



CARIBBEAN LOCAL ECONOMIC DEVELOPMENT PROGRAMME

CHAGUANAS REGIONAL CORPORATION

TRINIDAD AND TOBAGO

LOCAL AREA ECONOMIC PROFILE



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ACKNOWLEDGEMENTS

The preparation of this report benefited from a range of persons to whom a debt of gratitude is due:

- Ms. Khatija Rambarran, an LED Consultant provided through the Federation of Canadian Municipalities was responsible for much of the framing of the LED approach in the context of Chaguanas. Khatija brought her wide-ranging expertise and experience to bear during a two-week mission to Trinidad and Tobago. Khatija's mission report has been substantively incorporated into this report.
- The Mayor, Members of the Council and Staff of the Chaguanas Corporation has provided valuable insight and support in process of developing this profile.
- The staff of the Ministry of Local Government, especially the Director of Regional Planning, Mr. Rodney Ramlogan and the Regional Planning Officer with responsibility for Chaguanas, Mr. Stephen Boodram provided valuable support and guidance.
- Representatives from a number of government ministries and other agencies facilitated the preparation of the Profile. Special thanks are due to The Ministry of Gender, Youth and Child Development and the Environmental Management Authority (EMA).
- Ms. Antoinette Blackman and Mr. Kerry Lucio were responsible for preparing the first drafts of this profile.
- A team of enumerators including Mr. Steven Bujhawan, Ms. Iasha Baccus, Ms. Ornella Thomas and Ms. Arlene Bereaux administered the survey instrument to the micro, small and medium sized enterprises in the municipal corporation.

1.0 LOCAL ECONOMIC DEVELOPMENT

“The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation” World Bank 2006:1

To build a strong local economy it is essential to:

- i. Understand the unique local conditions that either enhance or reduce the potential for local economic development.
- ii. Have a collaborative process involving local government, private sector and civil society.

This profile sets the background against which local economic development planning will take place in the Chaguanas Borough Corporation.

1.1 GOAL / VISION OF THE CHAGUANAS BOROUGH CORPORATION

The intent of the Corporation is to physically develop the Borough, meet the social aspirations and reflect the cultural values of the people who both reside and interact with the space and communities that constitute the Borough¹.

2.0 AREA INFORMATION AND DEMOGRAPHICS

2.1 LOCATION

Figure 1: Location of Chaguanas



Chaguanas was given its name by Spanish settlers in the 18th century when the community was inhabited by an Amerindian tribe of the same name. The Borough of Chaguanas is the largest of the three Boroughs and the fastest growing town in the country. Chaguanas is located on Trinidad’s western coast and is situated between the two main cities of Port-of-Spain and San Fernando; it is approximately 18 km south of Port of Spain.

¹Borough of Chaguanas Final Draft Municipal Development Plan

Chaguanas became a Borough in 1990, prior to that it was part of the County of Caroni. Its boundaries are the Honda River to the South, the Cunupia River to the east and the coastline to the west. It lies north of the central mountain range.

Photo 1: Downtown Chaguanas

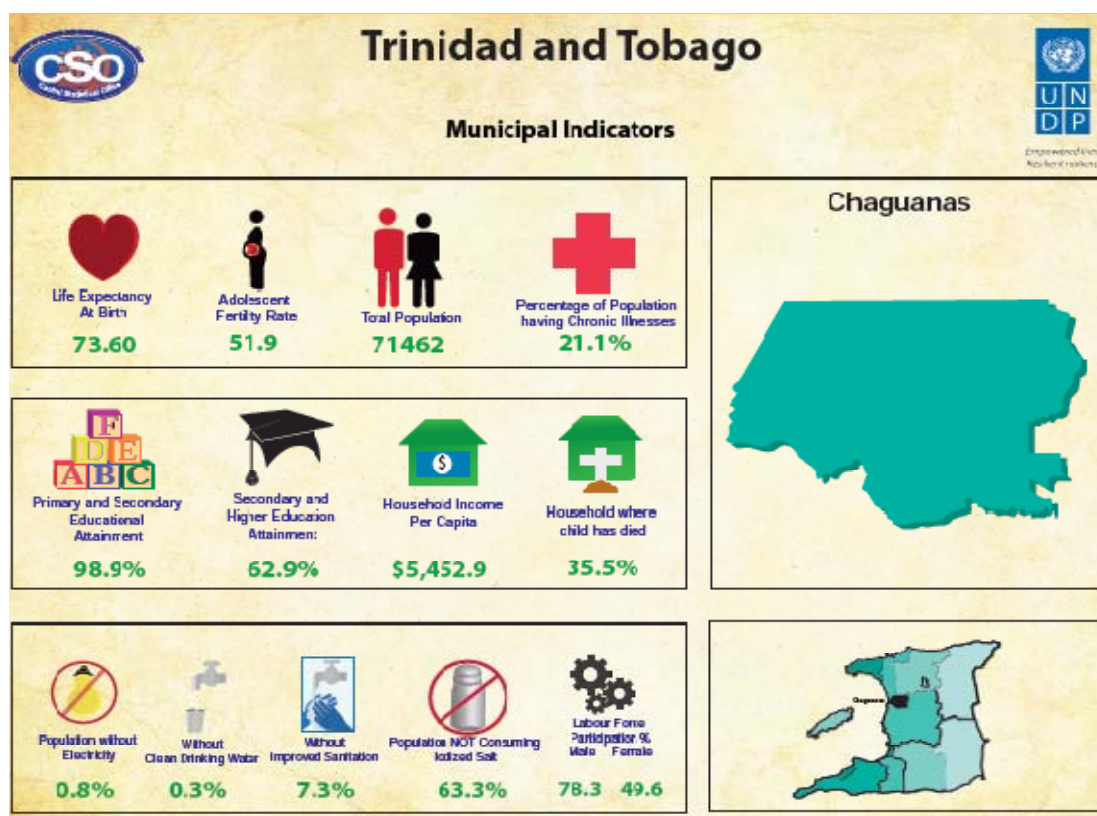


The borough includes the communities listed in Table 1:

Table 1: Chaguanas Communities

Communities	Sub-areas
Chaguanas Town Village	Charlieville, St. Charles Village
Felicity/Endeavour	Endeavour Village and Lendore Village
Esmeralda	
Enterprise North	
Enterprise South	
Munroe Settlement	
Edinburgh/Longdenville	
Lange Park	Homeland Gardens
Cunupia	Jerningham Junction

Figure 2: Chaguanas Human Development Indicators



Source: Central Statistical Office, Human Development Atlas, 2012

2.2 GEOGRAPHY

Chaguanas is a low-lying area and is just upstream from the Caroni Swamps. The Borough is comprised of the main town, Chaguanas, a number of rural villages and some suburban areas. The large expanse of agricultural lands that fall within the boundaries of the Borough defines its rural character. However, this is gradually changing with the increase of housing projects and the development of urban centers.

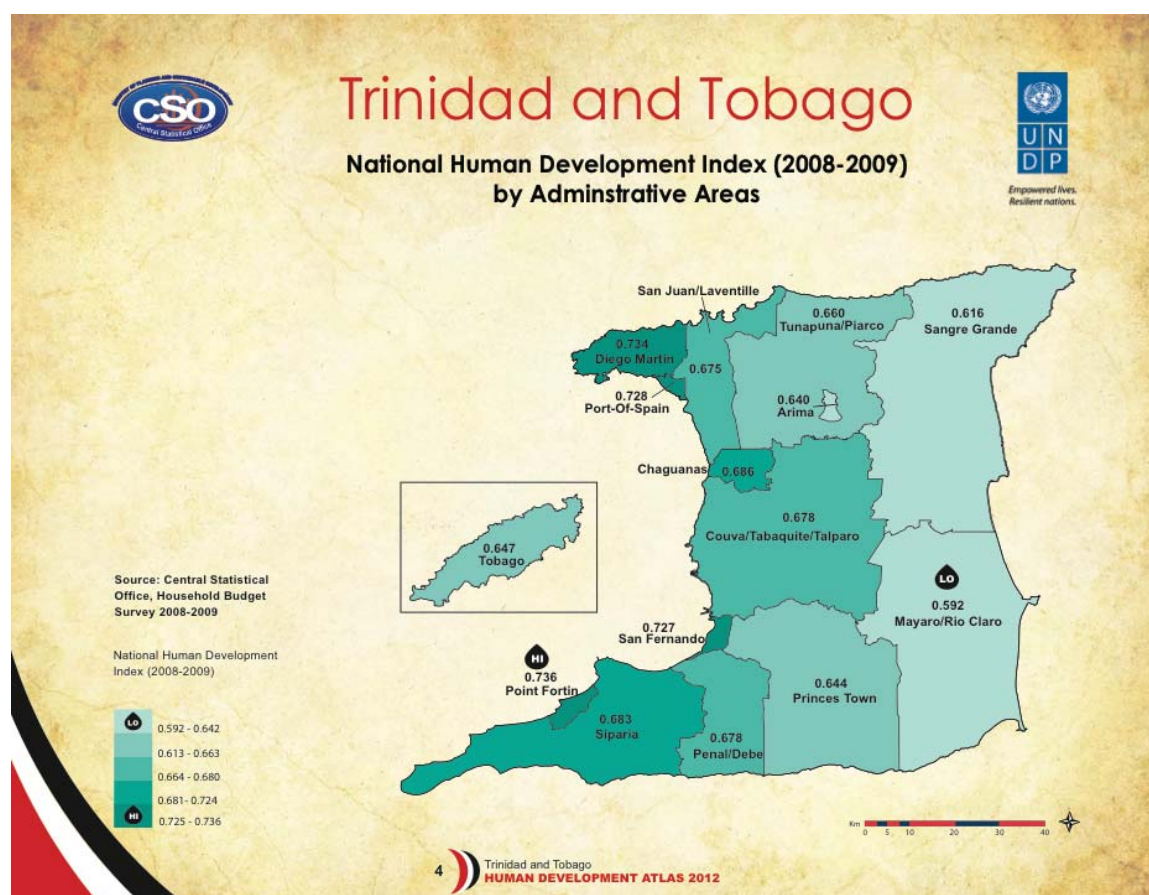
2.3 SIZE

Chaguanas Borough Corporation covers a land area of approximately 59 km². According to the Central Statistical Office the 2000 population stood at 67,433. By 2011 the population had grown

at a yearly rate of 2.0% to 83,516 persons. The population density increased significantly between 2000- 2011 from 1143 to 1416 per Sq. km.

