



1818 N Street NW Suite 310
Washington, DC 20036
Phone: (202) 466-7464
Fax: (202) 822-0075
www.claa.org

June 25, 2003

Dear Colleague:

On April 1 & 2, 2003, Caribbean Latin American Action (CLAA) hosted "Competitiveness of the Caribbean", in collaboration with the Government of Barbados and the U.S. Department of Commerce. This important event brought together the region's leading public and private sector leaders to create a greater sense of urgency in meeting the development challenges facing the Caribbean.

Participants included Prime Minister Owen Arthur of Barbados and Grant Aldonas, Under Secretary for International Trade of the US Department of Commerce. In addition, a high level senior delegation of U.S. government officials including Karen Harbert, Deputy Assistant Administrator for the Latin America & Caribbean, United States Agency for International Development (USAID) and Barbara Bradford, Deputy Director, US Trade and Development Agency (TDA) were in attendance. Other participants included Dennis Flannery, Executive Vice President, Inter-American Development Bank (IADB), Dr. Compton Bourne, President, Caribbean Development Bank (CDB), Gary Voss, President of the Caribbean Association of Industry & Commerce and Ron Scheman, Director General, Inter-American Agency for Cooperation and Development (IACD/OAS).

CLAA is grateful for the support of the Government of Barbados, the U.S. Department of Commerce, USAID (www.usaid.gov), Caribbean Export (www.carib-export.com) and the Caribbean Association of Industry & Commerce (www.caic.org.tt).

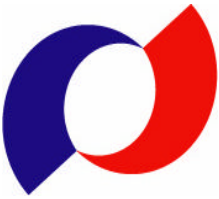
Conference sponsors included Caribbean Star (www.flycaribbeanstar.com), The Caribbean Development Bank (www.caribbank.org), Tropical Shipping (www.tropical.com), ChevronTexaco (www.chevrontexaco.com), Cable & Wireless (West Indies) (www.cw.com) and the Miami International Airport (www.miami-airport.com).

The following are the reports of industry and public policy round tables. Additional information, including presentations can be accessed by visiting www.claa.org or by emailing Barbados@claa.org.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Anton E. Edmunds', is written over a light blue rectangular background.

Anton E. Edmunds,
Deputy Director, CLAA



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
Sherbourne Conference Centre
April 1 & 2, 2003, Bridgetown, Barbados**

Background

In April 2001, U.S. President George W. Bush publicly unveiled his “Third Border” initiative designed to enhance diplomatic, economic, health, education and law enforcement cooperation & collaboration with the nations of the Caribbean. In the aftermath of 9/11, the geographic proximity of the Caribbean to the U.S. has become even more relevant. The national security and strategic interests of the U.S. logically call for the political and economic stability of the countries on its borders. This conference follows a similar forum, **CompromisoCentroAmerica**, hosted by CLAA and the Nicaraguan Ministry of Economy in collaboration with the U.S Department of Commerce in October 2002.

Conference Purpose

Bring together the key decision-makers in the region to create a greater sense of urgency in meeting the challenges affecting the future well being of the CARICOM Community. CLAA’s mission, **Strengthening The Third Border**™, is centered on promoting democracy and private sector-led sustainable economic development in the small economies that make up the Caribbean Basin (also known as CBI beneficiary countries). For these efforts to be successful, the private sector across the region must come together and take the initiative in forging the public/private sector partnership required to confront these challenges head-on.

Conference Objective

Obtain the participants’ unqualified commitment to the process of development – reform, liberalization and integration, currently underway in the region. Fundamentally, we recognize that foreign investment is a necessary prerequisite for economic development. Traditional sources of development finance - domestic savings, government aid, multilateral assistance and commercial bank lending - are no longer adequate. Sufficient investment has not come to the region due to three fundamental reasons: scale (small and inefficient markets), bureaucracy (difficult business facilitation practices) and corruption (lack of the rule of law). Our aim is to attract greater investment flows to the region by creating a constructive private/public sector partnership to aggressively pursue what we have termed a **Transformation Agenda** - accelerating the pace of integration, harmonization and the impartial application of the law throughout the region. Our message is one of tough love; of facing up to the reality of endemic poverty in many parts of the region and the increased competition from the global economy. Simply put, it’s time to act, to move forward, to walk the talk.

