



C A R I B B E A N
EXPORT
D E V E L O P M E N T A G E N C Y

www.carib-export.com

**CARIBBEAN EXPORT DEVELOPMENT AGENCY
IMPLEMENTATION REPORT 2017-2020:**

T11TH EDF

REGIONAL PRIVATE SECTOR DEVELOPMENT PROGRAMME



OUR VISION

To be the leading Agency that drives Caribbean economic transformation through private sector development.

OUR MISSION

To provide innovative, targeted initiatives designed to enhance Caribbean business growth, sustainability and job creation.

**BUILDING BUSINESS,
TRANSFORMING LIVES
FOR A RESILIENT CARIBBEAN**

TABLE OF CONTENTS



Welcome Messages

Senator Dr. Lynette Holder, *Chairman of the Board of Directors*

5

Deodat Maharaj, *Executive Director*

6

Executive Summary

7

Caribbean Export Under The 11Th EDF

8

Covid-19 Pandemic: How The Agency
Was Able To Respond To The Crisis

SME And BSO Surveys

9

Direct Support Grants Programme (DSGP)

12

Talking Exports Webinar Series

12

11th EDF Beneficiary Survey Feedback

15

Access To Finance Programme: Providing More Funding

17

Opportunities For Firms

Direct Assistance Grant Scheme (DAGS)

17

DAGS 2018 1st Call Impact Assessment

19

Caribbean Business Angel Network (CBAN)

21

Capacity Building: Training Workshops

22

CARIFORUM-EU EPA Workshops

23

Market Intelligence Workshops

24

Services Go Global (SGG)

25

Business Of Music (BOM)

26

ProNET Training

27

SME Diagnostic Assessment Tool

28

Intellectual Property

30

IP Case Studies

30

IP Workshops

31

Renewable Energy

32

Cultural and Creative Industries

33

CCI Workshops

33

Fashion

34

Animation, Gaming, and Film

36

Export Promotion: Trade Expos and Trade Missions

40

4th CARIFORUM-EU Business Forum

41

Absolutely Caribbean Virtual Trade Show

42

Regional Trade Expos and Trade Missions

44

International Trade Expos and Trade Missions

46

Investment Promotion

48

Caribbean Association of Investment Promotion
Agencies (CAIPA)

48

Caribbean Hotel and Resort Investment Summit
(CHRIS)

48

World Investment Forum 2018	49
22nd Global Connection Forum 2018	49
Outsource to the Caribbean Conference (OCC)	50
Development of iGuides (Investment Guides)	50
Engagement with The French Caribbean Outermost Regions (FCORS) And The Overseas Countries And Territories of The European Community (OCTS)	51
Martinique	51
Curaçao	52
Special Programmes	55
WE-XPORT Programme	55
Youth Projects	59
Caribbean Week of Agriculture (CWA)	59
OECS Youth Accelerator	59
IICA Youth Accelerator	61
Presentation of Staff	62



MESSAGE FROM THE **CHAIRPERSON OF THE BOARD**



Senator Dr. Lynette Holder - Chairperson of the Board,
Caribbean Export Development Agency

It is a pleasure to present Caribbean Export Development Agency's Implementation Report for the period 2017-2020.

A review of the period has revealed that implementation of the 11th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP) has been successful to date, despite the challenges of the global coronavirus (COVID-19) pandemic.

Leading up to 2020, trade from CARIFORUM had been steadily growing in key sectors with many exporters participating in the Agency's private sector development programmes. Some of the Agency's beneficiaries have reported an increase in their regional and international export sales to date, as well as signs of tangible and sustainable growth within their businesses.

As Chairperson, I am particularly proud of Caribbean Export's speedy reaction to the pandemic, pivoting to provide many services virtually, thereby mitigating the impact of COVID-19 on the region's private sector.

This Implementation Report highlights this work, and the reach of the Agency across CARIFORUM. The Agency's continued focus on key interventions such as, access to finance, capacity building, export promotion and

investment promotion has not gone unnoticed as identified by participants quotient of over 9,500 CARIFORUM beneficiaries from 257 work programme interventions. This is a solid indication that Caribbean Export is not only reaching the substantial portion of the CARIFORUM private sector, but this target group is also engaged and committed to their growth and development as well.

This is also an opportune time to formally welcome our new Executive Director Mr. Deodat Maharaj and thank my colleagues on the Board of Directors for their dedication and pledge to Caribbean Export's mandate. On behalf of the Board, I also wish to commend the Management and Staff of Caribbean Export for their stellar support and steadfast commitment in steering of the region's private sector development, during what can only be described as turbulent and uncertain times globally. As we move towards the final phase of the implementation of the 11th EDF RPSDP, we are confident that Caribbean Export is well positioned to continue building capacity to support CARIFORUM's post-COVID economic recovery and help more regional Small and Medium Enterprises (SME's) realize their export potential, attract investment and thereby creating a sustained prosperous Caribbean community.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Deodat Maharaj - Executive Director,
Caribbean Export Development Agency

Regional private sector growth has been at the forefront of the Caribbean Export Development Agency's work for over two decades. Reflecting over the past four (4) years and as we approach the final phase of the 11th Regional Private Sector Development Programme under the 11th European Development Fund (EDF), there have been clear and measurable results.

The Agency focuses on six priority areas: investment promotion, access to finance, export development, export promotion, business advocacy and institutional sustainability. Each year of EDF implementation, Caribbean Export has seen increased engagement, and positive results from participation in programme-based interventions from small and medium sized enterprises (SMEs), business support organisations (BSOs), and the public sector.

During the period January 2017-December 2020, nine thousand and forty-four (9,544) CARIFORUM firms and organisations have participated in or benefited from the Agency's two hundred and thirty-seven (237) initiatives. Gender disaggregated figures shows approximately 60% female participation compared to 40% male which augurs well for gender equity and mainstreaming within trade and export development.

As we move towards the final phase of 11th EDF RPSDP implementation, Caribbean Export's development work continues to build on the successes, challenges, and lessons learnt in the four previous years of programming whilst navigating a new post-COVID-19 environment.

Under investment promotions, the Agency is implementing the regional investment promotion strategy (RIPS) with a focus on priority sectors of business process outsourcing (BPO), hotel and resort development, agricultural technology, and renewable energy. In response to the impact of COVID-19 and reduced foreign direct investment

flows, the Agency in collaboration with the Caribbean Association of Investment Promotion Agencies (CAIPA) will embark on an international digital campaign to raise the profile of the Caribbean and the investment opportunities that are available.

Caribbean Export has also provided financial assistance to one hundred and seventy-one (171) firms from CARIFORUM thus far under the 11th EDF with a value of over €4.68M. This includes the US\$1.1M/€910K awarded to 63 companies in response to COVID-19, via a new non-reimbursable Direct Support Grant facility.

During the period under review, approximately one hundred and ninety (190) participants from CARIFORUM, FCORS and OCTs were sponsored to attend at least twenty-one (21) regional events between 2017-2020. A further two thousand, and forty-six (2046) participants have benefited from the delivery of training, certification programmes and bootcamps with our support. These include EPA workshops, ProNET, intellectual property, services go global, animation workshop, and market intelligence.

I would like to recognise the role of the European Union for their steadfast support and for their vision at the outset for seeing the importance of private sector development for our Region. This is a valued partnership. I would also like to thank our Caribbean Export Board for their guidance and support and we are indebted to our stakeholders across the CARIFORUM for their strong collaboration. Most importantly, I wish to express my appreciation to my team for their dedication and commitment. Looking ahead, we have a big agenda as we work to support the private sector to advance a truly transformational agenda for our Region. The previous four years have laid a solid foundation to help us fast-track recovery and build resilience in our Region.



EXECUTIVE SUMMARY

Caribbean Export Development Agency (Caribbean Export/the Agency) is a regional export development and investment promotions agency that carries out numerous programme-based activities in seven priority sectors, namely agro-processing, creative industries, health and wellness, information and communication technology, manufacturing, professional services, and renewable energy. They are designed to do the following: enhance the competitiveness of regional small and medium-sized enterprises (SMEs); promote trade and development among the CARIFORUM; promote stronger trade and investment relations among CARIFORUM and the French Caribbean Outermost Regions (FCORs) and the European Union (EU) Overseas Countries and Territories (OCTs) in the Caribbean; as well as promote stronger trade and investment cooperation between the Caribbean Community (CARICOM) and the Dominican Republic (DR). Activities are also designed to strengthen the institutional capacity of public and private sector agencies and business support organisations (BSOs), particularly sector associations, trade support institutions (TSIs), and investment promotion agencies (IPAs).

CARIBBEAN EXPORT UNDER THE 11TH EDF

Caribbean Export is currently implementing the 11th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP), which runs from January 2017-December 2022. The overall objective of the programme is to increase employment creation, inclusiveness - particularly for youth, women, and indigenous groups, and reduce overall poverty in CARIFORUM States. Through targeted interventions that provide a new and innovative framework for growth and development, the Agency seeks to achieve three specific objectives in support of the overall goal:

1. Build private sector capacity at the firm level to increase export competitiveness;
2. Strengthen BSO capacity to provide greater support to the private sector; and
3. Strengthen regional mechanisms aimed at promoting effective Private-Public Dialogue (PPD) to develop a more effective business enabling environment.

Under the 11th EDF RPSDP, Caribbean Export is focused on assisting firms to successfully penetrate regional and international markets; access global supply chains and intelligence frameworks; access finance; increase use of green energy; and attend business to business (B2B) forums and regional and international trade expos and missions. Within the framework of the 11th EDF RPSDP, the Agency utilises its toolbox of services to execute flagship training, accelerators, and grant facilities and other capacity building initiatives and technical assistance to all stakeholders including BSOs.

This implementation report presents the Agency's work in capacity building, and export and investment promotion from January 2017 - December 2020. Key statistical highlights on the number of interventions and participants are provided below:



The Agency implements a range of programmes to support private sector development and attract foreign direct investment. These activities include export development initiatives such as training workshops, access to finance through grant schemes, and export and investment promotion activities, such as tradeshow participation, conferences, and events. In some cases, the Agency's reach and scope of work provide the opportunities for greater engagement with the French Caribbean Outermost Regions (FCORs), Overseas Countries and Territories of the European (OCTs) of the European Community in the wider Caribbean region, and regions outside the Caribbean such as Africa, North America, and Europe.



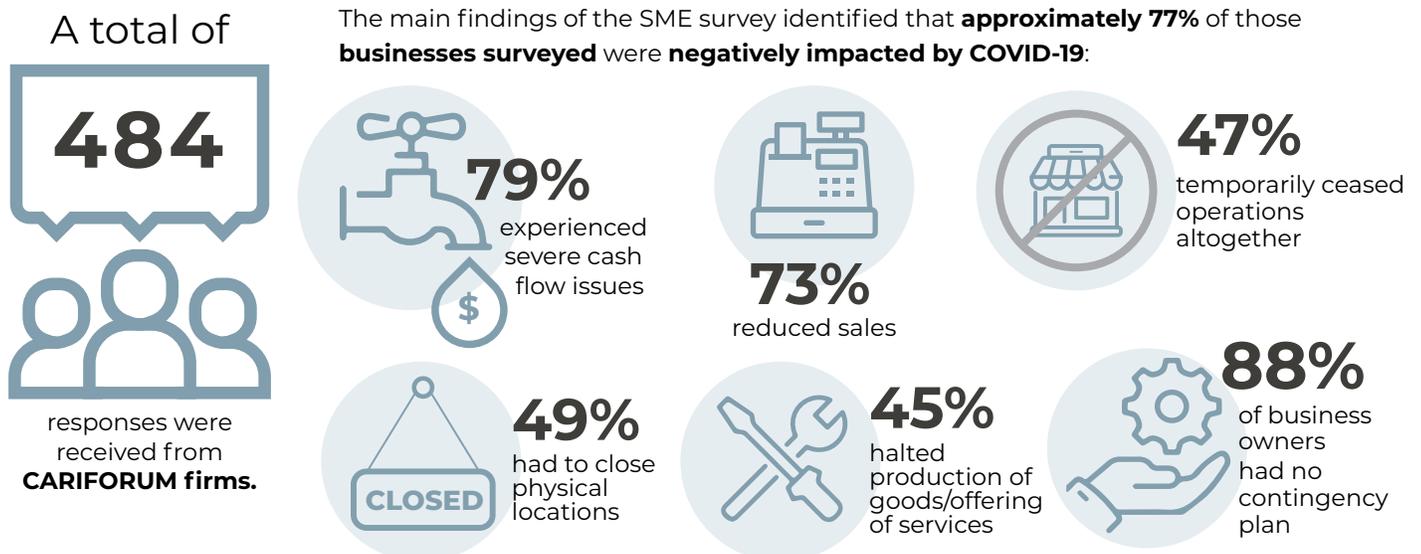
COVID-19 PANDEMIC: How the Agency was able to respond to the Crisis

In 2020, the COVID-19 pandemic impacted Caribbean Export's mode of operation due to national shutdowns which restricted travel. The Agency adjusted its operations to protect staff and beneficiaries, by retooling and recalibrating its programme offerings. Consequently, many of the activities that were scheduled in 2020 were either restructured for online delivery, postponed, or cancelled. This pivot made way for new projects and activities that ensured continued relevance, accessibility, and value for beneficiaries. This approach ensured that stakeholders (firms and BSOs primarily) continued to benefit from technical assistance, capacity building and export promotion offerings, and remained engaged with the Agency.

