

**REPORT OF THE**

**TWENTY-EIGHTH MEETING**  
**OF THE BOARD OF DIRECTORS**

**OF THE**

**CARIBBEAN EXPORT DEVELOPMENT AGENCY**  
**(CARIBBEAN EXPORT)**

**BARBADOS**

**FRIDAY, FEBRUARY 21, 2014**

**CHAIRPERSON**  
**AMBASSADOR COLIN MURDOCH**

## **A. OPENING REMARKS**

(Agenda Items 1)

The Twenty-Eighth Meeting of the Board of Directors of the Caribbean Export Development Agency (Caribbean Export) was held at the Radisson Ft George Hotel & Marina Belize City, Belize, on March 3, 2014. The meeting commenced at ....

The list of Directors and other Delegates attending the meeting is attached at Annex II.

The Chairman welcomed all participants to the meeting and extended a warm welcome to all new Directors.

### **Consideration and Adoption of the Draft Agenda**

The Suriname Director informed that **due to late arrival of documents** his participation in the meeting would be limited. He reminded the meeting **that documents were supposed to arrive 21 days before scheduled meetings**. He also stated that the term of Chairman had expired and queried the validity of the current Chairman, chairing the meeting. He cited **Article 5:2 clause 4**. He reiterated that the Chairman should have been elected at the end of the previous meeting.

The Executive Director apologised for the late delivery of the Board papers and shared that all future documents would be uploaded to the intranet site to be accessed for Board Meetings.

With respect to the Chairman, the Executive Director stated that the Chairman is elected at the end of the Board meeting. She further explained that due to the postponement of meeting scheduled for Dec 2013 (due to unavailability of members), a new Chairman was not elected. The Chairman would now be elected at the end of the current meeting. She also reminded the Board of the decision taken to appoint a new Chairman based on the automatic rotation system which was approved at the last Board meeting.

**The Director General of CARIFORUM (on a note of caution) suggested that having agreed to a rotation schedule and identification of the Chairman, the Board should proceed through the formality of nominating a person and by acclamation agree to that person as Chair. He cautioned that the rules and procedures for establishing the agency had not changed**

**On a point of clarification the Executive Director stated that the rules and procedures for establishing the agency requires that once the Board has agreed there are certain changes which can be made without returning to the Ministerial. This was one such instance. However the overall agreement with changes on the agenda will have to be agreed and go back to the Ministerial for final approval.**

The Board agreed to the following:

Move to have Chairman remain for meeting and select new Chairman at the end of the meeting

The following items were added to the Agenda

- Any other business
- **Renewal of contract for Deputy Executive Director**
- The Election of Chair and Vice Chair

The revised agenda was adopted by Suriname and seconded by Bahamas.

**C. CONSIDERATION AND ADOPTION OF THE REPORT OF THE TWENTY-SEVENTH MEETING OF THE BOARD OF DIRECTORS OF CARIBBEAN EXPORT ON OCTOBER 29, 2012.**

(Agenda Item 3)

**D. MATTERS ARISING OUT OF THE REPORT OF THE 27<sup>TH</sup> MEETING OF THE BOARD OF DIRECTORS OF THE CARIBBEAN EXPORT DEVELOPMENT AGENCY**

(Agenda Item 4)

The Executive Director highlighted key issues discussed and matters arising out of the Report of the 27<sup>th</sup> Meeting of the Board of Directors of the Caribbean Export Development Agency.

**Issue of Grants**

Page 11: Paragraph H.2 : Some discussion on Grants and distribution has taken place. There have been some changes to Grant procedures based on recommendations and approved by DRAO on behalf of CARIFORUM Directorate and EU . **The concerns regarding issues of distribution and excessive waiting periods in the process of evaluating Grants have been incorporated.** Current Call for Grants will close on March 7<sup>th</sup> and approximately 30 grant proposal workshops were conducted last year throughout the region.

Page 12: Paragraph H.5:

**Waiting Issues related to reimbursements and access to finance continue to be an area of concern. This was also raised at the Steering Committee level and continues to be a challenge. Additionally there is a new challenge of obtaining documentation for reimbursements.** The Agency is currently exploring possible mechanisms to facilitate Grant payments for those qualifying to receive payments.

Haiti/Dominican Republic Bi-National Programme: Working at the technical level, within the current framework to ensure that identified challenges are resolved.

Page 16: There are some implementation challenges regarding the CARICOM/DR segment of Regional Private Sector Development. A decision was taken to conduct several activities within context of the programme.

Page 18: Amendments to Grant Approval Procedures: This has been addressed.

Page 19: Proposed Amendment to Agreement Establishing the Caribbean Export Development Agency: Will discuss and agree on best way forward

Sustainability: Presentation on Caribbean Export Incorporated was done and started process of moving forward.

Page 24: Strategic Plan and 11<sup>th</sup> EDF Programming. Short draft submitted to CARIFORUM Directorate in January 2014. Will be guided by the Director General in moving forward the process.

Page 25: Headquarters Agreement for Barbados/Dominican Republic. Issue remains unresolved with no agreement in either location. The item has been included in the Agenda.

Page 27: Status of the 10<sup>th</sup> EDF Services Sector Development Component: An update will be provided. Documentation was signed and meetings held with implementing partners to determine work programme for 1<sup>st</sup> year.

Page 28: Resource Implications Relating to New Focus Areas : Financial Services work being undertaken and meeting held with representative of Private Sector in Jan 2014 to begin an examination of the contribution of Regional Financial Services Private Sector to the process which represents their interest. There will be a major Caribbean Financial Services Conference in Bahamas, March –April 2014. Also expected are discussions on (i) the establishment of a unit (possible location at CE) to examine issues and (ii) an Institute on Financial Services Center of Excellence.

