



Municipality of Tunapuna/Piarco

**Local Area Economic Profile
(Final Report)**

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(Final Report)

Submitted to:

Permanent Secretary
Ministry of Local Government
Kent House, Maraval, Trinidad and Tobago

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Acronyms and Abbreviations

ADB	Agricultural Development Bank
CAPA	Crime and Problem Analysis Unit
CAPE	Caribbean Advanced Proficiency Examinations
CARILED	Caribbean Local Economic Development
CBIs	Community-based incubators
CBO(s)	Community-based Organisation(s)
CBTT	Central Bank
CDF	Community Development Fund
CEO	Chief Executive Officer
COSTAATT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CSEC	Caribbean Secondary Education Certificate
CSO	Central Statistical Office
CSSP	Continuous Sample Survey of the Population
ECA	Employers' Consultative Association of Trinidad and Tobago
EDB	Economic Development Board of Trinidad and Tobago
EDD	Enterprise Development Division
EIF	Enterprise Investment Fund
EMA	Environmental Management Authority
ETIIC	Entrepreneurial Training Institute and Incubation Centre
FAO	Food and Agriculture Organisation
GCE	General Certificate of Education
GEF	Global Environment Facility
GEM	Global Entrepreneurial Monitoring
GORTT	Government (of the Republic) of Trinidad and Tobago
GSB	Graduate School of Business
HDI	Human Development Index
i2i	Innovations and Inventions
IBIS	National Integrated Business Incubator System
ICT	Information and Communications Technology
IT	Information Technology

IDB	Inter-American Development Bank
IFF	Innovation Financing Facility
INHDI	Inequality-adjusted National Human Development Index
LAEP	Local Area Economic Profile
LARPDU	Local Area and Regional Planning and Development Unit
LED	Local Economic Development
LEDO	Local Economic Development Officer
LEDU	Local Economic Development Units
LSA	Land Settlement Agency
MCD	Ministry of Community Development, Culture and the Arts
MDP	Municipal Development Plan
MEL	Micro Enterprise Loan
MIC	The Metal Industries Company
MOLSED	Ministry of Labour and Small Enterprise Development
MOUs	Memorandum of Understanding
MPI	Multidimensional Poverty Index
MSE	Micro and Small Enterprise
MSMEs	Micro-, Small- and Medium-Sized Enterprises
MTI	Ministry of Trade and Industry
MTPF	National Medium Term Policy Framework
MuST	Multi Sector Skills Training
MW	Megawatt
NEDCO	National Entrepreneurship Development Company Limited
NGO(s)	Non-government Organisation(s)
NHDI	National Human Development Index
NSDS	National Spatial Development Strategy for Trinidad and Tobago
PPP	Public Private Partnership
R&D	Research and Development
RDF	Research and Development Fund
SAC	Stakeholder Advisory Council
SMEs	Small and Medium Enterprises
TCPD	Town and Country Planning Division
TEA	Total Early Stage Entrepreneurial Activity
THA	Tobago House of Assembly
TPRC	Tunapuna/Piarco Regional Corporation
TTBS	Trinidad and Tobago Bureau of Standards
TTD	Trinidad and Tobago Dollars

TTMF	Trinidad and Tobago Manufacturers Association
TTPost	Trinidad and Tobago Postal Corporation Limited
TVET	Technical-Vocational Education and Training
UNDP	United Nations Development Programme
USC	University of the Southern Caribbean
USD	United States Dollars
UTT	University of Trinidad and Tobago
UWI	The University of the West Indies
WASA	Water and Sewerage Authority
YBI	Youth Business International
YBTT	Youth Business Trinidad and Tobago

Chapter 1

Introduction

The Local Area Economic Profile (LAEP) for the Municipality of Tunapuna/Piarco¹ was developed with a view to build on the existing Municipal Development Plan and to introduce the Tunapuna/Piarco Regional Corporation² to the Local Economic Development (LED) approach. The LED approach was introduced to Trinidad and Tobago by the Federation of Canadian Municipalities through its Caribbean Local Economic Development (CARILED) programme in collaboration with the Caribbean Forum of Local Government Ministers, the Caribbean Association of Local Government Authorities and the Commonwealth Local Government Forum.

The LED approach aims not only to *enhance the economic capacity of a local area for the purpose of improving living conditions but also strives to develop a business-friendly environment in which micro-, small- and medium-sized enterprises (MSMEs) could prosper*. This approach has been advocated by the Local Area and Regional Planning and Development Unit (LARPDU) since it creates a framework through which local government, the not-for-profit sectors, the private sector and the local community could work together to improve the local economy. It also provides opportunities for enhancing local competitiveness and encouraging a growth that is sustainable and inclusive.³

The preparation of the Tunapuna/Piarco LAEP is the step leading to the development of the Tunapuna/Piarco LED Strategy and the implementation of activities geared towards sustainable local economic development. The profile is meant to provide a baseline of local conditions and an understanding of the external and national context for economic development of the area and its people.

The profile for the Municipality of Tunapuna/Piarco was developed with the aid of quantitative and qualitative methodologies utilised in the LED approach, which captured vital information from a range of stakeholders in the Municipality. The methodologies consisted of the following:

- A review of secondary data for the Municipality including its Municipal Development Plan, the Municipal Investment Plan and the National Medium Term Policy Framework 2011-2014;

¹ Municipality of Tunapuna/Piarco (also called the Regional Municipality of Tunapuna/Piarco) refers to the geographic area (whose boundaries are applied under Section 4 of the Municipal Corporation Act (Act No. 21 of 1990).

² Tunapuna/Piarco Regional Corporation means the body corporate constituted by the Chairman, Aldermen, Councilors and electors of Regional Municipality of Tunapuna/Piarco to which the Municipal Corporation Act (Act No. 21 of 1990) applies.

³ <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,menuPK:341145~pagePK:149018~piPK:149093~theSitePK:341139,00.html>

- Capacity Workshops to train and sensitise the Local Economic Development Officer (LEDO) about the approach to preparing a LAEP;
- The conduct of a survey of MSMEs (120 enterprises);
- The conduct of discussions with the Chairman and the Municipal Council to glean useful insights into opportunities for LED within the communities of Tunapuna/Piarco;
- The conduct of focus group discussions with micro, small and medium entrepreneurs;
- The conduct of interviews with the State Agencies, Private Sector Agencies and non-government organisations (NGOs);
- An analysis of collected data including identification of strengths, weaknesses, opportunities and threats to overall socioeconomic development and MSME development in the Municipality; and
- Preparation of a local economic profile for Tunapuna/Piarco.

1.1 Limitations of the Study

The assistance of National Entrepreneurship Development Company Limited (NEDCO) was sought in the conduct of focus group discussions in this municipality and other Group B Municipalities. Focus groups were held at the Tunapuna Office. However, the political climate due mainly to the upcoming General Election limited that the conduct of the study particularly interaction with MSME stakeholders and the conduct of the survey.

1.2 Content of the Tunapuna/Piarco Local Area Economic Profile

The Profile consists of the following chapters:

1. Chapter One: Introduction
2. Chapter Two: Area Information and Demographics
3. Chapter Three: Natural Resources of Economic Importance
4. Chapter Four: Physical and Social Assets
5. Chapter Five: The Area Economy
6. Chapter Six: Profiling MSME Sector of Tunapuna/Piarco
7. Chapter Seven: Local Governance in Tunapuna/Piarco
8. Chapter Eight: Conclusion and Recommendations

Chapter 2

Area Information and Demography

2.1 Location

The Municipality of Tunapuna/Piarco is located in north-central Trinidad, between the municipalities of Sangre Grande and San Juan/Laventille to its east and west, respectively; and by the Borough of Chaguanas and Municipality of Couva/Tabaquite/Talparo to the south. The municipality is bounded to the north by the Caribbean Sea. The Borough of Arima is enclosed within Tunapuna/Piarco.

Tunapuna/Piarco covers 527.2 square kilometres and includes the central and eastern portions of the East-West corridor, from Champ Fleur and Mount Hope in the west to Wallerfield in the east exclusive of the Borough of Arima. According to Central Statistical Office (CSO), there are 70 communities in the municipality including the communities south of the Caroni River; to the south by the north bank of the Caroni, El Carmen Road, the Guayamare River, Mon Plasir Branch Trace, the Southern Main Road, the Cunupia Railway Station Road and Munroe; and to the west by the Uriah Butler Highway, the ward of Tacarigua, the ward of Blanchisseuse and the Yarra River (Figure 2.1). The Municipal Development Plan of 2010 noted the Town of Tunapuna as the regional centre, with Trincity and Wallerfield as sub-regional centres; and Arouca, Cunupia, Curepe, St. Augustine and St. Helena as district centres.

However the Municipality is also divided along political (electoral) boundaries into 15 Electoral Districts, namely: 1) Caura/Paradise/Tacarigua; 2) Curepe/Pasea; 3) D'Abadie/Carapo; 4) Auzonville/Tunapuna; 5) Blanchisseuse/Santa Rosa; 6) St. Augustine South/Piarco/St. Helena; 7) Macoya/Trincity; 8) La Florissante/ Cleaver; 9) Wallerfield/La Horquetta; 10) Valsayn/St. Joseph; 11) Maracas/Santa Margarita; 12) Bon Air/Arouca/Cane Farm; 13) Kelly Village/Warrenville; 14) Mausica/Maloney; and 15) Five Rivers/Lopinot.

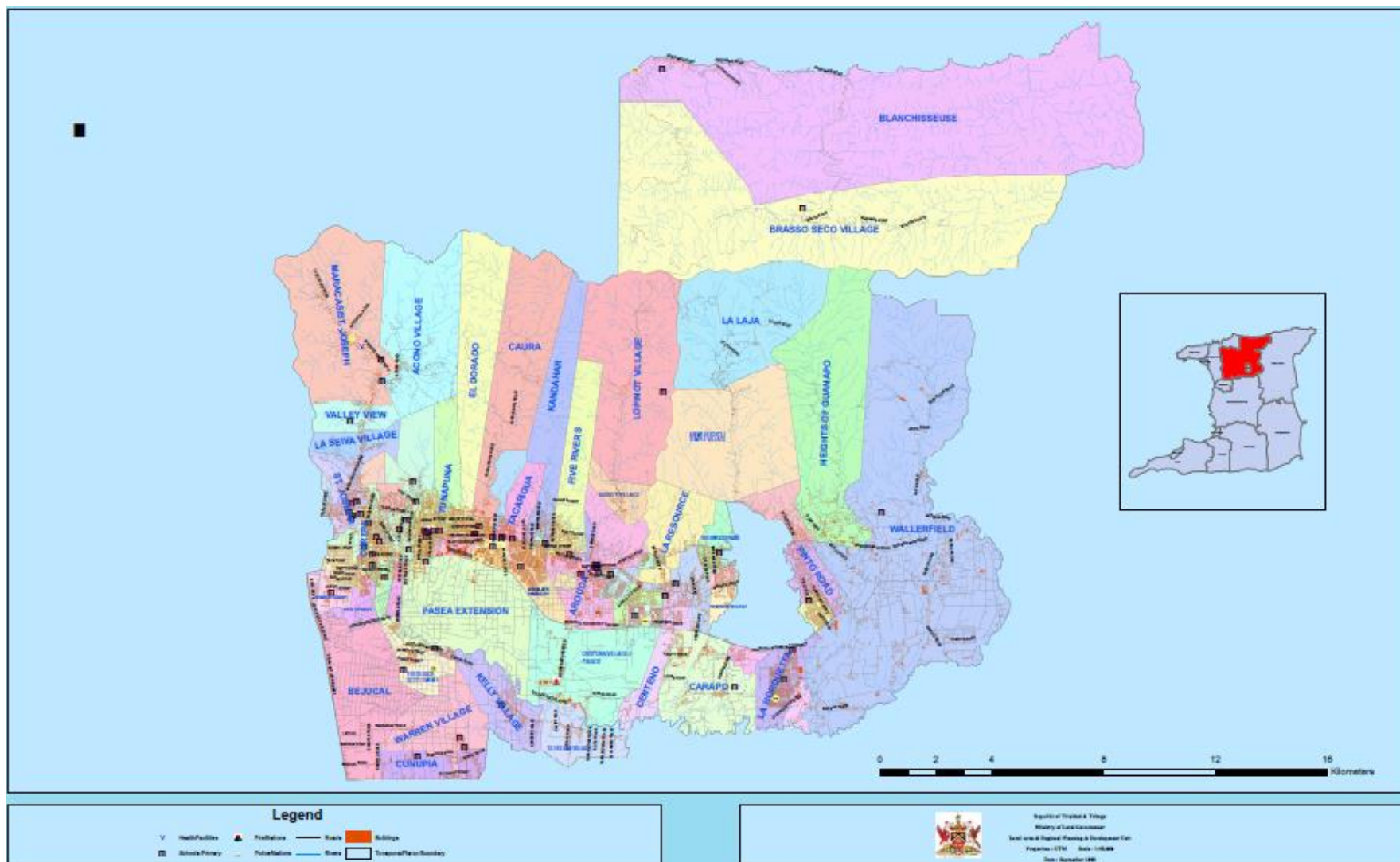


Figure 2.1: Location of the Municipality of Tunapuna/Piarco Illustrating the Distribution of Communities

2.2 Geography

The geography of Tunapuna/Piarco is dominated by the Northern Range and as such the average elevation is between 457 and 610 metres. The natural drainage channels on the northern side of the Range are steep, narrow, gorge-like valleys through which the Yarra, Madamas and Marianne Rivers among other flow. Southern Tunapuna/Piarco falls within the Northern Basin which extends from the foothills of the Northern Range to the foothills of the Central Range and comprises the floodplains and alluvial flats of Caroni River and the Northern Terraces.

Trinidad has two easily distinguishable seasons; a dry and wet season. Because the climate of Trinidad does not vary much spatially, the Municipality of Tunapuna/Piarco also has a tropical climate with two distinct seasons due to its proximity to the equator. The dry season, the period from January to May, is characterised by a tropical maritime climate with moderate to strong low level winds, warm days, cool nights and showers due to daytime convection. A modified moist equatorial climate characterized by low wind speeds, hot humid days and nights, a marked increase in rainfall which results mostly from migrating and latitudinal shifting equatorial weather systems, symbolizes the wet season during June to December. Trinidad's geographical location puts it on the southern periphery of the North Atlantic hurricane basin.

Although the wet season is generally warmer than the dry season, Trinidad and Tobago's daily temperature cycle is more pronounced than its seasonal cycle. The long term mean (1971 - 2000) annual maximum and minimum temperatures are 31.3 °C and 22.7 °C respectively with a mean daily temperature of 26.5 °C. Trinidad's rainfall pattern displays a distinct bi-modal behaviour with June and November rainfall season maxima. Trinidad's primary rainfall mode occurs in June.

2.3 Population and Demography

2.3.1 Population and Household Size

According to the 2011 Population and Housing Census, the population of Tunapuna/Piarco stood at 215,119 persons, representing some 16.2 percent of the national population of 1,328,019 persons. Between 2000 and 2011, the population of Tunapuna/Piarco grew moderately by 5.5 percent. The population is almost equally distributed in terms of gender, with a female population of 108,415 (50.4%) and a male population of 106,704 (49.6%).

The 2011 census revealed that an average of 3.3 persons lived in the 64,176 recorded private households in the region. The number of households in Tobago increased by 16.2 percent, which is comparable to the growth in the number of households observed in Trinidad (16.1%). The faster rate of household increase relative to the rate of population increase resulted in a decline in the size of the average household since the 2000 Census of 0.4 persons, down from 3.6 persons per household (Table 2.1).

Table 2.1: Changes in Non-institutional Population and Household Characteristics in Trinidad and Tobago and Tunapuna/Piarco, 2000-2011

Country/ Region	Non-Institutional Population		Number of Occupied Private Households		Average Household Size		Average Annual Rate of Growth in Population	Average Annual Rate of Growth In Households
	2011	2000	2011	2000	2011	2000	2000-2011	2000-2011
Trinidad and Tobago	1,322,546	1,250,652	401,382	343,180	3.3	3.6	0.5%	1.5%
Trinidad	1,261,812	1,197,426	381,257	328,000	3.3	3.7	0.5%	1.4%
Tunapuna/Piarco	212,825	199,939	64,176	55,206	3.3	3.6	0.6%	1.4%

Source: CSO 2011 Population and Housing Census

2.3.2 Population Density

In 2011, the region of Tunapuna/Piarco was the eighth most densely populated area of Trinidad and Tobago with a density of 422 persons per square kilometre (Table 2). The region's population density is higher than the national average of 259 person per square kilometre and is due to 16.2% of the national population existing in a land area that occupies 9.9% of the total land area of Trinidad and Tobago. As it's slightly population rose, the population density of the region increased correspondingly from 400 persons per square kilometre in 2000. From 2000 to 2011, the region maintained its population density position relative to the other corporations. The population of the Municipality is concentrated in a strip along the East West Corridor, from Champ Fleur in the west to Santa Rosa in the East. However, the majority of the Municipality's area displays low density, mainly in the districts occupying Northern Range and in areas of the Caroni plains such as Wallerfield, Bejucal, etc.

Table 2.2: Population Density of the Tunapuna/Piarco in 2000 and 2011

Year	Density (Per Sq. km)	Population
2000	400	203,975
2011	422	215,119

2.3.3 Age Profile and Dependency

Figure 2.2 shows the region's age and sex pyramids for 2000 and 2011, reflecting the changing structure of the population over time. The 2011 pyramids for both the male and female population show growth in the youngest age group (0-4 years). A similar widening of the older age groups is also noted and reflects an aging population.

The population of the Tunapuna/Piarco is relatively young, with slightly more than half of the population (53.2%) under 35 years of which 21.3 percent is between 0 and 15 years. The age group between 10 and 19 years, the majority of whom make up the secondary school age population, accounts for 14.2 percent of the region's population. Persons, 65 years and older, made up 8.7 percent of the total population (Figure 2.2).

The population of dependent groups (all persons aged 0-14 years and 65+ years) decreased from 30.6 percent of the total population in 2000 to 28.7 percent in 2011. Conversely, the working-age

population (persons between 15 and 64 years) increased from 69.4 percent in 2000 to 71.2 percent in 2011.

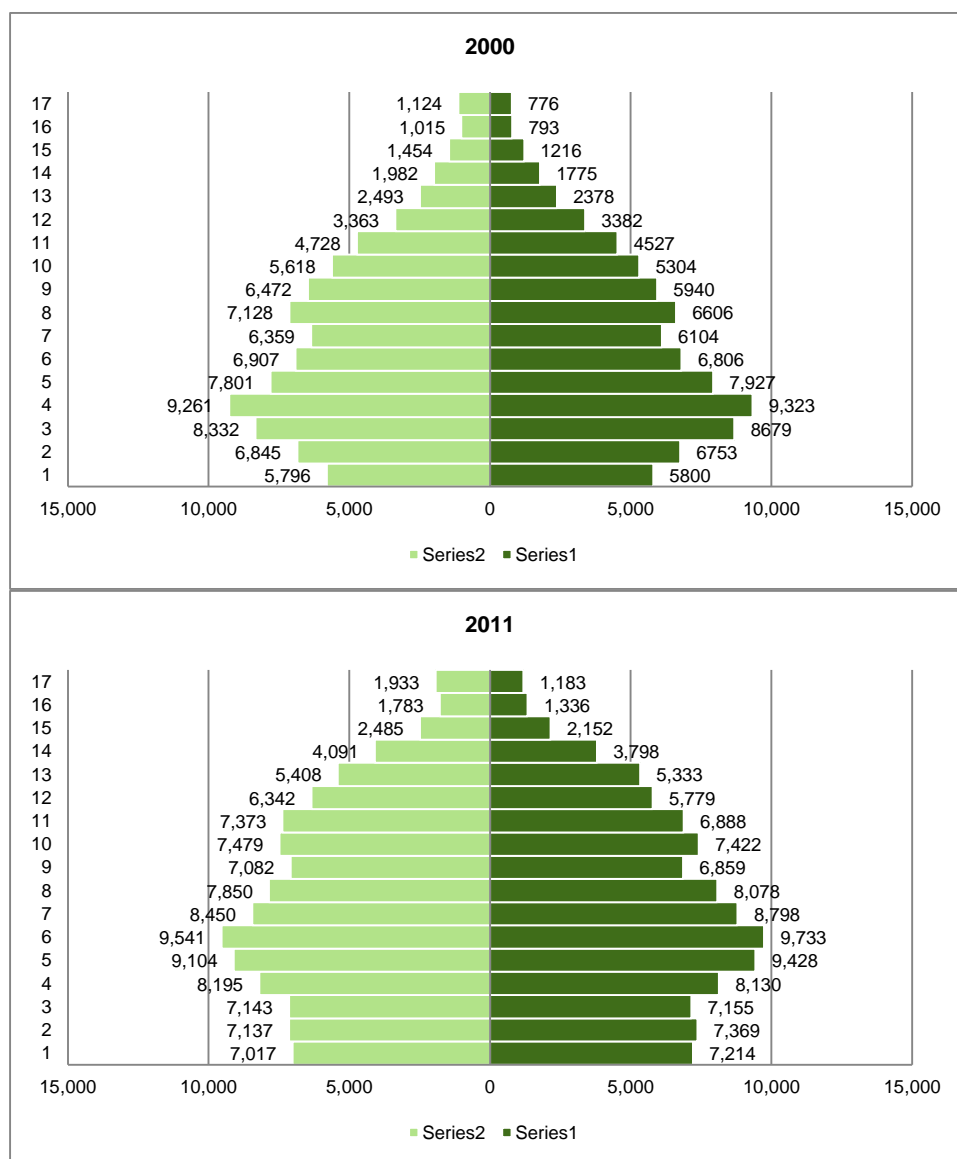


Figure 2.2: Age/Sex Composition of the Population of Tunapuna/Piarco, 2000, 2011

The age dependency ratio (the ratio of the population between 0 and 14 years and 65+ years to the working- age population, between 15 and 65 years) for the region in 2011 stood at 40.3 percent; below the national ratio of 41.9 percent and this was due primarily to the increased working class population. This ratio represents an improvement compared to the 2000 figure of 43.6 percent. The child dependency ratio in 2011 was estimated at 28.1 percent, and elderly dependency at 12.2 percent.

2.3.4 Ethnicity

Trinidad and Tobago, as a country, is a plural society and as such the Municipality of Tunapuna/ Piarco population is diverse in terms of ethnic composition (Table 2.3). Africans and East Indians, with 31.6 and 27.5 percent of the total population respectively, are the predominant ethnic groups, followed by the 'Mixed- Other' group which made up 19.2 percent and 'Mixed- African/ East Indian' group, which account for 6.6 percent (Figure 2.3).

Table 2.3: Percentage Distribution of Total Population of Tunapuna/ Piarco by Ethnic Group, 2011

Ethnic Group	%
African	31.6
Caucasian	0.3
Chinese	0.2
East Indian	27.5
Indigenous	0.1
Mixed - African/ East Indian	6.6
Mixed - Other	19.2
Portuguese	0.0
Syrian/ Lebanese	0.0
Other Ethnic group	0.2
Not stated	14.3

Source: CSO 2011 Population and Housing Census

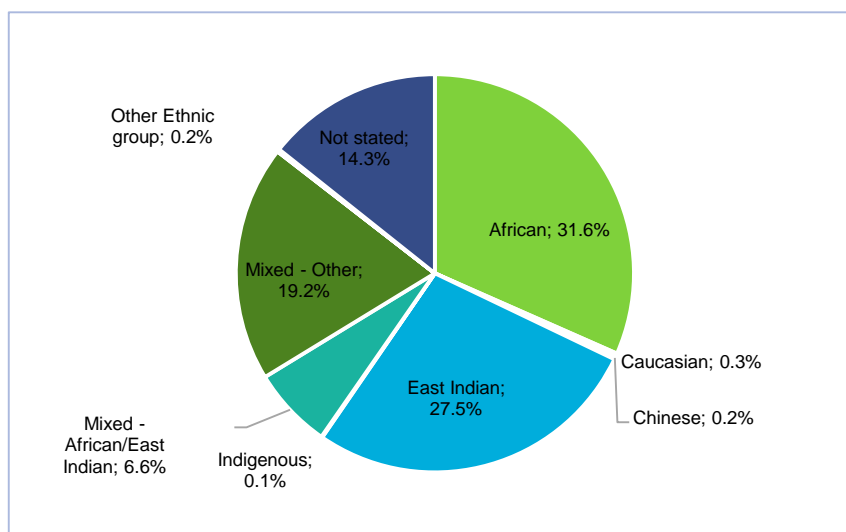


Figure 2.3: Ethnic Composition of Tunapuna/Piarco's Population

2.3.5 Religious Affiliation

In 2011, Roman Catholic was the largest single religious grouping in the Municipality of Tunapuna/ Piarco (25% of the population), followed by Hinduism (14.1%), Pentecostal/Evangelical/Full Gospel (10.8%), Anglican (5.7%) and Islam (4%). Interestingly, the groupings 'Other' and 'Not Stated' constituted a significant proportion of the population. Table 2.4 gives a distribution of the population by religious affiliations based on the 2011 Population and Housing Census, while Figure 2.4 shows the distribution of the population for the religious groupings.

Table 2.4: Percentage Distribution of Tunapuna/Piarco's Total Population by Religious Affiliation, 2011

Religious Group	%
Anglican	5.7
Baptist-Spiritual Shouter	3.6
Baptist-Other	0.4
Hinduism	14.1
Islam	4.0
Jehovah's Witness	1.5
Methodist	0.5
Moravian	0.1
Orisha	0.8
Pentecostal/ Evangelical / Full Gospel	10.8
Presbyterian/ Congregational	1.7
Rastafarian	0.2
Roman Catholic	25.0
Seventh Day Adventist	3.7
Other	6.7
None	2.1
Not Stated	19.3

Source: CSO 2011 Population and Housing Census

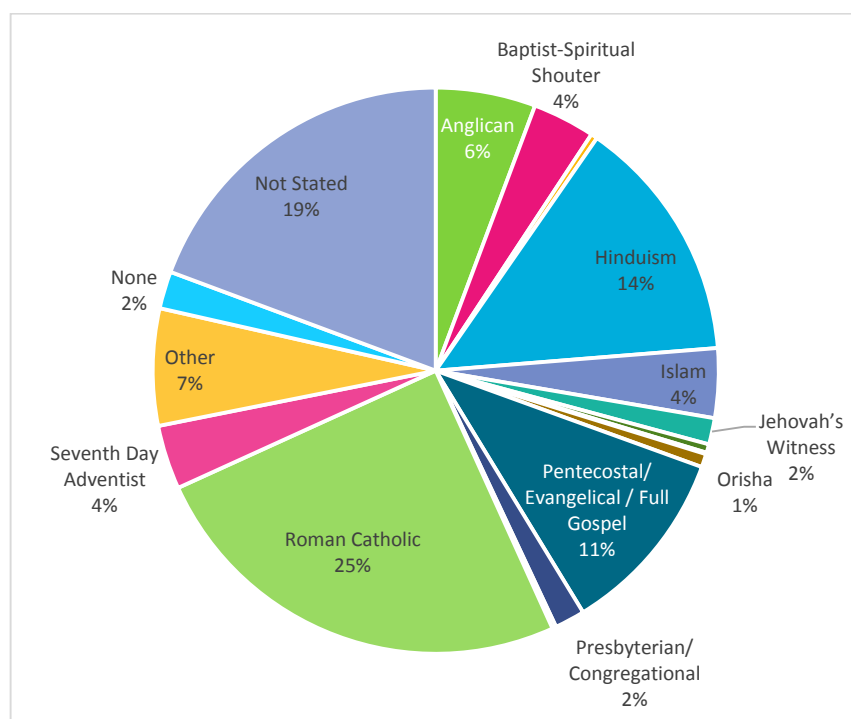


Figure 2.4: Religious Affiliation of Tunapuna/Piarco, 2011

2.4 Educational Attainment

According to the 2011 Census, 27 percent of Tunapuna/Piarco's population had attained primary-level education which is higher than the national figure of 29.8 (Figure 2.5). Forty three percent of population of Tunapuna/Piarco had attained secondary and post-secondary, making it 1.1 percent lower than observed with the national population. Tertiary non-university level educational attainment stood at 7.0 percent and 11.1 percent for those who attained tertiary university-level education. Males outnumbered males up to the primary and secondary levels. However, the number of females who attained tertiary level education was greater than the number of males. Table 2.5 shows the educational attainment of the Tunapuna/Piarco population by age group.