SME AND BSO SURVEYS

In response to the pandemic, the Agency collaborated with the European Union (EU) and the Caribbean Development Bank (CDB) to conduct two COVID-19 impact assessment surveys on CARIFORUM firms and BSOs in April 2020. The findings of the surveys helped to guide the Agency and its partners in crafting the most appropriate interventions to mitigate the immediate, intermediate, and long-term impact of the pandemic on SMEs and develop relevant capacity building support for BSOs.

SME SURVEY RESULTS



In the short, medium and long term, **the top three areas identified** by firms:



GRANT FUNDING
(74%)



MARKET INTELLIGENCE
(52%)



**TECHNICAL ASSISTANCE, INCLUDING
BUSINESS COACHING**
(38%)

The **top four training areas needed**:



DIGITAL MARKETING
(65%)



**BUSINESS CONTINUITY
PLANNING**
(62%)



E-COMMERCE
(55%)



MARKET RESEARCH
(42%)

These findings were gathered in the early stages of the pandemic before firms were experiencing the full economic impact.

BSO SURVEY RESULTS

Thirty-nine (39) responses were received from CARIFORUM BSOs. In response to the question:

“How has the pandemic impacted your ability to provide key services to your clients?”

54% of BSO indicated that the pandemic had **significantly to extremely significantly impacted key services.**

However,

41%

of BSOs had a contingency plan

49%

had a contingency plan in progress

10%

did not have a contingency plan

In the **short, medium and long term, the top three areas identified** by BSOs were:



GRANT FUNDING
(90%)



OTHER FINANCING OPTIONS
(77%)

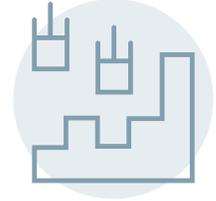


TECHNICAL ASSISTANCE, INCLUDING BUSINESS COACHING
(64%)

The **top four training areas** that BSOs suggested for firms identified for the **short-term (1-3 months)** included



DIGITAL MARKETING
(90%)



BUSINESS RECOVERY PLANNING
(87%)



BUSINESS CONTINUITY PLANNING
(82%)



E-COMMERCE
(79%)

The results of the surveys highlighted an overwhelming need for financial assistance and capacity building to be provided to CARIFORUM SMEs. In response, the Agency devised the Direct Support Grants Programme (DSGP) to provide financial assistance to SMEs and the “Talking Exports” webinar series to provide technical assistance through training for and sensitisation to both SMEs and BSOs.

DIRECT SUPPORT GRANTS PROGRAMME (DSGP)



- To provide support for business continuity;
- To increase exports to the Caribbean region and or other international markets;
- To capitalise on the benefits of the CARIFORUM European Union Economic Partnership Agreement (EPA), CARICOM Single Market Economy (CSME), the Free Trade Agreement between CARICOM Dominican Republic or any other bilateral or multilateral arrangements signed by the countries of the region, within the region or with ACP or EU partners; and
- To facilitate digital transformation, energy management and efficiency, and protection of Intellectual Property (IP) rights.

The Agency developed the DSGP with funding from the EU, which was initially in the amount €500, 000 and was subsequently increased to €910, 000 after firms expressed an overwhelming response to the grant call. The DSGP is a non-reimbursable grant valued between €5,000 - €15,000, which is provided for CARIFORUM firms to implement approved projects. The objectives of the DSGP are as follows:

- To provide direct support to the CARIFORUM private sector on a non-reimbursable basis, given the challenges emanating from the COVID-19 pandemic;

Four hundred and thirty-five (435) applications were received from CARIFORUM firms and grants will be awarded in 2021.

TALKING EXPORTS WEBINAR SERIES

Caribbean Export began a webinar series entitled ‘Talking Exports’ in April 2020 to address the challenges identified in the SME survey. The strategy was to provide immediate capacity-building training to SMEs and equip them with information and tools to adapt, retool, minimise losses, and rebound in the aftermath of the pandemic. The Agency hosted twenty-seven (27) webinars between April – December 2020, with a total of **four thousand, six hundred (4,600) participants**. The series attracted audiences from CARIFORUM, FCORs, OCTs, Europe, North America, and Africa.



**TABLE 1: CARIBBEAN EXPORT 11TH EDF TALKING EXPORTS WEBINAR SERIES 2020
NUMBER OF PARTICIPANTS PER WEBINAR**

Date	Webinar	No. of Participants
April 16, 2020	What's Next in Finance and Accounting Sourcing	161
April 21, 2020	Cost and Financial Management During COVID-19	156
April 30, 2020	It Takes a Village to Raise a Brand, Especially During a Crisis	210
May 5, 2020	Supply Chain Management During COVID-19	212
May 12, 2020	Survive and Thrive; Steps to Manage Social Media During a Crisis	231
May 19, 2020	Tips for Leaders During Turbulent Times	232
May 25, 2020	Promoting and Selling Music During and After COVID-19; the Urgent Digital Pivot	148
May 26, 2020	Business Continuity Planning in the Face of a Crisis	193
June 5, 2020	E-Commerce Webinar 1: How to Transform Your Business With E-Commerce - Global Good Practices in E-Commerce	386
June 12, 2020	E-Commerce Webinar 2: Developing a viable e-Commerce strategy – are you ready?	342
June 19, 2020	E-Commerce Webinar 3: E-Commerce Solutions	367
June 24, 2020	Retos Y Oportunidades Del Comercio Binacional Haiti-Republica Dominicana En Tiempos De Covid-19	60
June 26, 2020	E-Commerce Webinar 4: Logistics – Shipping & Distribution	276
July 21, 2020	Digital Marketing for Fashion Businesses-Brand Photography 101	134

**TABLE 1: CARIBBEAN EXPORT 11TH EDF TALKING EXPORTS WEBINAR SERIES 2020
NUMBER OF PARTICIPANTS PER WEBINAR**

Date	Webinar	No. of Participants
July 23, 2020	Opportunities for the Gaming Industry: Present and Future Trends	134
July 23, 2020	Digital Marketing for Fashion Businesses- How to Build Your Community Online and Offline	79
July 28, 2020	Digital Marketing for Fashion Businesses- Selling on Social	122
July 30, 2020	Digital Marketing for Fashion Businesses- How to be Export Ready	70
August 11, 2020	The Role of Intellectual Property in Developing your Brand	314
August 13, 2020	Monetising Intellectual Property	228
September 2, 2020	Business of Music Webinar Series (1) “Music in the Digital Context: Distribution”	95
September 4, 2020	Business of Music Webinar Series (2) “Music in the Digital Context: Marketing”	94
September 7, 2020	Business of Music Webinar Series (3) “Music in the Digital Context: Writer & Publisher Royalties”	94
September 17, 2020	ITC Market Intelligence Training-Natural Products	82
September 18, 2020	ITC Market Intelligence Training- Alcoholic Beverages	56
September 30, 2020	ITC Market Intelligence Training- Sauces and Condiments	73
December 4, 2020	The Business of Animation: Understanding and Expanding Opportunities within the Animation Sector	51
TOTAL		4,600

11TH EDF BENEFICIARY SURVEY FEEDBACK

In October 2020, Caribbean Export conducted a beneficiary survey to assess the impact of its export development and investment promotion interventions over the period January 2017 to July 2020 during the implementation of the 11th European Development Fund (EDF) Regional Private Sector Development Programme (RPSDP). The Agency sought to learn more about its contributions to the growth and overall development of its beneficiaries and to ascertain how it can improve its interventions. Below are some statistical highlights from survey:

Number of Respondents

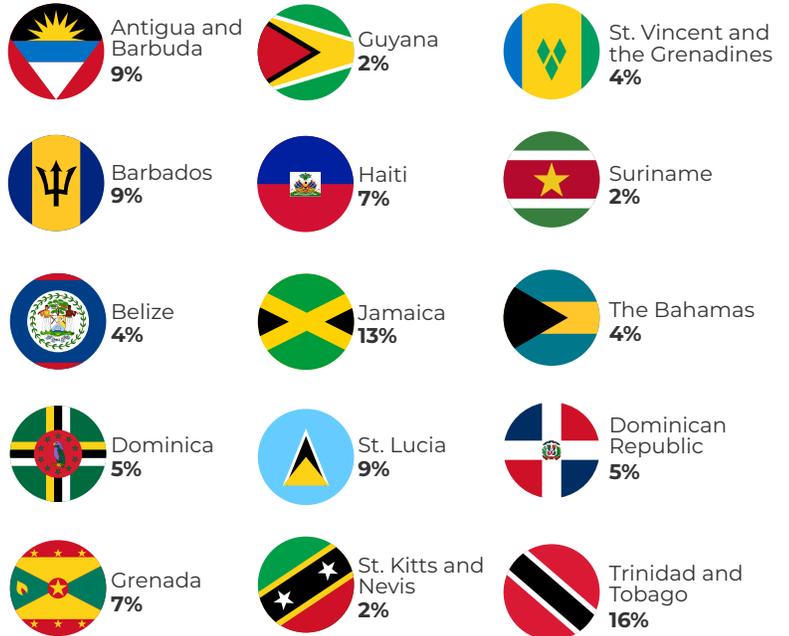
171



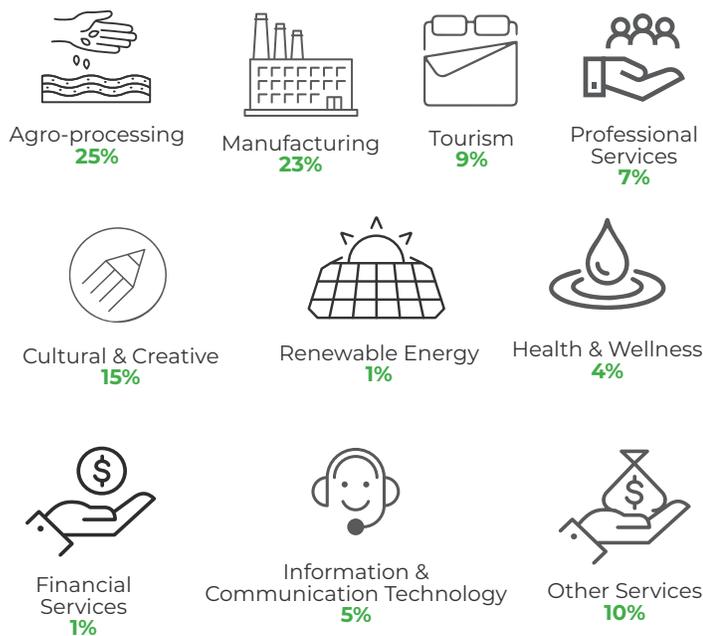
Female - 54%

Male - 46%

Country



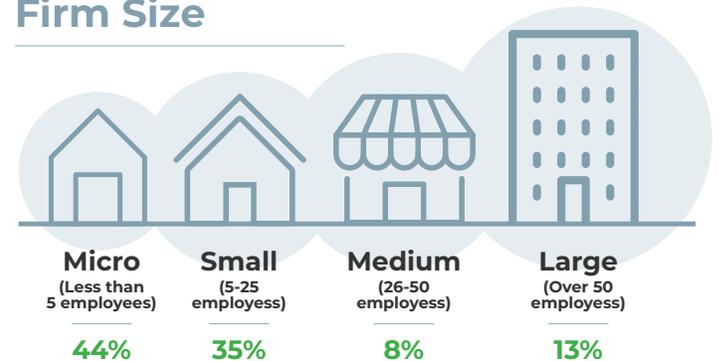
Sector



French Caribbean Outermost Regions (FCORs) - 1%

Overseas Countries and Territories of the European Union (OCTs) - 1%

Firm Size



Percentage of Female Employees

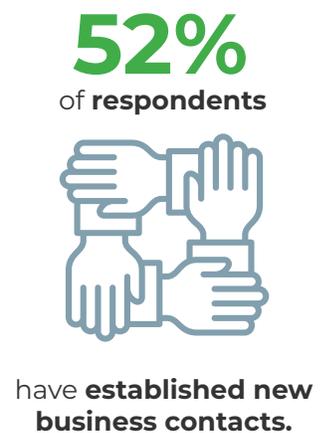
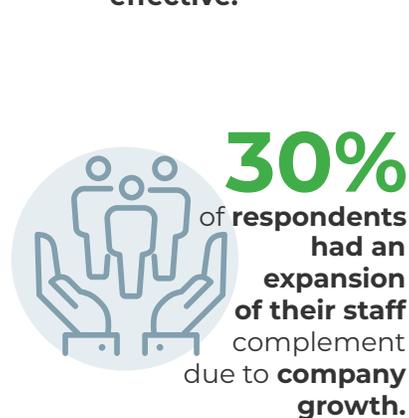
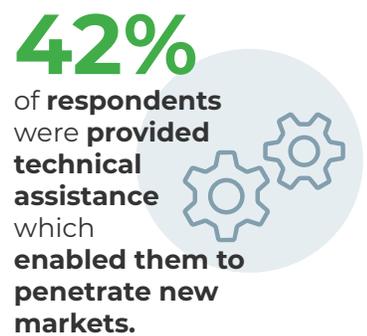
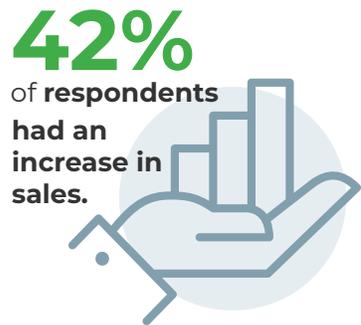
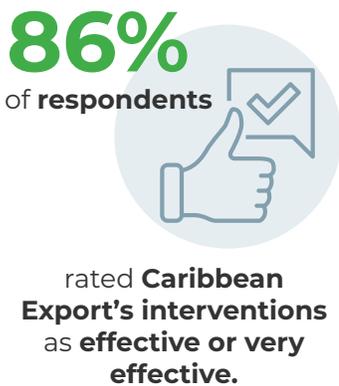
0%	female employees:	3%
1-25%	female employees:	27%
26-50%	female employees:	20%
51-75%	female employees:	27%
Over 75%	female employees:	23%

Current Export Markets

CARIFORUM (CARICOM States and the Dominican Republic)
 North America
 United Kingdom
 European Union
 French Caribbean Outermost Regions (FCORs)
 Asia
 South America
 Overseas Countries and Territories of the European Union (OCTs)
 Africa
 Oceania

69%
63%
37%
28%
14%
14%
10%
8%
3%
2%

Impacts of the Agency's 11th EDF Interventions on Survey Respondents:



DIRECT ASSISTANCE GRANT SCHEME (DAGS)

The DAGS is Caribbean Export’s premier access to finance facility designed to support exporting businesses or those that have strong export-potential. In a business climate where commercial banks and other financial institutions remain largely inaccessible to the region’s SMEs, this is a necessary grant facility.