Conference Methodology

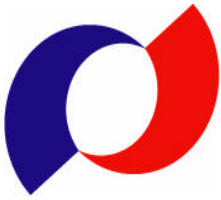
The methodology for the conference sessions was the same. Each concurrent session was conducted in a *roundtable* format where the moderator engaged the discussants and participants in an active dialogue aimed at providing 3 to 5 responses to two fundamental questions: Where do we need to be in the year 2005? What must we do to get there?

Participants were encouraged to avoid spending their time describing the difficulty of the present situation (Where are we now?). Instead, emphasis was placed on sharing their vision of the future and more importantly, on what must be done to turn that vision into reality. Participants reflected on 3 broad criteria as they relate to these discussions: What needs to be done to make the region more competitive? What needs to be done to attract foreign investment to the region? What needs to be done to negotiate free trade agreements with the United States, Europe as well as other parties?

The moderators were responsible for conveying the roundtables' main discussion points and their conclusions to the rest of the forum's participants in the panel presentations that followed each session. Each roundtable was also asked to identify specific topics suitable for a subsequent "Best Practices" study. The aim of these studies was to make recommendations that could be implemented expeditiously across the region.

Constituents

- U.S. Government –Representatives from Commerce, State, Treasury, Energy, EXIM, OPIC, TDA, SBA & USAID
- Caribbean Governments - Heads of State, Ministers, CARICOM, Tourism & Investment Promotion Officials
- Multilateral Agencies – IADB, World Bank, CDB, IACD/OAS, BLADEX
- Multinational Companies – CEOs, Presidents of Latin America & Caribbean, Regional & Country Managers
- Private Sector Owners – Owners/CEOs, Traditional Family Enterprises, Entrepreneurs
- Private Sector Organizations– Chambers of Commerce & Industry, Amchams, AACCLA



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
Sherbourne Conference Centre
April 1 & 2, 2003, Bridgetown, Barbados**

FINAL AGENDA

TUESDAY	April 1, 2003
6:30p.m. – 8:00p.m.	Opening Reception: Savannah Hotel
WEDNESDAY	April 2, 2003
7:00 a.m. – 11:00 a.m.	Registration: Sherbourne Conference Centre (by invitation only)
8:00 a.m. – 8:05 a.m. Flamboyant South	Opening Remarks: Federico Sacasa, Executive Director, CLAA
8:05 a.m. – 8:15 a.m. Flamboyant South	Welcome Remarks: Ambassador Earl N. Phillips, U.S. Ambassador
8:15 a.m. – 9:00 a.m. Flamboyant South	Competitiveness of the Caribbean – Vision of the Future View from the United States – Grant Aldonas, US Undersecretary of Commerce View from the Caribbean – Owen Arthur, Prime Minister of Barbados
9:00 a.m. – 10:00 a.m. Flamboyant South	Competitiveness of the Caribbean – Regional Outlook Arturo Condo, INCAE, Rolph Baglobin, University of the West Indies
10:00 a.m. – 10:15 a.m. Tiffany	Coffee Break Sponsored by Cable & Wireless and ChevronTexaco
10:15 a.m. – 12:15 p.m. Marigold (Upper Level) Foyer Annex (Lower) Poinsettia (Lower) Bougainvillea (Lower) Flamboyant N. (Lower) Marigold Annex (Upper)	Concurrent “Best Practices” Roundtables by Industry Sector Agribusiness - Moderator: Vaughn Renwick, Caribbean Export Energy – Moderator: Reginald Farley, Minister of Economic Development, Barbados Financial Services – Moderator: Dennis Flannery, IADB Telecommunications/IT - Moderator: Clovis Baptista, CITEL Tourism - Moderator: Gary Voss, CAIC Transportation – Moderator: Rawle Baddaloo, CSA
12:15 p.m. – 1:00 p.m. Flamboyant South	Industry “Best Practices” Roundtables Presentation by Moderators Panel Moderator: Arturo Condo, INCAE
1:00 p.m. – 3:00 p.m. Frangipani (Lower)	Luncheon: Amb. Otto Reich, Special Envoy for the Western Hemisphere, the White House
3:00 p.m. – 5:00 p.m. Poinsettia (Lower Level) Marigold (Upper) Foyer Annex (Lower) Bougainvillea (Lower) Marigold Annex (Upper) Flamboyant N. (Lower)	Concurrent “Best Practices” Roundtables by Public Policy Area Competitiveness/Education – Moderator: L. Ronald Scheman, OAS/IACD Corporate Social Responsibility – Moderator: Karen Harbert, USAID Customs & Security – Moderator: Miguel Southwell, Miami International Airport Fiscal & Monetary – Moderator: Compton Bourne, CDB Governance & Legal – Moderator: Barbara Bradford, TDA Trade & Investment – Moderator: Phillip Goddard, Special Envoy for Trade & Investment, Government of Barbados
5:00 p.m. – 5:45 p.m. Flamboyant South	Public Policy “Best Practices” Roundtables Presentations by Moderators Panel Moderator: Rolph Baglobin, University of West Indies
5:45 p.m. – 6:00 p.m.	Closing Remarks: Federico Sacasa, Executive Director – CLAA (C)
6:00 p.m. – 8:00 p.m.	Closing Reception: Sherbourne Center – Tiffany