2.4 DEMOGRAPHICS

Figure 3: Overall Ranking on the Human Development Index



The Chaguanas Borough has a rapidly diverse and growing population that is relatively old (median age 32.4 – CSO 2011) and educated (secondary and higher education 62.9%)(*Human Development Atlas 2012*). The population of Chaguanas Borough Corporation stands at 83,516 (2011) of which 41,660 are males and 41,856 are females. The Central Statistical Office Census data for 2000-2011 reported the highest growth in the population growth of the Borough Corporation (2.0%) while the national growth rate was 0.5 per annum. Life expectancy at birth within the Corporation stands at 73.6 years (69.5 male and 73.6 female) and 2.7% of the households have recorded death to child (2006). 21.1% of the population suffers from a chronic

illness, 17.5% male and 24.5% female². During the period 2000-2011 875 persons migrated from the Borough (5.66% of the national population) while for the period they recorded the highest percentages of in-migrants during the period at 14%.

Table 2: Population

Municipality	Total Population		Population Growth per Annum
	2000	2011	
Trinidad & Tobago	1,262,366	1,328,019	0.5
Chaguanas	67,433	83,516	2.0

When the age dependency ratio is examined Chaguanas scored well below the national average (41.9) with a ratio of 36.9 (2011). The Borough has a high adolescent fertility rate of 51.9 yet an aging index of 33.7 in addition to the mean age, 32.4, describes an old population.

Table 3: Population Indicators

Area	Census Year	Median Age	Age Dependency Ratio	Proportion of Aged Persons	Aging Index
TRINIDAD AND TOBAGO	2011	32.6	41.9	9.0	43.5
Chaguanas	2011	32.4	36.9	6.8	33.7

2.4.1 ETHNIC COMPOSITION OF POPULATION

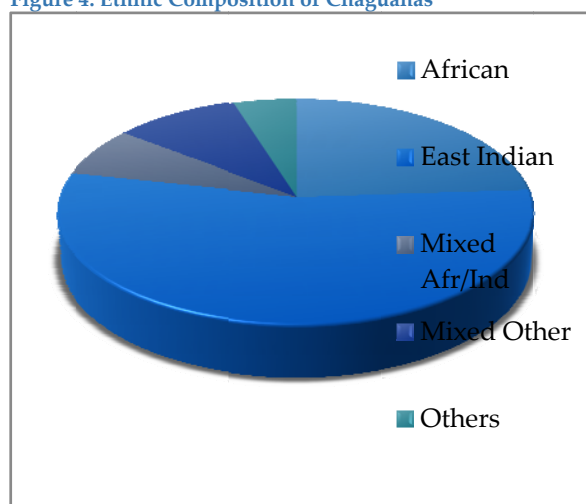
For Trinidad and Tobago as a whole, East Indians and Africans make up the two largest ethnic groups accounting for 35.43% and 34.22% of the population (2011), respectively. In Chaguanas the African ethnic group accounts for 25.3% of the population and East Indian 53.5%.

² Trinidad and Tobago Human Development Atlas 2012 Report

Table 4: Ethnic Composition of Chaguanas

Ethnic Group	Percentage
African	25.3
East Indian	53.5
Mixed Afr/Indian	7
Mixed Other	9.4
Others/Not Stated	4.8

Figure 4: Ethnic Composition of Chaguanas



2.4.2 HOUSEHOLD HEADSHIP

Out of the 24,644 households, 15% or 3,812 are Single-person households. Chaguanas accounts for 5% of all Single-person households nationwide. The percentage of Single-person households nationally is 19%. In Chaguanas male-headed account for 69% while female-headed account for 31% of all households.

2.4.3 EDUCATION ATTAINMENT

Chaguanas has attained a very high primary and secondary educational rate, 98.9% (2008-2009) among the population between ages 6-16, placing the region in the highest tier nationwide. The population does not fare as well in secondary and higher educational attainment. The region scored a low 62.9% placing it in the 4th highest tier³.

2.5 UTILITIES

Chaguanas is well served as far as utilities are concerned; 99.07% of the population has access to clean drinking water and 99.01% have an electricity supply. However, 7.3% are without access to improved sanitation facilities.

³Central Statistical Office, Human Development Atlas, 2008-2009

2.6 LOCAL GOVERNMENT SYSTEM

The framework of the current local government system was put in place in the late 1950s. The essential element of this framework is that local government bodies operate within very limited areas of autonomy. Every change in Government within the country since its independence has brought an intention to reform local government in terms of giving more and wider autonomy so that these bodies could respond more effectively to the needs of citizens. According to a White Paper on Local Government Reform, which was released in 2009, there has been a “plethora” of commissions and committees, which have presented reports. However, there has not been fundamental change.

In the White Paper, the then Government recognized “that the current Local Government system is inefficient, ineffective and unable to cope with the changing dynamics of the various Municipalities and that responsibilities are duplicated by other ministries and departments”

Since 2005, the Government has taken as the benchmark for local government reform, among other things, the **Aberdeen Agenda** emerging from the Commonwealth Local Government Forum (CLGF), Scotland, 2005 which subscribed to good practices for local democracy and good governance such as accountability, transparency, equitable service delivery and continuous capacity development and the **Auckland Accord**, 2007 which emphasized the need for promoting development through local leadership.

The Chaguanas Borough Corporation is one of fourteen (14) municipal corporations making up the local system in Trinidad and Tobago. Municipal corporations do not have an independent revenue base and depend entirely on the central government for allocations from the national budget⁴. The areas within which municipal corporations function are largely administrative and tend not to be strategic. Planning in Trinidad and Tobago is done almost exclusively at the national level although efforts have been made to develop municipal development plans. It must be noted though that these plans were initially limited to spatial development and not broader socio-economic issues. Even so, the terms of reference for each plan and the aspect of the management of the development of the plans were managed by the Ministry of Local Government.

In the current system, the CBC’s responsibility for public health includes dumps and landfills, property development, municipal security, parks and playgrounds. In Table 5, the sharing of these responsibilities is shown with the attendant duplication and lack of autonomy for locally driven economic development.

⁴One source of revenue for municipal corporations was the land tax. However, the collection of land taxes has been suspended as the central government reviews the overall revenue administration of the country.

Table 5: Responsibilities of Municipal Corporations

Area of Responsibility	Municipal Corporation Autonomy	Other Government Agencies
Public Health	<ul style="list-style-type: none"> • Issuing of food badges • Registration of food premises – hotels, restaurants, bars, supermarkets and shops • Provision of public rest rooms • Rodents, insect vector and vermin control • Cleaning of septic tanks and cesspits • Garbage collection 	<ul style="list-style-type: none"> • Ministry of Health
Property Development	<ul style="list-style-type: none"> • Building and land development control 	<ul style="list-style-type: none"> • Town and Country Planning Division • Ministry of Health • Ministry of Works and Infrastructure
Recreation and Public Facilities	<ul style="list-style-type: none"> • Maintenance of recreation grounds, stages, squares and parks 	<ul style="list-style-type: none"> • Ministry of Sport and Youth Affairs
Community services	<ul style="list-style-type: none"> • Maintenance of public markets • Provision and maintenance of parks and sporting facilities • Control of public stages, recreation grounds and parks 	<ul style="list-style-type: none"> • Ministry of Sport and Youth Affairs
Cemeteries and Burial Grounds	<ul style="list-style-type: none"> • Provision and maintenance of public cemeteries and burial grounds 	<ul style="list-style-type: none"> •
Disaster Management	<ul style="list-style-type: none"> • Disaster preparedness and management 	<ul style="list-style-type: none"> • Office of Disaster Preparedness and Management
Roads, drains and other physical infrastructure	<ul style="list-style-type: none"> • Maintenance of drains and minor water courses • Maintenance of secondary roads, bridges and culverts • Maintenance of street signs 	<ul style="list-style-type: none"> • Ministry of Works and Infrastructure

In general, the White Paper recognised a need to decentralize power and authority from Central Government and to expand the functional base of local government authorities while giving them greater financial autonomy as a means for more effective service delivery; and the encouragement of greater citizen participation and involvement in Local Government Affairs.

2.7 LOCAL GOVERNMENT BUDGET

The annual estimate for development programme expenditure for the period 2011-2013 ranged between approximately TT\$13 million and TT\$20 million. Figure 3 below shows the CBC

Allocation of Resources and the 2012/2013 Development Projects Status⁵ is demonstrated in Figure 6. A total of TT\$18,700,00.00 has been allocated for 2012/2013.

⁵Chaguanas Borough Corporation Projects Completed for 2012/2013

Table 6: Chaguanas Budget 2012/2013

CHAGUANAS BOROUGH CORPORATION	REVISED ALLOCATION TT\$
Drainage & Irrigation Programme	6,000,000.00
Development of Recreational Facilities	2,200,000.00
Dev. Of Cemeteries, Cremation Facilities	500,000.00
Construction of Markets & Abattoirs	800,000.00
Local Roads & Bridges Programme	5,000,000.00
Local Government Building Programme	700,000.00
Procurement of Major Vehicle & Equipment	1,000,000.00
Municipal Police Equipment	200,000.00
Municipal Police Station	300,000.00
Disaster Preparedness	300,000.00
Environmental Project	500,000.00
Establishment of Spatial Development Plan	1,000,000.00
Establishment of a Tourism Park	200,000.00
TOTAL	TT\$ 18,700,000.00

Prior to 2012, no allowances were made in the Budget for LED-type projects. However, in 2012, a new budget line item was included to facilitate funding for projects emerging out of the Municipal Development Plan or other priority projects for the Borough.