Under the 11th EDF DAGS calls for proposals in 2018 and 2019, a total of **one hundred and eight (108) grants valued at €3,772,334.71** were awarded to CARIFORUM firms. **Awardees were from:**

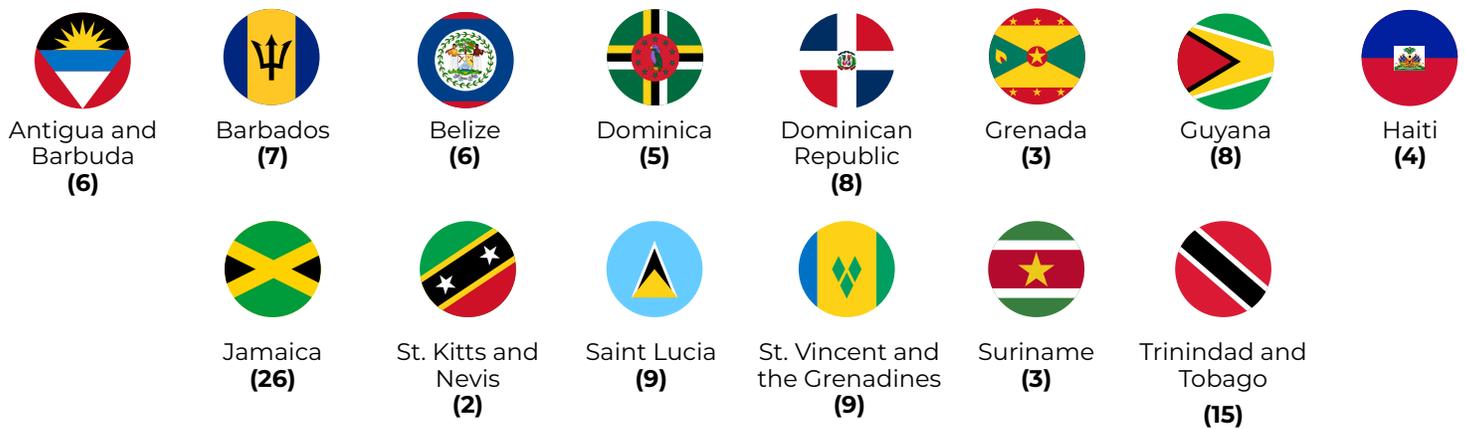
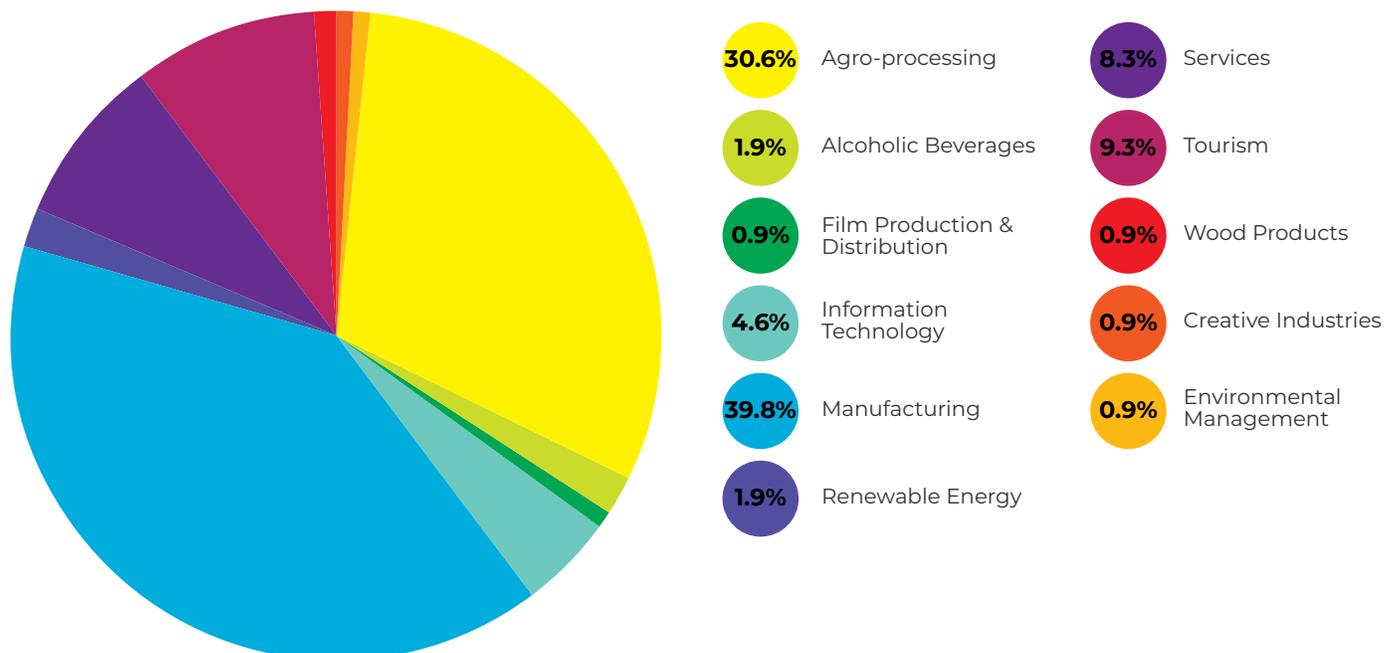


Chart 1 below shows the breakdown of CARIFORUM DAGS awardees by sector:



1ST DAGS CALL 2018

During September 2018, fifty-three (53) firms were awarded a total amount of **€2,193,147.56** in grant funds from the 1st Call for Proposals. The awardees represented all CARIFORUM States, except The Bahamas.

Table 2 below provides a breakdown of the awardees by country for the 1st Call:

**TABLE 2: DAGS 1ST CALL FOR PROPOSALS 2018
DAGS AWARDEES BY COUNTRY AND FUNDING AWARDED**

COUNTRY	APPLICATIONS RECEIVED	APPLICATIONS AWARDED	APPLICATION SUCCESS RATE	TOTAL FUNDING 1ST CALL
Antigua and Barbuda	11	5	45%	€ 177,404.59
Barbados	13	4	31%	€ 160,411.61
Belize	7	3	43%	€ 89,547.27
Dominica	11	3	27%	€ 88,592.00
Dominican Republic	15	3	20%	€ 135,780.68
Grenada	6	2	33%	€ 92,944.31
Guyana	11	4	36%	€ 200,000.00
Haiti	7	3	43%	€ 139,097.44
Jamaica	37	13	35%	€ 539,902.60
St. Kitts and Nevis	3	1	33%	€ 35,000.00
Saint Lucia	15	2	13%	€ 72,933.00
St. Vincent and the Grenadines	8	3	38%	€ 135,708.00
Suriname	11	2	18%	€ 84,693.75
The Bahamas	1	-	-	-
Trinidad and Tobago	21	5	24%	€ 241,132.31
TOTALS	177	53	30%	€ 2,193,147.56

DAGS 2018 1ST CALL IMPACT ASSESSMENT

In 2020, an impact assessment exercise was conducted on the DAGS 2018 call to evaluate the outcomes that beneficiaries observed following the implementation of their DAGS projects. These projects included a range of activities such as equipment modernisation, standards and certifications, research, development and innovation, energy efficiency and renewable energy, and the protection of IP rights (registration of trademarks, patents, etc.).

Twenty-eight (28) DAGS beneficiaries participated in the exercise, which involved a series of virtual impact assessment interviews and follow-up questionnaires. The impacts observed demonstrate the effectiveness of the DAGS in supporting export development among CARIFORUM firms. Further, this impact shows how the DAGS programme contributes to a range of business and community development factors such as job creation, innovation and resilience, and enhanced livelihood of local farmers, including women and indigenous groups.

DAGS 1ST CALL BENEFICIARIES' AREAS OF IMPACT EXPERIENCED

Export Increase



Over **USD\$700,000** in total

Export Market Penetration



54% 16 new markets

Job Creation



54%
135 jobs

Revenue Increase



64%

Product Development

43%
24 products



Reduction in Energy Costs/Consumption



36%

Enhancement in Productive Capacity and Efficiency



21%

Enhanced Livelihood of Local Farmers (including women and indigenous groups)



18%

DAGS Assisted Firms in Navigating COVID-19



18%

Reduction in Operational Costs/Wastage



11%

Additional Funding Secured (bank loan, etc.)

1%



Enhancement of Employee Benefits

7%



2ND DAGS CALL 2019

On August 30, 2019, **fifty-five (55)** firms were awarded grants from the 2nd Call for Proposals under the 11th EDF. The awardees represented all CARIFORUM States, except The Bahamas. These firms were awarded a total amount of **€1,579,187.15**.

**TABLE 4: 2ND CALL FOR PROPOSALS 2019
DAGS BENEFICIARIES BY COUNTRY AND FUNDING AWARDED (11TH EDF)**

COUNTRY	APPLICATIONS RECEIVED	APPLICATIONS AWARDED	APPLICATION SUCCESS RATE	TOTAL FUNDING 1ST CALL
Antigua and Barbuda	5	1	20%	€ 15,400.00
Barbados	7	3	43%	€ 75,364.00
Belize	3	3	100%	€ 89,203.37
Dominica	4	2	50%	€ 58,880.50
Dominican Republic	8	5	63%	€ 149,873.28
Grenada	2	1	50%	€ 30,000.00
Guyana	8	4	50%	€ 120,000.00
Haiti	2	1	50%	€ 30,000.00
Jamaica	22	13	59%	€ 371,329.00
St. Kitts and Nevis	1	1	100%	€ 30,000.00
Saint Lucia	10	7	70%	€ 200,221.00
St. Vincent and the Grenadines	5	3	60%	€ 79,560.00
Suriname	5	1	20%	€ 30,000.00
The Bahamas	2	-	-	-
Trinidad and Tobago	18	10	56%	€ 299,356.00
TOTALS	102	53	54%	€ 1,579,187.15

An impact assessment exercise on the 2nd DAGS call will be undertaken later in 2021. A full report on the overall impact of the DAGS programme will be produced at the close of the 11th EDF RPSDP.



CARIBBEAN BUSINESS ANGEL NETWORK (CBAN)

Caribbean Export, with the financial support of the World Bank, developed the Caribbean Business Angel Network (CBAN). This was achieved as part of the LINK-Caribbean programme, which was launched in 2016 to develop an angel investing ecosystem. The CBAN project concluded in 2018. However, during the 2018-2020 period, Caribbean Export continued to support the angel investing ecosystem that allows CBAN to connect entrepreneurs with investors,

mainly from the Caribbean. From 2017 to 2020, the Agency facilitated and supported the attendance of firms and angel investors to sensitisation sessions, angel investing meetings, masterclasses, forums, competitions, and international conferences, particularly National Angel Capital Organization (NACO) in Canada. The following are some notable outcomes from the overall LINK-Caribbean programme:

A total of fourteen (14) investment readiness grants valued at USD 350,000 (USD 25,000 each) were awarded to

Caribbean firms to enhance their ability to attract investment capital

A total of ten (10) co-investment grants valued at USD 650,000



were awarded to Caribbean firms

to complement more than **USD 2 million** raised in capital by companies across the region, surpassing the project target of **USD 1.5 million;**

The Agency assisted with the development of the OECS Angel Group

by facilitating development meetings, networking opportunities, and advisory workshops. There are currently eight angel investors in the OECS group, of which three are also members of CBAN.

The **Group's members** are in **Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, and the British Virgin Islands.**



From 2017 to 2018, Caribbean Export hosted four



5-5-5 Pitch Competitions in Trinidad and Tobago, The Bahamas and the OECS:



In Trinidad and Tobago on **November 21st 2017**



In The Bahamas on **January 31st 2018**



In Saint Lucia on **April 10th 2018**



In Grenada on **April 13th 2018**

For each competition, a firm was awarded USD 5,000.00 for their successful pitch.

CAPACITY BUILDING: TRAINING WORKSHOPS



In a 2016 survey, the Agency found that most firms canvased were unable to effectively utilise the CARIFORUM-EU EPA because they lacked technical expertise and high-quality information to make informed decisions.

Under the 11th EDF RPSDP, Caribbean Export has continued to focus on helping CARIFORUM SMEs increase exports and generate revenue. To achieve this, the Agency devised and built out key capacity building interventions, which were administered in the form of training workshops. Focus was given to the CARIFORUM-EU EPA, and other trade agreements, to help firms understand how they can utilise these agreements more effectively and efficiently.

