

IICA  
E21 - 50

# Breeding and Growing



# Agripreneurs

A IICA-CTA Regional Workshop, March, 2008, St. Lucia

00008923



© Inter-American Institute for Cooperation on Agriculture (IICA). 2008

IICA encourages the fair use of this document. Proper citation is requested.

This publication is also available in electronic (PDF) format from IICA's Web site at <http://www.iica.int>.

Editorial coordination: Diana Francis, Naitram Ramnanan and Carmen Gomez-Trigg  
Mechanical editing: Diana Francis and Naitram Ramnanan  
Layout: Printcom Ltd  
Cover design: Diana Francis  
Printed: Printcom Ltd

Breeding and growing: agripreneurs. / IICA, CTA – Port of Spain:  
IICA, 2008.  
92 p.; 17.78 x 27.94 cm

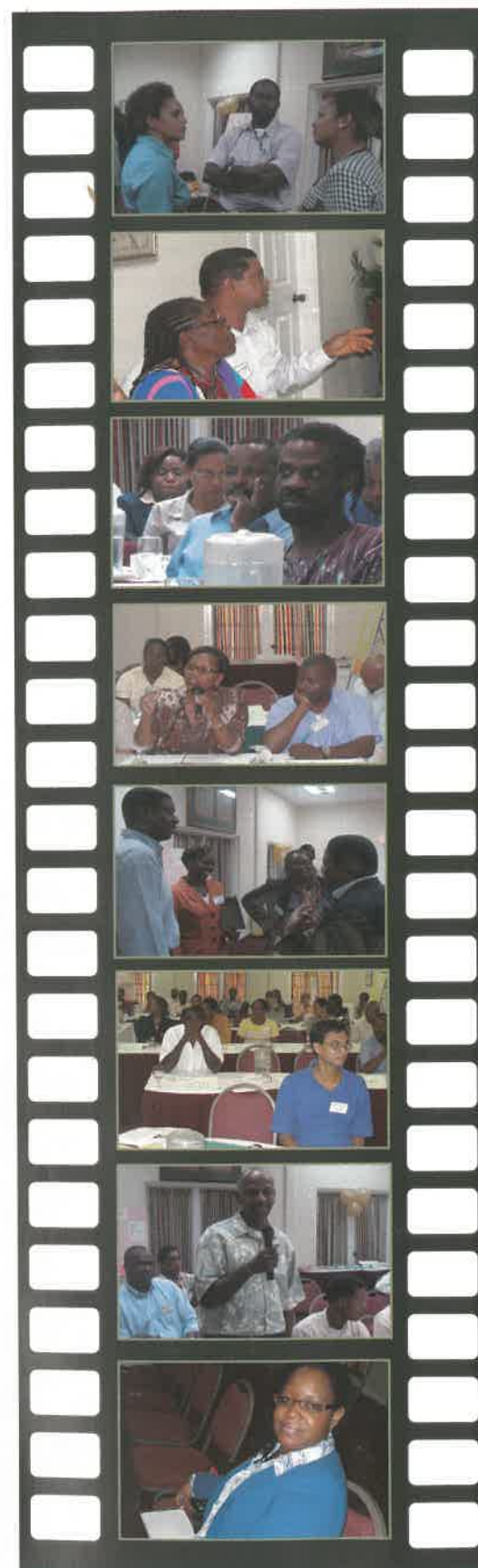
ISBN13: 978-92-9039-954-4

1. Agriculture 2. Agroindustrial sector 3. Entrepreneurship  
I. IICA II. Título

AGRIS  
E21

DEWEY  
338.1

Port of Spain, Trinidad  
2008



*“Never believe that a few caring people can’t change the world. For, indeed that’s all who ever have.”*

Margaret Mead  
Chicken Soup for the  
Entrepreneur's Soul  
2006 (c) Jack  
Canfield and Mark  
Victor Hansen,



## Thank You

On behalf of the sponsors I take this opportunity to thank:

- The participants, who have shared experiences, provided lessons and enabled us to define best practices that can be used to take real and practical actions to breed agripreneurs and plant and nurture agri-enterprises;
- Christine and Eldon, who welcomed us fully into the heart of their businesses and allowed us to see first hand the workings of a small agripreneur;
- Marcia from BYBT, Jacqueline from the OPSR, Lincoln from the CRNM, Claudius, Carmen and Sajjad, our main resource persons who have become our friends and mentors;
- The Honourable Minister of Agriculture of St. Lucia, Mr. Ezekiel Joseph for gracing us with his presence, sharing his thoughts and words of encouragement;
- The Honourable Minister of Agriculture of St. Vincent and the Grenadines, Mr. Daniel, who sent us his best wishes from across the seas;
- The management and staff of the Bay Gardens Hotel for their hospitality;
- The IICA St. Lucia team, led by Una May Gordon, for going beyond the call of duty and institutional responsibility that enabled us to plan such an event long-distance;
- The IICA Jamaica and Haiti offices for allowing us to share the expertise of their national professionals;
- CTA - Technical Centre for Agricultural and Rural Cooperation- for providing the financial means to have this workshop and for their continued interest and support to agricultural development in the Caribbean, evidenced by their partnership with CARDI, their regional branch office, and with IICA.
- The Trinidad team of Bob, Janelle, Richard, Lisa and Kathryn for putting up with my insistence for preparation, quality, thoroughness, attention to detail and excellence which meant long work hours, at times.
- To all my other colleagues and partners in agriculture and rural development who shared with us their time and experience and offered their continued post-workshop support.

Thank you for all your understanding, support, encouragement, best wishes, advice and strength. I implore you to continue to champion our agriculture.

If we don't, then who will?  
And then what?

Diana Francis  
Regional Specialist  
Trade Policies and Negotiations  
IICA Caribbean Region

## First Words

Entrepreneurship is of great meaning to modernising agriculture in the Caribbean. Traditional, preference-export industries are failing to maintain a high quality of life for stakeholders. Producers are searching for new ways to increase incomes. Efforts to reduce costs and improve efficiency face serious difficulties. This has forced many in agriculture to look for more efficient ways of doing business that allow for greater value creation and most importantly greater value capture.

Agriculture has always had and continues to have a high element of risk, particularly at the farm level. But today's agricultural entrepreneur - agripreneur (one who runs an agriculture business)- must embrace different types of risk, whether it is supplying basic commodities to mainstream markets or satisfying specialty products to the ever-discerning consumers. Regardless of market, today's agripreneur must be knowledgeable since satisfying both options requires an understanding of the needs of consumers in order to alter and upgrade their own production practices. Without a doubt, today's agripreneur must be prepared for hard work, since not only are traditional markets becoming more competitive, but also new markets are becoming difficult to locate and service. Consumers' needs are constantly changing and the agripreneur has to be prepared for that.

On March 3-6, 2008, existing and potential agripreneurs, academics, policy-makers, trade negotiators, financiers, business development service providers and educators gathered to discuss the issue of entrepreneurship in regional agriculture. The event was a regional workshop dubbed 'Breeding Agripreneurs and Planting Agri-enterprises'. It was timely because increasingly, entrepreneurship is recognised as a key building block for competitive business, economic growth, poverty reduction and overall development. Competitive agribusiness in particular is expected to drive the Common Single Market and Economy (CSME) and expand access in international markets. CARICOM Member States are beginning to take stock of ways and means of improving national and regional environments for competitive business, which is among the strategic priorities of the CARICOM Jagdeo Initiative for repositioning agriculture.

This workshop sought to expand the dialogue on entrepreneurship in the hope of filtering out the noise and clearing the fog to allow the "who" and "what works" in entrepreneurship to become obvious. It was a skilful blend of expert presentations, real life experiences, focus group discussions from which emerged practical suggestions as to how to proceed. In the end participants generally agreed that while business development is an essential catalyst for growth in agriculture, it is not an end in itself. Therefore strategies employed to promote and develop entrepreneurship must be different from business development and must be clear in objective, targets and actions.



**Entrepreneurs, through their entrepreneurship spirit feed expectations and change the world.**

## What's Inside

The pages that follow document the presentations and capture the essence of discussions and consensus. Its flow is logical rather than chronological, addressing some key issues on the workshop agenda. These key issues are described in brief. All errors and omissions are the responsibility of the editors.

### 1. What is important about 'entrepreneurship and the entrepreneur?' Pages: 7 - 19

Sir Arthur Lewis, Caribbean Nobel Laureate, expertly answered this question over 50 years ago. Essentially, without entrepreneurship, economic growth is bound to slow. Today, everyone, without fail, acknowledges the importance of entrepreneurship in a local community, industry and national economy. In spite of this importance, the Caribbean still experiences challenges in creating that critical mass of entrepreneurs, especially in agriculture. Marcia Brandon and Lincoln Price discussed this topic as it relates to growth, food security and poverty reduction strategies and the usually contentious issue of trade negotiations and trade agreements, respectively. The trade negotiations make special reference to the Economic Partnership Agreement (EPA). Both Marcia and Lincoln see entrepreneurship as central to business development, at all levels. To illustrate the difficulties also experienced in the region with respect to business development, workshop participants visited a Christine Wilson's small business making paper from banana waste. Her experiences brought home the fact that typically, efforts of government to "turn persons into overnight entrepreneurs" often yield limited fruit. Micro and small business owners, though also important, are not necessarily entrepreneurs.

### 2. Why promote micro and small enterprises? Pages: 20 - 36

Small businesses contribute much more to the economy and society as a whole than can be calculated just from the spending and profit that they generate. This has been the experience of the United States, and this is the unrecognised experience of Caribbean countries as noted by ILO research. ILO estimated that "between 70 and 85% of enterprises in the Caribbean are MSEs, the most realistic vehicle for meeting the employment and poverty challenge in many Caribbean countries. Indeed, the Grameen Bank of Bangladesh and the Kredifanm in Haiti were used to illustrate the importance of MSEs and the need to go beyond the provision of micro-financing to a suite of development services for small business. This section documents some government projects and national agencies implemented and established specifically to stimulate and nurture micro and small business development in agriculture and other economic activities. These include the Office of Private Sector Relations (OPSR) and Agricultural Support Services Project (ASSP) in St. Lucia and Jamaica, respectively. Agencies such as, the Agricultural Development Bank of Trinidad and Tobago (ADB-TT), National Development Foundation of St. Vincent and the Grenadines (NDF-SVG) and the Credit Union League of St. Lucia also presented their experiences and lessons learnt in efforts to stimulate and nurture MSEs and entrepreneurship. The presentation by Carmen Gomez-Trigg concluded that while these agencies have a role to play, the mandates and manner in which they operate sometimes limit the impact and sustainability of their interventions. Hence there is the general belief in the region that an aspiration to entrepreneurship is still seen as a profession of last resort. In fact, the observation of Nobel Laureate Professor Arthur Lewis continues to hold truth. **"We have produced the man the English say is the greatest cricketer in the world and another man they say is the best novelist in the English Language. We have great lawyers, surgeons, professors and calypso singers, but our achievement in business is poor."** In this regard, the need to clearly understand the concept of what is entrepreneurship and who is an entrepreneur, which was dealt with in some detail in the workshop.

### 3. Who is the entrepreneur? Pages: 37 - 58

In 2001, Lloyd Best, an eminent Caribbean Economist advocated that **"the issue is therefore not diversification,.., it is the breeding for the first time inshore of entrepreneurs, meaning autonomous producers and managers"**. This indicates clearly that an entrepreneur is much more than just a micro, small or medium or large business man or woman. But what exactly is an entrepreneur? What differentiates an entrepreneur from an ordinary business man or self-employed person? The growing literature on the topic notes that the field of entrepreneurship is not one known for its consensus. There are many theories and concepts, including that offered by the Global Entrepreneurship Monitor (GEM) of the 'opportunity' and 'necessity' entrepreneur. Hence there is no one answer to these questions. Sajjad Hamid, Small Business Consultant, discussed the issue from a range of angles in an effort to provide some guidance. The experiences of Eldon Serieux were used to link the theories and concepts of 'who' is an entrepreneur to reality. The section ends with a categorisation of ideas that an innovative individual with entrepreneurship qualities and insight could use to start a business and eventually build an empire, provided that the national and international business environment is an enabling one.

### 4. Entrepreneurship and the EPA - 'turning words to flesh' Pages: 59 - 76

Being innovative, starting a business and building an empire is not for the faint hearted. In fact, Sajjad Hamid cautioned that "to choose an entrepreneurial option is a road that only the strong willed can take". This is particularly so in today's reality of free trade, rapid innovation, intense competition and a generally intimidating business environment. At this point, we return to the discussions on the trade negotiations, but from a different angle - that of determining whether genuine business opportunities do in fact exist from the 'improvement' in market access and other provisions. The very recent EPA is again used to illustrate that if one uses the value-chain approach to business development, then the EPA offers possibilities for starting and growing a business, particularly among those commodities excluded from tariff liberalisation. This discussion was led by Claudius Preville who noted that some or all CARIFORUM countries have production capacity in several of these listed products. He noted that such capacity can also be developed through cross-border investments. Preville emphasised that the commodity chain or value chain approach provides a solid conceptual and analytical framework for identifying real business opportunities in any trade agreement. Further this approach depicts how to develop entrepreneurship and the support initiatives required for its successful implementation.

### 5. As said by Participants Pages: 77 - 85

The report ends with a brief summary of the main issues discussed in the three working groups, the general discussions and the suggestions that emerged from the workshop. These suggestions essentially reflect what has been recommended by national, regional and international organisations in an attempt to breed entrepreneurs and plant enterprises in agriculture and other economic sectors.

From the feedback of participants, the workshop was stimulating, the information provided of high quality and relevance to the issues with great opportunity for creating relationships and networking. We hope that the information contained in this publication is of use and can assist in clarifying some of the issues and catalysing individuals and institutions to make more effective contributions to the imperative of breeding entrepreneurs.





**‘Economic growth is bound to slow unless there is an adequate supply of entrepreneurs looking out for new ideas, and willing to take the risk of introducing them.’**

**Sir William Arthur Lewis:**  
Nobel Laureate  
The Theory of Economic Growth 1955, p. 182



## Why is 'entrepreneurship' and the 'entrepreneur' so important?

### Introduction

Caribbean scholars have been promoting the importance of entrepreneurship since the pre-independence era. However, in 2008, the Caribbean is yet to build a critical mass of entrepreneurs generally and specifically in agriculture. This forum expanded the dialogue on entrepreneurship in order to 'filter' out the noise and clear the fog, to allow us to better target the right audience and employ what works in promoting entrepreneurship in ways that are guaranteed to plant and grow agripreneurs.

Why is this important? Because the evidence, globally, proves that 'Entrepreneurs', through their spirit entrepreneurship - feed expectations and change the world! The literature is replete with examples of the importance of entrepreneurship, since it is the competitive behaviour of entrepreneurs that drives the market process and thereby leads to economic progress. It also provides an avenue out of poverty and welfare-dependency for individuals. However, to effectively nurture entrepreneurship, one must understand the 'bigger picture' that establishes the conditions and the environment within which entrepreneurship and businesses in agriculture are to be 'bred, planted and grown'. Parts of this bigger picture were provided in the presentations of Marcia Brandon and Lincoln Price.

Marcia Brandon, Executive Director of the Barbados Youth Business Trust (BYBT), observed that "most of the literature in other countries, including Europe, has been expressing grave concern for the state of their agricultural sector. One common thread that is evident in almost all of the strategies for improving agricultural productivity is that of developing an entrepreneurial culture among farmers". Based on experiences of countries around the world and her own personal experiences in the development field, Marcia outlined some of the prevalent issues which currently surround growth and food security in the Caribbean. Her paper reflects the thinking of Sir Arthur Lewis, when he concluded fifty-three years ago that entrepreneurs are the building blocks of economic growth.





## Economic Growth vs Food Security, the double burden: Entrepreneurship as a Solution

Marcia Brandon

***- - - the importance of growing that food is critical to the survival of the Caribbean region!***

Most of the literature on growth and food security in the region has all spelt out the situation as one of crisis. In today's reality, change is happening faster and faster and the agricultural sector in the region has had to deal with many changes over the years. It is still coming to grips with trade liberalization and the changes which have been impacting and will continue to impact personal lives and work environments of agripreneurs.

The Millennium Development Goals (MDG's) have established food security as one of its main goals. Food security (FAO) is defined as "physical and commercial access by all citizens to sufficient safe and nutritious food to meet dietary needs and food preferences for an active and healthy life." Sometime in February this year a World Bank economist drew the ire of Caribbean Agriculturalists when he dared to suggest that "It may be better for small states such as the developing countries of the Caribbean to de-emphasize agricultural production, import food and focus their attention on reducing poverty".

One should ask and carefully analyse whether providing adequate food for one's nation is not regarded as reducing poverty. Food security is a very important issue for the region, as it is for the whole world. In order to secure food for the region, regional leaders and all stakeholders, agricultural or otherwise, must understand that providing food for the people and teaching them to understand the importance of growing that food is critical to the survival of the Caribbean region.

To understand what can happen to the Caribbean region if growing of food is allowed to cease, an instructive lesson can be learnt from the African Continent, where up to the 1960s these countries were great exporters of food. However, the new popular leaders of the emerging African Nations were led to believe that if they imported cheap, subsidized food for their people then they could concentrate on other areas of growth and development (Webster, 2008). But things didn't quite happen as advised, instead African farmers went out of business, vacated their farms and moved to urban areas looking for jobs, foreign exchange accounts were drained despite the fact that the imports were cheap and rural poverty increased. One writer notes that it is due to bad soil, not sufficient nitrogen and phosphorus, and unfavourable climate and geology which have caused the food insecurity in Africa. One thing is sure, whatever has caused it, the fact is that even though Africa has a wealth of human and natural resources, it imports more than half its food and has very high levels of debt and poverty.

Despite the problems inherent in the agricultural sector in the region, food security has to be one of the main concerns of the countries. Some of the problems hindering the growth of food and hence food security have been there for centuries, but are becoming more persistent as changes occur. Problems such as natural hazards, high costs of materials and transportation, lack of market information, high costs of credit and trade issues. Other issues relate to global standards and quality and new value added agricultural products, such as organic farming in addition. Lack of quality agricultural training, lack of information and use of information technology, general business education for agriculturalists, access to arable lands and a lack of entrepreneurial training and understanding are all recurring problems to be addressed.

***- - - approaching food security in the same way it has been done in the past will not halve hunger by 2015***

There is urgent need for a new set of futuristic, modern strategies, which will focus on agricultural development, the use of science, capital investment and public commitment to food security (Eenhoorn). Agriculture has to be seen as a business, with opportunities to make money and create wealth. Agriculture has to be promoted as one of the most important sectors of the economy and policy change, however hard they are to bring about, must be implemented to bolster and strengthen the society in its efforts to breed and nurture agripreneurs. It is quite clear to all by now that approaching food security in the same way it has been done in the past will not achieve the MDG of halving hunger or halving the number of people living with food insecurity by 2015.

A new approach to food security must be linked to entrepreneurial activity. The region must focus efforts on creating an entrepreneurial culture by putting systems in place to support and recognize entrepreneurship as a viable career choice and an important engine of growth for the economies. Everyone has to be involved, from governments, to the classroom, to the boardroom, to community levels and all throughout a society. Entrepreneurship would cease to be looked at as a second class career or just a hobby, but rather a wealth creating mechanism which requires critical thinking, astuteness and quick recognition of opportunities where others see problems. One important factor that must be remembered is that creating an entrepreneurial culture is a long term goal hence substantive goals will not be seen immediately. But the investment for the sustainability of regional agriculture is clear, the political will, social obligation and commitment must be developed and strengthened.

Some countries in the region, including Barbados, have started to create this entrepreneurial culture, which is instrumental in creating jobs and building economies. Through organizations such as the Barbados Youth Business Trust (BYBT) and others, Barbados has been elevating entrepreneurs and promoting the benefits and advantages which can be gained when one embarks on this career choice. After 12 years in existence, the BYBT has seen a lot of changes in acceptance of entrepreneurship development and entrepreneurs in the society. However, a lot of work needs to be done with regards to education and training, building trust and creating networks.

Therefore in the region's efforts to enhance entrepreneurship in the agricultural sector and improve food security, the issue cannot be about diversification, as it has been in the past, but as Best (2001) states, it has to be focused and riveted on the breeding of local agripreneurs, who are not just farmers, but are also thinkers, risk takers and business people. This approach, if it is to be successful, calls for a review of cultural, social and political situations of countries in a holistic way to ensure that all components are supportive of the new strategy. In many studies that have been done on what influences entrepreneurship in a society, the three components of economic situation of the country, education and culture have been recognized as the major factors. In the region, despite many improvements over the years, entrepreneurship is not been encouraged in schools the way it should be. There is also the fact that in order to teach entrepreneurship in schools, there is the need for competent teachers who understand entrepreneurship and how to transfer this knowledge in a practical, fun way to students so as to develop their innovation and creativity and capture and improve their logical and critical thinking skills. The cultural mindsets in the region still do not fully support entrepreneurship and many parents still strongly encourage their children to get a government job. Because entrepreneurship is lonely, hard work and full of uncertainties and risks, many people cannot see the value of encouraging its inclusion into the prestigious club of viable career choices.

***- - - the region needs entrepreneurs to think, act, take risks to build the economies and create jobs***

The only factor in the studies which would encourage the region's step into the realm of entrepreneurship development is the economic situation. Many countries have high unemployment rates, high debt ratios and some have high crime rates and most are grappling



with the drug trans-shipment problems. These are the very reasons why the region needs entrepreneurs to think, act and take risks and build the economies and create jobs.

There are some aspects of entrepreneurship relevant to agripreneurs which have not been dealt with in the literature. These relate to characteristics and qualities of successful entrepreneurs. These have to do with qualities and characteristics such as a proactive nature, curiosity, determination, persistence, vision, hard working, honesty, integrity, strong drive to achieve, high levels of energy, goal oriented, independent, demanding, self-confident, high self-esteem, disciplined, strong management and organizational skills, internally motivated, tolerance for failure, positive attitude, positive thinking, sees opportunities where others see problems. All the entrepreneurship literature reveals that for individuals to be successful as entrepreneurs, they need to possess, most, if not all of these characteristics or qualities. Farmers therefore need to assess their qualities to see whether or not they have what it takes to become agripreneurs.

In addition to qualities, there are some very important components which facilitate the entrepreneur in operating a successful business and making money. This relates to business management training. Agripreneurs will need to know about costing and pricing, break-even analysis, production planning, marketing, information technology for bookkeeping and for research and development, contracts, negotiating, business units, and financing. They will also need to know about building partnerships, networks and cooperating with other business persons and agri-preneurs in a more strategic way.

**- - - in today's reality, millions are starving elsewhere.  
Food insecurity is not a joke.**

Regional strategists in agriculture, government and other stakeholders need to act urgently to assist farmers in becoming agripreneurs. They need to identify the key entry point which will facilitate food growth and security. In order to do this effectively and see successful results it is recommended that the enabling government policies be developed and implemented to create a culture of entrepreneurship and promote agriculture as one of the most important sectors. Slogans such as "eat what you grow" and "Buy local" are just some of the marketing catch phrases which can be brought back into the marketplace and others should be added.

There is the need for farmers to be trained in and have access to fertilizers and irrigation, entrepreneurial training and re-training, better marketing strategies, effective infrastructure, adequate and effective financing, national research institutions, strong agricultural training institutions, international agricultural research system, public investment and stabilizing and supportive price policies and a nationwide involvement in making agriculture strong and productive in the region, ensuring strong and healthy peoples.

Another growth and food security strategy could be also developing and promoting the concept of urban agriculture among the nation's population. Urban citizens could use every bit of space they can find to grow vegetables and herbs, which they could even sell to neighbours and other friends and relatives, or just use for consumption, which would decrease their food bills; back yard gardens, or even tyre gardens, in cases of very small spaces. It is also strongly recommended that a practical pilot project be undertaken in one country of the region, which would serve as an evidence-based model for food security through entrepreneurship, which after evaluation, could be promoted through-out.

It is imperative that the region's people clearly understand that in today's reality, millions are starving elsewhere. Food insecurity is not a joke. It cannot be business as usual it has to be unusual, non-traditional business. "The essence of economic activity is the commitment of present resources to future expectations, and that means to uncertainty and risk" (Peter Drucker)

#### References

- Drucker, P. 1985. Innovation and Entrepreneurship. Harper and Row, New York.  
Eenhoorn, H. www.worlconnectors.nl  
www.fao.org.spfs  
The E-Entrepreneur - www.ameinfo.com  
www.entrepreneurship.ag.iastate.edu/docs  
Exploring the Significance of Entrepreneurship in Agriculture, 2007 (eds) P. de Wolf & H. Schoorlemmer (www.esofarmers.org)  
Kendall, P. & Marco, P. 2003. The Current State and Future of Caribbean Agriculture (www.caribank.org)  
Twenty-eighth FAO Regional Conference for Latin America and the Caribbean, Food Security as Rural Development Strategy (www.fao.org)  
Urban Agriculture in Providence (www.southsidecit.org)  
Webster, P. 2008. Should we produce our own food? Barbados Advocate, Friday, Feb. 08, 2008. ❖



*One of Marcia's recommendations, that is, the need for enabling government policies to create a culture of entrepreneurship and promote agriculture as one of the most important sectors is a pre-requisite for the Caribbean. Indeed, promoting agriculture as one of the most important sectors in the Caribbean is a major responsibility of the region's governments. The policy signals and the positioning of agriculture in international fora, particularly the trade negotiations, go a long way in determining how that enabling environment will evolve. They will also influence how the farming community develops the abilities to recognise an opportunity or unmet need, take the risk to pursue it, manage productivity and seek out new markets.*

*Seeking out new markets, in particular, is one of the most fundamental purposes why Caribbean governments engage in trade negotiations. For developing countries, trade agreements are an essential pillar in strategies aimed at promoting private sector led economic growth and poverty reduction. They seek to create a framework conducive to trade and they also present opportunities for business development. Caribbean Community (CARICOM) has negotiated several free trade agreements (FTAs) with key trading partners. CARICOM is also currently engaged in negotiations that will have an impact on trade opportunities and business development in agriculture. Lincoln Price of the Caribbean Regional Negotiating Machinery (CRNM) summarised how CARICOM has performed with respect to existing agreements and briefed participants at the forum on the ongoing CARIFORUM (CARICOM plus the Dominica Republic (DR)) Economic Partnership Agreement (EPA) with the European Union (EU).*



#### Trade negotiations and the EPA:

#### Implications for Agribusiness development

Lincoln Price, Private Sector Liaison, Caribbean Regional Negotiations Machinery.

**- - - FTAs with Latin America,  
so far, have generated very little trade**

CARICOM has concluded bi-laterals (between CARICOM and one other party) agreements with a number of countries in the Americas. The US (Caribbean Basin Initiative (CBI)) and Canada (CARIBCAN), the only two developed countries in the Americas, provide CARICOM countries preferential access to their markets for several goods. However, the CBI's waiver expires in September 2008, while CARIBCAN expires in 2011. A Bill is before the US Congress to extend the CBI arrangement until 2010. However, with the US economy sliding into a recession, CARICOM needs to look at intensifying efforts to engage other markets including the European Union (EU).

CARICOM also has bi-lateral agreements the Dominican Republic (DR), Costa Rica, Cuba and Venezuela. There is also the more recent ALBA, which is a regional trade bloc spearheaded by Venezuela, with Cuba and Bolivia. Currently, it appears to be non-binding, a situation which could change with leadership in Venezuela. Dominica is the only CARICOM member state which is a signatory to ALBA. CARICOM, as a unit, is not engaging ALBA. However, some other member states are exploring membership since ALBA covers investment, health, technology transfer, oil etc. ALBA could provide access to low interest funds through ALBA Bank. However, the impact through duty free access to Venezuela and Cuba may be minimal since CARICOM countries already have that provision the CARICOM bi-laterals with these countries. Further the CARICOM-Venezuela FTA provides more legally stable market access than the ALBA and covers many similar products.

In terms of the FTAs with the US and Canada, there are decreasing margins for exporters to Canada compared to the provision of cheap inputs and the large unexploited trade with Latin American countries. However, the FTAs with Latin America have, so far, generated very little trade. In fact, the CARICOM two-way FTAs with Cuba, Costa Rica and the DR are only partially enacted. The DR in particular, offers the opportunity to exploit US\$5bn in untapped trade. There is a 'goods only' agreement in the works for the Central American Common Market (CACM). CARICOM is also toying with the idea of a FTA with MERCOSUR (i.e. Brazil, Argentina, Paraguay, Uruguay, Bolivia and Chile). However there seems to be little support for this FTA from both parties.

In addition to these bi-laterals, CARICOM member states, except the Bahamas, are also signatories to the World Trade Organisation (WTO). The WTO is a Body to enforce global trade rules of non discrimination (i.e. no special treatment). The WTO agreements negotiated and signed by the bulk of the world's trading nations provide the legal ground-rules for international commerce. They are essentially contracts, binding governments to keep their trade policies within agreed limits. Although negotiated and signed by governments, the goal is to help producers of goods and services, exporters, and importers conduct their business, while allowing governments to meet social and environmental objectives. The current round of negotiations is being conducted under the Doha Development Agenda (DDA).

**- - -the DDA is working towards removing trade distorting subsidies**

The DDA round is a development round, i.e., to address, in a genuine manner, the needs of developing countries. A major goal for developing countries is to secure genuine market access for their exports. The DDA is addressing these issues, partially, through tariff reduction and eventual elimination. The proposals include the 36% cut in average agricultural tariffs (with some exclusions related to sanitary and phytosanitary (SPS) and Special Safeguard Mechanisms (SSM)). So far, the negotiations, if they remain on stream, should result in an increase in service contracts, faster customs clearance, increased competition for agricultural producers, and greater margins for exporters/distributors.

Under the DDA, the sensitivities of Small Vulnerable Economies (SVEs), usually agriculture dependent, are to be taking centre stage. Where WTO members are now supposed to be liberalizing their agricultural sector, there is some acceptance of the SSM and sensitive products (SP) proposals which afford the Caribbean flexibility to protect our agricultural sectors.

Agribusiness development is being retarded by dumping and unfair subsidies and the DDA is working towards removing trade distorting subsidies. What does that mean? People are really going to shift subsidies to approved activities such as "environmental protection and food security". Caribbean governments should do the same to develop the region's agribusiness sector. Similarly, the WTO is pushing for agricultural exports of interest to CARICOM states, to be duty free and quota free.

However there is little movement on protectionist use of SPS measures which continue to erode market access. Also, preferences are gone, so CARICOM exporters now have to compete without those facilities, which mean that CARICOM may have to look at the "coffee approach" which produces small quantities of top quality product, under strong Intellectual Property Rights (IPR) and industry regulations. A good example is in Jamaica, which is making use of the WTO's provisions under Geographic Indications (GI) for Coffee.