Page 33: CE hosted A Meeting of ACP Private Sector Consultations for the 11<sup>th</sup> EDF to discuss ACP programming requirements specific to the Caribbean.

In response to a query on the Status of the revised agreement establishing CEDA which was to be forwarded to the Board and CARIFORUM Council of Ministers, the Executive Director , explained that the item is now included in the report for discussion under Section 7. Once agreed it will forwarded to CARIFORUM and the Ministerial.

#### **Strategic Plan**

The Strategic Plan is being finalized and should be completed by the June 2014 Board Meeting. Caribbean Export week to be held the week of June 21<sup>st</sup> and also hope to have CARIFORUM/EU Business Forum linked to the Colloquium. During the week, Caribbean Export Outlook will be launched and the Announcement of Export of the Year Awards to take place in December. Additionally Caribbean Export also provided support to CARIFESTA

through the CARICOM Market Place platform by supporting the participation of 10 European music executives to experience local talent.

The Haiti representative drew attention to Page 14: Paragraph 1.7 and 1.8 : He requested clarification on the amount of money for the Observatory and noted that the total amount of 46 million Euros quoted was incorrect. The Executive Director requested that Haiti submit the correct total for correction in the document.

The Executive Director agreed to a suggestion from the Guyana representative that an Action Sheet accompany minutes at Board Meetings.

### **E.REVIEW OF THE IMPLEMENTATION OF THE 3<sup>RD</sup> YEAR WORK PROGRAMME OF THE 10<sup>TH</sup> EDF (JULY TO DECEMBER 2013) – BOARD PAPER NO. 1**

(Agenda Item 5)

The Executive Director provided an overview on the Review of the Implementation of the 3<sup>rd</sup> Year Work Programme of the 10<sup>th</sup> EDF (July to December 2013). The meeting was informed of a 62% participation rate in training programmes throughout the region with the Agency working with over 838 firms. During the period 2012 -2013 beneficiaries per country increased with the exception of Jamaica.

The Manager, Competitiveness and Innovation provided an update on ProNet Training. He informed that it was a business Training platform for firms. It currently offered 9 modules in core business areas and had 27 certified regional trainers across 15 CARIFORUM Member States. The development of the modules was based on the identified needs of countries. Additional modules were being developed and a module on Intellectual Property and Business Management would be added in 2014. The intention was to build in-house capacity similar to that of the Grant Proposal Writing Workshops.

#### Creative Industries

- Launched Caribbean Essence Fashion Showcase and took five designers to Paris and Berlin where all designers secured orders.
- Caribbean Kitchen mission to Germany three prizes were copped in the International Fair.
- As of December 2013, 51% of total allocated funds were expended. If Grants are taken into consideration this amount totals 75%.

Access to finance: The Agency signed MOUs with three Regional Development Banks; Bahamas Development Bank, Export/Import Bank of Jamaica and the Antigua and Barbuda Development Bank. The Agency is currently in discussion with Belize, Barbados and Suriname in determining how to increase access to finances for small and medium sized enterprises.

Financial Services: An additional requirement mandate was given by CARIFORUM Ministers in 2012. The Agency is currently preparing for 3<sup>rd</sup> Caribbean Financial Services Conference.

The Belize Representative shared on the developments of the Small Business Development Centre (SBDC) model which was operational in Belize. He noted that it was the sole SBDC model in CARICOM, and that it was very active in assisting the SMEs. He explained that the tools provided by the University of Texas at San Antonio (UTSA) had provided a springboard to their SMEs. The SBDC provided on-going training to SMEs in capacity strengthening and he encouraged the adoption of this programme by other member states present.

The Representative from Guyana asked for an update on the Market Intelligence portal to which the Manager of Trade and Export Development indicated that a presentation would be made later in the agenda.

#### **F. FINANCIAL REPORT – BOARD PAPER NO. 2** **(Agenda Item 6)**

The Chief Operating Officer began his presentation by asking the Board to take note of the outstanding contributions for the period 2006-2013, which totalled BDS\$3, 443, 811. He noted that the concentration of arrears was confined to five (5) member states; Antigua, Dominica, the Dominican Republic, Grenada and Jamaica. The high levels of outstanding contributions continue to be of concern to the Agency. The Chief Operating Officer commended Barbados, the Bahamas, Guyana, Suriname, Trinidad & Tobago and St. Kitts & Nevis for their financial commitment to paying their contributions.

The meeting was informed that the implementation rate of the overall programme was 49 %. For the 2013 reporting period the rate was 51% because of grants not being undertaken. If grants were processed and paid the rate would have increased to 73%. The Agency will assess current the situation and submit a rider to re-programme funds from the older programme to the 2014 programme.

#### **Implementation Challenges**

The meeting was informed of Recovery Orders totalling BDS\$1.7 million and an imminent recovery order of \$600,000. At the Steering Committee meeting of 20<sup>th</sup> February 2014 the CARIFORUM Director General indicated his intention to seek to address this matter at a higher level.

The Chief Operating Officer addressed the issue of Foreign Exchange Losses : Article 2.7: The Contribution Agreement requires that reporting must be reflected utilizing the rate of exchange when funds were received. This has resulted in significant losses to the Agency and there are on going discussions with the EU in attempting to rectify this matter. Foreign Exchange: The Director General of CARIFORUM has requested that this matter be discussed with the Head of the EU with the possibility of approaching Brussels for resolution.

