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Sistema Econômico
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Système Economique
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Final Report on the Meeting on Export Consortiums for the Caribbean

Intra-Regional Relations

*Meeting on Export Consortiums for the Caribbean
Piura and Lima, Peru
06 to 08 May 2014
SP/ECEC-Pymes IF N° 14*

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C O N T E N T S

I.	RAPPORTEUR'S REPORT	3
II.	DEVELOPMENT OF WORKS	3
III.	PRESENTATION OF PROPOSALS BY CARIBBEAN REPRESENTATIVES	5
IV.	GROUP WORK	8
V.	FIRST FIELD VISIT	9
VI.	SECOND FIELD VISIT	9
VII.	MEETING AT THE NATIONAL SOCIETY OF INDUSTRIES (SNI) IN LIMA, PERU	9
VIII.	CONCLUSIONS	11
IX.	RECOMMENDATIONS	12
ANNEXES		
I.	AGENDA	15
II.	SPEECH BY MR. ANTONIO LEONE, COORDINATOR OF THE SELA-SMEs PROGRAMME, ON BEHALF OF THE PERMANENT SECRETARY OF THE LATIN AMERICAN AND CARIBBEAN ECONOMIC SYSTEM (SELA), HIS EXCELLENCY AMBASSADOR ROBERTO GUARNIERI	21
III.	LIST OF PARTICIPANTS	25
IV.	LIST OF DOCUMENTS	31

I. RAPPORTEUR'S REPORT

1. In compliance with Activity II.2.3: "Seminar-Workshop on productive coordination in Latin America and the Caribbean" of the Work Programme of the Permanent Secretariat of SELA for the year 2014, the "Meeting on Export Consortiums for the Caribbean" was held from 6 to 8 May 2014 in Piura and Lima, Peru. This activity was organized by the SELA-SMEs Programme of the Latin American and Caribbean Economic System (SELA), jointly with the United Nations Industrial Development Organization (UNIDO), the Peruvian Committee on Small Industry (COPEI) of the National Society of Industries (SNI) and the Regional Government of Piura.

2. Participants included representatives of Chambers of Commerce and SMEs involved in internationalization processes and export strategies from the following Member States of SELA: the Bahamas, Barbados, Belize, Guyana, Haiti, Jamaica, Dominican Republic and Suriname; representatives of the Organization of Eastern Caribbean States (OECS) and the Latin American and Caribbean Economic System (SELA). The list of participants is included in Annex N ° III.

3. The meeting was aimed at evaluating the potential and proposals for the development of export consortiums presented by Caribbean countries; make field visits to export consortiums in Piura to gain knowledge about forms of organization and joint work by entrepreneurs in the same sector and analyze the intellectual property tools they are using; identify areas that should be strengthened for the development of consortiums in the Caribbean through the UNIDO methodology; and establish an action and monitoring plan for the development of new export consortiums. The agenda, documents and speeches are available on SELA's Portal at www.sela.org.

II. DEVELOPMENT OF WORKS

4. The opening ceremony was chaired by Mr. Mario Arellanos, General Manager of Tourism Promotion and Investment of the Regional Government of Piura, who stressed the importance for Piura to receive representatives from Caribbean countries and noted that the Regional Government of Piura is open to the joint creation of businesses. Local authorities showed interest in the experiences of participants and wished them to take full advantage of their stay. In addition, Mr. Antonio Fosa, President of the Club Brau of Piura, thanked the international guests for their visit, which he highlighted as a way of boosting the international recognition of Piura. Finally, on behalf of the Latin American and Caribbean Economic System (SELA), Dr. Antonio Leone, consultant and coordinator of the event, thanked the delegates for their participation and enthusiasm in preparing their proposals for this activity. He pointed out that this event aims to evaluate the proposals for the development of export consortiums through the UNIDO methodology and highlighted the possibility of gaining knowledge about local experiences, such as the use of intellectual property tools.

5. Mr. Alejandro Siles, UNIDO's consultant, made a short summary of the First Workshop on Internationalization and Promotion of Caribbean SME Consortiums, held in Santo Domingo, Dominican Republic, on 8 and 9 July 2013. At this meeting, participants concluded that business groups, such as consortiums, are better organized, standardize production and have greater bargaining power. A consortium is a voluntary participation of companies and producers to achieve common objectives, reducing cost and effort. Participants saw a video about the progress of the *Marcas Colectivas* Programme in Peru, developed by the United Nations Industrial Development Organization (UNIDO).

4

Spanish:

Programa ONUDI de Consorcios de Origen y Marcas Colectivas en el Perú.