In terms of the key aspects of the trade agreements, the potential impacts of changes in the following trade instruments under the WTO negotiations can be summarised as follows:

Instrument	Likely Outcome	Possible Business Impact
Preferences	eliminated.	reduction in export revenue; more difficult to get foreign partners; could force diversification in long term
Trade facilitation	increased notification, faster customs clearance time. Automation. Advanced rulings. Transaction based customs valuation.	reduction in time to clear raw materials; predictable customs rules and import valuations; less cash flow held up in ports.
Tariff	decrease in tariffs on non-sensitive items. Shift to internal charges e.g. VAT.	increase in margins for importers /distributors; reduction in local agribusiness margins. Companies need to know trade defence (i.e. how to fight dumped goods).
Non-Tariff Measures	No anticipated change. <i>Is this acceptable where SPS measures continue to frustrate agriculture?</i>	NTBs continue to inflate production costs and retard export sales. However, some NTBs protect local sales.
Subsidies	reduction in subsidies in traded goods. Shift to disguised subsidies, e.g. direct payments for windfarms on farms.	increase in prices for some imported raw materials and food. Increase in the ability to compete with imported finished products, possibly leading to an increase in local sales margins.

**- - -the EPA ... a deal to open markets and obtain development financing**

The Economic Partnership Agreement (EPA) negotiations are particularly significant. The EPA is a deal between the EU and CARIFORUM (i.e. CARICOM and the Dominican Republic) to open each others markets with the EU providing some financing to assist in addressing constraints to growth (e.g. customs modernization, standards, health/food safety requirements etc). The bottom line on the EPA is that it will lead to a more predictably open EU market for CARIFORUM's goods, services and investment (no more WTO waivers required). However, CARIFORUM producers and service suppliers should expect more competition on the domestic market.

Given this, why then did CARIFORUM sign the EPA? One of the main reasons is because the EPA is seen as a mechanism to treat with the great employment dislocation based on loss of market access to EU in traditional sectors and increased competition for development assistance with Africa and the Pacific, which is now allocated on FIFO (first-in, first-out) basis. Further, signing the EPA would mean that our preferences would not constantly be under threat of WTO action (e.g. Banana ruling). An article from Bridges Weekly Digest article "without EPA, Nigerian Cocoa processors lose millions as EU imposes tariffs" (<http://www.ictsd.org/weekly/08-02-27/story2.htm>) illustrates this point.



The article reported that:

"two months after losing preferential access to EU markets, Nigerian cocoa processors and producers face millions of dollars in losses, as the effects of poor infrastructure and high opening costs are compounded by higher tariffs and competition from neighbouring countries that retained duty-free access to Europe"... "Brussels slapped tariffs on cocoa products and other exports from Nigeria at the beginning of this year, staying true to its warnings after the West African country decided not to sign an economic partnership agreement with the EU by the end of 2007. All but a few of the 30-off relatively richer members of the African, Caribbean and Pacific group of countries, faced with the loss of the same trade preferences, signed EPAs with the EU late last year, thus preserving market access."

Among the key features expected of the EPA is that of predictability in accessing the world's largest import spending market for goods and services (inc. cultural services) with US\$6.4 trillion spent on imports of goods and services in 2006. Also there is the DFQF (duty-free-quota-free) governing market access for all goods meeting qualifying rules of origin from CARIFORUM other than sugar and rice, from January 1, 2008 (This includes previously restricted areas, poultry, cheese, etc...). Also sugar will be DFQF from the end of September 2009 and rice from 2010. CARIFORUM gained 60,000 tonnes in additional sugar quota, (split equally between the Dominican Republic and CARICOM, so CARICOM's quota increase is 30,000 tonnes). In addition, the rice quota will now be duty free, compared to the reduced duty paid under Cotonou arrangement. The rice quota will also be increased by 29% and 72% over the current quota for 2008 and 2009 respectively. CARIFORUM's Rice's quota is currently 145,000 tonnes and will be 187,000 tonnes in 2008 and 250,000 tonnes in 2009, after which the quota will be eliminated.

Other features include protection and adjustment time, in the form of exclusions and long phase in periods for sensitive products (Tables of Excluded products provided in a subsequent section). These long phase periods are 5 years (duty free by 2013), 10 years (duty free by 2018), 15 years (duty free by 2023) and 20 and 25 years (duty free by 2033).

The agricultural sector is protected under the EPA. The EU commits to the elimination of export subsidies on all agricultural products for which CARIFORUM agrees to eliminate tariffs. CARIFORUM is not required to eliminate any export subsidies that are sanctioned by the WTO. CARIFORUM will remove tariffs from 80% of the value of EU imports into the region over a 15-year period, with sensitive goods receiving protection 13% indefinitely and others up to 25 years after the coming into force of the agreement. Additionally, CARIFORUM states will benefit from a moratorium of 3 years with respect to the liberalization of customs duties on all items with the exception of automobiles and gasoline. These latter items will be liberalized over a 15-year period and benefit from a 10-year moratorium.

Conditions for top EU Agricultural exports to CARIFORUM	
Products	Status
Milk powder, Condensed milk/fresh milk, cheese, pork, poultry, sausages, chocolate, Chocolate/foods containing chocolate, Animal feed, Rice, wheat, Processed foods	exclusion
potatoes	15 years (duty free in 2023)

Rules of origin (RoO) are an important aspect element of the EPA. The RoO are the production or harvesting processes that your goods must comply with to receive the duty free treatment in the EU market. These RoO will also apply to any imports from the EU which may receive duty free treatment in CARIFORUM. For example, take the two main RoOs for agriculture: tariff jump and wholly produced. These essentially mean that CARIFORUM processors must either source their product locally, or if raw material must be imported, then processors must do substantial value added to get duty free treatment in EU, and vice versa. The following provides an example of the RoO for CARIFORUM's top agricultural exports.

Rules of origin for top agricultural exports to EU	
Product	Rule of origin
Essential oils	Tariff jump; 20% within heading allowance.
Processed fruits (inc banana chips and ackee), Processed vegetables, Coffee beans, Cocoa beans, Papaya	Wholly produced
Peels of citrus fruit/melons	Wholly produced. Value of sugar must not exceed 30% of ex-works price
Sauces, mixed condiments seasonings	Tariff jump

To explain:

- Tariff jump: the tariff number for the finished export must be different from the tariff number of the raw material. For example, for sauces, one can import your onions, from anywhere in the world because onions are tariff number 070310 and sauce is tariff number 210390 and your sauce can still be classified as made in St. Lucia and receive duty free treatment in the EU.
- Wholly produced means that the product must be grown, reared or harvested in your home market, or in another CF market, or in a neighbouring developing country market. So for instance, one can put a shipment of coffee together including good old Jamaican blue mountain, but also coffee from Haiti and Cuba (Cuba is not in the EPA), and get the duty free treatment.

#### - - - EPA, going beyond market access to agricultural development cooperation

The EPA is not just about market access to simulate trade. It also provides development funding to enhance domestic capacity to take advantage of the improved market access. In terms of the funding provided, an amount of €132 mn from 10th EDF for Regional Investment Programmes (RIP), of which 33mn is for EPA implementation. Further, to address efficiency of delivery, the EU has proposed using two tools: Budgetary Support (€340mn) and the Regional Development Fund (RDF). The European Investment Bank (EIB) will continue to provide €2bn in investment financing. And Proinvest, CDE, Biz Clim, Trade.com, ITC continue to provide technical assistance support. EU member states have promised 1bn more by 2010.

However, the National Investment Public Sector Programme (NIPS) is already programmed, so the additional funds will have to be lobbied for hard, not from EU, but from the individual member states to take necessary actions to improve agriculture. For instance, in Jamaica, budgetary support is going mainly to crime prevention and state projects, not generally, to agriculture. In terms of its "Agricultural Development Cooperation Priorities" the EPA emphasises:

- improvement in competitiveness of potentially viable production, including downstream processing through innovation, training, promotion of linkages and other support activities;
- development of export marketing capabilities, including market research;
- identification of options for improvement of marketing infrastructure and transportation and identification of financing and cooperation options for producers and traders;
- compliance with and adoption of quality standards relating to food production and marketing, including standards relating to environmentally and socially sound agricultural practices and organic and non-genetically modified foods;
- SME development
- Innovation
- Regional development fund
- Promotion of private investment and public-private partnerships in potentially viable production;

- Improvement in the ability of CARIFORUM operators to comply with national, regional and international technical, health and quality standards for fish and fish products;
- Building or strengthening the scientific and technical human and institutional capability at regional level for sustainable trade in fisheries products, including aquaculture;

Agriculture stakeholders are encouraged to participate in the national and regional dialogues on the EPA and to inform decision making on effective use of development cooperation support.

**- - - negotiations are a tool that can assist in agriculture's transformation by locking in market access and facilitating FDI and access to technology,**

Agribusiness needs to be seen as cutting edge and transformative, rather than a sector of last resort and for the low achievers. There are some basic points that must be understood.

- The Agribusiness sector is vulnerable and has been treated as sensitive in trade negotiations. Specifically, while we have not liberalised the agricultural sector, we are seeking to extract more market access for its products and services.
- Negotiators have to be informed by competent industry associations. However, of those that exist, most are weak. Eg the poultry association is strong and has paying members who can inform negotiations. The weak sectors, such as, non-traditional fruits, peppers and herbals, need to be strengthened. Otherwise, the "big sectors" will continue to be represented in trade negotiations and the micro-sectors will not.
- Even though the focus is on agribusiness development, there has to be a focus on innovation and new business development for competitiveness. These issues require general improvements in the business environment, or a new approach to business. This new approach requires that agricultural firms engage in value-added in the most competitive locations, which trade agreements provide for. These locations may not be in the Caribbean, e.g. JP produces its juice in the UK and various Jamaican meat processors process their meats in the US to avert USDA bottlenecks.
- The commercial/retail arm of the financial sector has to be complemented by a functional development banking system. Probably the sector can look at a Mutual guarantee company in dynamic areas funded by the regional development fund; and
- The Veterinary Services, Plant Quarantine and other trade support institutions must improve regional coordination to promote intra-regional trade. There are too many instances of protectionism across the region and if we are being protectionist, those energies should not be wasted on our regional partners.

In conclusion, transformation and new business development is key for global success. Negotiations are a tool that can assist in the transformation by locking in market access, facilitating FDI in agriculture and greater access to technology, allowing temporary movement of displaced farm workers and providing resources to improve support institutions etc. The Negotiators' mandate is to shelter industry from protection, not to seek new markets. But what is a sustainable approach? ♦



Price noted the issue of sustainability in terms of the approach to trade negotiations and their role in helping to create the enabling environment. EPA support for SME development should be of particular interest and sustainability also becomes a concern with respect to public sector efforts at supporting MSEs. MSEs play an important role in stabilising the economic foundations of several Caribbean countries. In fact the International Labour Organisation (ILO) research indicates<sup>1</sup> that: "in the Caribbean region small enterprises account for the majority of existing jobs and generate most new ones. The sector, which is the purpose of the publication also includes micro enterprises, therefore represents the most realistic vehicle for meeting the employment and poverty challenge in many countries. A high proportion of them are found in the informal sector. Sole proprietorship remains the dominant form of ownership, and a vast majority of these businesses operate from homes...."

<sup>1</sup>Small enterprise development in the Caribbean, ILO, [http://www.ilocarib.org.tt/oldwww/infosources/small\\_enterprise/sme\\_caribbean/index.html](http://www.ilocarib.org.tt/oldwww/infosources/small_enterprise/sme_caribbean/index.html)

*Building MSEs capacity requires cohesive planning, a strong institutional and organizational framework and an effective implementation mechanism that has an built-in monitoring structure that would ensure sustainable and productive development of the sector".*

*Creating an entrepreneurial culture and promoting small business is a major policy objective of all governments in the region based on their potential to generate sustainable livelihoods and employment and to reduce poverty. The typical policy instrument used is the establishment of statutory or other agencies to encourage individuals to start up small business by providing access to credit and financing and other services, such as, business and financial management and skills training.*

*The following experience in St. Lucia seeks to illustrate the challenges faced in converting unemployed and unskilled youth into small business owners and entrepreneurs. In 1999 the St. Lucia Rural Enterprise Project (SL-REP), through its Micro Enterprise Development Component implemented a project to train persons for small business. Through a needs assessment, it was determined that a real market opportunity existed for handmade paper and paper products from banana waste for use by local graphic artists, printers and for special occasions. The aim was also to market the products to the tourist industry and the export market (then targeting Holland). There was also some precedent in paper making training and a training facility in the Castries South East that the project could build on. It was on this premise that the project was initiated for young unemployed rural poor, including women from single-headed households.*

*Christine Wilson was a Project Officer in that project. Her experience and perspectives clarifies the issues involved in creating small business for self-employment and enabling entrepreneurship.*



**Turing Banana Trash into Cash**  
Studio Kreativity INC. banana paper

Christine Wilson, had aspirations of starting her own business. She was first employed with the St. Lucia Rural Enterprise Project (SL-REP), as a Project Officer, in charge of a project that trained unemployed youths to make banana paper. Living in a banana-growing community, the raw material was virtually at her door-step. Although she had no prior idea or even knowledge of paper-making or running a business, she ventured into the unknown with high expectations.

**- - -these young people did not understand the concept of entrepreneurship they wanted to be paid a salary**

In 1999, Christine and the other 11 young unemployed individuals participated in the training sessions. An essential part of the training was the 'learning-by-doing', hoping that by seeing the 'fruits of their labour', these young persons would be energised to continue as a business after the training ended. This was not to materialise. Most of the trainees exhibited either a lack of focus or non-interest in business. There was a little or no understanding of production as a team effort. The quality of products made was poor, volume of output low and the drive to manage a business lacking. In essence, the entrepreneurial spirit and attitude was at best weak or absent. Christine surmised that 'these young people did not understand the concept of entrepreneurship they wanted to be paid a salary and not be a part of building an enterprise'. The project was soon abandoned by the trainees.



Christine had a mission: to put her training into use and start up the business herself. To start, she needed to shift from project to business mode. Christine developed a whole new vision "to create a new, unique paper for every customer who wishes to adhere to the environmentally friendly practices". The business would use only recycled material from the banana tree. Because of its exceptional texture, colour and appearance, the banana fibre added more character than the average paper. She had the skills, the raw material, the market and the equipment, procured with the help of SL-REP. But she had no site to locate her business and the actual area to commence production became a challenge. It was not until 2002, that the project-converted-to-business got off the ground. She was able to use the Ministry of Agriculture's Ans Ger Rural Service Centre as a factory site.



**.... plan the business and make it your business to work the plan**

With a new business plan, additional equipment/machinery and technical support from the Ministry of Agriculture, Christine began to improve her skills and crafts of stationery paper and sets, gift bags, wine bags, boxes and jewellery. Christine contacted the initial customer and sought to create new customers and establish her market base. She found out that re-establishing market presence would be a major hurdle mainly because, the market research, including product testing, was inadequate. Issues, such as size, volume and frequency of demand were unknown.

The business is now registered under the name of Studio Kreativitiy INC. Christine has raised her handmade paper business to a new level, operating daily and providing part-time employment for two young unemployed persons within the community. Although the original group of trainees with the skills could obtain employment in her business, they were not interested.

Studio Kreativitiy INC. ensures that their paper-making process contributes positively to environmental health. Every sheet of paper is uniquely handmade in an organic process. Christine is on a continuous learning process to develop her business skills. A computerized accounting system is in place which ensures proper record keeping and inventory management. A website is also under construction to enhance marketing. There has been no formal advertising of the product and sales have been built largely by 'word-of-mouth'. Studio Kreativitiy INC. is also continuously exploring ways to develop different product lines, expand production capacity and improve quality. This is an essential part of her strategy to secure and expand her market niche in what she considers to be a dynamic, growing and vibrant industry.



The business offers a double benefit - an environmental means of waste management and a viable source for enterprise development. The business has provided a relatively fair share of benefits to Christine, her employees and to some extent the community through its linkages. Christine expects that with greater participation in trade shows and fairs and other forms of promotion, the product will expand to regional and international markets.

**... leadership is an essential part of entrepreneurship and business**

From her experiences, Christine has observed that trying to turn persons into overnight entrepreneurs is a recipe for failure. Not everyone is willing to go out and create a job for him/herself. It is important to understand the background of the individuals targeted for business development training. Many would prefer the security of being given a job, without having to take any personal risks, make any decisions, or wait years before beginning to realise profits.



She has learned her lessons along the way and continues in that learning mode. She understands first-hand the importance of knowing the market. Critically, as well, she understands that the choice of persons to be trained or employed can make or break both a project and a business. Leadership, whether as part of a project or in a business, is also a critical element for success. How well persons work without supervision is another important lesson that was learnt, since people that cannot work without supervision will be lost without a leader.

Although relatively young, the issue and importance of succession planning are not lost on her. She ties this with the issue of ensuring that persons, including employees and partners in the business, should understand the importance of taking ownership and the extent to which they assume responsibility and risks for growing a business. ♦

The issues brought out in Marcia's paper and the issues that surround the trade negotiations as explained in Lincoln's paper validate the importance of entrepreneurship, not just for small business development, but more importantly to enable the region to more effectively take advantage of opportunities that are being negotiated with developed countries. However, during the discussion, a major concern was that resource-poor micro and small business do not benefit from trade negotiations, or from the agencies established by governments to promote micro and small enterprises. While the trade negotiations often provide the covering framework for engaging in more transparent trade, often with the developed countries, the capacity to take advantage of any trade opportunities that may arise is often lacking among MSEs. Hence to enhance the capacity of MSEs to develop and take advantage of market opportunities, whether in the external or domestic/regional market, governments typically seek to provide access to financing and a range of business development services. The following section discusses the issue of micro and small enterprises and profiles some of the agencies established by governments to deliver on their policy for small business development.







Such small and medium sized enterprises (SME) or small business policy typically involves specific government agencies mandated with assisting specific types of enterprises.'

**David B. Audretsch, Isabel Grilo and A. Roy Thurik**  
Explaining entrepreneurship and the role of policy

## 2. Why promote micro and small enterprises?

### Introduction

Worldwide MSEs is on the rise, associated with, among others, the increasing variety of demand for specialised goods and services and a growing appreciation of self-employment as a career option. There is no doubt that small business is an important part of the economic landscape in all countries, but more so, for developing countries.

Even in the United States, "small businesses contribute much more to the U.S. economy and society as a whole than can be calculated just from the spending and profit that they generate". Small businesses act as a shock absorber for fluctuations in employment. They also are more receptive to creating opportunities for women and minorities, and activities in distressed areas. They tend to be more economically innovative than larger companies and responsive to changing consumer demand. Building, running, and growing small business is part of a virtuous cycle of creativity and increasing prosperity that can be applied by dedicated and thoughtful people anywhere. There are no secrets and frequently money is less important than a considered combination of imagination and effort.<sup>2</sup>

--- micro and small enterprise (MSEs) are a distinct vibrant sector in the Caribbean

There is no universal definition of "micro", "small" and "medium" sized businesses. But ILO concluded that MSEs are a distinct vibrant sector in the Caribbean. Between 70% and 85% of enterprises in the Caribbean belong are MSEs, employing less than twenty-five persons. Women account for between 35% and 50% of these MSEs. Most MSEs are in the Food and agro-processing, Marine and fishing, Wood work and furniture, Light engineering and electronics, Garments and Handicrafts, Tourism and service related activities and the Emerging technologies sectors. MSEs create and expand employment opportunities, develop entrepreneurship skills, utilize local raw materials and enhance market opportunities.<sup>3</sup>

During the discussion, there was general agreement among workshop participants that small business was important to food security, export expansion, growth and development. They also agreed that efforts of national governments' in partnership with regional and international organizations are pivotal in creating conditions to foster small business.

However, the workshop participants generally agreed that job creation and small business development should not be pursued at the expense of encouraging entrepreneurship. In the wisdom of an old Chinese proverb that "it is better to teach a man to fish than to give him the fish"

The following section documents some national projects and agencies established specifically to stimulate small business development in agriculture and other economic activities by several governments in the region.

<sup>2</sup>Derek Leebaert "How Small Businesses Contribute to U.S. Economic Expansion".  
<http://usinfo.state.gov/journals/ites/0106/ijee/leebaert.htm>

<sup>3</sup>ILO - "Small enterprise development in the Caribbean"  
[http://www.ilocarib.org.tt/oldwww/infsources/small\\_enterprise/sme\\_caribbean/index.html](http://www.ilocarib.org.tt/oldwww/infsources/small_enterprise/sme_caribbean/index.html)





## Office of Private Sector Relations (OPSR)

St. Lucia

Jacqueline Emmanuel

Private Sector Development (PSD) is a strategy for promoting economic growth and reducing poverty in developing countries by incorporating private industry and competitive markets into a country's overall development framework. It is important as a strategy in national development for reducing poverty; enhancing the provision of basic services and empowering the poor through the improved quality and access to health services, education and Infrastructure.

**- - - a vibrant private sector is essential for the establishment of long term economic growth, employment and the creation of a nation of stakeholders**

Developing a vibrant private sector is essential for the establishment of long term economic growth, employment and the creation of a nation of stakeholders. International financial organizations such as the International Monetary Fund (IMF) and World Bank have long recommended this as a desired strategy for the sustainable development of countries. It is also critical for countries in their adjustment to globalisation and international trade liberalization in wake of multilateral and regional trade agreements.

Historically and internationally, private sector development has had a long history of results. It has been at the centre of the World Bank Group's activities since the mid-1950s. Special programmes were set up to help promote cross-border capital flows without government guarantee in support of private investment and to facilitate international investment disputes between states and foreign investors. During the 1960s and 1970s, state led development and import substitution policies were being pursued.

In the post-Independence period - 1980s to early 1990s - PSD strategies focussed on "Industrialization by Invitation (ISI)", where enclave industries were encouraged and supported under the USA Caribbean Basin Initiative (1983). However, after 1994, the entry of the North American Free Trade Area (NAFTA) and the WTO was associated with decade of economic instability and adjustment. PSD usually involved a comprehensive mix of strategies or interventions to enhance the business environment and improve the role and function of the private sector. These primarily include: Trade and Market Access (National Export Strategy), Investment Promotion, Business Skills (in all sectors), Micro, Small and Medium Enterprises Development and Rural Credit Development.

The Office of Private Sector Relations (OPSR) was established in January 1998, for the principal purpose of managing the implementation of the PSD and the proper disbursement of the funding allocated to the said Strategy. It is an agency of the Government of St Lucia funded by the Government of St Lucia and the European Union. The OPSR operates out of the Prime Minister's Office, and, in so doing, serves as the link between Government and the Private Sector. The OPSR is responsible, therefore, for putting into effect a number of incentive programmes introduced by Government for the strengthening of the Private Sector.

The Private Sector Development Programme (PSDP) is one of those incentive programmes, and was launched in 1999. The rationale of the PSDP is to facilitate and promote the necessary public sector/private sector partnership essential to national development and economic competitiveness. Specifically, the PSDP seeks to continue the process of revitalizing the economy of St. Lucia by increasing and sustaining the competitiveness of the private sector by supporting the development and sustainability of an efficient private sector that is able to compete favourably at the regional and international levels. It operates at four levels:

- Firm/enterprise level, the key activities are credit support for business, conduct of business diagnoses, preparation of business plans, support to business plans, implementation-support for SMEs and support for benchmarking initiatives, which in 2002 had a budget allocation of EC\$7,883,000;
- Business association, the OPSR provides assistance for product development, market development - human resource development, and for Joint Ventures, strategic alliances and technology transfer, which in 2002 had a budget allocation of EC\$720,000;
- Public Sector, OPSR supports business environment enhancement by providing assistance in such key areas, such as, tax and customs administration, judicial systems improvement and policies to encourage joint ventures, external trade and technological advancement. In 2002 the budget allocation was EC\$1,056,560;
- OPSR Programme Management Level, which supports staff costs, office equipment and supplies, sensitisation campaigns, evaluation and audits, with a budget allocation of EC\$ 2,007,440 in 2002.

The OPSR also implements a Business Upgrading Project Cycle (BUPC) to encourage business enterprises to approach development and advancement, in accordance with a formalised Business Plan geared towards charting the way forward. Another special project is the Cluster Linked Incubator Model for Business (CLIMB) focussed on needs-based clusters and provides support for up to 15 weeks incubator treatment in specific geographic locations. The core needs identified for MSE treatment in the CLIMB are education, marketing, hardware, software and services. It also implements a Rural Credit Facility to promote rural economic development and diversification by improving access to credit by rural enterprises in Saint Lucia. Its main components are (a) strengthening the rural credit institutions in ways that will enable them to increase the level of credit that they extend to local business, (b) providing technical assistance to select groups/clusters of entrepreneurs in the rural areas to enable them to meet the lending requirements of the credit institutions and (c) providing support to the lenders to enhance the competitiveness/improve their performance.

Among the expected outputs of the OPSR/PSDP, are an increased number of SMEs through the special business clustering project, enhanced competitiveness of firms through benchmarking and quality management improvements, and the enactment of three new pieces of legislative/policy measures that enhances the national business environment.

***.... an important role of Government as part of a network of public and private sector agencies is to nurture budding agripreneurs and build a critical mass of successful agripreneurs***

The OPSR illustrates the important role of Government as part of a network of public and private sector agencies to nurture budding agripreneurs and build a critical mass of successful agripreneurs. It is generally accepted that over 80% of all the small business start-ups fail within the first two years or less. Hence, the nurturing process must provide financial, technical and other support services ranging from micro-financing, to business management advice and training to market intelligence and trade support. Most Caribbean Governments implement similar projects for business development at either a national level, or specific to a particular sector. The following highlights another project aimed at stimulating entrepreneurship and business development in agriculture specifically.



**The Agricultural Support Services Project (ASSP)**  
**Herscell Brown, Project Director,**  
 Ministry of Agriculture, Jamaica  
<http://www.assp.gov.jm/index.php>

The Agricultural Support Services Project (ASSP) began operating in 2001. The ASSP's budget was US\$31.5 million, financed by a US\$22.0 million loan from the Inter-American Development Bank (IDB), and a contribution of US\$8.6 million from the Government

of Jamaica (GOJ), with the balance of the funds coming from project beneficiaries. ASSP's purpose was to enhance the competitiveness of Jamaican agriculture in domestic and global markets. The Project has made US\$7 million available to the Agricultural Support Services and Productive Projects Fund (ASSPPF) Limited.

The main project components were:

1. Strengthening the Delivery of Agricultural Support Services, designed to develop the critical capacity for delivery of effective agricultural support services including agricultural extension, research, marketing and strategic information, to producers and exporters.
2. Strengthening and Consolidating Agricultural Health and Food Safety Services aimed at improving the effectiveness of the animal health, plant health and food safety systems. This component was designed to protect domestic consumers from illness caused by food contamination, while ensuring that Jamaica's exports meet international standards.
3. Financing Selected Activities in High Pay-off Productive Projects, intended to increase the competitiveness and profitability of Jamaica's agricultural producers and exporters. It provided grants to assist in establishing projects to further develop and create new opportunities in the non-traditional agricultural sub-sectors.

The ASSP offered farmers, exporters and agro-producers assistance to develop business proposals and marketing plans. Also, through the Agri-Stakeholders Association, supermarkets, hoteliers, exporters, agro-processors and distributors with secure markets can purchase crops, livestock meats, honey and apiary products, produced by project beneficiaries. Beneficiaries must be agricultural producers (farmer or processor), exporters or individuals actively engaged in the business or trade and able to demonstrate need for the services requested. Although individuals are eligible, emphasis was placed on providing grants for support services for groups of producers or exporters.

Beneficiaries were entitled to services related to:

- extension - on-farm demonstrations and training, analytical services, technical exchanges, including producer-visits to other local and overseas facilities, environmental management, and other training.
- marketing - buyer visits, market visits, packaging and labelling design, marketing and business plan development.
- land regularization - surveys and title searches.
- research - adaptive research, including purchasing new rootstock, establishing pilot plots and product development.
- information - production and market studies.

The ASSP was a four year project and was concluded in February 2008.



*The ASSP in Jamaica is similar to the OPSR in St. Lucia in one fundamental respect - they are both government projects, with the bulk of financing from external resources. Their objectives are fairly similar - to stimulate and nurture entrepreneurship and business development in general, in the case of OPSR, and specifically in agriculture, as was the case of ASSP. While such projects have an important role to play, they are by nature, temporary. Hence the issue of continuity becomes extremely relevant in terms of consolidating any gains from their implementation and building on these gains to ensure sustainability in entrepreneurship and business development.*

*Having a constant presence, designed and operated to nurture entrepreneurship and business development on a continuous and long-term basis provides a greater sense of confidence among potential, early and even established entrepreneurs and business interests.*

*It is in this context, that the role of national agencies become important. Public-sector agencies are an important part of the network of agencies to nurture budding entrepreneurs. The following highlights the role of the Agricultural Development Bank (ADB) of Trinidad and Tobago.*



**Agricultural Development Bank (ADB) of Trinidad and Tobago**  
**Ms. Denise Dickson-Cunningham,**  
 Product Development and Strategic Alliances Officer

**--- encouraging and fostering the development of agriculture, commercial fishing and associated industries**

After over forty years of operation, the Agricultural Development Bank (ADB) of Trinidad and Tobago is seen as the preferred bank for both current and potential agripreneurs. ADB provides a complete package of financial and support solutions, including supervised credit, personalised service, no lending limits, investment and savings opportunity, flexible repayment terms, loan restructuring and group life insurance. ADB deliberately reduces interest rates, offering 'softer' terms to attract more agri-producers while minimizing the cost of lending. ADB's amortized Prime rate of 12% with a maximum of 15% in 2003 reduced to 6% (3.2% add-on) with the maximum rate being 8% -directly opposite to upward moving commercial rates now at >11%. ADB's willingness to accept risk is evident in its involvement along the entire "farm to plate", including all segments of the production chain - support services, marketing, and agro-processing.

Since 1968, the Bank has injected over TT\$3 billion into the sector. It's focus has been on assisting small farmers make the shift from subsistence to profitable business; supporting modernisation and expanding the production base and creating backward and forward linkages between primary producers and agro-processors. Through its interventions, the ADB has promoted the development of strategic sub-sectors of national and economic importance that can contribute the country's Food and Nutrition Security. Between 2005 (October) and 2008 (January), ADB granted loans amounting of over TT\$115Mn to 506 producers, most of which (87%) are engaged in food crop, livestock and fish production. Of significance is that between October 2006 and January 2008, ADB successfully attracted 260 young agribusiness entrepreneurs between 18-35 years, 314 producers between 36-55 years and 373 new producers, not only expanding its portfolio, but also expanding the business base in agriculture.

ADB provides funding of up to 80% of project cost to Individuals 18 years and over, TT citizens or residents or to Companies registered in Trinidad and Tobago. There are 12 Existing Loan Products and 5 new Financial Products targeting market segments by (a) age (Youth Window Loan to encourage youth into agriculture), sector (Cocoa Revitaliser for revitalization of the cocoa industry, Honey-Money for the apiary industry, GroSafe and Ca\$h Undercover, targeting the vegetable sub-sector), and location (Tobago Credit Pilot). ADB actively promotes good agriculture by supporting clients' capacity to comply with international food safety standards. For example, ADB's GroSafe loan package provides a range of technical support services, including training in Good Agricultural Practices (GAP) and quality assurance systems.