A Mayor's Fund (size unknown) is supposed to exist and is reportedly supported by donations from the business community and private citizens. The Mayor has full autonomy over the fund with the Council providing oversight on its use.

The CBC's main source of revenue for the operation and functioning of the CBC comes from Central Government and it has no legal authority to expand its revenue base independently or can it benefit directly from increased economic activity. The Borough however, has the authority to collect dues and charges for the rental of market stalls and abattoirs as well as through the issuance of food badges and vending licenses.

3.0 LAND USE AND RESOURCES

3.1 LAND USE

Chaguanas' most important physical resource is its availability to large expanses of arable land and a waterfront. Much of the Borough's land was previously used mainly for sugar cane cultivation up to the closure of the sugar industry. However, the rural landscape is shifting and becoming rapidly urban; there is an increase in housing projects, the development of urban centers in the two main commercial business districts (CBDs), the towns of Chaguanas and Enterprise.

As outlined in the MDP, the main issues related to the current land use include:

- Housing construction as opposed to settlement planning
- Aesthetically unpleasant and poor urban design
- Inadequate social facilities
- Conditions in/around the Chaguanas Market
- Illegal land and building development
- Wastewater collection and solid waste management
- Traffic Issues
- Environmental Issues
- Unbalanced Economy

Photo 2: Chaguanas Proper



The Chaguanas Main Road is the most built-up area in the CBC and is predominantly used for commercial activities along with Ramsaran Street and along the Caroni Savannah Road. Former agricultural lands south of

Chaguanas Town have been converted to industrial and residential development that is in various stages of implementation.

Photo 3: Vegetable Cultivation



In Cunupia, the land is used mainly for residential purposes; however, it has seen increases in commercial activities in recent years with, existing small parcels of agricultural land being converted to residential use. Jerningham Junction still has a substantial amount of land that is not built-up and much of it has been zoned for agriculture.

One of the most densely populated localities in the Borough is Enterprise where lands were developed for residential use without benefitting from site development and engineering standards and guidelines that promote public health and safety. Endeavour Village has a mix of residential, agricultural and industrial land use.

Felicity is a rural village with a mix of low density residential and agricultural land use. Nearby Cacandee Road incorporates a small mix of residential and commercial land use.

The Ministry of local Government recruited the services of Globe Consultants International to develop a form-based urban plan and design for Chaguanas. A study and report has been completed in January 2013 that outlines the form-based coding for the Chaguanas business district that locates and connects the commercial, residential and public spaces.

3.2 RESOURCES

3.2.1 NATURAL RESOURCES

The natural resources of Chaguanas are its areas of arable lands and its sea front.

3.2.2 HUMAN RESOURCES

Among its population of almost 90,000, more 98.9 percent have a primary school education and 62.9% have attained a secondary or high level of education.

4.0 AREA ECONOMY

4.1 EMPLOYMENT

The labour force participation rate of 65.7% in Chaguanas is slightly higher than the 62% national rate. The CBC female unemployment figure of 16.2% is higher than the national female unemployment rate of 12.7%⁶.

According to the Human Development Atlas 2012, Chaguanas' Gender Inequality Index coefficient 0.363 is among the nation's highest and describes severe gender inequality within the Borough. With respect to Gender Inequality and the Labour Force Participation, males enjoy 78.3% while their female counterparts enjoy only 49.6% participation rate⁷.

4.2 HOUSEHOLD INCOMES AND TRENDS

By virtue of the Multidimensional Poverty Index (MPI) it is possible to expand on traditional measures of household income to determine the incidence and intensity of deprivation endured by the people Chaguanas. The MPI identifies multiple deprivations at the individual level in:

- i. Health – child mortality and nutrition
- ii. Education – Years of schooling and school attendance
- iii. Standard of Living – Asset ownership, dirt floor

4.3 ECONOMIC ACTIVITY

4.4.1 MAIN ECONOMIC ACTIVITIES

Chaguanas has developed from an agro-based economy to the trading center for central Trinidad and it has historically played an important role as a commercial centre due to its central geographical location between the two towns of San Fernando and Port of Spain. With the declining demand for sugar, the economy of the area began to change from rural to urban-based. Chaguanas has a burgeoning retail center with large shopping stores, the largest and most popular outdoor flea market in Trinidad.

Its economy is primarily based on retail activity and some light industrial manufacturing. The greatest concentration of commercial activity is in the Town Centre, which has attracted retailers of clothing and fabrics, general merchandise and hardware, as well as commercial banks, insurance companies and professional services such as legal and medical services

The Chaguanas Borough Corporation is pursuing the goal of City Status and sees itself as 'a city of opportunities' and a hub for legal and financial business services as well as new opportunities

⁶Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain

⁷CSO's HDI Atlas

in the knowledge-based sectors. The Borough is interested in building its cultural, education, research and IT strengths.

The sectors that have been identified to have the potential to diversify Chaguanas' economic base are; Agriculture and agro-processing, Food and Beverage industry – restaurants, cafes, bars and lounges, etc., Construction, Transport, Art and Craft and Tourism.

4.4.2 CLUSTERS AND VALUE CHAINS

Agro Processing

With its available arable land and its experience with light manufacturing, there is potential for the development of a viable agro-processing cluster. In this cluster, Chaguanas could also level its strategic position between the cities of Port of Spain and San Fernando. There is already some agro-processing taking place but there is scope for expansion. Additionally, the location of a number of industrial parks in the Borough means that physical infrastructure is already in the place. Chaguanas' reputation as a major commercial centre could also support an agro-processing cluster.

Cultural and Heritage Tourism

Figure 5: Sewdass Sadhu Shiv Mandir (Temple in the Sea)



Chaguanas is the location of many significant expressions Indian culture, including the Divali Nagar and the Sewdass Sadhu Shiv Mandir (commonly known as the Temple in the Sea).

The Borough, in particular the Village of Felicity has some of the most intricate and beautiful displays for the annual Divali observances. These and other cultural assets, including music could be leverage for an integrated cultural and heritage tourism product.

Evolving TecNologies and Enterprise Development Company Limited (eTecK)

eTecK is a government special purpose company mandated to charting new economic direction by the "creation of new industry, enterprise and services that are economically sustainable, technology driven, environmentally accountable, community oriented and knowledge based acting always in the national interest"⁸

One of eTecK's deliverables is the Development and Operation of Light Industrial Parks in Trinidad and Tobago. eTecK presently owns and manages three (3) Industrial Parks in the Borough of Chaguanas. These are **Frederick Settlement Industrial Park, Endeavour Industrial Park and Factory Road Industrial Park**. These light industrial parks provide the physical infrastructure necessary for local businesses in the non-energy sector to grow and expand their operations in Trinidad and Tobago.

Chaguanas Market

The location of the market is a concern for the Borough Corporation given its urban design plans. However, the market is a common and popular location for trade in agro products, livestock and other meats as well as craft. Well over 100 persons ply their trade here at this location

4.5 POTENTIAL FOR DEVELOPMENT

Cultural and Creative Industries

The Ministry of Planning and the Economy has, in the document, "Building Competitive Advantage, Strategic Business Clusters and Enablers" identified six potential strategic business clusters and value chains for the diversification of the Trinidad and Tobago economy. Chaguanas has been identified as having a major potential for the development of a growth pole community to facilitate the cultural and creative industries cluster.

Creative Industries have emerged as one of the leading global paradigms for economic growth evidenced by the fact that, exports in creative products is one of the fastest growing sectors in global trade⁹. The natural endowment of diverse people rich in heritage and skilled in music, craft and performances signal the potential for growth. So too, the music industry being the highest revenue earner at US\$28.2m and employment generator, over 5,500 jobs in 2006 and the 9% growth in exports of creative goods from TT\$15.6m (2004) to TT\$17m (2008).

⁸[http://www.ttconnect.gov.tt/gortt/portal/ttconnect/Non_investorDetail/?WCM_GLOBAL_CONTEXT=/gortt/wcm/connect/gortt+web+content/TTConnect/Non-National/Role/AnInvestor/InvestinginTandT/Evolving+TecNologies+and+Enterprise+Development+Company+Limited+\(e+TecK\)](http://www.ttconnect.gov.tt/gortt/portal/ttconnect/Non_investorDetail/?WCM_GLOBAL_CONTEXT=/gortt/wcm/connect/gortt+web+content/TTConnect/Non-National/Role/AnInvestor/InvestinginTandT/Evolving+TecNologies+and+Enterprise+Development+Company+Limited+(e+TecK))

⁹Ministry of Planning and Sustainable Development, Building Competitive Advantage, Six Strategic Business Clusters and Enablers, July 2012.

“There is growing regional demand for creative services such as the music industry, audiovisual, publishing, sound and lighting, and advertising. Our highest exports are in consumption abroad of activities related to culture, festivals and heritage tourism”¹⁰.

The Creative Industries therefore have the potential to generate significant employment, encourage entrepreneurial activities, and harness the human imagination for developing local innovations which are globally competitive.

Agriculture

Given the legacy of Caroni 1975 Ltd, the now closed state sugar cane processing and production company and the wide availability of land and rich traditional knowledge of the people, it is natural that agricultural production, whether on a large or small scale, would be of a competitive advantage to the people of Chaguanas.

4.6 INVOLVEMENT OF UNDER-PRIVILEGED GROUPS

The Gender Inequality Index (GII) reflects gender-based disadvantages in three dimensions – reproductive health, empowerment, and the labour market. The index ranges from 0, which indicates that women and men fare equally, to 1, which indicates that women fare as poorly as possible in all measured dimensions. The Chaguanas Borough rated 0.363 measuring gender highest inequalities nationwide.