<https://www.youtube.com/watch?v=vNr9gzVNu48>

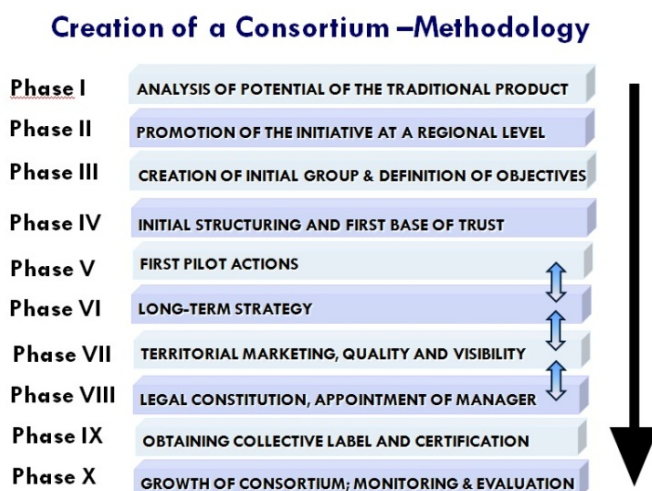
English:

UNIDO Origin Consortia Programme in Peru:

https://www.youtube.com/watch?v=nSE_DNsXpYw&feature=youtu.be

6. In addition, he noted that this meeting aims to encourage participants to develop a 6-month programme with their teams in all participating Caribbean countries, which are expected to accompany and monitor the actions taken by each of them.

7. Participants analyzed the proposals submitted by the representatives in this second workshop and identified which traditional products could be included in a potential programme, which should be aimed at a specific product and a local market. The first two phases presented in the methodology have already been developed, based on the proposals submitted and the work done in Dominican Republic.



8. With phases I and II of the aforementioned methodology been completed, it would be advisable to launch the tasks of phase III (creation of initial group and definition of objectives). In this regard, representatives of consortiums must define the initial group and the actions to be taken during a given time frame. In a 6-month period, phases III to V are expected to be developed, followed by the definition of long-term strategies (phase VI) and the first pilot actions.

9. The importance of a strategy for assessing a typical product is due to the fact that it consists of small producers from rural areas who usually have problems to access markets and depend on intermediaries. Products must be unique and characteristic of the region. Producers need to organize themselves and ensure that the customer knows the product, likes it, and can identify it in any market. Producers that already offer unique and special goods must organize themselves, register a collective mark, and launch the product into the market.

10. Before the 6-month deadline, several meetings are expected to be held among producers in order to define the roadmap of the group. Activities should include short-

term market goals, participation in fairs, identification of obstacles to market access, and definition of basic rules of production that guarantee a collective mark. Mr. Siles recommended the representatives of Caribbean institutions to work hard in each of their associations. Standardization is a key factor, since it enables customers to be sure that every time they acquire a good they will receive the same quality as the first time.

III. PRESENTATION OF PROPOSALS BY CARIBBEAN REPRESENTATIVES

11. Mrs. Ruthann Rolle, representative of the Bahamas, made a presentation entitled "Proposed Export Consortiums of The Bahamas," in which she referred to three products. First, she introduced the luxury straw handicraft, whose industry has been developed for hundreds of years by the natives of the area and today involves more than 3,000 Bahamians producing high-quality craft products. Secondly, she presented Harl Taylor, which is an international brand. The Bahamas Agricultural and Industrial Corporation (BAIC) has encouraged mass production for over 4 years and created an export platform in 2012. However, the sector faces some difficulties, such as the proliferation of cheap mass-produced straw items made in China, high prices of local products and lack of merchandizing and marketing. In addition, the geographical location and climatic zone of The Bahamas facilitate salt production in many of the islands. Today, Inagua is the only island producing and exporting salt through the Morton Salt Company. The potential of this product ranges from medicinal uses to combating snow storms in other countries. Barriers to this sector include the environmental impact of a potential uncontrolled exploitation and the lack of a plan to institutionalize ad hoc production, but the demand and opportunities abound. Finally, the potential of the packaged spiny lobster and crawfish is the large percentage of black, white and red mangroves, which facilitate the rapid breeding of many species, including the Bahamian lobster and crab. The country harvests over US\$ 80 millions worth of spiny lobster each year. However, locals are using unsafe practices, such as fishing out of season; and do not comply with international food handling standards and certification.

12. Mrs. Andrea Taylor, representative of Barbados, made a presentation entitled "Exploring Export Consortia and Cluster Models," which described the situation of some consortiums operating in her country. She referred to the agro-processing cluster, which is characterized by a number of micro and small enterprises operating at varying grades, heavy saturation of the domestic market with small percentage engaged in exporting to the United States and the United Kingdom and lack of centralized oversight. Barbadian owners are creative, are committed to their ventures and enjoy wide acceptance on the domestic market. Traditional origins provide ample scope for marketing campaigns. Among the main weaknesses are the absence of an entity that represents the cluster, the lack of feasibility studies and inconsistency in the packaging process. However, the products highlight the authentic Barbadian culture and the global food chains that are always looking for new products to offer on the market. The cluster of wood-based arts and craft has been stimulated by tourism; its strengths are in the heavy use of indigenous materials in their production and the willingness of practitioners to help each other. Opportunities of this sector are found in niche markets, new upscale developments and technological advances in tools to improve quality and speed. Ms. Taylor presented the strategic areas for growth, which include: Value-chain integration, optimization of machinery and productive capacities, access to finance and support for innovation, marketing and product development.