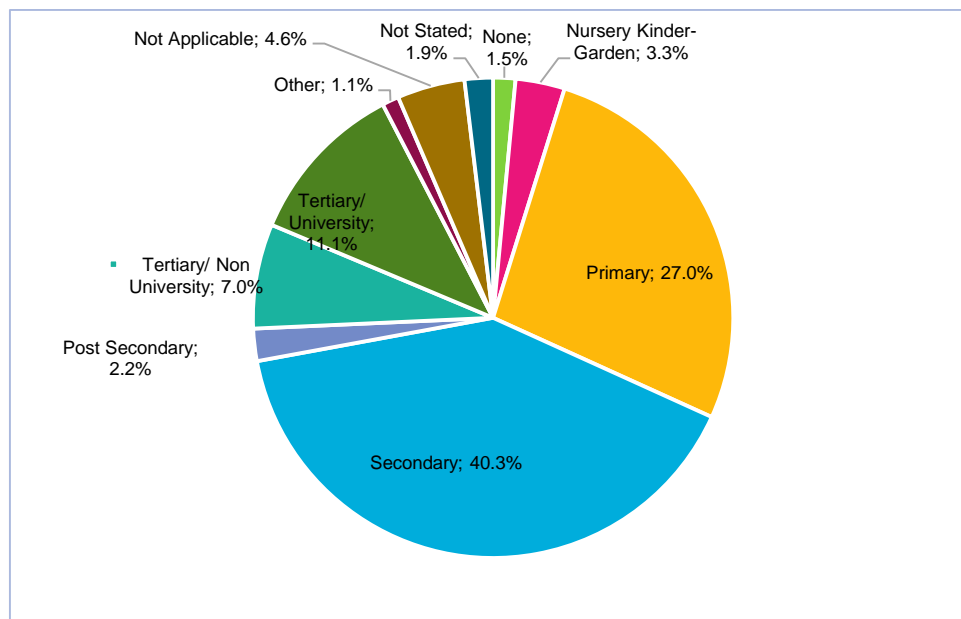


Figure 2.5: Non-Institutional Population of Tunapuna/ Piarco by Educational Attainment

Source: CSO Population and Housing Census, 2011

Table 2.5: Non-Institutional Population of Tunapuna/Piarco by Age Group and Educational Attainment

Age	Total	None	Nursery/ Kindergarten	Primary	Secondary	Post- Secondary	Tertiary/ Non University	Tertiary/ University	Other	Not Applicable	Not Stated
Tunapuna/ Piarco	212,825	3,196	7,062	57,377	85,825	4,631	14,989	23,581	2,404	9,701	4,058
0 – 4	14,222	-	4,369	153	-	-	-	-	-	9,701	-
5 - 9	14,471	500	1,711	12,043	-	-	-	-	-	-	217
10 - 14	14,227	221	584	7,100	6,172	-	-	-	-	-	150
15 - 19	16,139	110	73	1,367	11,611	627	994	1,038	159	-	159
20 - 24	18,224	150	48	938	10,073	586	2,280	3,627	271	-	250
25 – 29	18,935	190	40	1,955	9,613	453	2,380	3,675	308	-	321
30 – 34	17,007	225	14	1,940	8,406	453	2,315	3,018	294	-	343
35 - 39	15,728	161	14	1,801	8,373	439	1,697	2,702	229	-	313
40 - 44	13,776	174	18	2,230	7,460	318	1,183	1,890	204	-	301
45 - 49	14,761	216	24	3,561	7,001	370	1,127	1,942	209	-	311
50 - 54	14,167	182	36	5,134	4,996	352	994	1,861	225	-	386
55 - 59	12,070	176	35	4,783	4,057	349	799	1,407	154	-	308
60 - 64	10,666	173	25	4,677	3,434	316	551	1,046	149	-	294
65 - 69	7,845	157	27	3,685	2,435	184	345	688	98	-	227
70 - 74	4,595	162	16	2,577	1,038	79	166	353	41	-	164
75 -79	3,072	167	8	1,701	672	59	81	225	26	-	133
80+	2,918	231	20	1,734	485	44	76	109	36	-	181

Source: CSO Population and Housing Census, 2011

A look at the highest qualification attained by Tunapuna/Piarco's population showed that some 43.7 percent of those 15 years or older had no qualifications. This group would also include some persons who may not have written examinations to receive certification. Table 2.6 shows that 3.1 percent indicated that their highest qualification attained was school leaving certificate, with another 1.8 percent reporting that they attained CXC Basic as their highest qualification.

Almost one fifth of the population (19.2%) attained GCE 'O' level/CXC General or 'A' Levels as their highest educational qualification, while 8.3 percent were granted Diplomas, Associate Degrees or Equivalent Certification. Another 6.1 percent would have achieved, either a Bachelor's degree, Post Graduate Diploma/Professional Qualification or a Master's degree. Some 0.3 percent of the population 15 years and older earned doctorate degrees. More women attained Bachelors and Masters than their male counterparts. This can be seen in Table 2.6.

Table 2.6: Non-Institutional Population of Tunapuna/Piarco by Age Group and Highest Educational Attainment

	Tunapuna/Piarco		Female Population		Male Population	
	No of Persons	% of Population	No of Persons	% of Population	No of Persons	% of Population
Total	212,825	100.0	108,030	100.0	104,795	100.0
None	92,953	43.7	44,843	41.5	48,110	45.9
School Leaving Certification	6,519	3.1	3,491	3.2	3,028	2.9
CXC Basic	3,835	1.8	1,943	1.8	1,892	1.8
GCE 'O'/CXC Gen/SC	36,704	17.2	19,934	18.5	16,770	16.0
GCE "A"/ CAPE/ HSC	4,315	2.0	2,474	2.3	1,842	1.8
Diploma or Equivalent Certificate of Achievement	13,248	6.2	7,143	6.6	6,105	5.8
Associate Degree Higher Diploma	4,470	2.1	2,585	2.4	1,885	1.8
Bachelor Degree	8,609	4.0	4,981	4.6	3,628	3.5
Master Degree	3,025	1.4	1,688	1.6	1,336	1.3
Post Graduate Diploma/ Professional Qualification	1,553	0.7	807	0.7	746	0.7
Doctorate	617	0.3	233	0.2	384	0.4
Other	1,204	0.6	573	0.5	632	0.6
Not Stated	35,772	16.8	17,335	16.0	18,438	17.6

Source: CSO Population and Housing Census, 2011

About 53 percent of persons in the age groups 20-24 years to 40-44 years had qualifications of CXC/GCE 'O' levels and above. About 57 percent of the population in the 20-24 age grouping had obtained CXC/GCE "O" level passes and above, demonstrating higher levels of educational qualification compared to the older age groups. Further, as much as 31 percent of the population within the age group of 15-19 years to the 54-59 years reported that they did not have any certification, thereby placing them in a "low skill trap" where they are not likely to participate in certification programmes on their own unless motivated to do so.

2.5 Living Conditions in Tunapuna/Piarco

The United Nations Development Programme (UNDP)/CSO Trinidad and Tobago Human Development Atlas notes, “*Giving people the choice to enjoy a long and healthy life; being educated; having access to resources that enable one to live in dignity; and being able to participate in decisions that affect one’s community are core capacities for human development.*” The National Human Development Index (NHDI), developed by CSO is based on Human Development Index (HDI) developed by UNDP and measures the level of human development of Trinidad and Tobago and its sub-regions, using three basic dimensions of human development – a long and healthy life, knowledge, and a decent standard of living. Figure 2.6 shows the NHDI for the various regions within the country. Tunapuna/Piarco was ranked below the national average NHDI with an NHDI at 0.66. Measurement of the Inequality-adjusted NHDI (INHDI)⁴ ranked Tunapuna/Piarco as average in the country with respect to human development with a value of 0.577 (Figure 2.7). Tunapuna/Piarco was average with regard to the dimensions of health and education. However for the income INHDI dimension, Tunapuna/Piarco was ranked medium-high.

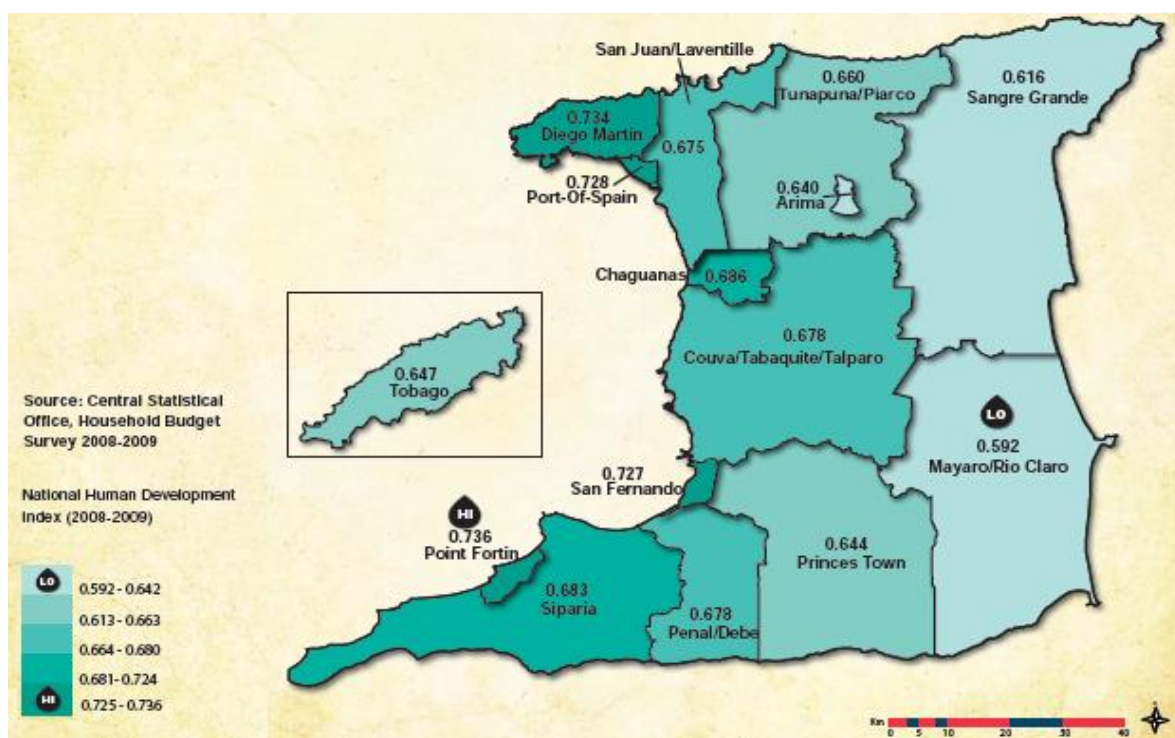


Figure 2.6: National Human development Index 2008/2009 by Administrative Regions

Source: Trinidad and Tobago Human Development Profile, 2012

⁴ Trinidad and Tobago Human Development Profile, 2012. Web site source:
http://www.planning.gov.tt/sites/default/files/content/mediacentre/documents/Human_Development_Atlas.pdf.

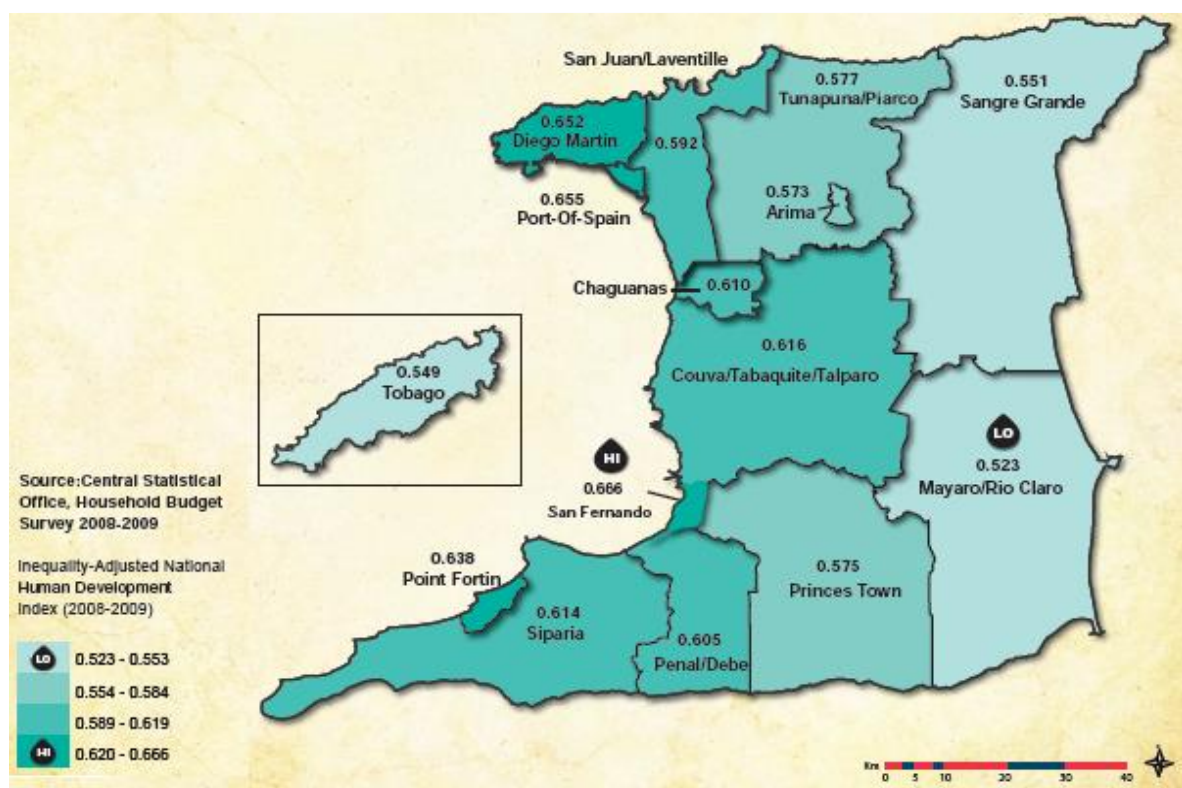


Figure 2.7: Inequality-adjusted National Human development Index 2008/2009 by Administrative Regions
Source: Trinidad and Tobago Human Development Profile, 2012

Table 2.7 presents statistics highlighting living conditions in Tunapuna/Piarco taken from the Trinidad and Tobago Human Development Atlas. The Atlas provided information on the NHD and its dimension indicators which were disaggregated at the sub-regional level to compare levels and disparities among different sub-populations within the country. Data from the Atlas highlight the following:

- Tunapuna/Piarco had a higher than average household income per capita per annum.
- Tunapuna/Piarco, with an education attainment rate of 79.1 percent for both females and males between the ages of 6 and 16 years, was among the bottom three regions with low education attainment rate. However the Municipality had a slightly higher than average educational attainment rate (67.4%) for persons above 17 years and older who have attained secondary level education and higher.
- Tunapuna/Piarco scored slightly lower than average in the gender inequality index indicating that gender inequalities was slightly lower in Tunapuna/Piarco compared to other regions in the country.
- Tunapuna/Piarco had an average Multidimensional Poverty Index (MPI), indicating a comparable incidence and intensity of poverty compared to the national average index
- The occurrence of adolescent births in the region was comparable to the national average of adolescent births
- Tunapuna/Piarco had the fifth highest female labour force participation rate in the country (52.8%).

- Tunapuna/Piarco recorded the second highest life expectancy, higher than the national average of 73.2 years for both sexes; 70.2 years for males; and 76.5 years for females. However, Tunapuna/Piarco has a relatively high incidence of chronic diseases of 22.8 percent.
- Consumption of iodized salt was above the average in Tunapuna/Piarco, indicating that children from the island were at low risk of iodine deficiency disorder, which in turn can decrease susceptibility to miscarriages and still births.
- The region recorded the fourth highest population percentage without adequate sanitation facilities,⁵ with 8.7 percent of its households.⁶

Table 2.7: Various Statistics on Living Conditions in Tunapuna/Piarco

Indicators	Value	Rank and Rating out of the Country's 15 Administrative Regions
Total population, 2011	215,119	15 th (high)
National human development index, 2010	0.66	6 th (low-medium)
Population having chronic illnesses ⁷ , 2008/2009 (%)	22.8	9 th (medium-high)
Primary and secondary educational attainment rate ⁸ , 2008/2009 (%)	79.1	13 th (low)
Secondary and higher educational attainment rate ages 17 and above, 2008/2009 (%)	67.4	10 th (medium-high)
Household income per capita (TTD/USD)	28,650/ 6,214	9 th (medium-high)
Inequality-adjusted national human development index, 2010	0.577	6 th (low-medium)
Gender inequality index, 2010	0.329	5 th (low-medium)
Adolescent fertility rate ⁹ , 2010	42.2	8 th (medium-high)
Multidimensional poverty index (MPI), 2006	0.015	7 th (low-medium)
Intensity of multidimensional poverty, 2006 (%)	26.3	9 th (medium-high)
Incidence of multidimensional poverty, 2006 (%)	5.9	8 th (medium-high)
Life expectancy at birth, 2010 (years)	75.5	2 nd (high)
Households in which a child died, 2006 (%)	3.1	5 th (low-medium)
Population without electricity, 2006 (%)	2.5	9 th (medium-high)
Population access to without clean drinking water, 2006 (%)	1.4	6 th (low-medium)
Population access to without improved sanitation ¹⁰ , 2006 (%)	8.7	4 th (medium high)
Population not consuming iodised salt (%)	60.1	5 th (low-medium)
Labour force population – male (%)	70.3	13 th (low)
Labour force population – female (%)	52.8	5 th (medium-high)

Source: Trinidad and Tobago Human Development Profile, 2012

⁵ Trinidad and Tobago Human Development Profile, 2012. Web site source:

http://www.planning.gov.tt/sites/default/files/content/mediacentre/documents/Human_Development_Atlas.pdf.

⁶ Antidotal evidence suggests that this situation may have greatly improved over the last eight years.

⁷ The chronic illnesses include: Heart Disease, Cancer, HIV/AIDS, Lupus, Kidney Disease, Sickle Cell Anemia, Lung Disease, Epilepsy, Neurological Disorder, and Clinical Mental Disease.

⁸ Primary and secondary educational attainment rate refers to the percentage of children between ages 6-16 who have attained primary or secondary school level of education.

⁹ Number of birth among women 15-19 years per 1,000 women (CSO: Population, Social and Vital Statistics Division 2010)

¹⁰ Population without Access to improved Sanitation Facilities (2006) Population without access to improved sanitation facilities refers to the proportion of the population with sanitation facilities that are not improved or sanitation facilities which are improved but shared with other house-holds (the toilet is shared) (Ministry of the People and Social Development, Multiple Indicator Cluster Survey III, 2006). Improved sanitation facilities for excreta disposal are the followings: flush or pour-flush to a piped sewer system, septic tank, or latrine; ventilated improved pit (VIP) latrine and pit latrine with slab.

2.6 Crime

The Human Development Atlas acknowledges that *“Crime and Violence continues to be one of the most critical areas that need to be addressed in the context of national development. Economic growth and meaningful democracy will not be possible unless crime and violence is brought under control and all citizens can feel safe and secure.”*

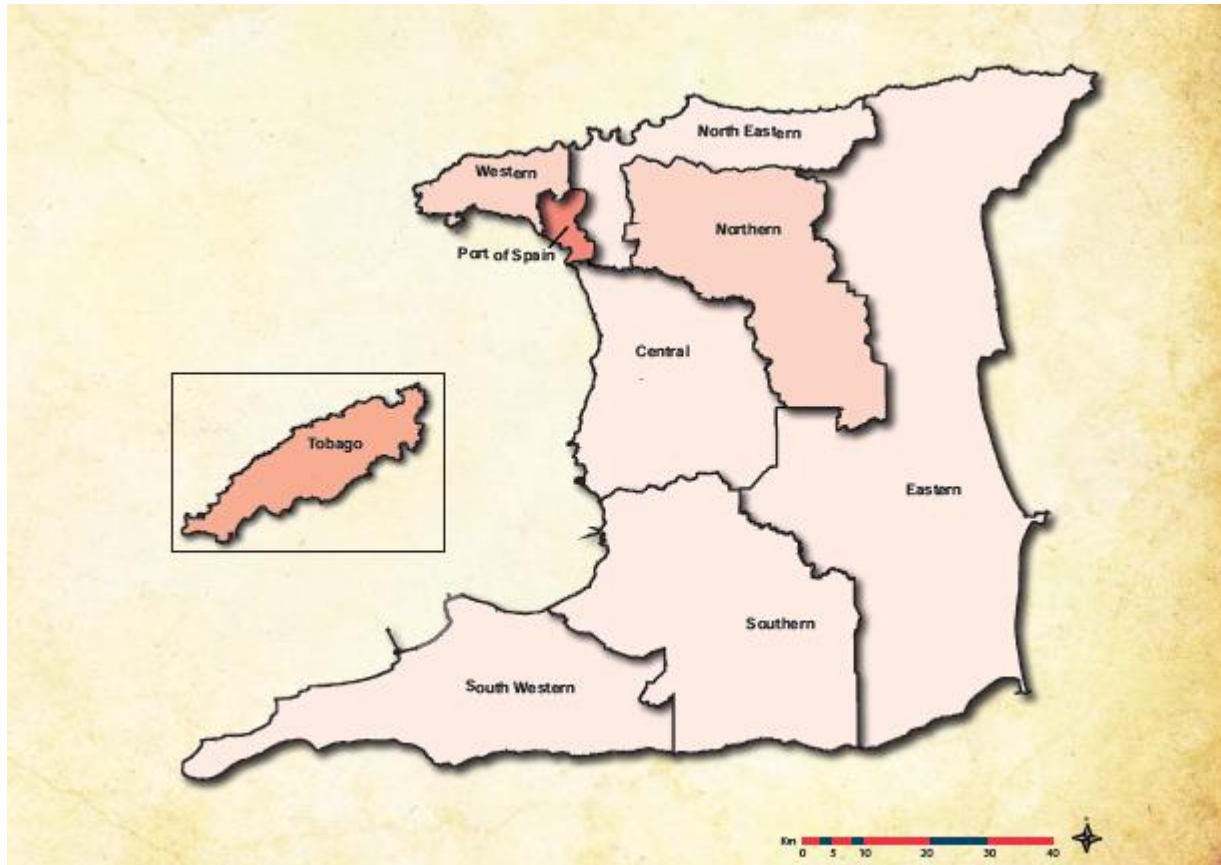


Figure 2.8: Police Divisions of Trinidad and Tobago

The Municipality of Tunapuna/Piarco is policed by the situated within the Northern Police Division (Figure 2.8). The 2010 Citizen Security Survey showed that in northern region, compared to all other areas, had the lowest percentage of victims of crime (28.3%) within the last 10 years and persons reporting that crime was a problem in their community (52.4%). Twenty two percent of the northern region's respondents indicated that there was a gang in their neighbourhood. Residents also did not feel safe and this was reflected in the survey by a low number of persons who felt very secure (2.6%). However, more than half of respondents felt fearful in the last year about the possibility of becoming a victim of crime (59%) and didn't have much confidence in the police services to effectively controlling the crime problem in the country (52.4%).

According to statistics on crime and violence in the various police divisions compiled by the Crime and Problem Analysis Unit (CAPA) of the Trinidad and Tobago Police Service, the northern police division had the second highest level of reported serious crime per 100,000 persons in the country. It was less

than half the number reported in Port-of-Spain Division which had the highest reported level of serious crime (4,800.5 reports).

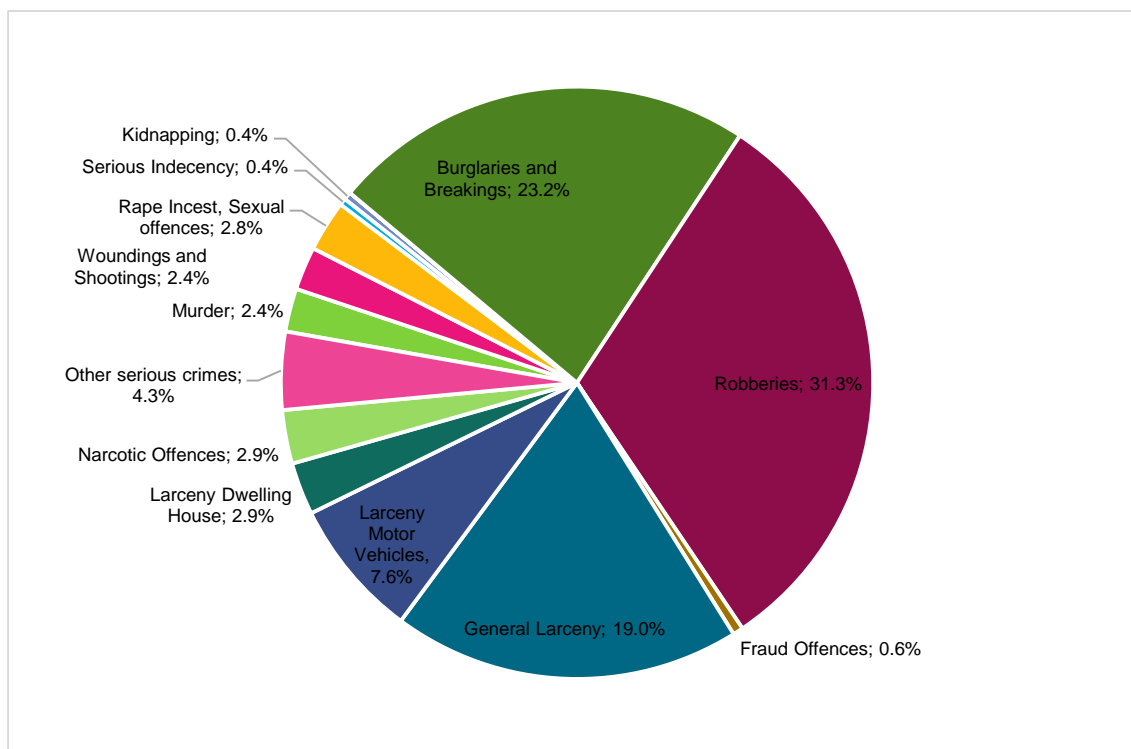


Figure 2.9: Share of Serious Crimes by the Type of Crime in Northern Police Division, 2010

Source: Trinidad and Tobago Human Development Profile, 2012

The serious crimes of major concern included burglaries and break-ins, general larceny and robberies, with 466.1, 382.1 and 628.9 reported cases per 100,000 persons, respectively. With the second highest number of reported cases, it would also be important to pay particular attention to Larceny-Motor Vehicles (152.8 reported cases).

Chapter 3

Tunapuna/Piarco's Natural Resources

The Tunapuna/Piarco Municipality can be topographically characterised by the dominant Northern Range and by several rivers that flow down the south facing slopes and throughout the foothills and Caroni Plains. The North facing slopes are characterised by steeper slopes and fewer rivers which drains into the Caribbean Sea. There are also large acreages of State land used for housing, quarrying, air transportation (Piarco International Airport), industrial development, and for agriculture. There is also a significant amount of squatting, both residential and agricultural, on State lands.

Flash flooding, largely due to increased urban runoff, and landslides are common throughout the Municipality, particularly during the rainy season. According to the Municipal Development Plan, 2010, it is further compounded by inadequate and clogged drainage systems and water courses, poor maintenance of drains and culverts and river channels, indiscriminate dumping of garbage into waterways, and changes in land use.

The areas of heavy primary forest in the Northern Range provide opportunities for passive and active recreation in the form of scenic landscapes, natural areas, and hiking trails to mount El Tucuche, and other attractions, such as the Paria and Madamas waterfalls. The resources that are exploited include abundant birdlife, and unique species of flora and other fauna such as those found in the Asa Wright Nature Reserve. There are a number of other resources, such as oil bird caves in the Heights of Aripo which are exploited to a lesser extent. Other economic activities which occur on a smaller scale within the forested areas include timber harvesting (on both private and state lands), hunting of wildlife, and harvesting of handicraft material, and medicinal plants, as well as wood for conversion to charcoal¹¹.

