

# CARIBBEAN EXPORT AND BUSINESS SUPPORT ORGANISATIONS:

Cooperating to Support the Regional Private Sector





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## Background

There are many organisations that can be described as a **Business Support Organisation (BSO)**. In fact, any organisation that provides input with the aim to enhance the sustained financial viability of a business can be classified as such. BSOs provide a wide range of services to clients spanning from advisory and consulting, to training and technical assistance. The most common types of BSOs within the Caribbean region include Chambers of Commerce, Coalition of Service Industries, Copyright Associations, Export Promotion Agencies, Investment Promotion Agencies (IPAs), Manufacturers' Associations and Small Business Associations.

However, there are two main classifications of BSOs: private sector and public sector. In the public sector, the government is primarily responsible for the overall function of the support organisations. These include trade promotion organisations (TPOs), which provide export development and promotion function, and investment attraction, as well as establishing favourable policy frameworks, and providing an enabling environment for small and medium-sized enterprises (SMEs) to flourish. In contrast, the business support services delivered to the private sector are centred on advocacy and private sector development, among others.

The Caribbean Export Development Agency's (Caribbean Export) work in regional private sector development takes place via two pathways: directly to SMEs, and through BSOs. From its inception, the Agency has had a rich history of supporting, collaborating with, and building the capacity of BSOs in a range of areas from investment promotion to export development. The Agency has a mandate under the 10th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP) to strengthen the capacity of BSOs to provide a wider range and quality of services. Under this programme, Caribbean Export has served 158 regional BSOs through initiatives at an estimated value of US\$1.2 million; this is a 25% increase in funding when compared to the support received under the 9th EDF, which was US\$960,000.





The Agency's work involves not only establishing an enabling environment, but also bolstering the capacity of BSOs within the region, to ensure that their services and programmes are effective, of the highest quality, and respond to the needs of the private sector. This publication showcases select activities and work undertaken with, and in support of BSOs in the CARIFORUM. Additionally, it demonstrates the mutually beneficial relationship that the Agency has forged and maintained over the years with these organisations. With each intervention, Caribbean Export provides opportunities to BSOs, on which they can capitalise to further enhance investment, trade, and export development within the private sector.

# CARIFORUM Private Sector Trade Needs

CARIFORUM firms are faced with increasing competition in international markets, as well as within their own domestic sphere. The challenges faced with entering, supplying, and operating in global and regional markets are compounded by a lack of understanding and information on the part of SMEs, as to what these markets demand and their current conditions.

The needs of CARIFORUM firms in export and trade currently include:

- Market research and competitive intelligence including market entry requirements; consumer and import demand patterns and historical trends;
- Technical assistance with meeting competitive requirements for export markets;
- Assistance with identifying and securing supply inputs and enhancing supply capacities;
- Support to implement new production methodologies and approaches;
- Assistance with understanding and dealing with regulatory requirements and business practices in the export target market; as well as with trade agreements; and
- Support with effective trade promotion strategies including participating in trade missions, trade shows, and exhibitions, among others.

Caribbean Export responds to these needs through a range of initiatives focused on support to BSO project and programme activities; enhancing BSO capacity through access to finance, training and certification, and facilitating participation in trade promotion activities; in addition to strengthening BSO partnerships.

# Capacity Building Approaches for BSOs in Trade and Investment

Under the 10th EDF, the capacity building of BSOs involves strengthening the quality, and widening the range of programmes in the area of trade and investment for support organisations. This definition puts emphasis on three things: identifying the BSOs within the region that play a significant trade support function; the importance of building institutional or organisational capacity of BSOs, including national TPOs, as well as private sector membership trade support institutions (TSIs); and activities focused on improving the effectiveness of the work of the BSOs. These also underscore the need for Caribbean Export to develop or strengthen its competency to deliver, or to facilitate provision of capacity building activities and interventions.

Caribbean Export utilises a wide range of interventions to enhance the capabilities of BSOs including training, networking, meetings and workshops, missions, and support for activities and programmes. The approach employed is therefore determined by the objectives of the Agency, and based on identified needs of the private sector.

## Assessment Of Trade Support Institutions

To ensure that BSOs make optimum use of the opportunities provided by Caribbean Export under the 10th EDF, it was necessary to undertake interventions aimed at improving their institutional and organisational capacities. Specifically, the Agency's work focused on the assessment of the mandates, and functions of BSOs across the region to determine the extent to which they perform trade support functions. For the national TPOs, the Agency focused on benchmarking their operations and functions, utilising the methodology and tool of the International Trade Centre (ITC), Geneva.

## **Report on Assessment of BSOs to determine trade support functions**

Between January 2012 and April 2013, Caribbean Export completed consultations in all 15 CARIFORUM States for the purpose of identifying national BSOs that perform trade support functions. Fifty-five (55) BSOs and eight government departments were consulted during this process, and the results of those consultations were utilised by the Agency to map the regional landscape, identify where institutional gaps and weaknesses exist, and gain a better understanding of how BSOs were responding to private sector trade support needs.

The majority of the agencies examined indicated that they lacked the sufficient technical capacity, and financial resources to fully provide their clients with trade information and market intelligence services, amongst other services. The responses pointed to needs for:

1. Capacity building and trade Information training
2. Data collection and analysis
3. Training in trade promotion services
4. A Regional Market Intelligence Portal
5. Business matching including identifying buyers and suppliers.
6. Financial and technical support for trade missions and related activities

These findings were confirmed by participants of the numerous BSOs during the various training programmes conducted by Caribbean Export, in particular the ones, which focused on building capacity for providing enhanced trade information services.

### **Benchmarking<sup>1</sup>**

Caribbean Export implemented a pilot programme in 2013 for full TPO Benchmarking and Assessments involving three BSOs within the region, namely: Barbados Investment and Development Corporation (BIDC), the Dominican Republic Export and Investment Centre (CEI-RD), and the National Export Facilitation Organization of Trinidad and Tobago (ExporTT). Two further assessments were completed in 2014 including the Belize Trade and Investment Development Services (BELTRAIDE) and the Jamaica Promotions Corporation (JAMPRO). Additional TPOs will have an opportunity to undertake assessments of their agencies

<sup>1</sup> Caribbean Export was trained on the Benchmarking tool and methodology and the Agency was selected during the 2012/13 biennium to design, improve, test and apply the ITC's Benchmarking Assessment Tool.





utilising the Self-Assessment platform. Caribbean Export will offer technical support to this initiative, and the Agency has been provided with a TPO Master User account and ITC Analyst account privileges by the ITC to facilitate this. This will have an opportunity to undertake assessments of their agencies utilizing the Self-Assessment platform. This will be supported technically by Caribbean Export, and the Agency has been provided with a TPO Master User account and ITC Analyst account privileges by the ITC to facilitate this.

The results of the benchmarking assessments are used to inform the design of capacity building programmes for the TPOs and by extrapolation other trade support institutions, including direct technical assistance, and training inter alia.

# Supporting BSO Projects and Programme Activities

For more than a decade, Caribbean Export has actively supported BSOs in the implementation of their own activities, which are consistent with the Agency's development programme objectives. These activities include business linkages events, training and certification, and export development and promotion initiatives.

## Business Linkages

The establishment of business linkages among regional SMEs is a significant way in which firms can boost their competitiveness and become integrated into the global supply chain. This is mainly because they can attain the necessary assets, which they are often not able to provide on their own, such as access to international markets, finance, technology, management skills and specialised knowledge.

Caribbean Export recognises the value of these interactions, and has continually provided financial support to BSOs for the delivery of business linkage programmes to not only raise the visibility of their local SMEs, but also enhance partnerships and business opportunities among buyers and exhibitors. Examples of these events include the Trade Missions to Jamaica and the Dominican Republic, Small Business Week in Barbados, and Services Week in Trinidad and Tobago.

### Jamaica-Dominican Republic Trade Missions

In September 2013, Caribbean Export facilitated JAMPRO in organising a mission to the Dominican Republic for 15 Jamaican exporters. The initiative sought to explore opportunities for increased trade between Jamaica and the Dominican Republic through public-private sector dialogue, the execution of Business to Business (B2B) meetings; and the establishment of relationships between the key BSOs on the mission, including JAMPRO and Jamaica Manufacturers' Association (JMA) with their counterparts the Chamber of Commerce and Production of Santo Domingo (CCPSD), the Dominican Association of Industries



# PROMOTING CARIBBEAN BRANDS FOR EXPORT

Caribbean Export - The only Regional Export Development and Trade and Investment Promotion Organisation of the Forum of Caribbean States (CARIFORUM).