But ADB does not do all this alone. Collaboration is an important strategy. One of its key collaborators is the National Agricultural Marketing and Development Corporation (NAMDEVCO). Such collaboration enables the ADB to go beyond financing to effectively meet the needs of its clients such as:

▪ **Mr. Ravi Renie** - who has become a successful youth agri-preneur with the help of ADB's Youth Window Project loan. Ravi left a secure job in a commercial bank to go full-time into agriculture. He started by studying agriculture at ECIAF to prepare for his entrepreneurship. He now mentors younger students at ECIAF wanting to become entrepreneurs and is keenly pursuing ADB's technology based Ca\$h Undercover Loan.

Of his ADB experience, RAVI concluded that "the Youth Window Loan is an excellent product that allowed me as a young farmer to get a start when it was difficult to get funded by traditional banks. I liked the savings & investment options, reduced security requirement and the technical advice/ mentoring I got and I'm still benefiting from!"

▪ **Mr. Dindial Sikumar** - an enterprising vegetable farmer of over 21 years who successfully transitioned into agro-processing of condiments from his own grow-box projects with ADB's help. He is now a National Training Agency examiner in the 'Grow-Box Method' and President of the Bejucal Agricultural Association. Under his brand name "D' Farmers Ltd." he supplies local fast food chains KFC and Royal Castle with packaged pepper-sauce and also exports other condiments. He has high praise for the nurturing role of the ADB. "I started off in the early days with the ADB and recently made them my sole financiers. I actively promote ADB as the agribusiness financier to meet the needs of farmers within my association and community."

▪ **Mr. Karim Baksh** - is a retired engineer, trainer in Hydroponics and owner of family run, state-of-the-art lettuce and patchoi Hydroponicom, funded by ADB. He markets his produce under the Brand name "Mama's Green Garden". He recalls that "when ADB officials visited the farm for the first time they were very enthusiastic and have encouraged me to keep taking my business to the next level".

▪ **Mrs. 'Shantie' Soogrim** - operates the very successful 'High Quality Seedlings' Agro-shop and Plant Nursery. She has become a regionally acclaimed trainer in Nursery Production, does consultancy and is a motivational speaker. In crediting her success in part to ADB she says "I will always be eternally grateful to the ADB and my family for believing in my dream, starting me off and supporting my expansion plans. I happily encourage others to borrow and benefit as I did!"

The ADB is living its mission to reposition the sector as one that provides lucrative returns to the investment dollar. It is also striving to showcase agriculture as a source of sustainable employment and to attract greater numbers of young people. It embodies some aspects of 'One Stop Shop' operation so that its agriculture clients can be nurtured and supported in a holistic way with as little "hassle" as possible. ♦



Of note is that almost all of these agencies were established to "bank-roll" entrepreneurship and stimulate small business development. However, as their experiences show, while financing is undoubtedly a severe limitation to entrepreneurship and business development it is not the only limitation. This is because, even with the improved availability and access to financing, there was an equally important need to provide complementary technical and management support for business success. Hence, 'bankrolling entrepreneurship' has evolved beyond just money.

Entrepreneurship and business development, particularly small business, is crucial to the achievement of development objectives for the region. In recognition of this, CARICOM Heads of Government declared 1988 the Year of Small Business and implemented a range of activities to accompany this event. However, the history of initiatives in the Caribbean to develop small and medium size business can be traced back to the 1960s. The following paper briefly notes this history and examines the performance to date of the various service providers established to facilitate MSME growth and business development.



## Assessment of Micro-Small-Medium Enterprises (MSME) Service Providers in the Caribbean

Carmen Gomez-Trigg, Business Development Consultant, Trinidad and Tobago.

### --- independence stimulated industrialisation and drove the search for agencies to 'bankroll' industrial growth

During the 1960's and 1970's, when Caribbean countries sought independence from colonial rule, they were steered on a course of industrialization. On the recommendation of the World Bank, National Development Banks were set up in the newly independent countries. The reasons for the introduction of these banks were put forward by Richard L. Kitchen (1986) and included the usual macro-economic objectives of employment creation, foreign exchange saving/earning and development of the capital market. The need was also driven by sector-specific objectives of diversification of industry and agricultural modernization. At the micro or firm level, there was an explicit need to develop small business and encourage entrepreneurial activity.

The Banks were all set up for the correct reasons and sought to capitalize on the abundance of labour that characterized the regional economies at that time. But the issue of the impact of development banks has often been raised. Reviews of the performance of development banks suggest that, in general, it has been disappointing. Few were self supporting; a third was in serious difficulties, and as far back as 1983 half of the banks had arrears on a quarter of their loans. Consequently, even by the early 1980s, the World Bank's wisdom in establishing development banks was being questioned.

By the late 1970s and the 1980s, the general response was the formation of replacements for the development banks. However, the mandate of the 'new' agencies was essentially the same and these institutions were also externally funded. These included National Development Foundations (NDFs) established in OECS states and Barbados, Belize and Trinidad and Tobago, funded by USAID and Small Enterprise Development Units (SEDU), founded in Grenada, Anguilla, Antigua and Barbuda, Dominica, St Kitts and Nevis and St Lucia, spear-headed by UNDP and ILO.

CARICOM declared 1988 the "Year of Business." This declaration acted as a catalyst to stimulate regional awareness of the need for increasing the number and the efficiency of the MSMEs in the region. Again, the justifications advanced were almost identical to the 'firm-level' objectives used to justify the spawning of the "development banks" of the 1960's. These were the promotion of increased productivity, employment and income, development of small business and encouragement of entrepreneurial activity.

### --- performance of Business Development Agencies in the region has been found wanting

During 1988 to 2000, a number of new organisations were formed, some of which were non-governmental organisations (NGOs) and largely donor funded, while others were private institutions with private investors. At this time, there was a shift away from the provision of financing services only. Organisations started packaging a different suite of services, all aimed at making the MSME a more informed client.

The emergence of NGOs in the 1990's was targeted mainly towards financing micro-credit loans to entrepreneurs, to fund various technical assistance projects and to boost the capacity of the NGOs themselves. The results of the NGOs have been mixed, with some reporting huge successes, and some not doing so well. NGOs have tended to be sector specific, as in the promotion of tourist based industries, or rural development, or the goals of women



entrepreneurs. In all instances, however, the heavy reliance on donor funding has mitigated against these organizations. Today, many NGOs find themselves without sustainable incomes as donor funds are exhausted, or are converted to other, more pressing projects. The NGOs are now involved in a flurry of proposal and grant writing so that they could find the funds necessary to help them fulfill their mission.

The organizations that provide funding seem to have made progress in their area. They have adapted their products and methodology to suit the needs of their clientele and have re-shifted their focus. The provision of ancillary services to the core product of credit has been an added bonus for their clients. They also seem to have had the greatest success in reaching their clientele. The organizations that offer training as their only product have been stymied in their efforts by limited resources and an inability to achieve sufficiently high conversion rates. Training is provided to a large number of persons, but yet the successes are limited.

**- - - the impact of these measures  
on both business and entrepreneurship  
development is not as deep as it should be**

It is evident that currently, there are a number of agencies offering all the services needed to promote entrepreneurs. These services are finance (in the form of loans), training, technical assistance and business support services. However, entrepreneurs are still faced with many obstacles in the areas of policy, regulations, coordination and support, finance, training and marketing. Questions still arise as to the effectiveness of all the initiatives that have been taken by regional governments. It is evident that the impact of these measures is not as deep as it should be. Indeed, the general lack of monitoring and evaluation and impact assessments limit the capacity to make informed adjustments and amendments to these programmes.

There is also a serious question with respect to sustainability since agencies that offer support to MSME are largely externally funded through international donors, with some government support. This was vividly illustrated in the case of OPSR (St; Lucia) and ASS (Jamaica) projects supported largely by external funds. For the donor-funded agencies sustainability has not been a key objective as the focus has been more developmental than profit-making. The argument has been posited that it is not possible to pursue both goals at the same time. However, in the current climate, international donors are turning their attention to the countries that are in greater need of their assistance and the pool of donor funds that was once readily available is now drying up. Agencies are forced to become sustainable or close their doors, as the governments of the region are unable to continue to fund all the initiatives that were started by the international community. Sustainability remains an elusive goal.

In this context, the limited success of the development banks and NGOs has signaled the entry and strengthening of Credit Unions and more importantly, the regulated Micro Finance Institutions (MFIs) into the sector. Most of these institutions borrow for on-lending and charge rates way above the commercial banks. The justification is that they provide "access" to credit which would not have been otherwise available to entrepreneurs. Have they been successful? Yes, they have. They have found a "middle road" between the development institutions and the NGOs on one hand and the commercial banks on the other. The prospects for profitability have been so good, that some commercial banks have "downscaled" their operations, and have now created SME Units within their banks so that they could cash in on the venture.

In terms of improving the situation, the following Best Practices for Business Development Agencies are recommended. Best practices have been defined as the "pursuit of world class performance" along the following guidelines:

**Institutional development:** where such development agencies go through a process of institutional development so that they develop various areas of expertise and competence, mainly, Vision, Capacity, Resources and Linkages.

**Performance indicators:** where the organizations should gather information on their target group before they attempt to design programmes. Key indicators are: degree of outreach, operational efficiency, impact or effectiveness, sustainability, start-up rate, survival rate and percentage of direct cost recovery in training programmes.

In addition to these guidelines, it is further recommended that these agencies also strengthen their approaches in terms of becoming more customer-orientated, promoting the services offered, enhancing the delivery of services and engaging in monitoring and evaluation.

As Caribbean governments continue to promote the development of the MSME sector as a tool for economic development, there will be a plethora of agencies appearing on the scene to cater to the needs of the entrepreneurs. Undoubtedly, the NGOs would always be present operating with varying levels of success, but clearly, the new MFI would play a larger, more important role in this process.

**References:**

- ILO 2000 Small Enterprise in the Caribbean
- ILO Caribbean Studies and Working Paper No. 6. The Small Enterprise Sector in the Caribbean
- ILO World Employment report 2004-2005
- Inter-American Development Bank: Enterprise Development Strategy, Small and Medium-Sized Enterprises
- Caribbean Business Services Limited: Business Development Services in Trinidad and Tobago, a Brief Overview of the Marketplace for Technical Assistance
- Inter-American Development Bank: IDB Group Support to the Microenterprise Sector (2000-2002) Achievements, Lessons, and Challenges
- UNDP / Institute of Business (UWI): The Millennium Development Goals and the Private Sector - The Caribbean Business Experience
- Kitchen, Richard L 1986 Finance for Developing countries
- James, Vanus. Development Banking in the Caribbean
- UN Commission on the Private Sector & Development Unleashing Entrepreneurship: Making business work for the Poor. ❖



*The following presents the experiences of the Credit Union League in St. Lucia and the National Development Foundation (NDF) of St. Vincent and the Grenadines in micro-financing generally, and specifically, in facilitating business and entrepreneurship development in agriculture.*



**St. Lucia Credit Union League**  
Alexander Joseph, C.E.O.

**- - - promoting the growth, development  
and self-sustenance of the cooperative movement**

The co-operative movement has a strong foundation and important role in rural areas. Most Credit Unions are rural based, with a large part of their membership being farmers and small agri-processors. However, as financial services providers, Credit Unions have not developed their Agribusiness Lending Portfolio to the extent where they are meeting their members' needs. They have also not developed the mechanisms to engage and/or cater for producer co-operatives.

It is this situation that the St. Lucia Credit Union League (the League) is seeking to address since most persons involved in agriculture are members of non-Credit Union co-operatives. The vision is to create an enabling environment where nationals use the cooperative concept in meeting their socio-economic needs. The League seeks to promote the growth, development and self-sustenance of the cooperative movement through advocacy, coordination of collective resources, facilitation of education and training and provision of monitoring and enforcement of standards.

One of the major objectives of the League is to strengthen Credit Unions (CU) so that they can provide effective finance for agribusiness. Financing to agriculture/agribusiness has been significantly low. From a sample of 6 leading CUs in St. Lucia, the number of agricultural loans totaled 82, out of a total of 1,609 loans. Among the reasons for this low lending rate are agriculture's high risk factor, low request for agriculture related loans from members, ineligibility of applicants, stringent application criteria similar to that of personal loans, lack of support to agriculture coupled with poor business and financial management practices on the part of the borrower.

While traditionally, the CUs generated their own financing, external sources have become increasingly important to more adequately meet the needs of members. Between 2000 and 2001, the European Development Fund (EDF) via a Special Framework of Assistance provided the League with roughly EC\$ EC\$3,340 million in grants for on-lending through the operations of Rural Credit Facilities (RCF). These RCFs were established for enterprise development in general. At the end of this project, the funds provided were far below the effective demand. In fact, one CU that catered only to farmers had excess demand of EC\$1,038,371, representing nine (9) agricultural loans and forty three (43) business loans. Poor loan management by some CUs led to serious challenges to the project. In fact disbursement by some of grant amounts from own funds led to a serious strain on cash flows. These funds are yet to be replaced due to the discontinuation of the facility.

As part of a general thrust to stimulate entrepreneurship in agriculture in rural areas and, well, to improve the League's and CUs agricultural financing portfolio, a 'Inclusive Rural Finance for Competitiveness Agribusiness' project was initiated. This project, sponsored by the Government of St. Lucia and IICA as part of the diversification strategy, was designed to mitigate the adverse impacts of the decline in the banana industry. The main actions centered on building capacity at the level of CUs to finance competitive rural enterprises, providing training to farmers in Good Agriculture Practices (GAPs) and Greenhouse Technology, and institutional building of producer organizations/networks for farmers and fishers for selected beneficiaries.

### **- - - strengthening the capacity of credit unions to increase financing and provide extension services to clients**

To enhance the role of the CU and cooperative movement, the League is engaged in capacity building among its CU members. This is done through the League's Statutory Development Fund which provides staff training in loan granting, small business management, project management, financial management among other areas. Technical assistance is also provided to the League's affiliates to improve their Information Technology and Management practices thus improving their capacity to provide extension services to members who receive agricultural loans. Recognising the importance of CUs as facilitators of rural development generally and rural agricultural business in particular, the League intends to extend this facility to upgrade institutional capacity, to all CUs, beginning with rural based ones. In keeping with the 'cooperative concept', the League is also preparing to develop strategic alliances among local CUs to enhance the efficiency of their agribusiness loan operations and find a mechanism for representation of Non-CU cooperatives in the League so that they can participate in initiatives aimed at stimulating growth in agribusiness.

an effort to improve the performance of agricultural lending, the League also plans to improve its own Central Finance Facility to provide funds for on-lending to CUs for Agricultural loans. The League is also exploring the provision of a 'Non-Banana Crop and Livestock Disaster Support Facility'. When finalised and if accepted, then it would seek to provide risk protection for producers of non-insurable crops and provide farm-care support to farmers through farmers' organizations. ♦



**National Development Foundation of St. Vincent and the Grenadines**  
Hermia Neehall, Executive Director

### **- - supporting a vibrant micro and small enterprise sector through innovative financial solutions and development services**

The National Development Foundation (NDF) of St. Vincent and the Grenadines is a public sector organization that provides assistance in the development of micro and small enterprises in St. Vincent and the Grenadines. It seeks to support the growth of a vibrant micro and small enterprise sector by creating sustainable client value through the provision of an appropriate range of innovative financial solutions and development services so as to contribute meaningfully to the nation's development. The work and impact of the NDF in bankrolling entrepreneurship could be best highlighted via the profiling our role in supporting a successful client in agriculture.



### **Funds to Grow**

Dave Cane is a young farmer within the 30 - 40 years age group. He has a secondary level education with over 10 years work experience in agri-business, installing greenhouses. He comes from a farming household growing fruits and vegetables. While working in setting up greenhouses he started his own greenhouse production initially with three green houses, marketing his fresh produce directly mainly to hotels and individuals.

To combat the many challenges in the traditional open field agriculture, such as, variable weather patterns, variable yields and pest problems, Dave switched to greenhouse production. Since the switch, he has proven it to work better for certain crops such as tomatoes, sweet peppers and lettuce. He continues to perfect this system of farming for selected high priced vegetables.

In the more than seven years that he has been engaged in greenhouse farming he attributes his ability to control the growing conditions to close to optimum and the grace of God as the factors for his success. He notes that in the open field "I get rain when I'm not thinking that rain is going to come; I get a lot of sun when probably I might not need it because I don't have the irrigation". This controlled environment allows him to produce in a planned way knowing with greater certainty the timing of his harvests and in what quantity and quality he will get.

Dave did his homework and determined that a vibrant and unsatisfied market existed for quality vegetables. Also, the 'enabling policy environment' that emphasised agricultural diversification around bananas, modernization of agriculture through the use of machinery and technology and duty free concession on motor vehicles under the farmers' incentive programme (50%), was favourable. An established agency that provided the financing, technical and other services required to grow his business also existed in the NDF.

The NDF intervention was expeditious, timely, adequate and continuous (technical and business support). It has supported his investments in additional greenhouses to expand market share, such as: the acquisition of 6 acres land, 28 greenhouses, truck, a chill room, supplies and a computerized operations system. Of this support, Dave says that



"over the years I've been getting a lot of assistance from the NDF in many ways. They have assisted financially by offering loans and I will advise all those who want to expand in agriculture or get into agriculture to visit the NDF. Their staff is friendly and the response time to your application is rapid."

Dave now has a total of 10 acres in three locations employing eight employees and producing an expanded crop variety including red and yellow sweet peppers, cucumber and cabbage.

*Dave Cane's case highlights the importance of prompt response from financial agency and other support agencies. The preparedness of the agripreneur, such as, ensuring that the opportunity was business worthy through market research and own knowledge of his operation, allowed him to take a 'calculated risk' and become successful. Also, by partnering with a client-ready business development agency, Terrance was also able to develop his business management skills, acquire necessary machinery and equipment and expand production.*

The above agencies - ADB of Trinidad and Tobago, the Credit Union League in St. Lucia and the NDF in St. Vincent and the Grenadines have one essential thing in common - they all exist to stimulate, facilitate and grow entrepreneurship and business through the provision of financing. MSMEs account for a significant share of their financing portfolios. In all the scenarios mentioned, the profile of the client has been that of the "unbanked" who have access to formal capital has been a challenge. The acceptance of non traditional forms of collateral has become the norm, and the fostering of close client-customer relationships has been a key success factor. This is clearly demonstrated in the experience of Grameen Bank of Bangladesh. The underlying premise of Grameen is that, in order to emerge from poverty and remove themselves from the clutches of usurers and middlemen, landless peasants need access to credit, without which they cannot be expected to launch their own enterprises, however small these may be.

## Banking for the Unbanked!



The Grameen Bank

*...."these millions of small people with their millions of small pursuits can add up to create the biggest development wonder"*

Professor Muhammad Yunus, Founder and Managing Director of "Grameen Bank reasoned that if financial resources can be made available to poor people on terms and conditions that are appropriate and reasonable, then it becomes a cost effective weapon to fight poverty and a catalyst in overall development of socio-economic conditions of the poor.

The Grameen Bank (GB) targets the poor, who have been kept outside the banking orbit on the grounds that they are poor and hence not bankable. GB started by providing credit to the poorest of the poor in rural Bangladesh, without any collateral. Intensive discipline, supervision and servicing are features of the GB. GB operations are carried out by "Bicycle banks" in branch units with considerable delegated authority. The rigorous selection of borrowers and their projects by these bank workers, the powerful peer pressure exerted on the individuals by the groups and the repayment scheme based on 50 weekly instalments contribute to operational viability to the rural banking system designed for the poor. Savings have also been encouraged.

GB has reversed conventional banking practice by removing the need for collateral while creating a banking system based on mutual trust, accountability, participation and creativity. It is based on the voluntary formation of small groups of five people to provide mutual, morally binding group guarantees in lieu of the collateral required by conventional banks.

The assumption is that if individual borrowers are given access to credit, they will be able to identify and engage in viable income-generating activities - simple processing such as paddy husking, lime-making, manufacturing such as pottery, weaving, and garment sewing, storage and marketing and transport services.

The GB's method of action is grounded on clear principles that reflect and respond to the real needs and situations of the poorest of the poor. This includes the emphasis on investing in human resources and training leaders to provide them with real development ethics based on rigour, creativity, understanding and respect for the rural environment.

*... a small local bubble of hope has swelled into a global ocean of unprecedented positive impacts for the poor*

As of March, 2008, GB had 7.49 million borrowers. With 2,511 branches, GB provides services in 81,752 villages, covering more than 97% of the total villages in Bangladesh. The success of this approach shows that a number of reservations to lending to the poor can be overcome if careful supervision and management are provided. For example, it had earlier been thought that:

- the poor would not be able to find remunerative occupations. In fact, Grameen borrowers have successfully done so.
- the poor would not be able to repay; but in fact, repayment rates reached 97%.
- the poor cannot save; in fact, group savings have proven as successful as group lending.
- rural power structures would make sure that such a bank failed; but Grameen Bank has been able to expand rapidly.
- poor rural women in particular, were not bankable. In fact, they accounted for 94% of borrowers in early 1992 increasing to 97% in 2008.

Women were initially given equal access to the schemes and proved not only reliable borrowers but astute entrepreneurs, raising their status, reducing their dependency on their husbands and improving their homes and the nutritional standards of their children.

The landless peasants benefited substantially through the opportunity to purchase their own tools, equipment, or other necessary means of production and embark on income-generating ventures which will allow them escape from the vicious cycle of "low income, low savings, low investment, low income". This has resulted in a sharp reduction in the number of GB members living below the poverty line, 20% compared to 56% for comparable non-GB members. There has also been a shift from agricultural wage labour (considered to be socially inferior) to self-employment in petty trading. This shift has an indirect positive effect on the employment and wages of other agricultural waged labourers. What started as an innovative local initiative "a small bubble of hope" has thus grown to the point where it has made an impact on poverty alleviation at the national level.

[www.grameen-info.org/index.html](http://www.grameen-info.org/index.html).

*The Grameen Bank was able to provide micro-credit to allow the start of micro and small business in economically depressed areas and among resource poor people. It also shows that entrepreneurial potential does exist among the resource-poor and socially vulnerable and that even the smallest amounts of credit can give wings to their entrepreneurial spirit impacting directly and positively on the lives and sustainable livelihoods. The following situation in Haiti, also illustrates the importance of micro-financing and the concept of 'banking for the unbanked' to 'free-up' the entrepreneurial and business tendencies of women.*





## Kredifanm: Empowering Women Entrepreneurs

**--- women an important. . .  
but untapped resource in Haiti**

Haiti is the Caribbean Country with the most significant development challenges. Including environmental degradation, indigent poverty and jobs that are in short supply. The jobs that do exist, are held by men. This makes women financially dependent on men - a serious issue since women make up over 52% of the total Haitian population. Women also account for 60% of the population in rural areas. Haitian women are generally fully involved in production and marketing of agricultural produce and commercial activities. They play an important role in promoting a higher standard of living and a healthy environment among rural Haitians. However, they carry a double burden: the lack of economic means and need to work outside the home while shouldering almost all the domestic chores.

Strong evidence exists globally to show that providing assistance to women leads to significant social and economic benefits. Validated by this evidence, in 1994 the Inter-American Institute for Cooperation on Agriculture (IICA), with financial support of the Funds of the United Nations for Population (FNUAP) initiated the 'Kredifanm' project in Haiti.

**--- improving the lives of Haiti's  
poor through credit for women-'Kredifanm'**

The clear intent of the KREDIFANM project was to facilitate access to capital for rural Haitian women. This has been documented, globally, as a leading constraint to women entrepreneurship. By developing and managing a model that provided access based on the needs of under-resourced, disadvantaged rural women, Kredifanm would lead to:

- improvements in living conditions of rural families through increases in their income;
- establishment of women's organizations to enhance their effective participation in decision-making;
- strengthened skills and capacity for business development, the base for entrepreneurship;
- an appreciation and culture of saving.

Empowering rural women is at the heart of the integrated package of training in group dynamics, simple accounting tools, credit and savings management, group organization, marketing, family planning, female health issues and human rights. But KREDIFANM is more than credit. It is human development through the empowerment of rural women to develop sustainable livelihoods.

**--- women, assuming their  
responsibilities and managing their own development**

The success of Kredifanm depends heavily on its structure comprised of:

1. The Group: comprised of women of varying ages who: (a) live in the locality (which is the basis for the Group's name), (b) are generally involved in small scale commercial trade in agricultural production and, (c) participate voluntarily in the program. The Group functions like a normal group with regular meetings, conflict resolution and group strengthening activities.
2. The Katel: sub-groups of five members that guarantee the loans for other members in the Katel based on the principle of interdependent guarantee. A Katel would be equivalent to a single business client in the normal banking system. Only the Katel determines who to lend to and the rules needed to warrant the guarantee of loans to members. A Group can be compared

to a branch in the normal banking system. A Group of 25 members would usually comprise five Katels.

3. The Katel Mother: chosen by members to represent the Katel at the level of the Group, the Credit Committee, and the Technical Team. She assists members in the loan application, collects reimbursements and transmits it to the Agent of Rural Credit. She passes on to her "children" in the Katel the information and skills taught by the technical team.

4. Agent of Rural Credit (ARK): is a woman from the locality, elected by Group members because of her good reputation, her capacity to read and write, to perform basic math calculations and her aptitude to manage the group. She is employed by Kredifanm and is not eligible for credit. She provides training, maintaining Group cohesiveness and coordinating the credit committee.

5. The Credit Committee: comprising of the ARK and the Katels' mothers, makes decisions on credit operations and recommendations to the technical team and the Group. The success of the Committee's work depends on the trust of the group members in their own credit capacity and management of the savings bank funds.

6. Support Organisation: in this case, IICA, which organises the technical team for providing assistance to the Kredifanm project management. IICA has been a constant partner in organization and execution of the project from its inception.

7. The Savings Bank: established and managed by the Group to encourage a culture of savings, as a complementary source of financing for credit, investment and community activities.

**....Kredifanm has increased  
women's skills and entrepreneurship  
capacity, raising their self-esteem and improving lives**

Kredifanm has evolved from a project to a movement driven by the women themselves. The Kredifanm Groups manage their own revolving funds which, since 1999, have been complemented with contributions from the Kellogg Foundation. Since 2003 Kredifanm has become self-sustaining, and is, in effect the bank for the poor in Haiti.

Today, beneficiaries engaged in several levels of production, processing and marketing of agricultural products in over 1300 communities from some of the remotest areas of Haiti continue to reap benefits. Kredifanm has enabled women to increase their skills and understanding of basic entrepreneurship which has raised their self-esteem and standing in their communities and contribute to better quality of life and development of the Haitian rural communities and the economy.

<http://www.iica.int/Esp/organizacion/LTGC/Documentacion/BibliotecaVenezuela/Boletines/2008/n2/B0650i.pdf>

*Both the Grameen Bank and Kredifanm movements were successful because the initiators/service providers were client-oriented, and engagement was built on mutual respect and trust. They also highlighted the fact that often, while Governments have access to significant amount of public sector and international donor and concessionary funds to bank-roll small business and start-ups for new entrepreneurs, the level of achievement is often very limited. The two experiences also show that through private sector efforts, with substantially less finances, much more is usually achieved on a more sustainable basis.*





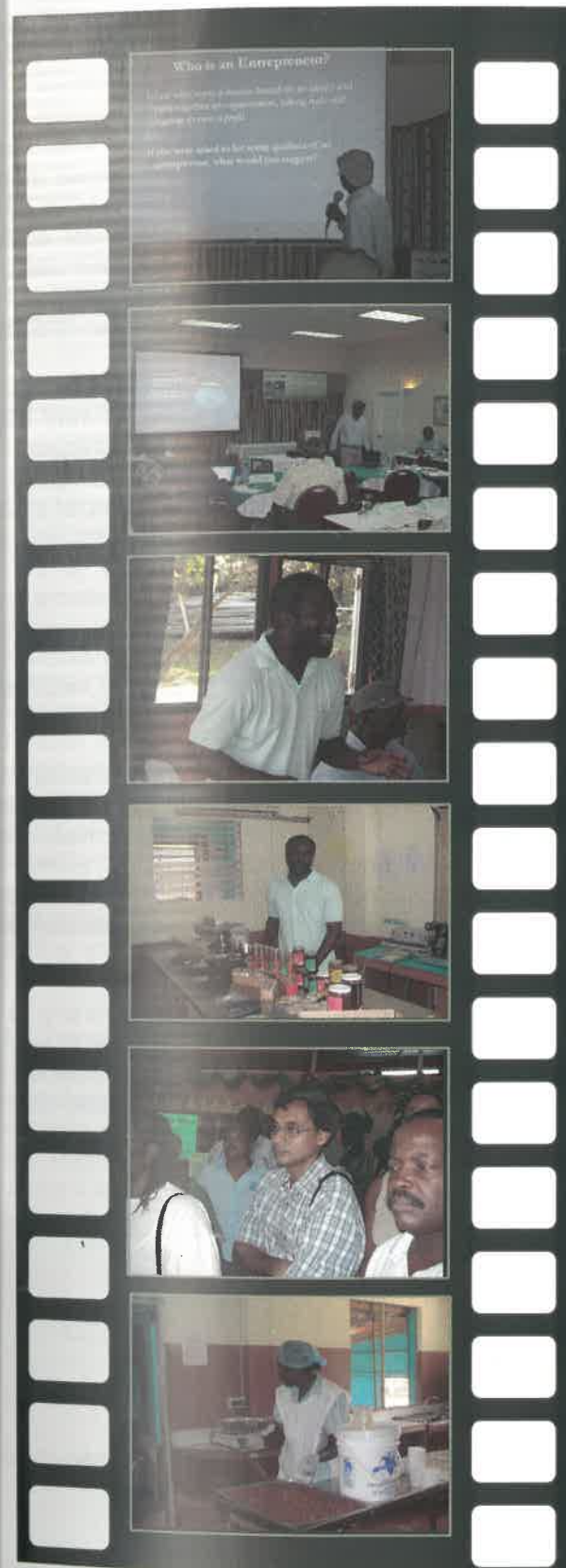
This is linked to the more focused approaches and full involvement of beneficiaries in planning and managing the activity, among others. One of the most self-sustaining aspects of these examples is that the actual beneficiaries define and manage their own programs. They are often able to do this through the provision of training attached to the provision of

In several instances, there are specific government programmes targeting the socially vulnerable and marginalised segments, mainly women, 'youth-on-the-block' and the poor, as illustrated in Christine's experience. While this may not be a 'bad' target, a serious problem to be that the projects are 'short-term' in nature. Also, generally, however, training is not continuous to be a big issue in terms of content, delivery and applicability of material to the needs of small business.

Christine Wilson's story clearly illustrates that while many are trained, too few trainees actually go on to become entrepreneurs, or even start-up business. Her experiences also illustrate the confusion that exists among target beneficiaries with respect to training to become entrepreneurs, small business owners and employees, i.e., 'getting a job' as opposed to 'going out and creating a job for yourself.'

In spite of all the training being done, and the numerous agencies set up to provide business development support, there is not yet an entrepreneurial class that the region could be proud of. An increasing amount of economic evidence indicates that such an ad hoc project approach to promoting entrepreneurship, through starting-up small business, is not effective. Also, experiences in implementing small business development projects also show that while they may encourage business start-ups, they may not necessarily 'create' a class of entrepreneurs. Entrepreneurship is still an employment of last resort, and the goals, as espoused by policymakers of the post-independence period, are still unmet and remain applicable to the region, particularly, 'that of promoting a true entrepreneurial spirit'.