13. Mrs. Shahera McKoy, representative of Belize, made a presentation on "Belize Export Consortium Proposal: Cluster of Premium Chocolate Producers." Toledo District, in

6

Southern Belize, is known as “home of the organic cacao,” with cacao production dating back to the Maya civilization several centuries ago. The Toledo Cacao Growers Association (TCGA) is an association comprised of over 800 Mayan farmers. The sector faces high costs of importing materials, capital constraints to acquire equipment and costly packaging and labelling, as packaging materials are imported. Cacao is promoted through the National Chocolate Festival, held annually. The development of this product can have an effect on poverty reduction in the country, especially in Southern Belize.

14. In a presentation entitled “Concept for the development of an export consortium for agro products of Guyana,” Mr. Derrick Cummings, representative of Guyana, pointed out that his country is heavily dependent on agriculture and mining, and stressed the need to develop more value-added products. The labour force of Guyana amounts to about 266,000 people. The challenges to be addressed by the country include a reduction in high energy and automation costs and the ability to meet the quality standards required by international markets. Mr. Cummings proposed to develop an export consortium in the agro-processing and apiculture sectors. The Guyana Agro-Processors Association (GAPA) has been active for over 5 years and has built a strong, broad-based membership. In addition, the Small Business Bureau (SBB), an institution under the Ministry of Tourism, Industry and Trade, has carried out training activities in the context of proposals for consortiums in the country. The Women's Agro-processors Development Network (WADNET) has been active for over 4 years in Guyana's hinterland region. This network requires more equipment and facilities. Currently, producers share a central processing and standardization facility to produce export quality products.

15. Mr. Joannes Lloyd Pascal, representative of the Organization of Eastern Caribbean States (OECS), made a presentation about the Export Consortium Vincy Klus Inc. The Competitive Business Unit (CBU), based in Dominica, has been established by the OECS to provide support to the private sector. Currently, this unit provides technical and financial support to SMEs through the 10th European Development Fund (EDF) and is targeted to three important sectors: Manufacturing/Agribusiness, Creative Industries and Innovative Marketing Systems. The Consortium Vincy Klus is an agribusiness value chain cluster, located in St. Vincent and the Grenadines, founded in 2010 and made up of 40 producers and stakeholders spread all over the country. The main products of the cluster are: sauces, seasoning, hams, chicken, jams, canned fruit and yogurt. As for the cultural relationship with the product, St. Vincent grows many of the raw materials used in production. Vincy Klus buys directly from farmers, and feedback from customers is passed on to specific companies. However, import substitution, further growth of the sector, employment generation, implementation of international standards and business development objectives continue to be the main topics of discussion.

16. Mrs. Paloma Corporán, representative of the Dominican Republic, presented the export consortium proposal “Casabe Monción Cluster,” located in Santiago Rodríguez, in the northwest region of the Dominican Republic. The consortium consists of 38 yucca processors and producers of cassava bread with an average production of 9,000 breads per week. The production of cassava demands 1,372 permanent workers per month. The most intense part of the process is the burning of cassava, which requires 18% of the workforce and is developed mainly by women. The packaging is also important, since it represents 18% of the process and is also an activity that generates permanent jobs for the local female population. This product is recognized as a main taino tradition. Cassava producers have received technical and technological assistance during 2013 and a fund in the amount of US\$ 1.38 million for them to increase production and enter the European market. The consortium has recently received government support, but cassava is

considered a humble food. Among other weaknesses, the distribution chain is weak, there is no marketing plan, packaging is unattractive and the product lacks a denomination of origin seal. Efforts will be made to create a common structure for selling; make the cassava process a tourist attraction; create an advertising campaign and get included in the menu of the smallest hotels.

17. Mr. Mezile Pierre Guild, representative of Haiti, made a presentation on the "Potential of the Region of Grand-Anse in Haiti." He highlighted some of the objectives of the Regional Chamber of Commerce, which are as follows: Evaluate the agricultural sector for efficient exploitation; integrate peasants and farmers; develop a niche agriculture; promote the local market and prepare the region as a tourist destination in the south of Haiti; implement pilot programmes, such as the culture of the *Black Pear* to facilitate its sale on the local markets and promote its production. The goal is to integrate peasants and farmers in the Region of Grand-Anse, as well as the ecological quality and the image of products. The Industrial Development Fund (IDF) is a financing institution of the Central Bank of Haiti willing to support viable projects in this sector.

18. Mrs. Audrey Salmon, representative of Jamaica, made a presentation entitled "Export Consortia. The Jamaican Experience." The Private Sector Development Programme (PSDP) was a joint initiative of the Government of Jamaica and the European Union that entered into force in 2004. Its main objective was to strengthen the private sector by enhancing competitiveness of SMEs. Since its creation, several million dollars have been allocated to this initiative, but they were not mobilized for several years due to the authorities' emphasis on following rules and procedures to the detriment of objectives, thus reflecting difficulties in accessing resources. In addition, the PSDP has not been able to establish relevant links with national, regional and international programmes for the development of exports and the private sector. Mrs. Salmon said that much more should be done to establish a closer working relationship with programmes funded by donor organizations in Jamaica and the Caribbean Region. Jamaicans are spontaneous, have an entrepreneurial nature and, due to economic reasons, are forced to work together. At present, the cluster "Things Jamaica Limited" faces the challenges of recovering the lost support, increasing sales, promoting trust among members and ensuring that technical support matches needs. Then, there is the Jamaica Agro Processors Association (JAPA), a group of canned ackee producers founded in 1999. Producers of jerk sauces, seasonings and jams have reported a great demand in the tourism sector.