(AIRD), The Dominican Agro-industrial Council (JAD) and the National Enterprise Council (CONEP). This mission was also an opportunity to advance the implementation of the CARICOM-DR Free Trade Agreement (FTA).

In April 2014, the Dominican Republic mission was reciprocated when 12 private-sector firms undertook a mission to Jamaica to participate in Expo Jamaica. Caribbean Export provided support to CEI-RD, Jamaica Chamber of Commerce, and JAMPRO as organisers of the mission. 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 European 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 European consumer expectations and regulatory requirements regarding packaging and labelling.

In addition to attending in the Expo, the European buyers also held discussions on the entry requirements to the European Union (EU) market, participated in site visits and meetings with Government, quasi-government, 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.

### **Barbados Small Business Week**

The Small Business Association (SBA) in Barbados hosted the 10th annual Small Business Week in September 2013. Small Business Week is the signature activity on the association's annual calendar, held to celebrate the achievements of members,

award those who have contributed to the SME sector and raise the consciousness of the public about the importance of small businesses to the economic and social landscape of Barbados. With the theme “Re-energising SMEs, Repositioning for Growth”, the SBA held a series of events that reflected a combination of entertainment, education, business development and the opportunity to reward businesses and other contributors to the development of the SME sector. Caribbean Export supported the Association by providing funding for the SME Forum and supported the SME Seminar & Expo.

The SBA is Barbados’ non-profit representative body for micro, small and medium enterprises. The Association seeks to expand business opportunities for its members, provide education & development services and lobby to ensure an enabling environment for the growth and sustainability of the SME sector. The SBA also explores business financing possibilities for its members.

### **Trinidad and Tobago Services Week**

In 2013, the Trinidad and Tobago Coalition of Services Industries (TTCSI) celebrated its sixth annual National Services Week. Under the theme “Services Export” Dream it, Do it!”, the week of activities seeks to highlight the value of the services sector, and raise awareness for the support of its development. Caribbean Export provided financial support for the hosting of activities during the National Services Week, as a part of the Agency’s support to national Coalitions and by extension, the regional services sector.

The TTCSI is a national umbrella body that brings together all services sector organisations and associations. It is an alliance of professional services associations and organisations. The Coalition functions as a focal point to lobby, channel and address trade-in-services issues and services development issues, which are critical for the sector to thrive in the competitive global environment.



## Training and Certification

BSOs also deliver training and certification programmes to members with assistance from Caribbean Export, and one such programme is Productivity Network (ProNET). BSOs currently involved in the provision of this programme are the Dominican Association of Exporters (ADOEXPO), and the Trinidad and Tobago Manufacturers' Association (TTMA).

Caribbean Export has also covered the administrative costs for the delivery of grant proposal writing training by a number of regional BSOs; these include the Grand Bahama Chamber of Commerce, Grenada Industrial Development Corporation (GIDC), St. Vincent and the Grenadines Coalition of Service Industries, the National Investment Promotions Agency of the St. Vincent and the Grenadines (Invest SVG), TTCSI, and TTMA.



The Agency further supports bespoke training, for example the Barbados Coalition of Service Industries' (BCSI) initiative in gaining Leadership in Energy and Environmental Design (LEED) certification for regional professionals. As well as the Copyright and COSIS Workshop through support provided to the Jamaica Association of Composers, Authors and Publishers (JACAP) and the Association of Caribbean Copyright Societies Copyright Administration (ACCS).

### **LEED Certification Programme**

In November 2012, Caribbean Export, in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), provided funding to the BCSI for the LEED certification of 35 regional construction professionals. The initiative allowed for regional construction professionals from

the architecture, engineering, interior design, construction and the project management service sectors to gain specialised qualification in the environmentally sustainable and industry driven accreditation. The LEED Certification programme is one of the first regional initiatives where there has been a measureable output to draw the services economy into the Green Economy, and create tangible market and commercial opportunities for the business community.

### Copyright and CoSIS Workshop

Caribbean Export provided support to JACAP in December 2013 as the organisation hosted the Copyright and CoSIS workshop for regional music rights agencies. The 5-day intensive workshop was conceptualised as an initial measure of correction and prevention of some of the major issues plaguing the industry in this technology-driven age, and as such focused on the training of music rights agencies to more effectively carry out their vital roles in the protection of the rights of industry professionals, in particular the performing artistes of the region. A total of 15 representatives from six regional music rights agencies participated in the workshop.

### Copyright and CoSIS Workshop Participants

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



## **Export Development and Promotion**

Caribbean Export funds a series of trade missions and expositions implemented by regional BSOs on an annual basis. The Agency has financed the Caribbean Fashion Industry Association's (CAFIA) staging of Caribbean Fashion Week (CFW), and Directorate General of Multilateral Cooperation (DIGECCOM) in the hosting of Dominican Moda (DM). The Trinidad and Tobago Film Festival (TTFF) has also received assistance to showcase regional short films at the Clermont-Ferrand International Film Festival in France, and Femmes en Démocratie (FED) in Haiti received support for Femmes Création & Production Trade Fair. Additionally, the Agency facilitated the Barbados Investment Development Corporation (BIDC) as they undertook a mission to Costa Rica and Panama, as well as the Barbados Chamber of Commerce and Industry (BCCI) to participate in a mission to Macau, China to attend the 13th International Indian Film Academy Awards (IIFA).

### **Dominicana Moda**

Dominicana Moda (DM) is an annual fashion week of activities, which started in the Dominican Republic in 2006. In 2008, the event reached its peak becoming an integral fashion platform, combining the runway with the food, entertainment, trade, exhibition and the sale of products and services. 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. Over the years, Caribbean Export has supported the DIGECCOM, and partnered with the Dominican Textile Association (ADITEX) for the implementation of DM; the Agency further facilitates the showcasing of regional designers in the event. Under the 10th EDF, 10 regional designers participated in DM with support from Caribbean Export. The event facilitates intra-regional business opportunities between CARICOM designers, and manufacturers and suppliers from the Dominican Republic. DM further provides an occasion for emerging and established fashion designers in the Caribbean to expose their vision at a regional and international stage, thus positioning the region as an international go-to location for fashion design and ingenuity.

### **Femmes Création & Production Trade Fair**

Now in its ninth year, the Femmes Création & Production Trade Fair is an annual trade fair, which showcases the female-owned small businesses in Haiti. Over the years, Caribbean Export has been providing financial support to Femmes en Démocratie for the staging of the event. In May 2014, the Agency enabled the participation of three buyers from the United States and Jamaica who sought to engage and establish business relationships with Haitian suppliers. Through this intervention, the Agency endeavoured to create business opportunities for Haitian women-owned businesses, associations and cooperatives via a greater interaction with international buyers that would lead to higher exports and competitiveness in the Haitian artisan sector. During the mission, the three buyers collectively established 26 business contacts. Additionally, three sample orders were placed and three contracts were secured.

### **Mission to Macau**

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





## ENHANCING BSO-CAPACITY

BSOs represent a natural priority target audience for Caribbean Export interventions, as they are well placed to be part of a strong, effective and relevant CARIFORUM business support network. Moreover, because Caribbean Export does not have a physical presence in most of its beneficiary countries, the Agency relies on this sizeable network of BSOs to contribute to the concept of regional private sector development at the firm and country level.

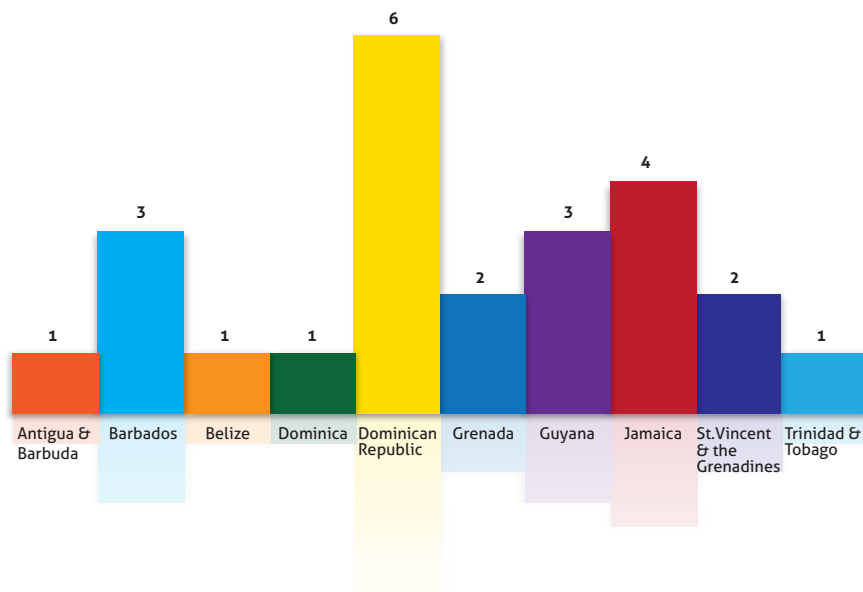
The Agency enables BSOs to be more effective in delivering export and investment promotion services to their members through: enhancing management capacities, facilitating BSOs' participation in promotional and study tours, and helping BSOs to organise sector specific seminars and conferences for selected areas. In addition to supporting existing BSOs, the Agency also works to promote the establishment of new ones.