The Ministry of Labour and Small and Micro Enterprises Development initiated the Women’s Entrepreneurship Resource Centre (WERC). This centre is geared towards increasing opportunities for employment and self-employment for women and girls

4.7 MSME PROFILE

4.7.1 SURVEY SAMPLE

Table 7: Gender of Owner

Gender	Percentage
Male	51.4
Female	28.3
Both	20.3

To prepare this profile a self-selected sample of 139 MSMEs was surveyed. 61.9% of MSMEs surveyed were owned by persons over 35 years of age. Men owned 51.4%; women owned 28.3% and 20.3% were headed by a team of both male and female (mainly husband and wife).

92 percent of the sample could be classified as micro, 26.6% as small and 1.4% as medium-sized.

¹⁰Ministry of Planning and Sustainable Development, Building Competitive Advantage, Six Strategic Business Clusters and Enablers, July 2012.

The breakdown of the sample by activity is shown in Table 7.

Table 8: MSME Survey Sample by Activity Sector

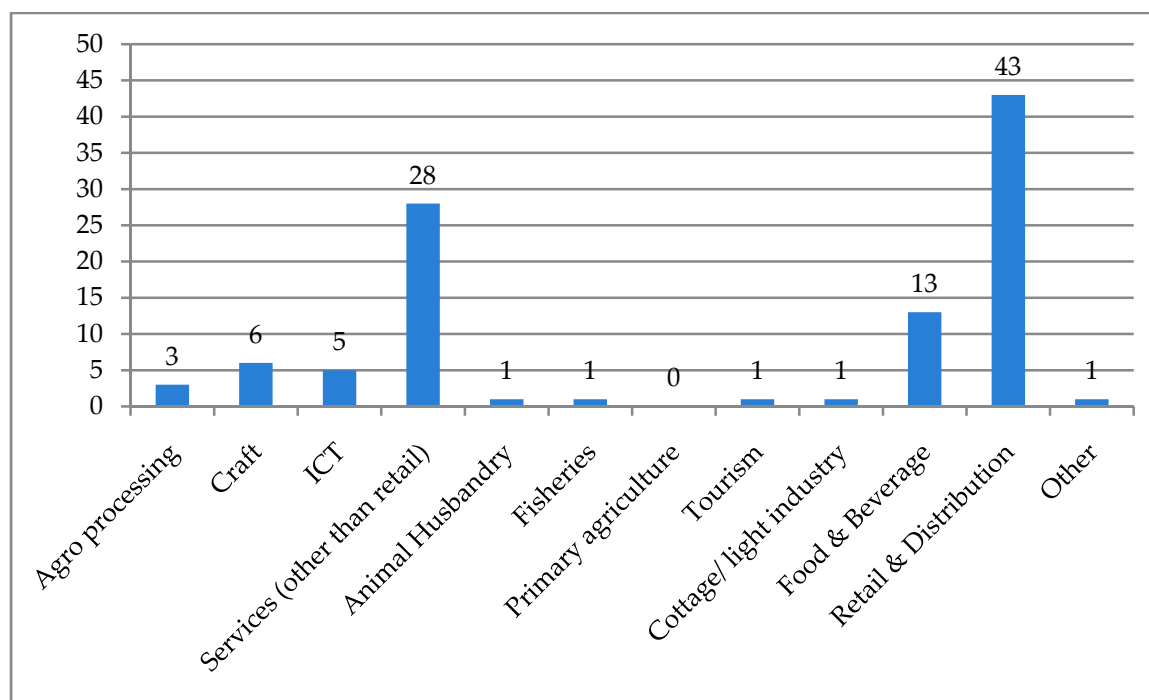


Table 9: Ethnicity of Ownership

Ethnicity	Percentage
African	15.1
Chinese	1.4
East Indian	71.2
Mixed	12.2

The overwhelming majority of MSMEs (72.2%) were owned by East Indians. Africans owned 15% and persons of mixed ethnicity owned 12%.

Table 10: Legal Status of MSMEs

Legal Status	Percentage
Sole Proprietorship	73.4
Partnership	14.4
Cooperative	0.7
Limited Liability	11.5

The vast majority of the MSMEs surveyed were sole proprietorships (73.4%); while 14.4% were partnerships; 0.7% were cooperatives (just one) and 11.5% were limited liability companies.

Table 11: Length of Operation

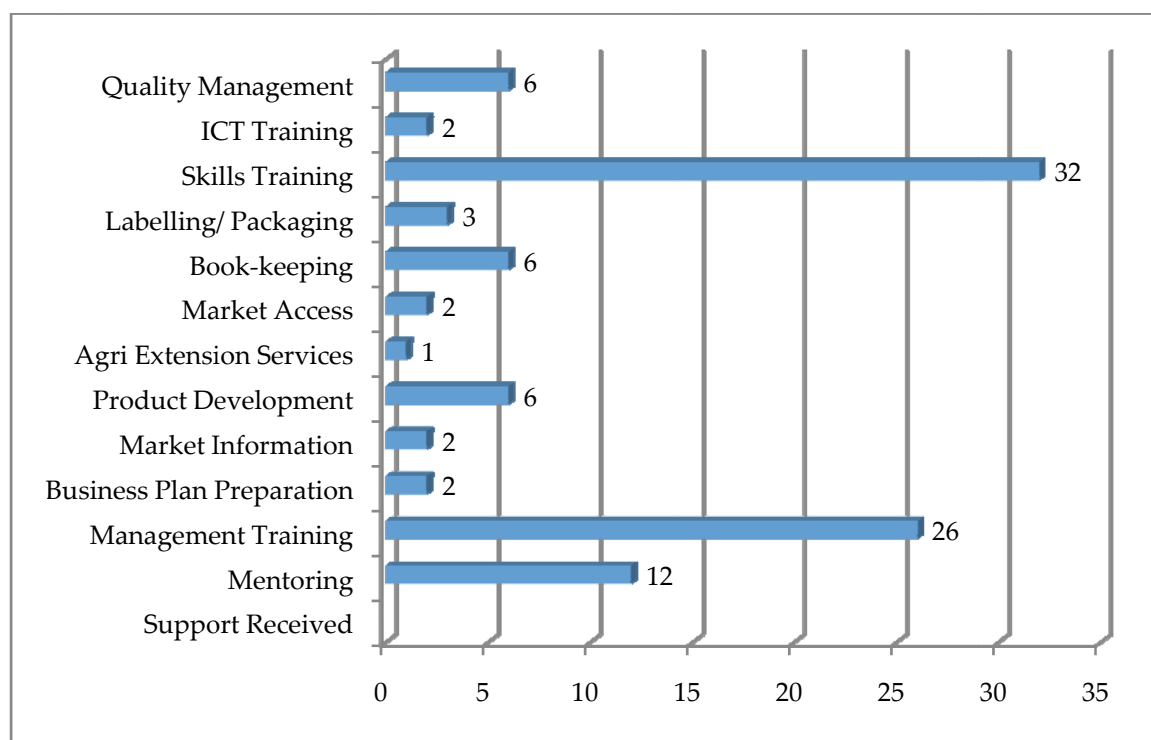
Length of Time in Operation	Percentage
Less than one year	7.2
1-5 years	31.7
5-10 years	22.5
More than ten years	38.4

Most of the businesses were in operation for more than one year. The largest cohort was for businesses that have been in operation for more than ten years. This indicates a tendency toward sustainability in Chaguanas business community.

4.7.2 MSME SUPPORT SERVICES

The assistance most frequently accessed by MSMEs was skills training and management training followed by mentoring. This suggests recognition of capacity deficits among owners in the very mechanics of business operation and a potential entry point in support of these business organisations.

Table 12: Business Assistance Received

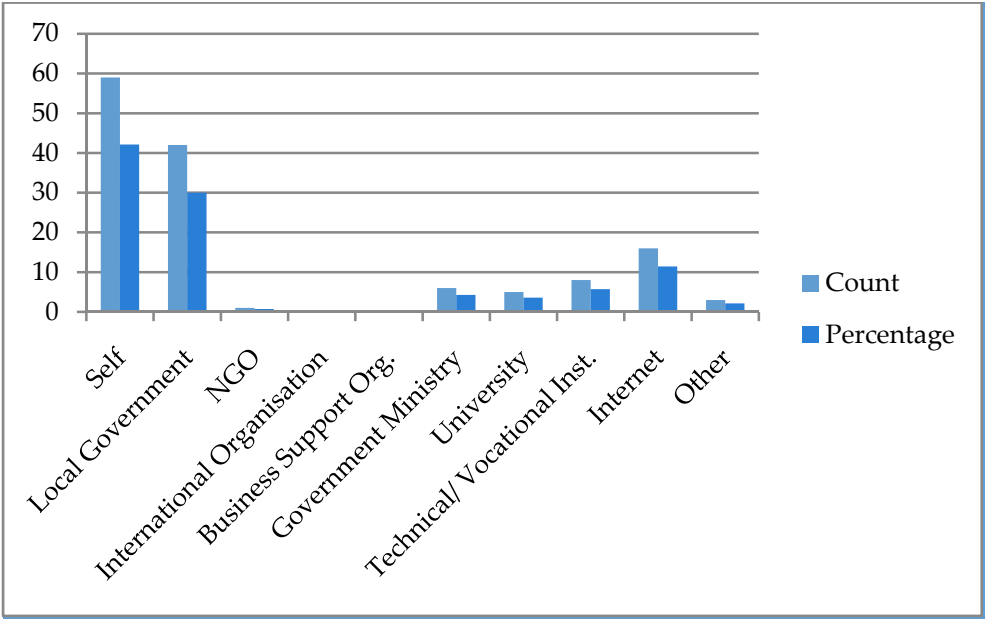


Chaguanas has a similar profile as other local areas in that most MSMEs are self-reliant in accessing supports. In part, the challenge may be that many small business owners do not know where to turn for assistance. This was found to be the case in San Juan Laventille and Princes Town. Chaguanas is different from the other municipalities in that the highest external source

for support/assistance is local government. This suggests either a more focused approach to business development by Chaguanas or that the CBC does a better job in publicizing the supports it can offer to businesses or both.