This suggests that entrepreneurship is more than just about facilitating the development of micro and small enterprises access through better access to financing and training. Defining entrepreneurship and hence differentiating it from small business, job-creation and self-employment, appears to be a complex issue that spans a variety of contexts. In order to effectively enable its development, the concept needs to be well understood. Understanding the concept of entrepreneurship and the entrepreneur is the subject of the next sections "what is entrepreneurship" and "who is the entrepreneur".



"The issue is not therefore diversification ... it is the breeding for the first time inshore of entrepreneurs, meaning autonomous producers and managers"

Lloyd Best  
 Commentary on the 2001  
 Trinidad and Tobago Budget

# 3. Who is this 'entrepreneur'?

## Introduction

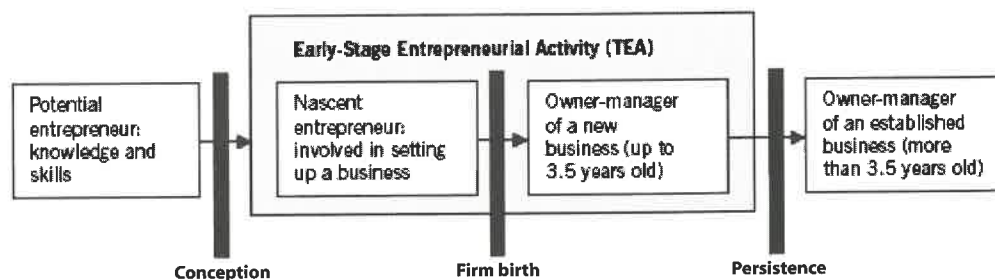
The word entrepreneur originates from the French: "entre" - to enter and "prendre" - to take. The word entrepreneurship literally means "to take or carry between" in the sense of economic transaction; to be a market-maker. It does not literally convey the notion of innovation that we commonly associate with the term. Joseph Schumpeter (1883 - 1950), one of the most well known theorists on entrepreneurship, defined an entrepreneur as one who reorganizes economic activity in an innovative and valuable way. That is, an entrepreneur is one who engages in a new economic activity that was previously unknown. An entrepreneur is a taker because being innovative means there are few rules or history for guidance.<sup>4</sup>

'Entrepreneur' is subject to a wide range of interpretations, from individuals of very high aptitude who pioneer change, to anyone wanting to work for him/her-self. Entrepreneurs are viewed differently from ordinary business persons who mainly perform traditional management functions, such as, planning, organization and coordination. They are also a subset of the latter, described as 'the self-employed'.

In an effort to understand the concept, this forum, recognising the diversity of definitions and the futility of offering one, yielded to expert opinion. "Entrepreneurship is a way of thinking, reasoning and acting that is opportunity based, holistic in approach and leadership balanced. Entrepreneurship results in the creation, enhancement, realisation and renewal of value not just for the owners but for all participants and stakeholders". Timmons and Spinelli (2004)

Markku Virtanen (1997) observed that "a rich and multidimensional group of entrepreneurs, theories and concepts are continuously evolving. The theories differ based on economic, psychological, sociological, anthropological, managerial or ecological perspectives. The concepts also differ based on (a) an entrepreneur - individual actor in the market, (b) entrepreneurial - behaviour in the market, (c) entrepreneurship - combines the actor (entrepreneur) and the behaviour in the market, (d) entrepreneurial process - combines time dimension and behaviour in the market"<sup>5</sup>

The Global Entrepreneurship Monitor (GEM) approaches the concept of entrepreneurship as a process and considers people in entrepreneurial activity in different phases as illustrated below from conception to early 'gestation', to the established phase and possibly discontinuation of the business. New firms are, most often, started by individuals and individuals typically determine the entrepreneurial attitude of established businesses, regardless of size.<sup>6</sup>



GEM distinguishes two broad categories of entrepreneurs—early stage and established—based upon the age of their business:

- Early stage entrepreneurs: those involved in owning and managing, alone or with others, a nascent business or one that has not been in operation for more than 42 months. This stage indicates the dynamic entrepreneurial propensity of a country, i.e., it shows the percentage of population willing and able to undertake an entrepreneurial venture.
- Established entrepreneurs: those involved in owning and managing, alone or with others, a business that has successfully survived in the market for more than 42 months; the approximate critical period within which a business is more likely to fail.

These two measurements are both very important as they convey different information about the entrepreneurial landscape of a country. Within this context, GEM provides an umbrella under which a wide variety of entrepreneurial characteristics, such as motivations, innovativeness, competitiveness, and high-growth aspirations, can be systematically and rigorously studied.

Hamid noted that 'entrepreneurship is a necessity for some and an opportunity for others'. In fact the GEM research described it further as

- improvement-driven opportunity entrepreneurship - where individuals are 'pulled into' entrepreneurial activity, motivated by the desire for independence and to increase incomes as compared to, for instance, being an employee;
- necessity-motivated entrepreneurship - where individuals are 'pushed into' entrepreneurship, because they have no other means of making a living and to maintain current income.

The experiences of the Kredifanm Project in Haiti and Grameen Bank of Bangladesh best illustrate the point that there is nothing wrong with enabling or empowering 'necessity-motivated' enterprise. It also shows the impact of empowering such enterprise out of the absolute necessity to reduce social and economic disadvantages of under-resourced rural inhabitants. For many, the ability to start a small business can be a stepping stone to becoming a true entrepreneur. The experiences also show the multiplier effect and sustainable impact of empowering women, by providing them with the means - micro credit- to move themselves and their families out of poverty. Necessity entrepreneurs have a critical and basic role in socio-economic development of any country. This type has shown to be one of the most effective means of poverty reduction in developing countries. Further, there is also nothing stopping a necessity-motivated' entrepreneur from evolving into 'improvement-driven opportunity" entrepreneur once the conditions are suited to enable same.

This therefore begs the question as to 'who' is an entrepreneur. There is no one answer to this question and as seen in the literature, the 'entrepreneur' is "one of the most intriguing and most elusive characters. The entrepreneur is recognised as the apex of the hierarchy that determines the behaviour (entrepreneurial attitude) of the firm or business regardless of size. They have a certain responsibility not only to themselves, but also to their customers, suppliers and associates. The following presentation sheds more light on the subject.

<sup>4</sup> What is entrepreneurship? Peter Goldsmith University of Illinois Extension, <http://web.extension.uiuc.edu/iidea/PDF/Entrepreneurship.pdf>

<sup>5</sup> Markku Virtanen "The role of different theories in explaining entrepreneurship", <http://citeseer.ist.psu.edu/virtanen97role.html>

<sup>6</sup> Babson College "Global Entrepreneurship Monitor" "<http://www3.babson.edu/ESHIP/research-publications/gem.c>





--- one who starts a business based on an idea(s) and puts together an organization, taking risks and hoping to earn a profit

We hear the word 'entrepreneur' being frequently used and ask who really is an entrepreneur. A simple explanation is one who starts a business based on an idea(s) and puts together an organization, taking risks and hoping to earn a profit.

Entrepreneurs (especially the micro-entrepreneurs) are like the 'insects' in the business world. They are in every nook and cranny. We will find them in every aspect of our lives. Late at nights and early on mornings you will discover the mobile food seller open while the larger businesses (who boast of great service) closed. They can survive and thrive even though the larger counterparts have a huge cost and resource advantage. Small is really big. Big here means a big advantage in terms of service, uniqueness, innovativeness and flexibility. However, the power of small business comes from the character of the entrepreneur.

Who is this entrepreneur? Researchers have come up with a list of 10 character traits.

- 1. Calculated Risk Taker. Do you 'take the bull by the horns', take risk? This is a prerequisite for achieving goals. Entrepreneurs are intelligent risk takers who weigh the risks, explore ways to reduce it and calculate if the expected returns match the level of risk. The higher the risk, the higher the return!
2. Highly Charged. Do you have a passion or a strong drive that moves you to do things and overcome obstacles? Entrepreneurs are not easily deterred in pursuit of their dreams and are ready when the right opportunity presents itself.
3. Tenacity. Are you a 'bounce back/pick-yourself-up from a bad experience/failure' person? This is linked to the motivation. A bad incident does not spoil an entrepreneur's plans. S/he does not see 'problems' but sees hidden opportunities, looking for a better way.
4. Resourcefulness. Can you 'make do with what you have' and use imagination to maximize its potential? Michael Dell (founder of Dell computers) used his apartment to start his business. Willies' (of Willies' Ice Cream in Trinidad) used a box cart as his first retail outlet. Many entrepreneurs will start their business from their garages and homes.
5. Creativity. Do you think 'outside the box' and see the world differently? This ability will uncover ideas that can be converted into business opportunities, creating customer benefit from products and services. Innovativeness is one trait that Entrepreneurs must be innovative. Extremely innovative entrepreneurs are the pioneers.
6. Future thinkers. Can you read the trends and see the writing on the proverbial wall? What are the trends in eating habits, and how can they be converted into a future business for agricultural products and services? Future thinking is important to stimulate new ideas and drives new opportunities.
7. Love for fuzziness. Are you undaunted by unresolved issues and ambiguity? Successful entrepreneurs tend to work out or work around these using their creativity to find solutions.
8. Flexibility. Do you find coping with a changing situation difficult to do? Entrepreneurs expect that things are constantly changing and adapting is essential to success. They also try to expect the unexpected and make plans to deal with it.
9. Well-Organized. Can you sort out and sort through the pile of information and place it in clear perspective? Entrepreneurs have focus and put first things first. They also know that they have to put together all the pieces in a well structured way so that it works as a product or a well oiled organization.

- 10. Opportunity driven. Are you the one who can see an opportunity when everyone else sees a problem? While others grumble in morning rush hour traffic to Port-of-Spain, an entrepreneur will ask -how many travellers did not have breakfast? Breakfast on the way to the city could be a big opportunity. Would a mobile food cart offer benefit to hungry commuters in traffic? Sit and eat in traffic!

Nothing is sure in the business world and while entrepreneurship does offer many benefits entrepreneurship is a road that is filled with good and bad experiences. It is not all a bed of roses. One must take full consideration of some key issues before making the entrepreneurial leap.

The most frequently stated disadvantage of entrepreneurship is the long, hard hours, especially during the start-up period. Other disadvantages include:

- losing your money: You can indeed lose your shirt. When you work for someone all you can lose is your job. The founder of CNN, Ted Turner and Real Estate developer, Donald Trump, have both declared bankruptcy. This is the worst case scenario. Entrepreneurs need to have plenty of 'belly' and this issue is the one that deters many from taking the leap.
earning low income: You may not lose all your money but you may end up having a low level of profitability. The opportunity may not be all that big or the cost of operating maybe too high.
working long hours: Entrepreneurs seldom work 8.00 to 4.00. They work late hours, weekends and public holidays are the best for doing the things they can't do during the normal work week. This can sometimes lead to health issues later.
growing stress: There is a high burden that entrepreneurs carry. It's the financial, social and career risks. Could I make this month's wage bill? Will the neighbours say I going bankrupt? Will I fail and have to look for a job?

Whether or not you have a perfect score '10-out-of-10', Hamid cautioned that one should consider and weigh carefully the pros and cons before starting up business.

... "Business, because of its purpose, has just two functions and only two: marketing and innovation ... that make money. Everything else is a cost. .... Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service..."

Innovation and Entrepreneurship, Peter F. Drucker



Opportunity Entrepreneurs, like prospectors, are looking for the golden idea. This is called the business idea. New and innovative thoughts or ideas are key to entrepreneurs.

What do you need to know to start a business?

*... in the beginning there was an idea*

Aspiring entrepreneurs face the 'what-type-of-business-can-I-start' hurdle. They need an idea to start their business. But where do they start? The short answer is to have a creative mind. A creative mind produces lots of ideas and hopefully some solid business ideas. Creativity is also a stepping stone to innovation. According to Theodore Levitt professor at Harvard Business School, 'creativity is thinking new things'. Entrepreneurs need to be creative and innovative since they face much larger competitors who possess more resources and capital. Thinking them is the way to a competitive edge.

How to get creative juices flowing?

Train your mind to be creative and tap into as many creative sources as you can and you are bound to discover that million dollar idea.

Here are some ideas.

**Attitude:**

A positive attitude makes a big difference as it frees the mind to think. If you think you are not, you will not be creative.

**Adapt It:**

Sometimes a product is born in one culture and can be adapted to another, such as the 'caribbeanising' of the American (McDonald) hamburger to Trinidad's culture. This was done using green seasonings (instead of powdered ones), cooked vegetables (cabbages and carrots instead of lettuce and tomato) and served on the pattie.

**Missing in the Market:**

Have you ever wondered about a product you need that is not on the store shelves? You think well I can't be the only person in the world who want it! In marketing terms this would be called latent demand. Latent demand means untapped opportunity for the entrepreneur. Why aren't there organically grown local vegetables at the supermarkets? One would think that with so many health conscious consumers, this would have good potential.

**One Man's Trash Is Another's.....:**

If something is tossed out it does not mean it is no good. Bad can mean good. Discarded oil drums meant the only musical instrument (steel pan) invented in the 20th century. We are a throwaway society. With so much going to the dumps, maybe you can use it to innovate something useful. Think about how much grass and branches those public cleaners throw away everyday. Can you start a compost making business with this?

**Work Your Hobbies and Strengths:**

If you are strong in a particular area or have a hobby that is admired by many, it might be a good place to begin. Pay attention to what your friends like about the things you make. Think how I can capitalize on this strength. Can I train people to become as good as me? If I make the best cassava pone, can I start a business based on it?

**Do Something Stimulating:**

The brain likes a challenge and a challenged one can produce wonderful ideas. Try doing puzzles, try hiking, playing a game of chess, learn a new language or read a good work of fiction. These are likely to put your brain on steroids.

And if all else fails- -  
- -then

**Take It and Run:**

Taking someone's idea might not be the honourable thing to do. But if they are sitting on it and bringing no value to society why let it go to waste? Take it before someone else does.

**Relax It Might Just Work:**

The brain can think actively and passively. If you tire the brain its creative power diminishes with increased effort. The brain works quietly when you are not consciously thinking of generating an idea. This means if you take time off, the brain might give you that eureka moment.

The ability to think new things and innovate is what separates entrepreneurs from ordinary people.

They are always generating ideas and experimenting with new things. Having generated enough ideas, entrepreneurs have to find a way to sift through them and select the best one to move with.

While thinking is good, transforming this idea into something real (product or service) is important. A new thought/idea is not enough to start business. Theodore Levitt professor at Harvard Business School also said that 'innovation is doing new things'.

*... and the idea became a business*

How can you convert an idea into a business?

Here are some questions you should ask:

**Is there a need for this product or service idea?**

You might be all excited about your idea. It is unique? But do not let your emotions cloud the harsh reality of whether there is a market for it. If nobody wants it then do not make it. Will any body want frozen guavas? Products and services must fill a need.

**Can it create value for the potential customer?**

There might be a need for it but are prospective customers willing to pay for it. Customers want value for money. They will pay for benefits but will not pay for less than they get in return. In a world of almost limitless choice, your idea must clear the performance bar.

**What is exciting about this product or service?**

If you dream up a 'me-too' product or a service offered by many, how can yours stand out? In other words, you bring nothing new and therefore can expect little enthusiasm. The sizzle may well sell the steak.

**Can the idea be modified easily if the intended design flops?**

If things don't go as planned, as they seldom do, what is your contingency plan to salvage the project?

**How quickly can it be a reality?**

Time is money as they say but time is also a clock that measures how much advantage your company has (or hasn't) over competitors. The early company gets the profit. Fast execution can mean first mover or qualify as a pioneer.

**What resistance will it face?**

People don't like change. If you go against the grain, expect resistance. Consumers must be offered some advantage over their current preference. What will they have to give up and what will they gain?



▪ **Can your product stand the test of the market place?**

Even though it is a big universe, you are not alone out there. Consumers face a long list of substitutes and again what can you deliver. Perform, or your idea will not take off.

▪ **Does the idea have any weaknesses or unresolved issues?**

If you have an idea to sell a bottled food item but have no idea how long it will last on the shelves, you better find a way to establish its life span. This is a key success factor for processed food products.

▪ **How expensive will it be to change the idea to reality?**

If it cost the same as putting a man on the moon then drop it. Ever wondered why a local entrepreneur has successfully put coconut chutney on the supermarket shelves? Possible reason: coconut is a very challenging item to work with.

▪ **How will it be made?**

You have to work out how to produce your widget. Is the equipment available? Can you produce a quality product in sufficient quantities? Is my product difficult to make? Are the raw materials easily available?

▪ **Will it meet your financial expectations?**

If you are to make a profit you must crunch the numbers. How much will it cost? Can you add a sufficient mark-up to make it financially worthwhile?

▪ **Does it meet my personal goals?**

Do you want to end up being in a business that does not make you happy or does it challenge you? Or do you want to build a business which makes work fun and also leaves a legacy behind.

If you have dream to start a business, start with a plan. A business plan is a document that outlines the entrepreneur's proposed business venture. It should describe its current situation, expected needs and projected results of the new business. The goal of a business plan is to create a competitive edge or advantage; this sets it apart from its competitors and gives it a unique position in the market place.

Entrepreneurs have several reasons for doing a business plan before they launch the business:

- it guides the company's operations by charting its future & devises a strategy for success
- to attract lenders & investors
- it forces the entrepreneur to take a hard look at the business & assess its chances of success

A well written business plan must answer the following questions:

- does a market for a product or service (or retail format) exist?
- can the company really produce the product or service?
- does the product or service offer value?
- how does the company strengths & weaknesses match those of its competitors?
- how will management create an advantage over its competitors?
- Can the plan meet all its financial obligations? (interest, principal, wages, etc)
- can the plan show how the owner can deliver an acceptable return on investment?

An expanding business needs more resources and human resources would be required for planting and harvesting or processing your produce. An entrepreneur would need a new set; its managing and leading people. This involves hiring, motivating, training, compensating and appraising.

It is better to make mistakes on paper that try to make it happen by guess. This way, potential bottlenecks and pitfalls will be known in advance and hence can be prepared for. The risk of failure is very high among start ups. Some estimate it is as high as 50% in the three years of start up.

Some of the fatal errors that entrepreneurs make are:

▪ **Poorly Conceived Idea:**

There are good ideas and there are bad ones. In aeronautical terms a bad idea is one that cannot fly. It could fail for a number of reasons. People are not willing to pay that high price because it costs too much to produce. There is no demand for it or at least not right now (too far ahead of the market).

▪ **Poor Planning:**

Many entrepreneurs start a business in an ad hoc manner. They believe, in error, that having the idea is the beginning middle and end. Actually it is only the beginning. They miss some of the steps that one must go through from idea to reality. It's a complex process and a road map must be developed. Its like building a house and improvising as you go along.

▪ **Cash Flow Problems:**

In the early stages, start-ups consume more cash than they earn. They are like cash sponges. Entrepreneurs find this out late in the game. While they are in business to generate a profit, cash flow is more important than profit. It's like gas in your car, whether you have a luxurious car (high profit company) or an economy car (low profit company), if the high end car has no gas, it goes nowhere.

▪ **Poor Costing:**

Sometimes the love for a product is so great that entrepreneurs forget to calculate the cost. It might be easy to cost in one's head an accra but some products need the hat of an accountant. Many products require assumptions on the life of the equipment, batch sizes, yield and raw material prices. These make costing a challenge and the result could be a price that offers little or no profit margin.

▪ **Bad Location:**

In the retailing business, the three most critical success factors is; location, location, location. If a business does not create convenience, then customers would not come.

▪ **Weak Promotion:**

There is a myth that if you have a great product customers will line up. With so many thousands of new entrants that are backed by heavy promotions, it is likely that the noise of the marketplace will drown out a new product. It's like planting a tree without fertilizer.

▪ **Failure to Have a Mind of the Entrepreneur:**

Many entrepreneurs who leave their corporate jobs sometimes fail to develop the appropriate thinking and behaviour; the creativity, the innovativeness, taking initiative, moving with speed, risk taking, opportunity driven, etc. Many still work as if they had a boss over their shoulders.

▪ **Lack of Experience:**

An entrepreneur who gets into business that is entirely new to him/her is looking for trouble. There are operational issues like how to develop a supply chain, how to price for profit, how to deal with customer returns and all the other major business issues. When an entrepreneur is on the beginning of the learning curve and major mistakes happen, these can be catastrophic for the business.

▪ **Poor People Management:**

While your business may only need a few part timers in the beginning, it is a different story when it starts to grow. ❖

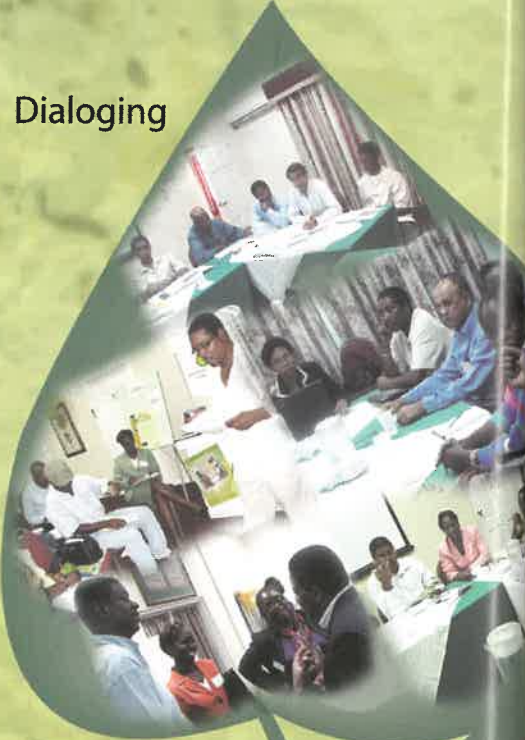


*It is interesting to see how far these character traits and other techniques of entrepreneurship pointed out by Hamid are reflected in real life. The following experience of an opportunity-motivated entrepreneur may illustrate these points. Eldon's story illustrates the issues, challenges and benefits of becoming an entrepreneur. It particularly proves the point made by Hamid "that entrepreneurship is a road that is filled with good and bad experiences. It is not all a bed of roses... and a road that only the strong willed can take".*



**WE DO NOT REMEMBER DAYS,  
WE REMEMBER MOMENTS.**

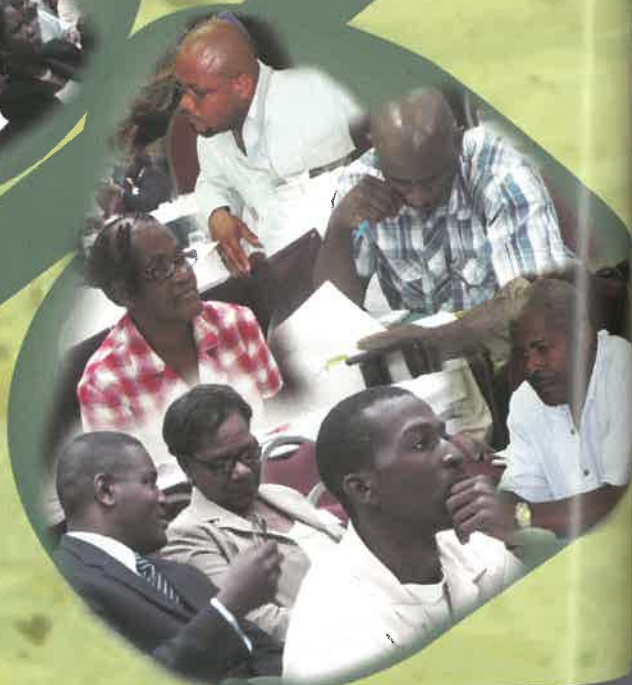
Dialoging



Thought provoking



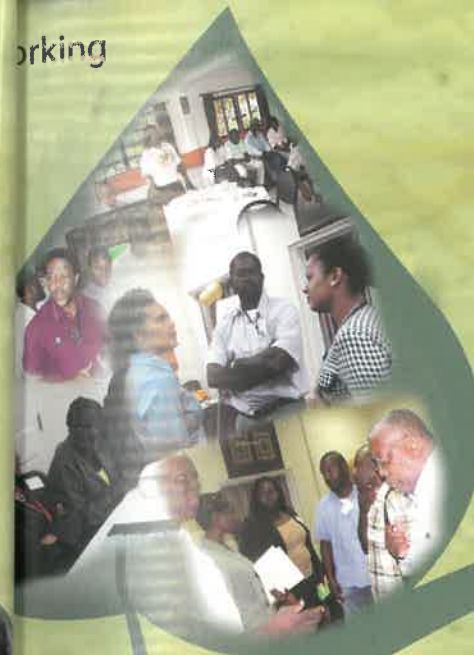
Seeking Solutions



Contemplating



Photo display of participants;



Working

Growing  
Agripreneurs



Mentoring







## Seizing the Opportunity Frootsy Foods

Eldon Serieux was a banana farmer in St. Lucia, doing well in the hey-day of 'green'. Simultaneously with banana farming, Eldon experimented with jam and jelly processing on a part-time basis using his own home-grown supplies and that of other local farmers. His jams and jellies soon became popular among neighbours, friends and even the tourists.

This gave him the idea to convert his part-time hobby, into a formal business. He added incentive: the era of green gold seemed like it was coming to an end. He needed to make a business shift!

Eldon made sure that the opportunity was real.  
He worked out his plan and worked on financing.  
He established his business as a legal entity!  
He was on his way!

In 1983, Eldon registered "Frootsy Foods" as a company, operating from home and performing all the functions on his own. Armed with a vision and firm principles that Frootsy would offer the highest quality and value in its various products, Eldon began processing a brand of six natural flavoured fruit cheeses: Ginger, Mango, Golden Apple, Guava, Pineapple and Banana. The product line expanded to include eight flavours of fruit jam, jellies and one flavour of marmalade in two convenient sizes: 8oz & 12oz. He also diversified into six all natural flavoured sauces and condiments, from Caribbean Black Cake of coconut to Caribbean fruit soaked in St Lucian Rum and a unique blend of imported nuts and fruits.

### .... "a working spouse and family support is essential when starting up a business"

Eldon had his share of ups and downs and challenges of growing and sustaining a business, the most fundamental one being securing financing for product innovation, material purchases, equipment and machinery, expanding capacity, and just simply, continuous working capital. Reliance on family members was critical. Eldon's spouse was an important source to keep the nascent business afloat. Because of her status, she was also eligible for bank loans and was thus able to facilitate access to financing.

Financing is not the only challenge. Knowledgeable consumers have discriminating tastes. They have a penchant for authentic Caribbean Specialties made with the best ingredients. Frootsy Foods needed to offer that authenticity to survive in the market. This required product development and innovation. He needed specialised Technical Assistance (TA). At the beginning, Eldon was "chief-cook and bottle-washer" - product development officer, resource manager, production manager and marketing manager. However, this is not sustainable and lengthens the time that the business takes to expand. Acquiring the technical expertise was also a challenge that he had to overcome for his business sake. And he did, aggressively seeking out support from national, regional and international organisations.

Another challenge faced not only by small scale enterprises, but by all sizes of agriculture in the Caribbean - a reliable and competitive source of raw materials. Caribbean fruit is seasonal in nature, forcing a small processor to be diverse by necessity. This has its own challenges in terms of business viability and sustainability since it demands a wider range of skills and knowledge base to perfect a wider basket of marketable products. Eldon had no choice but to resort to imported raw material, but only for one product line - the fruits and nuts pack for which there is a high demand and limited local raw material supplies. Introducing this product line to buoy up the bottom line of his business are some decision that business

must make to survive, but not at the expense of principles. Eldon has stuck to his principles by offering a unique Caribbean flavour, on which his market reputation is built and on which his business will expand.

### ---- positioning to explore and capture new export market opportunities

Frootsy Foods has captured a profitable share of the domestic St. Lucian market and the export market, through tourism. Local sales account for the bulk of their supplies. But Eldon is very aware that reliance on a small local market will stymie his vision for expansion. His entrepreneurial tenacity again comes to the fore, as he aggressively targeted and successfully penetrated several overseas markets, including Caribbean markets of St. Kitts, Barbados, Tortola, Trinidad, Anguilla, St. Croix, and extra-regional markets in Boston, Canada and the United Kingdom. But Eldon is not stopping here. He is working his plan and is preparing to embark on a market research drive that will enable Frootsy Foods to fully infiltrate these markets and explore new export market opportunities.

Very Enterprising! Even more enterprising is Frootsy Food's marketing strategy dedicated to satisfying customer needs by incessantly assessing "what is missing in the market". By adapting existing products and offering new product services Frootsy Foods can be assured of market success and continued business viability.

Eldon also embodies the true entrepreneurial spirit that appreciates that "there is space in the market for others" and that "you have to give to get". Faced with a challenge to increase the wages of his skilled employees, Eldon innovated, institutionally and gave - 'outsourced' one of his product lines to one of his employees in order to retain her services and skills. This validates the benefits of entrepreneurship of "encouraging entrepreneurial qualities and attitudes among potential entrepreneurs" and "stimulating business development" to bring about significant changes in the rural areas.

### Eldon today

Frootsy Foods is now an established brand in St. Lucia and the OECS and is gaining market presence in several export markets. Eldon still has to multi task, after all, it he must mind his business! But he has a fulltime workforce of ten. He swears by his insistence that an entrepreneur must stick to his guiding philosophy or set of core business principles, for a business to survive. This has served him in good stead and established a confidence and brand loyalty among his consumers. He also knows first hand, the value of 'people-investing-in-people', such as, financial support from family members and allowing employees to have stake in the business.

Eldon reflected that getting to this point was not easy. It was filled with many long hours and sleepless nights, a lot of hard work and disappointments at all levels of the business, and high levels of stress, from the ever-present fear of failure. For him, it has been a long journey of roughly ten years to get to a stable point from which to grow his business. He observed that the one thing that has made the greatest impression on his quest for entrepreneurship was "many times I wondered why my wife did not leave me". That is profound in its simplicity and underscores the most basic challenge of 'striking it out on your own' as opposed to 'getting a job!' ❖

*Frootsy's story indicates that having and holding fast to a well established guiding philosophy or set of core business principles is important for a business to survive. It is also important to have in place a fall back financial support that is readily accessible and affordable such as family members. Further giving workers a stake in the business is a positive measure with respect to motivating and encouraging workers. It also demonstrates that small business and entrepreneurship promotion is a sure way of expanding an economy, reducing poverty and creating sustainable jobs. Sajjad Hamid compiled useful information in five categories that could be used to stimulate entrepreneurship and develop small business. These are presented and discussed in brief below.*



## Home-Based Business

- - -yesterday's "cottage industry" is now more acceptable as many entrepreneurs choose the comfort of their homes to build a business.

