sectors and EU countries
- Market Research Study for Caribbean Health and Wellness Tourism Sector
- Public-Private Dialogue: A Roadmap for Re-Engagement
- Shipping And Freight Transportation within the Caribbean Region
- Towards a Strategy for the CARIFORUM Higher Education Sector

An alumni survey conducted at the end of 2014 revealed that of the 50 BSOs surveyed, 72% were satisfied with the trade and business intelligence services provided by Caribbean Export, and that Caribbean Export has contributed to 53% of their client firms being able to access new markets through the market intelligence received.

**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.

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 need to access the market; standards and packaging requirements; sectors 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.

Market Intelligence Training

Under the 10th EDF RPSDP Caribbean Export delivered a series of Market Intelligence Training workshops across seven CARIFORUM States in 2014 and 2015. The aim of this intervention was to provide training for private sector firms on the use of various market intelligence platforms and databases, which are available for conducting market research, with support from trained technical experts from BSOs including TPOs, and national trade export promotion agencies (TEPAs) as seen below.

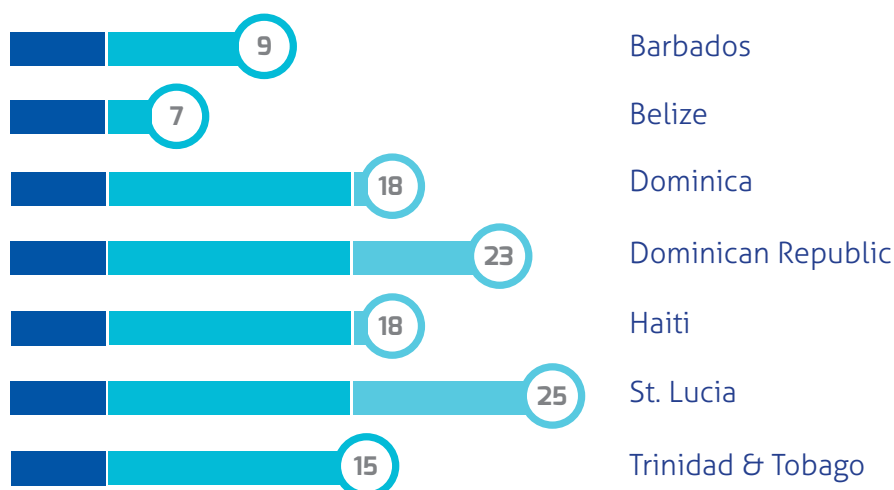
BSO PROVIDING SUPPORT DURING MARKET INTELLIGENCE TRAINING

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

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

A total of 115 persons participated in the Market Intelligence Training. Immediate outcomes for beneficiaries included increased familiarity with data sources such as International Trade Centre (ITC) tools Trade Map, Market Access Map, and Standards Map; the Centre for Promotion of Imports from Developing Countries (CBI) market intelligence platform, the Central Intelligence Agency (CIA) World Fact Book, and the EU Export Helpdesk. Participants were also able to adequately complete the market brief template, and are currently following up with the Agency for additional assistance in the use of other trade information tools.

PARTICIPANTS IN MARKET INTELLIGENCE TRAINING BY COUNTRY



Export Competitiveness Index

On October 5-6, 2015 Caribbean Exported 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 be included 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 person 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.

As a follow up to this workshop, from May 18-27, 2016 ECI training was delivered to staff to realise the goal of building capacity in Caribbean Export to support the maintenance of the Index. The ECI training provided staff with insights on the methodologies used in developing the ECI and guidelines on its maintenance. Key steps included the outline of the secondary and primary research and consultations used to develop the ECI; understanding the United Nations Central Product Classification (UN CPC) code and its use in defining industry sectors; understanding the underlining issues in measuring competitiveness; the development of appropriate criteria and weights for measuring export competitiveness; the development and determination of the appropriate indicators of export competitiveness; methods of extracting firm level data the World Economic Forum Global Competitiveness Index (WEF GCI) which will be incorporated into the ECI; and the outline of resource requirements, timelines and costs that Caribbean Export will require in order to implement and ECI on a sustainable basis.

Five Caribbean Export staff members participated in this training, which was facilitated by A-Z Information Jamaica Limited. Held over a two-day period, participants were trained on the methodology used in developing the ECI, evaluating the survey instruments to be used to gather ECI data, and discussing the role out and maintenance of the Index. The training comprised of five modules. Module 1 and 2 covered the ECI project overview, understanding the methodology used in the selection of sectors, and highlighting the issues encountered in measuring competitiveness. Module 3 covered the methodology used in selecting criteria and the determination of the appropriate weights to be used in the index. Module 4 detailed the sectors to be covered and the survey instruments used in extrapolating the data to build the ECI. Module 5 highlighted the methodology to be used in collecting firm level data for CARIFORUM members not currently covered in the World Economic Forum competitiveness index. Participants provided feedback on refining the survey instruments on the ECI, and suggested possible models on extracting the required data from each country.

SME Diagnostic Tool

Within the framework of the 10th EDF RPSDP, Caribbean Export commissioned the design of a SME Diagnostic Tool. This web-based enterprise level tool enables a scientific assessment of regional exporting firms (across all key sectors including services). This Diagnostic Tool forms the first step in a holistic approach to increase firm competitiveness in CARIFORUM Region. This first step involves a methodology for diagnosing and identifying the strengths and weaknesses of firms leading to interventions in the areas including but not limited to: Management; Production; Access to Finance; and Marketing. The aim of the tool is to increase

the competitiveness of the Region's firms by providing a standardised, methodological assessment for diagnosing and identifying areas of support to be delivered through Caribbean Export and its various partners. To date the tool has been completed and is hosted online on our MI portal at

<http://sme-analysis.ceintelligence.com>

Regional Export Strategies Developed

During the period December 2014 - January 2015 Caribbean Export undertook a five-country mission within the framework of the development of a Regional Export Strategy for the Agroprocessing and Higher Education sectors. The mission to Belize, the Dominican Republic and Jamaica, was planned with the objective of gathering information on the amount, and quality of enablers and stakeholders within the agro-processing sector. There was also a preliminary assessment of the major supply side constraints and challenges within the sector of these three markets, and the opportunities available for the development of the sector. Preparations were further commenced for the MRI scan phase of the project. During the mission, consultations were held with 35 stakeholders within the three countries including private sector firms, policy makers and other enablers. The consultations will serve to increase the co-ordination of projects within the region towards the development of export competitiveness within the agro-processing sector.

The fact-finding missions among Higher Education Institutions (HEI) in Trinidad and Tobago and Grenada, sought to identify areas of interest and focus for these institutions to capitalise on opportunities under the CARIFORUM-EU 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.

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 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. As an approach, which focuses on sub-sector/country specificity may be, more appropriate and will be determined. 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.

Increased Understanding of the Utilisation of Intellectual Property Rights

In November 2013, Caribbean Export, in collaboration with the World Intellectual Property Organisation (WIPO), hosted a regional Workshop on the Use of Intellectual Property (IP) as a Tool for Enhancing Export Development, in Barbados to CARIFORUM SMEs. Following this initial workshop, participants submitted

requests for similar initiatives to be held locally, to provide firms with an opportunity to gain greater insight into the benefits of IP.

In response to this need, the Agency delivered the first in a series of these IP Clinics in Belize in April 2014, with the aim of introducing participants to the IP tools that may be used to enhance their businesses and increase exports. During the two-day Clinic, Belizean firms Marie Sharp's Fine Foods and Travellers Liquor Ltd. presented case studies to participants. The beneficiaries also engaged in a Business Assessment Exercise to identify their company's IP assets.

The Agency also delivered a presentation on the proposed activities under the 2014 work programme as it relates to intellectual property. Additional IP workshops continued with the delivery of a Geographical Indicators (GIs), Origin Linked Products (OLPs), and Branding workshop in Antigua and Barbuda in May, and Trinidad and Tobago in October 2014. The overall goal was to contribute to the increased understanding and utilisation of intellectual property rights as a trade development tool by governments and private sector, in particular the development of geographical indications in the region. During the Antigua and Barbuda delivery of the workshop, the Agency facilitated the participation of three persons from Grenada, Jamaica, and Trinidad and Tobago, who benefited from a presentation on the status of the following products in each country:

- **Grenada Nutmeg** – The Grenada Cooperative Nutmeg Association (GCNA) is currently active, however the capacity needs to be strengthened before moving forward in the registering of the GI or collective mark. The GCNA also recommended that the other sectors with potential in Grenada, such as cocoa, required further development.
- **Jamaica Jerk** – An application for the GI in Jamaica was made to the Jamaica IP Office in April 2014, however the IP office has not yet made its decision. The Jamaica Jerk Association is an active organisation, which started the process around 2008, indicating that it is a long, arduous process. A legal and regulatory framework has been established in the country, including a GI Act and Regulations, A Jamaica Jerk Code of Practice and Control Manual, Articles of Incorporation, and a GI Mark Administration. The members of the Association indicated that a study tour to Switzerland was helpful in the process. The Jamaican Jerk Association would be a good case study for other associations in the region.
- **Trinidad Cocoa** – The intention of the Trinidad Cocoa Association is to capture the value within the region and they are seemingly prepared to work with the sectors in other countries. Currently the majority of Trinidadian cocoa is being exported

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

The workshop in Trinidad and Tobago, organised in collaboration with the Caribbean Fine Cocoa Forum, Technical Center for Agricultural and Rural Cooperation (CTA), and the Cipriani College of Labour and Cooperative, sought to build the capacity of cooperatives and farmers associations using WIPO-developed training materials on the use of IP tools for the identification, promotion and protections of GIs and OLPs. The sessions also provided training on the codes of practice and the setting-up of regulatory bodies, this is a part of a broader cooperation WIPO has been undertaking in the Caribbean region, with a view to building the capacity within the sectors with GI/OLP potential. The target audience for this workshop were representatives from farmers, agricultural associations and cooperatives, and other stakeholders involved in the value chains concerned. As an outcome to the workshop, Caribbean products identified by commissioned studies as having strong GI potential continue the process of development in this area.

In July 2015, Caribbean Export facilitated the delivery of a workshop on the Development of Management Strategies for Origin Linked Products (OLPs) as Support to National Competitiveness in the Dominican Republic sought to increase the understanding and utilisation of intellectual property (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.

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 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 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 SMEs, as well as private and public sector organisations, was designed to build the capacity of CARIFORUM producers to identify and develop OLPs. This session built on the previous training undertaken in Antigua and Barbuda, Barbados, Belize and the Dominican Republic, and sought to increase the understanding and utilisation of IP rights as a trade development tool, by government and private sector.

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 product diversification. Further, 94% of the respondents provided positive ratings for the structure, content, delivery, and logistical aspects of the workshops.

In addition to working through various topics under IP, GIs, OLPs, and branding, the participants also benefitted from networking opportunities and the sharing of experiences with the different stakeholder organisations presenting and attending the workshop. To date, under the 10th EDF RPSDP, 200 regional firms have participated in IP training workshops. A programme assessment

revealed that 94% of workshop participants believed that their understanding of IP and its potential for revenue generation, export and as a trade development tool has increased significantly.

Strengthening the Capacity of CARIFORUM BSOs

As a precursor to the implementation of the Market Intelligence training for firms, Caribbean Export delivered the Regional Trade Information Training Programme (RTITP) to BSOs in 2013 and 2014. The RTITP was developed to provide these support organisations with tools essential to the provision of market intelligence, focusing on the development of a trade information service plan, conducting market research and competitiveness intelligence, and developing market pointers. These organisations are now in the position to provide enhanced trade information services to exporters and the wider private sector using a wide variety of existing tools and data sources. To date, Caribbean Export has implemented RTITPs to thirty-six (36) BSOs across all 15 CARIFORUM countries.

Caribbean Export also delivered training in trade and business intelligence (TBI) with the aim of building the capacity of BSOs to provide enhanced services in this area to their members and clients. Building on the successful execution of the RTITP, the training of trainers programme in TBI is targeted officers in charge of business information services in TPOs, business associations and other support organisations involved in searching, processing or disseminating trade information. Participation in this 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.

The RTITP has had a significant impact on beneficiaries to date. Notable achievements include the ability of participating BSOs to access trade information efficiently, the acquisition of new technical and market research skills, and the creation of market briefs for clients and members. BSO beneficiaries have also trained 133 private sector clients subsequent to undertaking training in trade information, as well as create 52 market pointers on request from members. Additionally, 32% of the BSOs surveyed noted their contribution resulted in 53% of their clients entering new markets.

