

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**REGIONAL**

**CARICOM: VALUE CHAINS, REGIONAL INTEGRATION AND  
COMPETITIVENESS IN THE CSME**

**(RG-T1242)**

**PLAN OF OPERATIONS**

This document was prepared by Anneke Jessen (INT/ITD), Project Team Leader; Francesca Castellani (RE3/RE3), Ian Ho A Shu (COFF/CTT), Claudia Suaznabar (RE3/FI3), David Tither (INT/RTC) and Kevin McTigue and Cecilia Parra (LEG).



## CONTENT

I. EXECUTIVE SUMMARY .....	1
II. BACKGROUND AND JUSTIFICATION .....	2
III. PROJECT DESCRIPTION .....	4
IV. COST AND FINANCING .....	7
V. PROGRAM EXECUTION .....	7
VI. MONITORING AND EVALUATION .....	9
VII. PROGRAM BENEFITS AND RISKS .....	9
VIII. ENVIRONMENTAL BENEFITS AND RISKS .....	10

**ANNEXES**

ANNEX 1	Logical Framework
ANNEX 2	Detailed Budget
ANNEX 3	Initial Procurement Plan

**APPENDICES**

**BASIC SOCIOECONOMIC DATA**

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

**INFORMATION AVAILABLE IN THE FILES OF INT/ITD AND RE3**

**PREPARATION:**

Draft Terms of Reference for Project Consultants

Draft Outline of the Regional Overview Study

**EXECUTION:**

## **ABBREVIATIONS**

CARICOM	Caribbean Community
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CSME	CARICOM Single Market and Economy
DFID	UK Department of International Development
ECLAC	UN Economic Commission for Latin America and the Caribbean
EPA	European Partnership Agreement
GDP	Gross domestic product
SME	Small and medium enterprise
OECS	Organization of Eastern Caribbean States
USAID	United States Agency for International Development

## I. EXECUTIVE SUMMARY

<b>Requester:</b>	ECLAC, through its Subregional Headquarters for the Caribbean, Port of Spain, Trinidad and Tobago		
<b>Executing Agency:</b>	Inter-American Development Bank		
<b>Target Beneficiaries:</b>	Small and medium-sized firms in the CSME		
<b>Financing:</b>	IDB: (FSO net income)	US\$	250,000
	Total:	US\$	250,000
<b>Objectives:</b>	The general objective of the project is to assist Caribbean firms, particularly SMEs, in better understanding the challenges and exploring the opportunities posed by open regionalism and globalization. The specific objectives are to: (i) provide detailed market information and analysis, as well as recommendations for improving competitiveness in a more integrated regional market, for companies operating in the Caribbean food production and distribution, housing construction, and sports and cultural tourism value chains; and (ii) facilitate networking opportunities for these companies and their interaction with relevant policymakers in the region. In line with these objectives, the project has two components: (1) Analysis of the above value chains; and (2) Stakeholder Workshops, Inter-Firm Collaboration and Networking.		
<b>Execution Timetable:</b>	Execution Period:		18 months
	Disbursement Period:		24 months
<b>Special contractual conditions:</b>	None		
<b>Exceptions to Bank policy:</b>	None		
<b>Environmental/social review:</b>	CESI approved the TC Profile on 13 October 2006 (TRG 40-06). The operation will consider environmental matters in accordance with §8.2. Each value chain assessment will identify compliance by producers with environmental norms and regulations and how this influences the business opportunities in the value chain. In addition, for those value chains where there is a clear need to analyze the environmental factor in the sustainability of the chain's competitiveness, the assessment will consider: (i) the main natural resources on which the production chain depends and problems in the sustainable use of these resources; and (ii) the main environmental impacts of the final residual of the relevant production process. The analysis will take into account the main production processes and technologies used by SMEs in the value chain.		
<b>Coordination with other Development Institutions</b>	The Bank will execute the proposed project in close partnership with ECLAC-Port of Spain. The TC complements private sector-related work undertaken by various regional agencies and/or supported by bilateral donors in the region (including DFID, CIDA, EU and USAID). The TC would build on these efforts through the production and dissemination of detailed analysis and recommendations regarding three specific value chains in the region.		