Given this reality, Caribbean Export has always sought to proactively plan and execute interventions to enhance the capacity of BSOs to deliver services to their local and regional SMEs with greater efficiency and effectiveness. These programme activities include: access to finance, training and certification, and participation in export development and promotion activities.

## BSO Access to Finance

Caribbean Export provides access to finance for BSOs through its flagship funding programme, the Direct Assistance Grant Scheme (DAGS), which is funded by the EU under the EDF. To date, 24 grants were awarded to BSOs. Under the 10th EDF, 17 grants were awarded in comparison to seven (7) under the 9th EDF. A total of €687,419.86 was awarded to BSOs during the 9th and 10th EDF.

### Country Allocation of BSOs Receiving DAGS Funding under 9th and 10th EDF



## Funding Received by BSOs under the 9th and 10th EDF

Business Support Organisation	9th EDF	10th EDF
Antigua & Barbuda Coalition of Service Industries Incorporated		€26,355.00
Association of Industrial Enterprise in Santo Domingo (AEIH)*	€30,000.00	€26,906.25
Association of Dominican Rum Producers		€30,000.00
Association of Development (DR) Inc.		€29,100.00
Barbados Agriculture Development and Marketing Corporation (BADMC)		€29,750.00
Barbados Investment and Development Corporation (BIDC)		€28,364.00
Belize Chamber of Commerce	€15,000.00	
Copyright Society of Composers, Authors & Publishers Incorporated (COSCAP)		€30,000.00
Dominica Discover Authority		€30,000.00
Forest Products Development & Marketing Council of Guyana Inc.		€30,000.00
Fundacion Futuro South Incorporated		€30,000.00
Grenada Hotel & Tourism Association		€30,000.00
Grenada Industrial Development Corporation	€25,000.00	
Guyana Apicultural Society		€29,963.75
Guyana Manufacturing & Services Association		€30,000.00
Jamaica Business Development Corporation	€30,000.00	
Jamaica Exporters' Association*	€15,000.00	€21,580.00
Jamaica Manufacturers Association		€30,000.00
Jamaica Sheep Farmers Association		€30,000.00
National Investment Promotions Agency of St. Vincent and the Grenadines*		€55,400.86
St. Vincent and the Grenadines Chamber of Commerce and Industry	€30,000.00	
Trinidad and Tobago Coalition of Service Industries	€25,000.00	
<b>TOTAL</b>	<b>€170,000.00</b>	<b>€517,419.86</b>

\* Beneficiary received multiple grants under the 9th/10th EDF

## Training and Certification of BSOs

Training and certification opportunities are extended to BSOs to help them strengthen their own ability to service members. These programmes are delivered with a view to developing their capabilities in a range of areas pursuant to intra-CARIFORUM and CARIFORUM-EU trade in goods and services. With each training and certification programme, Caribbean Export works to provide BSOs with the necessary tools to empower their members, which in turn enhances their operations. Further, the Agency has designed and implemented technical assistance programmes specifically geared towards the BSO community, namely: Benchmarking Assessments, and the Regional Trade Information Training Programme (RTITP).



### **Training on TPO Benchmarking Assessment Tool and Methodology**

Regional TPOs and BSOs play a critical role in the development of their respective private sectors, particularly for exporters and producers. Caribbean Export's approach in building the capacity of sector organisations starts from the position of assessing these organisations to identify any areas of deficiency. To achieve this, the Agency employs ITC's Benchmarking Assessment Tool and Methodology, and with technical assistance from the Geneva-based organisation, has trained five regional BSOs on the tool and methodology.



## BSOs Participation in Benchmarking Assessment Training

### Business Support Organisation

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

### Country

Barbados  
 Barbados  
 Dominica  
 St. Lucia  
 Trinidad and Tobago

## Regional Trade Information Training Programme

The RTITP was developed to provide BSOs 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.

### BSOs Participation in Regional Trade Information Training

Country	Business Support Organisation
Antigua and Barbuda	Antigua and Barbuda Investment Authority (ABIA)
Bahamas	Ministry of Financial Services
Barbados	Barbados Investment Development Corporation (BIDC) Barbados Coalition of Service Industries (BCSI) Barbados Private Sector Association Small Business Association (SBA)
Belize	Belize Trade and Investment Development Services (BELTRAIDE) Belize Chamber of Commerce and Industry
Dominica	National Export Council Secretariat Organisation of Eastern Caribbean States Export Development Unit (OECs-EDU) Dominica Export Import Agency (DEXIA)
Dominican Republic	Dominican Republic Export and Investment Centre (CEI-RD) Dominican Association of Exporters ADOEXPO Dirección de Comercio Exterior (DICOEX) National Bureau of Statistics (ONE) National Free Zones Council of the Dominican Republic
Grenada	Ministry of Environment, Foreign Trade and Export Development Grenada Industrial Development Corporation (GIDC)
Guyana	Guyana Office for Investment (GOINVEST)
Haiti	Ministry of Commerce and Industry Ministry of Trade and Industry
Jamaica	Jamaica Exporter's Association (JEA) Jamaica Promotions Corporation (JAMPRO) Jamaica Manufacturers' Association Ltd. (JMA)
St Kitts and Nevis	St Kitts and Nevis Investment Promotion Agency (SKIPPA)
St Lucia	Office of Private Sector Relations (OPSR) Ministry of Commerce and Industry
St Vincent and the Grenadines	Centre for Enterprise Development (CED) Investments in St. Vincent and the Grenadines (Invest SVG) Ministry of Trade and Industry
Suriname	Suriname Business Development Centre (SBC) Suriname Chamber of Commerce and Industry Foundation for Forest Management and Production Control (SBB)
Trinidad and Tobago	National Export Facilitation Organisation of Trinidad and Tobago (Export TT) Trinidad and Tobago Manufacturers' Association (TTMA) Trinidad and Tobago Coalition of Service Industries (TTSCI)



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-nine (39) BSOs across all 15 CARIFORUM countries.

	RTITP1 Level 1 - Data Processing and Collection	RTITP2 Level 1 - Trade Information Sources and Trade Information Services Planning	TITP3 Level2 - Developing Export Market Pointer and the Development of Competitive Intelligence Platforms
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Likewise, Caribbean Export facilitates training opportunities for Investment Promotion Agencies (IPAs) in a range of areas, with the aim of strengthening their capacity to attract investment projects, reduce costs through collaborative efforts in information gathering and information monitoring systems, as well as actively promote information exchange amongst its nineteen members. Training programmes offered include: Investor Facilitation, and Marketing for Investment Promotion.

### **Training in Marketing for Investment Promotion**

During a Study Tour to Europe, 20 IPAs received training in marketing and investment promotions. This training was provided by experts in ABA-Austria, the top global performer among one hundred and eighty-one (181) investment promotion intermediaries (IPIs) by the World Bank in the 2009 Global Investment Promotion Benchmarking Report.

The programme covered areas such as marketing for investment with the presentation of several approaches to marketing in an investment promotions environment; the execution of promotional activities; making a presentation; and management tools for effective monitoring and review of marketing programmes.

### **Training in Investment Promotion**

From May 24-26 2011, a total of 29 participants from regional IPAs, convened in Suriname to undergo three days of intensive training in Investment Promotion. During the sessions, focus was placed also on interactive group discussions allowing participants to share information, insights and approaches to success in that sector. Investment promotions experts, from Marston Mansell Limited in the UK, provided this training in:

- Best practices in investment promotion and benchmarking
- Investment promotion strategy, branding and positioning
- Developing financial incentives
- Developing investment packages and packaging incentives





## Support for Trade Promotion Activities

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 help regional firms take the business of export seriously by helping them become export ready. This is achieved through the promotion and advancement of competitiveness. Under the 10th EDF RPSDP, Caribbean Export launched a series of export promotion platforms as well as facilitated the participation of regional firms and BSOs in trade missions and business linkages events, all of which have enhanced the regional private sector's engagement with the Agency, in addition to strategically increasing the access of CARIFORUM firms to the European market.