In a 2016 survey, the Agency found that most firms canvased were unable to effectively utilise the CARIFORUM-EU EPA because they lacked technical expertise and high-quality information to make informed decisions. These deficiencies have eroded the competitiveness of regional brands and have hampered firms' ability to effectively penetrate regional and international markets. These needs have been echoed by BSOs across the region, as such Caribbean Export continues to partner with the BSOs to improve firms' competitiveness. In this context, the Agency, with funding from the EU, developed workshops on Leveraging the CARIFORUM-EU Economic Partnership Agreement (EPA) and Market Intelligence training.

CARIFORUM-EU EPA WORKSHOPS

The CARIFORUM-EU EPA workshop was devised in 2017 in partnership with the EU and with contributions from the CARIFORUM Directorate. The workshop is designed to improve participants' understanding of the rules and opportunities under the CARIFORUM-EU EPA, as well as to increase their capacity to trade. Between January 2017 to December 2020, the Agency conducted six EPA workshops benefitting at least two hundred and sixty-four (264) CARIFORUM participants.

Table 5 provides information on the annual participants for these EPA workshops. The overall feedback on the workshops was positive. Results showed that the training contributed to increased knowledge, understanding and capacity of the participants.

**TABLE 5: CARIFORUM-EU EPA WORKSHOPS
ANNUAL PARTICIPANTS**

YEAR	# OF WORKSHOPS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2017	2	Trinidad and Tobago Saint Lucia	91
2018	3	The Bahamas St. Kitts and Nevis Guyana	119
2019	1	Barbados	54
TOTAL	6		264

MARKET INTELLIGENCE WORKSHOPS

The Market Intelligence (MI) workshop was launched in 2014 under the 10th EDF RPSDP and has continued under the 11th EDF RPSDP. The workshop provides practical training to build participants' knowledge and understanding of MI, including information on assessing export readiness, selecting ideal target markets, market entry requirements, developing an export strategy, and data sources for market information. It equips CARIFORUM firms with the skills to gather and develop high quality MI, which can aid in successfully reaching targeted export markets. From January 2017 to December 2020, the Agency conducted eleven (11) MI workshops benefitting at least **four hundred and fifty-four (454)** participants.

Table 6 provides information on the annual participants for these workshops. MI workshops are executed in partnership with local BSOs and remain a highly sought-after Agency intervention. In 2020, the Agency executed three MI workshops in partnership with the International Trade Centre (ITC) for firms in the sauces and condiments, alcoholic beverages, and natural products sectors.

**TABLE 6: MARKET INTELLIGENCE WORKSHOPS
ANNUAL PARTICIPANTS**

YEAR	# OF WORKSHOPS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2018	4	Antigua and Barbuda St. Vincent and the Grenadines Belize Jamaica	121
2019	4	Antigua and Barbuda Guyana Dominican Republic St. Kitts and Nevis	122
2020	3	Virtual (In partnership with ITC)	211
TOTAL	11		454

SERVICES GO GLOBAL (SGG)

The SGG programme is an export-accelerator designed to help service exporters develop and execute export plans. The programme was launched in 2015, as part of the RPSDP with funding from the EU and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). It consists of **twelve (12)** modules and **one hundred (100)** competencies, as well as practical exercises, tools, and case studies. Participants are guided through a 4-stage roadmap which covers the following areas: **Stage 1 - Preparing Your Business**, **Stage 2 - Conducting Market Research**, **Stage 3 - Developing a Marketing Strategy**, and **Stage 4 - Entering the Market**.

A core element of SGG is the trainer certification which seeks to ensure sustainability by transferring knowledge and skills on course content and delivery to the Coalition of Service Industries (CSI) representatives across CARIFORUM. This knowledge transfer enables CSI representatives to deliver the SGG training. In 2019, the Agency facilitated the update of the SGG content to make the offering more robust. From January 2017 to December 2020, the Agency hosted eleven (11) SGG training workshops benefitting at least one hundred and eighty-seven (187) CARIFORUM participants. In addition, at least twenty-five (25) CSI representatives were certified as SGG trainers over that same period.



TABLE 7: SERVICES GO GLOBAL (SGG) TRAINING PROGRAMME ANNUAL PARTICIPANTS

YEAR	# OF TRAININGS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2017	2	Grenada Saint Lucia	16
2018	3	Barbados Grenada St. Vincent and the Grenadines	24
2019	4	Trinidad and Tobago Guyana St. Kitts and Nevis The Bahamas	91
2020	2	Virtual OECS Belize, Trinidad and Tobago	56
Total	11		187

BUSINESS OF MUSIC (BOM)

The BOM training is modelled using the SGG framework and seeks to build the capacity of managers and artistes to effectively operate within the international music industry. It also helps to cultivate the necessary skillset and strategy needed for export planning. The BOM was developed by Jamaican attorney Lloyd Stanbury in 2016 under the 10th EDF RPSDP, as a response to the challenges that Caribbean artistes encounter when seeking to export to regional and international markets. The programme was launched in 2017 under the 11th EDF RPSDP and funded by Caribbean Export in partnership with the Caribbean Network of Services Coalition (CNSC).



The BOM consists of **twelve (12)** lessons namely: *Understanding The Business of Music; Identifying & Assessing Development Partners; The Artist/Project Development Plan; Music Industry Goods & Services; Gathering Market Intelligence; Identifying and Establishing Your Niche; Your Music Marketing Plan; Finding & Negotiating with Purchasers and Distributors; The Role of Digital Technology and the Internet; How to Enter the Music Market and Succeed; Working with International Institutions and Organizations; and Contracts and Protection of IP Rights.*

From January 2017 to December 2020, the Agency hosted four BOM training sessions benefitting at least **one hundred and ninety-two (192)** CARIFORUM participants. The BOM programme has facilitated some key opportunities over this period, including the chance to collaborate with regional and international producers; write and arrange original songs; and perform original songs for international music executives. By participating in the BOM training, a CARIFORUM artiste was invited to perform on MTV's Push live in London.

TABLE 8: BUSINESS OF MUSIC (BOM) TRAINING PROGRAMME ANNUAL PARTICIPANTS

YEAR	# OF TRAININGS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2018	2	Saint Lucia Belize	66
2019	1	Barbados	31
2020	1	Virtual (3 part series)	95
Total	4		192

ProNET TRAINING

The Productivity Network (ProNET) training is designed for owners and managers of CARIFORUM SMEs operating primarily in the manufacturing sector to enhance business efficiency and effectiveness. To participate in the training, SMEs must be export-ready, and owners/managers must be seeking to grow their businesses and be more competitive. The training was launched in 2010 and is executed in partnership with GIZ and local BSOs. The programme is based on the *Experiential Learning Methodology*, which uses case studies based and driven by practical examples and assignments. The ProNET training is comprised of ten modules, which cover key areas on managing and enhancing the competitiveness of a business. These modules include the following: *Business Strategy, Quality Management, Production Management, Resource Management, Product Development, Information Management, Human Resources Management, Cost & Financial Management, Export Marketing and Energy Management and Renewable Energy.*

From January 2017 to December 2020, the Agency hosted six ProNET training sessions benefitting at least **fifty-eight (58)** CARIFORUM participants. Participants gave high commendations for the training in their feedback and confirmed that it contributed to their knowledge and understanding of what is required to grow their businesses.

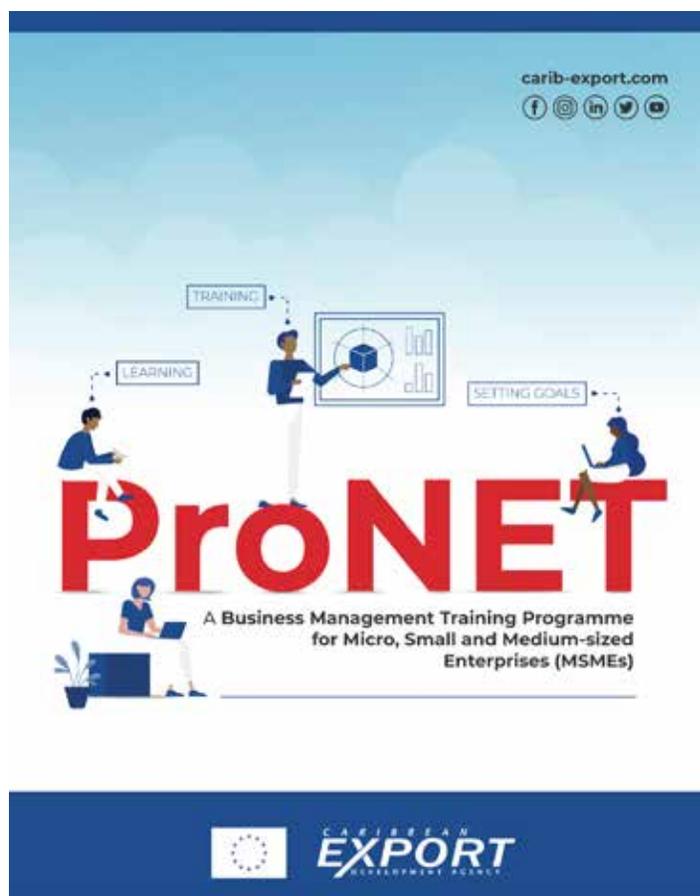


TABLE 9: PRONET TRAINING ANNUAL PARTICIPANTS

YEAR	# OF TRAININGS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2017	1	Trinidad and Tobago	27
2018	2	The Bahamas St. Vincent and the Grenadines	- -
2019	1	Jamaica	17
2020	2	Virtual The Bahamas Dominica	14
Total	6		58

SME DIAGNOSTIC ASSESSMENT TOOL

Under the 10th EDF RPSDP, Caribbean Export commissioned the design and the development of an SME Diagnostic Assessment Tool. This web-based enterprise-level tool enables the Agency to undertake a scientific assessment of regional firms. The Tool offers a practical approach to increasing firm competitiveness by diagnosing a firm's strengths and weaknesses and identifying the areas of support that the Agency can deliver independently or in collaboration with partners. The Tool was launched in 2016 and upgrades to the platform were carried out continuously under the 11th EDF. These upgrades included changes to the database architecture, interface, and language capabilities (the Tool was translated into French and Spanish).

The Agency conducted training for CARIFORUM BSOs' utilisation of the Tool and interpretation of results. During the training, BSOs also tested the Tool to provide feedback on suggested updates to the Agency. The Agency trained **one hundred and fifteen (115)** BSO staff members on the Tool across **eleven (11)** CARIFORUM states between January 2017 to December 2020. The table below provides statistics on the number of BSO staff members trained per country.

TABLE 10: DIAGNOSTIC TOOL TRAINING

COUNTRY	BSOs TRAINED	# OF PARTICIPANTS
Antigua and Barbuda	Antigua & Barbuda Investment Authority (ABIA)	8
Barbados		2
Belize	BELTRAIDE Belize Chamber of Commerce & Industry Belize Coalition of Service Providers	16
Dominica	National Development Foundation of Dominica (NDFD) Small Business Support Unit (SBSU) Ministry of Trade, Commerce, Business and Export Development Dominica Export Import Agency (DEXIA)	26
Grenada	Grenada Investment Development Corporation (GIDC)	7
Jamaica	Jamaica Manufacturers & Exporters Association (JMEA)	12
St. Kitts and Nevis	St. Kitts & Nevis Chamber of Industry & Commerce	3
Saint Lucia	OECS Competitive Business Unit Trade Export Promotion Agency (TEPA)	6
St. Vincent and the Grenadines	InvestSVG	9
Suriname		4
Trinidad and Tobago	ExporTT	22
Total		115

The Diagnostic Tool is a useful addition to the Agency’s suite of digital offerings. It determines firms’ eligibility and suitability to participate in Agency interventions, such as export promotion activities and technical assistance. To date, one thousand, three hundred and sixty-four (1364) assessments have been conducted from twenty-seven (27) countries.

TABLE 11: DIAGNOSTIC TOOL ASSESSMENT CONDUCTED BY COUNTRY

COUNTRY	# OF ASSESSMENTS	COUNTRY	# OF ASSESSMENTS
Anguilla	3	Grenada	45
Antigua and Barbuda	47	Guadeloupe	3
Aruba	9	Guyana	55
The Bahamas	73	Haiti	91
Barbados	104	Jamaica	203
Belize	46	Martinique	6
Bermuda	1	Montserrat	2
Bonaire	2	St. Barthelemy	1
British Virgin Islands	1	St. Kitts and Nevis	27
Cayman Islands	1	Saint Lucia	156
Curaçao	4	St. Vincent and The Grenadines	69
Dominica	48	Suriname	43
Dominican Republic	114	Trinidad and Tobago	206
French Guiana	4	TOTAL	1364

INTELLECTUAL PROPERTY (IP)

Understanding, knowledge, and utilisation of IP rights/tools amongst the regional private sector remain low. Caribbean Export, in response to feedback surveys conducted under the 10th EDF, developed targeted interventions to directly address these IP deficiencies.

IP CASE STUDIES

In 2017, the Agency developed two IP case studies, through the following consultancies: *The Development of Strategies and Best Practices for Geographical Indicators (GIs) and Origin-linked Products (OLPs) for Select Products in CARIFORUM Countries, using the case of the Jamaica Jerk experience and The Development of a Case Study on the Importance of the Protection of a Business' Intellectual Property, using the Marie Sharp's Fine Food Limited experience.* These case studies were adapted into presentations hosted in Jamaica on the Jamaica Jerk experience and in Belize on the Marie Sharp's Fine Food Limited experience.

In total,

29

stakeholders
benefitted



from these presentations: **Jamaica (12)** and **Belize (17)**.