The meeting was informed of challenges regarding the Management Fee under the 9<sup>th</sup> EDF programme which extends to the current programme. The CARIFORUM Director General has indicated he will seek to assist in this matter.

With respect to outstanding Grants, as of 2012, 92 Grants were approved and contracts signed. However, to-date only 16 have been paid out with 76 outstanding totalling BDS\$6 million. This has resulting in many regional firms being unable to implement programming activities.

In addressing the issue of counterpart contributions the Director General of CARIFORUM requested that the Agency prepare a report providing an indication of outstanding liabilities and benefits accrued by member states to be presented to the Ministers of CARIFORUM. This should encourage Governments to pay outstanding and current contributions. He reasoned that that this would signal to the funding partners the region's level of commitment to the process.

The Director General explained that recovery orders were liabilities inherited from the Caribbean Export Development Project. He informed that CARIFORUM had requested the EU to engage in a forensic audit to recover original documents which pertain to this. In the absence of the requested documents it is desired to have the matter discussed with the Head of Delegation with a view to approaching Brussels for resolution at a higher level. In addressing the Management Fee issue the Director General informed that the European Development Fund regulations for contribution agreement indicate that implementing agency can charge a maximum of 7% administrative fee. The CARIFORUM will work with the Agency in an effort ensure benefits from these fees.

The Representative from Suriname opined that arrears would continue if no sanctions were in place for non-payment of contributions. He drew reference to the Caribbean Tourism Organisation (CTO), where a decision was made to exclude member states if contributions were not paid. He stressed that some action should be taken where member states had defaulted on payments for over two years. It was felt that this would send a strong signal to the EU that the Agency was serious about addressing this matter.

In response to a query on the absence of consolidated financial statements Mr. Bradshaw referred to the Auditor's report separate consolidation of all non EDF programmes and EDF programmes.

The Representative from Guyana requested that notes be provided with the financial statements to explain various line items.

The Suriname Representative inquired whether the Board was in agreement with a proposal that would see defaulting member states excluded from the various facilities provided by Caribbean Export with an expected start date of January 1<sup>st</sup> 2015.

The Representative of the CARIFORUM Directorate indicated that he would discuss at Ministerial level options for addressing delinquency in counterpart contributions. The aim was to arrive at a mechanism to attempt to keep current while dealing with fundamental issues through change facilitators.

The Haiti Representative proposed the administering of a survey to determine why some countries paid contributions and some did not. This information would provide the council of ministers with information to inform suitable responses. He indicated that a number of factors could have contributed to non-payment. In his experience, with Haiti Ministry Officials a lack of information, badly conveyed in some instances had contributed to non-payment in the past. He stressed that these factors needed to be identified in an effort to resolve the issues. The Representative indicated that he was not in favour of the sanctions proposed by Suriname.

The Barbados Representative queried if discussions with the European Union had revealed the issue of non payment of counterpart contributions as problematic and could be interpreted as a deterrent for continued regional financial support. He challenged member states to consider the size of counterpart contributions in relation to the resources being allocated by the EU. He noted that some member states were delinquent in payments due to the failure to understand the true benefits accrued from the contribution.

The Belize Representative informed the meeting that Belize conducted an annual examination of payments to various institutions to determine the value for money being spent. He stated that a similar exercise might be useful to determine the benefit per country, compared to what is paid in contributions. There was a need for data to show value for money, countries would respond favourably if this was provided.

The Dominican Republic Representative indicated that efforts would be made to update DR arrears in 2014.

The Barbados Representative cautioned against an analysis of individual benefits to Member States and instead encouraged Directors to examine the collective benefit received as a region. He reiterated the critical role of Caribbean Export to CARIFORUM States in the competitive global arena and suggested the need for a collective solution in the interest of ensuring the image of Caribbean Export remains intact vis a vis development partners.

The OECS Representative stated that in small countries sensitising at the Public Service Level with various Permanent Secretaries and Financial Officers to the issue might prove to be a successful method of intervention.

The Representative of Belize indicated that in the case of the OECS, it would be worthwhile to examine them a block regarding contributions rather than asking each country to make individual payments.

The Executive Director stated that the non-payment of contributions had placed the Agency in a weak position and if the EU decided to withdraw their funds, the Agency would cease to exist. She identified this as the rationale for the need to move ahead with CE Inc. In addition, Caribbean Export was unable to access 7% of \$40 million as a service fee (which other agencies receiving donor funds receive), because member states have failed to pay the minimum amount.

The Representative of Trinidad and Tobago indicated that Board members had a direct responsibility in bringing the case to their Ministers, and recommended that the Executive Director also attempt to meet with various ministers to address this matter.

In summing up the discussion the representative of Trinidad and Tobago highlighted the suggestions of the Board:

- At the CARIFORUM level make representation for outstanding contributions to be made by respective countries
- Up-to date data analysis on benefits derived to countries from membership in the Agency. The cost of country benefits need to be undertaken.
- The Executive Director taking an active role in countries of interest. A case should be made directly for payments to be made.
- Each Board member has a direct responsibility to ensure that countries represented take an active part in terms of required financial contributions .

#### **G. RPSDP STEERING COMMITTEE – CONCLUSIONS OF THE 3<sup>rd</sup> MEETING OF THE 10<sup>TH</sup> EDF STEERING COMMITTEE**

(Agenda Item 7)

The Executive Director summarised the discussions that took place during the 3<sup>rd</sup> meeting of the steering committee. She noted the issue of visibility was raised and that Caribbean Export and CARICOM would consider the best channels of communication to be pursued. Additionally efforts were currently underway with a view to improving the national coverage of activities by CSME Units. The Executive Director also discussed the Direct Assistance Grants Scheme indicating that some countries such as Guyana were now conducting their own training and that Jamaica was now in a position to charge companies to write grant proposals. The main challenge regarded reimbursable claims and firms providing the necessary paper work to be reimbursed.