## Management Consulting Business Symposia

Within the framework of the 10th EDF RPSDP, Caribbean Export provides support to the management consulting industry in the form of annual Business Symposia in collaboration with the Caribbean Institute for Certified Management Consultants (CICMC), GIZ and Universidad Iberoamericana (UNIBE). A significant feature has been the B2B meetings between CARIFORUM and European management consulting practitioners and firms. This is indicative of a focus on increasing the trade in services under the CARIFORUM-EU EPA. The country spread of European firms participating in these Business Symposia includes Spain, France, Belgium, Germany and the United Kingdom. Under the 10th EDF, representatives from 13 BSOs have participated in the Symposium.

## BSOs Participation in Management Consulting Symposium

Business Support Organisation	Country
Antigua and Barbuda Coalition of Service Industries (ABCSI)	Antigua and Barbuda
Bahamas Agricultural and Industrial Corporation (BAIC)	Bahamas
Barbados Coalition of Service Industries (BCSI)	Barbados
Belize Coalition of Service Providers	Belize
National Development Foundation of Dominica Ltd.	Dominica
Chamber of Commerce of Santo Domingo	Dominican Republic
Directorate General of Multilateral Cooperation (DIGEROOM)	Dominican Republic
National Council of Private Enterprise (CONEP)	Dominican Republic
Jamaica Promotions Corporation (JAMPRO)	Jamaica
Jamaica Business Development Corporation (JBDC)	Jamaica
Association of Management Consultants of St. Lucia (AMCS)	St. Lucia
St. Lucia Coalition of Service Industries (SLCSI)	St. Lucia
Trinidad and Tobago Coalition of Service Industries (TTCSI)	Trinidad and Tobago

## CAIPA Mission to Europe

From March 12-24, 2011, 20 CAIPA members journeyed to Europe on a Study Tour of best practice of IPAs in Ireland, Belgium and Austria. The aims of the mission were to increase the Caribbean IPA's understanding of investment facilitation in these countries; facilitate dialogue with donor agencies such as the African, Caribbean and Pacific (ACP) Business Climate (BizClim), ProInvest and the European Investment Bank (EIB); provide training in marketing and investment promotions; and provide an opportunity for the Caribbean IPAs to present

investment packages to potential European investors. The mission also allowed the CAIPA members to visit business parks in Europe and garner key contacts for added information.

Discussions with the three main agencies responsible for investment facilitation, namely, Forfás, the Industrial Development Authority (IDA) and Enterprise Ireland, increased understanding on how Ireland has been able to distinguish itself in specific growth areas and has focused attention on building local expertise and generating business linkages between foreign and local firms.

The visit to Invest in Brussels Agency, Belgium and to Invest in Austria, in Austria, exposed the Caribbean IPAs to the complexity of promoting a diverse region and partnering with independent IPAs within the same country to attract investments for the entire country - lessons that augur well for CAIPA's partnership with the IPAs in the region for investment facilitation.

The other major institutions and sites visited in Belgium included: the Centre for the Development of Enterprise (CDE), EIB, ProInvest Management Unit, European Commission (EC), Flanders Trade and Invest (FTI), Wallonia Foreign Trade and Investment Agency (AWEX) and the ACP Secretariat. In Austria the delegation visited: CIMA VIP Business Park, Civitas Nova, Software Park in Hagenberg, Research Institute for Symbolic Computation (RISC) Institute, a Business park in the Rainbach and the Wirtschaftsagentur Wien.

### **CAIPA Mission to Latin America**

During the period June 25-July 2, 2011, a contingent of 21 Investment Promotion officials from 14 IPAs who are member states of CAIPA visited Brazil and Chile on a best practice study tour of APEX Brazil and PROCHILE. The CAIPA members also had an opportunity to hold discussions with key public and private sector organisations that were critical to the process of facilitating both inward and outward investments in two of the strongest emerging economies in Latin America.

This initiative sought to: garner best practices on investment and trade promotions from the IPAs and Trade Promotions Agencies in Latin America; increase the visibility of the Region as an ideal location for investments; and begin the process of developing

strong relationships between CAIPA members and key agencies in Brazil and Chile, with a view to generating inward investments.

This mission was further considered of particular importance given the success of the target countries in facilitating investments, the significant outward investment flows from these states in recent times and the necessity to increase the Caribbean's understanding and knowledge of the needs of investors from Latin America.

### **CAIPA Mission to Turkey**

CAIPA also participated in the annual World Association of Investment Promotion Agencies (WAIPA) World Investment Conference and an investment mission to Turkey, from May 16-18, 2014. The mission provided Caribbean IPAs with the occasion to share best practices, increase knowledge, and forge new partnerships with other IPAs and the Turkey government. The hosting of the event in Istanbul, Turkey, also presented a prospect for the Caribbean delegates to promote investment opportunities in the Caribbean to potential Turkish investors. Participants were able to understand the dynamics, expectations and needs of the Turkish private sector in seeking investment opportunities overseas, and Caribbean Export was able to provide effective coordination with public and private institutions in Turkey for future regional investment.

Eight IPA professionals attended the WAIPA Conference and Investment Mission. During the mission, the regional IPAs were able to hold B2B meetings with the 38 Turkish companies in attendance. Further, discussions were held with the Foreign Economic Relations Board of Turkey (DEIK) and Istanbul Chamber of Commerce (ICOC) towards the signing of an MOU that will enhance investment relations between the Caribbean and Turkey. It is anticipated the signing of this MOU will increase the collaboration with the two institutions and to coordinate a trade and investment mission of Turkish companies to the Caribbean in 2015.

### **World Music Expo**

World Music Expo (WOMEX) is an international world music support and development project based in Berlin, whose main event is an exposition held annually in different locations throughout Europe. It integrates a trade fair, showcases, conferences, film





market, networking sessions, and awards. During the event, musicians and their works have the possibility to make contacts for international touring and album distribution.

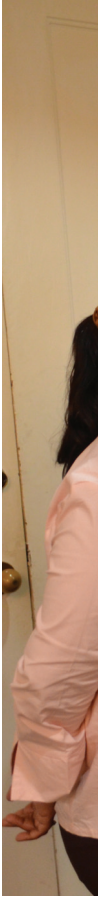
In 2011, Caribbean Export, in collaboration with the Regional Council of Martinique (RCM) under the cooperation programme Invest Karaib, facilitated the participation of 30 regional music professionals and artistes at the WOMEX, four of which were BSOs: Belizean Society of Composers, Authors and Publishers (BSCAP), Jamaica Association of Composers, Authors, and Publishers (JACAP), Eastern Caribbean Collective Organisation for Music Right Inc. (ECCO), and Songwriter/Foundation for Copyrights in Suriname (SASUR).

### **Havana International Fair**

The Havana International Fair (FIHAV) is the largest annual multi-sector trade fair in Cuba, and is held during the first week of November. Now in its 32nd year, FIHAV welcomes over 1,400 companies from 65 countries. The pavilion grounds, inaugurated in 1989, consist of 25 separate buildings, which are located at the

ExpoCuba fairgrounds site on the outskirts of Havana. FIHAV is an event organised by the Ministry of Foreign Trade and Investment of the Republic of Cuba, the Cuban Chamber of Commerce, the Conventions Palace and ExpoCuba. This multi-sector commercial fair covers industry sectors such as consumer goods, machinery, equipment, information technology, raw materials and services.

Under the 10th EDF, Caribbean Export has supported 32 firms in attending and showcasing at FIHAV. Of this total, three were BSOs: ADO-EXPO, BELTRAIDE, and JAMPRO. Caribbean Export's participation in FIHAV is focused on creating business opportunities between Cuban buyers and CARIFORUM SMEs in order to promote the sectors that are readily positioned within a global trade context. The Agency also provides the necessary platform to discuss trade between Cuba CARIFORUM States. In this regard, Caribbean Export has partnered with the Cuban Chamber of Commerce to host business matchmaking with selected companies.







## STRENGTHENING BSO PARTNERSHIPS

Caribbean Export often collaborates with BSOs in a number of programme areas, however three key segments comprise training and certification, access to finance, and export promotion. As such, the Agency aims to deepen cooperation with BSOs in order to maximize its physical reach and programme impact across the region. The delivery of training programmes in partnership with regional BSOs demonstrates one way in which Caribbean Export seeks to augment alliances. Under the 10th EDF, 33 of these sector organisations collaborated with Caribbean Export to deliver training in grant proposal writing, export marketing, ProNET, and market intelligence inter alia. Currently, the Agency is working with key BSOs to provide training in National Trade Information to regional SMEs.