REGIONAL BSOs PARTICIPATING IN THE REGIONAL TRADE INFORMATION TRAINING PROGRAMME

COUNTRY	BUSINESS SUPPORT ORGANISATION
Antigua & Barbuda	Antigua and Barbuda Investment Authority
Bahamas	Ministry of Financial Services
Barbados	Barbados Investment Development Corporation
Barbados	Barbados Coalition of Service Industries
Barbados	Barbados Private Sector Association
Barbados	Barbados Small Business Association
Belize	Belize Trade and Investment Development Services
Belize	Belize Chamber of Commerce and Industry
Dominica	National Export Council Secretariat
Dominica	OECS Export Development Unit
Dominica	Dominica Export Import Agency
Dominica	Dominica Coalition of Service Industries
Dominican Republic	Dominican Republic Export and Investment Centre
Dominican Republic	Dominican Association of Exporters
Dominican Republic	Ministry of Industry and Commerce
Dominican Republic	National Bureau of Statistics
Dominican Republic	National Free Zone Council
Dominican Republic	Directorate of Foreign Trade and Trade Agreements Administration
Grenada	Ministry of Environment, Foreign Trade and Export Development
Grenada	Grenada Industrial Development Corporation
Guyana	Guyana Manufacturing and Services Association
Guyana	Guyana Office for Investment
Haiti	Ministry of Commerce and Industry
Haiti	Ministry of Trade
Jamaica	Jamaica Exporter's Association
Jamaica	Jamaica Promotions Corporation
Jamaica	Jamaica Manufacturers' Association Ltd.
St. Kitts & Nevis	St Kitts and Nevis Investment Promotion Agency
St. Lucia	Office of Private Sector Relations
St. Lucia	Ministry of Commerce and Industry
St. Vincent & the Grenadines	Centre for Enterprise Development
St. Vincent & the Grenadines	National Investment Promotions Inc. of St. Vincent and the Grenadines
Suriname	Ministry of Trade and Industry
Suriname	Suriname Business Development Centre
Suriname	Suriname Chamber of Commerce and Industry
Suriname	Foundation for Forest Management and Production Control
Trinidad & Tobago	Business Development Company (now ExporTT)
Trinidad & Tobago	Trinidad and Tobago Manufacturers' Association
Trinidad & Tobago	Trinidad and Tobago Coalition of Service Industries

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 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. On November 14, 2016 a Validation Workshop was convened in Suriname on the Establishment of TPO within country.

The workshop sought to review and discuss the recommendations provided in the report drafted by Caribbean Export; obtain consensus from stakeholders on a clear way forward on the formation and mandate of a TPO; and determine a firm plan of action, with timelines, for the implementation of the agreed way forward. A total of 68 representatives from both public and private sector entities attended the session and stakeholders present reached a consensus on the report. It was also agreed that the Minister of Trade and Industry would present the findings at the Presidential level for approval.

Formal Establishment and Operationalisation of the CARIFORUM-EU Business Forum

The 2nd CARIFORUM-EU Business Forum was held on August 8-9, 2012, under the theme “Making the CARIFORUM-EU EPA Work”. The two-day Forum provided a medium for discussion and presentations by private sector panellists on the EPA and exchanges on the way forward for the region in the implementation and utilisation of the Agreement. Further, the event was used to position Caribbean Export as the agency to facilitate trade and investment promotion in the Caribbean through partnerships with key agencies, as well as to explore the potential of new areas of investment in the Caribbean, such as sports tourism and renewable energy. There were also dedicated breakout sessions, focusing on the findings of the Manufacturing and Cultural Industries Study Tours in Europe.

Caribbean Export also hosted the 3rd CARIFORUM-EU Business Forum in Montego Bay in Jamaica, from April 15-16, 2015. Under the theme “Making Connections. Building Businesses. Increasing Trade and Investment”, the two-day Forum brought together 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 business-to-business (B2B) meetings, professional consultations, and other networking events. The event focused on the agro-processing, music, and higher education sectors, and sought to build on the success of the two previous Forums, 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. Overall, 318 persons attended the two events, and 972 persons registered to view online. The CARIFORUM-EU Business Forum has been continuously lauded as being highly informative and an excellent platform to discuss issues relating to the implementation of the CARIFORUM-EU EPA to the benefit of regional firms seeking to enter the European market. Additionally, 91% of participants indicated that they would attend future Business Forums based on the experience and knowledge gained at both events. Further, some of the main learning points denoted by participants included an appreciation and recognition of the opportunities available within the creative industries,

PARTICIPATION IN CARIFORUM-EU BUSINESS FORUM BY COUNTRY

COUNTRY	NO. OF PARTICIPANTS
Antigua & Barbuda	6
Bahamas	8
Barbados	21
Belize	4
Dominica	11
Dominican Republic	22
Grenada	5
Guyana	10
Haiti	8
Jamaica	69
St. Kitts & Nevis	4
St. Lucia	15
St. Vincent & the Grenadines	8
Suriname	7
Trinidad and Tobago	32
Africa	6
North America	4
Europe	71
Pacific	7

manufacturing, 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.

During the 2015 hosting of the Forum, B2B meetings and Business Development Café’s were hosted for SME participants. A review of participation revealed that 71% of the 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. Eighty-nine percent (89%) of participants cited that the Business Development Café met their objectives. In particular the consultations with experts and networking opportunities received a rating of excellent from 96% of participants.

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 last six months.

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.

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. Overall, an average of 28% of SME participants have been able to secure contracts with European firms following participation in both Forums.

STRONGER TRADE AND INVESTMENT RELATIONS BETWEEN CARIFORUM, FCORS AND OCTS

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	RESULTS ACHIEVED
<p>Stronger trade and investment relations between CARIFORUM, the FCORs and the EU OCTs in the Caribbean are promoted</p>	<ul style="list-style-type: none"> • % of participants a CEsupported fora and meetings knowledgeable about trade and investment relations between CARICOM, FCORs and OCTs (target=70%) • % of beneficiary firms undertaking trade between CARICOM and DR as a result of Caribbean Export supported interventions (target=15%) • Number of Cooperation agreements signed between CARIFORUM states and the FCOR/OCT(target=1 p.a.) 	<ul style="list-style-type: none"> • Surveys of participants • Country sector reports • Signed agreements/ MOUs 	<ul style="list-style-type: none"> • 76% of firms indicated that they are more knowledgeable about trade relations between FCORs-OCTs and CARIFORUM • 13% of beneficiary firms were undertaking trade between CARICOM and DR as a result of Caribbean Export supported interventions • A fiche on technical cooperation between Caribbean Export and the Regional Council of Guadeloupe was developed and a MOU signed between the Government of Antigua and Barbuda and Guadeloupe

➤ Promoting stronger trade and investment relations between CARIFORUM, the FCORs, and OCTs is the primary focus on Component 3 of the 10th EDF RPSDP. A result in this area is increasing knowledge of respective trade laws and regulations among regional firms, and this is being achieved through the publishing of

a study on the Legal Opinion on the Imposition of the Octroi de Mer by the FCORs on Products Originating from CARIFORUM States, and the conducting of seminars and workshops. To date, 70 firms have participated in these seminars and workshops, with 76% indicating that they are more knowledgeable

about trade relations between FCORs-OCTs and CARIFORUM.

Caribbean Export has also facilitated three joint trade missions to identify export opportunities for firms from these regions: WOMEX, the OECS-FCOR trade mission, and the OECS-OCTs trade mission. A combined

total of 77 firms participated in these initiatives, and saw 205 B2B meetings being conducted. Caribbean Export also published two studies, which provides further insight into opportunities available. These are Feasibility Study on the Establishment of a Technical Management Unit in the FCORs; and Comprehensive Study on the Technical Barriers to Trade (TBTs) and other Technical Requirements that affect CARIFORUM Exports to the FCORs. Additionally, a fiche on technical cooperation between Caribbean Export and the Regional Council of Guadeloupe was developed and a MOU signed between the Government of Antigua and Barbuda and Guadeloupe.

OECS-FCORs and OCT Trade Mission

With the aim of promoting stronger trade and investment relations between firms from the CARIFORUM and their counterparts from the FCORs and OCTs, Caribbean Export facilitated the participation of 32 OECS SMEs on trade missions to Guadeloupe and Martinique, as well as Anguilla and Saint Maarten. The 10-day mission to Guadeloupe and Martinique was held from March 27-April 5, 2014 with the objectives of establishing regional and international networking linkages with buyers of goods and services, and BSOs within the two FCOR

countries, and the wider EU market. Additionally, the mission served as an opportunity for Caribbean Export to expand linkages within the FCORs in preparation for the technical meetings on the Octroi de Mer.

The mission to the OCTs was held from October 12-17, 2014 with the aim of expanding the relationship between OECS private sector firms and businesses in the host countries. The occasion set the platform for participating firms to establish regional and international networking linkages with buyers of goods and services, and other relevant agencies within Tortola and St Maarten, as well as Europe. During both missions, participants were provided with an opportunity to negotiate for joint ventures, partnerships, distributorship and other synergistic investment undertakings that may result in increased competitiveness and trade. In addition to showcasing their goods and services in selected sectors, beneficiaries gained a clearer understanding of the doing business in in the FCOR and OCT markets, and with European business interests.

Overall, beneficiaries cited a number of main learning points as a result of participation. These included a better understanding of the FCOR and OCT market, strengthening of business relations with host country firms, and trade requirements for EU through the FCORs and OCTs. Further, 31% of respondents were able to secure contracts/sales with an accumulated value of US\$35,000, and another 20% anticipate an increase in sales as a result of their participation. Additionally, 76% of participating firms indicated that they are more knowledgeable about trade relations between FCORs-OCTs and CARIFORUM.

CARIFORUM-FCOR/OCT Business Forum

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

In addition to presenting the opportunity for networking and potentially forming partnerships, the initiative also afforded those present to examine and evaluate the barriers to trade which may still exist and the

common developmental challenges that territories are facing in the establishment of sustainable trade relations. All parties were able to gain an understanding of preventative trade issues being faced and to collectively brainstorm creative solutions. To conclude the day's proceedings, the firms were given a guided tour of CEC, the Caribbean's first special economic zone. The technology and information-based model is one, which was designed to attract international companies to the unique advantages of investment in the Caribbean context.

As it relates to enhancing collaboration between CARIFORUM and the FCORs/OCTs, a fiche on technical cooperation between Caribbean Export and the Regional Council of Guadeloupe was developed in 2013, and an MOU was signed between the Governments of Antigua and Barbuda and Guadeloupe in 2014. Caribbean Export further commissioned a study in 2014 on the *Legal Opinion on the Imposition of the Octroi de Mer by the FCORs on Products Originating from CARIFORUM States*. Researched and supplied by A-Z Information Jamaica Limited, the study sought a legal opinion on the Octroi de Mer, otherwise referred to as dock tax/dock dues, which is an internal tax applicable to all imports in the FCORs. This

opinion is intended to assist Caribbean Export in its trade advocacy role in the Caribbean.

Also in 2014, the Agency contracted Smart Consulting to conduct a *Feasibility Study on the Establishment of a Technical Management Unit in the FCORs*. The objectives of this research were to examine the current trade and investment climate between the FCORs and CARIFORUM, and the promotion services available to exporters from the two regions; assess the needs of exporters and other stakeholders from CARIFORUM and the FCORs to increase trade; evaluate the possible options for meeting those needs and the provision of timely information to potential exporters as well as support for their projects; develop financial models to estimate the potential income and expenditure for each of the short proposed options; and make recommendations based on the evaluation of each proposed option. These will focus on Caribbean Export's long-term objective of increased and sustained CARIFORUM exports to the FCORs.

CARIFORUM/FCORs/OCTs Task Force on Trade and Investment

Caribbean Export currently holds the Chairmanship for the CARIFORUM/FCOR/OCT Task Force on Trade and Investment, which has a mandate to encourage dialogue between trade and investment officials from the public and private sectors of the three regions. Meetings of the Task Force primarily include Government representatives of the three regions, regional organisations such as CARICOM, CARIFORUM, and the OECS Secretariats, as well as select members of the private sector from CARIFORUM, the FCORs and the OCTs.

In 2013, Caribbean Export convened the 7th and 8th meetings of the CARIFORUM/FCOR/OCT Task Force on Trade and Investment. A total of 49 participants from the three regions met to discuss further engagement opportunities. Following the meetings, it was recommended that a subcommittee on the trade in goods be established. It was proposed that this sub-committee should be comprised of the private sector, customs officials, and tax experts. It is expected that this committee will provide market intelligence on penetrating these markets, which also represents a gateway to the broader EU market. The Agency also met with key officials from Montserrat to determine potential areas for collaboration, with the view of facilitating the increased involvement of the OCTs in enhancing trade and cooperation with CARIFORUM.