A cottage-like tourism industry has burgeoned in this region with some small hotels and guest houses in the northern part in the vicinity of the Asa Wright Nature Reserve and in the Paria, Blanchisseuse, and Madamas areas. It is also common to find vacation homes, erected by residents and expatriates in Blanchisseuse and other parts of the North Coast. However, much of the visitation to the natural attractions is by day-trippers whose presence places additional pressure on roads and other infrastructure including water, sewerage, and waste collection facilities. The activities undertaken at the pool sites in the Caura Valley Recreational Park and in the upper Lopinot Valley are a good example of this. The expanding niche in business tourism has also created the need for accommodation facilities such as the Dr. João Havelange Centre of Excellence (Centre of Excellence) at the north-western corner of the intersection of the Churchill Roosevelt Highway and Macoya Road, Holiday Inn Hotel in the Churchill Roosevelt Highway Trincity area, and a number of hotels and guest

¹¹ Tunapuna/Piarco Municipality: Municipal Development Plan (2010-2020).

houses along the Golden Grove Road, Piarco area including the long-established Bel Air International Airport Hotel¹².

The prime economic activities that occur in the Region relate to the provision of public services, and to agricultural activities, fisheries, distribution, commerce, industry, medical services, tertiary education, regulatory and utility agencies, and tourism. The Tunapuna/Piarco Municipal Development Plan states that “a university town has evolved almost autonomously in Tunapuna/Piarco which now has the capacity for medical tourism and business tourism.”¹³

3.1 Land Use and Resources

Only a small percentage of the land in the vast region is protected by law but includes Northern Range Reserves A, B, and C; and the Arima, Blanchisseuse, Paria, St. David, Yarra, and Tacarigua Reserves. Forest loss in these protected areas is due mainly to squatting for agricultural purposes and housing with the Tacarigua Reserve in the Five Rivers/Kandahar area is almost totally lost to residential squatting¹⁴.

Significant acreages of land are devoted to agriculture in the area to the south of the Churchill Roosevelt Highway on both sides of the Caroni River, much of which is utilised for the intensive cultivation of rice, food crops, and vegetables; further east is the Orange Grove Estate of which part has been allocated for the development of a 41-hectare mega farm for the production of vegetables. Other areas of this estate have been subdivided into small agricultural plots (0.8 hectare) to be distributed to former Caroni agricultural employees. Another major agricultural area is Wallerfield where livestock farming and poultry rearing are undertaken. Tree crops, mainly citrus, are also grown. This is the eastern extremity of the agricultural area in the plains which also incorporates almost all of the land to the east of Piarco, including Oropune, Centeno, and Carapo on which there are vegetables, tree crops and mixed farming, and also livestock are reared.

Blanchisseuse is one of a number of fish landing sites and fishing centres on the North Coast. Land has been allocated in north western section of Orange Grove Estate (close to the Churchill Roosevelt Highway) for freshwater fish production.

Quarrying operations also take place in the Wallerfield area where extensive deposits of sand and gravel are mined for use in the construction industry and for road building. Limestone and other minerals found in the upper Maracas and Lopinot Valleys, as well as at Guanapo and in the Arima-Blanchisseuse area, are exploited for use in the construction industry.

There are several sites, areas, and structures of interest, which reflect the rich history and traditions of the region and which can be assimilated into a heritage tourism package to boost the economy of the region. These include the town of St. Joseph, the Count Lopinot House, the St. Joseph Mosque,

¹² Ibid.

¹³ Tunapuna/Piarco Municipal Investment Plan, MLG 2012.

¹⁴ Tunapuna/Piarco Municipal Development Plan, MLG 2010.

the Old Feed Mill in St. Joseph, the Tunapuna Hindu Temple, the St. Mary's Anglican Church, St Mary's Children Home, and the Mount St. Benedict Monastery.

3.2 Fresh Water Resources

Tunapuna/Piarco consists of 16 watersheds named for the rivers which drain the surrounding areas. The natural drainage channels on the northern side of the Northern Range are steep, narrow, gorge-like valleys through which flow the Yarra, Madamas and Marianne Rivers among others. The landward slopes are less steep with the Maracas Valley being wider and deeper than the others. Many of the large rivers in North Trinidad have their sources on these slopes including the Maracas/St Joseph, Caura/Tacarigua, Lopinot/Arouca, Mausica, Arima, Oropuna, Guanapo, El Mamo, and Aripo Rivers which all flow into the Caroni River.

One of the four major aquifers, the Northern Gravels, is found within the region. Ongoing development carried out along the East-West Corridor within impact range of ground water aquifers has led to a reduction in the recharge rate of the aquifers¹⁵.

3.3 Coastal and Marine Resources

Beaches along the coast of Blanchisseuse are intensively patronised, particularly by local tourists. The remaining less accessible beaches are mainly utilised by nature seekers and enthusiasts. There are two small wetlands in the north coast of the region, namely the Marianne River riverine/estuarine marsh and the Yarra River. The marine biodiversity off the coastline is reflective of the rest of the Caribbean region, and includes a number of important commercial fish species.

The North Coast and North Mountain area also forms part of the Maracas-Arima scenic drive which extends from Maraval through to Maracas and Blanchisseuse and then through the forest to Arima via the Arima-Blanchisseuse Road. The drive through the Lopinot and Caura Valleys can also be described as scenic. The coastal area from Blanchisseuse to Matelot is made up of a number of beaches, bays, and inlets accessible only by hiking or via the sea. This area is referred to as the North Coast Beach Trail and includes the Paria, Murphy, Petite Tacarib, Grande Tacarib, Madamas, and Grande Matelot Bays¹⁶. They provide a wealth of potential in the eco and adventure tourism niches which need better management and more dedicated resources to fully realise their fullest potential.

¹⁵ Ibid.

¹⁶ Ibid.

Chapter 4

Tunapuna/Piarco's Physical and Local Assets

4.1 Building Stock

The Municipality is the largest in the country in terms of its population. It has a mix of residential settlements at various levels from lower income to very high income, as well as commercial and industrial buildings. The Municipality consists of large urban communities along the East West Corridor, as well as of villages in the valleys and spurs of the Northern Range: the building stock is influenced by this distribution of settlements.

In the last three decades, state and private sector investments in the development of housing estates have increased the density of population in the area. Most of the housing has been single-family residences, but increasingly, town houses and high rise apartment buildings have added to the mix in accommodation units. There is also residential squatting in Wallerfield and in St. Joseph, and other spontaneous settlements, which add to the concentration of population without the complement of infrastructure to satisfy the needs of the population. Altogether, the expanded settlements have led to dormitory communities, with many of the residents engaged in employment or other activities outside of the area of residence.

4.2 Physical Infrastructure

There is hardly any community that is not supplied with electricity and pipe-borne water is available in most communities, even though supply may not be on a 24/7 basis. Telecommunications services are available in most communities, even though quality may not be up to par in some communities, and especially in the remote mountain communities.

In addition to its internal road infrastructure, the Municipality as part of the area of highest density in Trinidad – East-West Corridor - is the locus of sections of the Churchill Roosevelt Highway and the Bus Route that link the Capital, Port-of-Spain with other locations in east of the island. However, roads to some of the more remote communities especially across the mountain range to the north coast are in need of upgrading, and improved maintenance.

The country's international airport that handles passenger and cargo traffic is located in the Municipality.

4.3 Industrial and Commercial Development

The Municipality has substantial industrial infrastructure devoted to light manufacturing, perhaps the largest outside of the heavy industry based at Point Lisas. Three industrial estates – Macoya, Trincity, and Frederick Settlement – were established by the Government of Trinidad and Tobago. There are other private industrial complexes in the Municipality that are worthy of note. Nestle's, and Unilever are two such. The fact that the international airport is within the Municipality and the two ports are within easy access through the high way system, provide the Municipality with the possibility of engaging in export oriented activity.

There are also three major shopping malls in the Municipality – Trincity, Valpark Shopping Plaza and Grand Bazaar. There are other smaller commercial centres with heavy business concentration, with restaurants, banking facilities, retail establishments, hardware, and automotive supplies and services in Tunapuna, St. Augustine, Curepe El Dorado, Tacarigua, and Arouca, and along some of the important arterials like the Southern Main Road and Pasea Main Road.

In the southern sector of the Municipality, there is also strip development in communities south of the Caroni River – La Paille Village, Frederick Settlement, St. Helena, Kelly Village, Waren Village and Cunupia. There is also the Macoya Market for wholesale produce and the Tunapuna Market for retailing of fresh produce.

Bamboo No.2, which would have been part of the lands under sugar and other agriculture at the beginning of the last century is the location in the country for one of the largest concentration of used cars, automotive parts and “roll on roll off” vehicles imported mainly from Japan. As has taken place with many of the developments in this municipality in the last few decades, planning approval would not have been secured, and state action has often been directed at regularising action taken by private sector individuals.

4.4 Agricultural Development

There is still some productive agriculture on the plains and as well in some of the valleys of the Municipality. The former is concentrated on short crops and vegetables, while in the valleys, in addition to short crops, there is some amount of tree crop agriculture. However, the expansion of settlements has displaced most of the agriculture that existed up to the mid 20th century. The sugar lands of the early 20th century have yielded place names to housing settlements – La Horquetta, Maloney, and El Dorado now house settled communities.

4.5 Tourism Development

The northern sector of the Municipality and some of its valleys are pristine sites and are part of the eco-touristic amenities of the country. The village of Blanchisseuse hosts a few guest establishments, offering sun and sea, and freshwater streams flowing from the mountains of the Northern Range. Villages like Brasso Seco and La Laja are resting points for those engaged in mountain trail experience. The oil birds and other rare fauna can be seen at Asa Wright Centre. The Village of Lopinot

provides a small museum and is a location for annual festivities reflecting the Spanish and French colonial experience.

4.6 Institutional Infrastructure

The Municipality has a concentration of higher level educational facilities that might serve it in good stead in the creation of technical/technological start-ups, let alone in its engaging in medical and educational tourism. The Main Campus of The University of the West Indies (UWI) is in the Municipality, along with other institutions of higher learning – University of Trinidad and Tobago (UTT), Cipriani Labour College and Cooperative Studies, and some privately run institutions. The Medical School, the Schools of Dentistry and Veterinary Sciences of UWI, and the largest hospital – the Mount Hope Hospital – are located in the Municipality as well.

The Municipality is also the base for a number of important national institutions. The Water and Sewerage Authority (WASA), Trinidad and Tobago Postal Corporation Limited (TTPost), the Trinidad and Tobago Bureau of Standards (TTBS), and the Airports Authority, as well as a number of sub-offices of the National Government are located in the Municipality and serve the national and regional public from this base.

There are also two smaller private hospitals in the Municipality and medical centres, creating a possibility for the medical tourism with a number that can serve not only Trinidad and Tobago but also the southern Caribbean.

4.7 Social/Cultural Facilities

The Municipality has a number of places of worship that date back more than a century. Mount St. Benedict attracts the Catholic Community from Trinidad and Tobago and further afield. One of the largest Mosques in the country is in St. Joseph. The Orphanage and Anglican Church in Tacarigua date back to the 19th century.

In spite of the huge population concentration, the Municipality is lacking in major public cultural facilities. There are a few private facilities, however, and these are very heavily utilised. The Centre of Excellence can host major indoor events. The grounds of UWI are used for First Class cricket tournaments. Its auditoria that of the Cipriani Labour College and of the Eastern Credit Union are used for major public fora and events.

Notwithstanding this lacuna, in sports and cultural facilities, there are some 95 grounds and parks in many communities that are available to residents for exercise, recreation and sports. Walker Park is the only location for high level athletic events. The Eddy Hart Grounds is heavily utilised by a large community. The Eastern Regional Indoor Sports Complex houses the National Hockey Centre and facilities for volleyball, tennis, netball and gymnastics. However, there is no stadium in this municipality.

Chapter 5

The Municipal Economy

This section of the document elaborates on key components of the economy of the Municipality of Tunapuna/Piarco. The first subsection provides the general review of the economic performance of Trinidad and Tobago while other subsections highlight the economic drivers in the town and the issues faced in their performance and operations.

5.1 Gross Domestic Product of Trinidad and Tobago

The economy of Trinidad and Tobago witnessed reduced growth over the period January to September 2014 of 0.7 percent, which followed on a period of sustained expansion of 2.1 percent in the fourth quarter of 2013 - see Table 5.1 below. An unanticipated decline in the performance of the energy sector during the first two quarters of 2014 was the largest factor contributing to the sluggish growth observed. Nevertheless, this was largely offset by continued growth in the non-energy sector for the same period. Increased production in petrochemicals and natural gas in the third quarter resulted in an expansion of the energy sector of 2.8 percent subsequent to the previous two quarters of decline. This third quarter expansion could be attributed to growth of 3.6 percent observed in natural gas production when compared with the same period in 2013 when large-scale maintenance activity occasioned a reduction of 4.6 percent.

The momentum in fourth quarter non-energy sector growth in 2013 of 1.9 percent was sustained into the first three quarters of 2014 where an average growth rate of 2.2 percent was observed. The continued growth resulted largely due to strong activity in the finance, distribution and construction sectors. Substantial increases in local cement sales precipitated average growth rate of 3.1 percent observed in the construction sector over the first three quarters of 2014.

Robust activity in the construction sector was reflective of numerous continuing large-scale public sector developments including but not limited to the Port at Point Galeota, the National Aquatic Centre, the Children's Hospital, and the Point Fortin Highway. Greater production of materials required for construction as well as cement caused the growth observed in manufacturing sector growth of 1.2 percent. New car sales drove the growth observed in the distribution sector while resilient activity in commercial banking stimulated financial sector growth of 3.2 percent. At the national level, agriculture grow on average by 3.5 percent for the first three quarters of 2014.

The third quarter of also 2014 witnessed increased inflationary pressures following comparative calm over the three preceding quarters. Inflationary pressures were propelled largely by prices of food and greater spending by consumers as demonstrated by precipitous growth in new car sales, robust growth in consumer lending and notable increases in government spending. Headline inflation by the third quarter of 2014 increased from 3.4 percent for the first two quarters to roughly 8.0 percent by the end of the third quarter of 2014.

Food price inflation for the third quarter rose to 18.2 percent up from an average of 4.4 percent over the preceding two quarters of 2014. Increases in the prices of vegetables, fruit and other food products were the primary contributing factors. Furthermore, the most recent official estimates on the labour force have indicated that unemployment is at a historic low of 3.1 percent for the first quarter of 2014. Robust labour force participation and increasing job creation have resulted in the improvement in the unemployment rate when compared to the rate of 3.7 percent observed in 2013. Increases in employment were most notable among personal services, social services and community services. To a lesser extent, increased labour force participation was observed in the agriculture, water and electricity and manufacturing sectors.

Table 5.1: Trinidad and Tobago Selected Economic Indicators

	2009	2010	2011	2012	2013	Jan-Sep-14
Real GDP Growth (%) (2000 = 100) ¹⁷	-3.4	-0.3	-1.2	0.3	2.1	0.7
Energy Sector	1.3	1.8	-3.7	-1.9	0.2	-1.5
Non-Energy Sector	-6.6	-1.8	0.6	1.8	3.5	2.2
Agriculture	-0.7	-15.7	1.2	-2.4	0.3	3.5
Manufacturing	-6.6	0.8	1.7	-1.3	2.6	1.2
Construction	-2.5	-5.8	-2.4	-0.9	3	3.1
Financial Services	-1.8	2.5	0.9	2.5	4.8	3.2
Inflation Rate (%) ¹⁸						
(period average)	7	10.5	5.1	9.3	5.2	4.6
(end of period)	1.3	13.4	5.3	7.2	5.6	7.8
Unemployment Rate (%) ¹⁹	5.3	5.9	4.9	5	3.7	3.1 ²⁰

Sources: Central Bank of Trinidad and Tobago, CSO and Ministry of Finance

5.2 The Area Economy

5.2.1 Key Economic Drivers (Activities)

Within Tunapuna/Piarco, there exists a wide assortment of business enterprises (Table 5.1). Consistent with that which is observed nationally, enterprises in the Municipality were concentrated largely in the retail and distribution (54.9%) and the provision of personal services (14.0%). Size based differences were observed among prevalent enterprises in the Municipality. Though firms involved in Food processing, Chemical Production and Construction were prevalent in small numbers overall, these firms tended to be larger and thus employed greater numbers of persons. As much as 11.1

¹⁷ Growth rates are derived from the Central Bank's Quarterly Index of Gross Domestic Product

¹⁸ Changes in the Index of Retail Prices (RPI), January 2003 = 100

¹⁹ This represents the average of the four quarters

²⁰ For the period January – March

percent of large firms operated in the area of construction, with 9.09 percent operating in the area of Food and Drink processing.

Table 5.2: Distribution of Registered Businesses by Sector and Size

Sector	Size of Business				Branch	Total
	Micro (1 to 5)	Small (6 to 25)	Medium (26 to 50)	Large (50 and Over)		
Assembly Type And Related Industries	0.8%	1.5%	2.0%	6.1%	0.0%	1.2%
Chemicals And Non-Metallic Minerals	0.4%	2.0%	2.9%	9.1%	0.0%	1.2%
Construction	3.9%	8.2%	22.6%	11.1%	0.0%	5.8%
Distribution	60.8%	47.3%	25.5%	29.3%	60.0%	54.9%
Educational And Cultural Community Services	1.6%	5.2%	4.9%	2.0%	3.5%	2.6%
Finance, Insurance, Real Estate And Business Services	8.2%	11.5%	9.8%	10.1%	23.5%	9.8%
Food Processors And Drink	0.4%	2.4%	7.8%	9.1%	0.0%	1.6%
Hotels And Guest Houses	0.3%	1.1%	0.0%	1.0%	0.0%	0.5%
Miscellaneous Manufacturing	0.3%	0.9%	2.0%	1.0%	0.0%	0.5%
Personal Services	17.7%	8.7%	2.9%	8.1%	4.4%	14.0%
Petroleum And Other Mining Industries	0.7%	1.7%	2.0%	0.0%	0.9%	2.0%
Printing, Publishing And Paper Converters	0.9%	2.0%	2.9%	3.0%	0.0%	1.3%
Textiles, Garments, Footwear, Headwear	0.2%	1.3%	3.9%	2.0%	0.0%	0.7%
Transportation, Communication And Storage	3.0%	4.6%	6.9%	3.0%	6.1%	3.6%
Wood And Related Products	0.9%	1.7%	3.9%	5.1%	1.7%	1.5%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: CSO Business Register 2008

Of the businesses formally registered in Trinidad and Tobago, those operating in Tunapuna Piarco accounted for 11.7 percent (5.3). Enterprises were concentrated largely in Tunapuna (12%), but were also located in substantial numbers in Curepe (8%), Trincity (8%), Valsayn (8%), St. Augustine (6.0%) and Tacarigua (5.0%) (Figure 5.1).

Table 5.3: Businesses in Operation by Municipality

Municipality	Proportion
Arima	3.7%
Chaguanas	5.8%
Couva/Tabaquite/Talparo	11.4%
Diego Martin	8.1%
Mayaro /Rio Claro	2.4%
Penal/Debe	5.6%
Point Fortin	1.6%
Port of Spain	19.4%
Princes Town	4.3%
San Fernando	7.5%
San Juan/Laventille	10.8%
Sangre Grande	3.4%
Siparia	4.2%
Tunapuna/Piarco	11.7%
Total	100.0%

Source: CSO Business Register 2008

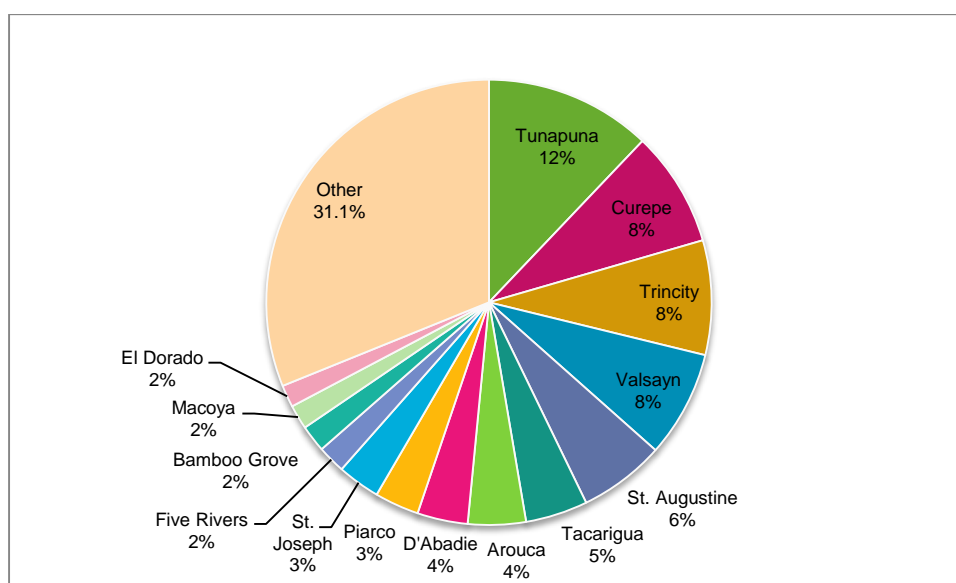


Figure 5.1: Registered Business by Community

Source: CSO Business Register 2008

5.2.2 Employment and Unemployment Trends

Figure 5.2 below illustrates the breakdown of employed household heads by employment category. The majority of household heads (40.0%) were employed in private enterprises, while 21.0 percent of household heads worked with a central or local government agency. Interestingly, as much as 17 percent of household heads indicated being own account workers, while 10 percent were employed with State Owned Enterprises.

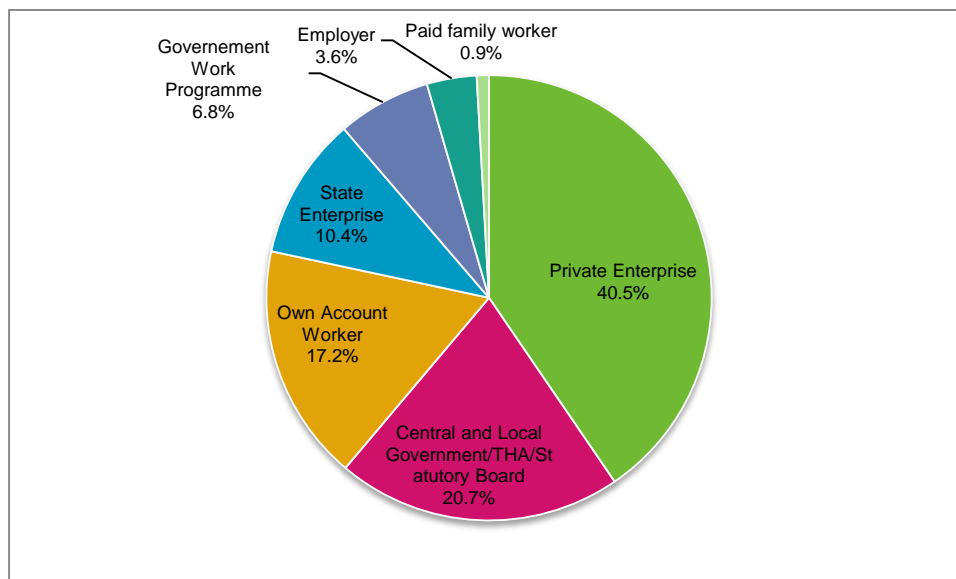


Figure 5.2: Distribution of Household Heads by Category of Worker
Source: CSO Continuous Sample Survey of the Population (CSSP) 2014

5.2.3 Occupational Groups

The majority of household heads in Tunapuna/Piarco were employed in Elementary Occupations (18.2%) (Figure 5.3). Other significant occupational groups observed within the Municipality included Technicians and associate professionals (16.5%), Craft and related trades workers (14.8%), Service and Sales Workers (13.2%), Professionals (12.4%), and Plant and machine operators (9.5%). Only a minority of household heads were employed as Managers (7.4%), clerical support workers (5.8%) or skilled agricultural workers (2.2%).

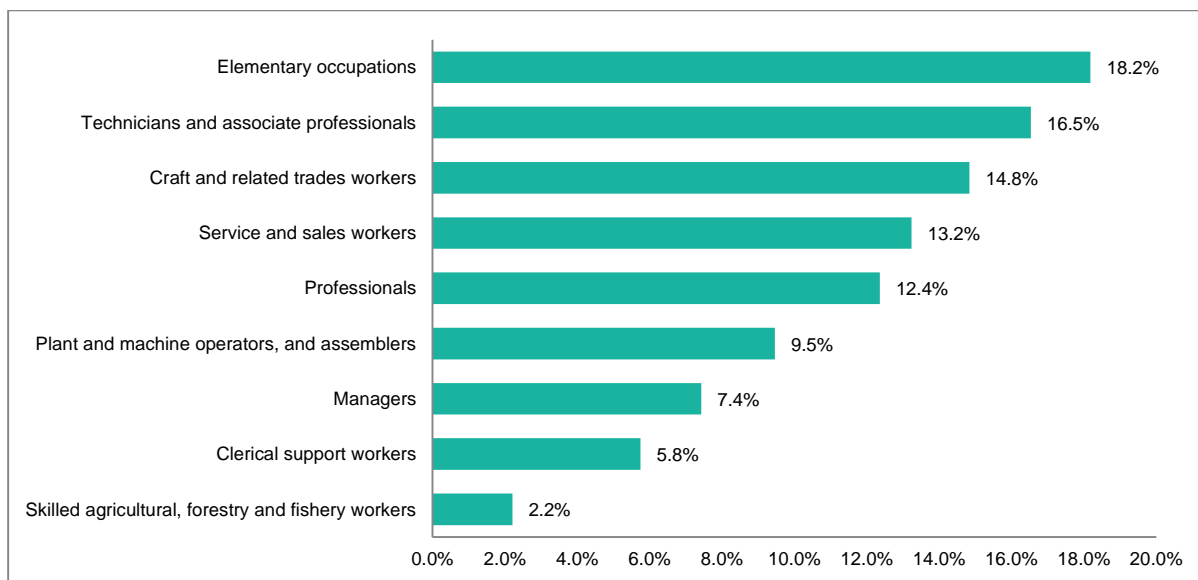


Figure 5.3: Distribution of Household Heads by Main Occupational Group
Source: CSO CSSP 2014

5.3 Key Business Activity

A wide assortment of enterprises operate within the confines of the Municipality and cater to the needs not only of the burgesses of Tunapuna/Piarco but also populations of contiguous municipalities. Key business activity within the Municipality include the following:

- Commerce and Distribution;
- Manufacturing and Food Processing;
- Tertiary Education and Training; and
- Tourism (Medical and Eco)

5.3.1 Commerce and Distribution

Retail and distribution activity is robust and widespread throughout the Municipality and has utilised the segments of non-residential land. Such activity is located largely along the Eastern Main Road and along many arterial roads throughout the Municipality such as Pasea Main Road and the Southern Main Road in Curepe. Large commercial centres such as Trincity Mall, Valpark and Grand Bazaar cater not only to the needs of those in the Municipality but also to the needs of consumers across the country given their strategic positions. Other significant retail activity includes the sale of foreign used motor vehicles, used and new automotive components, building material in addition to fresh produce at retail and wholesale markets.

5.3.2 Manufacturing and Food Processing

The three prominent industrial estates located within the Municipality are home to numerous manufacturing companies which produce a wide range of products sold largely on local markets. MAJOR food and beverage producers operate within the Municipality such as Carib Brewery, Nestle and Unilever which produce items which are exported regionally and internationally. Another large manufacturer is the Coca Cola Caribbean Bottlers which operates a large plant in the Macoya area.

5.3.3 Tertiary Education and Training

Interestingly, the Municipality is home to a range of Tertiary Education Institutions including the Cipriani College of Labour and Cooperative Studies, the School of Accounting and Management, the University of the West Indies St. Augustine, the Hugh Wooding Law School, the Mount Hope Medical Sciences Campus, the Arthur Lok Jack Graduate School of Business (GSB), the School of Business and Computer Science, the University of the Southern Caribbean (USC) and the University of Trinidad and Tobago. These facilities provide tertiary education to a large number of domestic and international students in fields ranging from the Social Sciences and Law to Engineering and Medical Sciences. In catering to the needs to the large student population in the Municipality, numerous small businesses have emerged on the margins of the campuses as well as in communities where large numbers of students find accommodation. The prevalence of such large numbers of tertiary education institutions in the Municipality is indeed a key driver of local economic development due to the large numbers of small businesses that have emerged to cater to the diverse needs of the constantly growing student population.