Home-Based Business	
<p>Today's technology (cell phones, computers, internet) makes running a business at home easier and in some cases more effective. Many great entrepreneurs started their businesses in their homes: Bill Hewlett and Dave Packard started their computer business in their garage; Wilbur Balgobin owner of Willie's Ice Cream started in an annex in his home in Trinidad.</p>	
Benefits	<ul style="list-style-type: none"> <li>▪ Lower set up costs</li> <li>▪ More time spent working in business (limited commute)</li> <li>▪ Lower cost of operation (no rent to pay, etc)</li> <li>▪ Risks might be lower</li> <li>▪ Flexibility to change if things don't go as planned</li> </ul>
Key Issues	Recommendations
Separating business life from personal life	<ul style="list-style-type: none"> <li>▪ Understand fully that your home is now a business and ensure you have the business mind-set when at home;</li> <li>▪ Inform family and friends that you have a business at home and at times you need to deal with business issues;</li> <li>▪ Set 'business hours' so family members and you can devote the time to develop the business;</li> <li>▪ Manage at home distractions so they would not 'eat away' at your time;</li> <li>▪ Dress appropriately to indicate you are on the job;</li> </ul>
Separating your business space from your space	<ul style="list-style-type: none"> <li>▪ Create a separate space for your business so that both you and your customer would not be compromised</li> <li>▪ Convert a spare room or your garage (like Jeff Bezos the founder of Amazon.com did) into a work area</li> </ul>
Office essentials	<ul style="list-style-type: none"> <li>▪ Get a new phone line or train family to answer in a professional way or set a voice mail system;</li> <li>▪ Install a fax, internet line and get a P.O. Box;</li> <li>▪ Ensure your home has a good location; customers like convenience (parking, easy to find, etc.);</li> <li>▪ Put up an attractive sign; inform the neighbours of your business, you might just get 'word-of-mouth' promotion;</li> <li>▪ Print business cards and give yourself a title;</li> <li>▪ Buy a filing cabinet and set up a filing system;</li> <li>▪ Set up a proper accounting system (invoice book, sales journal, purchases journal, inventory book or a simple accounting software package);</li> </ul>
Business infrastructure	<ul style="list-style-type: none"> <li>▪ What human resources, infrastructure needed to start?</li> <li>▪ Sufficient capital investment</li> <li>▪ A layout to operate efficiently and effectively</li> <li>▪ Work space for employees and utilities in place</li> <li>▪ Store room for raw materials for processing</li> </ul>
Regulations and other essentials	<ul style="list-style-type: none"> <li>▪ Research the regulations and laws that govern your type of business</li> <li>▪ Inform neighbours to get their cooperation and ensure they are happy; you still want to keep them as friends</li> </ul>

## Home-Based Ideas

Home-Based Ideas	Areas to Research
<p><b>Pets</b> People are attracted to pets for a number of reasons; companionship, security and entertainment. Some include: rabbits, dogs, tropical fishes, pigeons &amp; other birds</p>	<ul style="list-style-type: none"> <li>▪ What are the types of pets that are required?</li> <li>▪ Who is the customer you are targeting?</li> <li>▪ What segment of the market is most profitable?</li> </ul>
<p><b>Compost Making</b> One of the drivers of this is the preference for organic fertilizers</p>	<ul style="list-style-type: none"> <li>▪ Where can I find the necessary compost items?</li> <li>▪ How do I collect them?</li> <li>▪ Who do I target?</li> </ul>
<p><b>Dehydrated Foods</b> They have an almost unlimited shelf life once stored at proper conditions. Transportation, storage and handling costs are lower as the product does not require costly refrigeration and storage. Health trend is driving demand.</p>	<ul style="list-style-type: none"> <li>▪ What are some of the foods I can use?</li> <li>▪ Where can I get a regular supply?</li> <li>▪ What trade customers am I targeting?</li> <li>▪ What packaging can I use?</li> <li>▪ What equipment do I need?</li> </ul>
<p><b>Snack Foods</b> There is a large market for locally grown fruits, vegetables &amp; roots crops that can tap into a niche market unserved by the large firms: fried plantains, cassava, yam flakes, etc</p>	<ul style="list-style-type: none"> <li>▪ What food technology do I need to keep the shelf life, taste &amp; mouth feel?</li> <li>▪ How to cope with seasonal availability so plant capacity can be fully utilized?</li> <li>▪ What processing equipment?</li> <li>▪ What food regulation do I need to meet?</li> </ul>
<p><b>Frozen Foods</b> Many foods can be easily frozen &amp; kept in small freezers. Many can be niche products: pigeon peas, cassava, mangoes, etc</p>	<ul style="list-style-type: none"> <li>▪ What equipment do I need?</li> <li>▪ Where is my supply coming from?</li> <li>▪ What food technology do I need to keep the shelf life, taste &amp; mouth feel?</li> </ul>

## Retailing

Opening a store is one of the easiest ways to start a business. The entrepreneur can sell to either farmers or the final consumer depending on the format.

Retailing is more than selling from a box as it requires an understanding of (a) getting a good location, (b) knowing the merchandise mix and how to display them, (c) managing customer service and (d) store layout and design

Key Issues	Recommendations
The right location	<ul style="list-style-type: none"> <li>A good location means easy customer access, visibility, parking &amp; convenience</li> <li>Find a good location for source of competitive advantage</li> <li>Get a good location that has either high foot or vehicular traffic. Both are even better.</li> </ul>
Merchandise Management	<ul style="list-style-type: none"> <li>Buy what sells; find ways to improve inventory turns</li> <li>Display tools to improve visibility, sales &amp; gross profit</li> <li>Select suppliers that create value</li> <li>Product mix and variety that makes your store unique</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>Meet or exceed customer expectation</li> <li>Hire, train &amp; reward employees</li> <li>Keep a customer database to improve relationship management</li> </ul>
Store Layout & Design	<ul style="list-style-type: none"> <li>Create an in-store experience/image that is unique</li> <li>Plan store layout for efficiency, sales productivity and for maximizing gross profit</li> </ul>
<b>Retailing Ideas</b>	<b>Areas for Research</b>
<i>Plant &amp; Flower Nursery</i>	<ul style="list-style-type: none"> <li>What plants &amp; flowers are in demand?</li> <li>Do I target individuals or mall shops?</li> </ul>
<i>Green Grocer</i>	<ul style="list-style-type: none"> <li>Where do I find a good location?</li> <li>Who are my suppliers?</li> <li>How do I compete with the fresh produce markets?</li> <li>How do I manage spoilage?</li> </ul>
<i>Agricultural Shop</i>	<ul style="list-style-type: none"> <li>What product mix? Who do I target?</li> <li>What advice and other services can I offer to stand out?</li> </ul>
<i>Propagation</i>	<ul style="list-style-type: none"> <li>What plants are in demand?</li> <li>What infrastructure is needed?</li> <li>How to I acquire the skills to propagate?</li> </ul>
<i>Health Shop</i>	<ul style="list-style-type: none"> <li>Where to get ready supply of indigenous fruits &amp; plants?</li> <li>Where do I locate?</li> <li>What drinks &amp; foods do I offer?</li> </ul>

## Time Saving Products

There is a growing trend by consumers and businesses to save time. Today, convenience fetches a high price.

- Consumers have become 'time poor' due to: (a) dual income homes means higher incomes and desire to trade money for time, (b) working women need more time to spend with their families, and (c) individuals cannot perform some tasks and would seek other sources to meet their needs.
- Businesses choose need to outsource work due to: (a) labour shortage, (b) need to lower costs and difficulties to do so, (c) difficulty of finding supplies, and (d) customers (shoppers) showing preferences for variety. Outsourcing could fit into many companies 'cheaper, faster, better' strategy.

Key Issues	Recommendations
Location	<ul style="list-style-type: none"> <li>Locate near to good raw material sources and areas of high unemployment (rural areas are best) and utilities</li> </ul>
Equipment needs	<ul style="list-style-type: none"> <li>Begin with simple products that a small start up organization could easily and cheaply source; graters, grinders, packagers, small freezer, etc</li> </ul>
Regulatory & legal requirements Food Technology	<ul style="list-style-type: none"> <li>Research government requirements</li> <li>Study what your business buyer's requirements</li> <li>Experiment with basic food processing &amp; safety processes to master production processes</li> <li>Seek out already proven technology</li> <li>Research food technology issues (shelf life, taste, etc)</li> </ul>
<b>Time Saving Product Ideas</b>	<b>Areas for Research</b>
<i>Seasoned Meats</i> Chicken, duck, beef, goat, sea food that are well marinated	<ul style="list-style-type: none"> <li>What types of meats are in demand?</li> <li>Are there any difficult meats (to process or source) that are demanded (back yard chicken goats &amp; ducks, wild meats)</li> <li>Which supermarkets are the best candidates?</li> </ul>
<i>Seasonings</i> Shadow Beni, Chive, Celery, or blended versions, etc	<ul style="list-style-type: none"> <li>What are the different combinations of fresh processed seasonings (bottled) demanded?</li> <li>Are there business customers who require seasoning in bulk?</li> </ul>
<i>Convenience Packs</i> Ready to cook items include: cleaned dasheen leaves with condiments	<ul style="list-style-type: none"> <li>What combination of vegetables can create the most value?</li> <li>Can it be sold as fresh or frozen or both?</li> <li>Can it be branded to keep a check on competition and further build loyalty to your product?</li> </ul>
<i>Sauces &amp; Chutney</i> West Indian style pepper sauce, coconut & tamarind chutney, etc	<ul style="list-style-type: none"> <li>What concoctions can you create that reflects your country's heritage and help you stand out from foreign competition?</li> <li>Determine the level of spicy flavour needed?</li> <li>Need to a distributor for the foreign market?</li> </ul>
<i>Frozen Foods</i>	<ul style="list-style-type: none"> <li>See home-based business</li> </ul>

## Non Traditional Agriculture

Traditionally Caribbean farmers have stuck to producing and marketing a select group of crops. In a changing world, food has taken on some new dimensions. This is shaped by a number of factors which have led to some new opportunities in exports, agro-tourism, aquaculture, herbal, etc. These factors are:

- socio-cultural: consumers want more convenience, healthier, more natural, safer foods and the desire to try new and exotic ones;
- political: governments have responded to threats to their food security (bio-terrorism, etc), genetically modified food and higher prices;
- technological: genetic research and new farming methods and processes and the use of fast air transport to deliver food any where in the world in less than 24 hours;
- economic: shortages of food and agricultural water, bio-fuels and loss of agricultural lands;
- environmental: climate change, disposal of waste and appreciating that natural is better;

Key Issues	Recommendations
Change of perspective	<ul style="list-style-type: none"> <li>▪ Change your frame of reference (as a farmer) and assumptions of the world (paradigm shift)</li> <li>▪ Adopt new skills sets</li> <li>▪ Adopting life long learning as a value</li> </ul>
Determine the drivers	<ul style="list-style-type: none"> <li>▪ Study different drivers/change forces in each area</li> </ul>
Different production & marketing methods	<ul style="list-style-type: none"> <li>▪ Research areas that represent opportunities for new techniques, technologies &amp; marketing systems/processes &amp; products</li> </ul>
Core competences	<ul style="list-style-type: none"> <li>▪ Establish where your core capabilities is and how to leverage these</li> </ul>

## Non Traditional Agriculture Ideas

Non-Traditional Agriculture Ideas	Areas for Research
<i>Agro-tourism</i> Cocoa, coffee, coconut estates; Dancing cocoa beans; Goat race:	<ul style="list-style-type: none"> <li>▪ What the 'new tourist' wants are?</li> <li>▪ Can my farm be dual modeled to grow food &amp; at the same time be a tourist attraction?</li> <li>▪ Can I incorporate the larger community in my model to sell as a heritage-tourist concept?</li> <li>▪ Does my community have any historical importance that I can leverage?</li> <li>▪ Do I need to cooperate with other farmers to capture the large potential?</li> <li>▪ How to develop linkages to other non-agricultural agencies/businesses that support tourism?</li> </ul>
<i>Culinary tourism</i> Calloo, Flying fish, Accra, Curry Goat, Wild Meats	<ul style="list-style-type: none"> <li>▪ What Caribbean cuisine &amp; signature foods to offer?</li> <li>▪ Do I served them on the farm (in a specially design area) or in another area outside of the farm?</li> </ul>
<i>Aquaculture</i> Tilapia & cascadu	<ul style="list-style-type: none"> <li>▪ What markets exist for fresh water fishes?</li> <li>▪ What technology is needed?</li> <li>▪ Is there an export market?</li> </ul>
<i>Herbal</i> Health & Wellness Plants/Fruits Cosmetics	<ul style="list-style-type: none"> <li>▪ What herbs, spices, oils or organics substances have indigenous appeal?</li> <li>▪ How to capture &amp; market the distinctiveness and perceived value?</li> <li>▪ Do I have the technology to develop these into products?</li> </ul>
<i>Organics</i> Salad based produce & fruits	<ul style="list-style-type: none"> <li>▪ Is this niche market attractive enough?</li> <li>▪ What items are demanded &amp; in what quantities?</li> <li>▪ What channel to use (supermarkets, health shops, hotels, other institutions)?</li> <li>▪ What will the production processes deliver? organically grown produce?</li> <li>▪ Is there a fresh export market?</li> </ul>
<i>Bio-fuels</i> Sugar Cane	<ul style="list-style-type: none"> <li>▪ What impact this emerging trend has on the sector?</li> <li>▪ Can I supply large bio-fuel farms with inputs if it takes off?</li> </ul>
<i>Controlled Environment</i> Methods Tropical tunnel & Hydroponics	<ul style="list-style-type: none"> <li>▪ What technology is suited for high margin produce?</li> <li>▪ What impact would these have on yields &amp; quality?</li> <li>▪ Is it more profitable than traditional methods?</li> </ul>
<i>Export</i>	<ul style="list-style-type: none"> <li>▪ What markets exist for niche produce?</li> <li>▪ Is the West Indian migrant population in large cities like Toronto, New York &amp; London?</li> <li>▪ Does a reliable air freight carrier(s) exist?</li> </ul>



## Agricultural Services

The agricultural industry has opportunities for entrepreneurs as input suppliers, marketers and other areas of the value chain. These include rental of plants and equipment, landscaping, equipment repairs and business services. Some of these services are driven by:

- the high costs of some specialized equipment creates a 'need' for short term leasing arrangements;
- the home garden concept may make a come-back as food prices rise; but in a different way. In addition, the Do-it-Yourself and hobbyist would require certain infrastructure, advice and accompanying products to start a backyard operation. The trend of growing your food organically is a new trend for the younger professional class who are influenced by home improvement channels, magazines and books.
- landscaping for residential and commercial customers driven by living elements (flora and fauna) creating a beautiful environment
- general business advice in areas of business and technical as many farmers lack the necessary competences/skills but need to improve their operation's performance.

Key Issues	Recommendations
Services Management	<ul style="list-style-type: none"> <li>▪ Develop a service concept that creates value; improve productivity, efficiency, sales, etc</li> </ul>
Creativity	<ul style="list-style-type: none"> <li>▪ Use idea generation &amp; innovation to create competitive edge</li> </ul>
Proposal Writing	<ul style="list-style-type: none"> <li>▪ Develop a template to write quotations &amp; proposals</li> </ul>
Financial Analysis	<ul style="list-style-type: none"> <li>▪ Use analysis to both create value for customer and maximize the use of equipment &amp; return on investment</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>▪ Search for high margin customers who value services provided</li> </ul>
Agricultural Service Ideas	Areas for Research
Equipment rental Back Hoes, Tractors with special attachments, weed wackers, etc	<ul style="list-style-type: none"> <li>▪ What pieces of equipment will create the most value for farmers?</li> <li>▪ What terms, contracts and profit analysis need to be done?</li> </ul>
Equipment repairs and service Weed wackers, pumps, etc	<ul style="list-style-type: none"> <li>▪ What equipment (small specially) would require repairs &amp; service?</li> </ul>
Plant rentals Ornamentals for business & residential events	<ul style="list-style-type: none"> <li>▪ Which customers would need plants/flowers in the short term?</li> </ul>
Home garden Support services Management & infrastructure essentials	<ul style="list-style-type: none"> <li>▪ What infrastructure is needed to set a home garden?</li> <li>▪ Would there be a need for small controlled environmental structures?</li> </ul>
Landscaping Grass cutting, plant	<ul style="list-style-type: none"> <li>▪ What customers would require regular &amp; specialized support?</li> </ul>

These ideas must now be sold to the financier so that funds could be borrowed to finance the project. For this, a business plan is needed. This is a document that outlines the entrepreneur's proposed business venture. It should describe the current situation, expected needs and projected results of the new business. A typical business plan follows this format.

- Mission statement
- Business Description
- Environmental and Industry Analysis
- Business Objectives
- Operations Plan
- Marketing Plan
- Financial Plan
- Human Resource Plan

The plan forces the entrepreneur to take a long hard look at his business and assess its chances of success. It also guides the company's operations by charting its future and devises a strategy for success. Lastly, it attracts lenders and investors and enables an entrepreneur create a 'job' for him/herself. ❖



Caribbean governments, especially facing high budget deficits and debt burdens, are no longer the major source for 'jobs'. They are actively promoting 'private sector led' job creation: at one end, through increased and new investment, usually targeting pan-Caribbean and multinational companies; and at the other, through micro-small-enterprise development as a vehicle for self-employment and entrepreneurship. In both elements, the entrepreneurial spirit and culture within the private sector are pivotal.

The traditional admonition of one generation to the next 'Get a Job' has been replaced with the more complex and bewildering mandate, 'Go out and create a job for yourself.'

*A review of 'Job Shift', by William Bridges by Cathy Ashmore, The Consortium for Entrepreneurship Education, Columbus, OH."*

In addition to greater job satisfaction, work flexibility and freedom from the dependency on jobs offered by others, being self-employed and an opportunity entrepreneur offers opportunities to increase:

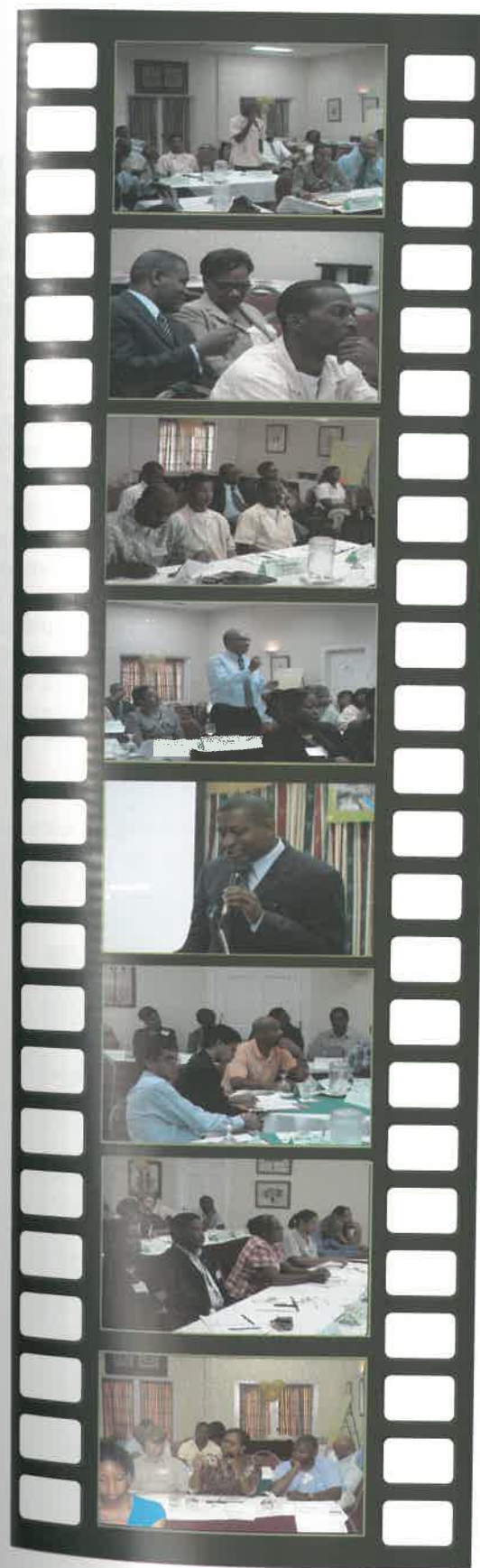
- personal financial gain, that ranges from comfortable to enormously wealthy, to creating a family legacy. Hamid indicated that the 'potential to make a fortune' is a great reward. The internet is full of stories of entrepreneurs who made not just millions but billions, such as, Google founders, Sergy Brin and Larry Page, worth some US\$16.6 billion each in 2007. Of course the average entrepreneur does not amass such large net worth. However, entrepreneurship can be a ticket to becoming wealthy.
- personal influence, making a difference to the lives and livelihoods of others. Hamid also explained that entrepreneurship offers the attraction of making a difference, to make the world a better place. Many entrepreneurs are motivated by this aspect, not only by the profit motive. In Trinidad, the Bhagwansingh family recently made a \$5 million contribution to diabetic research and food entrepreneur, Arthur Lok Jack made his mark with a \$20 million donation to UWI's Institute of Business, now the Arthur Lok Jack School of Business. As one philanthropist once said, to die rich is to die in disgrace.

The literature points to several advantages of entrepreneurship, noting that every successful entrepreneur brings about benefits not only for him/her-self but for the community, country or region as a whole, such as:

- fuelling work for others, leading to a greater integration of the informal economy;
- encouraging entrepreneurial qualities and attitudes among potential entrepreneurs to bring about significant changes in the rural areas;
- stimulating business development, especially in rural areas or economically disadvantaged communities;
- promoting technology improvements especially in small-scale industries for higher productivity;
- encouraging processing of local materials into finished goods for domestic consumption and export, generating incomes and economic growth;
- expanding the range, quantities and quality of goods and services available due to more competition; and
- discouraging the brain and skills drain due to a better domestic entrepreneurship and business climate.

Agri-entrepreneurship in the Caribbean is pregnant with possibilities. However, often these opportunities are not seized because of other considerations out of the control of the sector. For example, there is a great need for an efficient transportation system to cater to the small producers in the region. The meeting noted the business possibilities that existed outside the traditional agriculture, such as, environmental stabilisation and mitigation of climate change.

In today's reality of rapid change in geo-political-trade relations, processes, products and consumers, agriculture has to keep up with these changes. For agriculture, this change especially due to the trade negotiations and new reciprocal trade agreements, is a painful reality! Therefore, enabling entrepreneurship is also not a choice, it is a must! Entrepreneurship itself is change. According to Joseph Schumpeter, entrepreneurs engage in creative destruction (1934), i.e., a process in which old ways of doing things are endogenously destroyed and replaced by new ways. This is also evident in the new environment shaped increasingly, by trade negotiations. But while this new age trade agreements are fraught with challenges, they also offer unlimited opportunities, but only for the enterprising soul.



**'To choose the entrepreneurial option is to take a path that is filled with many possibilities and a road that only the strong willed can take. It does have issues that should make any sane person ponder.'**

Sajjad Hamid  
Small Business Consultant, Trinidad  
and Tobago





## 4 Entrepreneurship and the EPA ~ turning words to flesh!

### Introduction

Entrepreneurship is not for the faint-hearted. It is filled with many possibilities and many challenges. In today's reality of free trade, rapid innovation and intense competition, the environment that spawns entrepreneurship may appear to be more intimidating. However, as suggested by Hamid, today's technology, especially in information and communication, coupled with trade liberalisation, has created an unprecedented and continuous array of windows of opportunities. In this new trade environment, innovation is a must to both retain current market presence, as well as to spot and develop the possibilities provided under new trade agreements.

In fact, the EPA agreement is seen to open up numerous possibilities for both the necessity and opportunity entrepreneur. The EPA schedules of commitments can be used to illustrate how entrepreneurs may apply the value chain concept for identification of business opportunities and their development. The schedule of commitments of CARIFORUM countries in the EPA shows the various products that are being liberalized and the pace with which such products shall be liberalized during the twenty five year transition period. However, this was achieved only after intensive internal negotiations among Caribbean countries regarding products that should be excluded from tariff liberalization from the entire universe of agriculture products. Each country assembled a list of sensitive products that was proposed for exclusion from the negotiations and CARIFORUM ultimately created a single list. Products that were not eligible for outright exclusion were placed in various transition baskets, with the most sensitive these securing twenty-five years for phase out of tariffs while the least sensitive were granted five years.

These lists provided below, are the subject of interest with respect to offering genuine opportunities for entrepreneurship and business development in agriculture, as is discussed by Claudius Preville.

Table 1: Basic Agricultural products excluded from EPA Phasing

HS6	Description
0105.11	Live Fowls Of The Species Gallus Domesticus, Weighing <= 185 G (Excl. Turkeys And Guinea Fowls)
0105.92	Live Fowls of Species Gallus Domesticus, Weighing > 185 G But <= 2 Kg
0105.93	Live Fowls Of The Species Gallus Domesticus, Weighing > 2 Kg
0201.10	Carcasses Or Half-Carcasses Of Bovine Animals, Fresh Or Chilled
0201.20	Fresh/Chilled Bovine Cuts, Bone In (Excl. Carcasses And 1/2 Carcasses)
0201.30	Fresh Or Chilled Bovine Meat, Boneless
0202.10	Frozen Bovine Carcasses And Halfcarcases
0202.20	Frozen Bovine Cuts, With Bone In (Excl. Carcasses And Halfcarcases)
0202.30	Frozen, Boneless Meat Of Bovine Animals
0203.11	Fresh Or Chilled Carcasses And Half-Carcasses Of Swine
0203.12	Fresh Or Chilled Hams, Shoulders, Cuts Thereof Of Swine, With Bone In
0203.19	Fresh Or Chilled Meat Of Swine (Excl. Carcasses And Half-Carcasses, And Hams, Shoulders And Cuts Thereof, With Bone In)
0203.21	Frozen Carcasses And Half-Carcasses Of Swine
0203.22	Frozen Hams, Shoulders And Cuts Thereof Of Swine, Boneless
0203.29	Frozen Meat Of Swine (Excl. Carcasses And Half-Carcasses, And Hams, Shoulders And Cuts Thereof, Boneless)
0204.10	Fresh Or Chilled Lamb Carcasses And Half-Carcasses
0204.21	Fresh Or Chilled Sheep Carcasses And Half-Carcasses (Excl. Lambs)
0204.22	Fresh/Chilled Cuts Of Sheep, Bone In (Excl. Carcasses and Half-Carcasses)
0204.23	Fresh Or Chilled Boneless Cuts Of Sheep

Table 1: Basic Agricultural products excluded from EPA Phasing

HS6	Description
0204.30	Frozen Lamb Carcasses And Half-Carcasses
0204.41	Frozen Sheep Carcasses And Half-Carcasses (Excl. Lambs)
0204.42	Frozen Cuts Of Sheep, With Bone In (Excl. Carcasses And Half-Carcasses)
0204.43	Frozen Boneless Cuts Of Sheep
0204.50	Fresh, Chilled Or Frozen Meat Of Goats
0206.10	Fresh Or Chilled Edible Offal Of Bovine Animals
0206.30	Fresh Or Chilled Edible Offal Of Swine
0206.41	Frozen Edible Livers Of Swine
0207.11	Fresh/Chilled Fowls Of The Species Gallus Domesticus, Not Cut In Pieces
0207.12	Frozen Fowls Of The Species Gallus Domesticus, Not Cut In Pieces
0207.13	Fresh Or Chilled Cuts And Edible Offal Of Fowls Of The Species Gallus Domesticus
0207.14	Frozen Cuts And Edible Offal Of Fowls Of The Species Gallus Domesticus
0209.00	Pig Fat, Free Of Lean Meat, And Poultry Fat, Not Rendered Or Otherwise Extracted, Fresh, Chilled, Frozen, Salted, In Brine, Dried Or Smoked
0210.11	Hams, Shoulders And Cuts Thereof Of Swine, Salted, In Brine, Dried Or Smoked, With Bone In
0210.12	Bellies 'Streaky' And Cuts Thereof Of Swine, Salted, In Brine, Dried Or Smoked
0210.19	Meat Of Swine, Salted, In Brine, Dried Or Smoked (Excl. Hams, Shoulders And Cuts Thereof, With Bone In, And Bellies And Cuts Thereof)
0210.20	Meat Of Bovine Animals, Salted, In Brine, Dried Or Smoked
0210.91	Meat And Edible Offal, Salted, In Brine, Dried Or Smoked, And Edible Flours And Meals Of Meat Or Meat Offal, Of Primates
0210.92	Meat And Edible Offal, Salted, In Brine, Dried Or Smoked, And Edible Flours And Meals Of Meat Or Meat Offal, Of Whales, Dolphins And Porpoises 'Mammals Of The Order Cetacea' And Manatees And Dugongs 'Mammals Of The Order Sirenia'
0210.93	Meat And Edible Offal, Salted, In Brine, Dried Or Smoked, And Edible Flours And Meals Of Meat Or Meat Offal, Of Reptiles 'E.G. Snakes, Turtles, Alligators'
0210.99	Meat And Edible Offal, Salted, In Brine, Dried Or Smoked, And Edible Flours And Meals Of Meat Or Meat Offal (Excl. Meat Of Bovine Animals And Swine And Meat And Edible Offal Of Primates, Whales, Dolphins And Porpoises 'Mammals Of The Order Cetacea', Manat)
0302.11	Fresh Or Chilled Trout 'Salmo Trutta, Oncorhynchus Mykiss, Oncorhynchus Clarki, Oncorhynchus Aguabonita, Oncorhynchus Gilae, Oncorhynchus Apache And Oncorhynchus Chrysogaster'
0302.12	Fresh Or Chilled Pacific Salmon 'Oncorhynchus Nerka, Oncorhynchus Gorbusha, Oncorhynchus Keta, Oncorhynchus Tschawytscha, Oncorhynchus Kisutch, Oncorhynchus Masou And Oncorhynchus Rhodurus', Atlantic Salmon 'Salmo Salar' And Danube Salmon 'Hucho Hucho'
0302.19	Fresh Or Chilled Salmonidae (Excl. Trout 'Salmo Trutta, Oncorhynchus Mykiss, Oncorhynchus Clarki, Oncorhynchus Aguabonita, Oncorhynchus Gilae, Oncorhynchus Apache And Oncorhynchus Chrysogaster', Pacific Salmon 'Oncorhynchus Nerka, Oncorhynchus Gorbusha,
0302.21	Fresh Or Chilled Lesser Or Greenland Halibut 'Reinhardtius Hippoglossoides, Atlantic Halibut 'Hippoglossus Hippoglossus' And Pacific Halibut 'Hippoglossus Stenolepsis'
0302.22	Fresh Or Chilled Plaice 'Pleuronectes Platessa'
0302.23	Fresh Or Chilled Sole 'Solea Spp.'
0302.29	Fresh Or Chilled Flat Fish 'Pleuronectidae, Bothidae, Cynoglossidae, Soleidae, Scophthalmidae And Catharidae' (Excl. Halibut 'Reinhardtius Hippoglossoides, Hippoglossus Hippoglossus And Hippoglossus Stenolepsis', Plaice 'Pleuronectes Platessa' And Sole 'S
0302.31	Fresh Or Chilled Albacore Or Long finned Tunas 'Thunnus Alalunga'
0302.32	Fresh Or Chilled Yellow fin Tunas 'Thunnus Albacares'
0302.33	Fresh Or Chilled Skipjack Or Stripe-Bellied Bonito