In 2014, Caribbean Export assembled the 9th CARIFORUM/FCOR/OCT Task Force on Trade and Investment in the Cayman Islands. During this meeting a presentation and discussions were held on strengthening SMEs of the OCTs, under the OCTs SME Fiche. The overall objective of the project is to contribute to OCTs economic

diversification and prosperity by improving SME competitiveness.

In addition to following up on decisions agreed to at the 8th meeting, the Task Force sought to provide an update on co-operative initiatives between CARIFORUM and the FCORs, discuss the status of the Caribbean financial services

sector and the Octroi De Mer, and establish a Technical Management Unit (TMU) in the FCORs. During the mission, the Task Force members also reviewed the recommendations of the Comprehensive Study on the Technical Barriers to Trade (TBTs) and other technical requirements that affect the two regions.

STRONG TRADE AND INVESTMENT BETWEEN CARICOM AND THE DOMINICAN REPUBLIC

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	RESULTS ACHIEVED
Stronger trade and investment relations between CARICOM and the Dominican Republic are promoted	<ul style="list-style-type: none"> • % of CARICOM and DR firms securing contracts following participation in Forums and other activities (target: at least 25%) • % increase in sectors traded between CARICOM and DR as a result of CE supported initiatives. (target=15%) 	<ul style="list-style-type: none"> • Surveys of workshop participants • Country sector reports • Project reports 	<ul style="list-style-type: none"> • 30% of CARICOM and DR firms signing contracts increasing trade between the region • Reports of 8% increased in trade between CARICOM and DR firms following Dominicana Moda, Expo Cibao, and Trade mission activities

Increasing the trade and investment opportunities between CARICOM and the Dominican Republic is the objective under Component 4 of the 10th EDF RPSDP. During the period under review, 10 joint trade missions have been convened between the two regions, and have seen participation from 103 firms. During these interventions 350 B2B meetings were conducted, with 30% of CARICOM and DR firms signing contracts increasing trade between the regions. Further, a key activity within this component is the continued operations for the CARICOM-Dominican Republic Business Forum, which saw participation from 195 firms.

Dominicana Moda

Since 2011, Caribbean Export has facilitated the showcasing of designers at Dominicana Moda (DM), an annual fashion week of activities, which started in the Dominican Republic in 2006. Since then, DM has burgeoned into the official fashion week of the Dominican Republic and the fastest growing runway show in the Latin American region. The designers also conducted site visits to manufacturing units in the Dominican Republic and Haiti with the aim of creating business linkages and vertical integration between designers and manufacturers.

Within the framework of the 10th EDF RPSDP, Caribbean Export has supported

DOMINICANA MODA PARTICIPANTS

DESIGNER	COUNTRY
aJeanté	Antigua & Barbuda
ILashan Apparel & Handmade Jewellery	Bahamas
Andrew Harris Collection	Barbados
Rykii dE Jude Inc.	Barbados
Mariela Pichardo	Dominican Republic
Odanis Valdez Polonia	Dominican Republic
Jean Yves Marchand	Haiti
Mag'art Création	Haiti
L'Antillaise	Haiti
drennaLuna	Jamaica
Patwa Apparel	Jamaica
Reve Jewellery & Accessories	Jamaica
Kimya Glasgow Designs	St. Vincent & the Grenadines
Christian Bouchad Designs	Trinidad & Tobago
Heather Jones Designs	Trinidad & Tobago
Meiling Inc.	Trinidad & Tobago

Multilateral Cooperation (DIGECCOM) in the implementation of DM. This cooperation provides an opportunity for emerging and established fashion designers in the Caribbean to expose their vision on the global stage, thus positioning the region as an international go-to location for fashion design and ingenuity. It is also the ideal occasion to engage the finance community by showcasing businesses with growth potential. DM is further a viable conduit for CARICOM firms to enter the Dominican Republic market, under the regional preference clause of the EPA. Further, the event provides a great opportunity for emerging and established fashion designers and positions the region as an international go-to location for fashion design and ingenuity. To date, 16 regional designers have participated in DM with assistance from Caribbean Export.

Antigua and Barbuda Trade Mission to the Dominican Republic

From January 14-17, 2014, Caribbean Export facilitated 14 firms from Antigua and Barbuda on a trade mission to the Dominican Republic with the aim of promoting

regional integration and commercial collaboration. Organised by the Ministry of Finance, the Economy and Public Administration in Antigua and Barbuda, the mission saw participants from the private and public sector enterprises sharing in B2B meetings with firms from the host country with the aim of fostering future cooperation. Specific topics addressed included:

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

DOMINICAN REPUBLIC FIRMS PARTICIPATING IN EXPO JAMAICA

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

Dominican Republic Mission to Jamaica (Expo Jamaica)

In April 2014, Caribbean Export also led a delegation of 12 Dominican Republic private sector firms to participate in Expo Jamaica. During the four-day mission, 60 B2B meetings were held between Jamaican and Dominican Republic firms. Expo Jamaica was an opportunity for participants to increase their awareness

of the Jamaican private sector and the products manufactured in the local economy. The participants were also taken on pharmacy and supermarket tours in the city to allow for an evaluation of competitive products currently in the market, and concluded with a private dialogue session with their Embassy in Jamaica.

In response to a request from JAMPRO, the Agency also supported the participation of five fresh produce buyers from Europe in attending Expo Jamaica. With the objective of facilitating negotiations between EU buyers and Jamaican suppliers of fresh produce and processed foods, the occasion was also used as an opportunity to understand the requirements of both EU produce and processed food buyers, in particular EU consumer expectations and regulatory requirements regarding packaging and labelling.

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

CARIFORUM member states in order to promote the sectors that are readily positioned to do business within the global context. Immediate outcomes of the mission are as follows:

- QV Foods, UK - Reached an agreement with Shavuot Farms and Truly Jamaican Farms Limited to grow and harvest 500 tonnes of sweet potatoes for distribution.
- Greencell, UK - Established an agreement with Shavuot Farms and Truly Jamaican Farms Limited for the farming and purchase of sweet potatoes. The buyer also met with other farmers to source avocados and citrus.
- DG Fruits, UK - Contracted Carita (Jamaica) Ltd. to provide a wide range of fresh produce to be consumed primarily by the Afro-Caribbean diaspora in the UK. An order was also negotiated to supply chocho, jelly nuts, habanero peppers, guava, and puna yams.
- Fresh Produce Consortium, UK - Shared the cost for Shavuot Farms and Truly Jamaican Farms Limited to participate in the London Produce Show, a fresh produce exhibition held in London in June 2014. It is anticipated that the exhibition will assist both companies in generating increased sales in the UK, promoting their fresh produce, and holding meetings with QV

Foods and Greencell to conclude their negotiations and sign long term contracts.

- Wonderfoods SPRL, Belgium - The leading world foods distributor for Belgian Grocery Multiples, such as Carrefour and Achan, met with 11 Jamaican processed foods and beverage brands owners; these firms were pre-identified prior to visiting Jamaica. The mission facilitated direct communication with the Jamaican brand owners, and allowed for direct business relationships to be established. The parties discussed labelling requirements for Belgium and it is anticipated that distribution agreements will be concluded in the future.

Trade and Investment Convention

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

The firms participated, with support from Caribbean Export, in the four-day trade mission with the overall aim of promoting stronger trade and investment relations between CARICOM and the Dominican Republic. Participation in TIC also proved to be an opportunity to raise awareness about the products and services offered by Dominican Republic firms, in addition to fostering enhanced market opportunities with CARICOM firms, buyers, and distributors.

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

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

STRENGTHENING CARIBBEAN EXPORT'S INSTITUTIONAL CAPACITY

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	RESULTS ACHIEVED
Caribbean Export's institutional capacity to implement trade and investment programmes in the region is strengthened ⁵	<ul style="list-style-type: none"> No. of operational strategies developed in support of strategic plan (target=5) No. of staff members recruited to support programme implementation No. of MOUs signed between Caribbean Export and donor organisations for increased cooperation % of private sector members re-engaged and optimistic about regional private sector development 	<ul style="list-style-type: none"> Caribbean Export Strategic Plan HR Reports/Contracts Internal Reports Cooperation Agreements <p>Qualitative/perception surveys</p>	<ul style="list-style-type: none"> 4 operational strategies developed for HR, PR/Communication, ICT and M&E. 42 staff members recruited in Management, Technical and Administrative posts 7 MOUs signed with donor organisation for increased coordination 66% of private sector members reengaged and optimistic about regional private sector development

⁵ The Contribution Agreement refers to export development programming and CAIPA in this context, but not consistently.

➤ In order for Caribbean Export to effectively implement and manage trade and export development programmes, the Agency must first ensure that its institutional capacity is strengthened adequately. This involves the development and implementation of a Strategic Plan for the Agency; the development and operationalisation of core international processes in line with this strategic plan; and adequate coordination with regional and international agencies, and donor organisations.

Caribbean Export Strategic Plan

Following a series of consultations with internal and external stakeholders, Caribbean Export completed the development of its Strategic Plan for 2015-2019. The document sets the framework for work to be undertaken by the Agency, and constitutes the basis against which performance will be monitored and assessed. It also prioritises competing demands from clients, member countries, and stakeholders for limited resources.

The five 5-year Strategic Plan also takes into account Caribbean Export's mandate, the needs of member countries, the role of partner organisations and agencies, and acknowledges the necessity to engage clients to identify needs and adapt solutions to secure impact and sustainability. The document describes the risk and opportunities that the Agency may encounter, while outlining the mechanisms required to take appropriate action, and outlines our four core values, which are to be respected by all Agency staff, namely: high performing teamwork, transparency, results driven, and commitment.

Elaborated in the Strategic Plan is Caribbean Export's six strategic objectives for the period 2015- 2019 are closely aligned to the Agency's overarching objectives as defined in the Inter- Governmental Agreement establishing the Agency. These include increasing market intelligence and research capacity; fostering access to finance for export-ready SMEs; strengthening regional investment promotion capacity; facilitating export development and promotion; advocating for an enabling environment; and ensuring sustainable corporate capacity building.

The Plan also provides a synopsis of the four priority target areas, namely: agro-processing, services, creative industries, and the green economy. The key outputs for these sectors during this period covers a range of areas from investment to advocacy and include: advisory services, workshops, training programmes, trade show participation, business to business meetings, investment support, market intelligence and research, information services and networking.

Further, the document outlines the key outcomes to be derived based on the identified outputs. These outcomes focus on the identification of high-potential markets, the enhancement and development of export-ready firms as well as the capacity of BSOs; increased market intelligence, research and access to finance; the adoption of a regional investment promotion strategy; attracting

FDI and building capacity for CAIPA; advocating policy reform, awareness for traderelated issues; collaboration with new strategic partners; and continued internal capacity building.

Careful consideration was also given to the critical success factors needed to realise the Agency's strategic goals. These are: resource mobilisation, human resource management, information and communication technologies (ICT) infrastructure, public relations and communications, finance, risk management, knowledge management, and monitoring and evaluation. Operational strategies have also been developed for these areas. The Strategic Plan ends with a comprehensive catalogue of Appendices, which provides in-depth details to support key elements of the various sections that are broadly captured herein.

Internal Restructuring and Process Operationalisation

During the period under review, Caribbean Export has recruited 42 staff members in a range of positions including management, senior advisory, advisory and programme support within its headquarters in Barbados, sub-regional office in the Dominican Republic, and bi-national office in Haiti. Internal departments have also been restructured to maximise the internal capacities that currently exist and enhance synergies in work programme implementation. These departments include the Executive Director's Office, Operations, Competitiveness and

Export Promotion, and Services.

The Agency has also developed operational strategies to support work programme implementation in four key areas: human resources (HR) development, information and communication technology (ICT), public relations (PR) and communications, and monitoring and evaluation (M&E).