## Collaborating with BSOs to Deliver Training and Certification Programmes

Business Support Organisation	Country
Antigua and Barbuda Coalition of Service Industries (ABCSI)	Antigua and Barbuda
Bahamas Agricultural and Industrial Corporation	Bahamas
Bahamas Chamber of Commerce and Employers' Confederation	Bahamas
Barbados Coalition of Service Industries (BCSI)	Barbados
Small Business Association (SBA)	Barbados
Belize Agro-productive Sector Group	Belize
Belize Trade and Investment Development Service (BELTRAIDE)	Belize
Dominica Coalition of Service Industries (DCSI)	Dominica
Dominica Employment and Small Business Support Agency	Dominica
Dominica Export Import Agency (DEXIA)	Dominica
National Development Foundation	Dominica
Organisation of Eastern Caribbean States Export Development Unit	Dominica
Association of Industrial Enterprise in Santo Domingo (AEIH)	Dominican Republic
Dominican Association of Exporters (ADO-EXPO)	Dominican Republic
Dominican Republic Export and Investment Centre (CEI-RD)	Dominican Republic
National Free Zone Council (NFZC)	Dominican Republic
National Statistical Office	Dominican Republic
Grenada Industrial Development Corporation	Grenada
Ministry of Trade and Export Development	Grenada
Guyana Office for Investment	Guyana
The Private Sector Commission of Guyana	Guyana
Jamaica Business Development Corporation (JBDC)	Jamaica
Jamaica Exporters' Association (JEA)	Jamaica
Jamaica Manufacturers' Association Ltd. (JMA)	Jamaica
Jamaica Promotions Corporation (JAMPRO)	Jamaica
Chamber of Commerce Saint Kitts and Nevis	St. Kitts and Nevis
St. Kitts Investment Promotion Agency	St. Kitts and Nevis
The National Entrepreneurial Development Division (NEDD)	St. Kitts and Nevis
National Investment Promotion Agency of St Vincent and the Grenadines	St. Vincent and the Grenadines
Office of Private Sector Relations	St. Lucia
Trinidad and Tobago Coalition of Service Industries	Trinidad and Tobago
Trinidad and Tobago Manufacturers' Association	Trinidad and Tobago
Manufacturers' Association Suriname	Suriname
Chamber of Commerce and Industry	Suriname

### Grant Proposal Writing

To date, training in grant proposal writing was delivered to 1823 beneficiaries under the 10th EDF. Of this number, 85 participants were representatives of BSOs. These workshops are conducted to not only increase awareness for the grant scheme, but also

to improve the uptake of funds by regional private sector firms and BSOs to the facility and ultimately increase the number of successful applications.

Regional BSOs also collaborate with Caribbean Export in providing access to finance for firms, not only via the delivery of grant proposal writing, but also through the sensitization of financial institutions. Like Caribbean Export, support organisations, are cognizant of the challenges faced by their members when interfacing with the regional banking and financial sector. Therefore, BSO cooperation is essential when advocating the importance of financing facilities geared towards providing aid for SMEs and entrepreneurs. As a result, Caribbean Export has successfully signed six Memorandums of Understanding (MOUs) in five countries: Antigua and Barbuda, Bahamas, Dominica, Jamaica, and Suriname.

## Regional Financial Institutions Signing MOUs with Caribbean Export

Financial Institution	Country
Antigua and Barbuda Development Bank	Antigua and Barbuda
Bahamas Development Bank	Bahamas
Grand Bahama Port Authority Limited	Bahamas
Dominica Coalition of Services Industries	Dominica
National Foundation of Dominica	Dominica
The National Export-Import Bank of Jamaica	Jamaica
The Suriname National Development Bank	Suriname

The grant writing workshops are carried out across CARIFORUM in partnership with national BSOs with the objective of not only increasing awareness amongst the private sector and BSOs but also to explain and illustrate to the attending BSOs how to prepare an application for grant funding, inclusive of objectives, goals, outputs, methodology, description of activities, action plan and budget development. This knowledge transfer to BSOs is crucial capacity building, if they are to successfully provide hands-on assistance to their clients when they are preparing applications.

## **ProNET and Export Marketing**

Following a joint planning workshop in October 2009 with BSOs from the manufacturing sector, Caribbean Export in partnership with GIZ have been providing training to BSOs and CARIFORUM firms on a regional basis. In 2010 Caribbean Export implemented a modular training programme in export marketing including online coaching and on-site visits. The programme was designed to assist in institutional strengthening and export marketing training for small and medium-sized enterprises (SMEs) and BSOs in the specialty food and beverages, furniture, handicraft and gifts and fashion/design sectors. Three training cycles were implemented with a total of 74 participants from across the CARIFORUM region including 35 BSO staff members.

Through contact with the SMEs, it was evident that support to improve basic productivity and competitiveness was needed in order to be export ready. Based on this, Caribbean Export and GIZ agreed to begin another training programme for BSOs. The training programme, ProNET is a modular training programme specifically for manufacturing enterprises that want to develop their business and become more competitive. The training programme was originally developed by a GIZ project in Southern Africa where the model of "Training Trainers" has proved to be successful.

The first ProNET workshop was held in November 2011 with 19 participants who were introduced to the 8 modules by two GIZ ProNET Consultants. The participants then modified the training material to make it relevant to the region. Following the 'train the trainer' model the region now has 23 certified trainers and 464 private sector businesses have participated in at least one module of the 9-module programme. The programme is also available in Spanish and each session is delivered in partnership with a national BSO.

Enlisting the support and co-operation of the national BSOs is important to the execution of the training programmes in each country. These national BSOs are best placed to take responsibility for the selection of SMEs, and provide administrative support in the organization of training workshops.

## BSOs providing ProNET Training

Country	Business Support Organisation
Antigua & Barbuda	Antigua and Barbuda Investment Authority
Bahamas	Bahamas Chamber of Commerce and Employers' Confederation Bahamas Agricultural and Industrial Corporation (BAIC)
Barbados	Barbados Investment and Development Corporation Invest Barbados Small Business Association Barbados Entrepreneurs Foundation
Belize	Belize Trade and Investment Development Service (BELTRAIDE) Belize Agro-productive Sector Group
Dominica	Dominica Export Import Agency National Development Foundation
Dominican Republic	Asociación Dominicana de Exportadores, Inc. (ADOEXPO) Asociación de Empresas Industriales de Herrera y Provincia Santo Domingo, Inc. (AEIH)
Grenada	Ministry of Trade & Export Development Grenada Industrial Development Corporation
Guyana	Guyana Office for Investment (GO-Invest) The Private Sector Commission of Guyana
Jamaica	Jamaica Exporters' Association (JEA) Jamaica Promotions Corporation (JAMPRO) Jamaica Wood Products and Furniture Association The Jamaica Manufacturers' Association Ltd. (JMA) Jamaica Business Development Corporation (JBDC)
St. Kitts & Nevis	The National Entrepreneurial Development Division (NEDD)
St. Lucia	Chamber of Commerce Saint Lucia Industrial & Small Business Association Manufacturers Association
St. Vincent & Grenadines	Ministry of Commerce & Industry - Small Enterprises Development Unit
Suriname	Centre For Enterprise Development Stichting Kulturi Krakti
Trinidad & Tobago	Chamber of Commerce & Industry Business Development Company Trinidad & Tobago Manufacturers Association

### Market Intelligence Training Workshops

In 2014, Caribbean Export commenced the delivery of a series of Market Intelligence Training workshops across five CARIFORUM States. The aim of this intervention is 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). This training was delivered to 91 participants.

The objectives of the training included providing private sector firms with a basic understanding of market intelligence, and introduce 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.

## BSOs Providing Support during Market Intelligence Training

Country	Investment Promotion Agency
Belize	Belize Trade and Investment Development Service (BELTRAIDE)
Dominica	Organisation of Eastern Caribbean States Export Development Unit (OECS-EDU)
Dominican Republic	Dominican Association of Exporters (ADOEXPO)
Dominican Republic	National Free Zone Council (NFZC)
Dominican Republic	National Statistical Office (ONE)
Haiti	Ministry of Commerce and Industry (MCI)
St. Lucia	Saint Lucia Trade Export Promotion Agency (TEPA)

### Intellectual Property Clinic

In November 2013, Caribbean Export hosted a Regional Workshop on the Use of IP as a Tool for Enhancing Export Development, in collaboration with WIPO in Barbados. Following this initial workshop, participants submitted requests for similar initiatives to be held locally, so as 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.