0302.34	Fresh Or Chilled Big eye Tunas 'Thunnus Obesus'
0302.35	Fresh Or Chilled Blue fin Tunas 'Thunnus Thynnus'
0302.36	Fresh Or Chilled Southern Blue fin Tunas 'Thunnus Maccoyii'
0302.39	Fresh Or Chilled Tunas Of The Genus 'Thunnus' (Excl. Thunnus Alalunga, Thunnus Albacares, Thunnus Obesus, Thunnus Thynnus And Thunnus Maccoyii)
0302.40	Fresh Or Chilled Herrings 'Clupea Harengus, Clupea Pallasii'
0302.50	Fresh Or Chilled Cod 'Gadus Morhua, Gadus Ogac, Gadus Macrocephalus'
0302.61	Fresh Or Chilled Sardines 'Sardina Pilchardus, Sardinops Spp.', Sardinella 'Sardinella Spp.', Brisling Or Sprats 'Sprattus Sprattus'
0302.62	Fresh Or Chilled Haddock 'Melanogrammus Aeglefinus'
0302.63	Fresh Or Chilled Coalfish 'Pollachius Virens'
0302.64	Fresh Or Chilled Mackerel 'Scomber Scombrus, Scomber Australasicus, Scomber Japonicus'
0302.65	Fresh Or Chilled Dogfish And Other Sharks
0302.66	Fresh Or Chilled Eels 'Anguilla Spp.'
0302.69	Fresh/Chilled Freshwater And Saltwater Fish (Excl. Salmonidae, Flat Fish, Tunas, Skipjack, Stripe-Bellied Bonito, Herrings, Cod, Sardines, Sardinella, Brisling, Sprats, Haddock, Coalfish, Mackerel, Sharks And Eels)
0302.70	Fresh Or Chilled Fish Livers And Roes
0303.11	Frozen Sockeye Salmon [Red Salmon] 'Oncorhynchus Nerka'
0303.19	Frozen Pacific Salmon 'Oncorhynchus Gorbusha, Oncorhynchus Keta, Oncorhynchus Tschawytscha, Oncorhynchus Kisutch, Oncorhynchus Masou And Oncorhynchus Rhodurus' (Excl. Sockeye Salmon [Red Salmon] 'Oncorhynchus Nerka')
0303.21	Frozen Trout 'Salmo Trutta, Oncorhynchus Mykiss, Oncorhynchus Clarki, Oncorhynchus Aguabonita, Oncorhynchus Gilae, Oncorhynchus Apache And Oncorhynchus Chrysogaster'
0303.22	Frozen Atlantic Salmon 'Salmo Salar' And Danube Salmon 'Hucho Hucho'
0303.29	Frozen Salmonidae (Excl. Pacific Salmon, Atlantic Salmon, Danube Salmon And Trout)
0303.31	Frozen Lesser Or Greenland Halibut 'Reinhardtius Hippoglossoides', Atlantic Halibut 'Hippoglossus Hippoglossus' And Pacific Halibut 'Hippoglossus Stenolepis'
0303.32	Frozen Plaice 'Pleuronectes Platessa'
0303.33	Frozen Sole 'Solea Spp.'
0303.39	Frozen Flat Fish 'Pleuronectidae, Bothidae, Cynoglossidae, Soleidae, Scophthalmidae Und Citharidae' (Excl. Halibut, Plaice And Sole)
0303.41	Frozen Albacore Or Long finned Tunas 'Thunnus Alalunga'
0303.42	Frozen Yellow fin Tunas 'Thunnus Albacares'
0303.43	Frozen Skipjack Or Stripe-Bellied Bonito 'Euthynnus -Katsuwonus- Pelamis'
0303.44	Frozen Big eye Tunas 'Thunnus Obesus'
0303.45	Frozen Blue fin Tunas 'Thunnus Thynnus'
0303.46	Frozen Southern Blue fin Tunas 'Thunnus Maccoyii'
0303.49	Frozen Tunas Of The Genus 'Thunnus' (Excl. Thunnus Alalunga, Thunnus Albacares, Thunnus Obesus, Thunnus Thynnus And Thunnus Maccoyii)
0303.50	Frozen Herrings 'Clupea Harengus, Clupea Pallasii'
0303.71	Frozen Sardines 'Sardina Pilchardus, Sardinops Spp.', Sardinella 'Sardinella Spp.' And Brisling Or Sprats 'Sprattus Sprattus'
0303.72	Frozen Haddock 'Melanogrammus Aeglefinus'
0303.76	Frozen Eels 'Anguilla Spp.'
0303.78	Frozen Hake 'Merluccius Spp., Urophycis Spp.'
0303.79	Frozen Freshwater And Saltwater Fish (Excl. Salmonidae, Flat Fish, Tunas, Skipjack Or Stripe-Bellied Bonito, Herrings, Cod, Sardines, Sardinella, Brisling Or Sprats, Haddock, Coalfish, Mackerel, Dogfish And Other Sharks, Eels, Sea Bass And Hake)
0303.80	Frozen Fish Livers And Roes
0304.10	Fresh Or Chilled Fillets And Other Fish Meat, Whether Or Not Minced
0304.20	Frozen Fish Fillets
0304.90	Frozen Fish Meat, Whether Or Not Minced (Excl. Fillets)
0305.30	Fish Fillets, Dried, Salted Or In Brine, Not Smoked
0305.49	Smoked Fish, Incl. Fillets (Excl. Pacific Salmon, Atlantic Salmon, Danube Salmon And Herrings)

0305.59	Dried Fish, Salted, Not Smoked (Excl. Cod And Other Fillets)
0305.69	Fish, Salted Or In Brine Only (Excl. Herrings, Cod, Anchovies And Fillets In General)
0306.11	Frozen Rock Lobster And Other Sea Crawfish 'Palinurus Spp.', 'Panulirus Spp.' And 'Jasus Spp.', Whether In Shell Or Not, Incl. Rock Lobster And Other Sea Crawfish In Shell, Cooked By Steaming Or By Boiling In Water
0306.12	Frozen Lobsters 'Homarus Spp.', Whether In Shell Or Not, Incl. Lobsters In Shell, Cooked By Steaming Or By Boiling In Water
0306.13	Frozen Shrimps And Prawns, Whether In Shell Or Not, Incl. Shrimps And Prawns In Shell, Cooked By Steaming Or By Boiling In Water
0306.14	Frozen Crabs, Whether In Shell Or Not, Incl. Crabs In Shell, Cooked By Steaming Or By Boiling In Water
0306.19	Frozen Crustaceans, Whether In Shell Or Not, Incl. Crustaceans In Shell, Cooked By Steaming Or By Boiling In Water (Excl. Crawfish, Lobsters, Shrimps, Prawns And Crabs)
0306.21	Rock Lobster And Other Sea Crawfish 'Palinurus Spp., Panulirus Spp. And Jasus Spp.', Whether In Shell Or Not, Live, Dried, Salted Or In Brine, Incl. In Shell, Cooked By Steaming Or By Boiling In Water
0306.22	Lobsters 'Homarus Spp.', Whether In Shell Or Not, Live, Dried, Salted Or In Brine, Incl. Lobsters In Shell, Cooked By Steaming Or By Boiling In Water
0306.23	Shrimps And Prawns, Whether In Shell Or Not, Live, Dried, Salted Or In Brine, Incl. Shrimps And Prawns In Shell, Cooked By Steaming Or By Boiling In Water
0306.24	Crabs, Whether In Shell Or Not, Live, Dried, Salted Or In Brine, Incl. Crabs In Shell, Cooked By Steaming Or By Boiling In Water
0306.29	Crustaceans, Whether In Shell Or Not, Incl. In Shell, Cooked By Steaming Or By Boiling In Water (Excl. Frozen And Crawfish, Lobsters, Shrimps, Prawns And Crabs)
0407.00	Birds' Eggs, In Shell, Fresh, Preserved Or Cooked
0408.19	Egg Yolks, Fresh, Cooked By Steaming Or Boiling In Water, Moulded, Frozen Or Otherwise Preserved, Whether Or Not Sweetened (Excl. Dried)
0408.99	Birds' Eggs, Not In Shell, Fresh, Cooked By Steaming Or Boiling In Water, Moulded, Frozen Or Otherwise Preserved, Whether Or Not Sweetened (Excl. Dried)
0409.00	Natural Honey
0702.00	Tomatoes, Fresh Or Chilled
0703.10	Fresh Or Chilled Onions And Shallots
0704.10	Fresh Or Chilled Cauliflowers And Headed Broccoli
0704.90	Fresh Or Chilled Cabbages, Kohlrabi, Kale And Similar Edible Brassicas (Excl. Cauliflowers, Headed Broccoli And Brussels Sprouts)
0705.11	Fresh Or Chilled Cabbage Lettuce
0705.19	Fresh Or Chilled Lettuce (Excl. Cabbage Lettuce)
0706.10	Fresh Or Chilled Carrots And Turnips
0706.90	Fresh Or Chilled Salad Beetroot, Salsify, Celeriac, Radishes And Similar Edible Roots (Excl. Carrots And Turnips)
0707.00	Cucumbers And Gherkins, Fresh Or Chilled
0708.10	Fresh Or Chilled Peas 'Pisum Sativum', Shelled Or Unshelled
0708.20	Fresh Or Chilled Beans 'Vigna Spp., Phaseolus Spp.', Shelled Or Unshelled
0708.90	Fresh Or Chilled Leguminous Vegetables, Shelled Or Unshelled (Excl. Peas 'Pisum Sativum' And Beans 'Vigna Spp., Phaseolus Spp.')
0709.60	Fresh Or Chilled Fruits Of The Genus Capsicum Or Pimenta
0709.70	Fresh Or Chilled Spinach, New Zealand Spinach And Orache Spinach
0709.90	Fresh Or Chilled Vegetables (Excl. Potatoes, Tomatoes, Vegetables Of The Allium Spp., Cabbages Of The Genus Brassica, Lettuces Of The Species Lactuca Sativa And Cichorium, Carrots, Turnips, Salad Beetroot, Salsify, Celeriac, Radishes And Similar Edible Ro
0710.21	Shelled Or Unshelled Peas 'Pisum Sativum', Uncooked Or Cooked By Steaming Or By Boiling In Water, Frozen
0710.22	Shelled Or Unshelled Beans 'Vigna Spp., Phaseolus Spp.', Uncooked Or Cooked By Steaming Or By Boiling In Water, Frozen
0710.29	Leguminous Vegetables, Shelled Or Unshelled, Uncooked Or Cooked By Steaming Or By Boiling In Water, Frozen (Excl. Peas And Beans)
0710.30	Spinach, New Zealand Spinach And Orache Spinach, Uncooked Or Cooked By Steaming Or By Boiling In Water, Frozen



0710.30	Spinach, New Zealand Spinach And Orache Spinach, Uncooked Or Cooked By Steaming Or By Boiling In Water, Frozen
0713.10	Dried, Shelled Peas 'Pisum Sativum', Whether Or Not Skinned Or Split
0713.20	Dried, Shelled Chickpeas 'Garbanzos', Whether Or Not Skinned Or Split
0713.31	Dried, Shelled Beans Of Species 'Vigna Mungo [L.] Hepper Or Vigna Radiata [L.] Wilczek', Whether Or Not Skinned Or Split
0713.32	Dried, Shelled Small Red 'Adzuki' Beans 'Phaseolus Or Vigna Angularis', Whether Or Not Skinned Or Split
0713.33	Dried, Shelled Kidney Beans 'Phaseolus Vulgaris', Whether Or Not Skinned Or Split
0714.10	Fresh, Chilled, Frozen Or Dried Roots And Tubers Of Manioc 'Cassava', Whether Or Not Sliced Or In The Form Of Pellets
0714.20	Sweet Potatoes, Fresh, Chilled, Frozen Or Dried, Whether Or Not Sliced Or In The Form Of Pellets
0714.90	Roots And Tubers Of Arrowroot, Salep, Jerusalem Artichokes And Similar Roots And Tubers With High Starch Or Inulin Content, Fresh, Chilled, Frozen Or Dried, Whether Or Not Sliced Or In The Form Of Pellets And Sago Pith (Excl. Manioc 'Cassava' And Sweet Po
0801.31	Fresh Or Dried Cashew Nuts, In Shell
0801.32	Fresh Or Dried Cashew Nuts, Shelled
0803.00	Bananas, Incl. Plantains, Fresh Or Dried
0804.30	Fresh Or Dried Pineapples
0804.40	Fresh Or Dried Avocados
0804.50	Fresh Or Dried Guavas, Mangoes And Mangosteens
0805.10	Fresh Or Dried Oranges
0805.20	Fresh Or Dried Mandarins Incl. Tangerines And Satsumas, Clementines, Wilkings And Similar Citrus Hybrids
0805.40	Fresh Or Dried Grapefruit
0805.50	Fresh Or Dried Lemons 'Citrus Limon, Citrus Limonum' And Limes 'Citrus Aurantifolia, Citrus Latifolia'
0805.90	Fresh Or Dried Citrus Fruit (Excl. Oranges, Lemons 'Citrus Limon, Citrus Limonum', Limes 'Citrus Aurantifolia, Citrus Latifolia', Grapefruit, Mandarins, Incl. Tangerines And Satsumas, Clementines, Wilkings And Similar Citrus Hybrids)
0807.11	Fresh Watermelons
0807.19	Fresh Melons (Excl. Watermelons)
0807.20	Fresh Pawpaws 'Papayas'
0901.11	Coffee (Excl. Roasted And Decaffeinated)
0901.90	Coffee Husks And Skins; Coffee Substitutes Containing Coffee In Any Proportion
0904.11	Pepper Of The Genus Piper, Neither Crushed Nor Ground
0904.12	Pepper Of The Genus Piper, Crushed Or Ground
0910.10	Ginger
0910.50	Curry
1005.90	Maize (Excl. Seed)
1006.10	Rice In The Husk, 'Paddy' Or Rough
1006.20	Husked Or Brown Rice
1006.30	Semi-Milled Or Wholly Milled Rice, Whether Or Not Polished Or Glazed
1006.40	Broken Rice
1007.00	Grain Sorghum

Source: EPA Schedule of Concessions - Exclusions List.

HS6	Description
1101.00	Wheat Or Meslin Flour
1102.20	Maize 'Corn' Flour
1106.20	Flour, Meal And Powder Of Sago Or Of Roots Or Tubers Of Manioc, Arrowroot, Salep, Sweet Potatoes And Similar Roots And Tubers With A High Content Of Starch Or Inulin Of Heading 0714
1201.00	Soya Beans, Whether Or Not Broken
1202.10	Groundnuts In Shell, Not Roasted Or Otherwise Cooked
1202.20	Shelled Groundnuts, Whether Or Not Broken (Excl. Roasted Or Otherwise Cooked)
1208.10	Soya Bean Flour And Meal
1501.00	Pig Fat, Incl. Lard, And Poultry Fat, Rendered Or Otherwise Extracted (Excl. Lard Stearin And Lard Oil)
1507.10	Crude Soya-Bean Oil, Whether Or Not Degummed
1507.90	Soya-Bean Oil And Its Fractions, Whether Or Not Refined (Excl. Chemically Modified And Crude)
1509.10	Virgin Olive Oil And Its Fractions Obtained From The Fruit Of The Olive Tree Solely By Mechanical Or Other Physical Means Under Conditions That Do Not Lead To Deterioration Of The Oil
1509.90	Olive Oil And Fractions Obtained From The Fruit Of The Olive Tree Solely By Mechanical Or Other Physical Means Under Conditions That Do Not Lead To Deterioration Of The Oil (Excl. Virgin And Chemically Modified)
1510.00	Other Oils And Their Fractions, Obtained Solely From Olives, Whether Or Not Refined, But Not Chemically Modified, Incl. Blends Of These Oils Or Fractions With Oils Or Fractions Of Heading 1509
1511.10	Crude Palm Oil
1511.90	Palm Oil And Its Fractions, Whether Or Not Refined (Excl. Chemically Modified And Crude)
1512.19	Sunflower-Seed Or Safflower Oil And Their Fractions, Whether Or Not Refined, But Not Chemically Modified (Excl. Crude)
1517.10	Margarine (Excl. Liquid)
1517.90	Edible Mixtures Or Preparations Of Animal Or Vegetable Fats Or Oils And Edible Fractions Of Different Fats Or Oils (Excl. Fats, Oils And Their Fractions, Partly Or Wholly Hydrogenated, Inter-Esterified, Re-Esterified Or Elaidinised, Whether Or Not Refined)
1522.00	Degras; Residues Resulting From The Treatment Of Fatty Substances Or Animal Or Vegetable Waxes
1601.00	Sausages And Similar Products, Of Meat, Offal Or Blood; Food Preparations Based On These Products
1602.10	Homogenised Prepared Meat, Offal Or Blood, Put Up For Retail Sale As Infant Food Or For Dietetic Purposes, In Containers Of <= 250 G
1602.20	Preparations Of Liver Of Any Animal (Excl. Sausages And Similar Products And Finely Homogenised Preparations Put Up For Retail Sale As Infant Food Or For Dietetic Purposes, In Containers Of A Net Weight Of <= 250 G)
1602.31	Meat Or Offal Of Turkeys 'Gallus Domesticus', Prepared Or Preserved (Excl. Sausages And Similar Products, And Finely Homogenised Preparations Put Up For Retail Sale As Infant Food Or For Dietetic Purposes, In Containers Of A Net Weight Of <= 250 G, Prepar
1602.32	Meat Or Offal Of Fowls Of The Species 'Gallus Domesticus', Prepared Or
1701.11	Raw Cane Sugar (Excl. Added Flavouring Or Colouring)
1701.12	Raw Beet Sugar (Excl. Added Flavouring Or Colouring)
1701.91	Refined Cane Or Beet Sugar, Containing Added Flavouring Or Colouring, In Solid Form
1701.99	Cane Or Beet Sugar And Chemically Pure Sucrose, In Solid Form (Excl. Cane And Beet Sugar Containing Added Flavouring Or Colouring And Raw Sugar)
1702.11	Lactose In Solid Form And Lactose Syrup, Not Containing Added Flavouring Or Colouring Matter, Containing By Weight >= 99% Lactose, Expressed As Anhydrous Lactose, Calculated On The Dry Matter

1702.19	Lactose In Solid Form And Lactose Syrup, Not Containing Added Flavouring Or Colouring Matter, Containing By Weight < 99% Lactose, Expressed As Anhydrous Lactose, Calculated On The Dry Matter
1702.20	Maple Sugar, In Solid Form, And Maple Syrup (Excl. Flavoured Or Coloured)
1702.30	Glucose In Solid Form And Glucose Syrup, Not Containing Added Flavouring Or Colouring Matter And Not Containing Fructose Or Containing In The Dry State, < 20% By Weight Of Fructose
1702.40	Glucose In Solid Form And Glucose Syrup, Not Containing Added Flavouring Or Colouring Matter, And Containing In The Dry State >= 20% And < 50% By Weight Of Fructose (Excl. Invert Sugar)
1702.50	Chemically Pure Fructose In Solid Form
1702.60	Fructose In Solid Form And Fructose Syrup, Not Containing Added Flavouring Or Colouring Matter And Containing In The Dry State > 50% By Weight Of Fructose (Excl. Chemically Pure Fructose And Invert Sugar)
1702.90	Sugars In Solid Form, Incl. Invert Sugar And Chemically Pure Maltose, And Sugar And Sugar Syrup Blends Containing In The Dry State 50% By Weight Of Fructose, Not Flavoured Or Coloured, Artificial Honey, Whether Or Not Mixed With Natural Honey And Caramel (
1703.10	Cane Molasses Resulting From The Extraction Or Refining Of Sugar
1704.10	Chewing Gum, Whether Or Not Sugar-Coated
1704.90	Sugar Confectionery Not Containing Cocoa, Incl. White Chocolate (Excl. Chewing Gum)
1806.10	Cocoa Powder, Sweetened
1806.20	Chocolate And Other Food Preparations Containing Cocoa, In Blocks, Slabs Or Bars Weighing > 2 Kg Or In Liquid, Paste, Powder, Granular Or Other Bulk Form, In Containers Or Immediate Packings Of A Content > 2 Kg (Excl. Cocoa Powder)
1806.31	Chocolate And Other Preparations Containing Cocoa, In Blocks, Slabs Or Bars Of <= 2 Kg, Filled
1806.32	Chocolate And Other Preparations Containing Cocoa, In Blocks, Slabs Or Bars Of <= 2 Kg (Excl. Filled)
1806.90	Chocolate And Other Preparations Containing Cocoa, In Containers Or Immediate Packings Of <=2 Kg (Excl. In Blocks, Slabs Or Bars And Cocoa Powder)
1901.20	Mixes of doughs of Flour, Groats, Meal, Starch Or Malt Extract, Not Containing Cocoa Or Containing < 40% By Weight Of Cocoa Calculated On A Totally Defatted Basis, N.E.S. And Of Milk, Sour Cream, Whey, Yoghurt, K
1901.90	Malt Extract; Food Preparations Of Flour, Groats, Meal, Starch Or Malt Extract, Not Containing Cocoa Or Containing < 40% By Weight Of Cocoa Calculated On A Totally Defatted Basis, N.E.S. And Food Preparations Of Milk, Cream, Butter Milk, Sour Milk, Sour C
1902.11	Uncooked Pasta, Not Stuffed Or Otherwise Prepared, Containing Eggs
1902.19	Uncooked Pasta, Not Stuffed Or Otherwise Prepared, Not Containing Eggs
1902.20	Pasta, Stuffed With Meat Or Other Substances, Whether Or Not Cooked Or Otherwise Prepared
1902.30	Pasta, Cooked Or Otherwise Prepared (Excl. Stuffed)
1902.40	Couscous, Whether Or Not Prepared
1904.10	Prepared Foods Obtained By Swelling Or Roasting Cereals Or Cereal Products, E.G. Corn Flakes
1904.90	Cereals (Excl. Maize [Corn]) In Grain Or Flake Form Or Other Worked Grains, Pre-Cooked Or Otherwise Prepared, N.E.S. (Excl. Flour, Groats And Meal, Food Preparations Obtained By Swelling Or Roasting Or From Unroasted Cereal Flakes Or From Mixtures Of Unro
1905.10	Crispbread
1905.20	Gingerbread And The Like, Whether Or Not Containing Cocoa
1905.31	Sweet Biscuits
1905.32	Waffles And Wafers
1905.40	Rusks, Toasted Bread And Similar Toasted Products
1905.90	Bread, Pastry, Cakes, Biscuits And Other Bakers' Wares, Whether Or Not Containing Cocoa; Communion Wafers, Empty Cachets Of A Kind Suitable For Pharmaceutical Use, Sealing Wafers, Rice Paper And Similar Products (Excl. Crispbread, Gingerbread And The Like
2001.10	Cucumbers, Gherkins, Prepared Or Preserved By Vinegar Or Acetic Acid

2002.90	Tomatoes, Prepared Or Preserved Otherwise Than By Vinegar Or Acetic Acid (Excl. Whole Or In Pieces)
2007.10	Homogenised Preparations Of Jams, Jellies, Marmalades, Fruit Or Nut Purees And Nut Pastes, Obtained By Cooking, Whether Or Not Containing Added Sugar Or Other Sweetening Matter, Put Up For Retail Sale As Infant Food Or For Dietetic Purposes, In Containers
2007.91	Citrus Fruit Jams, Jellies, Marmalades, Purees Or Pastes, Obtained By Cooking, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Homogenised Preparations Of Subheading 2007.10)
2007.99	Jams, Jellies, Marmalades, Purees Or Pastes Of Fruit, Obtained By Cooking, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Citrus Fruit And Homogenised Preparations Of Subheading 2007.10)
2008.11	Groundnuts, Prepared Or Preserved (Excl. Preserved With Sugar)
2008.19	Nuts And Other Seeds, Incl. Mixtures, Prepared Or Preserved (Excl. Prepared Or Preserved With Vinegar, Preserved With Sugar But Not Laid In Syrup, Jams, Fruit Jellies, Marmalades, Fruit Pur?e And Pastes, Obtained By Cooking, And Groundnuts)
2008.20	Pineapples, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Preserved With Sugar But Not Laid In Syrup, Jams, Fruit Jellies, Marmalades, Fruit Pur?e And Pastes, Obtained By Cooking)
2008.30	Citrus Fruit, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit, N.E.S.
2008.60	Cherries, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Preserved With Sugar But Not Laid In Syrup, Jams, Fruit Jellies, Marmalades, Fruit Pur?e And Pastes, Obtained By Cooking)
2008.70	Peaches, Incl. Nectarines, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Preserved With Sugar But Not Laid In Syrup, Jams, Fruit Jellies, Marmalades, Fruit Pur?e And Pastes, Obtained By Cooking)
2008.91	Palm Hearts, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Prepared Or Preserved With Vinegar)
2008.92	Mixtures Of Fruits, Nuts And Other Edible Parts Of Plants, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Mixtures Of Nuts, Groundnuts And Other Seeds And Preparations Of The M?si Type Based On Un
2008.99	Fruit And Other Edible Parts Of Plants, Prepared Or Preserved, Whether Or Not Containing Added Sugar Or Other Sweetening Matter Or Spirit (Excl. Prepared Or Preserved With Vinegar, Preserved With Sugar But Not Laid In Syrup, Jams, Fruit Jellies, Marmalade
2009.11	Frozen Orange Juice, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2009.12	Orange Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit And Frozen)
2009.19	Orange Juice, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Frozen, And Of A Brix Value <= 20 At 20°C)
2009.21	Grapefruit Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar, Other Sweetening Matter (Excl. Containing Spirit)
2009.29	Grapefruit Juice, Unfermented, Brix Value > 20 At 20°C, Whether Or Not Containing Added Sugar, Other Sweetening Matter (Excl. Containing Spirit)
2009.31	Single Citrus Fruit Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Mixtures, Orange Juice And Grapefruit Juice)
2009.39	Single Citrus Fruit Juice, Unfermented, Brix Value > 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Mixtures, Orange Juice And Grapefruit Juice)
2009.41	Pineapple Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)



HS6	Description
2009.49	Pineapple Juice, Unfermented, Brix Value > 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2009.50	Tomato Juice, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2009.61	Grape Juice, Incl. Grape Must, Unfermented, Brix Value ≤ 30 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2009.69	Grape Juice, Incl. Grape Must, Unfermented, Brix Value > 30 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2009.71	Apple Juice, Unfermented, Brix Value ≤ 20 At 20°C, Whether Or Not Containing Added Sugar, Other Sweetening Matter (Excl. Containing Spirit)
2009.79	Apple Juice, Unfermented, Brix Value > 20 At 20°C, Whether Or Not Containing Added Sugar, Other Sweetening Matter (Excl. Containing Spirit)
2009.80	Juice of Fruit/Vegetables, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Mixtures, Juice Of Citrus Fruit, Pineapples, Tomatoes, Grapes, Incl. Grape Must, Apples)
2009.90	Mixtures Of Fruit Juices, Incl. Grape Must, And Vegetable Juices, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
2103.20	Tomato Ketchup And Other Tomato Sauces
2103.90	Preparations For Sauces And Prepared Sauces; Mixed Condiments And Seasonings (Excl. Soya Sauce, Tomato Ketchup And Other Tomato Sauces, Mustard, And Mustard Flour And Meal)
2104.10	Soups And Broths And Preparations Therefor
2105.00	Ice Cream And Other Edible Ice, Whether Or Not Containing Cocoa
2106.90	Food Preparations, N.E.S.
2201.10	Mineral Waters And Aerated Waters, Not Containing Added Sugar, Other Sweetening Matter Or Flavoured
2201.90	Ordinary Natural Water, not Containing added Sugar, Other Sweetening Matter Or Flavoured; Ice & Snow (Excl. Mineral Waters, Aerated Waters, Sea Water, Distilled Water, Conductivity Water Or Water Of Similar Purity)
2202.10	Waters, Incl. Mineral And Aerated, With Added Sugar, Sweetener Or Flavour, For Direct Consumption As A Beverage
2202.90	Non-Alcoholic Beverages (Excl. Water, Fruit Or Vegetable Juices And Milk)
2203.00	Beer Made From Malt
2204.10	Sparkling Wine Of Fresh Grapes
2204.21	Wine Of Fresh Grapes, Incl. Fortified Wines, And Grape Must Whose Fermentation Has Been Arrested By The Addition Of Alcohol, In Containers Of ≤ 2 L (Excl. Sparkling Wine)
2204.29	Wine Of Fresh Grapes, Incl. Fortified Wines, And Grape Must Whose Fermentation Has Been Arrested By The Addition Of Alcohol, In Containers Of > 2 L (Excl. Sparkling Wine)
2205.10	Vermouth And Other Wine Of Fresh Grapes, Flavoured With Plants Or Aromatic Substances, In Containers Of ≤ 2 L
2205.90	Vermouth And Other Wine Of Fresh Grapes, Flavoured With Plants Or Aromatic Substances, In Containers Of > 2 L
2206.00	Cider, Perry, Mead And Other Fermented Beverages (Excl. Beer, Wine Of Fresh Grapes, Grape Must, Vermouth And Other Wine Of Fresh Grapes, Flavoured With Plants Or Aromatic Substances)

2207.10	Undenatured Ethyl Alcohol, Of Actual Alcoholic Strength Of ≥ 80%
2207.20	Denatured Ethyl Alcohol And Other Spirits Of Any Strength
2208.20	Spirits Obtained By Distilling Grape Wine Or Grape Marc
2208.30	Whiskies
2208.40	Rum And Tafia
2208.50	Gin And Geneva
2208.60	Vodka
2208.70	Liqueurs And Cordials
2208.90	Ethyl Alcohol Of An Alcoholic Strength Of < 80% Vol, Not Denatured; Spirits And Other Spirituous Beverages (Excl. Compound Alcoholic Preparations Of A Kind Used For The Manufacture Of Beverages, Spirits Obtained By Distilling Grape Wine Or Grape Marc, Whi
2309.90	Preparations Of A Kind Used In Animal Feeding (Excl. Dog Or Cat Food Put Up For Retail Sale)
2402.10	Cigars, Cheroots And Cigarillos Containing Tobacco
2402.20	Cigarettes, Containing Tobacco
2402.90	Cigars, Cheroots, Cigarillos & Cigarettes Consisting wholly of Tobacco Substitutes
2403.10	Smoking Tobacco, Whether Or Not Containing Tobacco Substitutes In Any Proportion
2403.91	Tobacco, 'Homogenised' Or 'Reconstituted' From Finely-Chopped Tobacco Leaves, Tobacco Refuse Or Tobacco Dust
2403.99	Chewing Tobacco, Snuff And Other Manufactured Tobacco And Manufactured Tobacco Substitutes, And Tobacco Powder, Tobacco Extracts And Essences (Excl. Cigars, Cheroots, Cigarillos And Cigarettes, Smoking Tobacco Whether Or Not Containing Tobacco Substitutes

Source: EPA Schedule of Concessions - Exclusions List.

Preville presented his observations to the workshop, on the issue of trade liberalisation in general and the performance of Caribbean countries with respect to existing agreements. He also discussed the EPA from the perspective of defining business opportunities via the value-chain approach. This approach is seen as an alternative way for enabling the process of business development that includes, but goes beyond production issues. The following is an extract from his paper.



### Value Chain approach to Entrepreneurship Development in Agriculture and its Relevance to Business Opportunities provided in the Economic Partnership Agreement (EPA)

Dr. Claudius Preville  
Economist and Consultant on Trade Negotiations, Policy Research and Multilateral Diplomacy

**--- it will no longer be sufficient to merely negotiate market access without addressing the issue of market presence**

Agriculture has been neglected throughout CARICOM member states especially since the mid-1990s, and this is in no small measure part of the explanation for the observed escalation of food prices in CARICOM. If the region is to bring its food security under control, including reducing food prices, there is a need for developing agriculture in a manner that will promote such security and sustainability.