5.3.4 Tourism

The Municipality is both well positioned and well-endowed to cater to the needs of the Medical and Eco Tourism niches. In terms of Medical Tourism, the Municipality is home to the North Central Regional Health Authority which manages the Eric Williams Medical Sciences Complex, the Mount Hope Women's Hospital, the Caura Hospital, the Tacarigua Extended Care Facility and a number of other Health Centres within the Municipality. There are other private hospitals and care centres in St. Joseph including the Medical Associates Hospital which form part of the medical services cluster.

The natural resources of the northern range offer a wide range of eco-tourism opportunities. Communities within the lush forests of the northern range have well established eco-tourism product offerings. Communities such as La Laja, Brasso Seco and Blanchicheusse provide scenic vista, pristine forests and refreshing water falls for nature seekers locally and internationally. The Asa Wright Nature Sanctuary, the oldest nature centre in the West Indies, is one of the most popular establishments which provides inexpensive expertly guided bird watching and natural history tours throughout the year.

Chapter 6

Profiling Tunapuna-Piarco's MSME Sector

6.1 Introduction

The development of a vibrant and competitive MSME sector can serve as a key source of innovation, diversification, productivity and economic growth in the Municipality of Tunapuna/Piarco, and in Trinidad and Tobago as a whole. MSMEs tend to mobilise creative energies and identify opportunities that exist, but which may be ignored by larger enterprises. They can pinpoint and create possibilities for pushing outward the production frontier of an economy. The flexibility and resilience of MSMEs in the face of major changes also allow them to adapt more quickly to emerging trends. The Central Bank of Trinidad and Tobago in 2008/2009 undertook a comprehensive study of the small and medium sized business in the country, the results of which were presented in the report entitled, *“Developing Viable Small and Medium-Sized Enterprises in Trinidad and Tobago: Challenges and Priorities - The Structure, Performance and Networks of SMEs in Trinidad and Tobago.”* The annual Global Entrepreneurial Monitoring (GEM) Report for Trinidad and Tobago, prepared by Arthur Lok Jack GSB, provides information on the perception of the adult general population versus feedback from support agencies on issues relating to entrepreneurial development in the country.

Internationally, there is considerable variation about what constitutes a micro, small or medium-sized (MSME) enterprise. There are various definitions in the literature which tend to be largely dependent on the purpose of the study being undertaken at the time, or the use to which the results are to be put by the particular author(s) or organisations. At the time of the study sponsored by the Central Bank, there was no national definition on MSMEs. The study acknowledged that businesses tend to be lumped either into one grouping called the “SME Sector” or further broken down into the subcategories of “micro, small and medium-sized” enterprises.

The report revealed that the definition then currently in use by the Central Bank of Trinidad and Tobago (CBTT), the then BDC and the Ministry of Labour and Small Enterprise Development (MOLSED) was based on the Report of the Cabinet-appointed Task Force on Small and Medium Enterprise Development (June 1995) and this considered three factors: number of employees, assets and sales (Table 6.1). Because of the limited information available for SMEs on sales or assets, the CBTT's study employed the approach of using “at least” the number of employees as a guide for placing a firm into one category or another.

Table 6.1: Domestic Definition of Micro, Small and Medium-sized Enterprises

Size	No. of Employees	TT\$ Assets (Excluding Land and Buildings)	TT\$ Sales
Micro	1 – 5	< \$250,000	< \$250,000
Small	6 – 25	> \$250,000 - <\$1,500,000	> \$250,000 - <\$5,000,000
Medium	26 – 50	> \$1,500,000 - <\$5,000,000	> \$5,000,000 - <\$10,000,000

Source: The Ministry of Labour and Small Enterprise Development quoted in the Report of the Cabinet Appointed Task Force on Small and Medium Enterprise Development (June 1995) as quoted in the report: Developing Viable Small and Medium-Sized Enterprises in Trinidad and Tobago: Challenges and Priorities – The Structure, Performance and Networks of SMEs in Trinidad and Tobago

According to the CBTT report, which is based on the CSO's Business Register, there was a 25.3 percent increase in MSMEs in Tunapuna/Piarco for the period 2001 to 2007 (Figure 6.1). the proportion of micro (micro-mini sized) enterprises decreased over time while the number of small and medium sized businesses increased. By 2007, 76.2 percent of the MSMEs were micro sized, followed by 19.4 percent and 4.4 percent were categorised as small and medium sized categories, respectively (Figure 6.2 and Table 6.2). It is reported that many of the MSMEs in micro category operated in the informal sector.²¹

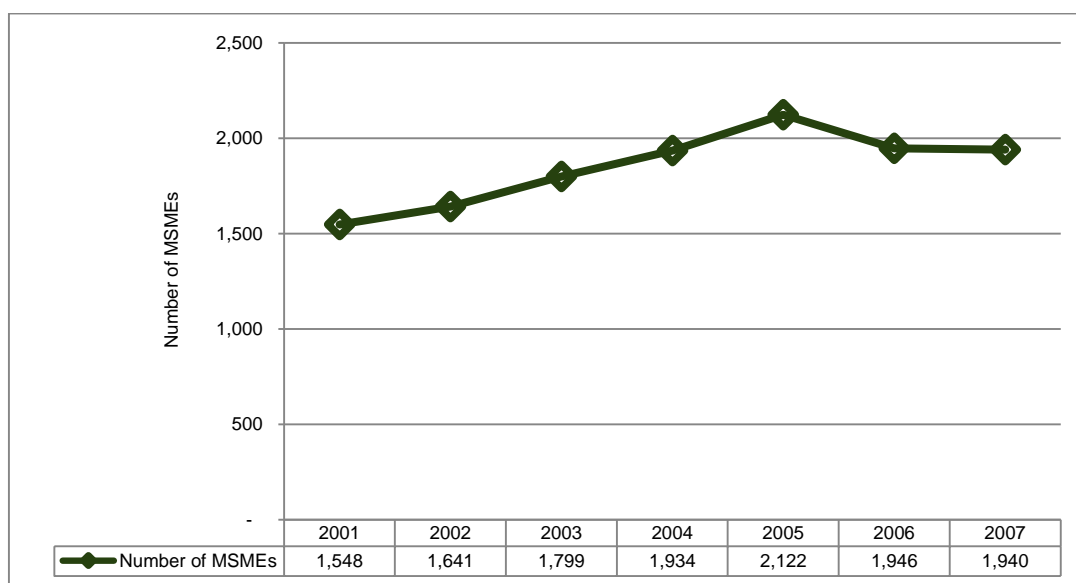


Figure 6.1: Changes in the Number of MSMEs, 2001 to 2007

Source: CSO Business Register as quoted in the Central Bank of Trinidad and Tobago Report: Developing Viable Small and Medium-Sized Enterprises in Trinidad and Tobago: Challenges and Priorities – The Structure, Performance and Networks of SMEs in Trinidad and Tobago

²¹ As quoted in the CBTT SME Report. The 1995 National Baseline Survey defines an informal business as “a small firm with less than five workers (no more than 2 of whom are regular employees), which does not have any licence, permit or certification to operate” (EIM, 1996 p. 89).



Figure 6.2: Distribution of MSMEs by Size of Enterprise, 2001-2007

Source: Central Bank of Trinidad and Tobago, Developing Viable Small and Medium-Sized Enterprises in Trinidad and Tobago: Challenges and Priorities – The Structure, Performance and Networks of SMEs in Trinidad and Tobago

Table 6.2: Proportion of MSMEs by Size of Enterprise, 2001-2007

Size of Enterprise	2001	2002	2003	2004	2005	2006	2007
	%						
Micro	83.7%	82.5%	82.1%	81.7%	79.8%	76.3%	76.2%
Small	13.8%	14.6%	14.1%	14.6%	16.4%	19.2%	19.4%
Medium	2.5%	2.9%	3.8%	3.6%	3.8%	4.5%	4.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

6.2 Legislative, Policy and Institutional Framework for MSME Development

6.2.1 Legislative and Policy Framework

The draft Micro and Small Enterprise (MSE) Policy for Trinidad and Tobago places and defines small enterprises as three categories – mini-micro, micro and small businesses. Mini-micro enterprises as defined are the self-employed (owner/manager) with assets of up to TTD 100,000 and an annual turnover of up to TTD 250,000. A micro enterprise is one with five or less persons, an asset base of TTD 100,001 to TTD 500,000, and annual sales of up to TTD 2.0M. Small enterprises, are ones with up to 25-employees, assets of TTD 0.5 to TTD 5.0M, and annual turnover of up to TTD 10.0M (Table 6.3). It was clear from this study that this definition was not widely used.

Table 6.3: Criteria Used to Define Mini-Micro, Micro and Small-sized Businesses

Size of Enterprise ²²	Number of Employees	Asset Value (TT\$) ²³	Turnover per annum (TT\$)
Mini-micro	≤1 including owner/manager	Up to \$100,000	Up to \$250,000
Micro	≤5 including owner/manager	\$100,001 - \$500,000	Up to \$2,000,000
Small	≤25 including owner/manager	\$500,001 - \$5,000,000	Up to \$10,000,000

Source: Ministry of Labour and Small Enterprise Development, Enterprise Development Division, 2013. Draft Micro and Small Enterprise (MSE) Policy for Trinidad and Tobago 2013-2016, September, 2013.

The Policy provides directives for the registration of MSEs with the MOLSED; mechanisms for financing; and incentive regimes to encourage entrepreneurship and innovation. It also focuses on certain types of business development and support services such as mechanisms that promote the registration of support services; public-private partnerships²⁴; the establishment of standards; the adoption and development of information and communications technology (ICT) and other technologies/methods; incorporation of entrepreneurship into curricula of formal education institutions; and establishment of mentorship networks and the creation of green enterprises. Critical to these initiatives is having the necessary development of the physical infrastructure to support growth of the sector.

The Policy also recognises that MSEs and cooperatives can play a major role in social empowerment, poverty alleviation, and social transformation. To this end, one of the directives of the Policy is in the area of Social Empowerment and Inclusion which places emphasis on the participation of women, youth and the disabled in MSE development. The Policy calls for the creation of women's business mentoring networks and partnering of MOLSED with 'groups that address the particular needs of women entrepreneurs.' Such networks are seen as a means of 'measuring the performance of women entrepreneurs and provide a platform for the discussion on the trends, prospects and challenges encountered by women entrepreneurs in the business environment.' Moreover furthering youth enterprise development include actions such as mainstreaming of youth in the IBIS (National Integrated Business Incubator System), FairShare, and other existing youth enterprise development programmes and collaborating with existing youth business stimulation programmes such as Youth Business Trinidad and Tobago (YBTT).

Given Trinidad and Tobago's drive toward a more sustainable economy, the MOLSED has developed the Green Enterprise Development Policy for Micro and Small Enterprises and Cooperatives. One of the strategies recognises and focuses on measures that would create green MSEs to facilitate and assist greening of specific industries, namely Agriculture, Construction, Creative Industries and Fashion, Energy, Tourism and Waste management. One of the key mechanisms proposed in the policy is the establishment of an Enterprise Investment Fund (EIF) managed by the MOLSED.

²² MSEs must meet at least two (2) of the stated criteria and must also meet the owner-manager criterion.

²³ Asset values exclude land and buildings.

²⁴ Public-private partnerships are typically medium to long term arrangements between the public and private sectors whereby some of the service obligations of the public sector are provided by the private sector, with clear agreement on shared objectives for delivery of public infrastructure and/ or public services. Source: The World Bank Group/Public-Private Partnership in Infrastructure Resource Centre, undated. <http://ppp.worldbank.org/public-private-partnership/overview/what-are-public-private-partnerships>.

There is no small business legislation in Trinidad and Tobago. Instead, MSEs are expected to register under the Companies Act (Act No. 35 of 1995) and are subjected to its stipulations with regard to corporate governance and management. However, the MSEs Sector by definition is comprised of smaller businesses which are more likely to be unincorporated and have a “weak system of accounting” or an “absence of accounts”. Indeed, informal sector enterprises (which are a part of the MSE sector) where most women-owned businesses operate are characterised as small scale in terms of employment, non-registration of enterprises and non-registration of employees.²⁵

6.2.2 Institutions and Public Programmes

There is a wide range of State agencies and private sector and non-government organisations which provide products and services geared to the provision of credit and grant funding of products for MSME development and expansion; technical and business training, financial literacy training, mentoring, infrastructural development, information technology (IT), operational support, financing, and networking to facilitate access to local and foreign market.

While, there are agencies and programmes that focus on MSEs, there are other projects and programmes with a broader perspective and apply to the wider business community to facilitate entrepreneurial development. The impact of these support services on the MSME sector needs to be further evaluated and comprehensive mechanisms put in place to better target and reach the many MSMEs out there and people with innovative ideas but lack the motivation, knowledge and skills to turn their ideas into viable businesses.

6.2.2.1 The Ministry of Labour and Small Enterprise Development

The MOLSED oversees the development of the MSE sector through the Enterprise Development Division (EDD). It is the line Ministry for the National Entrepreneurship Development Company Limited (NEDCO), which is the main agency for offering training, loans and other business support for MSEs. Over the past year, through the EDD, the MOLSED has implemented MSE development programmes and establishing policies to support the sector.

6.2.2.1 Ministry of Trade and Industry

The Ministry of Trade and Industry (MTI) is leading the drive to position Trinidad and Tobago as a manufacturing base, and the business, trade, and financial hub of the Americas, particularly through driving the non-energy sectors of the economy. The Ministry focuses on medium and large business development. The Ministry fulfils this role through the Business Development Directorate aimed at developing and growing business in Trinidad and Tobago. The Directorate, which comprises three Units, is responsible for:

- Addressing issues that would make the business environment more facilitating and transparent and oversight for the development of the sectors – Creative Industry, Food and Beverage, Maritime, Printing and Packaging and Yachting – targeted by Government to diversify the national economy (the Business Support and Facilitation Unit);
- Managing stakeholder relationships and strengthening links with State Agencies which fall under the purview of the Ministry (the Alliances Unit); and

²⁵ Non-registration of unincorporated enterprises refers to absence of registration under commercial, tax or social security laws, professional groups' regulatory acts or similar laws or regulations established by national legislative bodies.

- Issuing licences to the public on items remaining on the import negative list and export negative list and for implementing import duty concessions through Minister's licences' as well as overseeing suspension of the Common External Tariff and the Safeguard mechanism under the CARICOM arrangement (the Trade Licence Unit).

6.2.2.3 ExportTT Ltd, Ministry of Trade and Industry

ExportTT limited is the trade policy implementation agency of the MTI. The company was designated by the Cabinet of the Republic of Trinidad and Tobago to be the sole National Export Facilitation Organisation of Trinidad and Tobago. Its vision is to be the driving force for the development of an internationally competitive and vibrant export sector, which contributes significantly to economic diversification in Trinidad and Tobago. Through its programmes and activities the agency aims to generate export growth and diversification in the goods and services sectors, to increase in the international competitiveness of local exporters; to develop new exporters across the various sectors of interest; and to expand to new markets, based on market research.

6.2.2.4 The National Entrepreneurship Development Company Limited

The National Entrepreneurship Development Company Limited (NEDCO) was established in 2002 to assist small and micro businesses with regard to the accessing of loans for business start-up and expansion purposes. Skills, training and financial support for entrepreneurs are also offered along with business advisory services and information in areas such as Marketing, Financial Management, Business Planning and Records Management. NEDCO implements the National Integrated Business Incubation System (IBIS) on behalf of the MOLSED.

There are a NEDCO office in Tunapuna and a sub-office at the Student Activities Centre, UWI Campus, St. Augustine. Under its loan portfolio, NEDCO assists a wide range of businesses and offers loan entry ceiling up to \$250,000 for first-time borrowers and up to a \$500,000 for second-time borrowers. However, the loan facility does not make funds available for primary agriculture, bars, professional services or casinos. NEDCO funding is specifically designed to assist those who face difficulty in accessing fund from commercial banks or other commercial lending agencies, and as such, its loan facility is characterised by simple procedures and minimal collateral requirements.

6.2.2.5 Entrepreneurial Training Institute and Incubation Centre, NEDCO

The Entrepreneurial Training Institute and Incubation Centre (ETIIC) is an institution under NEDCO, which provides entrepreneurial training, basic support, mentoring, and marketing and distribution support to MSEs. The institute also offers start-up business support, onsite IT, administrative and business services as well as office, computer labs and virtual office services. In addition, users can avail themselves of the reference library services, which have publications covering a range of MSE development and entrepreneurship topics.

6.2.2.6 Micro-Enterprise Loan Facility, Ministry of Social Development and Family Services

The client can also seek the services of the Micro Enterprise Loan (MEL) Facility for accessing business grants and loans for business starts and expansion. The MEL Facility is a community empowerment and poverty reduction initiative, which equips Community-based Organisations (CBOs) to engage actively in promoting sustainable livelihoods among the poor through the provision of micro loans and support to micro entrepreneurs. A grant is given to CBOs to on-lend to individuals in their

communities. The individuals start new or expand existing micro enterprises and repay the loans at a minimal interest rate.

This programme aims to contribute to the reduction of poverty by facilitating the creation of sustainable livelihoods; empower CBOs to discharge micro credit services; and support and promote entrepreneurship at the community level. This programme is aimed at persons in receipt of public assistance; persons earning at subsistence level or at the minimum wage; or unemployed persons who live under impoverished conditions. MEL provides borrowers with community based business loan services; business training for all interested persons and after-loan services and business support.

6.2.2.7 National Integrated Business Incubation System

Launched in October 2011, the IBIS developed by the MOLSED aims to provide a unique mix of support mechanisms that assist the growth and success of new and existing MSEs including technical and business training, mentoring, infrastructural development, IT, operational support, financing, and networking to facilitate access to local and foreign market. IBIS incubators may be community-based or commercial. Community-based incubators (CBIs) operate in communities or regions to address poverty, unemployment and other social concerns. Commercial business incubators focus upon high-value and/or high volume businesses with export potential. Seven CBIs have been launched so far out of the 18 incubators planned for the country. Moreover, the Programme partners with academic and research institutions to develop innovation policies to proactively attract entrepreneurs to translate their business ideas into reality. A number of business related entities have signed memorandum of understanding (MOUs) with the IBIS programme including the Arthur Lok Jack GSB, UTT and YTPP.

Other Incubator Programmes

There are other incubator programmes outside of the IBIS programme, which support the creation and strengthening of MSMEs. The Lok Jack GSB BIZBOOSTER is primarily a SME growth centre and commercial business incubator established by the Arthur Lok Jack GBS and its partners. The BizBooster, a collaborative effort among private enterprise, academia and Government, assists emerging businesses to turn ideas into viable businesses. and is responsible for promoting innovation and job creation by providing start-ups with custom-made support services and resources to increase their chances of success. The BIZBOOSTER is that provide innovative start-ups and existing companies with a range of services, financial and non-financial resources for growth, success and sustainability.

With a mission to achieve a achieve an 80 percent successful graduation rate for participating clients measured by the trading success and growth they have achieved three and a half years after graduating, the Caribbean Industrial Research Institute (CARIRI) Business Incubator is a programme of its Centre for Enterprise Development (CED). The Incubator supports existing micro and small-business entrepreneurs and businesses are selected based on their strong growth potential (including in export markets). Once selected MSE clients enter into a contract with the Centre and are provided with a customised support programme for a fee to accelerate their businesses. The Centre has a number of local and international alliance partnerships including the World Bank, the American Chamber of Commerce, the Inter-American Development Bank, Digicel Trinidad and Tobago Limited,

Microsoft and a network of Angel Investors and Mentors based in Singapore, the USA, several Caribbean countries, New Zealand, and the UK, among others.

6.2.2.8 Enterprise Investment Fund

The recently established EIF is a project-based mechanism which aims to provide a strengthened support system for the MSE sector by providing funding to entrepreneurship-support programmes developed by the private sector, academic institutions and other NGOs so that they can utilise their expertise to play a greater role in MSE development.

6.2.2.9 Community Development Fund, Ministry of Community Development, Culture and the Arts

The Community Development Fund (CDF) is a funding source operating out of the Ministry of Community Development, Culture and the Arts (MCD). The CDF, founded in 1996 by the GORTT under a loan agreement with the Inter-American Development Bank (IDB), operates as a basket of grant funding products meant for various forms of poverty alleviation and for promoting community self-sufficiency. Two products provide funding for projects of three to 18 months' duration while another seeks partnership with private sector sponsors. Community business projects are also considered in the CDF model. Moreover, the model contains a business and social enterprise mentorship element, which has been able to attract a small pool of approximately 20 mentors.

6.2.2.10 Green Fund, Ministry of Planning and Development

The Green Fund is the National Environmental Fund of Trinidad and Tobago, established under the Finance Act 2000 through the Miscellaneous Taxes Act. The purpose of the fund is to provide financial assistance to community groups and organisations to undertake activities and projects related to reforestation, remediation, environmental education and public awareness of environmental issues and conservation of the environment. The Green Fund is capitalised through the Green Fund Levy, which is a tax of 0.01 per cent on the gross sales or receipts of companies carrying out business in Trinidad and Tobago. The Green Fund Levy is payable quarterly in each year of income. As at September 30, 2011, the Green Fund stood at \$2.60 billion.

6.2.2.11 Innovation Fund, Ministry of Planning and Development

The GORTT has identified a need to provide financial support to entrepreneurs with original business ideas with the potential to deliver new or improved products and services and address social needs. To this end, the Government has established the Innovation Financing Facility (IFF) to support investments in projects that have the potential to transform research into economic value. As part of this initiative, the "Call for Innovations and Inventions" (or i2i) was launched in 2012 as a competition for innovators and inventors in key economic growth sectors.

6.2.2.12 Research and Development Fund (RDF), ExporTT and Ministry of Trade and Industry

The Research and Development Fund (RDF), managed by ExporTT, is designed to provide support for research, development and technological innovation at all stages of company development. The Facility is geared towards enabling companies to progress from undertaking an initial research project to high-level innovation and Research and Development activity. It serves to encourage the development of an innovative business culture among local businesses with the aim of increasing the rate of new product development. As the RDF falls under the purview of the MTII, there is no specific emphasis on micro and small businesses.

6.2.2.13 FairShare Programme

The FairShare Programme, launched in January 2011 by the MOLSED, is a set-aside programme that enables SMEs to access opportunities to do work with the Government for contracts valued up to TTD 1.0M to SMEs. Simultaneously, the FairShare Programme provides some training to MSEs to improve business management, use of technology and understanding of legal obligations. FairShare utilises an online platform where Government Ministries post opportunities and where MSEs search for and bid on those opportunities. However, SMEs can only register with the FairShare programme for a maximum of six years. The objective of the FairShare Programme is to create independent and strong MSEs by allowing them to participate in Government spending over a fixed period during which time they should have increased their capacity, skill, product quality and other capabilities. Additionally, the FairShare programme:

- Is an incentive for formalisation because it is only open to registered MSEs, compliant with state regulations;
- Compiles an online registry of micro and small businesses categorised by economic sector;
- Creates a real-time, online listing of all Ministry contracts worth up to a maximum of \$1M;
- Provides automated notification of opportunities to SMEs for the purpose of bidding
- Provides a space for SMEs to market their products and services through online profiles; and
- Offers training to SMEs in procurement, business management and other important areas of relevance to improve their ability to win contracts.

6.2.2.14 Economic Development Board of Trinidad and Tobago, the Ministry of Planning and Development

Established in 2011 and guided by the National Medium Term Policy Framework (MTPF) 2011-2014, the Economic Development Board of Trinidad and Tobago (EDB) is charged with the responsibility of developing business clusters and the development of five economic spaces in Trinidad and Tobago with the aim of achieving economic viability and sustainability in the long term. These clusters focus on financial services, tourism, food sustainability, downstream energy, creative industries, maritime and information and communications technology (ICT). It is envisaged that the development of policy and legislation can occur to structure areas of growth around these identified clusters. The EDB has also identified five specific economic spaces for kindling economic and social transformation, which are referred to as Growth Poles. The five growth Poles are North East Tobago, South Western Peninsula, East Port of Spain, North Coast and Central Trinidad. Concentrating on developing clusters in these areas would lead to rapid growth and development throughout the country. Growth poles would be the centres of industry investment as well as enhance job creation opportunities in surrounding communities.

6.2.2.15 Entrepreneurial Training Agencies

Nowadays, having post-secondary and tertiary education is considered essential to improve entrepreneurship, employability and livelihood opportunities. Many post-secondary and tertiary institutions such as The University of the West Indies (UWI), the University of Trinidad and Tobago (UTT), Arthur Lok Jack GSB, UWI-ROYTEC, YTEPP, NEDCO ETIIC, COSTAATT, etc. all offer various education and training business programmes provide entrepreneurship education, which focuses mainly on business development, which generally consists of technical, financial literacy and skills training.

Over the last decade, the Government as well as the private sector and NGO providers have established a variety of informal and formal technical-vocational education and training (TVET) programmes aimed at increasing the capacity of the citizenry. The Ministry of Education is the main Government agency with responsibility for TVET and this responsibility is executed mainly through YTEPP Limited and Metal Industries Company (MIC) Limited. These programmes also offer some literacy and life skills training.

Multi Sector Skills Training (MuST) Programme offered by Ministry is a specialised craft training Programme designed to develop a cadre of skilled, competent, certified workers in priority sectors of the economy. The Programme, which uses a “work and learn” model, offers onsite and offsite work-based Level 1 (six months) and Level 2 (nine months) training in occupational skills, life skills and functional literacy and numeracy. The programme, which targets 17 to 50 year old citizens, provides a “second chance” to persons who “missed out” on educational and training earlier in their lives.

6.2.2.16 Private Sector and Non-Government Agencies

Employers' Consultative Association

This agency seeks to quality representation for employers and to ensure the strength and success of the Employer Community, which will auger well for the socio-economic well-being of Trinidad and Tobago. The Employers' Consultative Association of Trinidad and Tobago (ECA) was formed with 21 firms in 1960 primarily to assist and support Employers in industrial relations matters and to give them an association that would speak on their behalf on matters of similar interest. Since then, the ECA has built a strong reputation for handling all issues concerning Employers in Trinidad and Tobago. Today, the ECA is still a not-for-profit enterprise whose membership grows yearly and includes companies that belong to a variety of sectors.

Trinidad and Tobago Manufacturers Association

The Trinidad and Tobago Manufacturers Association (TTMF) acts as a representative of the manufacturing sector in dealing with local and foreign governments and in the monitoring of legislation affecting manufacturers. Members are provided with information on all local, regional and international trade related matters of relevance and they act as a liaison between the membership and the Government, specifically the MTI. Members are encouraged to maintain and adhere to the required standards and grades of quality in all manufactured goods and services.

Organisations of Industry and Commerce

There little information on the business organisations that attract and support the membership of MSMEs, particularly the micro mini and micro business operators. There are several references to the Small Enterprising Business Association (SEBA) and the governance role it performs in Trinidad and Tobago on behalf of the MSE sector. However, the study was unable to determine the extent of its influence and the specific role it plays in the MSME sector.

There is the Greater Tunapuna Chamber of Industry and Commerce (GTCIC) which would attract the medium and large businesses in the region. There is also the Trinidad and Tobago Chamber of Industry and Commerce (TTCIC) whose main goal is to build a strong and sustainable national economy. The TTCIC has various categories of membership ranging from Bronze which is

characterised by companies that earn gross sales of less than TT\$3.0 million to the Diamond category with TT\$100.0 million and more. Members of the TTCIC must be incorporated companies within Trinidad and Tobago and this eliminates from its membership the small companies that are known to operate in the informal sector.

The Chamber provides a range of services to its members and to a limited extent to the general-public including the publication of various monthly Trade Bulletins and Advisories and the signing and issuing of Certificates of Origin. The Chamber lobbies on behalf of the private sector as it speaks out on critical public issues and seeks the interests of the private sector by offering suggestions for policy reformation and advice to Government on pertinent issues facing the economy and private sector. In addition, the Chamber conduct business related seminars and workshops. The Dispute and Resolution Centre was developed initially by the TTCIC, however, it is now a completely autonomous and neutral organisation, administered by its own Board of Directors providing mediation and conflict resolution services including the conduct of dispute resolution training programmes.