In 2019, the Agency also commissioned a study entitled '*Consultancy to provide expert advise/study on the feasibility of Kalinago Craft an origin-linked product (OLP).*' In conducting the consultancy, the consultant held interviews with local stakeholders in Dominica, including representatives from the Ministry and Culture (Chief Technical officer Roland Royer); Ministry of Kalinago Affairs (Kalinago Development Officer Cozier P. Frederick); Kalinago council members; the head of the Export Promotion and Development Department (Lloyd Pascal); the Kalinago Craft Association; Division of Forestry (Bradley Guy); former Kalinago Chief (Garnet Joseph); and craft vendor Wilma Davies. The final report shows that the Kalinago Craft as an OLP is attractive for the commercial market. However, weaknesses were highlighted that included internal and external factors.

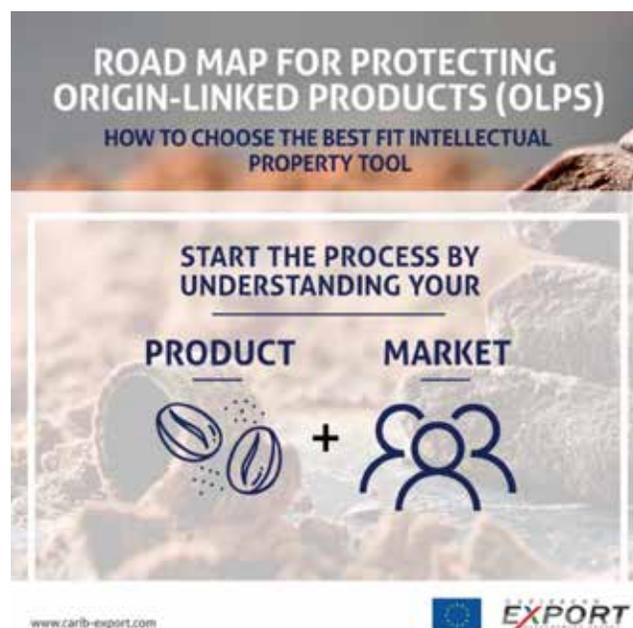
IP WORKSHOPS

In 2018, Caribbean Export developed a National Capacity Training IP workshop to present the 2017 IP Case Studies. These workshops were to facilitate export development and promotion by increasing firms' awareness of IP tools and best practices. The training primarily targeted firms from the manufacturing and agro-processing sectors, but it was also extended to members of the wider business community. Between January 2017 to December 2020, the Agency conducted seven IP Workshops benefitting **two hundred and thirty-two (232)** CARIFORUM participants. Notably, at the 2018 Caribbean Week of Agriculture (CWA) held in Barbados, the Agency organised an IP Workshop entitled '*An Introduction to Intellectual Property Rights for Agropreneurs*'. Participants' feedback confirmed that the workshop was a useful engagement to increase youth understanding on the available IP options and leveraging IP for business branding.

**TABLE 12: NATIONAL CAPACITY TRAINING IP WORKSHOPS
ANNUAL PARTICIPANTS**

YEAR	# OF TRAININGS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2018	5	Saint Lucia Grenada Barbados (at Caribbean Week of Agriculture) Jamaica Trinidad and Tobago	166
2019	2	Antigua and Barbuda The Bahamas	66
Total	7		232

Due to the COVID-19 pandemic in 2020, the Agency executed the National Capacity Training IP workshops utilising webinar platforms, which were part of the 'Talking Exports Webinar Series.' The two webinars, 'The Role of Intellectual Property in Developing your Brand' held August 11 and 'Monetising Intellectual Property' held August 13, attracted a total of **five hundred and forty-two (542) participants**.



RENEWABLE ENERGY

One of Caribbean Export's objectives under the 11th EDF RPSDP is to increase innovation and the use of green energy alternatives. To that end, in 2017, the Agency contracted a facilitator to design and conduct *Energy Auditing and Management Training* workshops. These workshops are designed to build the capacity of firms, and lower operational costs, through increased energy efficiency. A key component of the training is the utilisation of the Agency's proprietary *Energy Self-Assessment Audit (ESAA)* tool. The workshop's syllabus covers the following areas: *Energy Challenges, Responses & Benefits, Data Collection on Properties, Data Entry & Processing, Energy Managements standards, Energy Conservation Technologies, Energy Efficiency Technologies, Renewable Energy Technologies, and Monitoring and Practical use of the ESAA tool.*

Between January 2017 to December 2020, the Agency conducted

12 Energy Auditing and Management Training workshops



benefitting at least **two hundred and twenty-three (223) CARIFORUM participants.**

TABLE 13: ENERGY AUDITING AND MANAGEMENT TRAINING WORKSHOPS ANNUAL PARTICIPANTS

YEAR	# OF TRAINING SESSIONS	HOST COUNTRY(S)	TOTAL PARTICIPANTS
2017	3	Barbados Saint Lucia Jamaica	67
2019	6	St. Vincent and the Grenadines Antigua and Barbuda Belize Trinidad and Tobago Guyana Grenada	110
2020	3	Virtual Dominica St. Kitts and Nevis Barbados	46
TOTAL	12		223

CULTURAL AND CREATIVE INDUSTRIES



The cultural and creative industries (CCI) are priority sectors for the Agency under the 11th EDF RPSDP. Within this context, Caribbean Export has focused on helping to further develop the CCI across CARIFORUM and the wider Caribbean region. This has been achieved through partnerships with the CDB, the CARICOM Secretariat and the Cultural and Creative Industries Innovation Fund (CIIF). The Agency's work programme has focused on interventions for fashion, animation, gaming, and film that are delivered through training, writing camps, accelerator programmes, and supported participation at trade expos.

CCI WORKSHOPS

Caribbean Export executed two CCI workshops, which sought to build stronger strategic partnerships and synergies among various cultural practitioners (including fashion, music, craft, and visual arts). The workshops were held in Barbados in 2018 and Trinidad and Tobago in 2019. **Thirty-one (31)** CARIFORUM participants benefitted from the Barbados CCI workshop, which provided information *on export planning, creating a unique value proposition, branding and marketing, pricing, and quality and standards*. **Sixty-three (63)** CARIFORUM participants benefitted from the Trinidad and Tobago CCI workshop, which provided information *on the importance of branding and marketing, labelling, pricing, IP and unique value proposition, the opportunities that the EPA provides for CARIFORUM firms, and the process of exportation*. Participant feedback from both workshops indicated that the information provided equipped most participants with a better understanding of CCI exporting, particularly under the EPA.

The workshops were held in Barbados in 2018 and Trinidad and Tobago in 2019. Thirty-one (31) CARIFORUM participants benefitted from the Barbados CCI workshop





FASHION

In 2015, Caribbean Export commissioned research on the fashion industry, which highlighted a need for considerable expansion into foreign markets because of small and decreasing local demand. The research also revealed the challenges that CARIFORUM fashion designers face in exporting, namely a lack of networking or contacts; inadequate support services (e.g.: shipping, insurance, packaging, and supply of raw materials); a lack of knowledge and skills on exporting; and a lack of market information. In response, the Agency facilitated the participation of regional designers in various international fashion shows (such as the 2018 International Fashion Fair as outlined in the Export Promotion: Trade Expos and Conferences section), webinars (such as the three fashion webinars within the Talking Exports Webinar Series) and accelerators that included the launch of the Caribbean Fashion Showroom. Given that the international fashion shows and fashion webinars were addressed in other sections, this section will focus on the fashion accelerators.

FASHION & CONTEMPORARY DESIGN ACCELERATOR

Caribbean Export executed a Fashion Accelerator, in collaboration with the CDB, the National Cultural Foundation (NCF) of Barbados, Invest SVG, and the Caribbean Market Centre. The Accelerator sought to prepare designers for the international market in all technical and business areas and facilitate the implementation of a 'go-to-market' strategy. The project was divided into four phases during this Accelerator's implementation.

Phase one involved a ten (10) day capacity building workshop/boot camp held in May 2019 in Trinidad and Tobago. The objectives of the boot camp were to assist participants in standardising products and creating specifications; finalising packaging; conducting further research and development; building capacity; modernising and improving

products and processes; effective display and marketing of products; accessing new markets; and developing export plans. Nineteen (19) designers from CARIFORUM and the OCTs benefitted from phase one of the Fashion Accelerator.

These designers were from



Counter clockwise

- Antigua and Barbuda (1),
- Barbados (2),
- Dominica (1),
- Grenada (2),
- Guyana (1),
- Haiti (1),
- Jamaica (4),
- Saint Lucia (1),
- St. Vincent and the Grenadines (2),
- Tortola, British Virgin Islands (1),
- and Trinidad and Tobago (3).



Phase two involved a training held in October 2019 in Barbados. This training sought to upgrade the skills of fashion designers by refining their products for the export market; identifying placements of designs; export planning and brand development. The overall goal of the training was for participants to develop a ready to wear collection. Sixteen (16) designers benefitted from phase two of the Fashion Accelerator. These designers were from Barbados, Haiti, Jamaica, St. Vincent and the Grenadines, and Trinidad and Tobago.

The final phases of the Fashion Accelerator were the “Go to Market” components, which sought to support

Caribbean designers who have been in the industry for at least ten (10) years and are export-ready. It was facilitated under the Caribbean Fashion Showroom brand and involved supporting the attendance of Caribbean designers at Market Week LA 2019 in the United States; CARIFESTA XIV 2019 in Trinidad and Tobago; IFF 2019 in Barbados; and at the 9th annual meeting of the ACP African and Caribbean heads of government in Niamey, Niger in 2019. The Caribbean Fashion Showroom online platform was an initiative of Caribbean Export and the EU, which was launched in September 2019 and features designers from across CARIFORUM. The online Showroom is poised to become the go-to place to find Caribbean designs.

ANIMATION, GAMING, AND FILM

Under the 11th EDF, Caribbean Export has undertaken a variety of interventions designed to further support and develop the CARIFORUM animation, gaming, and film sectors. Despite being relatively new to the region, these industries are projected to be worth USD\$300 billion by 2025 (GlobalData, 2019)¹. Knowledge and capacity deficits, however, have constrained the competitiveness of regional animators, film directors, and game developers, and have severely hampered their ability to effectively penetrate regional and international markets. It is important that the Caribbean invests in these sectors, so that regional creators can effectively leverage Caribbean culture to compete globally.

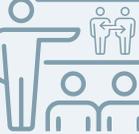
Table 14 provides a list of interventions that Caribbean Export has developed or supported regional creators to attend. A total of **five hundred and seven (507)** participants benefitted from these **ten (10)** animation, gaming, and film interventions.



¹ <https://variety.com/2019/gaming/news/video-games-300-billion-industry-2025-report-1203202672/>



**TABLE 14: ANIMATION, GAMING AND FILM INTERVENTIONS
JANUARY 2017 – DECEMBER 2020**

5 creators participated	<p>OECS Animation Boot Camp (2018)</p> <p>This five-day Boot Camp was hosted by the Saint Lucia Coalition of Service Industries (SLCSI) in collaboration with Export Saint Lucia and Caribbean Export.</p>	 ST. LUCIA	 TRAINING
5 creators participated	<p>Anime Caribe (AC18) Caribbean Digital Youth Forum (2018)</p> <p>This Forum was developed as a platform for Caribbean youth to engage with each other on issues of interest. Caribbean Export sponsored five CARIFORUM youth entrepreneurs in the field of animation from Jamaica, Suriname, Barbados, Guyana, and Saint Lucia to take part in the Forum.</p>	 TRINIDAD AND TOBAGO	 TRADE MISSION
5 creators participated	<p>Animation and Gaming Accelerator Training And CARIFESTA XIV Exhibition</p> <p>This Accelerator was directed by the Animaie Caribe Festival, in collaboration with the Caribbean Development Bank, Caribbean Export, the University of Trinidad and Tobago, CARICOM, CARIFESTA, FilmTT, and the Global Services Promotion Programme. The training offered creators the opportunity to enhance their technical capacity in 360 design development (design of both an animated series and game, based on a single concept). It consisted of a ten-day online mentorship programme and a five-day boot camp. On the final day of the Accelerator, participants pitched their creations (animated series and game) to a panel, which included international buyers from the USA, France, and Canada. The winning pitch from the Eco-Industrial Development Company</p>	 TRINIDAD AND TOBAGO	 TRAINING AND TRADE SHOW

**TABLE 14 (CONTINUED): ANIMATION, GAMING AND FILM INTERVENTIONS
JANUARY 2017 – DECEMBER 2020**

5 creators participated	of Tobago (E-IDCOT) Ltd team was awarded UDS10,000 towards producing an animation production bible, game production bible and a 30-60 second trailer. Following the training, beneficiaries had the opportunity to participate in exhibitions at CARIFESTA XIV	 TRINIDAD AND TOBAGO	 TRAINING
6 creators participated	<p>KingstOOn 3 Animation Conference and Afrodescendant Film Festival 2019</p> <p>This was the third installment of a biennial International Animation Conference, Marketplace and Film Festival. The aim of the Festival was to expand the growth of the animation industry and facilitate awareness of the animation services that are provided by regional practitioners. Caribbean Export facilitated the participation of three industry content distributors and three CARIFORUM animators at this event. A notable outcome of the Afro-descent Film Festival was that Mr. Alain Bidard, a Caribbean Export sponsored animator from Martinique, won an award for the Best Caribbean Short Film.</p>	 JAMAICA	 TRADE SHOW
97 creators participated	<p>Caribbean Youth Film Festival (CYFF) 2020</p> <p>The CYFF was a series of six webinars which provided information and presentations from various filmmakers. The CYFF was facilitated by the OECS Secretariat, and Caribbean Export provided financial support.</p>	 VIRTUAL	 TRAINING
134 creators participated	<p>Opportunities for the Gaming Industry: Present and Future Trends (2020)</p> <p>This webinar was executed by the Agency as part of the 'Talking Exports' series (as shown in table 1).</p>	 VIRTUAL	 WEBINAR
25 creators participated	<p>Virtual Scriptwriting and Film Production Training Programme (2020)</p> <p>The Virtual Scriptwriting and Film Production Training Programme was executed by Caribbean Export with the objectives to better position the films of CARIFORUM to take full advantage of emerging opportunities; build and strengthen collaboration among CARIFORUM scriptwriters and film producers; and increase participants' technical skills and expertise in scriptwriting and film production to create new content for the regional and global film industry.</p>	 VIRTUAL	 TRAINING