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Industry Area Workshop: Agribusiness

Moderator: Vaughn Renwick, Executive Director, Caribbean Export Development Agency

Issues:

- Absence of linkages between agribusiness and the tourism and related service sectors. Strong agribusiness sector provides value added component to services economy, particularly tourism.
- Cost and availability of state of the art technology, and need for increased human resource training
- Availability and cost of raw materials
- Production and marketing, including transportation

Objectives:

- Region must pitch products at the right level by understanding the market
- Understand best practices in agribusiness internationally
- Education and training needs of the agricultural sector must be met and technology should be more widely utilized in production
- The agriculture/agribusiness sector must be examined in sector studies that outline what is happening in the sub-sectors on a regional and international level and address competitiveness issues
- Support and strengthening of private sector associations is critical
- Region must be more competitive in trade negotiations and understand what is happening in the trade negotiation process
- Study consumer and trade data

CLAA Best Practice Study Recommendations:

- Caribbean economies that best support tourism through agriculture
- National transportation systems that best facilitate agricultural marketing



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

**Industry Area Workshop: Energy
Moderator: Hon. Reginald Farley, Minister of Economic Development, Barbados**

Issues:

- Caribbean market is small—only 3 days supply of world's annual production
- Economies of scale in the Caribbean
- Challenges to power generation system technologies
- Competitiveness of LNG from Trinidad & Tobago
- Energy security, price stability, and price predictability

Objectives:

- Regional energy strategy/policy-CARICOM energy policy that is strategic with achievable goals
- Consider CARICOM an economic unit, not just a free trade area; consider Trinidad and Tobago a collaborator, not simply a competitor
- Price stability and predictability is needed
- Harness renewable energy sources, especially the solar power of the Caribbean considering that the region is a center of excellent solar energy
- Investment friendly environment in energy sector is needed
- Liberalization and de-regulation are needed—current price control system is unprofitable
- Harmonized framework is needed
- T&T player in world energy situation-exploit geo-political significance

CLAA Best Practice Study Recommendations:

- Caribbean nations that are a basis for regional LNG harmonization
- Petroleum regimes that can be harmonized regionally
- Renewable energy projects that can be replicated regionally



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Industry Area Workshop: Financial Services

Moderator: Dennis Flannery, Executive Vice-President, Inter-American Development Bank

Issues:

- A integrated capital/financial market for the Caribbean
- Achieving common standards
- Establishing legal and regulatory frameworks
- Abundance of studies on competitiveness in the region

Objectives:

