

2012

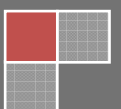
# Trinidad and Tobago Donor Matrix report

May 2012

This Donor Matrix (DMX) is a dynamic tool designed to improve coordination among government, stakeholders and the donor community of Private Sector Development (PSD) programs and projects in Trinidad and Tobago. The DMX identifies PSD programs and projects, including, among other, business climate reforms, macroeconomic support to governments, direct support to the private sector, and women in business initiatives and related gender mainstreaming efforts. As such it is a tool that will also be used to identify, assess, and monitor PSD programs and projects. Finally, the DMX is also meant to be used for the development of strategic partnerships, to identify gaps and omissions, and to maximize the impact of projects through improved donor coordination. This DMX is also included as an annex to the Private Sector Assessment Report for Trinidad and Tobago.

I want to thank the support, comments and suggestions of Dorri Agostini, Neeca Brathwaite, Karen D'Abreu, Julian Belgrave, Michelle Cross Fenti, Diego Morris, Tara Lisa Persaud and JJ Saavedra. I also want to recognize the comments and suggestions and to thank all the people that were interviewed in Port of Spain that provided data, analysis and experiences that have been incorporated into this report.

Carlos Elias Ph.D.  
May 2012



**Trinidad and Tobago Donor Matrix (TT-DMX)**

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## Executive Summary

This report presents the Trinidad and Tobago Donor Matrix (TT-DMX). The DMX is a tool designed to improve coordination among government, stakeholders and the donor community of private sector development (PSD) programs and projects in Trinidad and Tobago. This tool would be used to identify, assess, and monitor PSD programs and projects, and is also meant to be used for the development of strategic partnerships, to identify gaps and omissions, and to maximize the impact of projects through improved donor coordination.

The analysis of data collected indicates that the most important finding of this report is the confirmation that technological spillovers related to positives externalities in the energy sector, specialization and agglomeration of activities are being reported in the industry. This is a major finding due to the risk that the economy faces related to its dependence on the energy sector. This is an issue that is fully presented in the TT-PSAR, however, it is worth mentioning in this report that for many years the main development strategy for the country was based on diversification away from the energy sector. The exact meaning of this strategy varied over time: from a strict attempt to develop non-energy related industries using the resources generated by the energy sector; to the development of downstream and upstream energy-related industries. What is happening is that a large number of small and medium enterprises are growing in the energy sector by becoming highly specialized in some niche areas in gas and oil exploration, extraction, and transformation for export. These companies follow closely the theoretical developments in what is now called the New Economic Geography developed by Fujita, Krugman and Venables. This theory predicts agglomeration of activities due to high specialization in a sector, such as oil and gas. The members of the Energy Chamber of Trinidad and Tobago report that these companies are selling goods and services in Africa and the Americas.

The report also shows that the largest multilateral donor in Trinidad and Tobago is the InterAmerican Development Bank (IDB) with an active PSD program mostly financed by the Multilateral Investment Fund (MIF). The MIF program should be continued and strengthened. The InterAmerican Investment Corporation, somewhat linked to the IDB, and the International Finance Corporation (IFC), the World Bank institution specializing in lending to the private sector, are also active in funding and working on PSD programs and projects. The ILO, EU and UNDP also have programs in Trinidad and Tobago. It is important to highlight the permanent involvement of ILO with the Ministry of Labor in improving labor markets, the role of the EU in providing budget support to government, and UNDP in bringing to the country the UN Volunteer Program that is focusing on corporate social responsibility—the IDB/MIF also have a similar project.

The four most important PSD institutions in Trinidad and Tobago are fully funded by the private sector and represent commerce and industry, manufacturing, energy and trade and investment with the USA—the Trinidad and Tobago Chamber of Industry and Commerce, Trinidad and Tobago Manufacturers Association (TTMA), The Energy Chamber of Trinidad and Tobago, and the American Chamber of Commerce of Trinidad and Tobago (AMCHAM) . Each one of these institutions provides its members important PSD services such as dispute resolution, business directory, bulletins and advisories, information about certification, facilities rental, lobbying,

mediation training, member advisory, training, and trade and investments. Public sector stakeholders are also very active in PSD activities. A highlight is the efforts of the Ministry of Trade in expanding opportunities for private companies to penetrate markets. This report recommends that these efforts should be continued and that additional resources should be devoted to strengthen and accelerate the work program of the Ministry.