The HR Development Strategy takes both the human resource planning system as well as the staff rules into account. This strategy supports the Agency in its efforts to be creative, dynamic, process-oriented and relevant to its partners and clients while continuously monitoring and upgrading its own performance. Key elements of the HR Development Strategy include:

- Critical review of Caribbean Export's current human resource management practices
- Identification and analysis of Caribbean Export's human resource management needs based inter alia on a skills gap assessment.
- Proposal of a human resource management system that complies with the requirements defined in the Agreement establishing Caribbean Export and amendments thereto
- Identification and delivery of relevant training needs to design customised staff development

programmes, and an appropriate rewards and recognition system

- Definition of learning and growth perspectives for Agency staff at all levels
- Contributions of human resource management to the achievement of the Agency's strategic objectives

Caribbean Export's ICT Policy and Strategy reflects the internal needs of the Agency, as well as those of its external clients. Developed in consultation with key stakeholders, the Strategy will afford Caribbean Export the opportunity to derive better value from the existing ICT structure and future enhancements. The ICT Policy and Strategy outlines four primary objectives:

- Establishment and maintenance of effective and appropriate ICT Governance and Management arrangements for Caribbean Export, which allow for successful identification and exploitation of opportunities to take advantage of ICT on an on-going basis.
- Development and maintenance of 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 the Agency.
- Implementation and management of systematic ICT tools and methods for continuous improvement of the Agency's operational effectiveness and efficiency.
- Provision of ICT tools, facilities, training and technical assistance to the Agency (and clients where applicable) to support effective delivery of services in the pursuit of the Agency's Vision and Mission.

The PR and Communications Strategy establishes a framework that will not only boost the visibility of the Agency and its role in regional export development, but also build a communications structure that can adequately support Caribbean Export's Vision and Mission. In achievement of this, the Strategy outlines the following objectives:

- Strengthen the Agency's profile as the premier regional organisation for trade and export development and investment promotion in the Caribbean
- Strengthen its interaction and awareness with SMEs, BSOs, governments and donors

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- Create an awareness of the Agency and its operations among the public and private sectors in the region, with particular focus on member countries
 - Improve the Agency's visibility among the regional media and the private sector
 - Foster greater levels of understanding by stakeholders of the Agency's value in regional trade development and investment promotion
 - Enhance internal communications and create ownership among Agency staff
- fully equipped to systematically generate, capture and disseminate knowledge as a way to strengthen the impact and effectiveness of the programme activities. The framework's primary functions are to:
- Create evidence for informed decision-making at the policy and strategic levels
 - Provide information for accountability and performance improvement
 - Track and monitor the programme inputs, activities, and outputs
 - Support evaluation to expand lessons from evidence
 - Contribute to learning/knowledge management on programming, monitoring and evaluation

Caribbean Export's M&E Framework takes a results based approach and describes how the Agency will implement its M&E plan, focusing on the outline for the reporting and learning mechanisms to be instituted by the Agency. In particular, quarterly programme implementation reports are submitted to the relevant donor organisations, CARIFORUM Directorate and other key stakeholders for each year of programme/project implementation. Progress reports are submitted on an annual basis, and a comprehensive evaluation of the programme is undertaken within 6 months of the end of the programme. Further, ad hoc requests are fulfilled and shared to meet stakeholder needs.

The overall aim of this M&E framework is to ensure that Caribbean Export is

Coordination with Regional and International Agencies and Donor Organisations

Under the 10th EDF RPSDP, Caribbean Export coordinated 42 meetings with relevant regional and international agencies. These agencies included the quarterly and annual meetings with the CARIFORUM Directorate, CARICOM Secretariat, and European Union; roundtable and technical cooperation meetings with the Organisation of American States (OAS), Canadian International Development Agency (CIDA), UK Department for International Development (DFID), World Bank, International Trade Centre, United Nations Industrial Development Organisation (UNIDO) and United Nations Development Program (UNDP), Regional Council of Martinique, CARICOM OTN, CDB, CROSOQ, IICA, IDB, ITC, ACP BizClim, Economic Commission of Latin America and the Caribbean (ECLAC), AFD, and GIZ.

Results of these meetings include continued commitment to regional integration efforts, as a comprehensive and forward-looking platform for economic and social cooperation; agreements surrounding enhanced cooperation where similar development objectives existed between agencies; collaboration on the development of regional export strategies for the Caribbean and sharing of trade and business intelligence data. Additionally, formal agreements have been established with 11 regional and international agencies for increased cooperation: CARICOM Secretariat, CARIFORUM Directorate, GIZ, CARICOM OTN, Compete

Caribbean (IDB), CDB, IICA, CROSQ, ITC, OAS, and AFD.

During the period under review Caribbean Export has also cooperated with regional and international donor organisations for the implementation of projects across the regional private sector. These are outlined as follows:

- GIZ: EPA Implementation Support Project
- IDB: Regional Public Goods Programme
- DFID (CDB): Caribbean Investment Promotion Initiative
- ACP BizClim: Private Sector Enabling Environment Facility
- ITC: Promoting CARIFORUM Creative Industries Project and Strengthening of CARIFORUM SMEs
- World Bank (infoDev): Entrepreneurship Programme for Innovation in the Caribbean
- AFD: Programme de Renforcement des Capacités Commerciales (PRCC) Food Safety Programme
- CARTFund: Development and Promotion of the Caribbean Health and Wellness Tourism Sector and Specialty Food Programme
- ACP-EU-TBT: Market Access Capacity Building Programme for CARIFORUM
- OAS: Small Business Development Centres

Strengthening the Agency's relevance to the regional private sector, involves creating an enabling business environment for regional SMEs on a macro level by establishing relationships between territories through bi-national programmes, trade agreements, public-private dialogue platforms and MOUs. As such, Caribbean Export convenes a number of public/private sector engagement to facilitate the exchange of ideas, experiences and explore opportunities for regional growth and development. Examples of these include: the Caribbean Exporter's Colloquium, the Private Sector Advisory Group, and the Regional Innovation Advisory Group, among others.

CARIBBEAN EXPORTERS' COLLOQUIUM

The inaugural Caribbean Exporters' Colloquium was hosted in Barbados in March 2013. The event's aim was to engage the regional private sector and development partners in identifying the appropriate sector foci to underlie a regional export strategy, and the most effective platforms for successful export diversification. Organised within the framework of the 10th EDF RPSDP, the Colloquium examined the status of the region's export platform and reinitiated the conversation on export led growth. In particular, discussion focused on the most effective platforms for export diversification, niche marketing and branding and achieving sustainable export success. The Forum concluded with concrete recommendations for a regional export strategy, which in part, informed the

finalisation of the Agency's Strategic Plan. These included:

- The development of value-chain trade that matches manufacturing expertise in different countries;
- Pursuit of niche areas of opportunities such as medical tourism, film, education, and cultural industries as the only export sectors in which the region enjoy a comparative advantage;
- The intra-regional market as a critical integrated option;
- Economic space for creating strategic linkages to the diaspora markets;
- Focus on the value-proposition of branding and intellectual property;
- Re-establishment of a viable private sector advocacy, since the private sector was currently absent from the table of policy making when it was most needed to help address the Caribbean's economic problems;
- Increased focus on hemispheric markets, particularly in Latin America;
- Introduce services into negotiations with non traditional partners, non-governmental partners, health insurance providers and professional associations;
- More active pursuit of the opportunities within the FCORs should be considered.

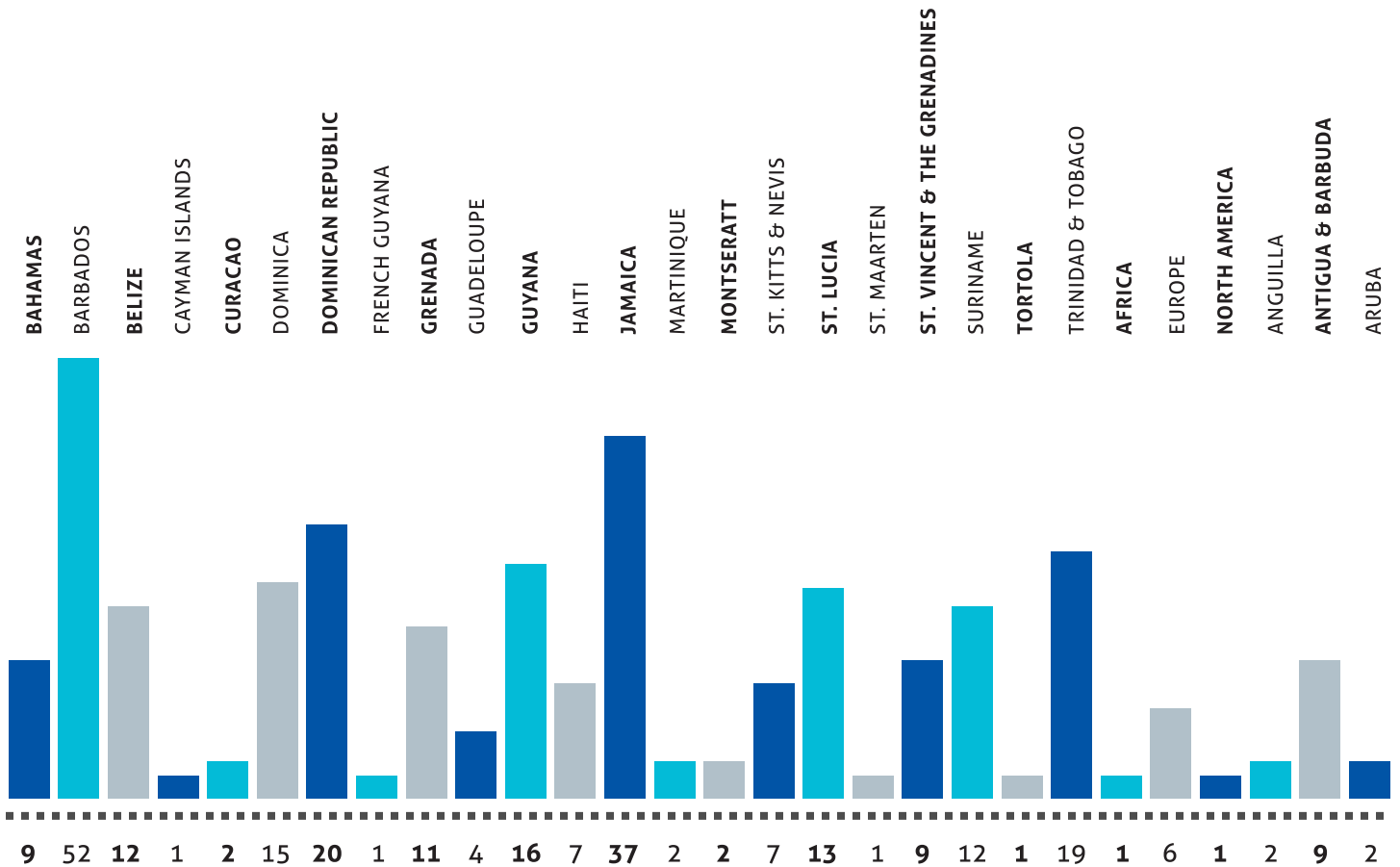
With the aim of providing a roadmap for future economic growth, the 2nd Caribbean Exporters' Colloquium was convened in Barbados in November 2014. Under the theme, "Building Economic Resilience in the Caribbean", the two-day international conference brought together regional and international dignitaries, business

executives and industry scholars to examine the contribution and performance of regional exports, which were covered in eight sessions. These included:

- Making the Grade: An Examination of the Region's Export Performance
- Clearing the Hurdles: Key Issues Affecting Caribbean Private Sector Competitiveness
- The Role of the Private Sector in Regional Economic Development
- Branding and Intellectual Property Rights: The Counterweight to Volume
- Innovate or Imitate?
- Access to Finance: Examining Non traditional Platforms for Funding
- Alternative Energy: The Region's Transition to Sustainable and Energy Efficient Economies
- The Caribbean in the New Global

Logistics and Shipping Eco-System. The Colloquium allowed participants to hear from and interact with industry specialists as they undertook a detailed analysis of the performance of key sectors including tourism, agroprocessing, creative industries, and services. Discussions also centred on the challenges facing the private sector such as high operating costs, high transportation costs, and inadequacies in enabling structures and processes.

PARTICIPATION IN CARIBBEAN EXPORTERS' COLLOQUIUM BY COUNTRY



Special attention was further paid to branding and intellectual property rights, the highly debatable question of whether the private sector should seek to innovate or imitate, transportation and shipping challenges, access to finance, and the identification of non-traditional platforms for funding.

A total of 280 representatives from regional and international firms participated in both events. Overall, 78% of Colloquium participants believed that the initiative met or exceeded their expectations, with 86% believing that the event would strengthen networking and improve the region's productivity and competitiveness.

PRIVATE SECTOR ADVISORY GROUP

In March 2013, Caribbean Export convened the inaugural meeting of its Private Sector Advisory Group (PSAG) in Barbados. The meeting took the form of a roundtable discussion on how best the private sector can play a role in the economic development of the region. The overall objective of PSAG is to ensure that the delivery of Caribbean Export's programme is relevant to the region's exporters and by extension the private sector.