- An efficient telecommunications structure
- Reduce nationalistic tendencies that threaten common standards
- Plethora of initiatives and studies in the region must have a central coordinating body or group such as CLAA to manage it
- Advocate common standards for the region
- Advocate for integrated capital market
- Reduce studies and have one consolidated approach that is owned by the countries in the region
- Approach that has an action plan with benchmarks and built in accountability
- Remove liquidity premiums on bond issuances
- Create integrated bond market
- Create regional credit agency
- Examine further issue of single currency
- Organizations like CLAA or CARICOM need to effectively serve as coordinator of all regional financial services initiatives
- CARICOM to establish and harmonize investment standards to raise international investor perception of Caribbean investment climate
- CARICOM work to establish mechanisms to resolve business issues

CLAA Best Practice Study Recommendations:

- Best practices for a potential regional debt agency for bond issuance and credit agency (confer with US Dept of Treasury)
- Harmonize accounting practices and laws to meet international standards



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Industry Area Workshop: Tourism

Moderator: Gary Voss, President, Caribbean Association of Industry and Commerce

Issues:

- About 10-15 years is needed in the sector to make changes
- A regional approach in the tourism sector
- Regional tourism cannot be the lowest cost provider

Objectives:

- Common approach with common initiatives and programs
- Region must capitalize on its niche—Sand, Sun, Sea Tourism
- Other activities, historical, eco-tourism are important
- Region must deliver higher quality product and service
- Caribbean must compete on quality of service and experience
- Uniqueness of Caribbean heritage, crafts and food
- Cruise ships must benefit the local economy
- Create and brand the region
- Linkages to other service sectors are key
- Commitment and Funding is necessary for the CTO Strategic Plan for Tourism
- Air-links and a regional carrier that serves the interests of the Caribbean
- Engage in immediate external negotiations-FTAA
- Establish regional hospitality and centers of excellence (e.g. culinary)
- Joint Marketing is necessary
- Public sector must play an active role in training and investment in “people”
- A consolidated and stronger regional tourism entity to drive industry forward –one tourism association is better than two

CLAA Best Practice Study Recommendations:

- Countries that best support tourism through transportation facilitation (airlines and cruises)
- Uniform service and hospitality standards



COMPETTIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

**Industry Area Workshop: Transportation
Moderator: Captain Rawle Baddaloo, President, Caribbean Shipping Association**

Issues:

- Transportation issues were divided into distinct categories: ports (air/sea), cruise ship, customs, and roads

Objectives:

- Twenty four hour operations so deliveries can occur at all times and ease transportation backlogs
- Improve EDI and customs collections
- Uniform customs procedures
- Inter-regional travel to be facilitated by airlines through uniform fares between competing carriers
- Improve safety and security issues at air and sea ports
- A CARICOM regional airport
- CARICOM must facilitate access and open doors to funding for various programs
- Investment is necessary in port personnel and human resources
- Competitive aspect—assess you business, look at your infrastructure, investment capability, bureaucracy, security, efficiency with cluster groups, geographical position, strategic vision, transactions costs, efficiency

CLAA Suggested Best Practice Study Recommendations:

- Risk management techniques, including risk assessment and selectivity of controls, in order to increase security while expediting the flow of goods.
- National customs procedures that can be regionally harmonized



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

**Industry Area Workshop: Telecom/IT
Moderator: Clovis Baptista, Executive Secretary, CITEL**

Discussion Issues:

- Telecom and IT as vital instrument for making the region competitive and promoting the Caribbean in global economy
- Region is in various stages of liberalization and therefore development of sector is not uniform
- Legal and regulatory frameworks in telecommunications sector are critical
- Establishment of strong and independent regulatory bodies as a key driver of market liberalization

Recommendations:

- Strong political commitment toward telecom liberalization is necessary
- Ongoing liberalization process in the region must be supported
- Market conditions in the Caribbean should be heeded
- Best practices or successes in the region must be delineated
- Cohesive approach to telecommunications policy in the region is needed
- Strong institutional frameworks must be built
- Creating Caribbean body of utilities regulators to promote common approaches and knowledge sharing
- Investment in human capital development
- Knowledge sharing between countries is needed
- Region must adopt new technologies and seek ways to utilize latest available low cost technologies
- There must be universal access to information and knowledge in the region
- Uniform standards of access and inter-connectivity to spur competitive environment