19. Mr. Pierre Van Zichem, representative of Suriname, made a presentation on the Consortium "Specialty Foods". The areas of interest of his country include renewable energy; mining exploitation of bauxite, oil and gold; agriculture, fishing and ecotourism. He stressed that the Chamber of Commerce of Suriname promotes entrepreneurship, noting that the economic growth comes from business communities. The Chamber established the period 2013-2015 as the time frame for the development of its "Specialty Foods" Programme, which participated in the 2013 Trade Show in Washington. This Programme is an example of distinctive harvest, whose products are not mass-produced and are of high-quality and unique. Mr. Van Zichem stressed the importance of training personnel, so that they reach the exact point at which the product is ready. For example, the consistency of the guava jelly varies depending on the cooking time. Training is customized and aimed at reaching the perfect taste and aroma.

20. After the Conference, each participant briefly expressed their expectations about the activities. The Belizean representative stressed the importance of exchanging best practices among countries and duplicating methodologies and models. The representative of Barbados said field training allows for better knowledge of techniques

8

and other experiences. The representative of the Bahamas showed interest in marketing strategies, including labelling, branding and partnerships. The Surinamese representative stressed the need to know if they are following the right path and to deepen the analysis of topics. The representative of Haiti stressed the importance of training in the countries of the region, access to technology for international standardization and cultural added value. The representative of Dominican Republic highlighted the aspects related to marketing of products and innovative methodologies. The representative of the OECS spoke about the development of strategies and provision of technical support. For his part, the delegate of Guyana stressed the need to deal with tariff barriers and technical assistance. Finally, Jamaica expressed the importance of implementing a methodology that works.

IV. GROUP WORK

21. At the end of the day in the city of Piura, the participants were divided into two groups: The first group would be in charge of phases 3, 4 and 5 of the diagram originally submitted by the consultant, and the second group would focus on phases 6, 7 and 10. The results of these two groups can be seen in the following table.

PHASE		
3	Creation of initial groups and definition of objectives:	<ul style="list-style-type: none"> ▪ Members define criteria for membership ▪ Limitations on nationality ▪ Decisions of leadership and structure ▪ Definition of objectives ▪ Economic development of members ▪ Imposition of rules
4	Initial structure and first base of trust:	<ul style="list-style-type: none"> ▪ Develop a legal framework and obtain consensus among members ▪ Make exercises in work groups
5	First pilot actions:	<ul style="list-style-type: none"> ▪ Raise annual objectives ▪ Develop training workshops
6	Long-term strategies:	<ul style="list-style-type: none"> ▪ Establish terms of measurement ▪ Collect and analyze information on pilot programmes and make adjustments according to results ▪ Develop communication strategies to highlight successful stories and increase membership ▪ Promote benefits ▪ Look for international certification ▪ Establish partnerships with key institutions
7	Territorial marketing, quality and visibility:	<ul style="list-style-type: none"> ▪ Organization of fairs ▪ Launch new products in local and traditional markets, shops, airports, etc. ▪ Marketing ▪ Promotion of special products within the consortium
10	Growth of consortium; monitoring and evaluation:	<ul style="list-style-type: none"> ▪ Review every 6 months ▪ Development of an e-commerce platform

PHASE		
		▪ Further satisfy the consumer

V. FIRST FIELD VISIT

22. The participants visited the University of Piura and gained knowledge about the agro-ecological method designed by the University to process the Algarrobina, a syrupy substance extracted from a tree which is used for various purposes, including as a drink. During a visit to the Ceramics Technological Innovation Centre (CITE Cerámicas) in Chulucanas, a village located 50 kilometres from the city of Piura, the Director made a presentation about the operation of the Centre, the production process and the technological progress made to design a unique and quality product. Then, the participants took a tour around the facility, where they saw the production process and the solidarity of its members. The following video was presented: <http://www.youtube.com/watch?v=nOWUh5GDTIoU>

VI. SECOND FIELD VISIT

23. During the second field visit, the participants visited the Jewellery Technological Innovation Centre (CITE Joyería) in Catacaos, on the outskirts of the city of Piura, where competitiveness is promoted through training in business management and quality management to craftsmen of Catacaos and the Piura Region. As a result, the Centre has become a facilitator that allows for a wide range of jewellery according to international trends, rescuing cultural tradition and identity. In addition, it has provided craftsmen with services by making use of existing machinery to increase the productivity of jewellery workshops. During the visit, the representatives of Caribbean countries observed the technique used to make filigree silver jewels.