The specific objectives of this Group are to:

- Advise on the overall strategic direction of the Agency;
- Advise on the delivery of the Agency's programmes, including but not limited to the 10th EDF RPSDP;
- Advise on the current challenges affecting private sector growth,

- paying particular attention to export related issues;
- Advise on the areas of focus for future Caribbean Export programmes;
- Provide comments and guidance on how to improve existing mode and content of programmes that are offered by Caribbean Export; and
- Provide recommendations on future export markets for CARIFORUM goods and services.

Members of the PSAG also attended the Regional Workshop of the Caribbean Growth Forum in the Bahamas in June 2013 and a consultation meeting on Defining Key Positions and Recommendations on Private Sector Support in African, Caribbean and Pacific Countries held in Brussels, Belgium in November 2013. Following the first PSAG meeting, Caribbean Export developed a TOR for the re-engagement of public-private sector dialogue. The resulting consultancy examined the state of the private-public sector dialogue in the CARIFORUM region with a view to drafting a roadmap for the best way forward.

During the second staging of the PSAG held in November 2014 in Barbados. The members were given the opportunity to hear presentations and provide feedback and recommendations on the work that Caribbean Export is undertaking in regional private sector development. Specifically, the PSAG members reviewed and discussed the following:

- Matrix on the Implementation Status of Issues Discussed at PSAG Meeting - March 2013
- TOR Governing the PSAG
- TOR for the Development of a Business Plan for a Not-for-Profit arm of the Caribbean Export Development Agency
- Concept Note for Caribbean Export Incorporated (CE Inc.)
- CARICOM-CARIFORUM Public-Private Sector Dialogue: A Roadmap for Re Engagement
- Draft Strategic Plan for Caribbean Export

Members present also discussed many of the challenges and issues facing the private sector including regional transport, access to non-traditional financing, market agility for competitiveness and to attract investment, the role of the private sector in trade negotiations, joint warehousing, building trust among the private sector, and regional branding among others. Following the deliberations, Caribbean Export agreed to initiate the process for the validation of the Caribbean Business Council (CBC), and continue the follow up action necessary for the building out of concept to establish CE Inc. For the full list of PSAG members please refer to Annex 8 of this report.

REGIONAL INNOVATION ADVISORY GROUP

In January 2014, Caribbean Export held two-days of high-level discussion on the state of the region's innovation capacity during the inaugural meeting of the Regional Innovation Advisory Group (RIAG). The objectives of the meeting were to gain insight from the RIAG as it pertains to developing a regional innovation strategy as a catalyst for enhancing the competitiveness of the region's private sector and to secure buy-in for the development of a MOU for the sharing of information among R&D, Tertiary Institutions and the Private Sector. The 15 stakeholders in attendance identified a number of challenges facing the region as it relates to adopting an innovation agenda, and further outlined the four thematic areas that could address the issue, namely:

- Information Sharing - developing a platform that will serve as the repository for information and create various distribution channels to package and disseminate the information suited to the various demographics that exist regionally.
- Financing - identify existing angels/networks and the channels with which we can best communicate with them to encourage them to invest in the Caribbean.
- Intellectual Property (IP) Capture - providing training, sensitization exercise, and build capacity at the national and regional level for firms in the use of IP for businesses.
- Metrics - developing a competitive index on the perception of innovation and identify initial metrics of innovation through surveys for the capturing baseline information.

For the full list of RIAG members please refer to Annex 9 of this report.

In addition to the above-mentioned, Caribbean Export also supported the convening of the following regional public-private sector dialogue meetings as outlined below:

OECS PUBLIC-PRIVATE SECTOR DIALOGUE CONSULTATION

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

The major issues raised were as follows:

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

ACP-CARIBBEAN PRIVATE SECTOR CONSULTATION

Caribbean Export hosted a regional private sector consultation meeting to gather input from key 32 key stakeholders in CARIFORUM, which will inform the ACP's private sector development strategy on February 14, 2014. According to the ACP Working Paper, this strategy is necessary following the less than satisfactory performance of private sector support in the past, the significant changes that have followed in the realm of private sector development, and the paradigm shift that has occurred in engaging

the private sector for sustainable and inclusive development.

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

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

sector development strategy.

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

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 Reengagement, the study also identifies a path for a speedy return to regional public-private sector dialogue that will ensure the achievement of growth and sustainable development goals for the region. These findings were presented at the 39th Regular Meeting of COTED.

In March 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 were presented at the 40th Regular Meeting of COTED, in April 2015. Participants included several high-level representatives from various regional private sector advocacy organisations, 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

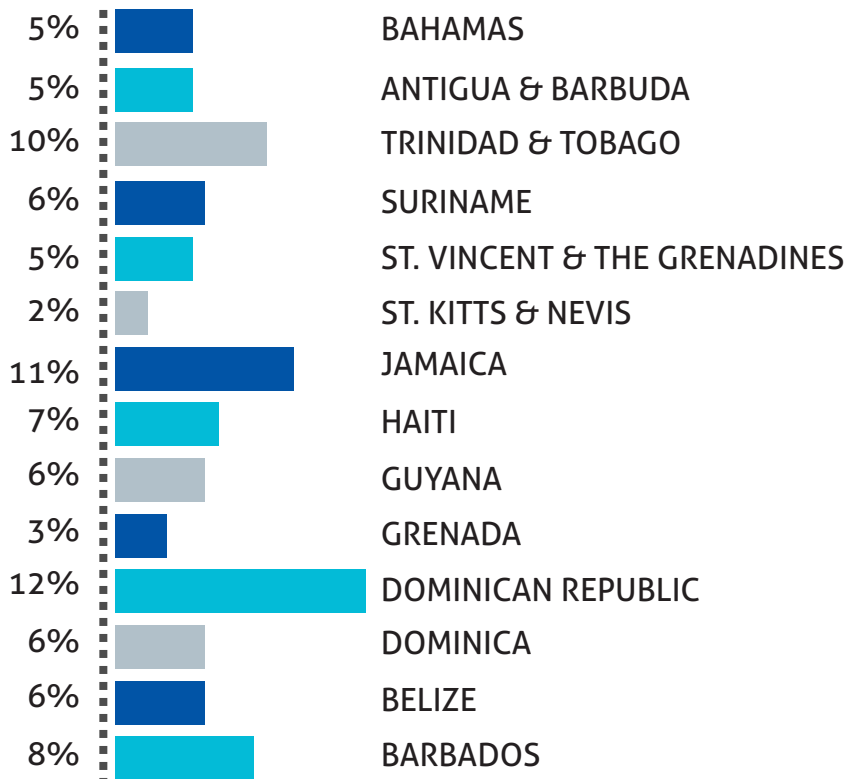
- To make a formal request to the CARICOM Secretariat for association with relevant Community institutions including the Conference of Heads of Government, COTED, and Council for Finance and Planning (COFAP).

In addition to the meeting, a special presentation was delivered by Ambassador Gail Mathurin, Director General of CARICOM OTN of the CARICOM Secretariat on the future direction of CARICOM's external trade policy. This presentation addressed the preparation of the CARICOM Secretariat's policy paper on the future trajectory of CARICOM's external trade policy.



STATISTICAL HIGHLIGHTS

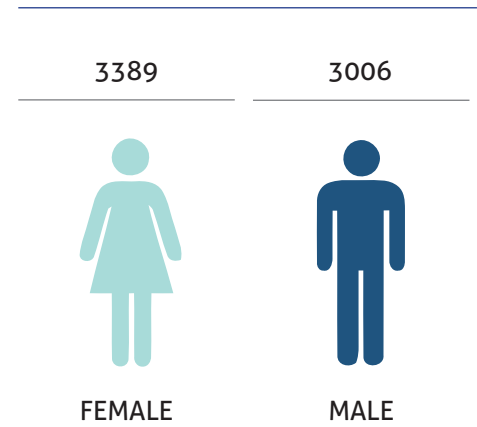
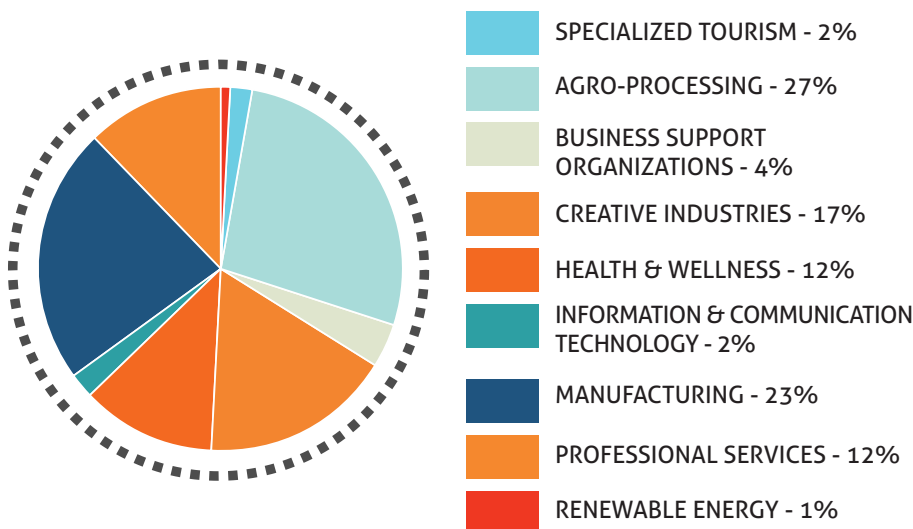
ALLOCATION OF 10TH EDF RPSDP SUPPORT APRIL 2011 - DECEMBER 2016 BY COUNTRY



PARTICIPATION IN 10TH EDF RPSDP ACTIVITIES APRIL 2011 - AUGUST 2016 BY GENDER

COUNTRY	FEMALE	MALE
Antigua and Barbuda	200	136
The Bahamas	165	136
Barbados	318	219
Belize	217	182
Dominica	181	169
Dominican Republic	345	429
Grenada	93	103
Guyana	171	177
Haiti	241	210
Jamaica	381	321
St. Kitts and Nevis	75	73
St. Lucia	262	228
St. Vincent and the Grenadines	189	118
Suriname	201	189
Trinidad and Tobago	350	316

ALLOCATION OF 10TH EDF RPSDP SUPPORT APRIL 2011 - DECEMBER 2016 BY SECTOR



ANNEX 1

CARIBBEAN ASSOCIATION OF INVESTMENT PROMOTION AGENCIES MEMBERS

COUNTRY	INVESTMENT PROMOTION AGENCY
Antigua and Barbuda	Antigua and Barbuda Investment Authority (ABIA)
Bahamas	Bahamas Investment Authority (BIA)
Barbados	Invest Barbados
Belize	Belize Trade and Investment Development Service (BELTRAIDE)
Cayman Islands	Cayman Islands Department of Commerce and Investment (Invest Cayman)
Curaçao	Curaçao Investment & Export promotion Agency (CINEX)
Dominica	Invest Dominica Authority (IDA)
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD)
Grenada	Grenada Industrial Development Corporation (GIDC)
Guyana	Guyana Office for Investment (GO-Invest)
Haiti	Center for Investment Facilitation in Haiti (CFI-Haiti)
Jamaica	Jamaica Promotions Corporation (JAMPRO)
Montserrat	Montserrat Development Corporation
St. Kitts & Nevis	St. Kitts Investment Promotion Agency (SKIPPA)
Saint Lucia	National Investment Promotion Agency of Saint Lucia (St. Lucia)
St. Vincent & the Grenadines	Investments in St. Vincent and the Grenadines (Invest SVG)
Suriname	Investment and Development Corporation Suriname (IDCS)
Trinidad & Tobago	Invest in Trinidad and Tobago (InvestTT)
Turks & Caicos	Turks and Caicos Islands Investment (TCInvest)

ANNEX 2

10TH EDF RPSDP DIRECT ASSISTANCE GRANT SCHEME BENEFICIARIES

ACCELERATED PROCEDURES AWARDEES - 1ST CALL

COUNTRY	COMPANY	SECTOR
Antigua & Barbuda	Ruth's Place	Tourism
Antigua & Barbuda	Foresight Intl Ventures	Tourism
Bahamas	Ridge Enterprises Ltd	Agro-Processing