Thirty-four (34) participants from 17 firms participated in the Clinic; this included representatives from the Belize Tourism Board, BELTRAIDE, the Belize Intellectual Property Office (BELIPO),

and the Directorate of Foreign Trade, who also collaborated with Caribbean Export in the delivery of the project.

During the two-day Clinic, Belizean firms Marie Sharp's Fine Foods and Travellers Liquor Ltd. presented in the form of case studies to participants. The beneficiaries also engaged in a Business Assessment Exercise to identify their company's IP assets. On conclusion of the workshop, 71% of the participants indicated that their knowledge of IP, and its use in export development had significantly increased. They also shared their intentions to consult with BELIPO and BELTRAIDE on the next steps in protecting their IP.

# BSO Impact Assessment

In December 2013, Caribbean Export conducted an assessment of the impact of the Agency's work with BSOs across CARIFORUM. Overall, 25 BSOs participated in the online assessment, which reviewed participation in a number of Agency initiatives including access to finance, training and certification, export promotion, and advocacy.

All respondents indicated that they experienced improvements to their institutional development, which covered three areas: improved access to financing and investment, enhanced institutional capacity, and improved business and export development services.

## **Improved Access to Financing and Investment**

Respondents shared that participation in the CARICOM-DR Forum has resulted in their memberships being exposed to new areas of technical assistance for projects and financial assistance for fashion designers and apiculture associations.

## **Enhanced Institutional Capacity**

Assistance in conducting client-specific research activities, and market research training were also cited as areas in which institutional capacity was strengthened. Further, training in grant proposal writing and regional trade information aided BSOs guiding the preparation of grant applications for members, as well as understand the information needs of clients.

## **Improved Business and Export Development Services**

Respondents indicated that the following enhancement was made to their core service offering:

- New and improved ways of disseminating trade information;
- Ability to advise clients on how to develop their products (packaging) for export regionally and to the EU;
- Implementation of Market Pointers, and inclusion of this tool in organisational annual plans;
- Enhanced policy development and advocacy, business development and export training skills;
- Implementation of the several tools that help competitive intelligence activities;



- A better understanding of how to respond to requests from potential investors
- Greater access to finance through the DAGS facility;
- The provision of immediate response mechanisms for investment facilitation, branded investment packages and direct access to investment officers.
- Provision of sound advice to exporters on local products and networking opportunities, and the ability to highlight the difficulties SMEs face in meeting the demands of international trade and the desirability of niche marketing through branding and improved labelling and packaging;
- Ability to deliver ProNET and Export Marketing training to members

Overall, the Agency views its relationship with regional BSOs as reciprocal. As Caribbean Export continues to undertake regional private sector development, the role of BSOs will continue to be central to not only the successful delivery of programmes, but also the integration of regional SMEs into the global economy.

# BSO SUCCESS HIGHLIGHTS



## **Dominican Republic Export and Investment Centre (CEI-RD)**

The Dominican Republic Export and Investment Center (CEI-RD) is the official Agency responsible for the promotion of international trade and FDI in the Dominican Republic. It was created as an amalgamation of the Center for the Promotion of Exports of the Dominican Republic (CEDOPEX) and the Office for the Promotion of Investments of the Dominican Republic (OPI-RD) in 2003. The Centre promotes local exports and foreign investments, aides the non-traditional export sector, and attracts foreign capitals that use advanced technological processes to help increase the technical expertise of SMEs in the Dominican Republic.

In 2011 and 2012, under the 10th EDF, CEI-RD has participated in numerous Agency programmes implemented in support of the regional IPAs, and in association with CAIPA. These include missions to the Europe and South America; the Caribbean Investment Forum (CIF) in Trinidad and Tobago; and Regional Investment Promotion Conferences, among others. In 2013, CEI-RD participated in, and completed the first level of the Regional Trade Information Training Programme (RTITP). This initiative is part of a wider programme of increasing the competitiveness of the regional private sector and involves the development of a regional market intelligence portal and the formation of management structures at the national and regional levels that would allow for more effective engagement of the private sector by BSOs based on the trade information needs for SMEs that have been identified. The training was delivered by ITC, Centre for the Promotion of Imports from Developing Countries (CBI), Inter-American Development Bank (IDB), and Euromonitor International.

Subsequent to this training, CEI-RD has been able to efficiently access tools and databases for information on international markets. The Centre has also enhanced the organizational skills of staff in the collecting, processing and compilation of

trade information data. Overall, there has been an increase in the understanding and utilisation of trade information so as to improve this service to stakeholders.

In 2014, CEI-RD continued its engagement with Caribbean Export as they partnered with the Agency to execute a mission of 12 Dominican Republic firms to Jamaica in April. The mission took place in tandem with the staging of Expo Jamaica 2014, in order to showcase the extent of Jamaica's export capacity to the Dominican Republic firms. Caribbean Export also collaborated with CEI-RD and Center for Facilitation of Investment in Haiti (CFI-Haiti) in June to facilitate the participation of six Call Centres and nine investment promotion professionals in the 15th Annual Call Centre Week from May 13-16, 2014 in Las Vegas, USA.

The mission was the ideal platform for the promotion and support of Haiti and Dominican Republic call centre industries, enhancing the positioning of both countries as a call centre, and Business Process Outsourcing (BPO) investment destinations. In addition, this activity facilitated new business opportunities between call centre leaders, CFI and CEI-RD by showcasing their value propositions and exposing both IPAs to international requirements, and coverage through media exposure. As a result of the mission, CEI-RD and CFI-Haiti strengthened their cooperation on investment promotion and realised the importance of mutual development of opportunities in order to attract FDI, with the aim of enhancing the overall business and investment and cooperation between Haiti and Dominican Republic in investment promotion.



### **Jamaica Promotions Corporation**

Established in 1990, the Jamaica Promotions Corporation (JAMPRO) is an agency of the Government of Jamaica's Ministry of Industry, Investment and Commerce, which promotes business opportunities in export and investment to the local and international private sector. In facilitating the implementation of investment and export projects, the organization is a key policy advocate and advisor to the Government in matters pertaining

to the improvement of Jamaica's business environment, and the development of new industries.

JAMPRO works closely with local and global entrepreneurs seeking to tap into the many investment and trade opportunities in Jamaica. In facilitating both local and foreign direct investment, JAMPRO guides investors through the necessary processes and offers support in partnership with key government agencies and ministries, even after their investments are operational. Local businesses depend on JAMPRO for a range of technical and advisory support mainly for export readiness and competitiveness.

As one of the strategic partners central to Jamaica's private sector development, JAMPRO shares a mutually beneficial relationship with Caribbean Export. Under the 10th EDF, Caribbean Export has provided financial and technical support to JAMPRO's export and market development, and investment promotion programming; strengthened the capacity of the agency to deliver these services; and collaborated with JAMPRO to effectively execute EDF programme-based initiatives to the Jamaican private sector.

Some of these initiatives include in 2011: participation in the in the EU-funded initiative, the CARIFORUM Creative Industries Project; CAIPA's mission to Brazil and Chile; Export Marketing training; Design Caribbean; and Havana International Fair (FIHAV). In 2012, activities included: London Fashion Week; CAIPA Training in Marketing for Investment Promotion Professionals; Caribbean Hotel and Resort Investment Summit; and FIHAV. During the last year, Caribbean Export provided assistance to JAMPRO in the delivery of Opportunities Jamaica, an export mission to the Dominican Republic, EXPO Jamaica and ExportMax Programme, among others.

Caribbean Export was one of the main sponsors of Opportunities Jamaica 2013: JAMPRO's Business Linkages Event, which was held in September 2013 at the Montego Bay Convention Centre. The Agency provided sponsorship in the amount of US\$40,000, which attracted some 109 registered suppliers with 108 buyers, including 15 international buyers, were also in attendance. Some 600 business meetings were facilitated during the event, and local linkages emanating from Opportunities Jamaica 2013 has so far yielded 51 contracts valued at approximately US\$1.3 million, in addition to 88 export trade leads.

One month later, in October 2013 JAMPRO led a delegation of 15 companies on an export mission to the Dominican Republic, with full financing from Caribbean Export. The mission was an opportunity for the participants to access and begin the process of understanding the Dominican Republic market. All participants reported that the mission was tremendously successful, with one company establishing contacts and securing a trial order from a Dominican Republic distributor.