CLAA Suggested Best Practice Study Recommendations:

- Access and inter-connectivity policy
- National regulation that could be extended to the region



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

**Public Policy Workshop: Fiscal & Monetary
Moderator: Compton Bourne, President, Caribbean Development Bank**

Issues:

- Current tax & expenditure policies inhibiting competitiveness in the Caribbean
- Current heavy reliance on taxes on foreign trade in some countries
- Transactions costs inhibiting production, investment and trade
- Role of governments in the area of expenditure policy
- Common currency reduces transactions costs

Objectives:

- Governments must through appropriate tax & expenditure measures avoid creating disincentives in fiscal and monetary policy in the Caribbean
- Countries must seek alternate means of revenue generation outside of taxation
- Social Safety nets must be created as a means of investment in the human resource base & retain stability as well as a way to avoid social costs of conducting business in the region
- Reduce foreign exchange control regimes with governments retaining some reserve powers without an elaborate system of controls—lower transaction costs and facilitate the flow of investment and trade
- Quality of financial governance must be improved in order to promote competitiveness

CLAA Best Practice Study Recommendations:

- Study best practices for taxation collection to ensure that governments are collecting all due revenue
- Study the feasibility of a Chilean-style pension fund system in the Caribbean



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Public Policy Workshop: Corporate Social Responsibility

Moderator: Karen Harbert, Deputy Assistant Administrator for Latin America & the Caribbean, United States Agency for International Development (USAID)

Issues:

- Corporate Social Responsibility extends beyond traditional notions of philanthropy and encompasses business ethics, community and economic, governance, environment, corporate contribution and human rights
- Changes in expectations by consumers—corporations are expected to handle themselves responsibly
- Greater accountability is present in today's corporate environment
- Business relationships today are marked by confidence and trust

Objectives:

- Corporate social responsibility must begin with good leadership
- Corporate values which can extend beyond the workplace is also an optimal means for promoting social change
- Corporate social responsibility is a measure of differentiation in the Caribbean and must be utilized as such. Can be an agent for positive social change in the region
- Corporations must serve as reliable partners in the sustainable development process
- Business leaders in the Caribbean must be encouraged by the international and local governments to adopt corporate social responsibility policies
- The role for governments is to apply standards and the private sector in turn must adhere to these measures
- Encourage the role of NGOs in the process of implementing CSR policies in order to strengthen the role of NGOs in this process
- Utilize CSR policies as a building bloc to instill good corporate values in the Caribbean business environment

CLAA Best Practice Study Recommendations:

- Study the impact of CSR policies in advancing a sound business environment in the Caribbean



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Public Policy Workshop: Governance & Legal

Moderator: Barbara Bradford, Deputy Director, United States Trade & Development Agency (TDA)

Issues:

- Level playing field and transparency are necessary ingredients for appropriate governance and an adequate legal structure
- Integration, harmonization of laws and standards must occur in order to generate increased investment inflows

Objectives:

- There must be one law and enforcement standard across the Caribbean
- Governments must cede some degree of sovereignty in favor of greater integration and harmonization
- Political will on the part of the governments is necessary and critical
- Standards and laws must be enforced with some degree of predictability—the Caribbean Court of Justice can serve as a model forum
- World Cup of Cricket in 2007 should be utilized as the catalyst for change in the region because it is a galvanizing event with mass public appeal. The potential revenue from the World Cup must be captured now to generate financing the necessary infrastructure improvements to host a world-class event.
- The region should act now to integrate in order to meet the infrastructural needs of the World Cup in 2007 such as: customs, currency, accommodation enhancements and standards, inter-island transportation options, access to IT/Telecom, energy solutions.
- The region should choose to work together as there will be lasting value from the World Cup Cricket in 2007 such as enhanced integration, infrastructure and harmonization.