**TABLE 14 (CONTINUED): ANIMATION, GAMING AND FILM INTERVENTIONS
JANUARY 2017 – DECEMBER 2020**

5 creators participated	<p>OECS Animation Boot Camp (2018) This five-day Boot Camp was hosted by the Saint Lucia Coalition of Service Industries (SLCSI) in collaboration with Export Saint Lucia and Caribbean Export.</p>	 VIRTUAL	 TRAINING
116 creators participated	<p>Co-Production Webinar 1: WAYS TO FUND YOUR FILM, TV & DIGITAL PROJECT - Coproduction Funding & Distribution (2020) Caribbean Export executed this two part webinar with the overall purpose of showcasing ways to fund film, TV and digital projects and best ways to distribute finished.</p>	 VIRTUAL	 WEBINAR
56 creators participated	<p>Co-Production Webinar 2: WAYS TO FUND YOUR FILM, TV & DIGITAL PROJECT Investment Funding & Sales Agenting (2020) Caribbean Export executed this two part webinar with the overall purpose of showcasing ways to fund film, TV and digital projects and best ways to distribute finished.</p>	 VIRTUAL	 WEBINAR
51 creators participated	<p>The Business of Animation: Understanding and expanding opportunities within the animation sector (2020) This webinar was part of the 'Talking Exports' series (as shown in table 1).</p>	 VIRTUAL	 WEBINAR
Total - 507			

EXPORT PROMOTION: TRADE EXPOS AND TRADE MISSIONS

Caribbean Export exposes firms to new markets and business opportunities, through trade missions and expositions (expos). The purpose of trade missions and expos is to allow firms to have an in-market 'hands-on' experience, where they can engage directly with potential buyers and consumers; conduct market research; and observe market trends first-hand. These interventions also allow firms to network and explore business opportunities with other firms and buyers from across the region and the globe. During the period 2017-2020, Caribbean Export supported and assisted approximately **four hundred and forty-one (441)** participants, representing various firms and sectors at approximately **thirty-seven (37)** trade missions and expos in the region and internationally. In 2020, due to the pandemic, the Agency did not execute or support firms to physical trade missions or expos. However, the Agency hosted its first Absolutely Caribbean Virtual Tradeshow, which was held on November 17-18, 2020 and supported four CARIFORUM firms to the virtual Food Matters Live 2020 show on October 13-14, 2020.

These interventions also allow firms to network and explore business opportunities with other firms and buyers from across the region and the globe.



4th CARIFORUM-EU BUSINESS FORUM

Caribbean Export hosted **ninety-three (93)** regional goods and services firms from five sectors: **nutraceuticals, agro-processing, food and beverage (rum), music and film**, at its 2019 flagship event: the 4th CARIFORUM-EU Business Forum. The Forum was held from September 26-28, 2019 in Frankfurt, Germany. **Thirty (30) BSOs** were also sponsored to attend. The exhibitors, some represented by the BSOs, presented their products and services to **sixty-eight (68)** European buyers and potential investors.

The breakdown of the participants by sectors is as follows:



Approximately **one hundred and thirty-eight (138)** business leads were generated at the Forum, with an average of **four leads** made per exhibitor. Most of these leads were captured by the creative industry exhibitors (**44%**), which was followed by sauces and condiments (**20%**) and rum (**19%**). Based on participant feedback from the Forum, the majority (**94%**) of respondents confirmed that the event provided their company with market access opportunities that were not previously available. There was also a musical showcase in which ten (10) artistes from Barbados, Curacao, Haiti, Jamaica, Saint Martin, and Trinidad and Tobago performed for international music executives and the German public.

In February 2020, the Agency conducted follow-up interviews with firms that secured business leads during the Forum. Three firms, one from Trinidad and Tobago (nutraceuticals) and two from Jamaica (nutraceuticals and natural products), were successful in developing at least seven leads from the 2019 Forum, specifically to export their products to the UK and Germany.



ABSOLUTELY CARIBBEAN VIRTUAL TRADE SHOW

Following the success of the 4th CARIFORUM-EU Business Forum, the Agency was expected to conduct follow-up missions in 2020 to expand business opportunities in the EU market for 2019 Business Forum firms. Due to the pandemic, the Agency hosted the Absolutely Caribbean Virtual Tradeshow (ACVT), which was held on November 17-18, 2020 to provide CARIFORUM firms access to European buyers, namely from the UK and wider European markets. In this context, firms were able to increase their visibility and engage in business to business (B2B) meetings.

The event benefitted forty-seven (47) CARIFORUM firms from alcoholic beverages (8 firms), natural cosmetics (10 firms), natural products (18 firms) and sauces and condiments (11 firms) sectors. **Table 15 below** provides a country breakdown of these beneficiaries.

**TABLE 15:
2020 ACVT CARIFORUM EXHIBITORS**

TOTALS BY COUNTRY	# OF PARTICIPANTS
Antigua and Barbuda	1
Barbados	8
Belize	2
Dominica	2
Dominican Republic	5
Grenada	1
Haiti	1
Jamaica	11
Saint Lucia	4
St. Vincent and the Grenadines	1
St. Kitts and Nevis	1
Suriname	2
The Bahamas	3
Trinidad and Tobago	5
Total	47

Notes:

- DEXIA and DAIC exhibited jointly for Dominica, in addition to one firm.
- Barbados exhibitors included the WIRSPA
- Of the total 47 exhibitors: 18 were new firms and 29 were 2019 BF exhibitors



Forty-three (43) of the participating firms attended the Agency's pre-event preparatory training on data and insights for the UK and EU markets, and strategies for buyer meetings. During the virtual tradeshow, exhibitors engaged in **two hundred (200) B2B meetings**. The ACVT attracted seventy **(70) qualified buyers**, **four hundred and fifty (450) registrants** and **two hundred and forty-three (243) attendees**. Seven themed webinars based on the sectors of interest were hosted with industry experts during the tradeshow. These webinars are listed in **table 16 below** along with the respective number of viewers.

TABLE 16: 2020 ACVT WEBINARS

WEBINAR	DETAILS	NUMBER OF VIEWERS
All Things Natural	Natural Products theme produced by the Agency	45
Bean to Bar	Chocolate theme produced by ITC	36
Bean to Cup	Coffee theme produced by ITC	35
Caribbean Flava	Curated Unboxing Event for all Sectors produced by the Agency	70
Food Trends after COVID-19	Produced by ITC	60
Its Saucy Community	Sauces and Condiments theme produced by the Agency	33
Take a Sip Community	Alcoholic Beverages theme produced by the Agency	28
	Total	307

As an inaugural initiative, the ACVT was received positively across all participants (exhibiting firms, buyers, and general attendees).

Eleven (11) of the qualified buyers provided feedback on the tradeshow.

100%
of **buyer respondents** indicated an intention

82%
of **these buyers also determined** that, based on their engagements

26 of the exhibiting firms provided feedback on the tradeshow



53% of respondent firms indicated that the tradeshow met their expectations



100% to continue engaging with the firms following their initial B2B meeting.



with the firms and review of their respective products, **the firms can be competitive in European markets.**

46% were able to secure



potential contracts/ business opportunities with buyers during the tradeshow.

REGIONAL TRADE EXPOS AND TRADE MISSIONS

In addition to executing its flagship trade show the CARIFORUM-EU Business Forum, Caribbean Export also lends support to regional and national trade shows. The Agency continues to build the capacity of national organisations and BSOs to effectively plan and execute national trade shows. Over the past four years, the Agency has supported CARIFESTA, held in Barbados (2017) and Trinidad and Tobago (2019); the IFF in Barbados (2018 and 2019); the Havana International Fair (FIHAV) in Cuba (2017); and HUB-CAMARA (2018 and 2019), Dominicana Moda (2018) and Agro-alimentaria (2017 and 2019), which are held in the Dominican Republic. Under the 11th EDF, the Agency has also aided national BSOs with the execution of their national trade shows, namely

'Everything Vincy Expo' in St. Vincent and the Grenadines; the Barbados Manufacturers' Exhibition (BMEX); the Jamaica Investment Exhibition (JIE); the Guyana Trade and Investment Exhibition (GUYTIE); and the Trade and Investment Convention (TIC) in Trinidad and Tobago. Approximately **one hundred and ninety (190)** participants from CARIFORUM, FCORS and OCTs were sponsored to attend at least **twenty-one (21)** regional events between 2017-2020.

Table 17 below provides the full list of regional expos and trade missions that Caribbean Export supported and/or assisted participants in attending over the period **2017-2020**.

TABLE 17 : REGIONAL TRADE EXPOS AND TRADE MISSION

NAME OF THE REGIONAL TRADE EXPOS OR TRADE MISSIONS	NUMBER OF PARTICIPATING FIRMS AND BSOS THAT WERE SUPPORTED BY CARIBBEAN EXPORT	LOCATION AND DATE
Agro-alimentaria 2017	8	Dominican Republic: May 18-20, 2017
Caribbean Angel Investor Forum	43	Jamaica: May 11-12, 2017
Trade and Investment Convention (TIC) 2017	8	Trinidad and Tobago: July 6-9, 2017
Costa Rican Investment Promotion Agency (CINDE) Study Tour	20	Costa Rica: June 28-30, 2017
Change to Caribbean Festival of Arts (CARIFESTA) XIII	10	Barbados: August 19-26, 2017
Feria Internacional de la Habana (FIHAV) 2017	12	Cuba: October 20 - November 3, 2017
Hub Camara 2018	9	Dominican Republic: March 6-9, 2018
Dominican Republic mission to Jamaica	7	Jamaica: May 1-5, 2018
Trade and Investment Convention (TIC) 2018	12	Trinidad and Tobago: July 5-8, 2018

TABLE 17 (CONTINUED) : REGIONAL TRADE EXPOS AND TRADE MISSION

NAME OF THE REGIONAL TRADE EXPOS OR TRADE MISSIONS	NUMBER OF PARTICIPATING FIRMS AND BSOS THAT WERE SUPPORTED BY CARIBBEAN EXPORT	LOCATION AND DATE
Guyana Trade and Investment Exhibition (GUYTIE) 2018	CEDA provided technical support	Guyana: September 19-22, 2018
Everything Vincy Expo 2018	CEDA provided technical support	St. Vincent and the Grenadines: October 23-28, 2018
International Fashion Fair (IFF) 2018	5	Barbados: October 25-28, 2018
Dominicana Moda 2018	3	Dominican Republic: October 22-25, 2018
International Fashion Fair (IFF) 2019	16	Barbados: October 25-26, 2019
Hub-CAMARA 2019	4	Dominican Republic: March 5-8, 2019
Agro-alimentaria 2019	5	Dominican Republic: May 9-11, 2019
Jamaica International Exhibition (JIE) 2019	4	Jamaica: May 30 – June 1, 2019
Barbados Manufacturers' Exhibition (BMEX) 2019	17	Barbados: June 7-10, 2019
Trade and Investment Convention (TIC) 2019	CEDA hosted a Leveraging the CARIFORUM-EU EPA workshop at TIC 2019	Trinidad and Tobago: July 4-7, 2019
Caribbean Festival of Arts (CARIFESTA) XIV	7	Trinidad and Tobago: August 16-25, 2019
Caribbean Youth Film Festival	CEDA provided technical and financial support	Virtual: July 16 - August 20, 2020

Total**190**

INTERNATIONAL TRADE EXPOS AND TRADE MISSIONS

Caribbean Export also facilitates the participation of regional stakeholders at international expos and trade missions. The objectives of these missions are namely to expose participants to international best practices in areas of interest; to facilitate the opportunities for B2B meetings; and to encourage in-market research and networking. Under the 11th EDF, Caribbean Export has facilitated approximately **one hundred and eleven (111)** participants from CARIFORUM, FCORs and OCTs to **fourteen (14)** international expos, trade shows and missions held from 2017-2020, notably SIAL in France, and the European Development Days (EDD) in Belgium, ANUGA in Germany, the Latin America Association of Services Exporters (ALES) Convention, and NACO World Angel Investment Summit.

Table 18 below provides the full list of international expos, trade shows and missions that Caribbean Export supported participants in attending over the period 2017-2020.