## II. BACKGROUND AND JUSTIFICATION

- 2.1 **Background.** The Caribbean Community (CARICOM) was established in 1973 to foster economic integration, foreign policy coordination and functional cooperation among its member states. In the early years of CARICOM, economic integration efforts were largely limited to the liberalization of intra-regional merchandise trade. In 1989, member states agreed to move towards much deeper levels of integration through the creation of a CARICOM Single Market and Economy (CSME)<sup>1</sup> and, to this effect, embarked on a process of wide-ranging institutional, legal and administrative reforms at both the national and regional level. The year 2006 marks a milestone in the integration process, with entry into force of the CARICOM Single Market among 12 of the group's 15 member states.<sup>2</sup> The main elements of the Single Economy are to be in place by 2008.
- 2.2 The CSME will significantly change the environment for doing business in the Caribbean. The larger companies are supportive of the arrangement and have already adapted their strategies to suit a more integrated regional market. But for most companies, especially small and medium-sized enterprises (SMEs), considerable uncertainty prevails as to the possible challenges and opportunities that deeper integration will bring. Full factor mobility, right of establishment and, eventually, regional harmonization of laws and regulations will change both demand and supply conditions in the regional market, with potentially sizeable consequences for Caribbean firms. Further external trade liberalization, for example, through the planned Economic Partnership Agreement (EPA) with the EU, will intensify pressure to establish a more competitive business environment.
- 2.3 **The Problem.** The impact of regional integration on Caribbean firms, producers and service providers will differ depending on the value chain<sup>3</sup> of which they are part. Yet while all businesses in the region will have to adapt to a different reality, most of them, especially the smaller ones, lack factual information and evidence-based analysis of the forthcoming changes and the effects on their competitiveness. They are thus unable to adopt adequate strategies and have little or no voice in the decision-making process. It is not surprising, then, that many small firms tend to express a defensive and negative attitude toward regional integration, further distancing themselves from the process. The potential benefits of the integration process on Caribbean development may not materialize, and short-term adjustment problems would be magnified, if SMEs remain marginalized from the integration process.

---

<sup>1</sup> The single market covers the free movement of goods, services, capital and skilled persons across the region, the right of CARICOM nationals to establish a business presence anywhere in the region without restrictions, and the implementation of a common external tariff and trade policy. The single economy refers to macroeconomic policy coordination, harmonization of economic policies, laws and regulations, and regional sector programs to promote development in areas such as agriculture, industry and transport.

<sup>2</sup> The twelve countries are Antigua and Barbuda Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. The Bahamas, Haiti and Montserrat are members of CARICOM but do not participate in the CSME.

<sup>3</sup> A value chain refers to the combined set of activities required to bring an end product or service to a consumer, beginning with design through production, distribution and support.