Past experiences indicate that CARICOM has not fared well during the era of non-reciprocal trade agreements, such as, Lomé and Cotonou. The region's experience with non-reciprocal trade agreements has been that of very limited market presence in the EU despite these relatively open markets. Despite the number of free trade agreements (FTAs) that CARICOM has negotiated, the results in terms of an expected increase in entrepreneurship to take advantage of the market opportunities, leaves much to be desired.

Further examination suggests that the completion of these FTAs focused almost exclusively on creating the trade framework to allow entrepreneurs, both existing and new, to trade more freely in a more transparent and secure environment. There was very little, if any emphasis on methods designed to stimulate entrepreneurship per sé.

As a new generation of trade agreements based on reciprocity comes into effect, such as the Economic Partnership Agreement (EPA), the stakes will be even higher than before and it will no longer be sufficient to merely negotiate market access without addressing the issue of market presence. Hence a deeper problem needs to be addressed - that of entrepreneurship and the development of capacity to initiate, expand and sustain business from these FTAs, including the EPA, which does provide for business opportunities. Supply-side capacity constraints made it very difficult for Caribbean countries to take advantage of FTAs, even in sectors where they potentially had comparative advantage. In the context of the EPA, continued supply-side constraints could reduce the extent and depth of benefits expected to accrue to the business sector.

In the EPA, a significant and diverse range of agricultural products, both primary and value-added, were negotiated for exclusion from tariff liberalization. These products are listed in Tables 1 and 2, above. This provides the opportunity for the development of agriculture industries, such as, poultry; bovine meat; fisheries; honey production; vegetable farming, among others. The list of primary (basic) agricultural products that have been excluded from EPA liberalization (Table 1), at first glance, appears to be relatively extensive. However, it is instructive to note that many of these tariff lines can be grouped and constitute a single sector or sub-sector. A farmer who typically produces fowls may find that his product coverage is more than six of these tariff lines covering both the live and the frozen variety. When the lists in the two Tables are combined, it is seen that the EPA agriculture schedule of commitments has been negotiated in a manner that affords the farmer the opportunity to shift his production upstream and hence extracting more value and profits in the process.

For example, farmers can decide, rather than merely producing raw tomatoes (Table 1: HS 0702.00) for export to the EU, to also produce tomato ketchup and other tomato sauces (Table 2: HS 2103.20); or tomatoes prepared or preserved otherwise than by vinegar (Table 2: HS 2002.90); or tomato juice, unfermented, whether or not containing added sugar or other sweetening matter (Table 2: HS 2009.50). Or farmers can decide to produce raw oranges (HS 0805.10) for export to the EU. However, the EPA opens up the business opportunity to produce orange juice of various varieties along with combinations of orange juice with other juices. Similar industries could be developed for a number of other fresh fruits including pineapples; watermelons; other citrus; fresh vegetables; among others.

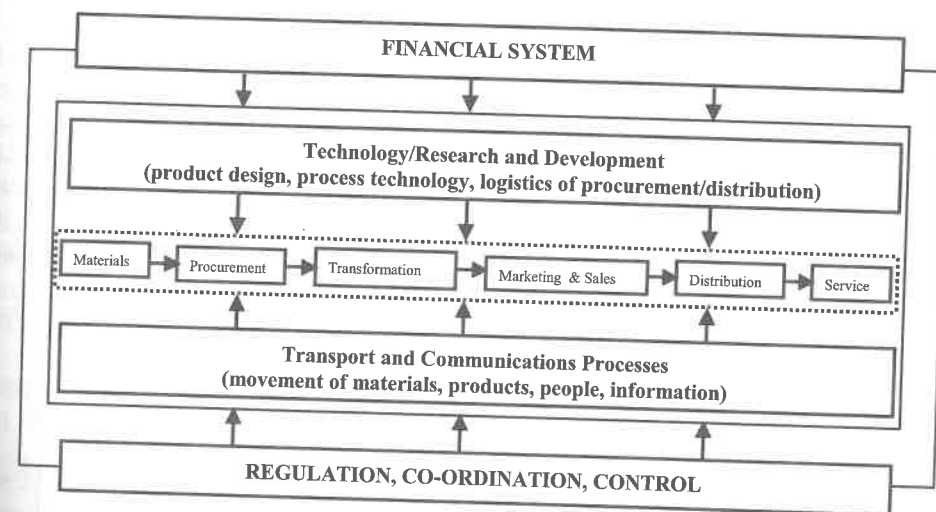
When the entrepreneur carefully identifies all the processes involved in value-addition at all stages of a commodity chain, s/he can then make an informed decision with respect to where in the chain s/he should specialize.

It is important to note that the choice of specialization should depend on the ability to exploit natural advantages. While there is need for Caribbean countries to expand agriculture production capacities in sectors where there is comparative advantage production, expansion should not be at the expense of making linkages and providing services along commodity chains. In fact, it could be that much of the monopoly advantages of the region may not lie in the actual production of goods per sé, but instead in the services that connect different stages of the goods production and marketing processes.

Most of the FTAs that Caribbean countries engaged have hardly moved beyond the treaty stage to concrete implementation and genuine business development. The region has the opportunity now, with the EPA, to make more effective use of the market access trade framework and the development cooperation, to build agriculture through entrepreneurship and business. In this context, the importance of the commodity or value-chain approach to entrepreneurship and business cannot be overstated.

**- - - there is a need to expand production capacities, make linkages and provide services along agriculture commodity chains**

Dicken (1998:7) defined a commodity chain as a transactionally linked sequence of functions in which each stage adds value to the process of production of goods or services. In other words, it shows the various nodes in the chain of production and how each node connects to the other and influences each other. The basic stages of any commodity chain are as follows: materials, procurement, transformation, marketing and sales, distribution and service. Each basic stage is subjected to technology, research and/or development, as well as transport and communications processes (Figure 1). The entire system is subject to a financial system, as well as systems of regulation, co-ordination and control (Gereffi, 1994:96; Dicken 1998:6). Governments must be involved in the two outer bands - ensuring a sound financial system as well as a sound regulatory environment for security of business. Private firms are responsible for the direction and control of the activities that directly affect the production process including transport and communications processes; technology and research and development.



A commodity chain can be either buyer- or producer-driven, depending upon the governance structure that characterizes the processes of ownership, control and management along the chain.

- In a producer-driven commodity chain, trans-national corporations (TNCs) or other large integrated enterprises usually play the central role in controlling the entire production system, including its forward and backward linkages (Gereffi, 1994:97; Dicken, 1998:9).
- A buyer-driven commodity chain refers to an industry in which large retailers, brand-name merchandisers, and trading companies play a central role in organizing decentralized production networks in several exporting countries (Gereffi, 1994:97). The networks of exporting countries include many of developing countries. Production is generally undertaken by independent factories in developing countries, which produce finished goods under original equipment manufacturer arrangements. This type of commodity chain is closely linked to export-oriented industrialization among the labour-intensive consumer-goods industries, that is, garments, footwear, toys and consumer electronics (Gereffi, 1994:97).

It is not always clear-cut whether a particular industry is producer- or buyer- driven. Increasingly, some industries comprise elements of both. In bananas for instance, the commodity chain organized by Chiquita Brands Inc. is largely producer driven - the firm controls all aspects of the chain including both its forward and backward linkages. In contrast, the banana commodity chain of the Eastern Caribbean is largely buyer driven as there is no central role of one firm controlling the entire process. Some aspects of the chain are controlled in the Caribbean while others are controlled in the UK.



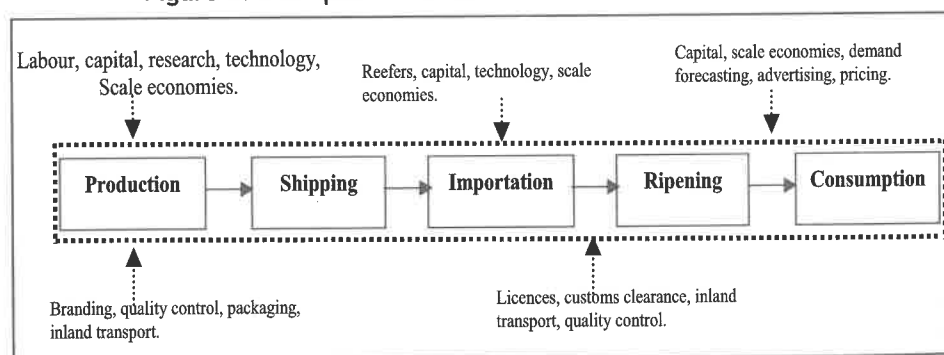
Regardless of the governance structure that characterizes a commodity chain, the concept is useful for explaining and understanding the linkages between firms, industries, and countries (Gereffi, 1995:101).

There are two major strengths of the commodity chain concept.

- Firstly, it allows analysis to be undertaken at the level of specific products and industries, as opposed to broad zones of economic development which tend to characterize other methods. Thus, entrepreneurs can isolate specific products of interest and discern precise information of relevance to them.
- Secondly, its greater emphasis on contemporary patterns of international competition makes it useful for both cross-sectional and time series data analysis (Gereffi, 1996:65). This makes it possible for various statistical analyses to be performed on data at the level of individual sectors or products.

Figure 2 illustrates the stages of the commodity chain for the trade in bananas between a Caribbean country and an EU member state. Bananas are first cultivated on plantations or small farms, where the natural gestation period is nine months. After harvest, bananas are subjected to strict quality controls and firms label and brand the fruits on the basis of their overall quality before they are packaged into 18kg boxes. The bananas are then rapidly transported by rail or bus to shipping ports where they are loaded onto specialized refrigerated ships, known as reefers, which rapidly transport them across the Atlantic to various European ports. At their port of entry into Europe they are again subjected to quality controls before being rapidly transported in refrigerated containers to various ripening centres. Ripeners have some control over the pace at which the fruit ripens, with the process taking from three to seven days. Once the bananas are ripe (that is, they become yellow), they are sold to retail outlets where they have a shelf life of 2-3 days.

Figure 2: Example of the Value Chain: EU Banana Trade



Source: Preville (2002)

In the case of bananas, as the commodity moves along the value chain it is subjected to various value-adding activities that become embodied within the commodity, causing it to go from green to ripe. Thus the commodity chain is not one of creation of a new product per se, but of value addition that transforms an existing product. The banana experience suggests that a value chain does not necessarily have to involve product diversification - product transformation can constitute essential stages of the chain. However, in terms of business development, specialisation should take place not in the actual production of the commodity but in the supply of services that connects each stage to the next. That would be the preferred option. In that connection, the Fair Trade labelling efforts in the Caribbean should learn from these lessons since they are essentially doing the same thing but under different market regulations for the fruit.

*--- the value or commodity chain approach helps to isolate real business opportunities in any trade agreement*

The commodity chain concept can be applied in two ways for identification of business opportunities in the EPA and for informing entrepreneurship and business development agencies in how best to service the needs of such clients. While both approaches are useful for analysing the commodity chain there are differences in their application strengths.

The first approach is to examine an individual commodity and the services linked to its production, shipping and consumption as was done for bananas in the example above. We call this approach going beyond product to adding services. However, this approach reveals to the entrepreneur the possibility of identifying where in the commodity chain s/he may wish to specialise further in order to generate more value and or retain more profits from the commodity chain for that product. Here, apart from efficiencies that may already exist in actual production of the commodity (due to either comparative or natural advantages) the choice of the entrepreneur for increasing revenue and profits is limited to the services that connect the various stages of the product's value chain.

The second approach is to analyse the commodity chain of a product moving from the basic agricultural stage to a value-added stage. We call this approach going beyond primary to adding value. When applying this approach, the entrepreneur takes advantage of the various tariff concessions secured in the EPA and uses that knowledge to strategically produce a value added product competitively and efficiently. As such, in addition to the options open to the entrepreneur in the first approach, this approach allows s/he to make appropriate adjustments to various raw materials that are used to producing the final commodity.

Example:

*Going Beyond Primary to Adding Value - Orange Juice Value Chain*

Table 3 shows some of the H.S. tariff numbers involved in the process of production of orange juice. It is for illustration purposes only to give entrepreneurs an idea of the various types of goods inputs that can go into the process. There are several stages in the value chain for orange juice, the first being the availability of the major raw material, oranges. Other stages include: crushing processor; can producers; can labellers; quality and standards; shipping and marketing; consumption.

It is seen that significantly more individual products are involved in the process of orange juice production that one might initially assume. Thus when the chain is analysed the entrepreneur may decide to invest in production of some of these products in addition to orange juice, if it proves to be economically viable.

Production Stage	H.S. Tariff	Description
Raw materials	0805.10	Fresh Or Dried Oranges
Value added final product for consumption	2009.11	Frozen Orange Juice, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit)
Value added final product for consumption	2009.12	Orange Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit And Frozen)
Value added final product for consumption	2009.19	Orange Juice, Unfermented, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Frozen, And Of A Brix Value <= 20 At 20°C)
Value added final product for consumption	2009.31	Single Citrus Fruit Juice, Unfermented, Brix Value <= 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Mixtures, Orange Juice And Grapefruit Juice)
Value added final product for consumption	2009.39	Single Citrus Fruit Juice, Unfermented, Brix Value > 20 At 20°C, Whether Or Not Containing Added Sugar Or Other Sweetening Matter (Excl. Containing Spirit, Mixtures, Orange Juice And Grapefruit Juice)
Value added intermediate product for further processing	3923.30	Carboys, Bottles, Flasks And Similar Articles For The Conveyance Or Packaging Of Goods, Of Plastics
Value added intermediate product for further processing	3924.1	Drinking Straws
Value added intermediate product for further processing	7010.9	Carboys, bottles, flasks, jars, pots, phials, ampoules and other containers, of glass, of a kind used for the conveyance or packing...

Source: H. S. Tariff for St. Lucia, 2008

**- - -the value chain approach is critical for business development**

It is already known that entrepreneurship and business development includes making investments and taking risks. However, one conclusion that can be drawn from this paper is that both risk and investment can be exacerbated by the trade agreements that the region negotiates, whether as CARICOM or CARIFORUM. As such these trade agreements provide a general framework for conducting business and trade transactions in a more open, transparent, and secure manner including conditions for enhanced market access to developed country markets. In that context, value chain approach provides a solid conceptual and analytical framework for identifying real business opportunities in any trade agreement. It isolates each stage in the production or value addition process and shows the entrepreneur where s/he would be most likely to make more revenue and profits from investment. It also locates such opportunities in the wider value chain through an understanding of the concept of value addition in product transformation. Hence the focus is not only on individual products but on the processes that connects one stage of production or value addition to another.

This can be used to guide Governments to develop of an integrated package of support measures aimed at building supply capacity and entrepreneurship, to take advantage of the market access provisions to ensure market presence.

The value chain approach is also critical for business development service providers who provide financial, technical and other services that must enable entrepreneurs to take advantage of opportunities. This is important whether they take the approach of 'going beyond

product to adding services' or 'going beyond primary to adding value'. In so doing the entrepreneur can refocus his efforts to the stage(s) of the chain where competitive advantage is highest or to realign production with the factor it wishes to reward the most - capital, if it seeks to maximize profits, or labour if employment is the principal concern.

Essentially, a value or commodity chain depicts how to develop entrepreneurship and the support initiatives required for its successful implementation. It shows the services that governments must provide and the tasks that the private sector needs to undertake in developing a particular product for a market where improved access is granted under negotiated trade agreements. ❖

**References**

Dicken, P. (1998) *Global Shift: transforming the world economy*, Third Edition. London: Paul Chapman Publishing Ltd., Thousand Oaks, CA: SAGE Publications Inc. and New Delhi: SAGE Publications India Pvt Ltd.

Gereffi, G. (1994) 'The Organization of Buyer-Driven Global Commodity Chains: How U.S. Retailers Shape Overseas Production Networks', in G. Gereffi and M. Korzeniewicz (eds) *Commodity Chains and Global Capitalism*. Westport, Connecticut: Praeger, pp. 95-122.

Gereffi, G. (1995) 'Global Production Systems and Third World Development', in B. Stallings (ed.) *Global Change, Regional Response*. Cambridge: Cambridge University Press, pp.100-42.

Gereffi, G. (1996) 'The Elusive Last Lap in the Quest for Developed-Country Status', in J. H. Mittelman (ed.) *Globalization: Critical Reflections*. Colorado, US and London, UK: Lynne Rienner Publishers, Inc., pp. 53-81.

Gereffi, G. (1999) 'International Trade and Industrial Upgrading in the Apparel Commodity Chain', *Journal of International Economics*, 48: 37-70.

Goldfrank, W. L. (1994) 'Fresh Demand: The Consumption of Chilean Produce in the United States', in G. Gereffi and M. Korzeniewicz (eds) *Commodity Chains and Global Capitalism*. Westport, Connecticut: Praeger, 267-79

Preville, C. (2002) "Trade Liberalization under Imperfect Competition: An analysis of the European Union's Market for Banana Imports", Maastricht: Shaker, By.

Raynolds, L. T. (1994) 'Institutionalizing Flexibility: A Comparative Analysis of Fordist and Post-Fordist Models of Third World Agro-Export Production', in G. Gereffi and M. Korzeniewicz (eds) *Commodity Chains and Global Capitalism*. Westport, Connecticut: Praeger, 143-61.



*Preville's emphasis was that one of the first elements of the EPA agreement that can be explored for business opportunities is the primary and value-added products excluded from EPA tariff reduction This information should hold special interest to existing and potential entrepreneurs in agriculture because for all of the listed items, some or all CARIFORUM countries have production capacity in several of these products, either individually or such capacity can be developed through cross-border investments. However, he hastened to add that the exclusions list should not be seen as a 'protection blanket' of indefinite duration to generate complacency, but instead, as a facility that enables entrepreneurs through the provision of opportunities to establish, grow and mature globally competitive business.*

*Caribbean economies are small. Hence, this presents a serious limitation to the continuous generation of opportunities and expanding business. The 'necessity' entrepreneur may not be so motivated to expand outside of community, or even national borders. However, for the 'opportunity' entrepreneur, the ability to expand beyond national and even regional borders is central to the growth process. An innovative entrepreneur needs innovative consumers, that is, those who are willing to try out new products and services. The domestic, even regional market is not sufficient for this. Hence the issue of trade negotiations become essential in creating the 'enabling trade environment' to allow such expansion.*



As emphasised earlier by Price, of the CRNM, trade negotiations have gone beyond just negotiating for favourable market access for goods. Increasingly, they attempt to address, in a more direct manner, the genuine needs of developing countries. Some of such provisions include recognition and special treatment for 'special products' and 'special safeguards' which provide developing increased flexibility to 'protect' their agricultural sectors. Further, through the negotiations on services, developing countries will enhance their capacity to develop their services sector in a more integrated manner, nurturing stronger linkages to the goods sector, including agriculture.

While these trade agreements provide the covering framework needed to enter and participate competitively in global markets, an equally important and complementary effort is that which seeks to develop national entrepreneurial capacity to take advantage of the opportunities from improved market access.

This goes beyond the necessity entrepreneur, small business, self-employed and ordinary business persons. It is in this context that the statement by Lloyd Best that "...the issue is not therefore diversification ... it is the breeding for the first time inshore of entrepreneurs, meaning autonomous producers and managers," becomes vividly clear in its meaning.

In the past, the main policy thrust of Caribbean countries to take advantage of improved market through trade agreements, was diversification. Largely, that involved expanding the basket of goods to take advantage of the diversity in market opportunities. However, almost all efforts at diversification in almost all Caribbean countries bore little fruit and any gains have not been sustained or built upon in any substantial manner. This has severely impacted the region's capacity to establish a firm and lasting market presence in those countries with which CARICOM has both non-reciprocal and reciprocal trade agreements.

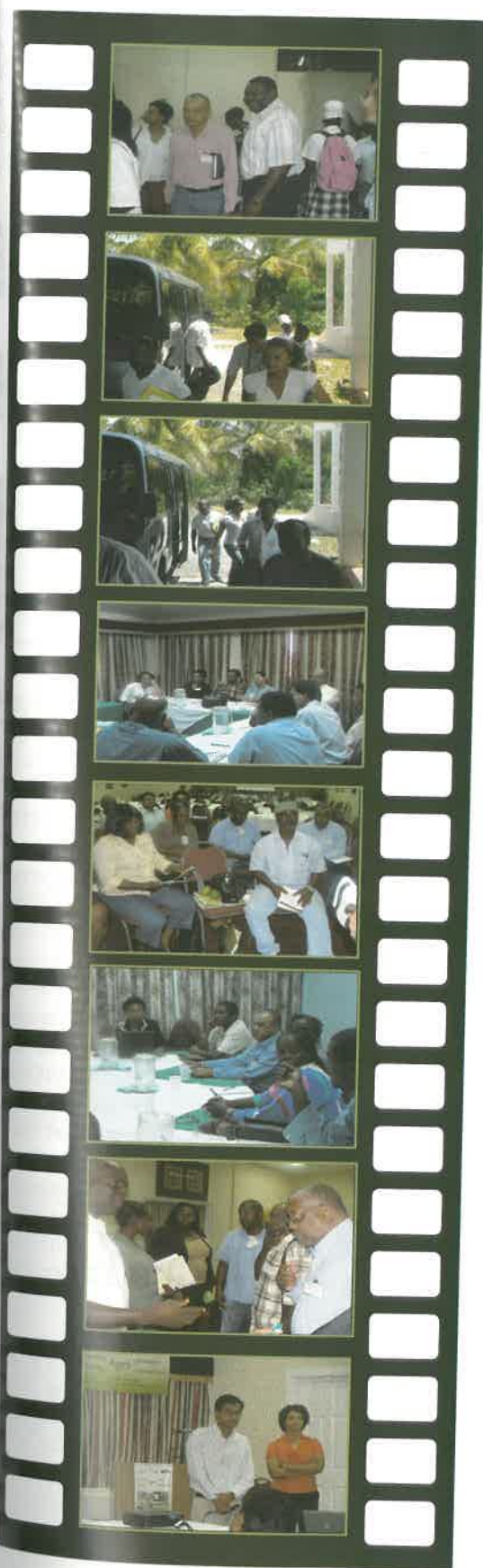
As emphasised by Preville, establishing, growing and maturing globally, competitive business in agriculture, while enabled by negotiating market access, depends greatly on efforts to ensure that business can establish and sustain market presence. The issue of market presence was of great concern to all those present at the workshop. It was pointed out that the trade agreements are good, but it is like the proverbial chicken and egg situation; if there are not enough entrepreneurs to produce goods and services then the region would continue to import goods and services and trade will remain largely one way. In fact, this has been the experience of most if not all the trade agreements that CARICOM is party to.

The region must engage at the national level to breed the entrepreneurs. Lessons must be learnt from the situation with bananas and sugar cane industries, which were heavily influenced by the public sector. This essentially stymied the development of genuine entrepreneurship within the industries and the sector as a whole, affecting the ability to achieve and sustain competitiveness. Agricultural competitiveness was also adversely affected at the national level from labour scarcity and high costs associated, in part, with public sector job-creation/unemployment relief programmes. In such scenarios, it was felt that the trade agreements are of little real benefit to the national economies.

The concern over capacity to establish and maintain market presence was a common issue during the discussion. There was the suggestion that a mechanism be found for more effective dialogue between the negotiators and policy makers and producers, particularly MSEs and potential entrepreneurs. This was deemed important to provide producers with the critical information and other elements necessary to enable them to benefit from market access provisions in the agreements.

Some other suggestions included more widespread consultations and dialogue at the national level, where the negotiators and policy makers discuss these issues directly with stakeholders. While such efforts have been undertaken in the past, there was still the view that the information provided on these trade agreements and negotiations was still too generic and did not address the specific concerns and allay fears of specific producer/interest groups. There was also a call for a more proactive and integrated involvement on the part of small producers, processors and marketers, themselves, to confront challenges of both export and import competition.

The following section provides a synopsis of the issues from the discussion and recommendations of focus groups. The need to make effective use of available external resources was highlighted.



"Without entrepreneurial capabilities which are well developed or potentially available, external funds will be wasted on projects that will not provide long term economic growth"

T. Petrin  
7th FAO/REU International Rural Development  
Summer School, Herrsching, Germany, 1994





## 5. As Said by Participants

### Introduction

From the open discussions in the workshop, it was clear that several are of the opinion, that in the Caribbean, individuals tend to be 'pushed' into the world of entrepreneurship as a matter of necessity: either had no other options; were terminated from their jobs or were unhappy with their employment for various reasons. There was also the feeling that while they may be labelled an 'entrepreneur', several either started off as self-employed in a micro or small business, with or without support from a government or non-governmental agency. However, in order to succeed in the business, they had to embrace most, if not all of the characteristic features of an entrepreneur. Henrekson (2004) observed that the entrepreneurship and self-employment concepts are linked, but not identical.<sup>7</sup> Self-employment may or may not be entrepreneurial as shown in the box below.

Motives:	Entrepreneurial	Non- Entrepreneurial
First Best	Pursue a business opportunity most suitable pursued in a new firm	1. Seeking independence, a certain lifestyle etc. 2. Local service production; working in networks in temporary projects.
Second Best	1. Necessity entrepreneurship. 2. Inferior management by current employers bars efficient intrapreneurship*; 3. Mechanism to escape effect of discrimination or lack of social capital for marginal groups;	1. Safety valve to circumvent excessive labour market regulations. 2. Means to achieve flexibility hindered by other regulations
Rent Seeking	Set up a business to exploit subsidies and tax breaks rather than create value for customers	1. Transform consumption expenditure into deductible business costs. 2. Fraudulence, where revenue is partly unreported etc.

\* Intrapreneurship: Entrepreneurial spirit/ attitudes/ innovativeness within an industry

The above discussion also illustrates the stark reality in the region that most business start-ups in the region are based less on genuine 'entrepreneurial insight' and more on necessity. In this situation, it therefore becomes extremely difficult to turn such individuals into entrepreneurs, especially if they are basically risk averse. **"Without entrepreneurial capabilities which are well developed or potentially available, external funds will be wasted on projects that will not provide long term economic growth"**. It is in this context that the FAO quote becomes meaningful, since based on the experience of Christine Wilson, "the choice of persons to be trained or employed is an issue. It is important that we understand the background of the individuals which we attempt to train or employ. Further, how well persons work without supervision is another important lesson. If persons cannot work without supervision they will be lost without a leader. Attempting to turn persons into overnight entrepreneurs is not realistic".

Participants opined that the usual "top down approach" in developing and implementing entrepreneurship and small business development programmes has contributed to the low level of impact. While it is a clear that well intended private sector policies and programmes seek to meet the needs of the most deserving in society, implementation and follow-up are limitations, resulting in little practical results. Participants suggested that a proper analysis of the target trainees must be done by competent persons to ensure that the intended programmes are suitable for them.

<sup>7</sup> "Is Self-employment Good or Bad? Comment on David Blanchflower" Magnus Henrekson, 2004; <http://www.dartmouth.edu/~blanchflr/papers/Comment%20on%20Blanchflower%20SEPR%20Final%20Aug%202004.pdf>;

An important aspect of the workshop was the small and focussed group discussions. During these discussions, the focus was on three topics, among teams of participants, as described below.

### 1. Breeding Agripreneurs.

The discussion took of from Lloyd Best's (2001) statement that "the issue is not therefore diversification....it is the breeding for the first time of inshore entrepreneurs, meaning autonomous producers and managers", the guiding theme for the workshop. This statement was specific to the roles, mandates and activities, especially financing and training, of Business Development Agencies. The discussants were a mix of representatives of business development agencies, existing/potential agripreneurs who were clients or potential clients of business development agencies and other service providers. The main issues on the table were options to deliver an entrepreneurship development strategy, lessons learnt, best practices and tools and effective types of organizational and delivery structure. The group was facilitated by Carmen Gomez-Trigg.

### 2: Growing Agri-enterprises

The group comprised largely potential and early stage entrepreneurs who were still 'green' in terms of converting an 'idea' into a 'business idea' and in approaching a financier for a loan. The focus of the visits will include "Spotting a good business idea - defining techniques and defining strategies, developing an idea; critical support services, financing options, business planning etc. The group went through the ropes with a mock-ADB interview facilitated by the Denise Cunningham-Dickson/ADB-TT. Robert Reid/IICA Agribusiness specialist led the group through the exercise.

### 3: Teaching entrepreneurship

There was need to clarify the issue of whether 'entrepreneurs are born and not made'. During the workshop there was general agreement that some basic characteristics of entrepreneurs can be taught. However, there was a general opinion that the education system does not recognize this as a function and consequently the curriculum does not cater for it. Hence the focus of this group, which comprised a mix of educators, students, small business trainers and service providers, was to determine the core aspects of entrepreneurial training and ways in which it can be delivered to youth. Among the critical issues to be addressed included at what level should such education begin, the content of training and course structure and the nature and scope of practical training. Sajjad Hamid facilitated this group.

The group reports were informative and creative in their presentations. The main elements of the discussion and outcomes are summarised below.

**----the region's political hierarchy lacked the will to return agriculture to the position of respectability which it once enjoyed**

There was a general acknowledgement that the food import bill of the region is way too high. Further, a substantial amount of foreign exchange earned through tourism is 'leaked' through the volume of food and other items imported directly to service the industry. There was a belief that there is a large vested interest in promoting imports as the most cost-effective means of ensuring food supplies at the expense of genuinely supporting a resurgence of agricultural production. With respect to the latter, participants generally felt the region's political hierarchy lacked the will to return agriculture to the position of respectability which it once enjoyed.



Therefore, the groups agreed that agriculture needs to be repositioned to the status of a respectable occupation. For this to happen then the bias against the sector, at all levels, needs to be removed. This will require 're-branding' of agriculture, to be achieved, inter alia through the:

- promotion of agriculture as a "new" science using cutting edge technology,
- reintroduction of "Buy Local" campaigns, such as those implemented in Barbados and some OECS countries in the past, and a soon-to-be-implemented campaign by the OPSR in St. Lucia;
- promotion of the health benefits of eating local and the engagement of the Ministries of Agriculture, Health and Education in this effort,
- promoting of "success stories" throughout the regional media to showcase the positive aspects of agriculture and stimulate others to aspire to achieve similar successes.

Success in agriculture's repositioning and re-branding would also depend on succession planning, which must start now, particularly at the farmer level. This was seen as essential to reverse the tendency for the ageing farm population to steer their children away from agriculture as a profession.