American Chamber of Commerce Trinidad and Tobago

The American Chamber of Commerce (AMCHAM) Trinidad and Tobago (TT) is another business organisation, which promotes free and fair trade and investment within the Americas and the Caribbean. Because of its focus, it attracts larger export oriented companies and has a membership of 300 members. The AMCHAM TT provides a number of services for its members, which specifically focus on areas such as: enhancement of competitiveness, generation of new business and market access for services/goods, influence on policies and legislation, transfer of knowledge and contribution to sustainable development. There is a strong networking link between local and international member companies, especially with the United States (US) Embassy, Association of American Chambers of Commerce of Latin America (AACCLA) and Chamber of Commerce of the United States of America (COCUSA) which gives members of access to compete in the local and overseas markets.

Youth Business Trinidad and Tobago

YBTT was established in 2000 and is an accredited member of Youth Business International (YBI), an international network of youth business programmes. The focus of the NGO is to provide young persons with opportunities for turning innovative ideas into viable business ventures. YBTT, with the assistance of the local business community and international donor agencies, provides access to loans, entrepreneurial training and business mentorship and has provided support for 63 entrepreneurs in 2014 and approximately 500 since its establishment.

Startup Weekend

Startup Weekend is a global grassroots movement of active and empowered entrepreneurs who are learning the basics of founding startups and launching successful ventures. It is the world's largest community of impassioned entrepreneurs, with events held in over 100 countries and 600 cities worldwide. Trinidad and Tobago has held its annual Startup Weekend for the last three years. The forum facilitates people coming together for weekend-long workshops to pitch ideas, form teams, and start companies. The 2015 event was sponsored by the IDB – through its Demand Solution Model²⁶,

²⁶ The IDB -- through the Demand Solutions Model -- is seeking to foster a culture of innovation in Latin America and the Caribbean that will encourage new approaches towards addressing development challenges, while generating an active

the Council for Competitiveness and Innovation, and the Guardian Group. The forum also helps to promote and highlight the role of innovation in enterprise development. However, there is limited information on the number of businesses established because of these events.

Credit Unions and Commercial Banks

Credit unions and commercial banks provide loans, credit and advice to individual MSME operators who qualify for their facilities.

6.3 Entrepreneurial Development in Trinidad and Tobago

According to the GEM report for Trinidad and Tobago, *the entrepreneurship process begins before the creation of a business. An individual must recognise an opportunity, assemble the necessary resources and have positive beliefs about their capability to take advantage of the opportunity and the likely success of the business.* Societal attitudes towards entrepreneurship are considered important given that *negative societal attitudes towards entrepreneurship can result in barriers to entrepreneurial activity especially during the early stages of entrepreneurship in the areas of social support, financial and business assistance for entrepreneurs.* The Trinidad and Tobago 2014 GEM Report indicated that the percentage of adults in Trinidad and Tobago who reported being aware of good opportunities for starting a business in their immediate environment during the next six months was 58 to 59 percent over the period 2012 to 2014.²⁷ The country ranked fifth highest in Latin America and the Caribbean and 13th highest out of the 68 economies for which such data were available.

In addition, perception about ability to operate a business was rated extremely high, while people's fear of failure was low when compared with other countries. Data have shown that the percentage of adults in Trinidad and Tobago who believe that they are capable of operating a business was 75-76% over the period 2012-2014. The country was rated among the lowest countries with regard to adult's perception of Fear of Failure as a deterrent to starting a new business. Trinidad and Tobago was ranked among the highest countries in the world on the desirability of entrepreneurship as a career choice (78-80% of the survey respondents for the period 2012-2014).

Despite this positive perspective of the adult population, the 2014 rate of Total Early Stage Entrepreneurial Activity (TEA)²⁸ for Trinidad and Tobago was 14.6 percent, compared to 19.5 percent in 2013 because of a decline in nascent entrepreneurial activity (from 11.4% in 2013 to 8.5% in 2014) and a decline in new business ownership (from 8.5% to 7.4%). The results were explained somewhat by the downward trend in the unemployment rate, which fell from 5.0 percent to 3.6 percent over the period 2012 to 2014. This suggests a link between employment/unemployment and entrepreneurial development and despite the results of the APS, people resort to entrepreneurial activities when employment opportunities decline. However, the Trinidad and Tobago TEA rate continues to comprise

dialogue on innovation, creativity, and calculated risk-taking. The IDB's Demand Solutions Model is based on "Open Innovation" and relies on using internal and external paths and ideas to develop new solutions.

²⁷ Based on the results of the GEM Adult Population Survey (APS).

²⁸ Quoting the Trinidad and Tobago GEM report: In the GEM model, the rate of TEA is a combination of 1) the rate of nascent entrepreneurial activity (entrepreneurs in the process of setting up new businesses), and 2) the rate of new business ownership. In the GEM model a new business is one that is up to three and a half years old.

the highest ratio of opportunity driven activity and the proportion of TEA that is necessity-driven continues to be among the lowest in Latin America and the Caribbean.²⁹

The survey of the personnel of key support agencies provided expert opinion that can be compared with the results from the survey of the adult population. Table 6.4 provides their average rating on key areas, which characterise the entrepreneurial environment in Trinidad and Tobago.

Table 6.4: Ratings for the Main Indicators for Entrepreneurship Framework Conditions

Indicator	Rating (1 in 5 rating)
Finance	2.66
National Policy: General Policy	1.81
National Policy: Regulation	2.38
Government Programmes	2.89
Primary and Secondary Education	1.41
Tertiary Education	3.43
Research and Development (R&D) Transfer	2.49
Commercial Infrastructure	3.02
Internal Market Dynamics	2.09
Internal Market Openness	2.40
Physical Infrastructure	3.79
Cultural and Social Norms	2.85

6.4 The Tunapuna/Piarco MSME Sector (MSMEs Survey, 2015)

The Tunapuna-Piarco MSME Survey was conducted over the period between April and May 2015 among 120 randomly selected MSMEs operating within the Municipality. The definitions used to categorise the size of the MSMEs were based on the current draft Trinidad and Tobago MSE Policy. In conducting the survey, equal numbers of micro-mini, micro and small entrepreneurs were interviewed. The results of this survey are presented in the following categories:

- General Characteristics;
- Size of Enterprise;
- Legal Status;
- Primary Business Activities;
- Employment;
- Markets and Annual Sales;
- Financing and Investment;
- Use of Internet;
- Technical Support;
- Key Issues Faced MSMEs; and

²⁹ The GEM Report differentiates between people who are pushed into entrepreneurial activity because of unemployment (Necessity-Driven entrepreneurship) and those who enter entrepreneurship by the prospect of opportunity (opportunity driven entrepreneurship).

- Impediments to MSME Development.

6.4.1 General Characteristics

Thirty seven female operators and 83 male operators participated in the Tunapuna/Piarco MSME survey. The majority of MSME operators were between the age of 35 and 55 years (Figure 6.3), followed by the 55 years and over age group (27.5%) (Table 6.5). There were older male MSME operators (31.3% over the age of 55 years) compared to their female counterparts (18.9%). However, there were more young female operators (35 years or less) in Tunapuna/Piarco (18.9%), which suggests a changing age profile, with younger women entering the sector.

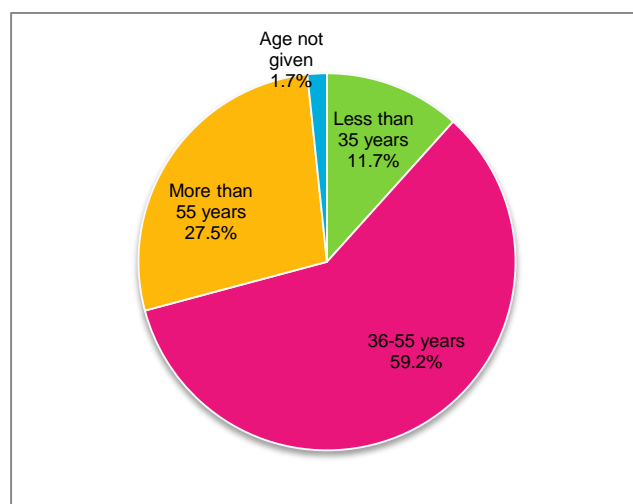


Figure 6.3: Age Breakdown of the Tunapuna/Piarco MSME Operators

Table 6.5: Age Breakdown of Operators by Sex of Enterprise Operator

Sex	Age Last Birthday				Total	
	Less than 35 years	36-55 years	More than 55 years	Age not given	%	N
	%					
Female	18.9	62.2	18.9	0.0	100.0	37
Male	8.4	57.8	31.3	2.4	100.0	83
Both Sexes	11.7	59.2	27.5	1.7	100.0	120

Globally, there are reportedly more male entrepreneurs compared to female entrepreneurs. However, this gap is narrowing, with female entrepreneurship becoming increasingly important for economic growth and poverty alleviation. The trend is similar for Trinidad and Tobago. The Total TEA rate, which is the percentage of adults (including employed people) who are operating or in the process of starting a new business, for Trinidad and Tobago show that more men were reported to be involved than women in early stage entrepreneurship during 2013 to 2010. Compared to their male counterparts women became business owners at an older age and in many instance it was usually done as an action of last resort.

Some 22.5 percent of the micro mini businesses were owned by persons 35 years and younger. At look at the small-sized show that only 7.5 percent of business operators in this category are 35 years or less with 92.5 percent of owners operating larger MSEs.

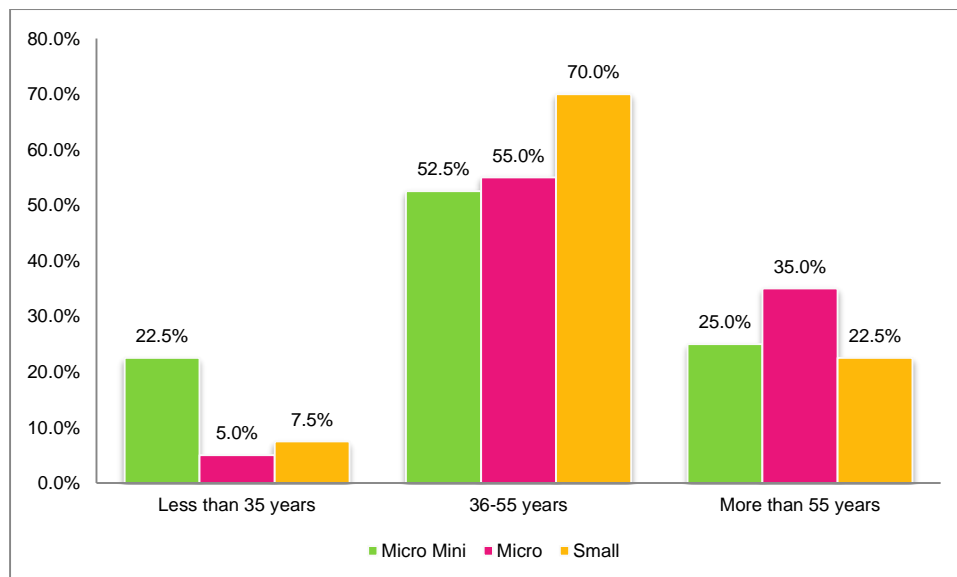


Figure 6.4: Age Breakdown of Operators by Size of Enterprise

6.4.2 Size of Enterprise

Figure 6.5 shows the size breakdown of MSMEs in Tunapuna/Piarco by sex of the operators. More female operators can be found in the micro-mini compared with their male counterparts. The majority of men operate micro to small businesses.

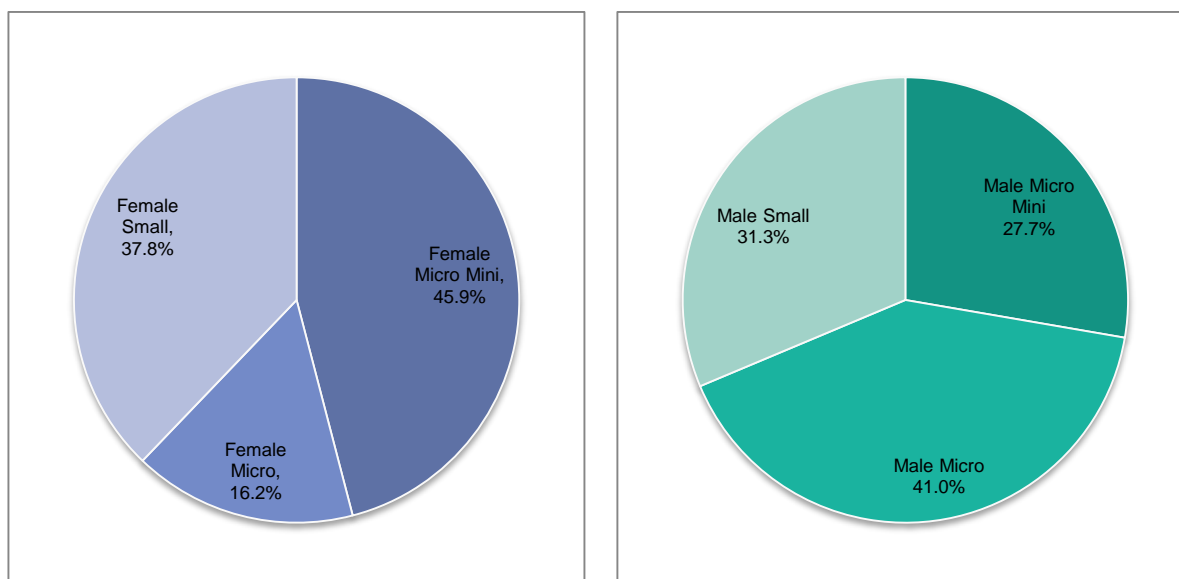


Figure 6.5: Size Breakdown of MSMEs by Sex of the Operators

6.4.3 Ethnic Composition of Business Operators

The majority of MSME operators were of East Indian (53.3%), African (22.5%), and Mixed descent (24.2%) (Figure 6.6). Table 6.6 shows the ethnic composition of the business owners surveyed compared with that of the population in the Municipality.

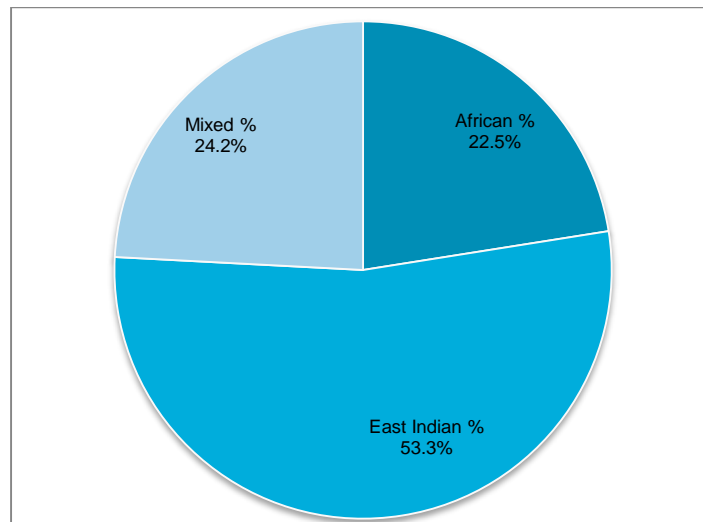


Figure 6.6: Ethnic Breakdown of MSME Operators

Table 6.6: Ethnic Composition of MSME Operators Compared to the National Population

Ethnic Group	Census 2011	MSME Survey
	%	
African	31.6	22.5
East Indian	27.5	53.3
Mixed	25.8	24.2
Other	0.8	0.0
Not Stated	14.3	0.0
Total	100.0	100.0

6.4.4 Legal Status

Statistics out of the USA show that eight out of 10 new businesses fail within the first three years of establishment. Similar statistics does not exist for business start up in Trinidad and Tobago. However, support agencies have indicated that the first five years is critical to survival of MSMEs.

The survey showed that 42.5 percent of businesses were in early stages of operation, between zero and five years, compared to 51.7 percent of all surveyed that were in operation for more than 10 years (Figure 6.7). As much as 55 percent of the micro mini businesses were in the early stages of operation (0-5 years), while a higher proportion of the micro and small businesses were well-established (Table 6.7). There was no appreciable difference in the length of time that women-owned MSMEs and men-owned MSMEs were in existence (Table 6.8).

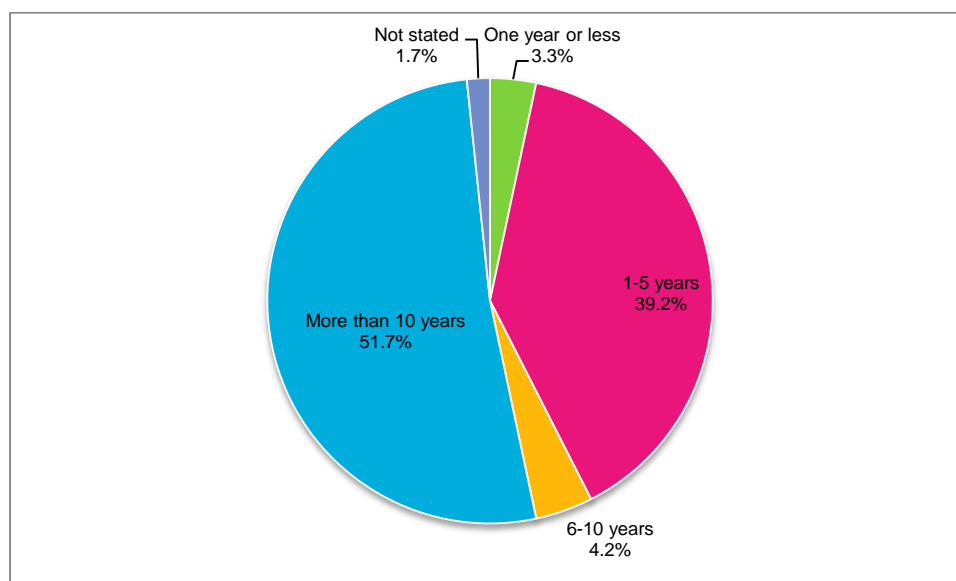


Figure 6.7: Length of Time in Operation

Table 6.7: Length of Time in Business by Size of Enterprise

Size of Enterprise	Length of Time in Business					Total
	One year or less	1-5 years	6-10 years	More than 10 years	Not stated	
	%					
Micro Mini	2.5	52.5	7.5	37.5	0.0	100.0
Micro	5.0	30.0	2.5	60.0	2.5	100.0
Small	2.5	35.0	2.5	57.5	2.5	100.0
Total	3.3	39.2	4.2	51.7	1.7	100.0

Table 6.8: Length of Time in Business by Sex of Enterprise Operator

Sex	Length of Time in Business					Total
	One year or less	1-5 years	6-10 years	More than 10 years	Not stated	
	%					
Male	5.4	45.9	2.7	45.9	0.0	100.0
Female	2.4	36.1	4.8	54.2	2.4	100.0
Total	3.3	39.2	4.2	51.7	1.7	100.0

Generally, support agencies encourage the formal registration of businesses and this ensures that they can qualify for the benefits now offered by various programmes. Non-registration or unincorporated enterprises refers to the absence of registration under commercial, tax or social security laws, professional groups' regulatory acts or similar laws or regulations established by national legislative framework. Some 81.7 percent of all businesses surveyed were registered. It should be noted that 32.5 percent of micro mini-sized enterprises were not registered and therefore operated in the informal sector (Figure 6.8 and Table 6.9). Some 70.3 percent of women owned businesses were registered compared with their men-owned businesses (86.7%).

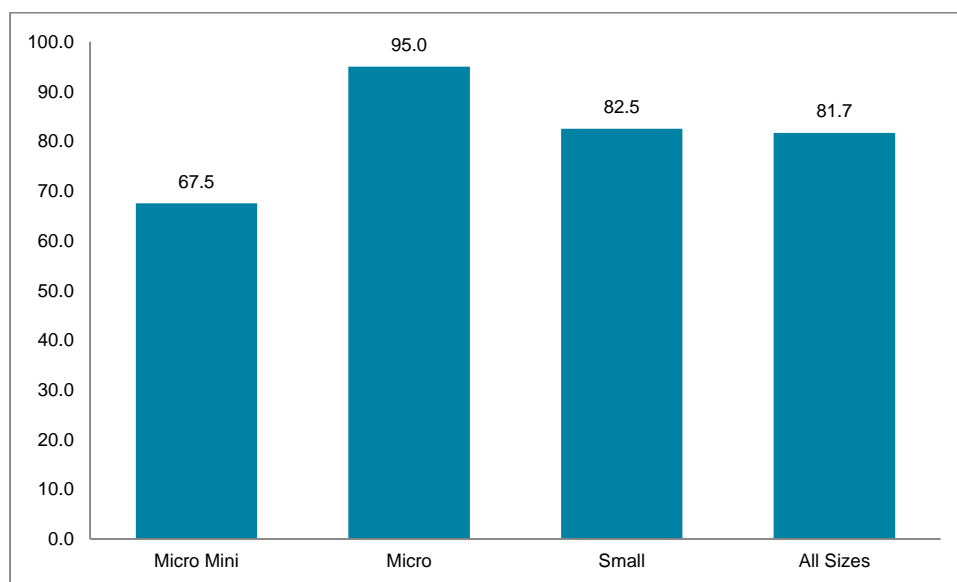


Figure 6.8: Proportion of Registered MSME Businesses by Size of Enterprise

Table 6.9: Registration Status of Enterprises by Size of Enterprise

Size of Enterprise	Is Business Registered			Total
	Yes	No	Not stated	
	%			
Micro Mini	67.5	20.0	12.5	100.0
Micro	95.0	2.5	2.5	100.0
Small	82.5	15.0	2.5	100.0
Total	81.7	12.5	5.8	100.0

The data support the findings of the 2007/2008 Central Bank Study on the MSME sector which noted that the informal sector enterprises (which are a part of the SME sector) are characterised by their

small size (in this case their mini micro size) in terms of employment, non-registration of enterprises and non-registration of employees, which was said to be substantial.

Figure 6.9 and Table 6.10 show the registration status of the enterprise based on the length of time that the enterprises were in operation. With the exception of the businesses that had been between six and 10 years, the older the businesses were, the greater the chance that the enterprises would be registered.

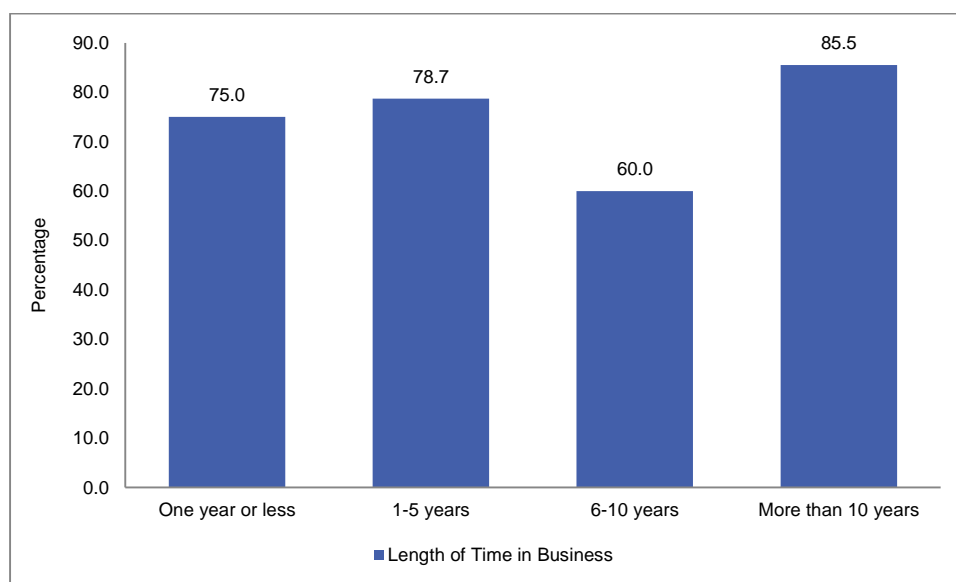


Figure 6.9: Proportion of Registered MSME Businesses by Length of Time in Operation

Table 6.10: Length of Time in Operation by Registration Status of the Enterprise

Length of Time in Operation	Is Business Registered			Total
	Yes	No	Not stated	
	%			
One year or less	75.0	25.0	0.0	100.0
1-5 years	78.7	14.9	6.4	100.0
6-10 years	60.0	20.0	20.0	100.0
More than 10 years	85.5	9.7	4.8	100.0
All MSMEs	81.7	12.5	5.8	100.0

Analysis of the survey data revealed the following trends concerning legal status of MSMEs in Tunapuna/Piarco (Tables 6.11 and 6.12):

- There was dominance of sole proprietary enterprises in the MSME sector in Tunapuna/Piarco with 65.0 percent of all businesses in this category. However, the proportion of this type of legal entity varied depending on the size of enterprise. More micro mini enterprises were registered as sole proprietors compared with micro and small-sized businesses. The same was noted for women owned businesses when compared with businesses owned by men.
- About 24 percent of the businesses surveyed operated as partnerships. More micro and small-sized businesses operated as partnerships and limited liability companies compared with micro mini enterprises.

Table 6.11: Legal Status of MSMEs by Sex of Operator

Sex	Legal Status of Business				Total
	Sole Proprietor	Partnership	Limited Liability Company	Not stated	
	%				
Female	75.7	21.6	2.7	0.0	100.0
Male	60.2	25.3	13.3	1.2	100.0
Both Sexes	65.0	24.2	10.0	.8	100.0

Table 6.12: Legal Status of MSMEs by Size of Enterprise

Size of Enterprise	Legal Status of Business				
	Sole Proprietor	Partnership	Limited Liability Company	Not stated	Total
	%				
Micro Mini	82.5	17.5	0.0	0.0	100.0
Micro	55.0	20.0	25.0	0.0	100.0
Small	57.5	35.0	5.0	2.5	100.0
Total	65.0	24.2	10.0	.8	100.0

6.4.5 Primary Business Activities

The 2007/2008 Central Bank study on MSMEs showed that businesses were operating mainly in the distribution, construction and finance, insurance and real estate business services sectors, with the largest number of firms in Distribution. The survey showed that Non-retail Services (30.8%) were the primary MSME business activity/sector, followed by Retail and Distribution (23.3%), and Food and Beverage (20.8%) (Figure 6.10). Business operators identified a range of primary activities which reflected the diverse nature of businesses in Tunapuna/Piarco including primary agriculture, agro-processing, craft making, beauty care, construction, computer repairs and sales, courier services, fitness, education, auto repairs, among others.

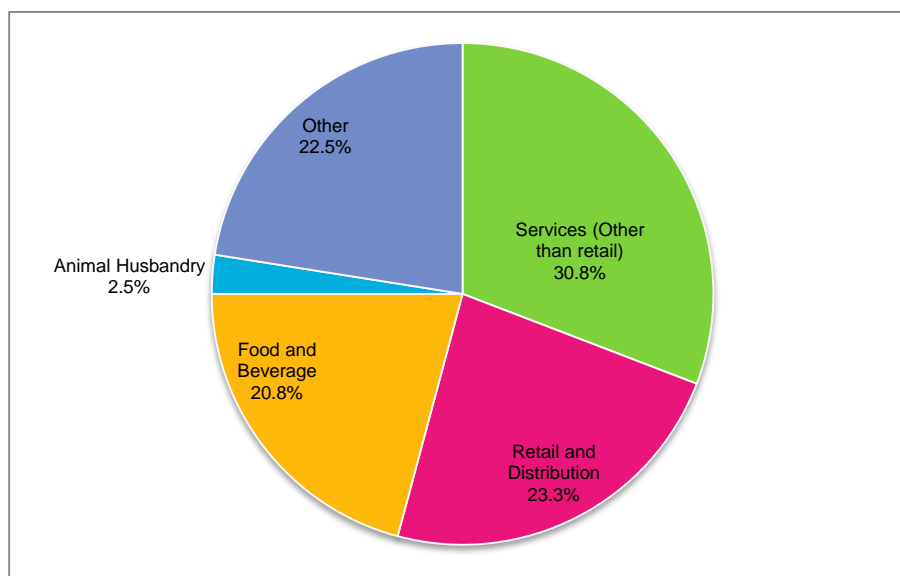


Figure 6.10: Distribution of MSMEs by Primary Business Activity/Sector

The Trinidad and Tobago Central Bank 2009 Study on small and medium enterprises (SMEs) highlighted the fact that the women business owners are usually engaged in business activities that were more compatible with their domestic and reproductive roles. Consequently, they choose businesses that are close to home, which allow them to satisfy the competing demand on their time to engage in housework and childcare.³⁰ NEDCO officials indicated that though this remains true, the situation is changing as younger women enter the MSME sector seeking opportunities in less traditional ventures.