- 2.4 **Program Rationale and Additionality.** The proposed TC aims to address some of the critical information gaps in the area of real integration, and to contribute to a better understanding of CSME outcomes at the sector and industry-level. It will finance detailed assessments of three value chains and facilitate region-wide interaction and networking of the private sector in each chain. The selected chains are food production and distribution, housing construction, and sports and cultural tourism. The rationale for selecting these value chains is based on three criteria: (i) contribution to GDP and employment; (ii) number of firms (especially SMEs), producers and/or service providers in the chain; and (iii) susceptibility to change as a result of the CSME. The three value chains are all expected to undergo significant changes in the coming years in terms of market size, market rules and regulations, consumer preferences, technology and sourcing options.
- 2.5 The value chain approach is particularly useful for analyzing the problem at hand because it focuses on the range of economic activities necessary to make a particular product or service and sell it to the end-user. It focuses on the flow of information between companies, the degree of inter-firm cooperation and the mechanisms that govern relations among different actors, be they market signals (prices) or non-market arrangements (contracts, rules and regulations). It also helps identify opportunities for improvement across the chain for all those involved. Of particular importance is the extent to which SMEs participate in horizontal and vertical relationships with other firms, as these linkages will allow them to transfer skills, reduce transaction costs, and access new markets.
- 2.6 The value added of this project lies in the fact that the topic of study - the impact of regional integration on the Caribbean private sector - is relatively under-explored. The value-chain approach itself is quite novel and not much used in the Caribbean context. In addition, the project will provide networking opportunities for firms across the Caribbean that do not usually benefit from such opportunities because of their size and the non-tradable nature of many of their activities. The assessments will moreover highlight the public policy measures needed to enable the private sector to fully reap the benefits of integration.
- 2.7 The proposed TC is fully consistent with the Bank's "CARICOM Regional Programming Paper (2007-2010)" (CP-3284), which seeks to help Caribbean countries transform their regional integration process into an effective instrument of global integration, competitiveness and economic growth, and which places high priority on activities to support private sector development in the region. Exploring strategies and opportunities for boosting Caribbean competitiveness at the industry level, and for fostering SME development in the region, is a crucial aspect of the proposed strategy.
- 2.8 **Coordination.** The Bank will execute the proposed project in close partnership with the Sub-regional Headquarters for the Caribbean of the United Nations Economic Commission for Latin America and the Caribbean (ECLAC). ECLAC is well placed to be such a partner given its proven strengths in assessing

competitiveness at the industry level, with recent work on the agriculture, tourism and services sectors in the Caribbean region.

- 2.9 The proposed project complements the Bank's recent policy work for Caribbean countries, including a series of country-specific private sector development assessments, an analysis of the policy framework for promoting investments in information and communications technologies, and regional integration. The project also complements the Bank's current efforts to produce and launch a *Caribbean Competitiveness Report* in 2007. The results of the proposed TC will provide key baseline data and analyses that could be fed into the production of the Competitiveness Report, which is intended to explore strategies and opportunities for private sector development at the industry/cluster level.
- 2.10 The TC also complements private sector related work undertaken by various regional agencies (including the Caribbean Export Development Agency, the Caribbean Association of Industry and Commerce, the Caribbean Regional Negotiating Machinery, and the CARICOM Secretariat) and/or supported by bilateral donors in the region (including DFID, CIDA, the European Commission, and USAID). The proposed TC would build on these efforts through the production and wide dissemination of detailed analysis and recommendations regarding three specific value chains in the region, all of which are likely to be significantly affected by the implementation of the CSME.

### III. PROJECT DESCRIPTION

- 3.1 **Project Goal and Purpose.** The general objective of the project is to assist Caribbean firms, particularly SMEs, in better understanding the challenges and exploring the opportunities posed by open regionalism and globalization. The specific objectives are to: (i) provide detailed market information and analysis, as well as recommendations for improving competitiveness in a more integrated regional market, for companies operating in the Caribbean food production and distribution, housing construction, and sports and cultural tourism value chains; and (ii) facilitate discussion and networking opportunities for these companies, and for their interaction with relevant policymakers in the region.
- 3.2 In pursuit of the above objectives, the project will consist of the following two components: Value Chain Analysis; and Stakeholder Workshops, Inter-Firm Collaboration and Networking.
- 3.3 **Component I: Value Chain Analysis (US\$156,500).** The project will finance consultancy services to carry out assessments of the following value chains in the Caribbean market: (i) food production and distribution, (ii) housing construction, and (iii) sports and cultural tourism. Each study will include:
  - a. A diagnostic assessment of the competitiveness of companies operating within the selected value chain. This would include analysis of information

and perspectives regarding: (i) the broad trends, drivers, regional market outlook, and growth prospects for the value chain; (ii) the competitiveness of industries operating within the value chain, in terms of production and productivity growth, use of technology, quality control, management and marketing, and pricing systems; and (iii) the extent of backward and forward linkages among the industries and other relevant sectors and how these could contribute to improved competitiveness.