Barbados	Vicki Telford Architects Inc.	Professional Services
Barbados	3D Veterinary Services Inc.	Professional Services
Belize	Caribbean Premier Products Limited	Agro-Processing
Belize	Royal Mayan Shrimp Farms Limited	Agriculture-Aquaculture
Dominica	KPB Professional Services Inc.	Professional Services
Dominican Republic	Cano Industrial, SRL	Industrial Manufacturing
Dominican Republic	Cooperativa para el Desarrollo de la Ciénaga (COOPDECI)	Agroindustry
Grenada	Heavenly Gifts	Cosmetics
Grenada	Grenada Distillers Limited	Agro-Processing
Grenada	De La Grenade Industries LTD	Agro-Processing
Grenada	Nyack & Company	Agriculture
Grenada	Art Fabrik Ltd	Creative Industries
Grenada	Belzeb Inc.	Agro-Processing
Jamaica	Coffee Solutions	Agro-Processing
Jamaica	Spur Tree Spices Jamaica Ltd.	Agro-Processing
Jamaica	Reve Limited	Manufacturing
Jamaica	Vincent Edward's Bees	Agriculture - Apiculture
Jamaica	Glissing Trees Honey	Agriculture - Apiculture
Jamaica	Nature's Finest Bees & Honey	Agriculture - Apiculture
Jamaica	Queenbee Honey Products	Agriculture - Apiculture
Jamaica	Buzz Apiaries	Agriculture - Apiculture
Jamaica	Thomas & Sons Family Bees	Agriculture - Apiculture
Jamaica	Rising Honey Enterprise	Agriculture - Apiculture
Jamaica	Eco Coleman & Son Forigers Bees	Agriculture - Apiculture
Jamaica	Mr. Chinn's Honey	Agriculture - Apiculture
Jamaica	Mac's Bee Enterprise	Agriculture - Apiculture
Jamaica	Caanan Honey Limited	Agriculture - Apiculture
Jamaica	Tabra Apiary-Culture Enterprise	Agriculture - Apiculture
Jamaica	Southside Distributors Limited	Agro-Processing
Jamaica	Jamaican Yaad Style	Agro-Processing
Jamaica	Two Seasons Guest House Limited	Tourism
Jamaica	Arlene Martin Design	Creative Industries - Fashion
Jamaica	B&D Trawling Ltd	Agriculture - Fisheries
Jamaica	Resource Options Limited	Professional Services
Jamaica	EnviroMed Limited	Professional Services
Jamaica	Home Central	Tourism
Jamaica	Black Hawk Manufacturing Laboratory	Health & Wellness
Jamaica	Carleston Products	Manufacturing
Jamaica	Trevor Hamilton & Associates	Creative Industries
St. Kitts & Nevis	Walwyn Consulting	Professional Services
St. Kitts & Nevis	St. Christopher National Trust	Tourism
St. Lucia	Natmed Ltd	Health & Wellness
St. Lucia	Rafferty Intimates	Manufacturing

St. Lucia	Designs by Nadia	Creative Industries
St. Vincent & the Grenadines	Spencer & Associates Inc.	Professional Services
St. Vincent & the Grenadine	Tami B Designs	Creative Industries-Fashion
St. Vincent & the Grenadines	The Master Room Studios	Creative Industries

REGULAR PROCEDURES AWARDEES 2ND CALL

COUNTRY	COMPANY	SECTOR
Antigua & Barbuda	Ruth's Place	Tourism
Antigua & Barbuda	Domus Inc.	Manufacturing
Antigua & Barbuda	Carib-World Travel Ltd	Tourism
Bahamas	Ridge Farms Enterprises t/a Ridge Farms	Agro-Processing
Barbados	Caribbean Consultants Ltd	Professional Services
Barbados	National Cultural Foundation	Creative Industries
Barbados	Barbados Dairy Industries Ltd	Manufacturing
Barbados	Banks (Barbados) Breweries Ltd	Manufacturing
Barbados	Blue Waters Productions	Creative Industries
Barbados	UR-IMAGINATION INC.	Creative Industries
Barbados	Talma Mill Studios Ltd	Professional Services
Barbados	Soothing Touch Da Spa	Health & Wellness
Barbados	Banks (Barbados) Breweries Ltd	Manufacturing
Barbados	Barbados Bottling Company Ltd	Manufacturing
Belize	Caribbean Paper Company Ltd	Manufacturing
Belize	Caribbean Premier Products Ltd	Manufacturing
Belize	Cardelli Farms Ltd	Agriculture
Dominica	Tony's Punch	Agro-Processing
Dominica	Discover Dominica Authority	Business Support Organisation
Dominica	Abacus Inc.	Professional Services
Dominican Republic	Agroindustrial La Esperanza (AGROESSA)	Agro-Processing
Dominican Republic	Pro RD S.A.	ICT
Dominican Republic	Servicios De Confecciones Peronalizadas	Manufacturing
	Sociedad de Responsabilidad	
Dominican Republic	Empresa de Ingenieria S.A.	Professional Services
Dominican Republic	Benedicta S.A	Manufacturing
Dominican Republic	Asociacion para el Desarrollo, Inc.	Bussiness Support Organisation
Dominican Republic	Multigestiopnes Laxis, SRL	Manufacturing
Dominican Republic	Asociacion Dominicana De Productores De Ron (ADOPRON)	Business Support Organisation

Grenada	Bon Accord Estate Ltd	Tourism
Grenada	Organized Interiors	Manufacturing
Grenada	Penny's Creative Cabinet Shop	Manufacturing
Grenada	Fuggles Inc., T/A Petite Anse	Tourism
Grenada	Grenada Distillers Ltd	Manufacturing
Grenada	Tourism Services Ltd	Tourism
Guyana	Citrus Company of Guyana Inc.	Agriculture
Guyana	Forest Production Development & Marketing Council of Guyana Inc.	Business Support Organisation
Guyana	Guyana Apicultural Society	Business Support Organisation
Guyana	Guyana Manufacturing & Services Association	Business Support Organisation
Guyana	Brass Aluminium & Cast Iron Foundry Ltd	Manufacturing
Guyana	TCL Guyana Incorporated	Manufacturing
Haiti	Societe Generale de Production Agroindustrielle (SOGEPA) S.A	Agriculture
Haiti	Delicious Fruits S.A	Agro-Processing
Jamaica	Central Food Packers Ltd	Agro-Processing
Jamaica	Jamaica Manufacturers Association	Business Support Organisation
Jamaica	Shiba Investment Ltd T/A Hotel Mocking Bird	Tourism
Jamaica	A Taste of the Caribbean Ltd	Agro-Processing
Jamaica	Free Town Bee Farms	Apiculture
Jamaica	Belcour Preservers Ltd	Agro-Processing
Jamaica	MCP Farms Limited	Agriculture
Jamaica	Jamaica Sheep Farmers Association	Business Support Organisation
Jamaica	Multipet Services Station Limited T/A Camil Estate	Agriculture
Jamaica	Lonestar Supplies	Agriculture
Jamaica	McIntosh Bedding Company Limited	Manufacturing
Jamaica	Jamaica Macaroni Factory Limited	Manufacturing
Jamaica	Salada Foods Jamaica Ltd	Manufacturing
Jamaica	Southern Fruits & Food Processors Ltd	Agro-Processing
Jamaica	Info Exchange Ltd	ICT
Jamaica	Today's Home Centre Ltd	Manufacturing
Jamaica	Juiet Morgan T/A Shoan's	Manufacturing
Jamaica	Patwa Apparel	Creative Industries
Jamaica	Blue Ribbon Manufacturing Limited	Manufacturing
Jamaica	Country Traders Limited	Manufacturing
Jamaica	HoneyKist Apiaries Limited	Agriculture
Jamaica	Sun Island Jamaica Limited	Manufacturing
Jamaica	Jamaica Standard Productions Co. Limited	Agro-Processing
Jamaica	Tijule Company Limited	Agro-Processing
Jamaica	Sue Tru Caribbean Manufacturers & Distributors Limited	Agro-Processing
Jamaica	Seven Rivers Herbs & Spices Co	Agro-Processing

Jamaica	EcoFarms	Agro-Processing
Jamaica	Goshen Manufacturing & Distributors Ltd	Agro-Processing
Jamaica	Fachoy Foods Ltd	Manufacturing
St. Kitts & Nevis	Domus Inc.	Manufacturing
St. Lucia	Winward Pasta	Manufacturing
St. Lucia	Natmed Ltd	Health & Wellness
St. Lucia	Derrick's Stones Ltd	Manufacturing
St. Lucia	Iyanaolla Pictures	Creative Industries
St. Lucia	Clay Products Ltd	Manufacturing
St. Vincent & the Grenadines	Investments in St. Vincent and the Grenadines (Invest SVG)	Business Support Organisation
St. Vincent & the Grenadines	Hotel Alexandria	Tourism
Suriname	Platform Houtsector Suriname	Manufacturing
Suriname	N.V. Rijsthandel Sahara	Agriculture
Trinidad & Tobago	SMAKS, The West Indies Tea Company	Agro-Processing
Trinidad & Tobago	Chem Clean Ltd	Manufacturing
Trinidad & Tobago	K.C. Confectionery Ltd	Manufacturing
Trinidad & Tobago	Ms. Brafit Ltd	Health & Wellness
Trinidad & Tobago	Trinidad Hotels, Restaurants & Tourism Association	Tourism
Trinidad & Tobago	Sacha Cosmetics Limited	Manufacturing
Trinidad & Tobago	Fresh Start Ltd	Agro-Processing
Trinidad & Tobago	Maturity Music Ltd	Creative Industries
Trinidad & Tobago	Natural Oils & Products Limited	Manufacturing
Trinidad & Tobago	ACLA Works Limited	Professional Services
Trinidad & Tobago	Panland Trinidad & Tobago Ltd	Manufacturing
Trinidad & Tobago	Woods-man Caribbean Ltd	Agro-Processing

ACCELERATED PROCEDURES AWARDEES 3rd CALL

COUNTRY	COMPANY	SECTOR
Antigua & Barbuda	IG Indies Greens Ltd	Agriculture
Antigua & Barbuda	Valley Creek Hotel	Tourism
Barbados	West Indies Rum Disterllery Limited (WIRD)	Manufacturing
Barbados	A.C. Woodhouse Incorporated	Manufacturing
Barbados	Studio Blue Architects Incorporated	Services
Belize	Hot Mama's Belize Limited	Agro-Processing
Belize	Caribbean Premier Products Limited	Manufacturing
Belize	Belize Centre for Training & Development	Professional Services
Dominica	The Parry W. Bellot & Company Limited	Agro-Processing

Dominica	Rodney's Wellness Retreat Incorporated	Health & Wellness
Dominican Republic	Cano Industrial, SRL	Manufacturing
Grenad	Fidel Productions	Manufacturing
Guyana	Eco Woods	Manufacturing
Jamaica	Walker Jamaica	Agriculture
Jamaica	Central Food Packers Llmred	Agro-Processing
Jamaica	VGC Manufacturing & Sales Limited	Manufacturing
Jamaica	Environmed Limited	Services
Jamaica	Shiba Investment Limited	Services
Jamaica	Two Seasons Guest House Limited	Tourism
St. Lucia	Viking Traders Limited	Agro-Processing
St. Lucia	Natmed Limited	Health & Wellness
St. Lucia	Island Interactive Limited	ICT
St. Lucia	Clay Products Limited	Manufacturing
St. Lucia	Winward Pasta	Manufacturing
St. Lucia	Tolyn Manufacturers Limited	Manufacturing
St. Lucia	Moz Incorporated	Services
St. Vincent & the Grenadines	Everdale of St. Vincent	Agro-Industries
Suriname	Neotropical Insects NV	Agriculture
Suriname	SoRena's Winery	Agro-Processing
Suriname	Creative Styles	Services
Trinidad & Tobago	Panland Trinidad & Toabgo	Manufacturing

REGULAR PROCEDURES AWARDEES 4th CALL

COUNTRY	COMPANY	SECTOR
Antigua & Barbuda	LCP Industries	Agriculture
Antigua & Barbuda	IG Indies Greens Ltd	Agriculture
Antigua & Barbuda	Antigua & Barbuda Coalition of Service Industries Incorporated	Business Support Organisations
Antigua & Barbuda	The Lindengrove Corporation (DBA The Villas at Sunset Lane)	Services
Antigua & Barbuda	Lamblion Group Company Limited	Services
Antigua & Barbuda	Carib World Travel Limited	Services
Bahamas	Switcha Bahamas Limited T/A F.S.A Manufacturing Limited	Manufacturing
Barbados	Barbados Agriculture Development and Marketing Corporation	Business Support Organisations
Barbados	Barbados Investment and Development Corporation (BIDC)	Business Support Organisations
Barbados	Blue Waters Productions in association with SFA Communications Inc.	Creative Industries