Activities that could assist in the repositioning, re-branding and succession planning included:

- educating children, in the schools, about the careers in agriculture, using the region's success stories examples;
- simultaneous exposure of parents to the benefits of agriculture as a career choice for their children;
- using Career Guidance tools and sessions to disseminate new and emerging information about agriculture;
- conduct Field Trips to expose students to practical aspects of agriculture;
- encouraging successful farmers to "adopt a school";
- engaging the Caribbean Agricultural Forum for Youth (CAFY) in the promotion of a youth window;
- include more youth at deliberations on agriculture;

Other activities that could be undertaken to reposition agriculture at the national level through partnerships with government ministries, private sector and civil society included:

- promoting culinary and other forms of tourism;
- providing better training for the farmers by exposing them to techniques in production scheduling, crop selection;
- increasing the assistance provided by business development agencies in the development of production and marketing systems;

With respect to the latter point related to business development service providers, it was felt that the mandates of these agencies restrict them from effectively 'breeding' entrepreneurs. This was based on the fact that:

- they tend to 'accept' the assumptions and 'adopt' the mandates of the donor agencies who fund them, regardless of the relevance of the assumptions to the situations in the Caribbean and of the target beneficiaries;
- they are characterized by slow delivery systems, that are bogged down in bureaucracy, with limited outreach;
- loan staff generally have limited business knowledge, and even less knowledge of agricultural situations;
- distance of staff from the clients they serve;
- insufficient respect paid to the agripreneurs by the staff of these agencies;

As a result of the above, the group suggested the following corrective actions for these agencies:

- softer loan requirements for the sector;
- development of contingency plans to become self sustaining even before the donors' funds run out;
- creation of linkages for the benefit of clients.

One striking aspect of the individual presentations was the high level of synergies in the discussions and the common threads that emerged in the recommendations. There was full consensus that entrepreneurship education for youth has to be the starting place in order to continuously build that critical mass of entrepreneurs and as well, to increase acceptability and capacity for self-employment, among youth. Infact, a few initiatives already in existence were the Super J's (supermarket) program for youth being rolled out in St. Lucia and ADB (TT)'s youth program.

In this regard, the intervention from Steve Maximay which explored the possible paths to youth involvement in agriculture was instructive. He highlighted common essential components in successful initiatives.



### Steve Maximay

Managing Director, Science Based Initiatives  
www.sbinitiatives.com

Transforming YOUTH into successful agripreneurs and leaders is a challenging, continuous and delicate social responsibility. There are several key issues for consideration in developing a strategy for youth engagement. There are Training, Employment, Mentoring, Promotion, Linkages, Tenacity and Evaluation. These issues were condensed into an acronym called TEMPLATE and are described below. 'TEMPLATE' presents a plausible path to youth involvement in agriculture within the Caribbean. TEMPLATES was conceptualised for and refined at the CTA/IICA Workshop on Policy Integration and Leadership Development for Youth in Agriculture (October 2005).

T- Training	Job specific instruction
E- Employment	Provision of a means of self support
M- Mentoring	Supervision and guidance along the way
P- Promotion	Promotion of opportunities in agriculture
L- Linkages	Provision of intersectoral links
A- Affordability	Provision of credit schemes to fund ventures
T- Tenacity	Commitment to achieve the vision as set out
E- Evaluation	Availability of tools to measure overall progress

Some areas around which youth programmes can be developed include:

- Environmental Stabilization - career paths in landscaping, farm layouts for agro tourism, soft engineering solutions, creation of outdoor museums,
- State supported Cooperative Contract Farms based on Fairtrade protocols where substantial land holdings would be used for primary production,
- Specialty Production Units catering to rising demand for non-traditional products, such as nutraceuticals, pharmaceuticals, exotic spices, herb trays,
- Agro Services Units specializing in marketing inclusive of branding, product specific transportation, quality enhancing packaging, agro-processing services for client production units, quality control testing, dehydration, commercialisation of biotechnological products, innovation and intellectual property monitoring, product licensing, communication and convenience,

- Provision of professional services inclusive of advisory, certification, traceability, diagnosis and pest management, insurance and inventory management.

While these career choices may be available, youth interest in agriculture could only be stimulated if there is a coordinated, sustained approach which is linked to other sectoral policies in education, health, social services, environment, youth empowerment and trade. It is only then that the Caribbean may witness a resurgence of interest in agriculture. ♦



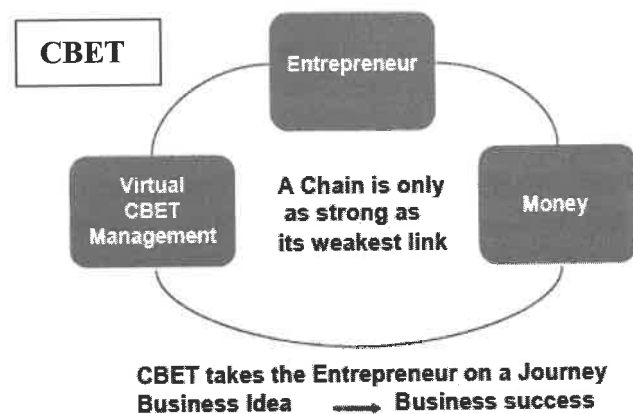
With respect to the 'M' in Maximay's TEMPLATE, mentoring is increasing in importance with respect to entrepreneurship development. In fact, this is a key element in the model developed and led by Basil Springer, in what he calls the CBET Shepherding Model™. This model was developed in the context of the current wide economic divide between the Caribbean Community (average less than US \$4,000 GDP per capita) and OECD countries (average greater than US\$30,000 GDP per capita). To reduce this divide, the region must strive to increase the net growth rate (average less than 3% per annum) by expanding the net foreign exchange earnings and saving sectors (including agriculture) and controlling the foreign exchange absorbing sectors. Dr. Springer advocates that a strategy for achieving this is to develop an emerging family of successful entrepreneurs, with ideas which have the "DNA of an elephant" or potential for exponential growth, by fostering the development of new ideas and packaging them so that they can be rolled out sequentially in local, regional and global markets. The following briefly profiles this model.



### Caribbean Business Enterprise Trust (CBET)

Basil G. F. Springer GCM, PhD  
Change-Engine Consultant  
www.cbetmodel.org

The CBET Shepherding Model™ speaks of business facilitation and partnership with the entrepreneur. It shepherds the entrepreneur (or institution) on the journey from 'business concept' to 'business success' ensuring that the companions of Management and Money are optimal at every step of the entrepreneur's journey. CBET then engages in cyclical support to facilitate growth.



The Seven Drivers of The CBET Shepherding Model™ are:

1. Generate New Ideas or Re-engineer Existing Ideas producing Business Opportunity Profiles
2. Develop Business Opportunity Profiles into Business Plans
3. Convert Business Plans to Business Start-Ups
4. Evolve Business Start-Ups to Business Implementation
5. Advance Business Implementation to Business Success - Mentoring Management Health
6. Advance Business Implementation to Business Success - Preventive Business Health
7. Lobby for Timely Public Sector Support to Provide a User-friendly Enabling Environment.

The CBET Shepherding Model™ (Entrepreneur/Business Systems/Money/Shepherding) is promoted as necessary and sufficient for sustainable business success. This model is expected to reduce the start-up business failure rate from more than 80% to less than 20%, thus increasing the growth rate from start-up businesses by a factor of 4. The model mitigates the risk of business failure and hence maybe regarded as "collateral" for "high risk" Seed and Venture Capital investment.

The single most important constraint impeding entrepreneurial development is lack of the timely access to appropriate financial instruments. CBET is therefore pursuing the establishment of a Quick-Response Revolving Seed Capital Fund (a necessary component of sustainable success for start-up high performance enterprises) and a Quick-Response Venture Capital Fund to facilitate the capitalisation of viable business plans arising from the Seed Capital investment initiatives. Both funds would be private sector led but would be a partnership between the public and private sectors.

The financial benefit to Seed Capital fund investors is interest accrued on a monthly basis. The Seed Capital investment will be regarded as a pre-incorporation expense to the enterprise and will be the first call on the Venture Capital investment. The economic benefit to the public sector for both the Seed and Venture Capital investment is enterprise development which leads to sustainable economic growth (net foreign exchange earnings, energy security, food security, carbon credit trading, job creation, use of natural resources and protection of the environment). If the country does well, we all do well. ♦



## Where do we go from here?

In the context of the theme of the workshop, this latter statement could be restated as "if we all do well, then the country does well". The 'we' in this statement therefore, relates to the agripreneurs, or according to Lloyd best, the 'autonomous producers and managers' in agriculture and its linked industries.

The expectation was that at the end of this workshop, we all will have no doubt that like any other business, agriculture's future and our food security depends on our entrepreneurs. Therefore, we, collectively, need to breed agripreneurs and plant more agri-enterprises.

It was hoped that we would all have gained:

- a better understanding of what drives both the public and private sectors towards entrepreneurship and business development in agriculture;
- a real appreciation of the practical day-to-day issues faced by micro and small agripreneurs not taught in business and management school;
- information on the 'who' and 'what' in the business development support community;
- practical insights and best practices based on lessons learnt from around the Caribbean.

The sub-themes of the workshop, the case studies, the discussion groups and the visits to two small agripreneurs helped us all arrive at the following conclusions, that:

- entrepreneurship must be encouraged at a very early age, through mentorship, for example, for a vibrant business culture to emerge in agriculture;
- government must have a well defined policy and strategy if it is to facilitate genuine entrepreneurship and business development in agriculture;
- trade agreements, that provide a general framework, including market access, to enable governments to play that facilitating role, are necessary, but will not, on their own, lead to market presence and business expansion;
- the Caribbean has not had a good track record in taking advantage of the openings provided for under trade agreements;
- mechanisms must be put in place to allow both governments and the business sector to benefit from trade agreements, i.e., "turning words to flesh" that benefit entrepreneurs of all sizes and at all levels.

In this regard, the main suggestions that participants would like to recommend for consideration and action are provided below.

1. Define a Clear Entrepreneurship Development Strategy. Critical elements must include succession planning on the part of the agripreneur and the business service providers especially in situations where they implement donor funded projects (OPSR/St. Lucia and ASSP/Jamaica and to independent of donor funds in areas of critical importance to national development, hence the need for a direct relationship with the Ministry of Finance.
2. Rethink the mandates and operations of Business Development Service providers, including development banks and micro-financing institutions.
3. Re-brand Agriculture to put it on par with other economic sectors is a must. This must project agriculture as a new science, as a business, as an integral component of health and wellness of both citizens and the environment.

4. Implement a three-pronged strategy for Breeding Agripreneurs and Planting Agri-enterprises is a must. This must be built on:
  - i. Public awareness and education programmes for the wider society that promote agriculture as an investment opportunity and a career choice. This will require identification, profile-building and publishing of annual magazines of successful agripreneurs, promotional campaigns etc., hence the need to work directly with Ministries of Education;
  - ii. Entrepreneurship Education in the curricula from pre-tertiary schooling. Recognition of the role of the 'teacher' in this process was emphasised and so too is the need to ensure that they are well equipped (training, teaching aids) to undertake the task. Adopt more learning-by-doing school activities, eg. entrepreneurship camps that expose student to business in practice, business plan competitions, career guidance seminars, apprenticeships etc.
  - iii. Engagement of parents and caregivers in the homes to complement the efforts undertaken by the education system. This is essential for the nurturing process, including the role of parents as mentors.

With particular reference to the youth, the participants noted that ICT has to be an integral tool in all aspects of delivering the strategy, especially in engaging youth, promotions and awareness and public education. Websites and blogs that provide information, stimulate discussions and support virtual shepherding/mentorship support.

Further, there was a felt need for any strategy to build and coordinate existing initiatives geared towards the entrepreneurship and business development, such as the Barbados Business Youth Trust, CBET Shepherding Model, Caribbean Agricultural Forum for Youth, Junior Achievements etc.,. In this regard, there was a strong call to identify and document success stories and efforts that can also support the re-branding efforts.

There was full agreement that 'breeding agripreneurs and planting agri-enterprises' has to be a shared responsibility among entrepreneurs themselves, agriculture policy makers and key government agencies, such as, education, health and the business service providers. In the words of Marcia Brandon, 'everyone has to be involved, from governments, to the classroom, to the boardroom, to community levels and all throughout a society. Creating an entrepreneurial culture is a long term goal and the investment for the sustainability of regional agriculture is clear, the political will, social obligation and commitment must be developed and strengthened.' Delivering entrepreneurship is all about relationship building for collaboration!

## A Few Caring People

Name / Email Address	Address	Telephone No.
<b>Entrepreneurs/ Farmers</b>		
1	Novella Payne granmaaki_2004@hotmail.com	Carty's Hill, Glenville St. Phillip; Antigua & Barbuda (268) 460 8219 (268) 724 4994
2	Owen Clashing owenaclashingsr@hotmail.com	P.O. Box W1443, St. John's Antigua & Barbuda (268) 463 7952 (268) 464 4754
3	Enid Adams iica.ag@iica.int	Horsford Hill - Liberta Village; Antigua & Barbuda (268) 460 1580 (268) 779 4981
4	Alpha Celestin iica@batelnet.bs	c/o IICA Office in the Bahamas Bahamas (242) 325 8800
5	Arabella Nisbett tc_nisbett@msn.com	St. Kitts Farmers All Coop. Society Ltd Boyo's Project; St. Kitts (869) 465 1774 (869) 669 4025
6	Eldon Serieux frootsy@candw.lc	Frootsy Foods Limited Mon Repos St. Lucia (758) 455 3076
7	Patrick Lashley patrick.lashley@hotmail.com	P.O.Box 1043 Vieux Fort Plaza St. Lucia (758) 713 2571
8	Anthea Joshua pajoshua@hotmail.com	P.O.Box QGB156 Garrand, BABONNEAU St. Lucia (758) 518 2220 (758) 468 4132
9	Laurent Jean Pierre jeanpierrel79@hotmail.com	Herbal Botanist P.O.Box 6306, Castries St. Lucia (758) 520 1251
10	Fleming James hylynepoultry@hotmail.com	Hylyne Poultry Farm Ltd. P.O. Box GM 1012 Castries St. Lucia (758) 453 1422 (758) 484 6880
11	Christine Wilson krisec729@hotmail.com Studiokreativity@candw.lc	Studio Kreativty Inc. Ti Rocher, Micoud St. Lucia (758) 454 0439
12	Kenny Daniel dlokoko205@yahoo.com	Coconut Water Enterprise/ Local fruit baskets CP 5703 Castries St. Lucia (758)715 4538 (758) 715 4538
13	Dunstan Demille dunstan.demille@cflslu.com	Consolidated Foods ltd P.O.Box GM 580 Gablewoods Mall St. Lucia (758) 457 2403
14	Andre Lansiquot Ltd lansi_a@candw.lc	Tropical Quality Fruit Co. c/o Canaries Post Office St. Lucia (758) 459 4069 (758) 485 6975 (758) 716 5103
15	Daniel Brizan kdbrizan@spiceisle.com	K. Brizan Trading St. Pauls, St. Georges Grenada (473) 435 5961 (473) 420 7363
<b>Farmer/Producer Organisations</b>		
16	Telojo Onu ectadsvg@yahoo.com tellyonu@gmail.com	Caribbean Farmers Network (CAFAN) St. Vincent and the Grenadines (784) 455 6994 (784) 453 1004
17	Michael Joseph slbcgm@candw.lc	St. Lucia Banana Corporation P.O.Box 197, Castries, St. Lucia (758) 452 2251
18	Eustace Monroe eustace@candw.lc	St. Lucia Banana Cooperation P.O.Box 1736, Castries St. Lucia

Name / Email Address	Address	Telephone No.
<b>Entrepreneurs/ Farmers</b>		
19	Harry Seeram hseeram@caribchem.com	Caribbean Agri- Business Association 4-1 <sup>st</sup> Street West, Beaulieu Avenue, Trincity, Trinidad & Tobago (868) 674 5269
<b>Youth, Youth Networks, Youth Development Agencies/Projects</b>		
20	Clovis Samuels scalvis@hotmail.com	Castries Comprehensive School P.O.Box 614, Castries, St. Lucia (758) 286 2830 (758) 452 4728
21	Rody Stanislaus	Sir Arthur Lewis Community College Choiseul Post Office St. Lucia (758) 287 5098
22	Justin Prospere far_far_away@live.com	Sir Arthur Lewis Community College Marigot Post Office, St. Lucia (758) 451 5953 (758) 712 4415
23	Hannah Dupal - Romain hanadee24@yahoo.com	SLAFY 5 Tabernacle Street Hassade Groslet St. Lucia (758) 450 3316 (758) 468 5600
24	Marcia Brandon bybttyouthbusiness@caribsurf.com	Barbados Youth Business Trust P.O Box 306, Bridgetown Barbados (246) 228 2772
<b>Small Business Development/Financial Agencies</b>		
25	George Uthandi georgeuthandi@yahoo.com	IPED 253-254 South Road Bourda, Georgetown, Guyana (592) 225 8949 Ext 104
26	Hermia Neehall ndfsvg@caribsurf.com	National Development Foundation P.O.Box 1455, Kingstown St. Vincent & Grenadines (784) 457 2646
27	Denise Dickson-Cunningham ddickson@adbtt.com	Agricultural Development Bank 87 Henry Street Port of Spain; Trinidad & Tobago (868) 623 6261/5 Ext. 299
28	Alexander Joseph slucll@candw.lc	St. Lucia Cooperative League # 9 Grass Street, Castries, St. Lucia (758) 452 5467
29	Tedburt Theobalds ttheobalds@yahoo.com	St. Lucia Industrial and Small Business Association (SLISBA) P.O.Box 710 Castries, St. Lucia (758) 454 6002 (758) 454 4821 (758) 485 3325 (758) 718 1538
30	Horace Walters hwalters8446@hotmail.com	St. Lucia Cooperative Society P.O.Box 3074 Castries Waterfront, St. Lucia (758) 713 8202



Name / Email Address	Address	Telephone No.
31 Ronald Charles nrdf@candw.lc	National Research & Development Foundation P.O.Box 3067 Castries, St. Lucia	(758) 452 4253 (758) 452 5466
32 Ruth Charlemagne charlemagneruth7@gmail.com	OECS Skills 4 Inclusive Growth Block W Apt 15 High Street, Castries, St.Lucia	(758) 468 5271 (758) 715 2987
<b>NGOs</b>		
33 Timothy Chambers tchambers@oxfam.org.do	OXFAM GB Dominican Republic	(809) 269 0810
34 Judy Williams grenco@spiceisle.com	GRENCODA Lower Depradine St. Gouyave, St. John's, Grenada	(437) 444 8430
<b>Government Ministries</b>		
35 Carvil Ophny Nicolas nicarvil@yahoo.com	Ministry of Agriculture 35 Rue E Pouget, Morne Calvaire Petion Ville HAITI	(509) 733 5946
36 Julia Mitille mitillej@yahoo.com	Ministry of Trade Industry & Commerce and Consumer Affairs -Small Enterprise Development Unit 4 <sup>th</sup> Floor Heraldin Rock Bldg Waterfront, Castries St. Lucia	(758) 453 2891 (758) 468 4220
37 Lench Fevrier capo@slumaffe.org	Ministry of Agriculture Planning Division Sir Stanislaus James Bldg St. Lucia	(758) 454 6471
38 Vincent LaCorbiniere marketing@slumaffe.org	MOA - Marketing Unit Sir Stanislaus James Bldg Waterfront Castries, St. Lucia	(758) 468 4120 (758) 717 1182
39 Jacqueline Emmanuel alexander.oprs@candw.lc	Office of Private Sector Relations (OPSR) 5th Floor, Greaham Louisy Administrative Building The Waterfront, Castries, St. Lucia	(758) 468 2144
40 Anthony Greene greene.oprs@candw.lc	OPSR 5 Floor Greaham Louisy Bldg Waterfront Castries, St. Lucia	
<b>Independent Consultants - Business Development</b>		
41 Dewey Taylor bahamasduke40@yahoo.com	P.O.Box N-115, Nassau, Bahamas	(242) 327 5001 (242) 394 2628
42 Lucilla Lewis lewisl2004@yahoo.com lewisl2004@gmail.com	P.O. Box 417, Roseau Dominica	767 235 3417

Name / Email Address	Address	Telephone No.
43 Basil Springer basilgf@caribnet.net	3 Golf Club Gardens, Rockley Christ Chuch; Barbados	(246) 231 9770
44 Carmen Gomez-Trigg Tobago nemrac_gt@yahoo.com	#3 Sierra Vista Gardens Petit Valley, Trinidad & Tobago	(868) 310 0844
45 Sajjad Hamid fbbld@tstt.net.tt	P.O. Box 2220, Chaguanas Trinidad & Tobago	(868) 685 9830 (868) 671 8178
46 Richard Rampersaud rics_rampy@yahoo.com	CaRAPN c/o IICA # 3 Herbert St, Port of Spain Trinidad & Tobago	(868) 790 9283
47 Naitram Ramnanan caribagriproducts@yahoo.co.uk	Caribbean Agri Products & Solutions Ltd 361 St. Julien Road New Grant, Princess Town Trinidad & Tobago	(868) 687 2752
48 Steve Maximay smaximay@sbinitiatives.com	Science Based Initiatives Plantpro Associates Ltd WINFA 25 6 <sup>th</sup> St. East Cane Farm Ave, Trincity, Trinidad	(868) 678 8207 (868) 640 1585
49 Rufina Paul paul@candw.lc	P.O.Box GM 883, Castries, St. Lucia	(758) 452 0333 (758) 713 5109
50 Luvette Louisy Agriculatural louisyt@candw.lc	Consultant & Technical Services P.O.Box 73 Castries, St. Lucia	(758) 451 3088
51 Olive St. Ville sostville@hotmail.com	St. Ville & Associate 43 Grass Street Castries, St. Lucia	(758) 450 1340 (758) 716 2176
53 Edward A. Harris eaharrisdestiny@gmail.com	Business & PR Consultant P.O.Box CP 5480 Castries, St. Lucia	(758) 485 1456
<b>Educators</b>		
54 Cherry Ann Smith casmith107@hotmail.com	Teacher Marigot Secondary School LA Croix Maingott Castries, St. Lucia	(758) 718 8999 (758) 541 5228 (758) 458 3483
55 Tawana Prevost tawana.prevost@gmail.com	Dominica State College Stock Farm, Dominica	(767) 448 4039 (767) 225 6240
56 Dr. Doolarie Singh - Knights doolarie.singh-knights@fsa.uwi.edu	University of the West Indies Dept Agri Econ & Ext. UWI St. Augustine Trinidad & Tobago	(868) 662 2002 Ext. 2445
57 Hazel Patterson-Andrews Hazel.Patterson-Andrews@fsa.uwi.edu	University of the West Indies, Dept Agri Econ & Ext. UWI St. Augustine, Trinidad & Tobago	(868) 662 2002 Ext 3561
58 Eustace Vitalis	Sandals Resort International	
59 George Alcee galcee@oecs.org	OECS Secretariat P.O.Box 179, The Monne, Castries, St. Lucia	(758) 455 6345

Name	Address	Telephone No.	
60	Claude Vuillaume CIRAD claude.vuillaume@cirad.fr	CIRAD Station de Neufchâteau, Sainte-Marie, 97130 Capesterre-Belle-Eau Guadeloupe	+33 590 86 1773
61	Lincoln Price lprice@crnm.org lprice@cwjamaica.com	Caribbean Regional Negotiating Machinery (CRNM) 18 Trafalgar Road, Jamaica	(876) 999 8351 (876) 978 4035
62	Maurice Wilson mwilson@cardi.org	CARDI UWI St. Augustine Campus Trinidad	(868) 645 1205/7
<b>IICA</b>			
63	Diana Francis diana.francis@iica.int	IICA Office in Trinidad #3 Herbert St, Port of Spain Trinidad & Tobago	(868) 628 4078/9
64	Kervin Stephenson kervin.stephenson@iica.int	IICA Dominica	(767) 448 4502
65	Rachelle Chery Pierre Louis rachelle.chery@iica.int	IICA Haiti 8 Rue Mangones, Berthe Petion Ville Haiti	(509) 256 6859
66	Robert Reid robertreid79@gmail.com	IICA Jamaica P.O.Box 349, Hope Gardens Kingston 6; Jamaica	(876) 382 1981
67	Una May Gordon Una.may.gordon@iica.int	IICA Office in St. Lucia Sir Stanislaus Bldg Waterfront, Castries	

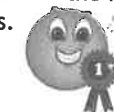
## Participants' Feedback

Diana Francis

In organising the workshop, we sought to make it as meaningful and practical. We also appreciated that for the agripreneurs in our midst, 'time is indeed money' and made all efforts to start on time and for the most part, manage the sessions effectively.

We are pleased to give you feedback from a 65% response to the daily evaluations.

Day 1 was assessed from 'very good to fantastic', based on the high quality of the working document, informal and open workshop atmosphere and the logistics.



The presentations from Marcia (BYBT), Jacqueline (OPSR), Lincoln (CRNM), Claudius (Trade Consultant); and Rachelle (Kredifanm- Haiti), Basil (CBET Shepherding Model), Alexander (St. Lucia Credit Union League), Hermia, (NDFD, St. Vincent) and Denise (ADB-Trinidad) received a rating of 'very high' by over 85% of respondents in terms of the relevance and quality of the information presented and professionalism in the delivery.

All agreed that the Grameen Bank video and the testimony of the St. Vincent greenhouse agripreneur added value and variety and were 'icing on the cake'.

Kudos to All!

You delivered an outstanding performance!



Day 2 was a 'good and productive day; excellent effort; shared experiences were helpful. Presentations by Sajjad, Carmen and Steve received a rating of 'very high' by over 75% of respondents in terms of the presentation style and content, opportunity for group-presenter interaction and opportunities for discussion.

The Trini Posse - Sajjad, Carmen and Steve  
- provided a pot-full of food for much thought.

Focus Groups you felt that these Groups offered good participation from a wide cross-section of visitors and participants hence the **benefits from shared experiences** were many. There were many laughs in one, sparks in another and deep introspection in the third, which led to the conclusion that the lessons learnt were necessary.



A few respondents pointed to some weak areas that will need attention in the future. These included improving the pre-planning, structure, in terms of small groups, and guidance and facilitation of the working groups. We take these suggestions fully on board in the spirit of development.

Day 3 provided a mix of experiences that started off in very high spirits - literally - when entrepreneur Owen remarked that not all 'nuts' are found in coconut trees and when we pleasantly discovered that we had a 'TV/Radio anchor/show host' wrapped up nicely in the form of school teacher, Cherie-Ann. That was indeed the shortest, but sweetest 'group reporting/plenary' session I have ever had the good fortune to be part of.



Field Trip Our workbook quoted Cesare Pavese saying "we do not remember days... we remember moments". Including the visits to two agripreneurs enabled us to deliver on that promise. It began with the continuation of the 'nutty' jokes on the bus trip, for those of us in the company of Owen, Steve and others, en-route to Frooty Foods. And as I understand it, the other bus was even more hilarious, thanks to R2, Double "D" (Dunstan), Ed, joined by the Trini-ladies of Carmen and Denise. What a rowdy bunch you were!



Over 90% of you ranked these visits 'very good - superior' in terms of the selection of entrepreneurs, understanding why you visited Christine and Eldon, their hospitality and facilitation of our groups, and the ability to identify clear links between the issues discussed on Days 1 and 2, and their business experiences. We know that we would have all welcomed the opportunity to visit both venues, but we had to give due consideration not to overload our hosts, Christine and Eldon. We are indeed honoured that they allowed us into the heads and hearts of their small businesses, recognising full well, that we put their businesses on hold for a day, and especially for Eldon, compromised his operations. These are moments we shall not soon forget and getting a token of appreciation and sampling of these wonderful products will help, I am sure!

Christine and Eldon gave us firsthand and practical lessons on what it takes to succeed in a world of business where nothing is sure! We hope that the moments spent with you will catalyse us, especially those of us who work mostly with and through words, to seek more often to 'turn words into flesh'



Day 4 wrap-up, again the shortest wrap up I have ever had the pleasure of managing! Maybe for some, too short; too anti-climactic? But I thought it was not necessary to 'pad' the agenda and 'kill time': something too often done in meetings and workshops. We did well for ourselves over the three days, as reflected in the overall workshop ratings:

- 100% rating for meeting its objectives;
- 92% rating as meeting your individual expectations;
- 96% rating as having benefited personally from the experience; and
- 96% rating as having benefited professionally from the experience.



It would have been absolutely impossible to have achieved such outstanding ratings without the genuine interest and participation of 'a few caring people' like yourself. Congratulate Yourself!

For those of you who responded to Day 3 Evaluation, among the actions you will take as a result of the workshop, the sharing of experiences with your respective organisation, including incorporating the information in the classrooms, and relevant agencies, businesses and youth was overwhelming. Some of you indicated that you will convene 'mini' workshops and build on existing initiatives especially with youth. Emphasis on the 'youth' was also overwhelming, in terms of trying to foster an entrepreneurial spirit among them and soliciting more support from Ministries of Agriculture in efforts that focus on agri-business and youth initiatives.

26 persons responded to the Day 3 evaluation

**What was the one thing that you liked most about the workshop?**

- energy of organizers and sense of purpose,
- high level of participation and range of perspectives,
- professionalism and high quality of information disseminated,
- group discussion, fostering of networking, opening of linkages, interaction,
- entrepreneurs' experiences and the field trip learning experiences.

**What was the one you would change about the workshop?**

- 14 individuals noted they would change nothing!
- others notes that they would have liked more youth participation,
- definitive follow action post-workshop,
- longer workshop - maybe 5 days?

**Would you like to participate in a follow-up activity?**

- All responding participants expressed an affirmative and resounding YES!
- A few noted that they would need time to implement some of the ideas gained before participating in another workshop.

# Lighter Moments



### Inter-American Institute for Cooperation on Agriculture

IICA is a specialized agency of the Inter-American System. Its purpose is to encourage and support Member States to achieve sustainable agricultural development and rural life. With more than six decades of institutional life, IICA is responding to new mandates issued by the Heads of State and Government of the Americas, the General Assembly of the Organization of American States (OAS) and the ministers of agriculture of the Americas, to reposition itself so that it can meet both the new challenges facing agriculture.

Its presence in all of the Member States gives IICA flexibility to move resources between countries and regions in order to promote and adapt cooperation initiatives intended to address national and regional priorities, facilitate the flow of information and improve the dissemination of best practices.

IICA's Headquarters is in Costa Rica, with Offices in 34 countries of the Americas. IICA's 14 Caribbean offices focus on promoting:

- agricultural and rural repositioning through new institutional frameworks;
- trade and the competitiveness of agribusinesses;
- development of rural communities based on a territorial approach;
- agricultural health and food safety;
- sustainable management of natural resources and the environment; and
- introduction of technology and innovation for the modernization of agriculture and rural development .



### Technical Centre for Agriculture and Rural Cooperation EU-ACP

CTA is an ACP-EU institution working in the field of information for development, operating under the ACP-EU Cotonou Agreement. CTA was given the task in 1984 of improving the flow of information among stakeholders in agricultural and rural development in African, Caribbean and Pacific (ACP) countries. At the core of CTA's activities are partnerships with ACP national and regional bodies, a wide network of ACP-EU public and private sector bodies and international organisations.

CTA's overall aim is to better serve the ever-changing information needs of all stakeholders in ACP agricultural and rural development. CTA works with these stakeholders, directly and through its partnerships, to achieve the shared development goals of poverty alleviation and sustainable development.

CTA's headquarters is located in The Netherlands. CTA's and its work focuses on three key areas:

- providing information products and services (e.g., publications, question-and-answer services and database services)
- promoting the integrated use of communication channels, old and new, to improve the flow of information (eg, e-communities, web portals, seminars, study visit)
- building ACP capacity in information and communication management, mainly through training and partnerships with ACP bodies.