- b. Specific recommendations for firms, particularly SMEs, operating in the value chain on how to adjust to, and improve their productivity in the context of changes resulting from regional market integration.
  - c. Policy recommendations for governments on how to support CSME-related adjustment and restructuring efforts by Caribbean firms, producers and service providers.
- 3.4 The methodology for conducting the assessments would entail (i) a review of relevant background studies for the selected value chains; (ii) field interviews to gather first-hand information on the current performance of the value chains; (iii) analysis of quantitative and other data collected from questionnaires administered during field visits to selected CSME countries;<sup>4</sup> and (iv) based on all the above, an assessment of the competitive position of companies operating within the value chains and possible measures to improve competitiveness and increase the private sector's voice. Interviews with industry representatives engaged in designing and implementing productivity and quality enhancement programs at the firm level will help keep the studies relevant and attuned to what these practitioners perceive to be their most important problems in the face of change. In addition, interviews with experts in relevant regional and international organizations will help make the final analytical reports as current in their information as possible.
- 3.5 ECLAC-Port of Spain, as the Bank's partner organization in this project, will provide advisory services related to the selection of the consultants and review of their work (see §5.3). In addition, the Bank will hire ECLAC to prepare an overview study of the impact of the CSME on private sector development in the region, in order to place the three value chain assessments within the broader context of current developments in regional integration, and to foster greater understanding of this context among the private sector (see §5.4). The study will cover (i) the main characteristics of the Caribbean private sector and the business climate in which it currently operates; (ii) a broad assessment of how the CSME will change the way business is done in the region, highlighting those provisions that will be of greatest importance in terms of changing the business environment; (iii) implications of further trade liberalization (e.g., EPA) for the local business environment; (iv) suggested private sector approach to change; and (v) policy recommendations for ensuring that the CSME effectively fosters private sector development and greater international competitiveness in the Caribbean.

---

<sup>4</sup> The following countries have been selected for the field interviews on a preliminary basis: Barbados, Belize, Grenada, Guyana, Jamaica, St. Lucia, Suriname and Trinidad and Tobago.

- 3.6 The output of this component will be one overview assessment of the impact of the CSME on the Caribbean private sector, and three analytical reports on the food production and distribution, housing construction, and sports and cultural tourism value chains in the Caribbean region. The overview study and value chain assessments will be published as a joint IDB/ECLAC product, and will be widely disseminated among private sector representatives and entrepreneurs as well as policymakers and other relevant actors in the region.
- 3.7 **Component II: Stakeholder Workshops, Inter-firm Collaboration and Networking (US\$87,700)**. This component will consist of three sub-components:
- a. ***National Stakeholder Workshops***. The project will finance one-day workshops in eight Caribbean countries to verify the data collected during the field visits under Component I and brainstorm on the preliminary results of the value chain assessments. The IDB will contract a service provider in the region to organize the workshops (see §5.2). Each workshop will begin with a presentation of ECLAC’s overview study on “CSME and the Caribbean Private Sector”, followed by a presentation and discussion of the relevant draft value chain study. Workshop participants will include executives of firms involved in the value chain(s), policymakers, and ECLAC staff.
  - b. ***Regional workshop***. IDB will also hire the above service provider to organize a regional workshop (see §5.2), the objective of which is to promote dissemination of the value chain assessments and facilitate private/public sector dialogue and networking. Participants will be drawn from operators in the food, housing and tourism chains of the regional economy; development and commercial banks; trade development agencies; relevant training institutions; national, regional and international financial/development institutions; Ministries of Trade and Industry; representatives of the CARICOM Secretariat, CSME Unit; and ECLAC and IDB staff.
  - c. ***Strengthening inter-firm collaboration and networking***. Experience from previous programs financed by the Bank has shown that once the groundwork for private-sector networking and greater public/private sector dialogue has been laid through the production and dissemination of relevant analytical work, there is often a need for follow-up work in the form of expert advice on specific problems identified through the analytical work. The project therefore includes some funds to cover honoraria, travel and per diem of consultants to conduct follow-up advisory work and deliver call-down expertise on issues identified during the previous phases of the project. The Bank will work in coordination with ECLAC to identify these activities.
- 3.8 **Project Results**. The Logical Framework (Annex I) lists in detail the various activities to be performed under each project component; their outputs and expected results; and corresponding indicators and means of verification.