CLAA Best Practice Study Recommendations:

- Study the World Cup Cricket Tournament 2007 as mechanism in achieving greater regional integration and harmonization



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Public Policy Workshop: Immigration & Security

Moderator: Miguel Southwell, Assistant Director, Business Development, Miami International Airport (MIA)

Discussion Issues:

- Adoption of a standard set of policies & procedures for the region by 2005

Recommendations:

- Nine different recommendations along the following areas:
 1. Invest in state of the art technology: X-ray machines, cameras and overall enhanced information systems
 2. Harmonization and linking of information systems in the region
 3. Full electronic (non-invasive) systems of inspections
 4. Paperless customs transactions
 5. 24 hour customs operations
 6. Reduce customs tariffs
 7. Create a quasi-government customs agency in order to increase remuneration for customs agents and to deter attrition
 8. Customs internal affairs department must be created to mitigate against corruption
 9. Create Center of Excellence, a common institution where issues of security can be discussed
- In order to adopt these measures the following must be present: political will, new legislation, training, access to grants for electronic & information systems, and also grants for training programs
- Airport infrastructure must be maintained and revenues generated should remain within local airport

CLAA Best Practice Study Recommendations:

- Examine the impact of utilizing the latest technologies in enhancing regional security and ease of transportation



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Public Policy Workshop: Trade & Investment

Moderator: Phillip Goddard, Senator & Special Advisor to the Prime Minister, Government of Barbados

Issues:

- Trade and investment generation in the Caribbean varies by territory so a more harmonized regional framework is needed
- An ICT friendly environment will facilitate trade & investment
- Skilled labor is more expensive in the Caribbean than in North America—due to employee, termination & administration costs
- Tax regimes found in the Caribbean are legitimate means of competition

Objectives:

- Both public and private sector must change mindset and move toward adoption of more ICT oriented environment; which will enable sharing of information and cut down on transaction costs
- It is important to study the issue that skilled labor in some countries is more expensive in the Caribbean
- Costs of communication and transportation in the region has negative impact on investment so the region must move quickly to deregulate and adopt a more competitive telecommunications environment which will bring wider range of technology choices and drive costs down
- The availability of greater bandwidth is necessary
- Training is a critical element of ICT adoption and encouragement of opportunities that facilitate telecommuting must occur
- The CAIC study of sector by sector competitiveness is a good model and one that will have an action plan built in
- Culture should not be neglected aspect of trade
- Promote equity investments and joint ventures for capital generation

CLAA Best Practice Study Recommendations:

- Study the best practices in the arena of ICT development particularly in relation to skills training



COMPETITIVENESS OF THE CARIBBEAN

**CLAA Regional Trade and Investment Conference
April 1 & 2, 2003, Bridgetown, Barbados**

Public Policy Workshop: Competitiveness & Education

Moderator: L. Ronald Scheman, Director General, Inter-American Agency for Cooperation and Development (IACD)

Issues:

- A competitive society is a reflection of a competitive people
- The FTAA and the information technology revolution are the two large pending advancements affecting the region
- The region has strong comparative advantage in skilled labor
- Education and civil service training is critical in the Caribbean with best practices drawn from current work (i.e. Government of Barbados- training and civil service reform initiatives)

Objectives:

- Competitiveness & education must be on the national agenda
- Encourage education of work place ethics and dialogue intra Ministries on issues related to competitiveness
- Development of enhanced programs to educate public sector on private sector needs; an inter-change between government and private sector
- Since there are negative costs relating to utilities (power and telecom), regional policies are needed such as in energy policy—one which will delineate alternative sources of power for regional utilization
- Inter-regional trade of smaller volumes must be facilitated and CARICOM produced products must receive concessionary lending rates
- Tax rates must be examined as some rates are too high in some countries, exceeding tax credits and therefore creating disincentive to investment; Ireland is a model for reduced tax rates and its ability to attract more volume investment
- Encourage in the region adherence to contractual obligations as it engenders positive image issues with investors
- Training programs in ICT sector as well as tax incentives should be implemented

CLAA Best Practice Study Recommendations:

- Study competitive education policies (i.e. training institutes in IT) in the region