**Feedback from the European Union Representative attending the meeting, regarding the Review of the 3<sup>rd</sup> Year Work Programme Report was a need for specific identification of achievements.**

The Inclusion of an updated log frame was suggested. In addition incorporating the feedback from the ROM Report and the EU midterm evaluation should be taken into account. The Representative of the CARIFORUM Directorate indicated that the benefits accrued from participation in trade shows be highlighted and given prominence in the report. This would help justify the use of such measures and show the impact of the investment made by the EU to the region and highlight exports made as a result of the interventions. In addition the Steering Committee was informed that the Agency needed to pass the 7 Pillar Assessment given that the 11<sup>th</sup> EDF was approaching.

The Bahamas representative queried the selection of the steering committee. In response the Chief Operating Officer stated that the selection process originated under the 9<sup>th</sup> EDF when the Board of Directors and an Executive Committee, agreed with the Delegation that there should be a private sector focused Steering Committee. The Steering Committee therefore consists of several private sector representatives in addition to the EU and the OECS EDU.

The Suriname Representative queried the presence of private sector representatives from some member states on the Steering Committee, and the omission of others. He recommended that private sector representation on the committee be rotated.

The Representative from the CARIFORUM Directorate explained the composition of the committee: the Deputy Regional Authorizing Officer, Caribbean Export Chairman, the OECS EDU because under previous EDF, the OECS had direct control to resources assigned to member states, the Dominican Republic private sector because there is the SRO in the DR, the Barbadian private sector given that Caribbean Export was based in Barbados and the EU Delegation and CARIFORUM Directorate who would serve as observers.

The Representative from Haiti indicated that from the previous meeting, he felt that there was a double role between the Steering Committee and the board and suggested a merger into one Board. He stated that since Board members were not clear on the structure of the Steering Committee a new structure; one that would be more inclusive should be considered.

The Executive Director stated that the need to separate the Agency from EDF funding was the reason for amending the agreement establishing the agency. This amendment would also eliminate concepts such as the Executive Committee which gave the EU the right to determine who would be the Executive Director. She stated that the time to change the structure of the Steering Committee would be when the 11<sup>th</sup> EDF is signed.

#### The Meeting

- (a) **Noted** the presentation on the Conclusions of the 3<sup>rd</sup> Meeting of the 10<sup>th</sup> EDF Steering Committee

### **H. COLLABORATIVE INITIATIVES – BOARD PAPER No. 03**

The Board was invited to review the proposed concept ideas to the ACP Business Climate regarding the funding of the Caribbean Exporters Colloquium, the CARIFORUM-EU Business Forum, the CARIFORUM-EU Business Summit, the Intra-ACP Dialogue and Financial Services.

The Board was invited to review the Project entitled Support of regional institutions for the implementation of the Economic Partnership Agreement (EPA) in the Caribbean which would result in GIZ funding of up to USD\$ 122, 328.00 for the Financial Services Conference and the Caribbean Exporter's Colloquium. It was noted that GIZ had previously provided support to the ProNet training programme and to the Coalitions of Services Industries.

The Board was invited to review a 2013 proposal prepared by the Agency to the Department of Foreign Affairs, Trade and Development of the Canadian government. The project proposal entitled Canada-CARICOM Services Sector Trade & Development Project, if approved would result in \$18, 431, 086 allocated to a five year regional project for the development of the services sector.

The Board was informed that the Agency had collaborated with the ACP Regional Private Sector Consultation and the Executive Director was invited to sit as an expert on the ACP Private Sector Steering Committee Group to examine the 11<sup>th</sup> EDF proposals for the ACP.

The Agency collaborated with Biz Clim on EU/CAFORUM as well as Colloquium and regional Investment promotion activities including investor of the year award scheduled to take place in June 2014.

The Agency had also collaborated with the IDB Regional Goods Programme for Regional Investors Survey.

The Representative from Belize noted that the Belize government had recently collaborated with the IFC on a regional security program and recommended that the initiative be engaged at a regional level.

**I STATUS OF THE 10<sup>TH</sup> EDF SERVICES SECTOR DEVELOPMENT COMPONENT – BOARD PAPER NO. 04**  
(Agenda Item )

The Chief Operating Officer noted that a correction needed to be made to the February meeting dates (CARICOM Secretariat, DICOEX and the Caribbean Network of Service Coalitions) from February 4<sup>th</sup> -5<sup>th</sup> to February 6<sup>th</sup> -7<sup>th</sup>. He further explained that during the the 1<sup>st</sup> Technical Oversight Committee meeting held on 20<sup>th</sup> February (confirm this date) it was explained that the CARICOM Secretariat would be responsible for implementing Components 1 & 3. The Agency would be responsible for professional services, financial services, health/wellness and cultural industries. There was a recommendation for greater clarity on the distribution of work among the implementing partners (CARICOM Secretariat, DICOEX and the Agency) and the relevant cost breakdown. The Agency noted that this break down to the Board would be provided as a matter of urgency. In addition the Agency was expected to resubmit the budget concerning the staffing component for the implementation of its end of the programme.