#### IV. COST AND FINANCING

- 4.1 **Financing.** The project's total budget, equivalent to the IDB contribution, is estimated at US\$250,000. The IDB contribution will be on a non-reimbursable basis, chargeable to the net income of the Fund for Special Operations (FSO) in convertible currency. It will finance consultancy services and meeting costs for the national and regional workshops. The distribution of funds among the different budget categories is as follows (see Annex II for a detailed budget):

##### Budget (US\$)

Category	IDB	TOTAL
Component I: Value Chain Assessments and Regional Overview Study	156,500	156,500
Component II: Workshops, Inter-firm Collaboration and Networking	87,700	87,700
Contingencies (3%)	5,800	5,800
<b>TOTAL</b>	<b>250,000</b>	<b>250,000</b>

- 4.2 In addition to being contracted to provide specific services under this project, ECLAC-Port of Spain, as the IDB's partner agency in this project, will provide in-kind contributions to the project through the use of its staff time for advisory services and organization of the national and regional workshops (see §5.3-4).
- 4.3 **Sustainability.** The project will help strengthen awareness among Caribbean firms, producers and service providers of the internal and exogenous factors that influence the competitiveness of their food, housing and tourism value chains, particularly in a context of growing regional market integration. This should lead to greater engagement by Caribbean firms, particularly the smaller ones, in both the policymaking and adjustment process related to CSME implementation. The project will also help policymakers accommodate the specific needs of the three industries in the refinement of policies and strategies leading up to the full implementation of the CSME in 2008. Inter-firm collaboration and public/private sector dialogue will be strengthened through the project and, through awareness-building and stronger engagement of the private sector in the CSME process, have good potential to be self-sustaining into the future.

#### V. PROGRAM EXECUTION

- 5.1 **Executing Agency.** The project will be executed directly by the Bank with a technical team consisting of RE3 and INT/ITD staff members (the project team) having principle responsibility for overseeing the project and INT/RTC having the

- responsibility for disbursements and basic administration. The Bank will execute the project in close partnership with ECLAC-Port of Spain.
- 5.2 **Executing Mechanism**. IDB will hire three international consultants to carry out the value chain assessments in accordance with the terms of reference that are available in the technical archives of the project. In addition it will hire a service provider in the region to facilitate the implementation of the logistics of the national and regional workshops under Component II.
- 5.3 ECLAC will provide in-kind support to the IDB through the use of its staff time for (i) advisory services related to the selection of the international consultants and review of their work under Component I; (ii) organization of the national and regional workshops, and identification of follow-up activities under Component II; and (iii) identification of, and liaison with, suitable counterpart industry associations to collaborate with during execution of the project. As part of its in-kind support, ECLAC will also provide the necessary background briefing, documents, information and logistical support to project consultants in order to facilitate their desk and fieldwork.
- 5.4 In addition, IDB will hire ECLAC under Single-Source Selection (SSS) in accordance with paragraph 3.10 (c) and (d) of the “Policies for the Selection and Contracting of Consultants Financed by the IDB” (GN-2350-6) to prepare the regional overview study under Component I. ECLAC has unique strengths in assessing competitiveness at the industry level, with recent work on the agriculture, tourism and services sectors in the Caribbean region, and in organizing regional dialogue forums on cluster and competitiveness issues with key stakeholders. No other regional entity in the Caribbean has this combined expertise.
- 5.5 **Project Implementation Readiness**. The project is ready to be implemented. First, ECLAC is committed to providing the necessary in-kind support for the operation. Second, detailed terms of reference for the project consultants have been prepared (available in the technical archives of the project).
- 5.6 **Execution Period, Disbursement Schedule and Procurement**. The project will be executed over a period of 18 months with a disbursement period of 24 months. Procurement will be carried out according to the Bank’s policies and procedures set forth in documents GN-2349-7 (*Policies for the Procurement of Works and Goods Financed by the IDB*) and GN-2350-7 (*Policies for the Selection and Procurement of Consulting Services Financed by the IDB*).
- 5.7 **Caribbean Development Bank**. The CDB will have no direct technical or financial role in this operation. The IDB’s charter requires the Bank to work with and through the CDB in cases where the OECS countries, which are not IDB-members, are direct beneficiaries of Bank funds. In this operation, however, most of the proposed financing is directed toward activities that will provide common benefits to CARICOM countries, including both IDB members and non-members.