Barbados	BICO Limited	Manufacturing
Barbados	Barabdos Dairy Industries Limited	Manufacturing
Barbados	A.C. Woodhouse Incorporated	Manufacturing
Barbados	Harris Paints International Limited	Manufacturing
Barbados	Armstrong Manufacturing Limited	Manufacturing
Barbados	Policy Networks International Incorporated	Services
Barbados	Caribbean Consultants Limited	Services
Barbados	Copyright Society of Composers, Authors & Publishers Incorporated	Services
Barbados	Wendy Hill Limited T/A Santosha	Services
Barbados	Allahar Associates Limited	Services
Barbados	JOSA Investment	Services
Belize	Femagra Industries Limited	Manufacturing
Belize	Caribbean Paper Company Limited	Manufacturing
Belize	Caribbean Premier Products Limited	Manufacturing
Dominica	Caribbean Agro Producers Corporation	Manufacturing
Dominican Republic	Flaquer & CIA., SRL	Agriculture
Dominican Republic	Procesadora Vizcaya	Agro-Industry
Dominican Republic	Fundacion sur Futuro Incorporada	Business Support Organisation
Dominican Republic	Phixarmedia, S.R.L	ICT
Dominican Republic	Dulceria Piloto C. por A.	Manufacturing
Dominican Republic	Servicios de Confecciones Personalizadas, S.R.L	Manufacturing
Dominican Republic	Pepaimsa, SRL	Manufacturing
Dominican Republic	Fabrica de Refrigeradores Comerciales (FARCO), S.R.L	Manufacturing
Dominican Republic	Asociacion de Empresas Industriales de Herrera (AEIH)	Business Support Organisation
Grenada	Nyack & Company Limited	Agro-Processing
Grenada	Grenada Hotel & Tourism Association	Business Support Organisation
Grenada	Grenada Distillers Limited	Manufacturing
Grenada	Roll River Mountain Mineral Water Company Limited	Manufacturing
Guyana	Amazon Caribbean Guyana Limited	Agriculture
Guyana	Edward B Beharry & Company Limited	Manufacturing
Guyana	Superior Shingles & Wood Product Incorporated	Manufacturing
Guyana	Parika Sawmills Limited	Manufacturing
Haiti	Delicious Fruits S.A.	Agri-Business
Haiti	Produit Fruits S.A.	Agro-Industry
Haiti	Kenscoff Manufacturing S.A.	Manufacturing
Haiti	Gade S.A.	Manufacturing
Haiti	Caribbean Craft	Creative Industries

Jamaica	Sunburst Farms Incorporated Limited	Agriculture
Jamaica	Walker Jamaica	Agriculture
Jamaica	Mongoose Productions Limited	Agriculture
Jamaica	Sue Tru Caribbean Manufacturer & Distributor Limited	Agro-Processing
Jamaica	EcoFarms	Agro-Processing
Jamaica	Derbar Distributors	Agro-Processing
Jamaica	Country House Products	Agro-Processing
Jamaica	Southern Fruits and Processors Limited	Agro-Processing
Jamaica	Central Food Packers Limited	Agro-Processing
Jamaica	Perishables Jamaica Limited	Agro-Processing
Jamaica	Jamaica Exporters' Association	Business Support Organisation
Jamaica	GSW Animaton Limited	Creative Industries
Jamaica	Global Inc.	ICT
Jamaica	Info Exchange Limited	ICT
Jamaica	Heavensent Distributors Limited	Manufacturing
Jamaica	Bio-Tech R & D Institute	Manufacturing
Jamaica	Wynlee Trading	Manufacturing
Jamaica	Prism Communications Limited	Manufacturing
Jamaica	Coffee Solutions	Manufacturing
Jamaica	Jamaica Fiberglass Product Limited	Manufacturing
Jamaica	The Real J'Can Enterprise	Manufacturing
Jamaica	Tijule Company Limited	Manufacturing
Jamaica	VGC Manufacturing & Sales Limited	Manufacturing
Jamaica	Honey Bun (1982) Limited	Manufacturing
Jamaica	P.A. Benjamin Manufacturing Company Limited	Manufacturing
Jamaica	Jamaica Macaroni Factory Limited	Manufacturing
Jamaica	The Competitiveness Company	NGO
Jamaica	Environmental Health Foundation	Services
St. Kitts & Nevis	Victory Packaging Limited	Manufacturing
St. Kitts & Nevis	St. Kitts Nevis Chamber of Industry and Commerce Incorporated	Manufacturing
St. Kitts & Nevis	Hobson Enterprises Limited	Services
St. Kitts & Nevis	Oualie Beach Enterprises Limited dba Oualie Beach Resort	Services
St. Lucia	Viking Traders Limited	Agro-Processing
St. Lucia	Barons Foods (St. Lucia) Limited	Agro-Processing
St. Lucia	Converge Solutions Incorporated	ICT
St. Lucia	eMagine Solutions Inc.	ICT
St. Lucia	Winward Pasta	Manufacturing
St. Lucia	Dahlia's Baby Softness	Manufacturing
St. Lucia	St. Lucia Distillers Limited	Manufacturing
St. Lucia	Accela Marketing Company Limited	Services

St. Lucia	FDL Consult Incorporated	Services
St. Lucia	Le Sport (St. Lucia) Limited	Services
St. Vincent & the Grenadines	VincyFresh Limited	Agro-Processing
St. Vincent & the Grenadines	National Investment Promotions Incorporated T/A Invest SVG	Business Support Organisations
St. Vincent & the Grenadines	Pasta Enterprises Limited	Manufacturing
St. Vincent & the Grenadines	Irvine Interior & Construction Incorporated	Services
St. Vincent & the Grenadines	The Cobblestone Inn	Services
Suriname	Handelmij L. Willemsberg N.V.	Agri-Business
Suriname	Boerderij Goliath	Agro-Processing
Suriname	Neotropical Insects N.V.	Agriculture
Suriname	Carifruits N.V.	Agriculture
Suriname	SoRena's Winery	Agro-Processing
Suriname	Suriname Alcoholic Beverages N.V.	Manufacturing
Suriname	Suriname Cartridge Depot N.V.	Manufacturing
Trinidad & Tobago	Trinidad & Tobago Film Festival Company Limited	Creative Industries
Trinidad & Tobago	Mas Transformation Secretariat	Creative Industries
Trinidad & Tobago	Electric Industries Limited	Manufacturing
Trinidad & Tobago	Woodhouse Trinidad Limited	Manufacturing
Trinidad & Tobago	K C Confectionery Limited	Manufacturing
Trinidad & Tobago	Cariflex (1994) Limited	Manufacturing
Trinidad & Tobago	Geoff & Company Limited	Services
Trinidad & Tobago	Print-a-Pak Limited	Services

ANNEX 3

DESIGN CARIBBEAN PARTICIPANTS

FIRM	COUNTRY
Matties And Company	Bahamas
The Dot Miller Collection	Bahamas
Avark	Barbados
Ayissa Textiles	Barbados
BCC Design School	Barbados
Brenda's Jewellery And Craft Tienda	Barbados
Crystal Form's	Barbados
Debbie's Closet	Barbados

Doll House Creation	Barbados
Earth Mother Botanicals Ltd	Barbados
West Indies Sea Island Cotton	Barbados
Ibis Bath & Body	Barbados
Irie Rock	Barbados
Luna Design	Barbados
Nine One Designs	Barbados
Tiyi By Design	Barbados
Tzuriyah Bath & Body	Barbados
Very Vanity	Barbados
Williams Legacy	Barbados
Maya Bags	Belize
Orange Gifts	Belize
Treasure Box/KAJ Expressions	Belize
Din Chel Craft & Souvenirs	Dominica
Kalinago Barana Aute	Dominica
Waitukubli Kalinago Art & Craft	Dominica
Abordage SRL	Dominican Republic
Ambar Nacional SRL	Dominican Republic
Amitabha Joyeria	Dominican Republic
Cenadarte	Dominican Republic
Belzeb Inc.	Grenada
Callaloo	Grenada
Caribbean Naturals	Grenada
Earthly Creations Gift Shop	Grenada
White Cane Industries	Grenada
Amazon Authentics	Guyana
Arawak Shoe Manufacturing Ltd	Guyana
Cummin's Leather Establishment	Guyana
Denyse Fashion & Fabric Design	Guyana
Guyana Arts & Craft Producers' Association	Guyana
Guyana Manufacturing & Services Association Ltd.	Guyana
Rainforest Pottery	Guyana
Bijou Lakay	Haiti
Boite A Bijoux/Danielle St Lot	Haiti
Creations Dorees	Haiti
Haiti Designs	Haiti
Josnel Bruno	Haiti
Veve Collections	Haiti
Casie Nicely	Jamaica
Hands in Clay Jamaica Ltd	Jamaica
Jamaica Business Development Corporation	Jamaica
Reve Jewellery & Accessories	Jamaica

Reecii	St. Kitts and Nevis
Courtyard Art Studio	St. Lucia
Designs by Nadia	St. Lucia
Natmed Ltd	St. Lucia
Atelier Doré	Suriname
Binel	Suriname
Jomi Cosmetics & Beauty Center	Suriname
Tourism Intelligence International	Trinidad and Tobago
By Making	Trinidad and Tobago
UWI Design School	Trinidad and Tobago
Ken's Copper Collections	Trinidad and Tobago
Kirie Bain	Trinidad and Tobago
Metalwear Ltd	Trinidad and Tobago
National Entrepreneurship Dev. Co. Ltd	Trinidad and Tobago
The Copper Artisan	Trinidad and Tobago

ANNEX 4

2012 EUROPEAN STUDY TOUR PARTICIPANTS - MANUFACTURING

COMPANY	COUNTRY
Susie's Inc.	Antigua & Barbuda
Ridge Farms	Bahamas
Royal Mayan Shrimp Farm	Ltd.Belize
Caribbean Agro-Producers Corporation	Dominica
Caribbean Labs & Traders	Dominican Republic
Cluster Del Mango Dominicano	Dominican Republic
La Benedicta S.A.	Dominican Republic
Procesadora Vizcaya)	Dominican Republic
Rizek Cacao, C. Por A.	Dominican Republic
Tropijugos S.R.L.	Dominican Republic
Vinicola del Norte	Dominican Republic
Baron Foods	Grenada
Cecile La Grenade (DeLaGrenade) Ltd	Grenada
A Taste of the Caribbean	Jamaica
Central Food Packers	Jamaica
Jamrow Trading & Manufacturing Co. Ltd.	Jamaica
Perishables Jamaica Ltd	Jamaica
SaladaFoods Jamaica Ltd	Jamaica
Southern Fruits & Food Processors	Jamaica

Tijule Co. Ltd.	Jamaica
Cinnamon Productions	St.Lucia
Viking Traders Ltd.	St.Lucia
GOM Food Industries N.V.	Suriname
SoRena's Winery N.V.	Suriname

2012 EUROPEAN STUDY TOUR PARTICIPANTS – CREATIVE INDUSTRIES

COMPANY	COUNTRY
aJeanté	Antigua & Barbuda
Caribbean Digital Media Centre	Barbados
Fifth Element Designs	Barbados
Seventh Silver Star Inc	Dominica
Persio Abreu, S.A.	Dominican Republic
Cummin's Leather Establishment	Guyana
David Andre Collection	Haiti
Garmex Apparel Technical Centre	Jamaica
Patwa Apparel	Jamaica
J-Muzik	Jamaica
Caribbean Downloads/Dance BEAT Records	St. Kitts & Nevis
Accela Marketing	St. Lucia
Cinnamon Event Productions	St. Lucia
Lee Productions Inc.	St. Lucia
Island Network Inc.	St. Vincent & the Grenadines
SVG Association of Music Professionals	St. Vincent & the Grenadines
Tami B Designs	St. Vincent & the Grenadines
Meiling Inc.	Trinidad & Tobago
FullCircle Production	Trinidad & Tobago
Heather Jones Designs Ltd	Trinidad & Tobago
Pallarax Productions	Trinidad & Tobago
Studio Jay Recording Ltd	Trinidad & Tobago