**J. FINANCIAL SERVICES UPDATE – BOARD PAPER NO. 5**  
(Agenda Item \_\_)

- J.1 The Executive Director indicated that the Agency having been asked to take responsibility for the Financial Services Sector would lead the discussions concerning the development of this sector for the region. At the meeting of Ministers in December, 2013, it was suggested that a Secretariat for the Financial Services was necessary and that Caribbean Export would prepare a Concept Note. In addition, a service excellence

institute was to be established and while the Bahamas had indicated interest in hosting this at their university, a feasibility study needed to be conducted. A matrix highlighting the agencies responsible for financial services in the region needed to be prepared. The Executive Director also indicated the technical nature of the task and that additional resources would be required to complete it. **The Executive Director also stated her difficulty in advocating on behalf of a sector that had access to huge sums of capital but contributed nothing to the process.** She indicated that the financial service providers should be asked to contribute funding to efforts from which they received tremendous financial benefits.

- J. 2 The Representative of Suriname asked whether the Central Banks who had an interest in the financial services sector be asked for support. He stated that in Suriname the Central Banks have an interest in a well-run financial sector. He suggested making a presentation to the Central Banks when they meet.
- J. 3 The Representative from Belize stated that Belize had taken a stance that the private sector must take up the position of lobbying and that this was not the role of the Central Bank.

#### **K PRESENTATION OF CARIBBEAN BUSINESS COUNCIL STUDY FINDINGS**

- K.1 Board Members were informed that the Agency had hired James Moss-Solomon to conduct a study on the Caribbean Business Council (CBC). The objectives were to (1) examine issues facing public/private dialogue with the CAFIRORUM region and (2) to examine if CBC and by extension CAIC were the best mechanisms to move forward in the public/private engagement.

With the exception of Belize, Bahamas and Haiti consultations in all CARIFORUM States had been completed. An interim report had been completed and a final report was expected to be completed by the end of March. The final document is expected to be presented to COTED in May 2014.

- K. 2 The CARICOM Secretariat Representative stated that CAIC had requested reactivation and the establishment of an Executive. He queried the extent to which this would be taken into account and its likely impact on proposals relating to the business council. The Executive Director replied that the current status of CAIC was a challenge and that Mr. Moss-Solomon was aware of this. It was also unclear if this structure would allow it to achieve the objectives outlined by member states at COTED last year.

#### **L HAITI-BI-NATIONAL PROGRAMME**

The Deputy Director apologized for the absence of the report. The Report had not been shared with the steering committee and thus could not be presented to the Board.

M. AMENDMENT TO AGREEMENT ESTABLISHING THE CARIBBEAN EXPORT DEVELOPMENT AGENCY (Board Paper no 7 was missing)  
(Agenda Item 13)

The Executive Director made note of the various articles that were being proposed to be changed.

- Page 6: Article 5- Recommend that 'engaging the Executive Committee' be removed. No longer in process of engaging an executive committee.
- Page 8: Article 5.2 – Paragraph 5- "The Board shall function for a term of two years be replaced by 'one year". Based on rotational basis which was adopted by the Board in 2012.
- Paragraph 5: Remove "willing to cover extra budgetary expenses that may result from not meeting at HQ. Member states are not willing to assume that responsibility
- Paragraph 6. 'Presence of two-thirds' changed to 'half' the number of Directors required to constitute a quorum.

In response to a query on the frequency of Board Meetings by the Representative from Suriname, the Chairman reminded the Board that two meetings per year were mandated (Refer to Article 535) but the Board retained flexibility to have as many meetings as desired because of the provision for extraordinary meetings which may be summoned.

The Director General of CARIFORUM suggested that the Board consider the functions of the Board in its proper context and determine whether in excess of two Statutory meetings per annum were required to achieve the objectives of the Board.

The Executive Director indicated that the Agency made additional efforts to communicate with the Board and had open communication channels for all member states. She shared that a new monthly communication mechanism "Highlights" and a 'Calendar at a Glance' which advertised monthly activities would also be disseminated.

Article 5:27: Selection of Chair and Deputy Chair. The Board proposed to the Council to amend the Section to read ' the Board shall select on the basis of an agreed roster system and that roster system will be annexed. The Chairperson and Deputy Chairperson of the Board from among the Directors and Chairperson shall hold that office for a period of one year.

The Representative from Haiti queried the appointment of the President and Vice President. The Executive Director explained the appointment was based on an alphabetical basis beginning from A to Z and then from Z to A. E.g. Antigua President and Trinidad Vice President then change from Trinidad President and Bahamas Vice President; rotating until all sides are taken into account.

- 5.3 and 5.4 'deleted'
- 5.5.3 Executive Director and Staff: The term of the executive Director be will be changed from '2' to '3' years.

Page 12: Article 7: The Haiti representative queried the translation of the documents into different language as stated in Article 7: In response the Executive director proposed that that this be removed, given the high cost and time associated with such an undertaking. Have agreed to do it for the Grants

Article 8- Termination/Suspension of Operations- Board would temporarily suspend the Agency's operations – Remove 'Executive Committee' and also remove page 12, 3<sup>rd</sup> sentence and replace with Board. Remove Executive Committee from throughout document.

Page 17: Article 11:5: The Executive Director shall promptly notify; change to 'upon such adoption by Ministers.

The Executive Director reminded the meeting that the schedules could be changed by the Board once the amendment to the agreement is made. The schedules according to the agreement can be changed by the Board once the changes are adopted by the Ministers to this agreement.

The Suriname Representative suggested that additional comments regarding the current proposed changes be allowed from Member States. It was agreed that all comments from member states should be submitted by March 22<sup>nd</sup> and all decisions will be voted on at next Board meeting in June 2014. It was also agreed that all Board recommendations should undergo a 'legal scrub' to be undertaken by the CARIFORUM Legal Counsel before submission to the Council of Ministers.