The survey, however, results supported this general observation. The findings showed higher proportion of women-owned businesses in the traditional Food and Beverage sector (29.7%) compared to the male-owned businesses (16.9%). The proportion of primary business activity of MSMEs by Sex of Operators is presented in Table 6.13.

Table 6.13: Primary Business Activity of MSMEs by Sex of Enterprise Operators

Primary Business Activity or Sector	Size of Enterprise		
	Female	Male	Both Sexes
	%		
Services (Other than retail)	27.0	32.5	30.8
Retail and Distribution	21.6	24.1	23.3
Food and Beverage	29.7	16.9	20.8
Animal Husbandry	0.0	3.6	2.5
Other	16.2	21.7	20.0
Total	100.0	100.0	100.0

The three primary activities remained the same regardless of the size of the enterprise. However, more of the small-sized enterprises were engaged in Food and Beverage activities when compared with the micro mini and micro-sized enterprises (Figure 6.11 and Table 6.14).

³⁰ Central Bank, 2009. Developing Viable Small and Medium-Sized Enterprises in Trinidad and Tobago: Challenges and Priorities - The Structure, Performance and Networks of SMEs in Trinidad and Tobago. Prepared by Kairi Consultants Limited on behalf of the Central Bank.

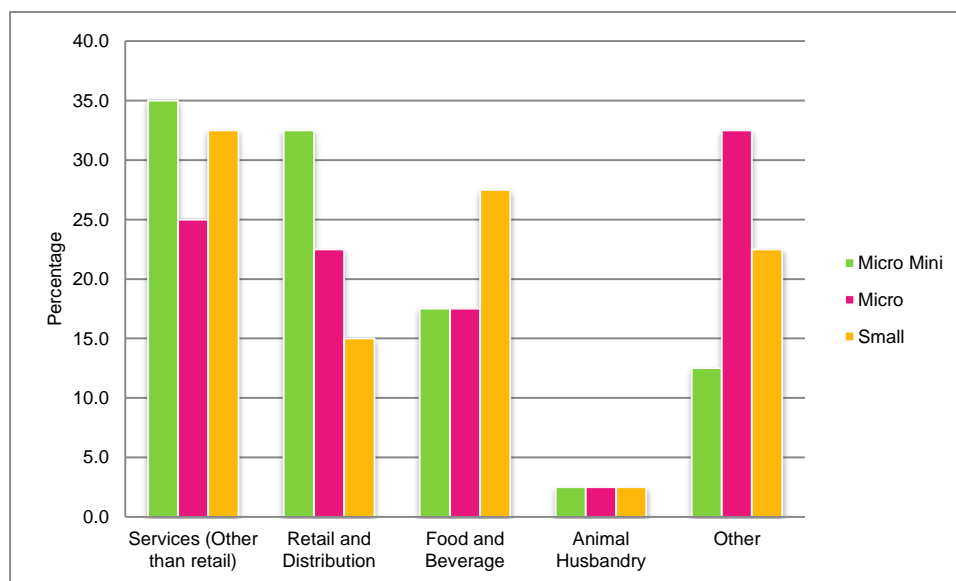


Figure 6.11: Key Business Activities for MSMEs in Tunapuna/Piarco by Size of Enterprise

Table 6.14: Primary MSME Business Activity by Size of Enterprise

Primary Business Activity or Sector	Size Enterprise			
	Micro Mini	Micro	Small	Total
	%			
Services (Other than retail)	35.0	25.0	32.5	30.8
Retail and Distribution	32.5	22.5	15.0	23.3
Food and Beverage	17.5	17.5	27.5	20.8
Animal Husbandry	2.5	2.5	2.5	2.5
Other	12.5	32.5	22.5	22.5
Total	100.0	100.0	100.0	100.0

6.4.6 Employment

Table 6.15 shows the average number of persons employed in MSMEs in Tunapuna/Piarco based on the size of the enterprise. It was noted that there was no appreciable difference in the number of women employed by MSMEs compared to men. The average number of persons employed increased with the size of the enterprise, with small-sized businesses employing two non-family workers on average. Family labour remained a key source of labour for micro mini and micro enterprises.

Table 6.15: Employment in MSMEs by Size of Enterprise

	Size of Enterprise			
	Micro Mini	Micro	Small	Total
	Mean			
No. Female Family Members Employed	.65	.92	1.00	.88
No. Male Family Members Employed	.74	1.32	1.00	1.04
No. Female Non-family Members Employed	0.00	3.60	.81	1.85
No. Male Non-family Members Employed	0.00	2.83	.34	1.33

For most workers, secondary education was their highest educational attainment. However, the highest educational attainment level of workers increased from micro mini to micro and small-sized enterprise (Table 6.16). The larger businesses (micro and small enterprises) employed more persons with tertiary level education. In the case of micro and small-sized enterprises, 25 percent of the workers had attained tertiary level university education.

Table 6.16: Educational Level of MSME Employees by Size of Enterprise

Size of Enterprise	Highest Level Education Attained by Employees Generally				
	Primary	Secondary	Tertiary (university)	Not stated	Total
	%				
Micro Mini	20.0	47.5	5.0	27.5	100.0
Micro	7.5	67.5	25.0	0.0	100.0
Small	10.0	65.0	25.0	0.0	100.0
Total	12.5	60.0	18.3	9.2	100.0

6.4.7 Markets and Annual Sales

Some 49.2% of the MSMEs produced goods and services for their local communities (Figure 6.12). Only a small percentage operated at a national scale (7.2%). Many micro-mini enterprises target their local communities (62.5%), while the markets for micro and small enterprises were more diverse (Table 6.17). The markets for male-owned businesses are more diverse compared with businesses owned by women (Table 6.18).

Only three of 120 MSMEs exported their products to two Caribbean countries – Grenada and Saint Lucia and there was very little interest in doing so.

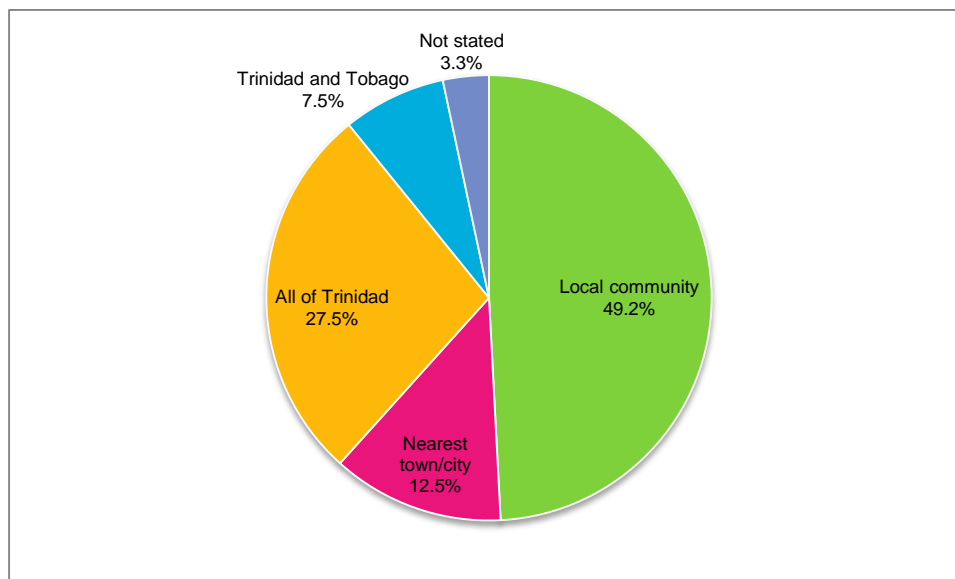


Figure 6.12: Primary Markets for Goods and Services Produced by MSMEs

Table 6.17: Primary Markets for Goods and Services by Sex of Enterprise Operator

Sex	Primary Market					Total
	Local community	Nearest town/city	All of Trinidad	Trinidad and Tobago	Not stated	
	%					
Female	75.7	10.8	10.8	2.7	0.0	100.0
Male	37.3	13.3	34.9	9.6	4.8	100.0
Both Sexes	49.2	12.5	27.5	7.5	3.3	100.0

Table 6.18: Primary Markets for Goods and Services by Size of Enterprise

Size of Enterprise	Primary Market					Total
	Local community	Nearest town/city	All of Trinidad	Trinidad and Tobago	Not stated	
	%					
Micro Mini	62.5	12.5	25.0	0.0	0.0	100.0
Micro	30.0	10.0	37.5	12.5	10.0	100.0
Small	55.0	15.0	20.0	10.0	0.0	100.0
All MSMEs	49.2	12.5	27.5	7.5	3.3	100.0

Some 57.5 percent of the total MSMEs surveyed recorded annual sales of less than TT\$100,000 (Figure 6.13), with another 15.8 percent making between TT\$100,001 and TT\$200,000. On average, women-owned businesses made considerably less than men-owned businesses (Table 6.19). Some 78.4 percent of female operated businesses earned under TT\$100,000 compared with 48.2 percent of men-operated businesses earning similar annual amounts. On the other hand, as much as 19.3 percent of the male operated businesses surveyed earned revenues between TT\$100,001 and TT\$200,000, while 8.1 percent of women-operated businesses made comparable sales. As much as 32.4 percent of businesses owned by men generated greater than TT\$200,001. On the other hand, only 13.5 percent of women-owned businesses made similar sales.

It would be important to conduct additional research to determine why women-owned businesses earned far less than male-owned enterprises. Research in the United States has shown that along with the industry, size of business and length of time in business, the entrepreneur's goal for growth of his/her business are important factors to predict business growth. In her Wall Street Journal article Hadary (2010) noted that the differences between women and men entrepreneurs begin with their own reasons for starting a business. She observed that men tend to start businesses to be the "boss," and their aim is for their businesses to grow as big as possible. Women, however, start businesses to be personally challenged and to integrate work and family, and they want to stay at a size where they personally can oversee all aspects of the business.³¹

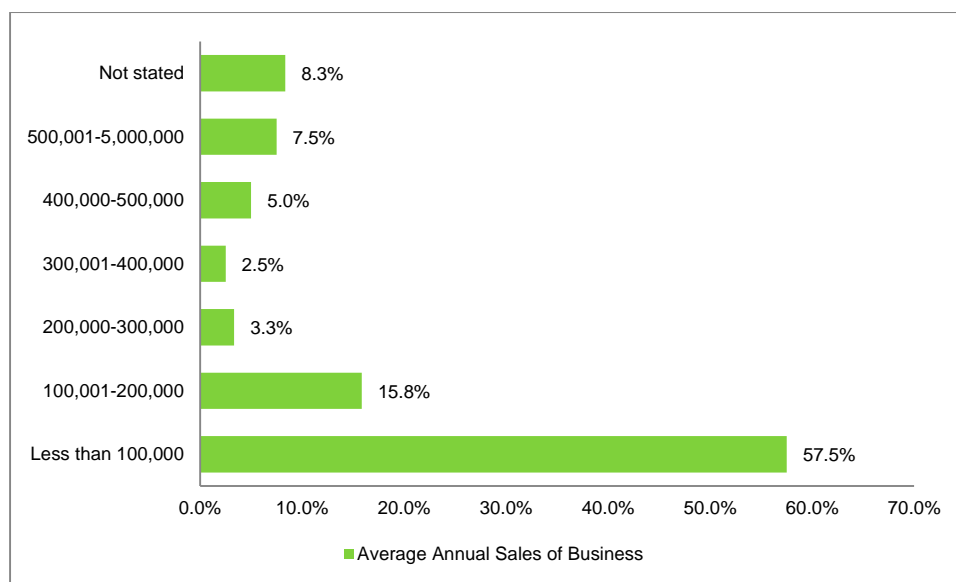


Figure 6.13: Average Annual Sales (in TT\$) for MSMEs in Tunapuna/Piarco

Table 6.19: Average Annual Sales by Sex of Enterprise Operator

Average Annual Sales of Business	Sex of Operator		
	Female	Male	Both Sexes
	%		
Less than 100,000	78.4	48.2	57.5
100,001-200,000	8.1	19.3	15.8
200,000-300,000	0.0	4.8	3.3
300,001-400,000	0.0	3.6	2.5
400,000-500,000	2.7	6.0	5.0
500,001-5,000,000	5.4	8.4	7.5
Not Stated	5.4	9.6	8.3
Total	100.0	100.0	100.0

6.4.8 Financing and Investment

MSMEs require financing for start-up and expansion. While there are several avenues for entrepreneurs to obtain the finances needed to develop their businesses, the survey indicated most

³¹ Hadary, Sharon, G, 2010. Why Are Women-Owned Firms Smaller Than Men-Owned Ones? The Wall Street Journal. Website source: <http://www.wsj.com/articles/SB10001424052748704688604575125543191609632>.

operators were self-financed or received funding from their families (56.7%) or obtained financing from commercial banks (51.7%) (Figure 6.14). Credit unions were the third source of capital financing; however less than five percent of businesses used this source (1.7%).

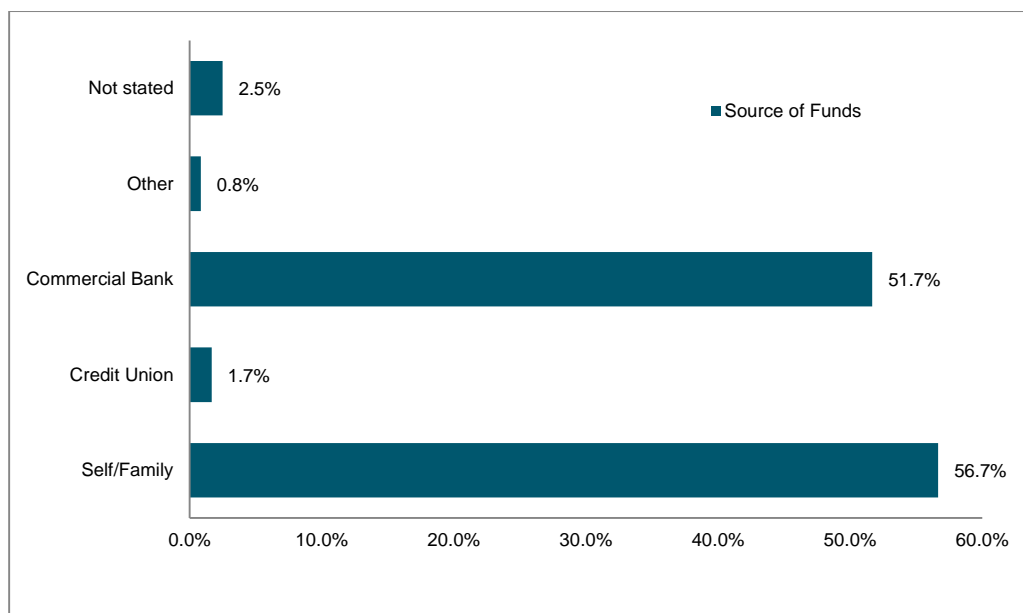


Figure 6.14: Distribution of Financing Received by MSMEs

Both women and men business operators obtained financing from commercial banks. However, more male business operators turned to commercial banks for capital financing compared with their female counterparts (Table 6.20).

Interviews with officers from business support agencies have shown that women's business choices tended to be in activities that require less experience and require lower start-up capital. This was supported by the observation that women usually borrow smaller amounts than men do, and while in some businesses the husbands/male partners represented the "public face" of their businesses, it was the women who were the actual "business operators."

Table 6.20: Key Suppliers of Financing to MSMEs by Sex of Enterprise Operator

Source of Funds	Sex of Operator		
	Female	Male	Both Sexes
	%		
Self/Family	64.9	53.0	56.7
Credit Union	5.4	0.0	1.7
Commercial Bank	32.4	60.2	51.7
Other	2.7	0.0	.8
Not stated	2.7	2.4	2.5
Total	100.0	100.0	100.0

The micro mini businesses rely more heavily on personal/family funds to invest in their businesses compared with micro and small sized businesses (Table 6.21). The financing from commercial banks was more important to the larger MSMEs surveyed. Fifteen percent of micro mini businesses obtained

financing from commercial banks while as much as 75.0 percent and 65.0 percent of the micro and small businesses received financing from this source, respectively.

Table 6.21: Key Suppliers of Financing to MSMEs by Size of Enterprise

Source of Funds	Size of Enterprise			
	Micro Mini	Micro	Small	Total
	%			
Self/Family	87.5	35.0	47.5	56.7
Credit Union	2.5	2.5	0.0	1.7
Commercial Bank	15.0	75.0	65.0	51.7
Other	0.0	0.0	2.5	.8
Not stated	0.0	5.0	2.5	2.5
Total	100.0	100.0	100.0	100.0

Figure 6.15 showed the investments in assets made by business operators. Some 62.5 percent of the respondents invested less than TT\$250,000 in their businesses. There tended to be more capital investments made in men-operated businesses (Table 6.22).

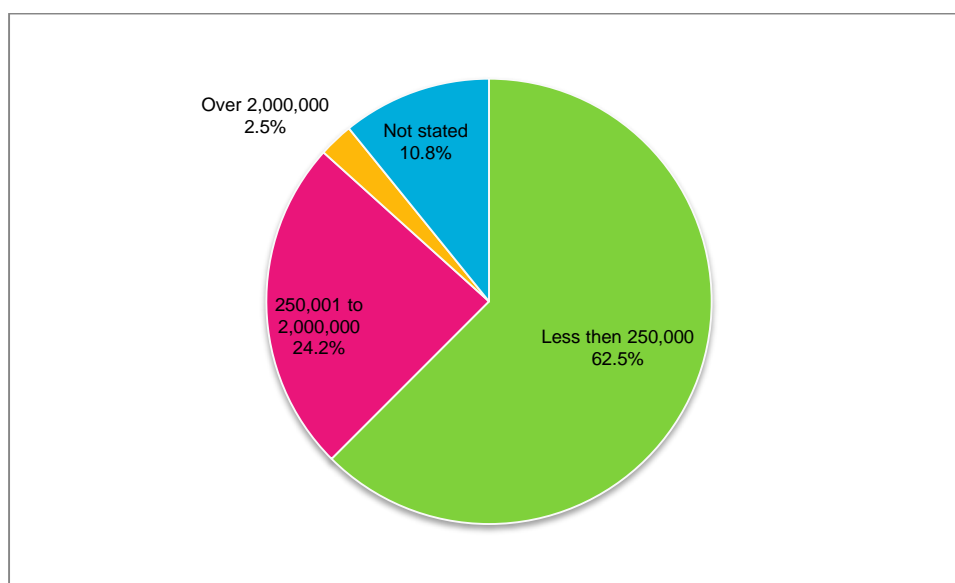


Figure 6.15: Capital Investment in Business Enterprise

Table 6.22: Capital Investment by Sex of Enterprise Operator

Amount Invested in Plant Equipment and Other Assets	Sex of Operator		
	Female	Male	Both Sexes
	%		
Less than 250,000	81.1	54.2	62.5
250,001 to 2,000,000	10.8	30.1	24.2
Over 2,000,000	0.0	3.6	2.5
Not stated	8.1	12.0	10.8
Total	100.0	100.0	100.0

The majority of micro mini business invested TT\$250,000 equipment and other assets. The amount invested in the business increased with increased size of business with the highest investments made in the micro enterprises (Table 6.23).

Table 6.23: Capital Investment by Size of Enterprise

Amount Invested in Plant Equipment and Other Assets	Size of Enterprise			
	Micro Mini	Micro	Small	Total
	%			
Less than 250,000	90.0	35.0	62.5	62.5
250,001 to 2,000,000	5.0	45.0	22.5	24.2
Over 2,000,000	0.0	5.0	2.5	2.5
Not stated	5.0	15.0	12.5	10.8
Total	100.0	100.0	100.0	100.0

6.4.9 Use of Internet

World Bank statistics showed an internet user rate³² of 65.1 percent for Trinidad and Tobago in 2014 (Table 6.24). The survey revealed that 39.2 percent of MSMEs in Tunapuna/Piarco access and use the internet. This figure is low and reflects the need for increased training about the importance and use of the internet in business. More men use the internet in their business operations than business women. However, increased use was noted in the micro businesses compared to the micro mini and small categories (Figure 6.16).

Operators mainly used the internet in their businesses to send and receive emails; to access market information and product information. Other uses included advertising, online banking, purchasing stocks and security surveillance.

Table 6.24: Internet Users (per 100 people) in Trinidad and Tobago, 2010-2014

	Internet Users (per 100 people)				
	2010	2011	2012	2013	2014
Trinidad and Tobago	48.5	55.2	59.5	63.8	65.1

Source: World Bank IBRD-IDA: <http://data.worldbank.org/indicator/IT.NET.USER.P2>

³² Internet users are people with access to the worldwide network

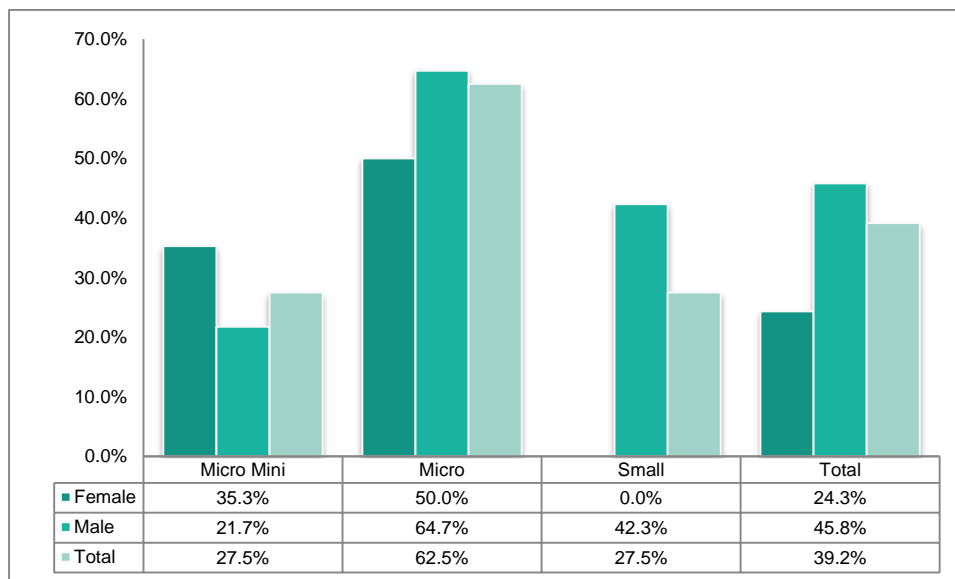


Figure 6.16: Routine Use of the Internet by Sex of Enterprise Operator and Size of Enterprise

6.4.10 Technical Support

Just over 60 percent of business owners (61.7%) did not receive any technical assistance or training (Table 6.25). Persons operating micro mini businesses (75%) were more likely to have not received any form of technical assistance or training compared to other business owners (Table 6.26). Technical and vocational training and on-the-job training were the two key ways MSME owners in Tunapuna/Piarco received the training used in operating their businesses. Some 5.0 percent of business owners surveyed received university level training.

Table 6.25: Key Sources of Technical Support by Sex of Enterprise Operator

Sources of Technical Assistance and Training	Sex		
	Female	Male	Total
	%		
Other Government	0.0	1.2	.8
University	0.0	7.2	5.0
Technical/Vocational Institute	21.6	12.0	15.0
Other	13.5	21.7	19.2
None	62.2	61.4	61.7
Not Stated	35.1	24.1	27.5
Total	100.0	100.0	100.0

Table 6.26: Key Sources of Technical Support by Size of Enterprise

Sources of Technical Assistance and Training	Size of Enterprise			
	Micro Mini	Micro	Small	Total
	%			
Other Government	0.0	2.5	0.0	.8
University	0.0	10.0	5.0	5.0
Technical/Vocational Institute	12.5	22.5	10.0	15.0
Other	10.0	22.5	25.0	19.2
None	75.0	52.5	57.5	61.7
Not Stated	32.5	17.5	32.5	27.5
Total	100.0	100.0	100.0	100.0

Technical assistance and training for those operating MSMEs cover a number of areas. However, Skills Training (15.0%), followed by market information (5.0%) were the main areas of technical assistance/training support received by MSME owners. Entrepreneurs identified mentoring as critical to the success of their businesses. However, only 3.3 percent of business operators received such support.

6.4.11 Key Issues Faced by MSMEs

Figure 6.17 rates the top eight challenges identified by Tunapuna/Piarco MSME operators. Analysis of the results revealed that Market/Marketing, Crime, Access to Credit, and Government Regulation were the four most challenging issues faced MSMEs in the Municipality. Management Skills, Family Support, Transport and Infrastructure, and Raw Materials were the least challenging issues identified.

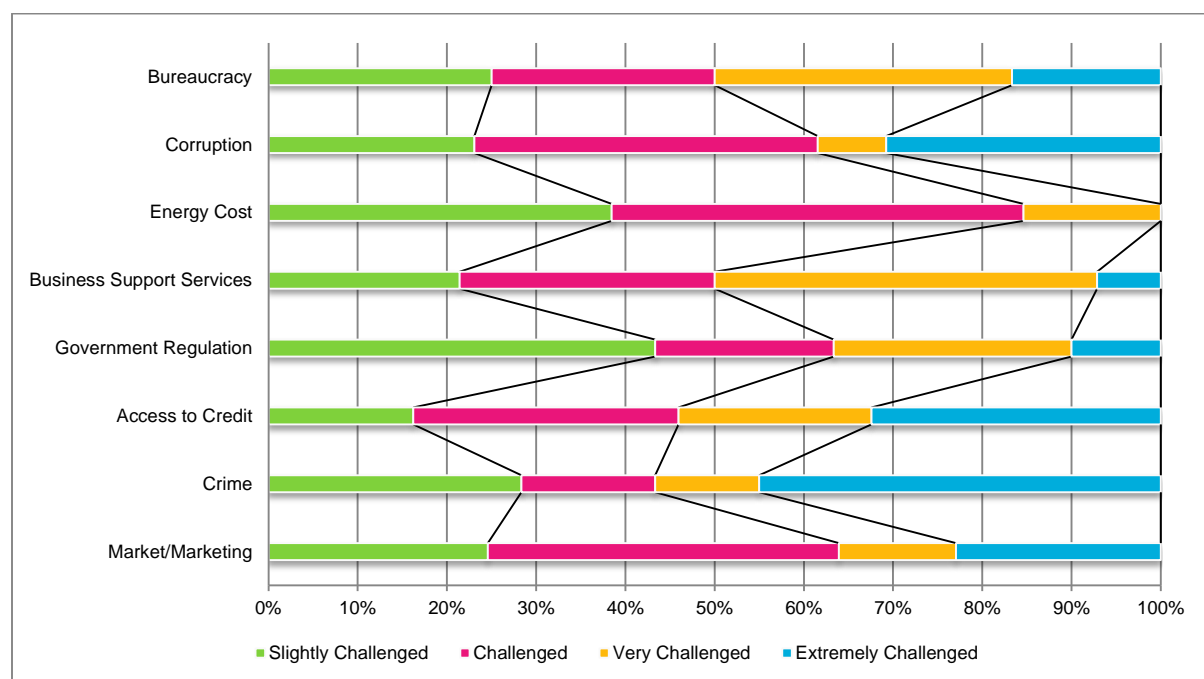


Figure 6.17: Rating of Key Issues to MSME Development in Tunapuna/Piarco

Business owners identified the Environment, Licences and Permits, and Taxes as the three most critical regulations and procedures that impede business development. Fifty five percent of respondents did not

6.5 Challenges and Opportunities Facing MSMEs

With a view to explore the strengths, weaknesses, challenges and opportunities facing MSMEs, discussions were held with MSME operators and other sectoral stakeholders. Emerging from these interactions was the fact that access to finance continues to be one of the most significant challenges facing MSMEs. Though firms generally thought that there existed sufficient options for debt and equity financing in the Municipality, accessing these financing options was not simple for MSMEs. Complex procedures, restrictive collateral requirements and high transaction fees generally acted as a barrier to accessing finance by enterprises of this size. Consequently, entrepreneurs relied to a substantial

extent on personal savings and funds obtained from family members and friends to establish their businesses. While stakeholders indicated that they had benefitted from the services offered by NEDCO, the Agricultural Development Bank (ADB), and some government ministries, there was a consensus that greater levels of government incentives and subsidies should be available for new and growing firms.