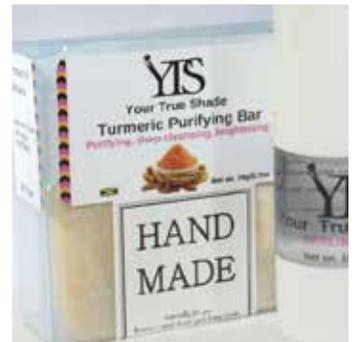


TABLE 18 : INTERNATIONAL TRADE EXPOS AND TRADE MISSION

NAME OF INTERNATIONAL TRADE EXPOS OR TRADE MISSIONS	NUMBER OF PARTICIPATING FIRMS THAT WERE SUPPORTED BY CARIBBEAN EXPORT	LOCATION AND DATE
ANUGA 2017	7	Germany: October 7-11, 2017
CANCUN Forum	3	Mexico: September 20-27, 2017
22nd Global Connection Forum	4	Mexico: March 12-14, 2018
Caribbean Hotel and Resort Investment Summit (CHRIS)	11	USA: May 16-18, 2018
European Development Days (EDD) 2018	2	Belgium: June 4-6, 2018
NACO World Angel Investment Summit	3	Canada: September 25-27, 2018
World Investment Forum	14	Switzerland: October 22-26, 2018



TABLE 18 (CONTINUED) : INTERNATIONAL TRADE EXPOS AND TRADE MISSION

NAME OF INTERNATIONAL TRADE EXPOS OR TRADE MISSIONS	NUMBER OF PARTICIPATING FIRMS THAT WERE SUPPORTED BY CARIBBEAN EXPORT	LOCATION AND DATE
SIAL 2018	11	France: October 21-25, 2018
EU-CELAC World Customs Organization (WCO) Meeting	10	Dominican Republic: October 8-10, 2018
The Latin America Association of Services Exporters (ALES) Convention	17	Dominican Republic: October 25-26, 2018
NACO World Angel Investment Summit	4	Canada: June 5-7, 2019
World Customs Organization (WCO) Conference	7	Paraguay: April 19- May 1, 2019
The Latin America Association of Services Exporters (ALES) Convention	14	Peru: September 5-6, 2019
Food Matters Live	4	Virtual: October 13-14, 2020
Total	111	

INVESTMENT PROMOTION



CARIBBEAN ASSOCIATION OF INVESTMENT PROMOTION AGENCIES (CAIPA)

Caribbean Export's work in investment promotion during the 11th EDF has focused on building capacity and supporting the sustainability of the investment promotion agencies (IPAs) in the region, as the Secretariat for CAIPA. CAIPA's main function is to facilitate the collaboration of regional IPAs and increase the visibility of the Caribbean to attract foreign direct investment (FDI).



CARIBBEAN HOTEL AND RESORT INVESTMENT SUMMIT (CHRIS)

CAIPA, with the support of Caribbean Export, facilitated the participation of eleven (11) IPAs in the 2018 Caribbean Hotel and Resort Investment Summit (CHRIS) in Miami, USA. CAIPA's objectives for participating in the event were to promote the hotel and resort development sector in the Caribbean; generate business leads; and launch the hotel investment opportunities catalogue. As a result of participating in CHRIS 2018, thirteen (13) investment leads were generated. The beneficiary IPAs were from Antigua and Barbuda, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines.



WORLD INVESTMENT FORUM 2018

Caribbean Export supported CAIPA by facilitating the attendance of fourteen (14) regional IPAs at the World Investment Forum (WIF) 2018, which was hosted by the United Nations Conference on Trade and Development (UNCTAD) in Geneva, Switzerland. The main goals of the Agency's participation were to facilitate good networking opportunities for CAIPA members; facilitate B2B meetings with potential Swiss investors; and attract visibility to CAIPA by hosting a booth in the Forum's Investment Village. The Forum was a success in many ways for CAIPA, as the Association won an award for booth display, this provided the opportunity for increased visibility at the event. CAIPA members made one hundred and sixty-nine (169) business connections, and at least one investment lead was generated from the event.



22ND GLOBAL CONNECTION FORUM 2018

The Global Connection Forum 2018 was held in Mexico City, Mexico on March 13-14, 2018. CAIPA, with the support of Caribbean Export, facilitated four members' attendance. The event targeted the outsourcing sector and offered the opportunity for IPAs to engage with business process outsourcing service providers from Mexico, who were interested in the Caribbean market. The goal of participants was to generate investor leads and conduct research on the development and execution of a business process outsourcing event in preparation for the 2019 Outsource to the Caribbean Conference (OCC). Three investment leads were generated from CAIPA's participation in the Forum.

OUTSOURCE TO
THE CARIBBEAN



OUTSOURCE TO THE CARIBBEAN CONFERENCE (OCC)

Caribbean Export, in partnership with CAIPA and with funding from the EU, developed the OCC as an event targeting the business process outsourcing (BPO) sector. The event seeks to promote the Caribbean as an outsourcing destination for business processes, such as voice processing/call centres; backoffice automation; shared services; finance and accounting; human resources; legal processes; animation services; graphic design; web design; and data entry services. The inaugural OCC was hosted in Jamaica in 2017 and attracted one hundred and sixty-six (166) business process outsourcing firms and generated forty-seven (47) investment leads.

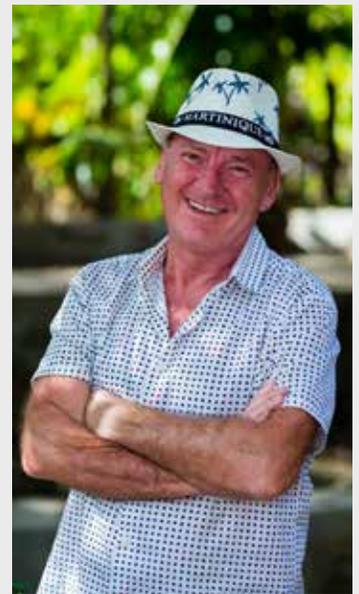
A second OCC event was hosted in Curacao from May 6-10, 2019 and attracted one hundred and forty (140) participants and generated over one hundred and thirty (130) investment leads. Overall, the OCC has been instrumental in garnering investment projects in the region. Two investment projects (call centres) were launched in 2018 in Jamaica: Office Guru opened a call centre that was valued at US\$1.5 million to create three hundred (300) jobs for agents; Fusion BPO also launched a call centre in Jamaica with a value of US\$3.0 million to create six hundred (600) jobs for agents. itelbpo also launched a call centre in Saint Lucia, which is expected to create seven hundred and fifty (750) jobs by 2021.

iGuide

DEVELOPMENT OF IGUIDES (INVESTMENT GUIDES)

Caribbean Export, in cooperation with the EU and CAIPA, is working with UNCTAD to develop iGuides (investment guides) for Caribbean countries. The development of iGuides was part of the Regional Investment Promotion Strategy (RIPS) that was developed in 2015 by Caribbean Export, in collaboration with CAIPA. An iGuide is an online investment guide that provides investors with easily accessible and up-to-date information on business costs, procedures, opportunities, and conditions in developing countries. To date, the partners have supported the development and launch of iGuides for Jamaica, Curacao, Saint Lucia, St. Vincent and the Grenadines and Barbados.

ENGAGEMENT WITH THE FRENCH CARIBBEAN OUTERMOST REGIONS (FCORS) AND THE OVERSEAS COUNTRIES AND TERRITORIES OF THE EUROPEAN COMMUNITY (OCTS)



MARTINIQUE

The Agency maintains a long-standing relationship with various BSOs in the FCORs, namely the Martinique Chamber of Commerce and Industry. Under the INTERREG's TEECA project, the Agency, in collaboration with the Chamber and the OECS Competitive Business Unit (CBU), have executed several projects under the 11th EDF, which benefitted stakeholders in the various sectors, namely the culture and creative industries (CCI). The TEECA project aims to create favourable conditions to increase exchanges and commercial flows between Martinique and the OECS, and to then reinforce company competitiveness through collaboration and innovation.

In 2018, Caribbean Export participated in the Regional Conference of the FCORs in Fort de France, Martinique on October 2-6, 2018. The objective of the Conference was to exchange best practices between the FCOR and CARIFORUM, vis-à-vis regional integration initiatives. The event provided the opportunity for the Agency to share with attendees the work undertaken during the period to build the competitiveness of the region's private sector.

Additionally, during 2018, the Agency collaborated with the Martinique Chamber and OECS CBU on various activities within the TEECA framework. Twenty-nine (29) firms from the agro-processing, fashion, music, and renewable energy sectors benefitted from a range of activities, such as the Caribbean Entrepreneurial Challenge and the Caribbean Music Camp. The Agency participated in the launch of the project on January 31, 2018, where it re-affirmed its commitment to business cooperation development.

The key outcomes from these TEECA activities are as follows:

- Under the Caribbean Entrepreneurial Challenge, which took place in June 2019, ten (10) youth entrepreneurs participated in workshops on marketing, management, creativity, innovation, and pitching. The top five participants were invited to pitch their business ideas to a panel and nineteen-year-old Sophie Klien from Saint Lucia won the top prize of €10,000;
- For the Caribbean Music Camp in March 2020, musicians from Martinique collaborated with other OECS songwriters and created original songs for regional and international distribution. At the end of the Music Camp, twenty-seven (27) songs were produced; and
- The Agency supported the attendance and participation of the firm Parallel 14 from Martinique at the 4th CARIFORUM-EU Business Forum.



CURAÇAO

The Agency's efforts to deepen linkages with the FCORs and OCTs resulted in notable progress with Curaçao under the 11th EDF RPSDP. As part of its outreach, the Agency conducted several missions to Curaçao to engage with key partners on the ground, namely Curaçao's Ministry of Economic Development. Stakeholders from Curaçao have participated in several Agency interventions during this period. In 2019, Curaçao was the location for the Agency's flagship investment event, the OCC. During the same period, the Agency began assisting Curaçao with the development of an iGuide (Investment Guide) which was later completed and launched.

The Agency also led a high-level mission to Curaçao on May 7-8, 2019 to re-engage with stakeholders on the ground. Consultations were held with six entities, namely the Ministry of Economic Development; Curaçao Investment and Export Promotion Agency (CINEX); Skempi (music streaming platform); Association of

Musicians of Curaçao; Curaçao Chamber of Commerce and Industry; and the Small, Medium and Micro Business Association of Curaçao. At the close of the mission, focal points were established with key stakeholders. During the mission, an invitation was extended to local firms to attend the Agency's 4th CARIFORUM-EU Business Forum.

On the heels of the mission in May 2019, the Agency participated in a stakeholder's consultation in Curaçao from September 23-25, 2019. The consultation was to select priority sectors; trade support functions; and development dimensions of the National Export Strategy (NES). It was also to provide a platform for stakeholders to assess Curaçao's trade and investigate performance; identify constraints and opportunities for further export development; and set the overall direction and priorities for Curaçao's trade competitiveness.

The Agency also received support from the trade promotion office (TPO) in Curaçao, for a study tour to the Netherlands, in preparation for the 4th CARIFORUM-EU Business Forum. The study tour sought to identify potential strategic partners in the Dutch market; conduct further buyer recruitment activities; and promote the Business Forum among potential stakeholders. The mission was held from May 1-3, 2019 and as a result there were several beneficial outcomes that were instrumental in the Agency's planning and execution of the Forum.



Leading up to the Forum, stakeholders from Curaçao participated in the Agency's preparatory training on June 28, 2019. The workshop proved to be effective, as most respondents (55%) strongly agreed that they had an increased understanding of how to prepare their companies for B2B exchanges; while 50% strongly agreed that the training helped them to understand different marketing channels and how to target customers. Overall, 64% of the respondents rated the quality of the training content and the overall training as "excellent." The overall objective was



to provide the necessary tools and information to the firms, so that they were prepared to engage effectively with the buyers at the event.

In addition to the above activities, the following are other highlights from the engagements with Curaçao that have taken place from 2017 to 2020:

- In 2019, a stakeholder engagement, led by the Agency's Advisor-Monitoring and Evaluation, was held with Ms. Vanessa Tore and Mr. Samuel Kruiner from the Ministry of Economic Development to discuss ways in which a stronger partnership can be cultivated between the Agency and the Ministry;
- In May 2019, eleven (11) consultants from Curaçao and Aruba benefitted from an ISO 20700 training held in Curaçao; and
- In 2019, Caribbean Export supported the attendance of three firms from Curaçao's nutraceutical sector to the 4th CARIFORUM-EU Business Forum in Germany: Curealoe, Dinah Veeres Products NV, and Dushi U CURACAO;

SPECIAL PROGRAMMES

WE-XPORT PROGRAMME



Under the 10th EDF, there was an increase in the number of female participants (53%) across several of the Agency's programme-based activities. However, the results of a 2017 Agency survey showed that women entrepreneurs were still experiencing challenges in developing their businesses and exporting goods and services.

The survey revealed that women entrepreneurs most needed technical assistance in business strategy (67% of respondents) and cost and financial management (64% of respondents). Importantly, 59% of respondents felt that limited access to finance was a major hinderance in doing business for women. The overall data compiled from the survey was compelling and the information emanating from the research was used to conceptualise and craft the Agency's Women Empowered through Export (WE-Xport) programme.

The WE-Xport programme was a cross-cutting and innovative initiative that focused on CARIFORUM women entrepreneurs. It was launched in 2018 and spanned over twelve months. The programme provided capacity building, technical support, and export promotion services to **twenty (20)** women-owned businesses. However, **seventeen (17)** businesses completed the programme, which was intended to improve the firms' export development and competitiveness. Components of the programme were crafted to suit each firm's critical needs under the **access to finance, capacity building, access to markets, and advocacy pillars**. The WE-Xport activities included an access to finance (A2F) workshop; angel investing webinar training; a business coaching programme; a podcast series; technical assistance provided by experts; and regional and international trade missions, namely the EDD, SIAL France, and BMEX.

Table 19 below provides the names of the firms that successfully completed the WE-Xport programme.