In April 2014, JAMPRO hosted EXPO Jamaica with support from Caribbean Export with a value of US\$20,000, which allowed the agency to facilitate the participation of 5 European buyers to Jamaica for the event, where they signalled an interest in the Jamaican sweet potato. Subsequent to Expo Jamaica, the Ministry of Agriculture has marshalled producers to generate new business of six shipments of sweet potatoes for the UK, with a further incremental substantial order each month once we are able to supply the specific variety required by that market.

One of JAMPRO's signature initiatives is the ExportMax Programme. Under this programme, participating companies are given the opportunity to improve their business and productive processes through retooling, improvements in quality management and new product development. Additionally, these companies accessed capacity building training via the Caribbean Export and GIZ ProNET Training Programme.

These are but a few of the initiatives that JAMPRO have benefitted from with Caribbean Export, under the 10th EDF RPSDP, but the success of these projects and the overall impact on the Jamaican private sector epitomises the significance of the relationship between the two agencies.



### **Saint Lucia Trade and Export Promotions Agency**

The Saint Lucia Trade Export Promotions Agency (St. Lucia TEPA) is the lead agency mandated to spearhead the island's National export development effort. The overall objective is to increase aggregate volume and value of exports from the country. Saint Lucia TEPA works to promote and expand business in export markets around the world. In addition to increasing local exports, the agency assists local businesses improve profitability and long-term sustainability, thus making a direct and valuable contribution to the Saint Lucian economy.

During 10th EDF implementation, Saint Lucia TEPA has participated in the 6th CARICOM-DR Business Forum, which was held in the Dominican Republic in 2012. The Forum promoted the active participation of the private sector in the compliance of the CARICOM-DR FTA. Other activities included discussions between private and public sectors for the execution of the Agreement, as well sector meetings and networking between businesses in agriculture and the services sector from both territories.

TEPA has also partnered with Caribbean Export to facilitate the participation of St. Lucian firms in trade missions and implement training among local SMEs; examples of this include FIHAV and the Market Intelligence Training. In 2012 and 2013, Saint Lucian firm Baron Foods Limited was selected to participate in FIHAV, Cuba's largest trade show. During the mission, the regional firms showcased their products and services to the over 150,000 visitors including distributors and buyers.

In April 2014, technical experts from Saint Lucia TEPA collaborated with Caribbean Export to facilitate Market Intelligence Training for local SMEs. A total of 25 firms participated in the training, which sought to provide firms with a basic understanding of market intelligence and introduce them to the market pointer tool. The workshop also delivered practical training on how to develop market briefs, identify traditional data sources, and provide a demonstration on the use of these platforms.

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.



### **Trinidad and Tobago Manufacturers' Association**

The Trinidad and Tobago Manufacturers' Association (TTMA) was founded in 1956 with the specific purpose of promoting the local manufacturing industry. The Association promotes, encourages, and assists the growth and development of manufacturing industries in Trinidad and Tobago. The TTMA also acts as a representative for industries in dealing with Government and in the monitoring of legislation affecting manufacturers. The Association is responsible for the generation of market expansion both regionally and internationally through the mounting of local, regional and international trade fairs, exhibitions and foreign trade missions. TTMA also focuses on assisting local manufacturers in the maintenance of required standards of safety, labour relations, wages and benefits, communications, public relations, and advertising. Moreover, the Association provides assistance in the field of securing markets for both raw materials and finished products as well as in the sourcing of investment partners for members.

Under the 10th EDF, Caribbean Export has provided support TTMA for the hosting of the Trade and Investment Convention (TIC). 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, and a cutting-edge business education and matchmaking programme, the TIC platform seeks to maximise export potential of exhibitors. In addition to financial support, the Agency has facilitated the participation of regional firms in the trade show. Overall, Caribbean Export led a delegation of 28 regional SMEs to TIC, with the most recent being 13 firms from the Dominican Republic in 2014 edition of the trade show.

The Trade Unit of TTMA delivers training and assistance in the implementation of trade development projects, in conjunction with local, regional, and international partners, in order to develop the exporting know-how and capacity of Trinidad and Tobago manufacturers and exporters. One such effort is the collaboration with Caribbean Export and GIZ in the hosting of the ProNET Training Programme. This programme is designed to provide enhanced support to manufacturers so as to facilitate the EPA implementation process.

In September and December 2012, the Association partnered with Caribbean Export to host two ProNET Workshops for local manufacturers and service providers. During these sessions, a combined total of 42 beneficiaries were trained; TTMA has since then accommodated ProNET workshops in 2013 and 2014. To date, the Association has hosted five ProNET sessions, which has seen participation from 119 beneficiaries in total. The Association has also become the first regional BSO to deliver ProNET training as a part of its own programming with continued financial support from Caribbean Export. ProNET participants have deemed the workshops as successful in meeting their expectations and improving the SME management and decision making process, in addition to managing their business more effectively and efficiently.





## **Caribbean Association of Investment Promotion Agencies**

In 2007, the Caribbean Association of Investment Promotion Agencies was established as an umbrella Association with the objective of enabling collaboration among the Caribbean Investment Promotion Agencies (IPAs). CAIPA was founded with the assistance of funding provided by the EU through a ProInvest Programme, and with the guidance and leadership of investment promotion agencies within the Caribbean, namely, TIDCO, JAMPRO (Jamaica Trade & Invest) and CEI-RD. To date CAIPA's membership consists of 19 IPAs within the region including: Antigua and Barbuda, the Bahamas, Barbados, Belize, the Cayman Islands, Curacao, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, Montserrat, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.

Caribbean Export acts as CAIPA's Secretariat providing administrative support, financial oversight and management of funds procured, as well as support to the IPAs as business support organisations, including the provision of technical assistance and advisory services, inter alia. With funding support under the 10th EDF RPSDP, CAIPA has responsibility for implementing branding of the region as an investment destination to attract FDI; strategic investment promotions missions to and from target markets; technical assistance and capacity building for CAIPA members; procurement of investor targeting and tracking software; Caribbean business policy dialogue; and sector and benchmarking research, analysis and FDI data management.

In addition to providing support to CAIPA for the delivery of training, and participation in investment promotion missions, Caribbean Export partnered with the Association to implement the inaugural Regional Investor of the Year Awards (RIYA). The RIYA recognises and promotes the contribution of regional foreign and local investors to the Caribbean economy including the creation of new jobs, and their adherence to high standards of corporate social responsibility, among others. The award also

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.

Receiving the award for Foreign Investor of the Year in 2013 was Qualfon Guyana Inc., a business process outsourcing and call centre service provider based in Georgetown, Guyana. ARS Humano, a privately held insurance company in the Dominican Republic, was awarded for both the local and overall winner of the Regional Investor of the Year. The recipient of the Special Award was Cayman Enterprise City (CEC), a Special Economic Zone compliant with the Organization for Economic Cooperation and Development (OECD) and the World Bank. CEC is located in the Cayman Islands, and offers jurisdictional and tax benefits, as well as access to global markets.

The Award garnered 34 applications from 10 CAIPA Member states. 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.



Caribbean Institute of Certified Management Consultants

### **Caribbean Institute of Certified Management Consultants**

The Caribbean Institute of Certified Management Consultants (CICMC) was established in 2007 is a regional membership organisation made up of a network of individual management consultants and interim Chapters. It is the sole agency in the Caribbean through which the international accreditation of Certified Management Consultant (CMC) can be received. The CICMC currently has 10 regional chapters: Antigua and Barbuda, the Bahamas, Barbados, Dominica, Dominican Republic, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago. There is also an affiliate chapter in the US.

Caribbean Export's support to the regional management consulting industry falls under the ambit of the Agency's work within the 10th EDF RPSDP, to address the enhancement of competitiveness and innovation among the professional services sector. The ultimate goal of this support is to increase the level of penetration by management consultants into European markets made possible by the CARIFORUM-EU EPA. This is achieved through a strategic alliance with the CICMC, which has resulted in tremendous strides particularly relating to the growth in membership and resultant revenue generation. There has also been significant growth in the number of Certified Management Consultants (CMCs) within the region, with a total of 16 professionals receiving certification over the last 3 years. As it relates to sustainability, the Agency has facilitated the launch of five CICMC national chapters: Bahamas, Barbados, Jamaica, St. Vincent and the Grenadines, and Trinidad and Tobago, and further supported the CICMC in its provision of business development services to constituents, including the delivery of four training sessions for members over the period 2011-2013. Caribbean Export has correspondingly collaborated with the CICMC in hosting the annual Business Symposium, a platform for management consultants to converge, and create strategic alliances with local and regional counterparts. This intervention has also served as an avenue for sensitizing professionals on the benefits of membership and active contribution to the CICMC. Some 58% of participants in the Symposia indicated that they have partnered with regional and international management consultants to successfully bid on contracts.