Despite FairShare and other public sector programmes that target MSMEs, there remains the belief that Government policies, particularly those relating to public procurement, consistently favoured large firms as opposed to micro, small and medium sized firms. It was suggested that the selection process not only should result in the best firm for the job but also that firms of different sizes should have equal opportunity in the public procurement process. Stakeholders also believed that policy should be developed at both the local government and national level to promote and support the development of micro, small and medium sized enterprises. While taxes and other government regulations were applied consistently to micro, small, medium and large enterprises, it was generally thought that licensing requirements and government bureaucracy were unduly difficult for growing and new firms.

In respect of government initiatives to assist MSMEs, it was thought that a wider range of government programmes should be developed and channelled through a single government institution. A likely candidate for such an initiative could be NEDCO since it is already well positioned to provide both financial and technical assistance to new and growing firms. It was also firmly believed that there should be greater collaboration among public institutions providing services to MSMEs. Representatives within existing institutions must have relationships with key members of other institutions to ensure maximisation of the impact of government resources allocated towards the promotion of the growth and development of MSMEs in the country.

It was accepted that while certain agencies may specialise in the provision of certain services, all institutions catering to the needs of enterprises of this size must readily be available to assist MSMEs to find information needed to grow and flourish. The provision of loanable funds was thought inadequate to contribute to the development and expansion of MSMEs to a stage where they could indeed be self-sufficient and competitive. Consequently, it was agreed that loans and grants should be provided along with business support services for firms at this nascent stage of development.

Many MSMEs expressed that finding reliable labour posed a serious challenge to their business. Even though the national education system ensures free education for persons up to a first degree, it was firmly believed that teaching at the primary and secondary not only discouraged personal initiative, self-sufficiency and creativity but also was lacking in explaining the nuances of new firm creation and entrepreneurship. Entrepreneurs believed that even at the tertiary level, universities, colleges and technical institutes did not provide sound and adequate preparation for the establishment and growth of new businesses. Business owners thought that many persons with degrees may have the knowledge necessary to contribute meaningfully to a business but generally lacked the soft skills to work well in teams and the practical skills to take **what was learnt** the classroom and apply it to their unique working situation.

The national physical infrastructure was thought to be very propitious to the establishment and growth of new enterprises. Firms were generally satisfied with the state of the roads, utilities, communications,

and waste disposal. For MSMEs, access to communication technology such as the internet, landlines or cell phones was not deemed to be expensive. Furthermore, there exists ready access to electricity, fuel and water at very affordable rates to both residents and commercial enterprises.

Social and cultural norms however were indicated as factors that do have an influence on the size of the private sector and the profile of enterprises observed throughout the country. While it is believed that the national culture is indeed supportive of individual success, it is not believed that it places significant emphasis on personal initiative, autonomy nor self-sufficiency. It is believed the average person in the country is averse to entrepreneurial risk taking, while the more affluent in society are encouraged from a very young age to enter into entrepreneurial endeavours.

Having the appropriate skills is a valuable tool for MSME start up and development. Stakeholder agencies noted that often business owners start their businesses with a high level of enthusiasm, without fully understanding what is required or having the necessary knowledge and skills to successfully operate a business. There is need for easily comprehensible programmes, which cover a wide range of topics (e.g. micro and macroeconomics, finance, accounting, marketing, human resources, etc.) that would make operators competent and give them the confidence to run a business.

While a range of technical and vocational courses is now widely available to the public stakeholder agencies spoke about high dropout rates. There has been little research in Trinidad and Tobago to understand the attitudes of women and men and what motivates them to spend time engaged in education and training. Moreover, given the high dropout rates observed by some providers, it is equally important to understand the reasons why participants withdrew from the programmes and how that influences the entrepreneurial process. Both service providers and stakeholders in low-income communities spoke of the problem of illiteracy and innumeracy, which sometimes makes it difficult for participants to follow and understand the training materials. For some, completing a business plan can be a futile effort.

MSME owners who have accessed successfully the loans and grants spoke of the need for more mentoring programmes particularly during the initial start-up period and of having MSME business networks and fora that they can turn to during difficult times. Such networks are recognised as critical to businesses operated by women and the vulnerable groups.

Entrepreneurship education should go beyond the business development training now available to include personal development and entrepreneurial skill development.³³ Very few education and training institutions emphasise or have such programmes available. Beyond the development of the individual entrepreneur, there is need to focus on the development of society and the “supply side” for enterprise. It is important to develop awareness and social acceptance of entrepreneurship. The media can play a crucial role in this regards in delivering positive message about enterprise and entrepreneurship.

³³ Personal development involves life skills training to build confidence, motivate progress, strengthen the entrepreneurial mindset and to foster a desire to achieve and inspire action. Entrepreneurial skill development includes training in social skills, networking, creative problem solving, opportunity seeking, selling, interviewing, presentations, group leadership, community co-operation, dealing with bureaucracy, local cultural norms and how they affect business, etc.

In addition, the Municipal Council should develop programmes and work with schools and communities in supporting and promoting local economic development and individual, school and community-led entrepreneurship. The Municipal Council can work directly with business development institutions (such as YTEPP Ltd, UWI, UTT, Lok Jack Graduate School of Business) in collaboration with local groups (the Chamber of Commerce, Churches, community organisations, etc.) in developing programmes aimed specially at fostering local entrepreneurial development, including the development of local entrepreneur networks. It is also important for the Council to set up areas where reading materials (publications and journals) are available for use to expose locals to new ideas, materials and methods in their given areas of interest.

While the women were aware of some of the agencies involved in supporting business development, very few during the discussions knew about their various programmes and how to access them. In few cases, where women did establish businesses, they faced several challenges including the inability get support in accessing markets and financing. Women spoke of their experience in preparing business proposals/plans which they felt was a difficult exercise even with the guidance of a qualified tutor. Though NEDCO has simplified the start-up planning process, this remains an issue because of lack of awareness and continued poor experiences with the agency. Indeed, some women acknowledged that they either abandoned the task of opening a business altogether and opted to start their business without the financing they needed. Another major gap in business support provisioning identified was the lack of financing facilities for producer cooperatives.

With a number of the country's tertiary education institutions within its boundaries, the Municipality of Tunapuna/Piarco is considered the Knowledge Centre of Trinidad and Tobago and the Southern Caribbean. The Tunapuna/Piarco Municipal Development Plan, therefore, proposed the establishment of a university town to include the urban centres of St. Augustine, Tunapuna, Curepe and St. Joseph. The Ministry of Planning and Development has prepared a Spatial Development Strategy and Regulatory Framework for the St. Augustine Education City. The St. Augustine Education City was conceptualised as an integrated centre for academic excellence that would comprise: 1) a range of educational, cultural, and research institutions functioning as a network of complementary learning centres designed to inspire creativity and innovation and to meet specific national development goals; 2) an organised system of meaningful linkages between the educational sector and other sectors of the community to facilitate synergies in technological research and development, cultural expression, business promotion, wellness and healthcare, housing and other real estate development, agricultural experimentation, and employment generation; and 3) a safe, functional, and aesthetically appealing environment in which to live, learn, work, recreate, and invest.

Linking these learning centres with others within the Municipality (such as the Tamana InTech Park, located in Wallerfield) and with those outside can provide tremendous possibilities for the growth of the MSME sector. However, concerted effort (including the provision of special incentives) must be made to identify and foster the growth of MSMEs outside of the traditional sectors (such as Food and Beverage, Retail and Distribution, Services, etc.) into sectors that promote innovation and the development of technology driven products and services as found in the ICT, Clean Technology, High-Value Manufacturing, Business Services and Agro-Processing sectors.

Chapter 7

Local Governance in Tunapuna/Piarco

7.1 The Prevailing Local Government System

Local government is single-tiered system in both Trinidad and Tobago, with Trinidad divided into 14 municipalities governed city/borough or regional corporations. The Municipal Corporations Act and the Tobago House of Assembly (THA) Act comprise the principal legislation governing the country's local government system. Unlike the THA, the Municipal Corporations in Trinidad is not enshrined in the Constitution in Trinidad and Tobago. However, the Municipal Corporations Act No. 21 of 1990 provided for the establishment and operation of the Municipal Corporations. Over the years, the Act has been amended several times, the last amendment being in 2013. This Act, which granted corporate municipal status to all Local Government bodies in Trinidad, and as amended in 1992 (the Municipal Corporations (Amendment) Act No. 8 of 1992), provided for the two City Corporations, three Borough Corporations and nine Municipal Corporations. Each Municipal Corporation is accountable to the Ministry of Rural Development and Local Government which provides oversight and policy directives.

Under Section 269 of the Municipal Corporations Act 1990, the Minister of Local Government can give general or specific directions to Municipal Councils in relation to government policy on any matter. The Minister can also promote effective and equitable partnership between Central and Local Government in the development of socioeconomic growth, balanced sustainable development and social welfare; and acts as adjudicator in cases of disputes between Municipal Corporations.

Like the other 13 Municipal Councils in Trinidad, the Act gives powers to the Tunapuna/Piarco Municipal Council, which acts through the Chief Executive Officer (CEO), Senior Officers and Staff of the Regional Corporation. The Municipal Council, which comprises 15 councillors and four aldermen, is responsible for a range of key functions within its municipal jurisdiction, from the development and maintenance of selected roads, bridges, footways, drains, public buildings and structures, the maintenance of markets, slaughterhouses, pastures, commons, recreation grounds or public cemeteries and recreational grounds; the distribution of truck-borne water; solid waste collection; public health, to municipal policing.

The Ministry's key functions as it relates to the Corporations include the oversight of finances from Central Government; monitoring and evaluation, adjudication; technical services in regards to engineering and project management; drafting legislation that affects local government; and developing policy directives. Each year, the Corporation prepares and submits capital expenditure estimates and an income and expenditure budget to the Ministry of Rural Development and Local Government and the Ministry of Finance for approval.

7.2 Local Government Reform

The Government of the Republic Trinidad and Tobago (GORTT) has promoted in recent years, the idea of devolution through the development of growth poles and the alignment between national priorities and regional priorities within the 14 local government jurisdictions and the House of Assembly in Tobago, as well as with the 585 communities identified throughout Trinidad and Tobago. In its Medium Term Framework, the Government pledged to transform “Local Government Services through the devolution of authority from Ministries to ensure increased efficiency.”³⁴

The mission of the 2009 Local Government Reform programme was to facilitate the transformation and modernisation of local communities by empowering citizens to participate in the decision making process. To achieve the mission, six key focal areas were identified: Municipal Management, Economic Development, Social Services, and Environmental Management and Resilient Communities.

The reformation process called for a number of measures to be implemented including:

- 1) A new Local Government Legislation that would introduce an Executive Council System and mechanisms for greater citizen engagement and participation in the decision making process;
- 2) The rationalisation of Local Government and Central Administrative boundaries through the reduction of the number of Local Government Bodies, physical alterations to exiting boundaries and the creation of Central Administrative Districts;
- 3) Corporate restructuring of the government ministry with responsibility for local government, the Municipal Corporations; human resource development and institutional restructuring;
- 4) Introduction of local area regional planning and development;
- 5) Improvements in the information communication technology and communications; improved waste resource management, and disaster preparedness and management;
- 6) Strengthening of municipal/community policing system; and
- 7) Development and establishment of standards and monitoring and evaluation mechanisms.

The draft White Paper on Local Government Transformation and Modernisation, prepared in 2013, identified a number of critical issues and recommendations, similar to the earlier 2009 white paper, to transform and modernise the Local Government system. The new Local Government system to be established must exhibit the core features:

- It must be people focussed aimed at addressing the needs and aspirations of communities and ensuring their involvement in policy development, decision making and operations of their Municipal Corporation.
- Good Governance systems and structures must be established that would promote accountability, transparency, responsiveness, equity and value for money expended.

³⁴ Ministry of Planning and the Economy, 2011, Medium-Term Policy Framework 2011-2014, Government of Trinidad and Tobago, pg. 19.

- Increased use of Information Communication Technology that would allow residents to access information and services online.
- Participatory planning and development must be institutionalised in order to pursue development in accordance with the views, aspirations and support of communities.
- Emphasis to be placed on municipal policing security and the development of community capacity for peace, social cohesion and civil existence.
- Modern organisational and structures, systems, mechanisms and business processes to be instituted to improve managerial efficiency and effectiveness.³⁵

In moving forward toward this new local government system, a number of strengths in the current system have been identified that can be built upon to create better system that improves delivery, accessibility and sustainability of public goods and services to burgesses. However, several weaknesses must be addressed to achieve this new local government system (Box 7.1).

Box 7.1: Strengths and Weaknesses in the Current Local Government System

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> □ Local infrastructure and services have been developed over the years and communities have been involved in a number of projects; □ Communities have a contact or point person (Councillors and Chairmen) to whom they can voice their concerns; □ It brings government closer to the people; □ Some burdens and responsibilities have been lifted from Central Government, the responsibility for managing affairs and development have been placed at the local level; □ Citizens have gained greater access to public goods and services; and □ Some level of employment relief has been created at the community level. 	<ul style="list-style-type: none"> □ The legislative framework is inflexible and not adaptable to change; □ Strict bureaucratic structure; no political and administrative authority given to local authorities; □ duplication of services; □ Lack of funding for State mandates and regulations; □ Inadequate human resource, accounting, auditing, fleet, asset, project and performance management systems; □ Non-existent quality control measures; □ Lack of cohesion, planning and economic development at the local level; □ Conflicting goals between national and local needs for budgeting; □ Lack of Information Communication Technology platform which hinders effective instantaneous communication; □ Community participation and involvement are limited; □ No sustainability in the delivery and access to public goods and services at the local level; □ Officials tend to be part-time and turn over quickly, usually due to a lack of incentives to remain; □ Inadequate training; □ Lack of vision and strategic thinking by councils; □ Lack of passion by Councillors in fulfilling their mandates; □ Very slow rates of implementation; □ Non-existence of LED programmes to facilitate self-sufficiency; □ Constant conflict and lack of trust between Council and Administrative Staff; and □ Inertia in dealing with customer complaints.

Source: Ministry of Local Government, 2013. Draft White Paper on Local Government Transformation and Modernisation

7.3 Local Economic Development and Local Government

Local Economic Development is one of the most recent efforts to enhance the developmental role of Local Governments. It is a critical avenue for empowering local authorities to implement projects aimed at poverty reduction and increasing individual and household incomes. It provides opportunities for

³⁵ Ministry of Local Government, 2013. Draft White Paper on Local Government Transformation and Modernisation; 89pp.

local governments, the private sector, civil society and communities to establish partnerships to mobilise and manage locally and externally accessible resources to stimulate the municipal economy. LED recognises the competitive advantage of a given area and in this case, Tunapuna/Piarco.

The 2013 White Paper promotes the LED as a means to facilitate and stimulate economic development at the community, sub-regional and municipal levels geared at employment generation, self-employment and MSME creation and the coordination of sectoral development. The recommendation is for the establishment of Local Economic Development Units (LEDU) within each Municipal Corporation, led by an Economist. A Municipal Stakeholder Advisory Council (SAC) is proposed also to guide the work of the Unit. Tunapuna/Piarco Municipal Council is expected to prepare and implement a three-year Strategic Plan and Action Plan aimed stimulating LED in the Municipality. The Paper also proposes the establishment of a LED fund to facilitate public private partnership (PPP) ventures.

Local economic development in Tunapuna/Piarco should be closely linked to the proposals and strategies made in its Municipal Development Plan. This Plan, prepared in 2010 represents the expressed views of burgesses. The economic drivers proposed for the Municipality are the following:

- Tertiary education and training;
- Tertiary health care (medical tourism);
- Tourism: medical tourism, eco-tourism, resort tourism, heritage tourism, business tourism and conferencing;
- Merchandising, commerce and distribution;
- Financial services;
- Manufacturing and industry;
- Agriculture, fisheries and aquaculture;
- Agri-business and fish processing; and
- Public services and public administration.

An investment plan was prepared in 2011/2012 as a means of kick-starting the implementation of its Municipal Development Plan. Municipal Councils were expected to choose one or two projects from the Plan and an investment plan prepared. This investment plan was expected to be revised and updated annually and financing sought for proposed development projects through the annual budget and other means.

The Tunapuna/Piarco Municipal Council chose the regeneration of the Municipal Centre, the Town of Tunapuna, as the initial programme of the Municipal Development Plan to be implemented that would enable the Regional Corporation to better and adequately serve its residents. The initial works proposed were the upgrading of the main commercial strip located in the heart of Tunapuna to provide an urban ambience that would eventually spread through the entire town; provide a focal point for the town; attract more shoppers to Tunapuna; and to encourage the businesses to improve their shop fronts and participate in the management of Tunapuna Main Commercial Strip. Elements of the beginning phase of this programme included:

- Stakeholder awareness/marketing – two entrance features, one in Macoya and the another at the entrance of Auxonville;

- Architectural and final designs of upgrade works;
- Entrance features at Auzonville and Macoya Roads;
- Sidewalk upgrade at Market Street and the Main Road (including landscaping); and
- Rationalisation of parking and traffic upgrade.

Additional works included:

- Solar lighting for entrance features;
- Footpath and sidewalk enhancement;
- Completion of Macoya Promenade;
- Drainage works along the Eastern Main Road; and
- Landscaping.

Some of these works were implemented. However, there has been no review or updating of the Development Plan and the investment plan thus far since their initial development. The Plan is currently not being used to guide the work of the Municipal Council. However, in the light of the commitment to devolution of the recently elected Government, the Plan provides a framework for the Council, within which enterprise can be promoted with a coherent platform.

7.4 Caribbean Local Economic Development Programme

CARILED has been inspired by the experience of the Federation of Canadian Municipalities. The Federation is the “national voice” representing the vast majority of the municipal population of Canada. The membership includes Canada’s largest cities, small urban and rural communities and 19 municipal associations and has been functioning since 1901.³⁶ The Federation is thus steeped in the philosophy of federalism and in the advocacy of deep involvement of people in the planning and premised on a participatory process involving communities, civil society organisations and the private sector in partnership with local governance authorities or local government.

CARILED Initiatives in the Caribbean have involved:

1. Helping communities establish and manage committees of government, private sector and community representatives to lead local economic development.
2. Increasing the capacity of local governments (and decentralised agencies of central governments) to facilitate private-sector growth in a sustainable and equitable manner.
3. Strengthening the ability of local government officials to engage civil society in local economic development planning and implementation.
4. Collaborating with business support organisations and educational institutions to provide training to micro, small- and medium-sized enterprises.
5. Funding pilot LED projects with the potential to show how local governments, the private sector and communities can work together to create jobs, increase micro-, small- and medium-sized enterprise revenues, and bring economic and social benefits to communities

³⁶ <http://www.fcm.ca/home.htm>

6. Working with national governments, local government associations and regional organisations to replicate good practices and successful LED models, and institute policy reforms to support LED.

The partnerships provide for the harnessing of local resources, encouragement of investment and the stimulation of local commercial activities including the involvement of micro, small and medium-sized enterprises. The experience is that local commercial activities contribute to job creation, business development and improved quality of life for citizens.³⁷

Adoption of CARILED represents signalling of decentralisation and further devolution in economic planning and more particularly in implementation in the Trinidad and Tobago context, will require further changes in the existing legislation in the Act establishing the Municipal Council and Regional Authorities.

³⁷ <http://cariled.org/about-led/definitions/>

Chapter 8

Recommendations for Local Economic Development

8.1 Strategic Sectors

The Development Plan for the Municipality of Tunapuna/Piarco has been endorsed by the recently elected Government of the Republic of Trinidad and Tobago: in its Manifesto, it identifies it as an appropriate platform to address the economic, social and environmental issues, relative to the needs of the municipality. The Plan anticipated substantial devolution to the Municipal Corporation, and it is enjoined to secure the involvement of the other agencies of the Government, the local private sector, NGOs and CBOs in an active cooperation that pushes the production frontier to its outermost limit, with the available resources of the Municipality.

Tunapuna/Piarco municipality is blessed with the largest population among the municipal areas of the country. It has a larger population than all of the independent states of the Eastern Caribbean. In its varied topography, its diversified space it already accommodates a wide range of industry, from primary agriculture to manufacturing and a range of sophisticated and high level services, including tertiary medical services. Within this municipality, there are some of the most highly urban concentrations as found in Tunapuna, to the most remote rural communities as Brasso Seco and Lalaja.

The approaches of various political administrations over the years, support and favour the goal of economic diversification and the principle of social equity across the various groups that comprise the society. There are possibilities to be realised through initiative of the Council of the Municipal Corporation working closely with the key agencies of the National Government like the Tourism Development Company, with specialised institutions like the Institute of Marine Affairs, and CARIRI, researchers in the Tertiary Education system locally and with the NGOs and CBOs and the Private Sector in the Municipality, all with the objective of expanding the production frontier of the Municipality. Some of the other important agencies identified before include:

- Ministry of Labour and Small Enterprise Development – NEDCO, ETIIC, IBIS, FairShare, and EIF programmes;
- Ministry of Trade and Industry – ExportTT, RDF;
- Ministry of Social Development – MEL;
- Ministry of Community Development – CDF;
- Ministry responsible for Green Fund;
- Ministry of Planning and Sustainable Development – Innovation Fund;
- Arthur Lok Jack Graduate School of Business;

- CARIRI;
- UTT, MIC, MuST; and
- YTEPP

A critical component in the development of business and enterprise in the Municipality will involve the training and extension services that are needed by new entrepreneurs and especially by those who come from a non-business culture, and may also have major educational deficiencies. It is critical that the Municipal Corporation adopt a developmental role as part of its remit. Some of the specific activities about which there is convergence between the National Medium Term Framework and the Spatial Plan for the Municipality are identified in what follows.

8.1.1 Higher Education Services

Many of the country's leading higher education institutions are located in the Municipality of Tunapuna/Piarco. The MDP for the region recognised the Municipality as the Centre of Knowledge for Trinidad and Tobago and the Eastern Caribbean. A large student population creates demand for student housing, transportation, recreation, entertainment, and a range of products and services, that can have a positive economic impact on their fence-line communities and towns. While most enrolments are national students, the MDP recognises that attracting a larger number of foreign students can increase the country's foreign exchange earnings. The Plan contains proposals to increase non-national student population and to develop a university town centred on UWI St. Augustine Campus.

This university town proposal was advanced in 2014 with the preparation of a Spatial Development Strategy and Regulatory Framework for the St. Augustine Education City. The university town, which comprises 12 established communities, was conceptualised as *an integrated centre for academic excellence*. The MDP and St. Augustine Education City Strategy promote the establishment of meaningful functional links between the district and UWI and that the district be transformed into a facility that is driven by knowledge based activities and operating on the basis of eco-industrial park concepts (green design of infrastructure and buildings, cleaner production and energy efficiency, and allowing only environmentally sensitive establishments in the district).

8.1.2 Professional Services

The Municipality is well placed to attract firms engaged in the supply of professional services to develop and locate in the Municipality. There is a high concentration of people securing tertiary level education in the Municipality and may elect to live and work in the Municipality following their graduation, and to engage in the supply of services to Trinidad and Tobago, the region and the world from this locality. The Council might consider as well provision of support for establishment of small firms of young professional groups in the area.

The Development Plan might be adapted to recognise this reality by identifying areas within the Municipality where office complexes might be established, notwithstanding the fact that providers of professional services will in future operate together in a virtual world, and may not require much by way of bricks and mortar. However, the Municipality might encourage such businesses to have a

registered office within the area identifiable with a physical space. The serendipity of a large number of tertiary level graduates engaging with personnel in the universities and with a Corporation concerned to promote industrial development and the provision of high level professional services can lead to start-ups that can arrive at the cutting edge.

8.1.3 Agriculture and Food

The municipality was once a major source of agricultural output in the country. However, the expansion of settlements, the rapid urbanisation, industrial and commercial development have converted good quality agricultural land into a growing metropolitan sprawl along the flat lands which constitute part of the East-West Corridor of Trinidad. The result is that the remaining agriculture is confined mainly to the valleys and to remote communities in the Northern Range and a few flat land expanses in Valencia, Wallerfield, areas in the immediate reached of the Caroni as it turns westwards to the Gulf of Paria.

There is potential in the Municipality for expansion in some the communities with niche agriculture – seasonings, speciality cocoa, for the domestic market and even external markets. There is also the possibility for a smaller scale processing industry involving specialty chocolate and coffee products and other niche supplies like honey and supplies from floriculture that reflect the unique micro-climate in the mountain range in the Municipality.

There will be need for targeted support for small farmers by way of technical and extension services in seed selection, planting material, post-harvest technology, and marketing. The establishment of small scale and medium scale agro-processing operations in the municipality will be the natural link in the development of a value chain to up-market consumers in Trinidad and in respect of some products, consumers in the rest of the world. The Municipal Corporation will need to enlist the services of CARIRI to ensure that the processing of niche agricultural supplies in small scale operations observe the appropriate standards, thereby guaranteeing widening of markets.

8.1.4 Tourism

There are a number of opportunities that will arise from the promotion of the tourism sector in the Municipality as part of the diversification thrust on which the country is embarked. Besides being host to places of interest, which figure prominently in the ecotourism amenities of the country – Maracas Valley, Caura, Lopinot, Asa Wright Nature Centre – there is resort tourism offered by its north coast community of Blanchisseuse. The diverse cultures and the historic importance of specific areas of the Municipality – first capital, birth place of C.L.R. James, Lloyd Best and George Padmore – suggest a presence in the heritage tourism package of the country.

The Municipality has all the credentials to develop a medical tourism presence given tertiary care institutions and the Teaching Hospital of UWI, all based in the St. Joseph/St. Augustine area and within close proximity to the international airport. The University of the West Indies attracts a substantial number of conferences during the course of the year, and this creates a demand for accommodation for academics and specialists. There is shopping malls which are among the largest in the country, and with the advantage of the short distance from the airport which can provide for shoppers from the Eastern Caribbean.

There are incentives that have been provided by the Government for the establishment of both small and medium to large guest facilities – from guesthouses and hotels of less than 50 rooms to larger operations of over 50 rooms. The Council can avail itself of the opportunity of supporting a presence in this growth industry being promoted by the national Government. With appropriate complementary investment, it can stimulate the industry within the municipality with all the attendant off-shoots to the industry with a number of income earning opportunities that will arise. In addition to accommodation, there are prospects for restaurants, tour-guiding, and entertainment.

8.1.5 Cultural Expression

The Municipality has an interesting history that is reflected in the various cultural influences of the people who were brought or settled in this part of Trinidad. The first capital of the country, San Jose, is still evident in what is today St. Joseph, even though the original settler population has been mixed and migrated such that the Hispanic past is dissipated and recalled only through the limited presence of descendants of Venezuelan peones.

On Emancipation, the ex-slaves created villages just off the plantation, in settlements that became Tunapuna, Arouca, Tacarigua, and D'arbadie of today. Similarly, Indian ex-indentees settled on lands allocated to them by the planters to ensure easy access to labour on tap, as required according to the production rhythm of plantation production. These earlier footprints of people are reflected in the festivals and religious culture of the Municipality. Besides the Parang, there are calypso, steelband, soca and chutney in terms of music, Hosein, Phagwa, Divali and the Christian religious observances.

8.1.6 Commerce and Distribution

Commerce and distribution will expand with any heightening of economic activity in the communities of the Municipality. These are sectors which, because of relative ease of entry, attract considerable numbers of micro entrepreneurs: e.g., green vegetable marketing. The Corporation will need to exercise care in the promotion of entry of micro and small businesses to avoid proliferation. The allocation of licences to operate can be the mechanism to prevent oversupply in the respective communities of the Municipality.

Support for the development and expansion of commercial and distributional activities will require interventions on the part of agencies involved in the provision of credit and training in entrepreneurship, micro and small business development, but will need to be tempered with constant review of levels of involvement to protect the Municipality and some of the potential entrepreneurs from losses because of oversupply in sectors that might appear to be easy in terms of market entry.

8.1.7 Energy Related

The Energy Sector is highly capital-intensive and is not a generator of much employment. Nor does the sector have much of a presence in the Municipality. Training in Petroleum Engineering is offered at The University of the West Indies and attracts students from all over the country. Given the importance of the sector to the economy of Trinidad and Tobago, and given that the few jobs created

by the sector are high end, no group of citizens should be excluded from training for involvement in the sector, even if this might mean some degree of physical relocation to some other part of the country. Training and participation in the sector might eventually lead to the establishment of MSMEs that might engage in contracting and smaller scale operations whose services are accessed by energy companies from time to time.