The case for CBC having heightened awareness of the importance of Local Government taking a lead in LED is seen in Chaguanas and San Juan Laventille being the two municipalities among the four profiled that have taken advantage of a presence on www.investinthecommonwealth.com. This is an opportunity open to municipalities in the Commonwealth. San Juan Laventille and Chaguanas’ presence on the site suggest a greater sensitivity to identifying that taking advantage of opportunities for promoting LED.

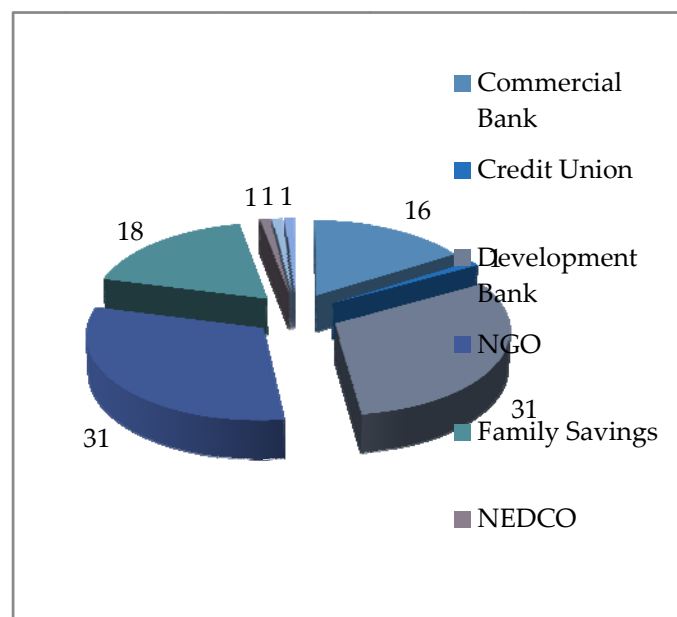
Table 13: Business Assistance Provider



Thirty-eight percent of the businesses employed only family members.

4.7.3 SOURCE OF FUNDS

Figure 6: Principal Source of Funds



Thirty-one percent of the respondents indicated that the principal source of their funds for operating their business came from Development Banks and NGOs. The development bank most often referred to was the Agriculture Development Bank, no doubt as a consequence of the importance of agriculture in Borough.

Interestingly, Chaguanas differed from the other areas profiled in the relatively low number of respondents for whom the main source of their funds was family

savings.

4.7.4 INCOME GENERATED

Monthly revenues from the MSMEs interviewed range between \$TT1,500.00 per month to \$TT550,000.00 per month, indicating wide variations between the smaller and larger MSMEs and also the varied economic activity. The economic activity generated by the businesses in this area was significant. The average income generated among micro enterprises was \$13,933; and the average among small enterprises was \$120,846.

4.7.5 MAIN CHALLENGES FACED BY MSMES

Table 14: Main Challenges Faced by MSMEs

Issues	Percent
Market	62.4
Marketing	62.1
Energy costs	60.2
Crime	60.1
Traffic congestion	58.0
Parking	56.5

A majority of respondents listed seven issues that present challenges to the effectiveness of their businesses. Finding markets and the process of marketing were listed as a close first and second. Energy costs and crime were also listed by more than sixty percent of respondents as being likely to negatively affect their business. Rounding out the challenges were traffic congestion, parking and price of products.

4.7.6 MSME POLICY ENVIRONMENT

In an address entitled "A Future for SME's in Trinidad and Tobago" the Honorable Winston Dookeran, former Minister of Finance articulated and espoused what he described as a "fundamental philosophical change". The role of the entrepreneur was now put at the front burner of budgetary policy. MSME's were identified as a major pillar of growth creation. According to Mr. Dookeran, approximately 18,000 SME's are operating in Trinidad and Tobago employing about 200,000 persons or close to 35% of the workforce and contributing near to 20% of the GDP¹¹.

In the context of economic downturn, a key element of the diversification strategy of the Government is the development of the Small Business Development sector¹². In keeping with the government's commitment to develop the sector, resources of \$13.5 million have been allocated to continue the development of small business, assist entrepreneurs and promote the development of industry and manufacturing through the following institutions:

- i. National Entrepreneurship Development Company (NEDCO)
- ii. The Venture Capital (Amendment) Act, 13 of 2005 seeks to increase activity in the venture capital industry in Trinidad and Tobago
- iii. Entrepreneurial Training Institute Incubation Centre (ETIIC)
- iv. Enterprise Development Division (EDD) a policy unit with a mandate to examine and give guidance on the potential for entrepreneurial development
- v. Fair Share Policy and Programme (FSP) is geared towards developing SMEs by facilitating their growth into larger businesses. In essence under the this Programme, government reserves ten percent (10%) of all public sector contracts up to one million dollars (\$1M) for qualifying SMEs and co-operatives
- vi. Business Expansion and Industrial Reengineering Programme (BEIRP) in which the government will assist domestic firms to be reengineered with greater state of the art technologies and processes, to expand their capacity to innovate and produce more sophisticated, value-added products for the international market place.

¹¹A Future of SME's

¹²<http://www.finance.gov.tt/content/sp3.pdf>

In terms of the regulation of MSME's, the Q&EMS SME (Quality & Environmental Management Systems Small and Medium sized Enterprises) is conducted by the Trinidad and Tobago Bureau of Standards. It focuses on small and medium-sized enterprises providing them with a quality and environmental management system for certification. It helps organizations with less resources to easily develop a system which can prepare them for the more recognized international standards¹³.

4.7.7 ICT PENETRATION

The National ICT vision is to create a dynamic knowledge-based society, driven by the innovative use of ICTs to enhance the social, economic and cultural development of the people of Trinidad and Tobago.

Based on the Market and Opinion Research International (MORI) ii Household Survey of 2010, ICT penetration stood at 93% of all households that were equipped with mobile phones, 42% with computers, and 30% with Internet access at home.

An analysis into the current state of ICT development with impact on MSME's in Trinidad and Tobago revealed the following:

- i. Establishment of the e-Business Roundtable to drive ICT transformation in the private sector and electronic interaction with the Government
- ii. Set up of smeXchange, an online marketplace to facilitate transactions amongst Small and Medium Enterprises
- iii. Liberalization of the telecommunications sector
- iv. Establishment of the Telecommunications Authority (TATT)
- v. Concession to new telecom sector brands (more than 325K fixed lines, more than 1.6M mobile subscribers)
- vi. Delivery of award winning *ttconnect*, the vehicle for multi-channel Government services delivery
- vii. The National ICT Business and Innovation Symposium
- viii. TTBizLink service which facilitates online interaction between businesses and Government agencies responsible for trade. TTBizLink allows companies and individuals to apply for various permits and licenses, register businesses and conduct other trade related activities via a single document online.

Sentiments from the WEF – GITR 2010/11 Executive Opinion Survey and Survey of the Trinidad and Tobago eBusiness Roundtable indicated that while companies saw themselves as aggressive in embracing new technology, and while ICT technologies were widely available to local

¹³http://gottbs.com/?page_id=699

businesses, the extent of Internet use by businesses was perceived to be moderate for Business-to-Business (B2B), or Business-to-Consumer (B2C) transactions¹⁴. Notably, Trinidad and Tobago ranked 97th out of 133 countries in this area in the GITR list.

Among the survey respondents 66.36% indicated that they used the Internet for business.

4.8 SOCIAL INFRASTRUCTURE

Citizen Safety

There are three police stations within the boundaries of the Borough of Chaguanas – the Divisional Headquarters for the Central Division, the Chaguanas Police Station and the Longdenville Police Post.

There is one fire station located at Biljah Road.

Education Facilities

There are eleven primary schools and eleven secondary schools located in Chaguanas. The headquarters of the Youth Training and Employment Partnership Programme is headquartered in Chaguanas and YTEPP operates two training centres in the Borough delivering nine different programmes.

In addition to Government and parochial institutions there are several private institutions offering a range of technical and professional training in areas such as accounting and law.

Health Facilities

Figure 7: Newly Constructed Chaguanas District Health Facility



There are two health facilities in the Borough – the Chaguanas District Health Facility and the Chaguanas Health Centre.

Cultural and Sporting Facilities

There are 31 recreational grounds in Chaguanas.

4.9 ENVIRONMENTAL ISSUES

4.9.1 ENVIRONMENTAL PROTECTION

Environmental protection for all of Trinidad and Tobago falls under the purview of the Environmental Management Authority and municipal corporations have only limited responsibility mainly for solid waste management; public health issues related to insect vector, canine and rodent control; environmental issues related to land and building development within the guidelines of the Town and Country Planning Division.

The Chaguanas Borough incorporates environmentally sensitive areas and hazard prone lands. The southern reaches of the important Caroni Swap and Bird Sanctuary are in Chaguanas. The losses from damage to the fragile ecosystems such as the mangroves, the Caroni swamp and contamination of the rivers are significant.

Flooding, as in many regions in the country, is perceived as the main environmental challenge facing the CBC; it occurs mainly due to inadequate drainage infrastructure. In spite of adequate solid waste collection within residential communities there is still the widespread practice of careless garbage disposal that has resulted in the blockage of the waterways.

The rapid growth of the town center has resulted in traffic congestion and an increase in noise and air pollution. An increase in e-waste, which consists of electronic devices, computers, cell phones, etc., is a growing concern as this leads to hazardous chemicals leaking from the landfills to the sub-surface environment. The extent to which this is impacting the environment has not yet been determined. However, the Solid Waste Management Company (SWMCOL) has implemented safe collection of these products.