#### **N. 11<sup>th</sup> EDF PROGRAMMING- CONCEPT NOTE FOR CARIFORUM DIRECTORATE**

(Agenda Item 14)

The Executive Director informed the meeting that the Agency was in the process of outlining the potential strategic framework for the 11<sup>th</sup> EDF. The CARIFORUM Directorate had requested a short concept document on possible areas of work for the Agency under the 11<sup>th</sup> EDF.

A one pager was submitted with the following key areas for consideration:

- 11<sup>th</sup> Regional Private Sector Development Programme
- Green Economy
- Creative Industries
- Direct Support to Firms
- Services

- Innovations for Export
- Sport Development
- Wider Caribbean Integration
- Export Development Creation

In addition the Agency prepared the five Draft multi-country concept notes on:

- Financial Services
- Agro-processing
- Framework of Utilizing Central American Nexus of Market Access
- Geo-thermal and Alternative Energy
- Building Suriname, Guyana and Belize Study

The Executive Director invited member states to share views regarding the concept notes. Member States could either allow the Agency to develop the programmes or to submit to the CAFORUM Directorate as they desired. The Director General of CARIFORUM informed the Board that the Directorate would conduct detailed examinations on all multi-country programmes from member states directly. Agencies could also submit providing the countries involved, submit that they are party to the proposal and it was made on their behalf, at their request.

In response to a query from the Haiti Representative on the selection of countries for the Multi Country Programming the Barbados Representative informed that it was the responsibility of the individual countries. He noted that countries should be seeking to collaborate with each other with assistance from the Agency.

The CARIFORUM Representative informed that the deadline for submissions of multi-country programs was Feb 17<sup>th</sup> but will exercise some flexibility and encourage submissions with extreme urgency. A draft report has to be circulated by month end (FEB) if submissions not received to circulate in draft they will not be dealt with overall. The Chairman encouraged Directors to take initiatives to ensure that submissions are made

With respect to Geo-thermal energy, the CARICOM Secretariat Representative suggested that the Agency liaise with the CARICOM Secretariat regarding the launch of a renewable energy programme in the OECS with partners GIZ and CDB . CE should investigate these.

He also shared that a meeting was recently held with Senior Officials of CARICOM Member States to discuss the findings of a study that examined underlying reasons for the poor performance of member states under various bilateral trade agreements with the Dominican Republic, Cuba, Columbia, Costa Rica and Venezuela. **There was a strong request from officials that the Agency be more closely involved in regional efforts, assisting countries in enhancing competitiveness and realising greater benefits from trade agreements to which they have subscribed.** It was suggested that that consideration be given to accommodating this request in areas such as market intelligence, identification of niche markets and how to conduct business in these markets. This would entail more detailed discussions with the CARICOM Secretariat.

The CARIFORUM Representative informed the meeting of his offer to make a presentation at Ministerial level to inform that 'if you want to continue to attract resources you have to demonstrate the ability to build capacity to manage the resources you are requesting'. This entails a willingness to spend funds to expand the core and the need to demonstrate to funding agencies the willing to fund the core.

In agreeing with the sentiments of the CARIFORUM Representative, the Barbados Representative recognised the critical importance of the Agency as a vital operational arm in the region. He suggested that the Board send a message reflecting the sentiments that at the last Board meeting the Board members reflecting on the Agency have come to the determination that it is a vital institution that must not be allowed to be marginalized in eyes of development partners because the members want them to over extend themselves without requisite supporting mechanisms and finances.

The Suriname Representative suggested that the Agency should be structured properly and therefore proposed that a similar structure employed by the CTO be incorporated. This would result in delinquent financial members not being able to benefit from any Agency programmes.

The Barbados representative while agreeing with the principle enunciated by Suriname, did not recommend the approach for the region and believed that this course of action should not be inserted into the process at this time.

It was agreed that a statement as suggested by the Barbados Representative be made and submitted by the Board of Directors.

## **O PILLAR ASSESSMENTS**

### **7 Pillar Assessments**

The Chief Operating Officer spoke to the assessments and informed that in 2006 the Agency passed the 4 pillar assessment and the five pillar assessment in 2010. The Agency was now due to undertake a 7 pillar assessment. He informed that two of the seven components might not be relevant to the Agency, these are the Financial Instruments and the Sub-Delegation.

The Director General of CARIFORUM informed the Board that success in these evaluations will permit the Agency to sign agreements directly with European Commission for management of European Development Fund Grants made available to the Agency. He also advised that the Agency verify the need for the Sub-delegation component of the assessment.

## **P PRESENTATION OF WORK PROGRAMME & BUDGET OF 10<sup>TH</sup> EDF FOR THE YEAR 2014**

The Executive Director invited Directors to review and comment on the document. She identified five components that were agreed to and the continued work over the last 3-4 years.

The Board Agreed on the Work Programme.

## Q CRITICAL ISSUES

The Executive Director introduced the Critical Issues

Caribbean Export Week:

- The week of June 21<sup>st</sup> – 26 proposed. Currently working on Agenda . Planning to have Board Meeting during same week and to sign off on New Agency Implementing Agreement. Colloquium along with EU Business Forum will be incorporated into Agreement.
- Launch of Caribbean Export Outlook and Hard launch of Market Intelligence Portal.
- Launch of Exporter of the Year Awards in December 2014.
- Annual Draft Agenda will be circulated for comments.

Caribbean Export Inc/Foundation:

- Moved ahead with outlining mechanism for moving forward. Three areas of example; 1<sup>st</sup> and 2<sup>nd</sup> quarter: Internal Organisational Assessment of agency. The second part is feasibility study .
- 3<sup>rd</sup> Quarter: Full business plan for establishment of CE to present to the Board of Directors at October/November Board Meeting.