VII. MEETING AT THE NATIONAL SOCIETY OF INDUSTRIES (SNI) IN LIMA, PERU

24. Mr. Román Miu, Executive Director of the Committee on Small Industry (COPEI) of the National Society of Industries (SNI), expressed his pleasure for the presence of representatives from different Caribbean countries. He explained that COPEI is the only multi-sectoral committee within the SIN and that the other committees include companies of all sizes. Dr. Antonio Leone, on behalf of SELA, thanked the representatives of COPEI for their permanent collaboration with the regional organization over the years and all participants for the work done and the proposals presented.

25. The representatives of COPEI attending this session informed about the status of the different sectors in the country, referred to some industrial innovations and showed some of their products and complementary tools used in the production processes. For example, fiberglass and reinforced plastic, which make up an industry that is complementary to other industries, are widely used to build parts for motorcycle taxis and in the mining and chemical sectors. They pointed out that large companies are short of a sector that matches their needs, and therefore small and large-sized enterprises are a complementary part, as in market niches. COPEI considers it important to arouse the interest of people who can solve a problem of production, for example, with a simple automation solution by building a machine that matches a company's needs. They also released the technological advances in metalworking and disaster-resistant prefabricated homes.

10

Then, some Caribbean representatives expressed their interest in some of the technological developments presented by the representatives of COPEI, including the following:

26. The representative of Haiti highlighted some opportunities to work together. For example, Haiti and the OECS showed special interest in projects related to solar energy and environmental protection. Barbados underscored the possibilities for Peru to build barriers for hurricane protection. COPEI also indicated that a platform of services has been developed for SMEs and in coordination with large-sized enterprises. This platform is expected to respond in a timely manner to markets.

27. The representative of Belize noted that the experiences of Peru and other countries in the Caribbean will be analyzed by her institution. She added that many of the achievements made by Peruvian small producers could be replicated in Belize, adapting them to their reality. She stressed the need to provide technical support to agencies or determine the level of support that Peruvian entrepreneurs and institutions can offer to develop an action plan and take it into consideration.

28. The representative of Barbados expressed her delight to see the rapid development of consortiums in Peru. The technical approach to forms of production is one of the most important aspects to this representative. She added that Peruvian handicrafts have a historical and ancestral component, while those from Barbados have not. This country stressed the need to seek funding for projects and technical support in specific areas. In this regard, her country expects to achieve synergy in some sectors, such as fiberglass.

29. Moreover, the representative of the Bahamas noted that the issue of energy efficiency is paramount to her country. As in the Bahamas, the rest of the Caribbean countries face serious difficulties in view of the high energy costs, necessary to operate any business in the islands.

30. The representative of the Dominican Republic identified several of the current challenges, especially in the area of export. They include the incorporation of the country into international markets and the introduction of new and unknown products for other societies.

31. The representative of Jamaica said that, with the help of UNIDO, SELA and COPEI, the methodology launched in Jamaica may be improved and redesigned. CASME is a regional organization whose membership is composed of small companies from several different countries, and as a regional group, synergies could be identified to reduce production costs. For example, packaging is one of the most expensive processes.

32. The representative of Suriname concluded that the meeting has taught us to be united and work together. He added that at this moment we work as a team in UNASUR, so efforts should be made to strengthen links and learn from one another. In the Peruvian case, he highlighted the common position by stakeholders, University, companies, technological institutes and national and regional governments in favour of consortiums, and noted that it should also be adopted by each of their countries.

33. The representative of Haiti said he was returning to his country with more defined ideas for upcoming actions in the region, in addition to all contacts and business opportunities with Peruvian businessmen.

34. The representative of the OECS stressed the importance of the energy efficiency actions taken in Peru, which could be replicated in their countries. He recommended the development of a targeted monitoring mechanism so as to ensure the growth of consortiums in their countries and stimulate innovation processes within Caribbean companies, among others. He underscored the importance of creating a management structure within consortiums and committing to success. He concluded by saying SELA is in good position to generate information for Caribbean countries, and considered this meeting the beginning of an era of knowledge and understanding of productive processes in each Caribbean island.

35. The representative of Guyana noted that many colleagues have expressed their opinion about packaging processes, partnerships and solar energy. He expressed his appreciation for the collaboration and organization of the event, the content of the workshop, the group work and the field visits, highlighting the results as very good and effective. He showed his interest in bringing the development experiences being implemented in Peru to Guyana. Finally, he explained that, if we talk about a cluster, the group involved should act as such and build as many partnerships as possible.

36. At the end of the event, Dr. Leone referred to several issues that should be considered in the training activities on export consortiums, namely: internationalization strategies and methodologies; financing strategies and sources, including everything related to collective guarantees; promotion of innovation processes; product design, presentation and packaging; strategies for information collection and distribution, as well as the need to create exchange networks of entrepreneurs of export consortiums among themselves and with entrepreneurs in the sector from other regions and other countries.

37. In his closing speech, Mr. Jorge Sánchez Milla, President of COPEI, thanked SELA and UNIDO for giving COPEI the opportunity to participate in the event and inviting distinguished Caribbean representatives, with whom a fruitful exchange of experiences took place. He hoped for a commercial exchange in the near future, and expressed COPEI's willingness to provide the required technical support for the development of the Caribbean industry.