Waste separation at the source does not occur in the Borough. The practice is that landfill sites are sorted by salvagers to extract recyclable materials such as glass and metal to sell to recycling companies. The yard waste collected from the Borough is disposed of in Forres Park; this presents an opportunity for composting and even has the viability for packaging and marketing the product. A significantly high quantity of domestic and commercial waste, such as tyres and construction debris is dumped in vacant lots throughout the Borough. Additionally, although the landfill in Felicity has been closed for several years, there is still a large quantity of waste being dumped at the site and the along the roadway leading to the old dump (Source-Municipal Development Plan and site visit).

4.9.2 NATURAL HAZARDS

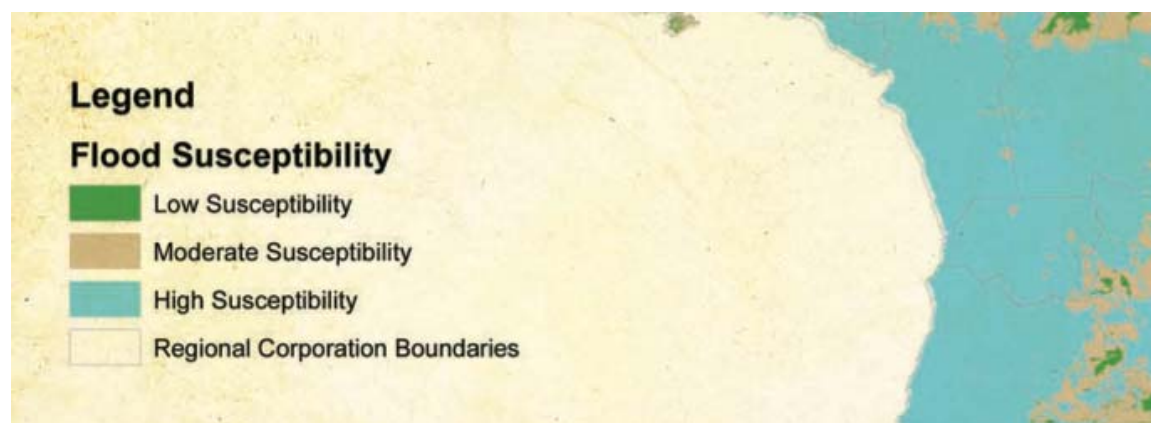
The Office of Disaster Preparedness and Management (ODPM) in its analysis of hazard impact for 2006-2011 ranks CBC's susceptibility to natural hazards as moderate. The most prevalent hazards in Point Fortin are flood and high wind.

Figure 8: Hazard Impact (2006-2011)



The susceptibility to flooding however was ranked as high as can be seen in Figure 9, with the entire area of the borough being highly susceptible to floods. In recent years, the incidence of flooding and flood related damages within the lower Chaguanas region has been due, in large regard, to the overflowing of the Caparo River and its tributaries, which drain the area¹⁵

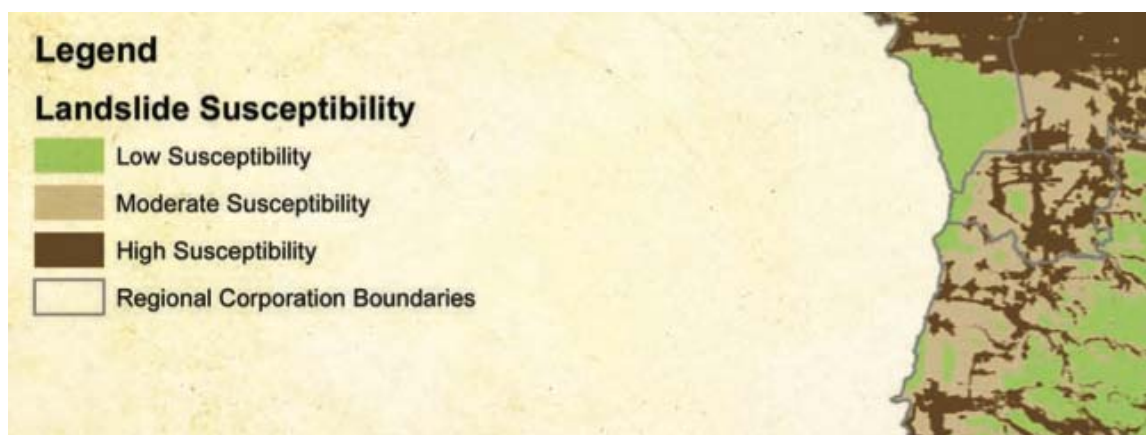
Figure 9: Flood Susceptibility



¹⁵<http://www.oas.org/reia/iwcam/pdf/trinidad%20and%20tobago/trinidad%20and%20tobago%20national%20report.pdf>

Most of the Borough had a moderate susceptibility to landslides, but there were some areas (See Figure 10) which high a high susceptibility.

Figure 10: Landslide Susceptibility



5.0 LOCAL ECONOMIC DEVELOPMENT

5.1 INTRODUCTION

The model for Local Economic Development (LED) varies from community to community as it is most successful when it is developed and driven from within by local leaders and stakeholders. In general, however, a successful LED model will include a commitment and resources from local government, along with the private business, public institutional and education sectors.

In Chaguanas, there is no evidence of formalized sustained LED. There is no identified home for LED from a government perspective and there are obstacles that inhibit the Corporation's ability to initiate LED. Although admittedly a cursory examination, the mission research also did not identify a private sector or community initiative in this regard. That notwithstanding, it is clear that the CBC does have a heightened to the importance and potential of LED. As noted above, the Borough Corporation has taken advantage of the opportunity as a presence on the "Invest in the Commonwealth" website. On that page, the CBC has articulated an approach to LED. However, institutionally this has not been sustained.

5.2 LOCAL GOVERNMENT STRCUTURE AND APPROACH TO LED

Local governments in Trinidad and Tobago, like the Chaguanas Borough Corporation, operate largely as extensions of the central government, with significant limits on local autonomy and resource allocation. Planning, purchasing, budgeting and staffing are largely controlled by the Ministry of Local Government and the Ministry of Town and Country Planning. A SWOT analysis reveals the following:

Strengths: <ul style="list-style-type: none"> • Fertile soils • Cultural assets • A well-established business community • A vibrant chamber of commerce 	Opportunities: <ul style="list-style-type: none"> • Opportunities for urban design • Large wholesale commercial agricultural production • Small scale retail agricultural production • Introduction of flexi-time or telecommuting • Expansion of cultural tourism • Conversion of natural and cultural assets into economic activity
Weaknesses: <ul style="list-style-type: none"> • Trinidad and Tobago local government system not conducive to community-generated LED • No enforcing of building code and standards of design • Loss of revenue due to suspension of property tax • Limited coordination with state and statutory agencies • Low participation by community in development planning • Weak business support • Lack of low-income housing • High capacity but low agriculture output and employment. 	Threats: <ul style="list-style-type: none"> • Uncontrolled residential development • Crime • Vulnerability to natural hazards • Development pressure on agriculture lands

In Trinidad and Tobago, local governments do not raise their own revenues and there is no longer a land tax in place. This disconnect means that one of the primary motivators for local government LED development – increased economic activity and land values leading to increased local revenue – does not exist.

Consultations on Local Government Reform are currently taking place across Trinidad and the government's proposed Policy on Local Government Transformation and Modernisation contained several proposals apparently designed to shift the focus of control towards the local community, including the restoration of some form of land tax. In terms of economic development, the proposed policy discusses the need for greater revenues and some additional flexibility at the local level and also suggests a multi-agency approach to support community-based projects in tourism, agriculture, manufacturing, arts and crafts etc. For the most part, however, economic development seems to be organized around investment attraction at a pan-national level and capital investment projects at the local level.

5.3 LOCAL DEVELOPMENT PLANNING

LED appears to still be a relatively new concept in Trinidad & Tobago. Currently, the traditional form of economic development (government-business cooperation) is being replicated at the regional level. Based on document reviews and discussions with CBC officials, it is evident that LED is viewed in terms of infrastructure development that will attract businesses and subsequently attract more consumers to the area. However, there is currently no funding allocated for LED initiatives with the exception of the road expansion and proposed development of Ramsaran Street in the Town Center.

Though it is expected that the Local Government Reform will transfer authority for planning to municipal corporations, currently the CBC does not have the authority or technical capacity to conduct much development or commercial planning. Development planning in the CBC is driven and led by the Ministry of Planning and Sustainable Development via its Town and Country Planning Unit in collaboration with the Ministry of Local Government. The recently completed Municipal Development Plan was prepared primarily through consultations with the Council and with very limited involvement of the broader community. It is unclear to what extent the technical and administrative staff was engaged in the process.

Whilst the Municipal Development Plan (MDP) does not speak directly to LED, some of the proposals presented provide the opportunity to promote and develop LED in Chaguanas. There are two major aspects of a LED approach in place:

- Lead being taken by the CBC and National partners in government (Ministry of Local Government, Ministry of Planning, Ministry of Labour and Micro Enterprise Development, Housing Development Corporation, etc.) and some links with the business community,
- Opportunities to access financial and other resources for the development of SMEs.