Calendar of Events

- The revised Calendar of Events will be sent out.

### Strategic Plan

Overview of Strategic Planning Session will be forward to Board Members by June Meeting. Also the Annual report for 2013 to be ready by June meeting.

### Presentation on Market Intelligence Portal

The Portal was under development for two years and utilizes a Minimum Viable Product (MVP) approach usually utilized in IT based platforms. The last two years were spent in building the capacity of BSOs in generating market profiles. Over the course of three workshops, 56 persons have been trained in 37 BSOs. Each CARIFORUM State has at least one business support person who has been trained in generating market profiles. The Agency is now in a position to provide market studies, sector profiles and other types of similar information.

The portal is iterative and over the next 3-5 years will continue to respond to the needs of stakeholders based on feedback from countries. The next phase will address the following:

- One Testing of product for continued development (with selected stakeholders)
- Implementing basic functionality and delivering the MVP
- Implementing a management integration engine
- Content management
- Enhancing and consolidating functionality
- Building out a regional business registry; this information will be validated before it is posted.

- **Data set being linked to a Customer Relationship Management Tool that the Agency intends to licence out.**

A regional limited roll out in the region called “Market Intelligence Clinics” is being planned. This will entail visiting some countries and sharing with companies obtain feedback to incorporate in the final product. The site can be accessed at [www.cmintelligence.com](http://www.cmintelligence.com) (Please confirm)

#### **Headquarters’ Agreement for Barbados/Dominican Republic**

The Barbados Representative lamented the failure in reaching an agreement in this matter. He suggested that the Board make its own determination on how it wanted to proceed on this matter **without the intervening of the Barbados Board Member.**

The Chairman expressed difficulty in understanding the area of contention in this matter. He noted that the matter appeared to have been deferred by the Government of Barbados. The Executive Director noted the efforts of the Barbados Board Member and the Minister of Foreign Trade to resolve this issue.

The Representative of the Dominican Republic lamented similar challenges and stated there was **no explanation why the Agency did not receive the international status,** with benefits as provided to other International Organisations. He pledged continued efforts to resolve the matter on his return to the Dominican Republic.

It was agreed that an appropriate communication either from the Chairman of the Board or the Secretary General of CARIFORUM be sent to Head of Government of Barbados and Dominican Republic (Ministry of Foreign Affairs & Mr. Antonio Baragas) asking that the matter of the Headquarters Agreement be addressed as a matter of urgency.

#### **Performance Evaluation Mechanism**

**The Executive Director informed that the mechanism is currently being rolled and all members of staff will undertake evaluation systems which ensure transparent methods of evaluation.**

#### **Renewal of Contract for Deputy Executive Director**

The Representative of the Dominican Republic **proposed the automatic renewal of the contract of the Deputy Executive Director.** The Representative of Dominica queried the presence of a **mechanism to evaluate the performance of Executive Officers of Caribbean Export.** This sentiment was also shared by the representatives of Trinidad and Tobago and Belize.

In response the Executive Director stated that there was **no indication of this at the original undertaking of the assignment.** She noted that if the rules were to be changed then this would have to be done in the context of the next board meeting and not retroactively. The Board could at any point determine its expectations and requirements for renewal of the Executive Director and Deputy Executive Director. **These requirements should be considered before the renewal of the contract.** The Executive Director suggested that the Board operate on the existing basis and any new requirements by the Board be considered/established now to address future renewal contracts of the Executive Director and Deputy Executive Director.



The Jamaica Representative suggested that a performance evaluation system based on KPIs and work-plan of the organisation be considered. The Representative from Trinidad suggested that a simple review be placed on record and a system be developed in going forward. Haiti supported the proposal of the Dominican Republic for renewal of the Deputy Executive Director Contract.

The Board agreed to the renewal of the Contract of the Deputy Executive Director.

#### **Election of Chairman and Vice Chairman**

The Bahamas Representative nominated the Representative of Trinidad and Tobago for the position of Chairman. This was seconded by the Representative of Jamaica. The Representative of Trinidad and Tobago was approved by Acclamation.

The Suriname Representative nominated the Representative of Bahamas for the position of Deputy Chairman. This was seconded by the Representative of the Dominican Republic. The Representative of Bahamas approved by Acclamation.

The Chairman thanked the Board for its confidence in him and pledged his support and contribution to the enormous work being undertaken by CE.

The Outgoing Chairman thanked all Board members and CE staff for their support during his term as Chairman. He noted that the experience had highlighted the serious work done by CE and its unique position within the region. He wished the New Chairman success and thanked the Board Members for all the important decisions made during the meeting.

#### **Any other Business**

The Representative from Suriname requested that the minutes of the Board Meeting be made available within two weeks of the meeting.

#### **Date and Venue of the Twenty-Ninth Meeting of the Board of Directors of Caribbean Export Development Agency**

The Chairman thanked all members of the Board for their attendance at the meeting and informed them that the next meeting would be held during the Caribbean Export Week of June 21<sup>st</sup> – 25<sup>th</sup>. The date will be confirmed by March.