VIII. CONCLUSIONS

38. The Peruvian experience has allowed the Caribbean representatives to gain knowledge about the functioning of consortiums and other types of business cooperation networks, with a focus on traditional products recognized at the national level. In addition, they learned the importance of intellectual property tools through a collective mark, which ensures compliance with standards, greater impact on local marketing and international recognition.

39. Partnerships among the public sector, the private sector and universities, along with small rural producers, are essential for several reasons: i) They organize the producers to set common goals, facilitating access to appropriate technologies and generating an exchange of information; ii) Contribute to the development of research processes that generate innovations and improvements in the quality of products; and iii) Facilitate the creation of appropriate public policies to stimulate the sector and the comprehensive development of the territory.

40. The proposals put forward by Caribbean countries, being at an initial stage of identification or development of an export and origin consortium, are as follows: Dominican Republic, development of an origin consortium based on cassava or yucca

12

bread of pre-Hispanic origin; Belize, development of consortiums related to the chocolate cluster; Haiti, identification of potential clusters in the agricultural sector; Jamaica (reporting non-sustainable experiences), evaluation of the potential of the UNIDO methodology and its adaptation to Jamaican reality; Guyana, request for support and assistance in developing export consortiums in agribusiness and beekeeping.

41. The proposals submitted by the other Caribbean countries –Barbados, the Bahamas, Suriname– and the OECS are at the stage of promotion and marketing of the methodology with territorial focus. However, they still face difficulties in developing a scheme of “origin consortiums” and monitoring indicators that show the progress of the group and of non-economic effects on the population.

42. The Peruvian Committee on Small Industry (COPEI) presented various types of production technologies and processes, arousing the interest of all the Caribbean representatives, who found an opportunity to meet many of their technological shortcomings and needs. The identified synergies include methods for production, automation, machinery and materials for packaging, for example. This synergy opened other possibilities for exchange of both intermediate technologies and business development processes between Caribbean and Peruvian stakeholders.

43. Generally speaking, the interests showed by Caribbean countries were: i) The need for international and local cooperation to build a genuine product that represents the territory with export opportunities; ii) The importance of appropriate public policies to encourage local production; and iii) The need for a strengthened intellectual property and an efficient organizational system according to its goals and achievements.

44. Participants expressed their gratitude to the Permanent Secretariat of SELA and UNIDO’s expert in export and origin consortiums, Mr. Alejandro Siles, for their efforts to carry out this event. In addition, they appreciated the support and collaboration provided by the Regional Government of Piura and the Committee on Small Industry (COPEI) for the success of this important activity.

IX. RECOMMENDATIONS

45. Caribbean participants committed themselves to developing a Work Programme in accordance with the methodology presented in this meeting. In the coming months, each participating institution is expected to create and organize working groups or teams, composed of local producers, chambers and trade unions, government representatives and universities, aimed basically at organizing activities to build a consortium on a particular sector, according to the methodology presented in the event, and to develop a brand and promote the product in the local market. This task will be completed once the product is exhibited at a fair and enjoys local market acceptance, which is expected to occur between late 2014 and early 2015.

46. The SELA-SMEs Programme and UNIDO should undertake the task of monitoring and accompanying this process. To that end, Caribbean representatives committed themselves to sending progress information and submitting their concerns at this stage. In addition, a decision was made to involve the Caribbean Export Development Agency (CEDA) in the monitoring process, which will be carried out from a remote location and directed by the interested countries and UNIDO, as technical body and facilitator of the methodology.

47. A recommendation was made for UNIDO to develop in situ training activities in Caribbean countries; create brochures and automate packaging; define collective marks and organize cultural groups, with the participation of hotels and places of recreation in the area. These activities can be inserted into specialized stores and tourist or gastronomical routes with a view to creating a space for cultural expression and exchange among visitors.

48. Participants recommended to strengthen capacities of export consortiums by training people responsible for related topics, such as internationalization methodologies and strategies; financing sources and strategies, including collective guarantees; promotion of innovation processes; packaging, presentation and design of a product; and strategies for information collection and dissemination, as well as the need to create exchange networks among entrepreneurs of export consortiums and with those from other regions and countries.

49. A recommendation was made to address the issue of energy efficiency, indicating that the high costs it entails for the Caribbean SMEs result in a poor performance of business production and competitiveness.

50. It was recommended to establish a technological exchange channel at the regional level to facilitate the standardization of production, processing and packaging mechanisms. Participants also suggested the creation of a consortium with other Caribbean and Latin American SMEs in the sectors of agricultural production, processing and distribution.

51. Participants recommended to formally create a working group, composed of all participants and organizers of this meeting, to basically exchange information. It is therefore necessary to promote a flow of information among the participating institutions. In addition, based on sufficient support and transfer of best practices of exemplary consortiums, models can be built according to the needs of each Caribbean country.

52. A recommendation was made to involve the Caribbean region in the marketing and promotion of its products and identify the countries where such products can be offered, in order to develop a plan of action and thus improve the competitiveness of the country and the region.