That portion of the funds that is directed exclusively toward non-member countries represents a very small (“de-minimis”) amount of the total financing, estimated at no more than 10 percent. In such cases, a direct CDB role in the project is not foreseen under existing Bank rules

## VI. MONITORING AND EVALUATION

- 6.1 **Monitoring.** INT/RTC, with support from RE3 and INT/ITD, will prepare a Project Performance Monitoring Report (PPMR) every six months during execution and a Project Completion Report (PCR) within 90 days of the last disbursement date.
- 6.2 **Evaluation.** Because the project consists exclusively of technical assistance in the form of consultancy services, an independent evaluation is not deemed necessary. Instead, the PCR should include an assessment of how successful the operation has been in meeting its stated objectives and goals.

## VII. PROGRAM BENEFITS AND RISKS

- 7.1 **Benefits and Beneficiaries.** The project will help raise awareness among Caribbean firms, particularly SMEs, about the adjustments they need to make to benefit from the CSME and wider multilateral trade liberalization initiatives between CARICOM and its various trading partners. It will do so through the production and dissemination of detailed analysis and recommendations regarding three specific value chains in the region, all of which are significant in terms of their contribution to the region’s GDP and all of which are expected to be affected by the implementation of the CSME. The project will also foster inter-company and public/private sector dialogue and networking through the organization of stakeholder workshops and follow-up activities resulting from the findings of the studies and the stakeholder discussions. Apart from the private sector, regional policy-makers, planners and trade facilitation specialists should also find the results and recommendations of the studies useful for ensuring that the peculiar circumstances of the region’s tourism, international services and agriculture sectors are accommodated in the refinement of policies and strategies leading up to the full implementation of the CSME in 2008. The reports will also provide guidance to donors supporting institutional and human development efforts in this area, as well as non-governmental, parastatal and statutory agencies involved in the execution of sub-sector studies and private sector development projects.
- 7.2 **Risks.** Insufficient participation of national counterpart institutions in the project may result in execution delays and/or lack of support for the recommendations resulting from the studies. To mitigate this risk, ECLAC will identify suitable local business and industry associations to collaborate with throughout the project.

### **VIII. ENVIRONMENTAL BENEFITS AND RISKS**

- 8.1 Because the project consists exclusively of technical assistance in the form of consultancy services to carry out the studies of the food, housing and tourism value chains, there are no direct social or environmental effects.
- 8.2 The operation will nevertheless consider relevant environmental matters related to the value chains. Specifically, the terms of reference for the value chain assessments will state that, for each value chain, the consultant should identify the general degree of compliance by producers with environmental norms and regulations and how this influences the business opportunities in the value chain. In addition to this, in those value chains where there is a clear need to analyze the environmental factor in the sustainability of the selected value chain's competitiveness, the consultant should identify: (i) the main natural resources on which the production chain is dependent, and the main problems in the sustainable use of these resources and (ii) the main environmental impacts of the final residual of the relevant production process. These two points should be analyzed taking into account the production processes and technologies mostly used by the SMEs in the value chain.