As a result of participation in the annual Symposium, 63% of the management consultants surveyed have indicated that their ability to generate business or operate within the regional market had been enhanced. Moreover, 31% of the respondents have seen similar improvements within the European market. In relation to awareness of the EPA, 74% of the management consultants shared that they were more aware of the agreement and its provisions, following the workshop and plenary sessions on the Agreement. The Symposium additionally affords participants with the opportunity to pursue business-to-business and matchmaking with European and other international management consulting firms.



## **Caribbean Network of Services Coalitions**

The Caribbean Network of Services Coalitions was formed in 2010 under a Pro€invest funded coalition-strengthening project. As the regional coalitions and services champion, the CNSC was founded to encourage closer collaboration among the region's service organizations in an effort to raise awareness on services issues, including joint lobbying and advocacy efforts, generate support at national and regional levels for the coalition movement, and to share best practices. Ultimately, the Network's interest is in the development of the region's services industries. To date, CNSC's membership comprises 16 members: Antigua and Barbuda, the Bahamas, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Within the framework of the 10th EDF, Caribbean Export's work with the CNSC has primarily been in partnership with GIZ, and support provided directly to the national CSIs, the Agency has also sponsored the Network's planning and networking sessions. In 2014, Caribbean Export continued its cooperation GIZ to launch two projects for the Caribbean services sector: CSI Sustainability Framework, and the Services Exporters Train the Trainer Programme.

The CSI Sustainability Framework seeks to identify key actions or activities that will support sustainability, and will also address other institutional strengthening needs. The Framework will focus on a more cohesive approach to meeting the needs of SME service providers, while collaborating fully with all key stakeholders including sector associations, TPOs and donor agencies. The Sustainability Framework will be based on practical strategies utilised by other member-based international TSOs, and will feature a menu of sustainability enhancing activities and initiatives, and an implementation plan for each of these activities. In addition to significant improvement in member services, another key result of this project will be enhanced harmonisation of efforts between CSIs, reducing duplication and maximising on resources.

The Services Exporters Train the Trainer Programme is being developed to enhance the export capacity and success of service providers. The programme will include 10-12 training modules organised into a 4-stage Roadmap that will fast-track SME service providers through the various stages of export preparation. The Train the Trainer Programme will be offered through the coalitions, and will be delivered by a cadre of facilitators who will have been certified to deliver the training. The programme will also serve to support the sustainability of coalitions, by offering high-quality, chargeable services to their members.

Both the CSI Sustainability and Train the Trainer Programmes will feature a variety of world-class tools, templates, and strategies that will result in success for not only services providers and coalitions, but also sector stakeholders.

# Listing of Key Regional BSOs

## ANGUILLA

Anguilla Chamber of Commerce and Industry

## ANTIGUA

Antigua and Barbuda Chamber of Commerce  
Antigua and Barbuda Coalition of Service Industries  
Antigua and Barbuda Investment Authority  
Antigua Chamber of Commerce  
Antigua Customs/Statistics Division  
Antigua National Development Foundation  
Customs and Excise

## THE BAHAMAS

Bahamas Agricultural and Industrial Corporation  
Bahamas Chamber of Commerce  
Ministry of Tourism  
Ministry of Trade  
Statistics Office  
Bahamas Association of Industry of Commerce  
Bahamas Fisheries Department

## BARBADOS

Barbados Agriculture Development and Marketing Corporation  
Barbados Chamber of Commerce and Industry  
Barbados Coalition of Service Industries  
Barbados Investment Development Corporation  
Barbados Manufacturers' Association  
Copyright Society of Composers, Authors and Publishers Incorporated  
Small Business Association

## BELIZE

Belize Chamber of Commerce and Industry  
Belize Coalition of Service Providers  
Belize Trade and Investment Development Service  
Small Business Development Centre Belize

## DOMINICA

Dominica Association of Industry and Commerce  
Dominica Coalition of Service Industries  
Dominica Employment and Small Business Support Agency  
Dominica Export Import Agency  
Eastern Caribbean Collective Organisation for Music Rights Inc.  
Organisation of Eastern Caribbean States Export Development Unit  
Ministry of Foreign Trade and Ministry of Commerce

## DOMINICAN REPUBLIC

Asociacion de Empras Industriales de Herrera  
Asociacion Dominicana de Productores de Ron  
Association of Industry and Commerce,  
Center for Export and Investment of the Dominican Republic  
Central Bank of the Dominican Republic  
Chamber of Commerce of Santo Domingo

#### **DOMINICAN REPUBLIC CTND**

Customs Department  
Dominica Coalition of Service Industries,  
Dominica Export Development Unit  
Dominica Manufacturers Association,  
Dominican Association of Exporters  
Dominican Industries Association  
Foreign Trade Directorate – Ministry of Trade and Industry  
Free Zones Council  
National Council of Private Enterprise  
National Development Foundation  
National Export Council  
National Statistics Office

#### **GRENADA**

EPA Implementation Unit  
Grenada Chamber of Industry and Commerce  
Grenada Coalition of Service Industries  
Grenada Industrial Development Corporation

#### **GUYANA**

Guyana Coalition of Service Providers  
Guyana Manufacturing & Services Association  
Guyana Office for Investment  
Guyana Small Business Association  
Guyana Private Sector Commission

#### **HAITI**

Architecture for Humanity  
Canadian Haitian Chamber of Trade and Industry  
Centre for the Facilitation of Investments in Haiti (CFI)  
Chamber of Trade  
Ministry of Agriculture  
Ministry of Trade and Industry

#### **JAMAICA**

Caribbean Fashion Industry Association  
Caribbean Poultry Association  
Jamaica Business Development Corporation  
Jamaica Chamber of Commerce  
Jamaica Coalition of Services Industries  
Jamaica Exporter's Association  
Jamaica Manufacturers' Association  
Jamaica Promotions Corporation  
Small Business Association of Jamaica  
Jamaica Exporters Association  
Jamaica Manufacturers Association  
Statistical Institute of Jamaica

#### **ST. KITTS & NEVIS**

Chamber and Small Business Forum  
Chamber of Commerce Saint Kitts and Nevis

**ST. KITSS & NEVIS CTND**

National Enterprise Development Division  
St Kitts Investment Promotion Agency  
St. Kitts and Nevis Chamber of Industry and Commerce  
St. Kitts Investment Promotion Agency  
Statistics Department

**ST. LUCIA**

Central Statistical Office  
National Development Corporation of St. Lucia  
National Investment Promotion Agency of St. Lucia  
OECS Secretariat  
Office of Private Sector Relations  
Small Business Association  
St. Lucia Manufacturers Association  
St. Lucia Chamber of Commerce and Industry  
St. Lucia Coalition of Service Industries  
St. Lucia Industrial and Small Business Association  
St. Lucia Manufacturers' Association  
St. Lucia Trade Export Promotion Agency

**ST. VINCENT & THE GRENADINES**

EPA Implementation Unit  
National Investment Promotions Agency of St Vincent and the Grenadines  
Chamber of Agriculture & Nutrition Incorporated  
St. Vincent and the Grenadines Chamber of Industry & Commerce  
St. Vincent and the Grenadines Coalition of Service Industries  
St. Vincent and the Grenadines Tourism Authority

**SURINAME**

Investment and Development Corporation Suriname N.V  
Suriname Business Development Centre  
Suriname Chamber of Commerce and Industry  
Suriname Manufacturers Association  
Suriname Trade and Industry Association  
Customs Department  
Ministry of Agriculture and Bureau of statistics  
Ministry of Trade and Suriname Trade and industry Association  
Suriname Chamber of Commerce

**TRINIDAD AND TOBAGO**

Business Development Company  
Caribbean Agribusiness Association  
Caribbean Association of Industry and Commerce  
Copyright Music Organization of Trinidad & Tobago  
Invest in Trinidad and Tobago  
The National Export Facilitation Organisation of Trinidad and Tobago  
Trinidad & Tobago Stats Office  
Trinidad and Tobago Agribusiness Association  
Trinidad and Tobago Chamber of Industry and Commerce  
Trinidad and Tobago Coalition of Service Industries  
Trinidad and Tobago Manufacturers' Association

**TURKS & CAICOS**

Turks and Caicos Islands Invest





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