53. The next meeting of this project, scheduled for 2015, should take place in a Caribbean country, in order to evaluate the progress, results and experiences of consortiums in each country. An assessment will be made of the product's impact and acceptance on the market.

A N N E X I

AGENDA

Meeting on Export Consortiums for the Caribbean
Date: 06 and 07 May in Piura, and 8 May in Lima, Peru

Background and justification

The Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) organized and conducted the Workshop on Internationalization and Promotion of Caribbean SME Consortiums in Santo Domingo, Dominican Republic, on 8 and 9 July 2013, in cooperation with the Caribbean Export Development Agency (CEDA) and the Export and Investment Centre of the Dominican Republic (CEI-RD).

During this activity, Latin American and Caribbean countries, accompanied by UNIDO experts, exchanged methodologies and policies and gained knowledge about the UNIDO methodology for the promotion of export consortiums. A diagnosis was made of the situation with respect to the internationalization of SMEs in the Caribbean and of the characteristics of SME networks. As a result, participants agreed to organize training workshops for trainers of networks and business consortiums in the Caribbean region.

This subject of export consortiums was initially addressed in collaboration with the United Nations Industrial Development Organization (UNIDO) in June 2012, when the Latin American Seminar on SME Export Consortiums was carried out in Quito, Ecuador.

The Permanent Secretariat also organized and held the “Regional Workshop on the Development of Handicraft SMEs,” in the city of Barranquilla, Colombia, in July 2013, in collaboration with the entity Artesanías de Colombia (Crafts of Colombia) of the Ministry of Trade, Industry and Tourism. On that occasion, representatives of Artesanías expressed their interest in deepening topics and methodologies of origin and export consortiums presented during this activity. In this regard, they requested the Permanent Secretariat to prepare a training workshop for trainers with representatives of the region.

Objectives:

- a) Review and evaluate the proposals for export consortiums in Caribbean countries;
- b) Learn in situ the experiences of export consortiums in Piura, Peru, and analyze the intellectual property tools that are used;
- c) Identify areas of training and technical support for the development of selected export consortiums with the UNIDO methodology; and
- d) Establish a Plan of Action to monitor such consortiums.

Aimed at:

Officials of Chambers of Commerce of Caribbean SMEs that are involved in the area of export and internationalization strategies of their members.

Organizers:

Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), the SELA-SMEs Programme with the support of the United Nations Industrial Development Organization (UNIDO), and the Committee on Small Industry of Peru (COPEI) and the Regional Government of Piura.

18

AGENDA**Tuesday, 6 May 2014****Morning**8:30 – 9:00 **REGISTRATION**9:00 – 9:20 **OPENING SESSION**

(5-minute statements to greet and welcome participants)

9:20 – 10:00

INTRODUCTORY SESSION

Moderator: Mr. Alejandro Siles, UNIDO consultant, facilitator of training workshops for trainers on export and origin consortiums with UNIDO Methodology

Presentation of the Workshop (methodologies, group and field work)

10:00 – 12:00

Presentation of proposals by Caribbean representatives:

- Bahamas
- Barbados
- Belize
- Guyana
- OECS

20-minute presentations of proposals for export consortiums by Caribbean representatives

GENERAL DEBATE

13:30 – 14:30

FREE TIME FOR LUNCH**Afternoon**

14:30 – 18:00

FIELD VISIT: (Chulucanas)

CITE CERAMICA DE CHULUCANAS: Ceramics with Denomination of Origin (DO). Export consortium as a commercial platform. <http://citeceramica.com/>

18:00

Transportation to hotel

Wednesday, 7 May 2014**Morning**

9:00 – 10:00

SESSION II

Moderator: Mr. Alejandro Siles, UNIDO consultant, facilitator of training workshops for trainers on export and origin consortiums with UNIDO Methodology

Methodological aspects of consortiums (continued)

10:00 – 12:00

Presentation of proposals by Caribbean representatives:

- Suriname
- Dominican Republic
- Haiti
- Jamaica

GENERAL DEBATE

20-minute presentations of proposals for export consortiums by Caribbean representatives

12:00 – 13:30

FREE TIME FOR LUNCH**Afternoon**

13:30 – 18:00

FIELD VISIT: (Catacaos)

CITE JOYERIA: Collective mark “Joyas de Catacaos.” Export consortium as a commercial platform. Visit to the consortium of toquilla straw. <http://www.citecatacaos.com/>

18:00

Transportation to the airport

20

Thursday, 8 May 2014

Morning

10:00 – 12:00

SESSION III

Moderator: Mr. Román Miu, Representative of the Committee on Small Industry (COPEI) of the National Society of Industries (SNI) in Lima

Institutional presentation of COPEI to representatives of Caribbean countries

12:00 – 12:30

GENERAL DEBATE

12:30 – 13:00

SESSION IV: CONCLUSIONS AND RECOMMENDATIONS

Moderator: Mr. Alejandro Siles, UNIDO Consultant

13:00 – 13:30

CLOSING SESSION

5-minute statements to bid farewell to participants and thank them for their attendance

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A N N E X I I

**SPEECH BY MR. ANTONIO LEONE, COORDINATOR OF THE SELA-SMEs
PROGRAMME, ON BEHALF OF THE PERMANENT SECRETARY
OF THE LATIN AMERICAN AND CARIBBEAN ECONOMIC SYSTEM
(SELA), HIS EXCELLENCY AMBASSADOR ROBERTO GUARNIERI**

On behalf of the Permanent Secretary, the Ambassador Roberto Guarnieri, it is an honour to address you. In the first place, allow me to express our satisfaction to share with you this opening ceremony of the Meeting on Export Consortiums for the Caribbean, which represents a challenge for governments, private sector and other key actors of the region.