**ANNEX 1  
LOGICAL FRAMEWORK**

Project	Indicators	Means of Verification	Assumptions
<b>Goal</b>			
Assist Caribbean firms in better understanding the challenges and exploring the opportunities posed by open regionalism and globalization.	Caribbean firms, producers and service providers have adapted their strategies to suit a more integrated regional and international market.	<ul style="list-style-type: none"> <li>• Conference reports of the Caribbean Business Council</li> <li>• Company annual reports</li> </ul>	<p>Greater engagement by Caribbean firms, particularly the smaller ones, in both the policymaking and adjustment process related to CSME implementation.</p> <p>No major disruptions to stability in the region.</p>
<b>Purpose</b>			
Provide detailed market information, analysis and recommendations for improving the competitiveness of Caribbean companies operating in three value chains in a more integrated regional market, and facilitate region-wide interaction and networking of the private sector in each chain.	Industry stakeholders and policymakers attending the regional workshop, where the overview paper and 3 analytical studies are presented, express a degree of satisfaction of 4 on a scale of 1 to 5, with 5 being the highest level of satisfaction.	<ul style="list-style-type: none"> <li>• Questionnaires to workshop participants</li> </ul>	Industry stakeholders and policymakers internalize and apply the lessons from the studies.
<b>Components</b>			
<b>Component 1:</b> Assessment of the impact of the CSME on the Caribbean private sector and the competitiveness of firms operating in the food production and distribution, housing construction, and sports and cultural tourism value chains.	<ul style="list-style-type: none"> <li>• Research methodology developed and implemented in eight Caribbean countries.</li> <li>• Database of private sector contacts in each of the participating countries.</li> <li>• An Overview Paper of the impact of the CSME on</li> </ul>	<ul style="list-style-type: none"> <li>• Overview Study</li> <li>• Consultants' reports</li> <li>• Progress reports</li> <li>• Final report by ECLAC</li> </ul>	Executives and industry association representatives are closely involved in the implementation of the studies.

	<p>the Caribbean private sector.</p> <ul style="list-style-type: none"> <li>• Three analytical reports on the food production and distribution, housing construction, and sports and cultural tourism value chains in the Caribbean region.</li> </ul>		
<p><b>Component 2:</b> Dissemination of the results under Component 1 and facilitating of stakeholder dialogue and networking.</p>	<ul style="list-style-type: none"> <li>• National stakeholder workshops held in eight Caribbean countries.</li> <li>• Regional workshop convened to discuss the overview paper and the findings of the three value chain studies.</li> <li>• Number of consultants hired for follow-up activities identified during project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants' reports</li> <li>• Progress reports</li> <li>• Final report by ECLAC</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of executives and industry associations.</li> <li>• Sustained interest by Caribbean firms, producers and service providers to pursue cluster development and networking activities.</li> </ul>
<b>Activities</b>			
<p><b>Component 1</b></p> <ul style="list-style-type: none"> <li>• Prepare Overview Study</li> <li>• Select and hire consultants</li> <li>• Develop and</li> </ul>	\$156,500		

<p>implement research methodology</p> <ul style="list-style-type: none"> <li>• Prepare list of counterparts</li> <li>• Organize field missions</li> <li>• Prepare draft reports</li> <li>• Circulate draft reports for peer review and comments</li> <li>• Disseminate printed and electronic copies of the interim reports</li> </ul>			
<p><b><u>Component 2</u></b></p> <ul style="list-style-type: none"> <li>• Arrange logistics for convening stakeholder workshops at the national and regional levels</li> <li>• Arrange travel for presenters and participants</li> <li>• Hold workshops</li> <li>• Arrange for the publication and effective distribution of the results of the studies</li> <li>• Select and hire consultants for follow-up advisory work and delivery of call-down expertise</li> </ul>	<p>\$87,700</p>		