The Plan proposes major government investment in Chaguanas that will produce jobs, add to the attraction of business investment and encourage use of public spaces and facilities. It demonstrates that public leadership in seeking to undertake development in Chaguanas – spatial, economic, etc. One of the strategic goals discussed in the Spatial (Municipal) Development Plan is to “develop sustainable income generating livelihoods, reduce poverty and income inequalities by:

- Facilitating existing economic activities such as retailing, banking, insurance, wholesale and warehousing
- Diversifying economic activity (tourism, cultural heritage, light manufacturing, agro-processing)
- Rehabilitating and re-designing Chaguanas’ Central Business District and secondary commercial nodes
- Identifying hot spots to be special focus areas for job creation and sustainable livelihoods”

5.4 EXISTING INFRASTRUCTURE FOR MSMES AND LED

Chaguanas Borough Corporation

Regional Corporation has considerable facilitative potential. The Corporation is the first stop for many approvals and permits, which MSMEs require for starting and operating businesses. The Corporation should explore, within its resources, how it can reorient its interaction with the MSME community to facilitate business expansion and retention

The Ministry of Local Government and Small and Micro Industry Development

The Ministry of Labour has implemented the Fair Share Program and Micro-enterprise Development that allows registers businesses up to \$1.5 million, with the opportunity to receive preferential arrangements for public sector contracts up to \$1 million. This addresses the issue of the size, structure and available resources of SMEs and creates the opportunity for SMEs to have greater access to public sector contracts.

Ministry of People and Social Development

Micro-enterprise and Training Grant (MEG) - This program was developed through the Ministry of People and Social Development to provide financial assistance to the underprivileged to support the establishment of micro enterprises. The grants range from \$5,000 - \$15,000 TTD.

The Ministry of the People and Social Development has established several programmes that can provide funds to MSME's and individuals looking to start/enhance businesses such as the Poverty Reduction Division's Regional Micro Project Fund (RMPF). Under the RMPF approximately six hundred and fifteen micro projects were completed by community groups. The initiative has been expanded to include the Micro Enterprise and Training Grant (MEG), the Micro Enterprise Loan (MEL). The MEG makes available to individuals, grants of up to 5,000.00 dollars as startup funds for micro business enterprises or to enhance the operations of ongoing micro businesses. The MEG also provides opportunities for individuals to pursue training to improve their chances of gaining employment or establishing micro businesses.

The Micro Enterprise Loan (MEL) makes available a block of funds to community groups for the sole purpose of disbursing micro loans of up to \$10,000.00 to individuals in the community to conduct micro businesses.¹⁶

NEDCO

The National Entrepreneurship Development Company was established in 2002 as the implementing agency for the Government's policy on small and micro enterprise development. NEDCO is wholly owned by the Government of Trinidad and Tobago. The services offered by NEDCO are:

¹⁶<http://www.news.gov.tt/index.php?news=2301>

- Funding – loans in three categories
 - I – Up to \$50,000
 - II - \$50,001 to \$100,000
 - III - \$100,001 to \$250,000
- Training – NEDCO offers standard training modules as well as training in needs-based areas. The standard training modules are in the following areas:
 - Characteristics of Successful Entrepreneurs
 - Opportunity Identification
 - Strategies for Success
 - Basic Business Skills
 - Effective Management Techniques
 - Business Planning
 - Record Keeping & Cash Management
 - Marketing for SMEs
 - Importing & Exporting
 - Stock Control & Promotion
 - Why Entrepreneurship?
 - Total Quality Management.
 - A to Z of Running a Small Business
- Business advisory services – The main advisory service offered is business plan development
- Business Incubation – The National Integrated Business System (IBIS) mix of business development support, infrastructure and operational and financial support to assist the micro and small enterprises by providing assistance in the areas of mentoring, start-up procedures, infrastructural support, Information Technology, operational support, financing and opportunities for access to markets in one location.
- Promotion – NEDCO facilitates participation in marketing and distribution initiatives such as NEDCO's annual Trade Fair and NEDCO Day at its local centres.

NEDCO has a network of local centres. There is a centre in Chaguanas, located at 93 Ramsaran Street.

The Greater Chaguanas Chamber of Industry and Commerce

The Chaguanas Chamber of Industry and Commerce (CCIC) was established in 1994 and incorporated in September of 1998. At the time of inception the main focus of the C.C.I.C. was representing Chaguanas businessmen on both local and national issues. Whilst this remains the Chamber's core function, its activities have been expanded by the current Board of Directors to include other areas of interest affecting C.C.I.C. members.

With specific reference to assistance to businesses, the Chamber lists the following:

- Development of avenues for new business opportunities
- Providing basic advice on financing, marketing and international trade
- Assistance in developing joint venture projects
- Providing access to a wide cross-section of the business community in Chaguanas
- Sponsorship of seminars and workshops on Business, trade and social issues

- Newspaper supplements

A visit to the Chamber's website is noteworthy in that it has not been updated since 2009.

Credit Unions

There are three credit unions with offices in Chaguanas:

Chaguanas Area Credit Union
150 Main Road
Chaguanas.

Muslim Credit Union
59-61 Montrose Main Road
Chaguanas

Public Services Credit union Cooperative Society Limited
Ground Floor
Plaza de Montrose
Chaguanas

The once powerful Hindu Credit Union was based in Chaguanas. Its bankruptcy had a significant effect on the area and on many of its small and micro businesses.

Youth Training and Employment Partnership Programme

The Youth Training and Employment Partnership Programme (YTEPP) Limited is a training organization with a focus on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago. The company plays a strategic role in addressing the issues of youth unemployment as well as retrenched and displaced citizens. YTEPP Limited offers a diverse range of vocational courses in 12 occupational areas. Training is conducted in six-month, nine-month and 10-month cycles. The Programme is open to eligible persons who are interested in entrepreneurship or acquiring Level I and II (pre-craft and craft) technical vocational training.

YTEPP has three centres in SJL at the Malick Secondary School, Coconut Drive, Morvant, the Barataria South Secondary School, Third Avenue Extension, Barataria and at Irving Street, Petit Bouge offering course in the following areas:

- Graphic Design
- Events Decorating
- Plumbing
- Small Parts and Simple Tool Making
- Hotel Room Attendant
- Patient Care Assistant
- Small Business Management

- Tailoring

The Ministry of Food Production

The Ministry of Food Production offers extension and other services to farmers and fisherfolk. The Ministry provides training and awareness interventions for the general public and for youth.

In spite of all of the Business Support products and services available for SMEs in Trinidad, there is an obvious gap in the level of awareness of these programs. Periodic networking and knowledge sharing events to bring together successful small entrepreneurs to share information and learn from each other with the objective of inspiring others can be explored. It will also provide the opportunity for local organizations and support agencies to showcase their expertise, service and programs to existing and aspiring entrepreneurs. This is an initiative CARILED can support in collaboration with the other stakeholder agencies and the Regional Corporations.

6.0 LED ISSUES AND OPPORTUNITIES

6.1 ISSUES

- There is no formal mandate for LED within local government and national initiatives are not supported by funding staff on the ground in the local community.
- Severe road traffic congestion is a major disincentive to commuters.
- Access to capital

6.2 OPPORTUNITIES

- Potential for local government reform process to result in additional revenues, flexibility and autonomy for development decisions at the local level.
- Arts and culture can significantly contribute to the local economy and should be considered an economic driver
- Organic agricultural and/or good agriculture practice to create further value added to agriculture protection

7.0 RECOMMENDATIONS FOR CARILED PARTICIPATION

The MDP presents an opportunity for CARILED's intervention and its promotion of the LED approach to encourage job creation, entrepreneurship and MSME expansion and growth and the overall well being of citizens.

The MDP proposes the establishment of a specialized unit with a mandate for program implementation, monitoring and evaluation. CARILED should provide technical assistance to help shape and develop this unit and to advise on the ways to undertake the feasibility, marketing and implementation of proposed projects.

The CBC is presently undergoing commercial planning and design assessment particularly as it relates to the regeneration of Ramsaran Street. Though it is expected that the Local Government Reform will transfer authority for planning to Municipal Corporations, currently the CBC does not have the authority to conduct such planning

8.0 TOOLS USED

8.1 MSME SURVEY

CARILED MSME PROFILE QUESTIONNAIRE

Your views are important to developing LED intervention strategies to support the sustained development of micro, small and medium enterprises. Please provide as accurate information as possible.

Ref:

Municipal		Sub division		Code		Initials	
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SECTION A:

PROFILE OF THE RESPONDENT

1. Are you: Over 35 years old: ☐ under 35 years old: ☐

2. Gender: Male: ☐ Female: ☐

3. What is your position in this business?

4. What is the ethnicity of the principal owner(s) of the business?

African	<input type="checkbox"/>	Amerindian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	East Indian	<input type="checkbox"/>	European	<input type="checkbox"/>
Other	<input type="checkbox"/>	Syrian/Lebanese	<input type="checkbox"/>	Mixed	<input type="checkbox"/>				

5. Gender of the Principal owner(s) of the business:

Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>	Both:	<input type="checkbox"/>
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SECTION B:

PROFILE OF THE BUSINESS

6. What is the legal status of the business:

Sole Proprietor: <input type="checkbox"/>	Partnership: <input type="checkbox"/>	Cooperative: <input type="checkbox"/>	Limited Liability: <input type="checkbox"/>
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7. Is your business currently registered (if Sole Proprietor/Partnership/Cooperative): Yes: ☐ No: ☐

8. How long has the business been in operation:

1 year or less: <input type="checkbox"/>	1-5 years: <input type="checkbox"/>	5-10 years: <input type="checkbox"/>	More than 10 Years <input type="checkbox"/>
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9. What is the approximate value of the combined assets of the business (buildings, equipment, etc) worth:

\$_____ TT Not Sure ☐

10. On average, what is your monthly/annual revenue: \$_____ TT Not Sure ☐

11. Give an estimate size of the manufacturing space or farm :

Size:	sqft	m ²	acres	hectares
-------	------	----------------	-------	----------

(Please Circle the units)

12. Where does the business obtain its principal source of funds? (tick all that apply):

Commercial Bank	<input type="checkbox"/>	Credit Union	<input type="checkbox"/>	Development Bank	<input type="checkbox"/>	NGO	<input type="checkbox"/>
Family Savings	<input type="checkbox"/>	NEDCO	<input type="checkbox"/>	Micro Finance	<input type="checkbox"/>		

Other: ☐ Specify: _____

13. How many people, including yourself and any family, work in the business:

Male

Female

14. Are non-family members employed in the business? : Yes: ☐ No: ☐

a. (If yes) how many of them come from outside this municipal corporation: _____

15. Are you able to find sufficient employees with the skills necessary for the business in the local area? Yes: ☐ No: ☐

a. What skills were you required to access outside of your area?