I would like to give special thanks to the United Nations Industrial Development Organization (UNIDO), whose efforts and collaboration have been key for the success of this meeting. I would also like to thank the Committee on Small Industry of Peru (COPEI) and the Regional Government of Piura, for their kind invitation to hold this meeting and for their collaboration and all support in organizing this event.

Unfortunately, our representative from Trinidad and Tobago, Ms. Camille Sears Carter and her husband Mr. Richard Wells, had a tragic accident three days ago in Cusco, Peru, where Mr. Wells died and Ms. Sears was hurt and hospitalized. For this reason, in the memory of our colleague from Trinidad, I propose a minute of silence for Mr. Wells. We also pray for the prompt recovery of Ms. Camille Sears Carter.

During this event, we will be evaluating the potential proposals for export consortiums made by the Caribbean countries, applying UNIDO methodology. We will also learn some local experiences by visiting Peruvian export consortiums in Piura, and analyze their efforts to reach a partnership and the intellectual property rights tools they are using as a cluster formation. We will also define the areas that need to be reinforced for the development of export consortiums.

I would appreciate if everybody invited to participate in this meeting could encourage an effort to replicate the Peruvian success in clustering and export consortiums in each one of your countries. There is no doubt that this will have a positive impact on the Caribbean economies.

Finally, I would like to reiterate our gratitude to the institutions that collaborated with the organization of this event, with special recognition to Alejandro Siles, representative of UNIDO, for his effort to teach participants the methodology to create export consortiums, and to all the participants that enthusiastically answered to our invitation. This will not only guarantee an exchange of ideas and the enrichment and success of the meeting, but will also enhance the prospects and optimism for an increased support to the SMEs sector in the Caribbean region.

Thank you.

A N N E X I I I

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28

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A N N E X I V

LIST OF DOCUMENTS

<i>SP/ECEC-Pymes/ DT N° 1-14</i>	Agenda
<i>SP/ECEC-Pymes/ Di N° 1-14</i>	Speech by Mr. Antonio Leone, Coordinator of the SELA-SMEs Programme, on behalf of the Permanent Secretary of the Latin American and Caribbean Economic System (SELA), His Excellency Ambassador Roberto Guarnieri
<i>SP/ECEC-Pymes/ Di N° 2-14</i>	Setting up an Origin Consortium Alejandro Siles UNIDO Consultant
<i>SP/ECEC-Pymes/ Di N° 3-14</i>	Proposed Export Consortia of The Bahamas Ruthann Rolle Manager, BahamaHost Corporate
<i>SP/ECEC-Pymes/ Di N° 4-14</i>	Exploring Export Consortia & Cluster Models Andrea Taylor, Small Business Association of Barbados
<i>SP/ECEC-Pymes/ Di N° 5-14</i>	Belize Export Consortium Proposal Cluster of Premium Chocolate Producers Shakhera MacKoy Belize Trade & Investment Development Service
<i>SP/ECEC-Pymes/ Di N° 6-14</i>	Concept for the Development of an Export Consortium for Agro Products of Guyana Derrick Cumming Chief Executive Officer - Ministry of Tourism, Industry and Commerce
<i>SP/ECEC-Pymes/ Di N° 7-14</i>	Export Consortium Vincy Klus Inc Joannes Lloyd Pascal Organization of Eastern Caribbean States (OECS)
<i>SP/ECEC-Pymes/ Di N° 8-14</i>	Speciality Foods in Suriname (Part II) Pierre Van Zichem Chamber of Commerce & Industry Suriname
<i>SP/ECEC-Pymes/ Di N° 9-14</i>	Casabe Monción Cluster The Dominican Republic Export Consortia Proposal Paloma Corporán Martínez Official in charge of Formalization and Access to Markets Ministry of Industry and Commerce
<i>SP/ECEC-Pymes/ Di N° 10-14</i>	Potencial de la Region de Grand-Anse en Haití Pierre Guild Mézil, Director Ejecutivo de la Cámara de Comercio de la Región Grand-Anse / Haití
<i>SP/ECEC-Pymes/ Di N° 11-14</i>	Export Consortia - The Jamaican Experience Audrey Nelson Salmon Caribbean Association of Small & Medium Enterprises Inc.
<i>SP/ECEC-Pymes Di N° 12-14</i>	Lista de Participantes
<i>SP/ECEC-Pymes/ Di N° 13-14</i>	List of Documents