TABLE 19 : WE-XPORT PROGRAMME PARTICIPANTS 2018

INDUSTRY	NAME OF FIRM	PLACE OF ORIGIN	PRODUCT
Food and Agro-processing	Caribbean Cure	Trinidad and Tobago	Wellness teas
	Benlar Foods	Jamaica	Canned food products and sauces
	Ecofarms	Jamaica	Honey and honey products
	Habanero Pepper Sauce	Trinidad and Tobago	Premium pepper sauce
	H.L. Willemsberg N.V	Suriname	Peanut butter
	Hot Mama's	Belize	Pepper sauces and jellies
Beauty and Cosmetics	bahamaSpa	The Bahamas	Spa products
	KARPIL Industrial Labotario	Dominican Republic	Hair products
	Sugar Town Organics	St. Kitts and Nevis	Organic beauty products
	True Shade Cosmetics	Jamaica	Cosmetics
Jewellery	Bijou Lakay	Haiti	Jewelry made from natural products
	Designs by Nadia	Saint Lucia	Jewelry made from natural products
	Tambran by Tamara	Grenada	Eco jewelry
Fashion and Design	Kimya Glasgow	St. Vincent and the Grenadines	Fashion design (clothing)
	Meme Bete	Saint Lucia	Fashion design (handbags)
Tourism	Dominica Tours	Dominica	Destination tours
	The Villas at Sunset Lane (Lindengrove Corporation)	Antigua and Barbuda	Luxury accommodations/ event venue

SPECIFIC RESULTS FROM THE WE-XPORT PROGRAMME

To ascertain the outcomes of the programme, Caribbean Export conducted an evaluation in 2019. **The chart below** provides a snapshot of responses from the WE-XPORT participants. It demonstrates the feedback relevant to successes gained, lessons learned, and personal benefits from the programme. At the time of evaluation, three firms (from Jamaica, Suriname and Trinidad and Tobago) had successfully secured contracts, expanded their market share in the EU, and increased sales (in one case by up to 50%).

Chart 2 below shows the percentage of participants who indicated that they have benefitted personally from We-Xport Programme

CHART 2: WE-XPORT PARTICIPANT FEEDBACK



As a result of the successes that were garnered from the first WE-Xport programme, the Agency sought to build on this momentum through the roll-out of a second WE-Xport iteration in 2020. The new programme has a leaner activity schedule, which would only focus on 1) continued support to the first cohort in further penetrating their target markets and building their visibility and brand; and 2) providing two rounds of a six-month business coaching programme. Due to the pandemic, the programme was adjusted to provide immediate support and mitigate the negatives impact. The participating firms identified two high-priority areas where they required assistance:

1. Social media and marketing campaigns; and
2. Trademarking and Intellectual Property;

Table 20 below identifies each firm and the areas of assistance that will be given:

TABLE 20 : WE-XPORT PROGRAMME PARTICIPANTS 2020

FIRM NAME	ASSISTANCE AREA
bahamaSpa	Trademarking and Intellectual property
EcoFarms	Trademarking and Intellectual property
Hot Mama's/Aunt Sadie's Belize	Trademarking and Intellectual property
Hot Mama's/Aunt Sadie's Belize	Trademarking and Intellectual property
H.L. Willemsberg N.V	Trademarking and Intellectual property
Your True Shade	Trademarking and Intellectual property
Bijou Lakay	Social media and marketing campaigns
Caribbean Cure	Social media and marketing campaigns
Dominica Tours	Social media and marketing campaigns
Habanero Peppers	Social media and marketing campaigns
KARPIL Industrial Labotario	Social media and marketing campaigns
Kimya Glasgow	Social media and marketing campaigns
Meme Bete	Social media and marketing campaigns
Sugar Town Organics	Social media and marketing campaigns
The Villas at Sunset Lane (Lindengrove Corporation)	Social media and marketing campaigns

YOUTH PROJECTS

A priority demographic identified within Caribbean Export’s mandate under the 11th EDF RPSDP is youth. Within this context, the Agency, in partnership with key stakeholders, has developed targeted interventions for youth beneficiaries.

CARIBBEAN WEEK OF AGRICULTURE (CWA)

In 2018, Caribbean Export facilitated the participation of nine CARIFORUM youth agro-processors at the Caribbean Week of Agriculture (CWA) held in Barbados. The Agency sought to provide these youth entrepreneurs with the opportunity to network and promote their goods and services to a regional audience. **Table 21 below** provides the list of sponsored agro-processing firms.

TABLE 21 : CWA SPONSORED PARTICIPANTS

COMPANY	COUNTRY
Red Diamond Compost	Barbados
Naturindas Foods	Barbados
Kayaweng Women Agro-Processors	Guyana
Big G’s	Dominica
Natural Fusion Partners	Jamaica
Cocoa Sainte Lucie	Saint Lucia
Sugar Town Organics	St Kitts and Nevis
Farmer’s Farm Ltd	Trinidad and Tobago

OECS YOUTH ACCELERATOR

Caribbean Export executed an OECS Youth Accelerator from July 2020 in partnership with the OECS CBU. The project aimed to develop the export capacities and competitiveness of youth-owned MSMEs in the OECS. The Accelerator was implemented virtually for cost efficiency and to mitigate the impact of COVID-19 related challenges. The primary activity undertaken was a business coaching accelerator which followed the following process model:

- 1 Beneficiaries' export capacity was assessed using Caribbean Export's SME Diagnostic Tool;
- 2 Coaches engaged with the beneficiaries and undertook further assessment;
- 3 The coaches produced action plans for each beneficiary, which took into consideration the information gathered from the application of the SME Diagnostic Tool and their independent assessments.
- 4 Coaches undertook coaching and technical assistance in accordance with the action plans.
- 5 Coaches developed roadmaps for each beneficiary, which may guide further capacity development beyond the life of the accelerator project.
- 6 Following the coaching/technical assistance period, a second evaluation of firms will be undertaken to assess capacity development.

Fourteen (14) youth-owned firms benefitted from the OECS Youth Accelerator. These firms were from the agribusiness, manufacturing, information and communications technology (ICT), and sustainable energy sectors. Based on the assessments completed, these firms received capacity development coaching and technical assistance on product and service development, management, finance, and marketing.

TABLE 22 : OECS YOUTH ACCELERATOR PARTICIPANTS

COMPANY	COUNTRY	INDUSTRY
Mec Designs	Antigua and Barbuda	Sustainable Fashion – Handbags (Creative Industries)
Adroit	Grenada	Sustainable Jewellery & Craft (Creative Industries)
Cronniet's Forest Bows	Grenada	Natural Fashion/Craft (Creative Industries)
Akata Farms	Grenada	Agriculture/Agribusiness
Emerald Solar and Wind Ltd	Montserrat	Biodegradable/compostable food containers, alternative energy options and energy efficient resources (Renewable Energy)
T & A Household Decor	Saint Lucia	Furniture & Woodcraft (Manufacturing)
Shop D Caribbean	Saint Lucia	Webstore for Caribbean products (ICT)
Mangal Trading Incorporation	Saint Lucia	Agribusiness -Fresh produce
The Two Acres	Saint Lucia	Creative Industries - Film
Zénaïde Aromatherapy	Saint Lucia	Manufacturing
CaribiDreams	Saint Vincent and the Grenadines	Green Industries Renewable Energy
Link Up	Saint Vincent and the Grenadines	Information Communication Technology
My Crown of Curls	Saint Vincent and the Grenadines	Manufacturing - Personal Care Products
Flirt Cocktails	St. Kitts and Nevis	Manufacturing- Food & Beverage
Poise Skn	St. Kitts and Nevis	Creative Industries - Writing & Dance

IICA YOUTH ACCELERATOR

The Agency executed this Accelerator from August 2020 in partnership with the Inter-American Institute for Cooperation on Agriculture (IICA). This Accelerator similarly aimed to develop the export capacities and competitiveness of youth-owned MSMEs in CARIFORUM. Implementation was also virtual, and the primary activity undertaken (business coaching) and process model were the same as the OECS Accelerator. Under the IICA Youth Accelerator, participants also benefitted from additional assistance under the Caribbean Export's Special Support facility. This facility allowed participants to enhance their production capabilities through technological upgrading, with the intention of developing their export readiness. Eight agro-processing firms benefitted from this Accelerator.

TABLE 23: IICA YOUTH ACCELERATOR PARTICIPANTS

COUNTRY	ORGANIZATION
Guyana	Diekah's Spices
Belize	Belize Tropical Golden Honey
Dominica	Big G
Saint Lucia	Ali Rose Limited
The Bahamas	Bee U Nique
The Bahamas	Bees N Trees
Trinidad and Tobago	SKM Greens Limited
Trinidad and Tobago	Ruby's Cocktails and Wines

CARIBBEAN EXPORT DEVELOPMENT AGENCY STAFF AND CONSULTANTS

Headquarters Office: Barbados

<p>Leadership Team</p> <p>Deodat Maharaj Damie Sinanan (PhD) S. H. Allyson Francis Alba Diaz Glyne Hewitt Edna Simpson</p>	<p>Executive Director Manager - Competitiveness and Export Promotion Services Specialist Officer in Charge – Sub Regional Office (SRO) Operations Manager (Ag) Executive Assistant</p>	<p>dmaharaj@carib-export.com dsinanan@carib-export.com afrancis@carib-export.com adiaz@carib-export.com ghewitt@carib-export.com esimpson@carib-export.com</p>
<p>Competitiveness and Export Promotion</p> <p>Natasha Edwin-Walcott Markson Gill Melissa Brathwaite</p>	<p>Senior Advisor – Competitiveness and Export Promotion Advisor – Competitiveness and Export Promotion Programme Officer - Competitiveness and Export Promotion</p>	<p>nwalcott@carib-export.com mgill@carib-export.com mbrathwaite@carib-export.com</p>
<p>Access to Finance</p> <p>Jéanelle Murray-Noel Sonia Bowen Tonya Cummins Naresa McRwray-Williams Dentonia McClean</p>	<p>Advisor – Access to Finance Programme Advisor – Access to Finance Financial Assistant – Access to Finance Consultant – Access to Finance Consultant – Access to Finance</p>	<p>jnoel@carib-export.com sbowen@carib-export.com tcummins@carib-export.com</p>
<p>Investment Promotion</p> <p>Suzette Hudson</p>	<p>Senior Advisor – Investment Promotions</p>	<p>shudson@carib-export.com</p>
<p>Services Sector Development</p> <p>Mikaela Stoute Marvin Baptiste</p>	<p>Research Officer – Market Intelligence Consultant – Services Sector Development</p>	<p>mstoute@carib-export.com mbaptiste@carib-export.com</p>
<p>Communications, Partnerships and Reporting</p> <p>JoEllen Laryea Deidre Brathwaite Cora Lowe Kareitha Gill Dario Pile</p>	<p>Senior Advisor – Public Relations and Marketing Assistant - Digital Marketing and Public Relations Advisor- Records and Information Management Advisor – Monitoring and Evaluation Consultant – Monitoring and Evaluation</p>	<p>Jlaryea@carib-export.com dbrathwaite@carib-export.com clowe@carib-export.com kgill@carib-export.com</p>

<p>Operations</p> <p>Wendy Graham</p> <p>Veronica Henry</p> <p>Norman Hazelwood</p> <p>Cheryl Boyce</p> <p>Terryann Arthur</p>	<p>Programme Officer – Human Resources/ Operations</p> <p>Programme Officer – Operations</p> <p>Information Technology Coordinator</p> <p>Receptionist</p> <p>Office Assistant</p>	<p>wgraham@carib-export.com</p> <p>vhenry@carib-export.com</p> <p>nhazlewood@carib-export.com</p> <p>cboyce@carib-export.com</p> <p>tarthur@carib-export.com</p>
<p>Finance</p> <p>Juliette Murray</p> <p>Quoston Harris</p> <p>Kellianne Williams</p> <p>Leesann Griffith</p>	<p>Advisor – Finance</p> <p>Finance Officer</p> <p>Finance Officer</p> <p>Financial Assistant</p>	<p>jmurray@carib-export.com</p> <p>qharris@carib-export.com</p> <p>kwilliams@carib-export.com</p> <p>lgriffith@carib-export.com</p>
<p>Sub-Regional Office: Dominican Republic</p>		
<p>Romily Thevenin</p> <p>Ileana Tejada</p> <p>Alexandra Chia</p> <p>Paul Charles</p> <p>Rosanna Moratin</p>	<p>Research and Communications Officer</p> <p>Investment Promotion Expert</p> <p>Financial Assistant</p> <p>Financial Assistant – Binational Programme</p> <p>Receptionist</p>	<p>rthevenin@carib-export.com</p> <p>itejada@carib-export.com</p> <p>achia@carib-export.com</p> <p>pcharles@carib-export.com</p> <p>rmoratin@carib-export.com</p>
<p>Binational Office: Haiti</p> <p>Jean-Marc Dioulo</p> <p>Kerlyne Marseille</p> <p>Patrick Jean Leger</p> <p>Alexandra Gation</p>	<p>Deputy Programme Manager</p> <p>Private Sector Development Expert</p> <p>Advisor – Operations</p> <p>Administrative and Financial Assistant</p>	<p>jdioulo@carib-export.com</p> <p>kmarseille@carib-export.com</p> <p>pleger@carib-export.com</p> <p>agation@carib-export.com</p>



FOLLOW US



Head Office

Baobab Tower,
Warrens, St. Michael,
Barbados
P.O. Box 5050
Postal code BB22026
Tel: +1(246) 436-0578
E-mail: info@carib-export.com

Dominican Republic Office

Av. Pedro Henríquez Ureña No. 150
Torre Diandy XIX, Piso 7
Santo Domingo, República Dominicana
Tel: + 1(809) 531-6565
E-mail: info@carib-export.com

Haiti-Dr Bi-National Programme Office

4TH Floor, 151 Angle Ave., Jean Paul II &
Impasse Duverger, Port-au-Prince, HAITI
Tel: +1 (509) 48 92 53 55