SECTION C:

MARKET PROFILE

16. What are the main activities or sectors in which you operate? (Please tick all that apply):

Agro processing	<input type="checkbox"/>	Animal Husbandry	<input type="checkbox"/>	Cottage/light industry	<input type="checkbox"/>
Craft	<input type="checkbox"/>	Fisheries	<input type="checkbox"/>	Food & Beverage	<input type="checkbox"/>
ICT	<input type="checkbox"/>	Primary agriculture	<input type="checkbox"/>	Retail & Distribution	<input type="checkbox"/>
Services (other than retail)	<input type="checkbox"/>	Tourism:	<input type="checkbox"/>	Other:	<input type="checkbox"/>

Specify _____

17. What is the Primary market of the business

Within the Corporation	<input type="checkbox"/>	Country-wide	<input type="checkbox"/>	Regional	<input type="checkbox"/>	International	<input type="checkbox"/>
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18. Do you export? Yes: ☐ No: ☐

a. (if Yes) Your primary export market: _____

b. (if Yes) What Percent of your sales come from exports?

c. (if No) Would you like to export?: Yes: ☐ No: ☐

d. Which three Countries would be your priority?

SECTION D:

BUSINESS DEVELOPMENT

19. Have you have ever needed business support assistance and training?

Yes: ☐ No: ☐

a. (if Yes) and you have received business support assistance and training (for this business), who provided it (tick all that apply)

Self	<input type="checkbox"/>	Local Government	<input type="checkbox"/>	NGO	<input type="checkbox"/>
International Organisation	<input type="checkbox"/>	Business Support Org.	<input type="checkbox"/>	Government Ministry	<input type="checkbox"/>
University	<input type="checkbox"/>	Technical/ Vocational Inst	<input type="checkbox"/>	Internet	<input type="checkbox"/>
Other (Specify)	<input type="checkbox"/>				

b. (if Yes)What types of business support/assistance & training was received (tick all that apply)

Mentoring	<input type="checkbox"/>	Management Training	<input type="checkbox"/>	Business plan preparation	<input type="checkbox"/>
Market Information	<input type="checkbox"/>	Product Development	<input type="checkbox"/>	Agri Extension services	<input type="checkbox"/>
Market Access	<input type="checkbox"/>	Book-Keeping	<input type="checkbox"/>	Labelling / packaging	<input type="checkbox"/>
Skills Training	<input type="checkbox"/>	ICT Training	<input type="checkbox"/>	Quality Management	<input type="checkbox"/>

Other: ☐ _____

c. (if Yes) & you have not received such support, please specify what type of support you could not get:

-
- d. Are you able to access all the business support assistance you need in the (Insert municipal corporation)? Yes: ☐ No: ☐

20. How does the business keep abreast of changes and development that could affect your business? :

21. What kinds of technical assistance do you need now to grow your business?:

22. On a scale of 1-5, indicate the impact of the issues that are likely to hinder the development of your business (with 5 being the most likely):

ISSUES	Least Likely		Most Likely		
	1	2	3	4	5
Access to credit					
Access to raw materials					
Bureaucracy					
Business support services					
Corruption					
Crime					
Energy costs					
Government Regulations					
Infrastructure					
Management skills					
Market					
Marketing					
Packaging of your products					
Parking					
Price of your products					
Quality of your products					
Traffic congestion					
Transport					

23. What Government regulations do you believe hinder the growth your business? (please be as specific as you can):

24. Do you use the internet for business related purposes? Yes: ☐ No: ☐

a. (if Yes) For what business purposes do you use the internet?

25. What do you think the Central Government can do to make businesses like yours grow?

26. What do you think the (insert Name of the Local Government Authority) can do to make business like your grow?

Additional Comments from Enumerator:

Thanks for taking the time to complete this questionnaire.

8.2 TRUST IN GOVERNANCE

Ref:

Municipal		Sub division		Code		Initials	
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1.	Are you: More than 35 years <input type="checkbox"/> Less than 35 years: <input type="checkbox"/>					
2.	Gender: Male: <input type="checkbox"/> Female: <input type="checkbox"/>					
3.	What do you consider your ethnicity: African <input type="checkbox"/> East Indian <input type="checkbox"/> Mixed <input type="checkbox"/> Amerindian <input type="checkbox"/> Other <input type="checkbox"/>					
4.	Do you know the name of your local government representative	Y		N		
On a scale of 1 to 5, how strongly do you agree or disagree with the following statements, where 1 is strong disagreement and 5 is strong agreement:						
5.	I trust the central government of Trinidad and Tobago	1	2	3	4	5
6.	I trust the local government authorities in my area	1	2	3	4	5
7.	I am satisfied with the performance of my local government representative	1	2	3	4	5
8.	The local government is doing a good job	1	2	3	4	5
9.	The elected local government representatives are competent	1	2	3	4	5
10.	The local government officials are competent	1	2	3	4	5
11.	All residents of the corporation have access to the local government authorities	1	2	3	4	5
12.	Decisions by the central government authorities are normally heavily influenced by business interests	1	2	3	4	5
13.	Decisions by the central government authorities are normally heavily influenced by the ethnic group controlling the government	1	2	3	4	5
14.	Decisions by the local government authorities are normally heavily influenced by business interests	1	2	3	4	5
15.	Decisions by the local government authorities are normally heavily influenced by ethnic group controlling the corporation	1	2	3	4	5
16.	Local government authorities distort facts in their favour	1	2	3	4	5
17.	The local government authorities have effective consultations with residents in the area	1	2	3	4	5
18.	The local government authorities listen to the concerns of ordinary citizens	1	2	3	4	5
19.	The local government authorities makes decisions in a fair and transparent manner	1	2	3	4	5
20.	The local government authorities have their priorities right	1	2	3	4	5
21.	The local government authorities deliver services efficiently	1	2	3	4	5

22.	What are the issues with which you are most satisfied with the performance of your local government representatives:
23.	What are the issues with which you are least satisfied with the performance of your local government representatives:

8.3 LAEP PROFILE QUESTIONNAIRE

Municipal		Sub division		Code		Initials	
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SECTION A – GENERAL INFORMATION (To be completed by the enumerator)							
1.	Name of Key Informant						
2.	Gender of Key Informant (circle one)	M		F			
SECTION B -							
3.	Are you under 35 years of age? (circle one)	<35		>35			
4.	What do you consider your ethnicity?						
SECTION C							
5.	What factors do you believe hinder economic development in (insert the name of the local government corporation)?						
6.	What factors do you believe hinder economic development in this subdivision?						

7.	What resources do you believe this subdivision has that can be used for economic development?					
8.	What resources do you believe this subdivision has that can be used for economic development?					
SECTION D - CRIME						
9.	How serious is the impact of crime on business in the area (where 1 is lowest impact and 5 is highest impact)	1	2	3	4	5
10.	How satisfied are you with the efforts of the authority to fight crime in the area (where 1 is lowest impact and 5 is highest impact)	1	2	3	4	5
11.	Do you agree that crime in the areas is committed mainly by one ethnic group (where 1 is lowest agreement and 5 is highest agreement)	1	2	3	4	5
12.	Is praedial larceny an issue in the area (circle one)	Y		N		DK
13.	Is the police represented on local community councils or committees in the area	Y		N		DK
14.	Are there neighbourhood watches in the area?	Y		N		DK

9.0 INFORMATION SOURCES

9.1 PERSONS INTERVIEWED

9.2 SECONDARY SOURCES

- Trinidad and Tobago Atlas of Human Development 2012
- Trinidad and Tobago Census 2011 – Demographics Report Plans
- San Juan/ Laventille – Final Draft Municipal Development Plan
- National Spatial Development Strategy for Trinidad and Tobago
- CARILED Mission Report – LED In Trinidad and Tobago, March 2013
- Socio-economic Analysis (CARILED Inception Mission) Draft Report, April 2012
- Ministry of Local Government, 2009. Draft White Paper on Local Government Reform, Port of Spain, Ministry of Local Government, Government of Trinidad and Tobago.
- National report on Integrating the Management of Watershed and Coastal Areas in Trinidad and Tobago, OAS, 2001
- Building Competitive Advantage- Six Strategic Business Clusters and Enablers, Ministry of planning and Sustainable Development, July, 2012.
- Policy on Local Government Transformation and Modernisation
- Local Government Bill, 2009
- Cariled Trinidad and Tobago Mission Report by Richard Forward

9.3 WEBSITES

www.cso.gov.tt

<http://www.planning.gov.tt/sites/default/files/content/mediacentre/documents/Building-Competitive-Advantage.pdf>

<http://www.ttparliament.org/reports/p10-s3-J-20130219-JSCM-r7.pdf>

<http://www.finance.gov.tt/content/Medium-Term-Policy-Framework-2011-14.pdf>

http://cso.planning.gov.tt/sites/default/files/content/documents/Number%20of%20Business%20Establishment%20in%20Trinidad%20_%20Tobago%20by%20Corporations%202005%20-%202007.pdf

<http://www.cso.gov.tt/sites/default/files/content/images/census/TRINIDAD%20AND%20TOBAGO%202011%20Demographic%20Report.pdf>

<http://www.news.gov.tt/index.php?news=2301>

<http://www.weforum.org/reports/global-information-technology-report-2010-2011-0>

<http://www.finance.gov.tt/content/sp120201062440.pdf>

<http://travel.usnews.com/Trinidad-Tobago/Things To Do/Caroni Swamp Bird Sanctuary Trinidad 61172/>