#### **ANNEX I**

#### **CARIBBEAN EXPORT DEVELOPMENT AGENCY**

#### **TWENTY-EIGHTH MEETING OF THE BOARD OF DIRECTORS OF CARIBBEAN EXPORT DEVELOPMENT AGENCY**

**RESTRICTED**

#### **BELIZE**

**DRAFT AGENDA**

- 9:00 am - 9:15 am Chairman's Opening Remarks
- 9:15 am - 9:30 am Consideration and Adoption of the Draft Agenda
- 9:30 am - 9:45 am Consideration and Adoption of the Report of the Twenty-Seventh Meeting of the Board of Directors
- 9:45 am - 10:30 am Matters Arising out of the Report of the Twenty-Seventh Meeting of the Board of Directors
- 10:30 am - 10:45 am **BREAK**
- 10:45 am - 11:15 am Review of the implementation of 3<sup>rd</sup> Year Work Programme of 10<sup>th</sup> EDF (July – December 2013) - **Board Paper No. 01**
- 11:15 am - 11:45 am Financial Report - **Board Paper No. 02**
- 11:45 am - 12:30 pm RPSDP Steering Committee (SC)
- Conclusions of the 3<sup>rd</sup> Meeting of 10<sup>th</sup> EDF Steering Committee
- 12:30 pm - 1:30 pm LUNCH BREAK**
- 1:30 pm - 2:15 pm **COLLABORATIVE INITIATIVES - Board Paper No. 03**
- BizClim Initiatives
  - GIZ Project Proposal
  - CIDA Proposal
  - ACP Regional Private Sector Consultation

**ADDITIONAL MANDATES FOR CARIBBEAN EXPORT**

- 2:15 pm - 2:45 pm Status of the 10<sup>th</sup> EDF Services Sector Development Component - **Board Paper No. 04**
- 2:45 pm - 3:15 pm Financial Services Update- - **Board Paper No. 05**

3:15 pm - 3:45 pm	Caribbean Business Council - <b>Board Paper No. 06</b>
	<ul style="list-style-type: none"> <li>• Presentation of study findings</li> </ul>
3:45 pm - 4:00 pm	Amendment to Agreement Establishing Caribbean Export Development Agency - <b>Board Paper No. 07</b>
4:00 pm - 4:45 pm	11 <sup>th</sup> EDF Programming- Concept Note for CARIFORUM Directorate - <b>Board Paper No. 08</b>
4:45 pm - 5:15 pm	7 Pillar Assessment - <b>Board Paper No. 09</b>
5:15 pm - 5:45 pm	Presentation of 2014 (4 <sup>th</sup> Year) Work Programme & Budget of the 10 <sup>th</sup> EDF RPSDP- <b>Board Paper No. 10</b>
5:45 pm - 6:30 pm	<b>Critical Issues: Board Paper No. 11</b>
	<ul style="list-style-type: none"> <li>• Caribbean Export Week – Proposed Dates &amp; Agenda</li> <li>• Caribbean Export Inc / Foundation</li> <li>• Market Intelligence Portal</li> <li>• Calendar of Events</li> <li>• Strategic Plan</li> <li>• Headquarters Agreement for Barbados / Dominican Republic</li> <li>• Performance Evaluation Mechanism</li> </ul>
6:30 pm	Date and venue of the next Twenty-ninth Meeting of the Board of Directors of Caribbean Export Development Agency

## ANNEX II

### LIST OF PARTICIPANTS

#### **BOARD DIRECTORS**

**Antigua & Barbuda**  
Mr Colin Murdoch (Chairman)

Ambassador/Permanent Secretary  
Ministry of Finance & the Economy (TIC)

**Bahamas**

Ms. Donalee Bowe	Assistant General Manager Bahamas Agricultural and Industrial Corporation
<b>Barbados</b>	
Mr Bentley Gibbs	Permanent Secretary, Foreign Trade Ministry of Foreign Affairs and Foreign Trade
<b>Belize</b>	
Mr Michael Singh	Chairman (BELTRAIDE) Belize Trade and Investment Development Service
<b>Commonwealth of Dominica</b>	
Mr. Gregoire Thomas	General Manager Dominica Export Import Agency
<b>Dominican Republic</b>	
Mr Juan Guiliani	Ambassador at large to CARICOM Ministry of Foreign Affairs
<b>Guyana</b>	
Mr Dhaneshwar Deonarine	Deputy Permanent Secretary Ministry of Tourism, Industry & Commerce
<b>Haiti</b>	
Mr Allen Henry	Technical Advisor to the NAO Bureau de l'Ordonnateur National du FED
<b>Jamaica</b>	
Mr. Robert Scott Development	Vice President- Trade & Business  JAMPRO
<b>Suriname</b>	
Mr Dirk Heave Consumer Affairs	Deputy Director, Entrepreneurship &  Ministry of Trade & Industry
<b>Trinidad and Tobago</b>	
Mr Christopher Lewis	Chief Executive Officer exportTT

**OBSERVERS**

**CARICOM Secretariat**  
Mr. David Hales

**CARIFORUM Directorate**  
Mr. Percival Marie

Director General  
CARIFORUM Directorate

**OECS**

Mr. Vincent Philbert

Executive Director  
OECS Export Development Unit

**REPRESENTATIVES OF EUROPEAN COMMISSION DELEGATIONS**

**European Union**

Mr. Joan Nadal Sastre

Head of Economic Section  
Delegation of the European Union to Barbados and  
the Eastern Caribbean

**CARIBBEAN EXPORT DEVELOPMENT AGENCY**

Ms Pamela Coke Hamilton

Executive Director

Mr Escipion Oliveira

Deputy Executive Director

Mr. Anthony Bradshaw

Chief Operating Officer

Mr David Gomez

Manager, Trade and Export Development

Mr Christopher McNair

Manager, Competitiveness and Innovation

Ms Robertha Reid

Senior Advisor, Office of the Executive Director

Mrs Andrea Alleyne

Programme Officer, Office of the Executive Director