ANNEX 5

CARIFORUM FIRMS PARTICIPATING IN LONDON ENGAGE 2012

COMPANY	COUNTRY	SECTOR
Rosemarie V. McMaster (Susie's Inc.)	Antigua & Barbuda	Agro-processing
Jean-Marie Thomas (aJeante)	Antigua & Barbuda	Creative Industries (Fashion)
Rionda Godet (Ridge Farms)	Bahamas	Agro-processing
Ray Chee-A-Tow (Beverages Caribbean Inc.)	Barbados	Agro-processing
Andrea King (Fifth Element Designs)	Barbados	Creative Industries (Fashion)
James Corbin (Caribbean Digital Media Centre)	Barbados	Creative Industries (Film)
Arturo Tappin	Barbados	Creative Industries (Music)
Dale Rudder (Mr. Dale)	Barbados	Creative Industries (Music)
John Allsopp (Amonle Studio Workshop)	Barbados	Professional Services (Architects)
Kevin Talma (Talma Mill Studios Ltd)	Barbados	Professional Services (Architects)
Karteek Tummala (Royal Mayan Shrimp Farms Ltd)	Belize	Agro-processing
Daryl Bobb (Seventh Silver Star Inc)	Dominica	Creative Industries (Film)
Michelle Henderson	Dominica	Creative Industries (Music)
Persio Abreu (Persio Abreu S.A.)	Dominican Republic	Agro-processing
Belarmino Rodriguez (Caribbean Labs & Traders)	Dominican Republic	Agro-processing
Natalia Mansfield (Tropijugos S.R.L.)	Dominican Republic	Agro-processing
Gustavo Cruz Jerez (La Benedicta S.A.)	Dominican Republic	Agro-processing
Sahilys Duarte (Rizek Cacao, C. Por A.)	Dominican Republic	Agro-processing
Rafael Leger (Cluster Del Mango Dominicano)	Dominican Republic	Agro-processing
Miguel Gonzalez (Procesadora Vizcaya)	Dominican Republic	Agro-processing
Xiomara Fortuna	Dominican Republic	Creative Industries (Music)
Taiana Mora (NEX Consulting)	Dominican Republic	Professional Services (Management Consultants)
Cecile La Grenade (De La Grenade Ltd)	Grenada	Agro-processing
Chris Persaud (Baron Foods)	Grenada	Agro-processing
Bryan Bullen (Caribbean Office of Cooperative Agriculture)	Grenada	Professional Services (Architects)
Sonia Noel (Mariska Designs)	Guyana	Creative Industries (Fashion)
Romeo "Mystic" Nermal	Guyana	Creative Industries (Music)
Phelicia Dell (Veve Collections)	Haiti	Creative Industries (Fashion)
David Andre (David Andre Collection)	Haiti	Creative Industries (Fashion)
Belo-Jaeen (Belomy Muart/World Music Promotions)	Haiti	Creative Industries (Music)

Julian Rodney (Salada Foods Jamaica Ltd)	Jamaica	Agro-processing
Norman Wright (Perishables Jamaica Ltd)	Jamaica	Agro-processing
Sonya Dunstan (A Taste of the Caribbean)	Jamaica	Agro-processing
Donna Bromfield (Southern Fruits & Food Processors)	Jamaica	Agro-processing
Juliet Newell (Tijule Co. Ltd.)	Jamaica	Agro-processing
Natalie Grandison (Central Food Packers)	Jamaica	Agro-processing
Arlene Martin (Arlene Martin Designs /drennaLUNA)	Jamaica	Creative Industries (Fashion)
Heneka Watkis-Porter (Patwa Apparel)	Jamaica	Creative Industries (Fashion)
Christopher Martin	Jamaica	Creative Industries (Music)
Mark Campbell (J-Musik)	Jamaica	Creative Industries (Music)
Charlene Ashley (Bio-Tech R & D Institute)	Jamaica	Information and Communication Technology
Pepon Ruddock (Jamrow Trading & Manufacturing Co. Ltd.)	Jamaica	Manufacturing
Gianna Fakhourie (Garmex Apparel Technical Centre)	Jamaica	Manufacturing
John Francis (Caribbean Downloads/ DanceBEAT Records)	St. Kitts & Nevis	Creative Industries (Music)
Ronald Ramjattan (Baron Foods Limited)	St. Lucia	Agro-processing
Davina Lee (Lee Productions)	St. Lucia	Creative Industries (Film)
Joycie Mederick (Cinnamon Productions)	St. Lucia	Creative Industries (Film)
Claudia Edward	St. Lucia	Creative Industries (Music)
Gizelle Fleishchacker (Viking Traders Ltd)	St. Lucia	Manufacturing
Agnes Francis (Accela Marketing)	St. Lucia	Professional Services (Management Consultants)
Tamiko Brown (Tami B Designs)	St. Vincent & the Grenadines	Creative Industries (Fashion)
Edwin Johnson (SVG Association of Music Professionals)	St. Vincent & the Grenadines	Creative Industries (Music)
Herric Horne (Island Network Inc)	St. Vincent & the Grenadines	Creative Industries (Music)
Mark Cyrus (The Master Room Studio)	St. Vincent & the Grenadines	Creative Industries (Music)
Steven and Marjorie Renardus (soRena's Winery N.V.)	Suriname	Agro-processing
Kenneth Ivan van Gom (GOM Food Industries N.V.)	Suriname	Agro-processing

Judith Uiterloo (Atelier Doré)	Suriname Creative Industries (Fashion)
Kirie Bain (Ibis Ceramic Jewelry)	Trinidad & Tobago Creative Industries (Fashion)
Meiling Esau (Meiling Inc)	Trinidad & Tobago Creative Industries (Fashion)
Heather Jones (Heather Jones Designs Ltd)	Trinidad & Tobago Creative Industries (Fashion)
Neisha Agostini-Irlacher (Pallarax Productions)	Trinidad & Tobago Creative Industries (Film)
Camille Abrahamas (Full Circle Animation Studio)	Trinidad & Tobago Creative Industries (Film)
Jason & Sarah Dasent (Studio Jay Recording Ltd)	Trinidad & Tobago Creative Industries (Music)
Satyakama Maharaj (Sacha Cosmetics Ltd)	Trinidad & Tobago Manufacturing

ANNEX 6

CARIBBEAN KITCHEN PARTICIPANTS

COMPANY

COUNTRY

10 Saints Brewery Company Ltd.	Barbados
Beverages Caribbean Inc.	Barbados
West Indies Biscuit Company Ltd	Barbados
Bel-Mer Winery	Belize
Marie Sharpe's Fine Foods Limited	Belize
Parry W. Bellot & Co. Ltd.	Dominica
J&J Spirits	Dominican Republic
Benedicta S.A.	Dominican Republic
Rizek Cacao S.A.S	Dominican Republic
Procesadora Vizcaya	Dominican Republic
De La Grenade Ltd	Grenada
Bloxburgh Gourmet Creations	Jamaica
Central Food Packers	Jamaica
A Taste of the Caribbean	Jamaica
Tijule Co. Ltd.	Jamaica
Country Traders Limited	Jamaica
Honey Bun (1982) Ltd.	Jamaica
Perishables Jamaica Limited	Jamaica

Coldbrush Organics Ltd	Jamaica
BnRs Holdings LLC	Jamaica
Baron Foods Limited	St. Lucia
Viking Traders Ltd	St. Lucia
Vincifresh	St. Vincent & the Grenadines
Tan Bun Skrati	Suriname
GOM Foods Industries N.V	Suriname
Tobago Cocoa Estate W.I. Ltd	Trinidad & Tobago
Caribbean Agribusiness Export Company	Trinidad & Tobago
SMAKS Luxury Group	Trinidad & Tobago

ANNEX 7

HAVANA INTERNATIONAL FAIR PARTICIPANTS

FIRM	COUNTRY
Banks Holdings Ltd	Barbados
The West India Biscuit Company Limited (WIBISCO)	Barbados
Belize Trade and Investment Development Services (BELTRAIDE)	Belize
DAC Marine Construction	Belize
Ardil Comercial	Dominican Republic
Asociacion Dominicana de Exportadores (ADO-EXPO)	Dominican Republic
Association of Industries of the Dominican Republic (AIRD)	Dominican Republic
Centre for Export and Investment of the Dominican Republic (CEI-RD)	Dominican Republic
Cosmeticos del Mundo S.R.L	Dominican Republic
Electricidad Del Caribe SRL	Dominican Republic
GALA, SRL	Dominican Republic
Halka Industrial SRL	Dominican Republic
Kapril	Dominican Republic
Laboratorio Schuca	Dominican Republic
Laboratorios Lemuel, SRL	Dominican Republic
Laboratorios Union SRL	Dominican Republic
Multi-Empaques Dominicana	Dominican Republic
PEFIDOM, SRL	Dominican Republic
Plastifar S.A.	Dominican Republic
Q & S Laboratorio	Dominican Republic
Royste, SRL	Dominican Republic
Termo Envases S.A.	Dominican Republic

Nand Persaud & Co Ltd	Guyana
Gade S.A.	Haiti
Ministere du Commerce et de l'Industrie (MCI)	Haiti
Ansel Development	Jamaica
Conserve It	Jamaica
Gulfray Americas Manufacturing Ltd.	Jamaica
Irie Rock	Jamaica
J. Wray & Nephew (Federated Pharmaceutical)	Jamaica
Jamaica Promotions Corporation (JAMPRO)	Jamaica
Johnson's Organic Fertilizer	Jamaica
LASCO Manufacturing Limited	Jamaica
Morgan's Group	Jamaica
Nuclear Bulk Chemicals Limited	Jamaica
Paramount Trading	Jamaica
Patwa Apparel	Jamaica
Quality Dealers Limited	Jamaica
Rowling Farms	Jamaica
Sun Island Jamaica Limited	Jamaica
Baron Foods Ltd.	St. Lucia
Natmed Ltd	St. Lucia
Viking Traders Ltd.	St. Lucia
GOM Food Industries N.V.	Suriname
Suriname Candied Fruits N.V.	Suriname

ANNEX 8

PRIVATE SECTOR ADVISORY GROUP MEMBERS

MEMBER	COMPANY	COUNTRY
Dereck Foster	Automotive Art Group	Barbados
Frank Ward	West Indies Rum and Spirits Producers' Association Inc	Barbados
Ray Chee-A-Tow	Beverages Caribbean Inc.	Barbados
Brent Murphy	Interamericana Trading Corporation	Barbados
Alvin Henderson	Royal Mayan Shrimp Farms Ltd	Belize

Mario Pujols	Pujols Canals Legal Consultants	Dominican Republic
Alvaro Sousa	DIESCO	Dominican Republic
Lance Hinds	Brainstreet Group	Guyana
Komal Samaroo	Demarara Distillers Ltd.	Guyana
Clyde McKenzie	FiWi Choice	Jamaica
James Moss-Solomon	Mona School of Business & Management, UWI	Jamaica
Jeffrey Hall	Jamaica Producers Group Ltd.	Jamaica
Ronald Ramjattan	Baron Foods Limited	St. Lucia
Genevieve Jodhan	Angostura Ltd.	Trinidad & Tobago

ANNEX 9

REGIONAL INNOVATION ADVISORY GROUP MEMBERS

MEMBER	COMPANY	COUNTRY
Lennox Forte	CARICOM Development Fund	Barbados
Chris Hillier	University of the West Indies	Barbados
Malcolm Spence	CARICOM OTN	Barbados
Michelle Stephens	Caribbean Examinations Council (CXC)	Barbados
Winston Bennett	CARICOM Regional Organisation for Standards and Quality (CROSQ)	Barbados
Alvin Henderson	Royal Mayan Shrimp Farms Ltd	Belize
Lance Hinds	Brainstreet Group	Guyana
Peter Lansiquot	CARICOM Secretariat	Guyana
Cardinal Warde	Caribbean Diaspora, Science and Technology Innovation	Jamaica
Wayne Sinclair	GSW Animation	Jamaica
Jeffrey Hall	Jamaica Producers Group Ltd.	Jamaica
Hawthorne Watson	Science Research Council	Jamaica
Ken Sylvester	Caribbean Knowledge and Learning Network (CKLN)	St. Lucia
Dyer Narinesingh	University of Trinidad and Tobago	Trinidad & Tobago
Bevil Wooding	BrightPath Foundation	Trinidad & Tobago
Liquat Ali Shah	University of the West Indies (UWI)	Trinidad & Tobago



Taking Caribbean Excellence to the World

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 Henríquez Ureña No. 150
Torre Diandy XIX, Piso 7
Santo Domingo, República Dominicana
Tel: + 1 (809) 531 2259
Fax: + 1 (809) 473 7532
Email: info@carib-export.com

HAITI-DR BI-NATIONAL PROGRAMME OFFICE

4th Floor,
151, Angle Ave. Jean Paul II & Impasse Duverger,
Port-au-Prince,
Haïti
Tel: + (509) 48 92 53 55
Email: info@carib-export.com

www.carib-export.com