There is the other side of the energy equation represented in the alternative energy industry – solar and wind are encouraged. Servicing and maintenance will follow naturally from any development of infrastructure in this burgeoning subsector: residents of the municipality will need to be trained and resourced such that the services of MSMEs that may be complementary to the alternative energy sector, can be supplied by residents of the Municipality who may seek to engage in the supporting businesses.

8.1.8 High Value Manufacturing and Industry

The location and resources of the Municipality provides opportunities for high-value industrial development in Tunapuna/Piarco. As noted in Chapter 6, the proposed Tamana InTech Park, the proposed Piarco Aero Park, the existing industrial estates and the presence of a number of the country's leading tertiary education facilities provides opportunities for the establishment of innovative high tech MSMEs. Using innovative models to promote entrepreneurial development and to encourage tertiary educated students and others with innovative ideas to start their businesses while they receive entrepreneurial training and to provide the necessary support during and after graduation to facilitate continued growth of these start ups. Financing, industrial space and mentorship are critical components for such programmes.

8.2 Proposed Projects and Implementation Plan

Local government reform will require each Municipal Corporation to play a greater and more active role in securing better economic and social outcomes within their municipality. Leading and supporting LED effort within their respective municipalities provide a strategic opportunity for Municipal Corporations, like the Tunapuna/Piarco Regional Corporation, influence socioeconomic development of their regions. Preparation of the Municipal LAEPs is a first step in directing investment for business and community development. Further work is now needed to build support structures that would foster LED and entrepreneurship and create employment. As part of the new thrust, the Tunapuna/Piarco Regional Corporation and its partners would also need to identify and implement programmes/projects in the strategic sectors identified that would result in sustainable local economic growth and support the expansion of MSME sector in the Municipality.

8.2.1 Establishing Economic and Business Support Structures within the Tunapuna/Piarco Regional Corporation

The following initiatives are recommended to create support mechanisms within the Corporation for the advancement of sustainable LED in the region:

1. **Establishing a Tunapuna/Piarco Local Economic Development Group** – This Group, which should operate under the auspices of the Tunapuna/Piarco Regional Corporation, is geared at providing a municipal platform to facilitate and support targeted local economic activities. The following key functions of the Group should be as follows:
 - a. To listen and interact with local and external stakeholders;
 - b. To identify and tackle the challenges to local business and economic development;
 - c. To recommend new initiatives and investments (to be implemented by the Municipal Corporation, Central Government Agencies and others) that would improve the local business environment, foster innovation and strengthen the municipal economy;
 - d. To monitor the progress of existing LED programmes implemented by the Corporation and to advice and support their implementation; and
 - e. To provide guidance on the use of Corporation's resources to achieve the objectives of Municipal LED.

The Group should meet regularly (monthly or at least quarterly) and should comprise of:

- Councillors/Aldermen;
 - Representatives of the private sector and the NGO and community sector (inclusive of the Greater Tunapuna Chamber of Industry and Commerce and a MSME representative),
 - Representatives of Tunapuna/Piarco's strategic sectors;
 - Knowledge and research institutions (for example, UWI, UTT, CARIRI, Tamana InTech Park, Authur Lok Jack GSB, etc.); and
 - Public sector support agencies relevant to business development in the municipality (such as NEDCO and the Cooperative Division), and Evolving TeKnologies and Enterprise Development Company (e Teck) in respect of the Trincity and Macoya Industrial Estates and the Tamana InTech Park.
2. **Strengthening the capacity of the Tunapuna/Piarco Regional Corporation to facilitate local business and economic development** - The goal here is to build technical capacity within the Corporation that would allow the Local Government to effectively lead the drive in achieving sustainable LED in the Municipality.

This calls for the establishment of the LED Unit (LEDU) which would be lead by a LEDO and assisted by two Assistant LEDOs. These officers should be seen as the nucleus of industrial, commercial and business development within the municipality. The LEDO should be charged with the following responsibilities:

- To facilitate LED planning in order to identify and establish business and development economic opportunities;
- To collaborate with stakeholders inside and outside of the Municipality in engaging in scenario planning and identifying possibilities for local resource use and mobilisation that might otherwise remain untapped. The LEDO should be instrumental in organising and recording discussions between the Municipal Council and MSME and institutional stakeholders within their jurisdiction.

- Work with local businesses, organisations, schools, and communities in supporting and promoting LED and individual, school and community-led entrepreneurship;
- Identify opportunities that will allow the Corporation and its stakeholders to develop the local MSME sector, programmes and projects;
- Identify and secure funding for MSME and LED initiatives;
- Assist local organisations, communities, businesses and individuals to develop project proposals and business plans for financing; and
- Assist with communities and businesses to establish business groups and other support networks, including working closely with stakeholders in the informal economy in and around main commercial districts.

3. **Preparing a comprehensive LED strategy and action plan** – One of the efforts in supporting municipal LED, is the formulation of an LED strategy and action plan for the municipality. The preparation of this strategy should be the responsibility of the LEDO. This strategy and action plan should be tailored to the needs of the Municipality and provide a comprehensive agenda for LED including the identification of potential areas where the Corporation and its partners can focus investment, additional actions to create enabling mechanisms which support the work of local organisations, businesses, communities and individuals within Tunapuna/Piarco. The strategy should also identify and contain concrete proposals for creating and expanding economic and business opportunity in Tunapuna/Piarco's key strategic sectors identified earlier in this chapter.

The strategy should also provide the necessary baseline information to be used for monitoring and evaluation and strategic LED decision-making.

4. **Developing a database of municipal entrepreneurs (of all sizes)** – This should be developed based on the sector within which these business establishments operate. This will serve well not only in terms of the conduct of research activities but will also be required for collaborative and promotional partnership activities. The Corporation should actively encourage informal MSME business owners to register with the Corporation to ensure that all can access benefits from future business programming. The LEDO should be charged with the responsibility for developing and regularly updating of the databases, and maintaining contact with the local MSM businesses.
5. **Establishing Strategic Partnerships with the Arima Borough Corporation and the Sangre Grande Regional Corporation** – Borough of Arima and the Municipality of Sangre Grande share a number of common biophysical and socioeconomic attributes. Therefore, it would be worthwhile for these local Governments to explore a partnership to collaborate in joint economic opportunities, particularly in the areas of industrial development, tourism development and agricultural production (in the case of the Sangre Grande Regional Corporation), and with Arima Borough Corporation regards to industrial development.
6. **Establishing a Municipal Business Support Programme for MSMEs** – The success of this programme depends heavily on the commitment and cooperation between the Corporation

and the national business support service providers. The approach here is not to duplicate the work of the MSME support agencies, but rather to bridge the current gap in services identified during the study. The goal is to provide a one-stop-shop platform within the Corporation.

The model for service provisioning should facilitate clients having easy access to the various services provided by agencies.³⁸ The Corporation should work closely with providers to create a system where clients can easily access information on the full range of business support services available and are connected seamlessly to the services they need. Moreover, the Programme should also provide support to the sectoral projects implemented by the Corporation.

Therefore, the Corporation should approach and work with service providers to seek their assistance in establishing this one-stop-shop mechanism. For example, the platform can be:

- The main source for accessing information on business support services offered by the various providers. In addition, several Municipal Corporations should collaborate in developing an app that would provide information and facilitate clients' more ready access to services.
- Locate suitable space for the conduct of specific business training programmes as identified in the LAEP study that would facilitate the increase use of ICT and the Internet in business and to foster personal development of entrepreneurs. The objective here should be to address the entrepreneurial characteristics and functional competencies of participants through effective training programmes.
- Provide access to business advisory and mentoring services through the establishment of municipal business support networks, business associations and business support cooperatives. A lack of business mentorship and business advisory programmes was highlighted by MSMEs as a major barrier to the survival of businesses.
- Facilitate business cluster development and establishment industry and marketing cooperatives as vehicles for achieving critical mass in specific sectors.
- Offer business Incubator support services - the MOLSED and NEDCO should use the Municipal Programme to expand the reach of the IBIS, ETIIC and Women in Business programmes.

Special attention must be paid to the findings of the study with regards to the challenges faced by women and youth in setting up and operating their own business. The object would be to put mechanisms in place that would eliminate any barriers to women's and youth's entrepreneurship.

The programme will have to audit itself regular and to monitor its impact to determine its attractiveness, relevance and accessibility to its target clients.

³⁸ Finance and markets, entrepreneurial skill development, training (soft and technical skills), and mentoring and coaching, etc.

8.2.2 Recommended Sectoral Initiatives

The recommendation here is to identify the local sectoral initiatives for the Municipality during the LED strategic planning phase. All the projects developed should be based on an inclusive model which encourages the participation of residents in Tunapuna/Piarco including the poor, women and youths. The following are suggested:

1. Promoting the development of education related MSMEs

These initiatives are in support of Economic Development (ECD)-2 and -10 of the Tunapuna/Piarco MDP³⁹.

Strategically, Tunapuna/Piarco is positioned as the education municipality because most of the country's key higher education and research facilities are located within its borders. Most of the institutions (e.g. UWI and UTT) offer courses in the fields of entrepreneurship. Arthur Lok Jack GSB located in the neighbouring municipality of San Juan/Laventille, is a dedicated graduate centre for business education. This provides an opportunity for the Corporation and its partners to target and support MSME development in the education sector. The following should be considered:

1a. Support for education-related businesses in the knowledge sector – The Corporation, along with higher education institutions (UWI, UTT, USC, Cipriani College of Labour and Cooperative Studies, Arthur Lok Jack GSB, etc.), the Greater Tunapuna Chamber of Industry and Commerce, MSME sector representatives and MSME support service providers (MOLSED, NEDCO, etc.) should promote and facilitate the development and expansion of local businesses to provide goods and services to the local higher education institutions and the student population. While at the same time, this provides an opportunity for the institutions to conduct outreach and research into the MSMEs servicing their institutions.

1b. Investing in knowledge-based industries and services – One way of ensuring that knowledge and research-based technology coming out of the higher institutions in the municipality is exploited is to create the necessary structures to facilitate technology transfer and the commercialisation of technology as well as creating the mechanisms to foster the establishment of companies to commercialise them.

Tunapuna/Piarco can benefit having from most of the country's higher education and research institutions, the island's international airport, and existing and potential industrial parks located within its boundaries. Moreover, the proposed development of the Tamana InTech Park would help to position the municipality as the home for innovative businesses. When completed, the InTech Park, as the largest Science and Technology Eco-business Park in the Caribbean, would be the centre of innovation, technology and global entrepreneurship. These resources represent an opportunity for Tunapuna/Piarco to link with higher education institutions in transforming the

³⁹ Tunapuna/Piarco Regional Municipality: Final Draft Municipal Development Plan, 2010-2020.
<http://www.localgov.gov.tt/~media/Resource%20Library/Spatial%20Development%20Plans%20Per%20Corporation/Tunapuna%20Piarco%20Regional%20Development%20Plan.ashx>

industrial estates in the municipality into areas for the commercialisation of knowledge and technology generated from local and external research. It may be important to specifically tap into the UTT's Master of Science Programme in Industrial Innovation, Entrepreneurship and Management (MSc IIEM) and the Arthur Lok Jack GSB entrepreneurial programmes.

The Corporation should also tap into i2i programme and Start Up Weekend by working closely with organisers and encouraging new businesses to locate within the municipality. Support for start-ups should be obtained through the Corporation's proposed Business Support Programme and other support programmes. It would also be important to collaborate with the Arima Borough Corporation.

2. Supporting Municipal Tunapuna/Piarco Tourism

This initiative is in support of Economic Development (ECD)-2 and -10 of the Tunapuna/Piarco MDP⁴⁰.

The MDP and this LED study support the number of tourism segments in the Municipality – medical tourism, eco-tourism, resort tourism, business tourism and conferencing and heritage. Tunapuna/Piarco Regional Corporation, its industry stakeholders and outside partners should define and develop new and existing tourism experiences in the region.

Stakeholder consultations can lead to new and innovative low impact tourism concepts, and allow investment opportunities to emerge. During these discussions, there is also the need to identify and plan for new MSME opportunities (accommodations - hotels, bed and breakfasts, restaurants, tour operators, etc.), to name possible areas for joint investment between the Government and the community (NGO and community sector) or private sector, and to identify where change in national and policy is needed. The goal is to create experiences that are unique to the Municipality, which collectively form part of national tourism product, but distinguish tourism in Tunapuna/Piarco from the rest of the country.

The main output at this stage is the development of a municipal tourism development plan which should:

- Identify the vision and objectives for tourism development in the Municipality;
- Analyse the status of tourism assets;
- Identify proposed tourism products and tourism development areas;
- Contain activities to be implemented (including activities that would lead to the development and expansion of local tourism-related MSMEs);
- Identify inter-sectoral linkages (with local food and agriculture sector, arts and craft industry, etc.) and propose actions to strengthen linkages;
- Identify strategic partnerships and areas of investment for Government and the private sector, and for the NGO and community sector;

⁴⁰ Tunapuna/Piarco Regional Municipality: Final Draft Municipal Development Plan, 2010-2020.
<http://www.localgov.gov.tt/~media/Resource%20Library/Spatial%20Development%20Plans%20Per%20Corporation/Tunapuna%20Piarco%20Regional%20Development%20Plan.ashx>

- Includes a strategy for monitoring and evaluating the progress of implementation of the plan and mechanism for data collection and management;
- Include a communication plan.

The tourism development plan must be aligned to existing municipal and national development plans. Since these tourism experiences are expected to be viable, it would be important to conduct feasibility studies, cost/benefit analyses, and environmental and socioeconomic assessments of the proposed ventures.

Along with the implementation of the plan, the next steps should be as follows:

1. Improve the business support environment within the Municipality for tourism. It is important to ensure that new and existing tourism-related MSMEs have the necessary support through the Municipal Business Support Programme;
2. Brand and market the areas and their amenities in keeping with the new development thrust for the area;
3. Collaborate with central Government agencies, local NGOs/CBOs and private sector in managing local natural resources; and
4. Work with stakeholders in collecting information to monitor the performance of the sector in the region.

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
Establishment of a Tunapuna/Piarco Local Economic Development Group	<ul style="list-style-type: none"> • Develop scope, responsibility, function and reporting procedures of the Group. • Identify the prospective agencies/individuals to comprise the Group. • Prepare and issue invitations to prospective Group members/agencies. • Hold inaugural meeting and orientation session. • Hold regular/monthly meetings. • Monitor and provide advice on on-going LED programmes and projects 	<p>Tunapuna/Piarco Regional Corporation (TPRC) (through its Municipal Council)</p> <p>Greater Tunapuna Chamber of Industry and Commerce</p>	<ul style="list-style-type: none"> ○ Ministry of Agriculture ○ Ministry of Tourism ○ Economic Development Board ○ NEDCO ○ TTInvest, ○ ExporTT Cooperative Division ○ Ministry of Local Government ○ National Council of Village and Community Councils ○ Local MSME owners representative ○ CARILED Project ○ UTT ○ e TECK 	4 months to establishment and ongoing	Representatives who are decision makers in their organisations	1
Strengthening the capacity of the Tunapuna/Piarco Regional Corporation to facilitate local business and economic development	<ul style="list-style-type: none"> • Recruit the LEDO • Establish a Chairman's Advisory Subcommittee to oversee the establishment of the LEDU, comprised of two other Councillors, and the CEO with the LEDO as Secretary. • Prepare requisite documentation for establishing the LEDU - rationale for its establishment, resources requirement (staffing, furniture, equipment, software, training, etc.); and estimated cost. • Obtain the necessary approvals for establishment of the Unit. • Recruit additional staff and procure the necessary resources 	TPRC	<ul style="list-style-type: none"> ○ Ministry of Local Government ○ Ministry of Public Administration ○ CARILED Project 	12 Months	<p>Ministry of Public Administration and Consulting Services to assist the Council in developing a business oriented focus to support the emergence of businesses in the area.</p> <p>Provision for appointment of a LEDO, two Assistant LEDOs and supporting staff –</p>	1

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<ul style="list-style-type: none"> Officially establish the LEDU. 				Statistical Assistant and Clerk/Typist	
Preparing a comprehensive strategy and action plan for the Municipality of Tunapuna/Piarco	<ul style="list-style-type: none"> Hold Tunapuna/Piarco LED workshop on way forward and the LED and MSME creation. Hold consultations with specific industry stakeholders to elaborate strategies and actions agreed on at the workshop Prepare a local economic development strategy and action plan in collaboration with relevant stakeholders. This plan should include cost estimates, funding sources and mechanism for continuous monitoring and evaluation. 	Tunapuna/Piarco Local Economic Development Group TPRC-LEDU	<ul style="list-style-type: none"> Greater Tunapuna Chamber of Industry and Commerce Local business owners MOLSED NEDCO TTInvest, ExporTT Cooperative Division Ministry of Rural Development and Local Government MCD National Council of Village and Community Councils MSME owners representatives CARILED Project UTT e TECK 	6 months	Consultancy – Tunapuna/Piarco LED Strategy and Action Plan	
Establishing an Tunapuna/Piarco Business Establishments Database	<ul style="list-style-type: none"> Hold discussion with the CSO, NEDCO and other relevant agencies on the establishment of the database. Identify resource requirement for database. Acquire software and other support tools. Determine the type of information to be recorded in the database - business owner name and contact details for communications, gender of owner; type of business; 	TPRC LEDU/ LEDO	<ul style="list-style-type: none"> CSO Greater Tunapuna Chamber of Industry and Commerce NEDCO MOLSED 	3 months to establish database and ongoing	Computer Spreadsheet or database software Clerk Campaign to encourage business registration	1

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<p>years in operation; size of business/number of employees, etc.</p> <ul style="list-style-type: none"> • Advertise and encourage business owners to register with the Corporation. • Undertake initiatives to actively register businesses. • Develop a profile of local businesses by sector which can help understand local business owners' needs. • Update profiles regularly based on additional information received. 					
Establishing Strategic partnerships with the Sangre Grande Regional Corporation and Arima Borough Council	<ul style="list-style-type: none"> • Hold discussions with Mayor and CEO of Arima, and the Chairman and CEO of Sangre Grande Regional Corporation • Identify and reach agreement on areas for collaboration and support and resource requirements • Undertake agreed joint activities • Monitor and evaluate partnerships biyearly 	TPRC	<ul style="list-style-type: none"> ○ Sangre Grande Regional Corporation ○ Arima Borough Corporation 	6 months and ongoing	Chairmen and CEOs of the Corporations Meeting place	1
Establishing a Municipal Business Support Programme for MSMEs	<ul style="list-style-type: none"> • Hold meetings with key business support service providers to discuss service provisioning and areas of collaboration between TPRC and service providers. • Reach agreement on the TPRC one-stop service model for MSMEs to be used (e.g. TPRC as a business information and advisory hub, provide space where service providers offer selected services, etc.). 	TPRC-LEDU	<ul style="list-style-type: none"> ○ Greater Tunapuna Chamber of Industry and Commerce ○ Established local businesses ○ NEDCO ○ MOLSED including the Cooperative Division ○ Ministry with responsibility for development of 	9 months to establish and on-going	<p>Cooperation of central government, NGO and private sector service providers</p> <p>For development of the app - Graphic designer Copy writer Software developer</p>	1

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<ul style="list-style-type: none"> Develop MSME services app to provide information on service provisioning and places to existing and potential MSME clients (in collaboration with other Local Governments). Launch Tunapuna/Piarco MSME Support Programme. 		medium-sized enterprises o Local Banks o ADB o Authur Lok Jack GSB		Service provision – brochures, factsheet and information on product and services for small businesses	
Support for education-related businesses in the knowledge sector	<ul style="list-style-type: none"> Hold preliminary discussion with key stakeholders to assess willingness to implement the programme and reach agreement on key elements of the initiative. Hold discussion with local Chamber of Industry and Commerce, civil society organisations, and select individuals on the implementation of the programme to build education-related MSM entrepreneurship in the Municipality Design programme and prepare an action plan for implementation of the programme in collaboration with industry stakeholders including vision and objectives, key milestones, proposed activities, timelines, responsibilities, mechanism for quality control; cost estimates; skills and human resource requirements, mechanism for regular monitoring and evaluation, etc. 	TPRC-LEDU	o Local higher education institutions o Ministry of Education o MOLSED o NEDCO o Ministry of Planning and Development o MCD o MSME representatives o National Council of Village and Community Councils o Local NGOs/CBOs o Local businesses o e TECK	36 months	Consultancy – to design and prepare plan of action for the implementation of the programme, including marketing and financial plans Business support services	

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<ul style="list-style-type: none"> Obtain necessary approval at the Central Government level for implementation of the programme; Develop a plan how the programme will be marketed. Develop a financial plan (including the identification of local and external funding sources). Prepare proposals and applications for external funding of projects. 					
Investing in knowledge-based industries and services	<ul style="list-style-type: none"> Hold discussion with local higher education institutions, e TECK, CARIRI, CARDI, Ministry of Trade and Industry, business support service providers and others to discuss the initiative – assess willingness to participate and support programme. If considered viable and there is willingness to support the programme, reach agreement on programme structure, organisation and management. Hold discussion with tenants of Industrial Estates, local and national Chamber of Industry and Commerce, civil society organisation, and select individuals on the design and implementation of the programme for the commercialisation of technology coming out of research conducted in the institutions and elsewhere and for the development of medium and high 	TPRC-LEDU Higher Education Institution	<ul style="list-style-type: none"> Ministry of Local Government MOLSED NEDCO Ministry of Trade and Industry Ministry of Planning and Development Local NGOs/CBOs Local businesses 	36 months	Consultancy – to design programme and prepare plan of action for the implementation of the programme, including marketing and financial plans Space in O'meara Industrial Estate Business support services External Funding	

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<p>tech industries in Tunapuna/Piarco.</p> <ul style="list-style-type: none"> • Design and prepare plan of action for implementation of the programme in collaboration with industry stakeholders programmes, objectives and targets, key milestones, proposed actions, timelines, responsibilities, mechanism for quality control; cost estimates; skills and human resource requirements, mechanism for regular monitoring and evaluation, etc. • Obtain necessary approval at the Central Government level; • Develop a plan how the programme will be marketed. • Develop a financial plan (including the identification of local and external funding sources). • Prepare proposals and applications for external funding of projects. 					
Tunapuna/Piarco Tourism Initiative	<ul style="list-style-type: none"> • Hold consultations within key stakeholder to determine support for such initiative. • Undertake an audit of tourism assets in the Municipality, including the identification and analysis of community resources, tourism resources, infrastructure, services and experiences available. • Undertake stakeholder engagement process to identify 	<p>TPRC-LEDU</p> <p>Ministry of Tourism</p> <p>Local NGOs/ CBOs</p>	<ul style="list-style-type: none"> ○ NGOs/CBOs ○ UWI/UTT ○ Tourism Development Company Ltd ○ Ministry of Rural Development and Local Government ○ MCD ○ Greater Tunapuna Chamber of Industry and Commerce 	<p>36 months</p> <p>Month 1-3: <i>consultations with the communities about project and building stakeholder support*</i></p>	<p>Consultancy – stakeholder consultations, tourism audit; and development of community tourism plan (12 months)</p>	

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<p>strategies/ actions to be taken as part of the initiative</p> <ul style="list-style-type: none"> • Prepare a municipal tourism development action plan in collaboration with the targeted communities. The plan should address the following: <ul style="list-style-type: none"> - Develop vision, goals and objectives as well as strategies for meeting the objectives; - Contain the results of the analysis of the community resources, tourism resources, infrastructure, services and experiences available; - Identify existing and new tourism experiences that will form part of Tunapuna/Piarco product and identify which ones will be 'marketed' to domestic and foreign visitors and how they will be marketed; - Identify a compilation of all baseline information relevant for future decision-making, monitoring and the overall direction of tourism development; - Address organisational and management structure and systems for the initiative, and product and destination development strategies; - Identify and address how TPRC, central government and other enablers will be utilised, and how identified risks will be managed; 		<ul style="list-style-type: none"> ○ Participating Communities 	<p><i>Month 4-6: Conduct of the audit</i></p> <p><i>Month 7-12: Development of the tourism action plan)*</i></p> <p><i>Month 11-36: Implementation</i></p>		

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<ul style="list-style-type: none"> - Identify skills and human resources required and presently available in the communities (a skills matrix) and present plans to building capacity to fill skill gaps; - Identify a mechanism for maintaining standards and quality control; - Determine future key milestones, actions, timelines and responsibilities; - Estimate the cost of implementing the plans and identify actions (projects) for external, community and local government funding; - Identify areas of community and external investment, proposals for promoting small enterprise development, and funding sources; - Contain a plan for continuous communication between the communities (local CBOs , businesses, residents) and TPRC, Ministry of Tourism, Tourism Development Company, the private sector, and other tourism stakeholders; and - Include mechanism for monitoring and evaluation of the community tourism initiatives. • Prepare proposals and applications for external funding; 					

8.2.3 Tunapuna/Piarco LED Implementation Plan

Project	Activities	Implementing Agencies	Collaborating agencies	Time Frame	Resources Requirement	Priority Rating (1-2)
	<ul style="list-style-type: none"> • Implement projects in the plan; • Continuously monitor and evaluate the implementation of the initiatives and actions/ projects implemented under the Tunapuna/Piarco Tourism Initiative. 					

8.3 Conclusion

Decentralised Governance: The adoption of the CARILED Model involves a widening and deepening of decentralisation and devolution in the governance structure of the country. The Municipal Corporations are at the epicentre of this process. The authorities and the elected representatives of residents in municipalities have to embrace responsibilities that will extend to the economic development within the municipalities.

Business Facilitation: There is evidence that the country does not lack agencies that are formally entrusted with the responsibility for the facilitation of business and enterprise and for the provision of such supports as credit supply and training. However, their reach into communities is limited and constrained. In the context of the CARILED Model, the authorities in Municipal Corporations will have the responsibility for coordinating and enlisting the services of these agencies, and parlaying their support for residents in municipalities as they seek to create productive activity within the economic space of the Municipality and/or establish enterprise that operate in the adjoining or other municipalities where there might be a demand for their services.

Competitiveness: The Municipality has the largest population base in the country. Much of it is concentrated in particular areas along the East-West Corridor. Some of it is dispersed in small settlements. The population base provides for its labour force among whom are the entrepreneurs of the area. Together they constitute the competitive cadres to take on the world. Economic production except in respect of commerce and distribution at the local level, has to be set in the context of the demand and supply for goods and services in the nation at large and even in the wider context of regional and international demand.

In other words, entrepreneurs even in micro-enterprises in Pasea or Arouca are players on the world stage. Dressed or processed fruit Blanchisseuse and vegetables from Caura Valley in the Municipality, on entering the market place in an upscale supermarket in St. Augustine, Valsayn or Maraval are in competition for shelf space with fresh supplies from Florida or Idaho. The industrial estates, a modern communications infrastructure, and the presence of the international airport, along with training institutions create possibilities for production of goods and also of services targeted at international markets, in addition to satisfying domestic demand.

Structuring Economic Equity: Social processes in the municipality as in the country at large, often create conditions for differential and segmented participation of the various groups in the area of business and enterprise. On the grounds of social equity, there will be need to ensure that state involvement in the provision of support for business and enterprise does not contribute with public funding, to the creation or strengthening of structural barriers and marginalisation of non-traditional participants in business and enterprise and reinforcement of imbalances, whether of ethnicity or gender.

Information, Training and Educational Upgrading: The Census Data and the survey data collected in the course of this exercise establish the human capital challenge in the country. While residents in the Municipality are generally better off than in most other communities in terms of educational attainment, they are still below par when compared with countries that are in the forefront in the

application of knowledge and information in the development of industry, and enterprise, for example South Korea and Singapore.

There is need to institutionalise a support system that would allow large numbers of the residents across the length and breadth of the Municipality, to embrace technology and access information, and, most importantly, initiate themselves on the path of lifelong education and upgrading such that they can correct for previous marginalisation in the education system. The announced policy of the Government, of delivering broadband services across all areas of the country, provides an opportunity of opening access to lifelong education.

The measures and initiatives that might be undertaken by the Municipality in association with the UTT or the Distance Education Programme of UWI or through COSTAATT, would allow many with low level educational attainment to raise their profile. A Municipal Council committed to the task of developing the MSMEs of the Municipality can contribute to the economic expansion within the municipality itself as a vibrant economic space in Trinidad for the export of services, thereby allowing the citizenry to enjoy a higher quality of life on the basis of the rich endowments of nature in applying their skills, knowledge and enterprise.