In spite of a strong commitment to PSD demonstrated by the various programs supported by the donor community and private and public stakeholders, donor coordination is very limited and at best it is informal. Better coordination between donors would probably result in fewer and larger programs, with a higher probability of success and sustainability than current disorganized efforts. This would also apply to gender considerations, which are formally included in the purpose of most PSD programs, but that do not have real actions because efforts are dispersed within individual projects with few resources allocated to the collection of data, its analysis, and the design of gender specific projects.

The single most important opportunity for coordination is to identify a small set of prioritized actions that would facilitate private sector development. The four largest private sector institutions are providing good services to their members. What is not being done, however, is to focus the attention of decision makers in some high value-added set of actions that would significantly improve the probability of success of private sector investments. Although these issues are presented in the TT-PSAR, from a coordination perspective the following may be considered priorities for private sector stakeholders:

- Identification and prioritization of activities that would facilitate PSD in all sectors of the economy
- Alignment of resources—funding for filling in knowledge gaps, lobbying—around a selected few activities and formal agreement with decision makers on a time table for the execution of a work program
- Focus on specialization and understanding the virtuous process in upstream and downstream energy-related companies

The process to prioritize PSD programs and projects would benefit from filling in the following information gaps:

- A mapping of private sector activities by sector, especially the identification of the virtuous cycle being generated in upstream and downstream energy activities. Opportunities for further specialization would probably demand a skill base that needs to be built, the analysis would identify the demand for those highly specialized skills that would facilitate growth in the energy sector.
- A mapping of financial sector products available to the private sector—such as banking services on factoring, secured transactions, discount of letters, long-term lending terms and options, stock exchange bond issue conditions, credit ratings of people and companies
- A mapping of trade-related information relevant to companies in the upstream and downstream energy sector, with an emphasis on trade bottlenecks, such as intellectual property rights for the protection of Trinidad and Tobago companies' innovations

- A complete description and analysis of labor markets
- A complete description and analysis of the tax system
- A complete description and analysis of registries, real estate and movable property
- A complete mapping of licensing requirements by sector
- A complete mapping of bottlenecks for private sector development, including the impact of large involvement of the public sector throughout the economy, such as public ownership of productive assets and regulatory overreach

In general monitoring and evaluation of PSD programs and projects is limited. The donor community and private sector stakeholders recognize the importance of monitoring and evaluation of results, however, the amount of resources allocated to programs—the vast majority of projects is smaller than US\$500 thousand—is too small and does not leave room for proper monitoring and evaluation mechanisms. Improved coordination among the donor community and private sector stakeholders would significantly improve monitoring and evaluation if agreements about investing in data collection and analysis can be reached, and resources may be pooled for this purpose.

## 1) Introduction

This report presents the Trinidad and Tobago Donor Matrix (TT-DMX).<sup>1</sup> Following the suggestion of the guidelines for the preparation of DMX, the TT-DMX has been prepared simultaneously with the Trinidad and Tobago Private Sector Development Assessment (TT-PSAR), and although it is written as a free standing document, it is included as an annex of the TT-PSAR. This introduction presents a brief description of the purpose of the DMX, and report reflect information collected during the visit to Port of Spain, in April 2012, that served to validate data previously collected about Private Sector Development (PSD) programs and projects in Trinidad and Tobago.

According to the DMX guidelines the DMX is: *“is a dynamic tool designed to improve coordination among government, stakeholders and the donor community of PSD programs and projects in CARIFORUM countries. The DMX will identify PSD programs and projects, including, among other, business climate reforms, macroeconomic support to governments, direct support to the private sector, and women in business initiatives and related gender mainstreaming efforts. As such it is a tool that will be used to identify, assess, and monitor PSD programs and projects in individual CARIFORUM countries as well as sub regional programs and projects. The DMX is also meant to be used for the development of strategic partnerships, to identify gaps and omissions, and to maximize the impact of projects through improved donor coordination.”*<sup>2</sup>

The DMX guidelines note that: *“The DMX and PSAR complement each other, with the DMX providing information about past and present programs and projects in each country; and the PSAR identifying priority areas for Private Sector Development (PSD) interventions at the country or sub-regional level. The contrast between what is currently being supported by the donor community identified in the DMX, and what should be supported identified in the PSAR, is an important input for the definition of PSD programs and projects, and for improved coordination between government, stakeholders and the donor community.”*

It is expected that donors, working together, would use the resulting TT-PSAR/DMX to improve coordination and identification of larger, more comprehensive private sector projects and programs to accelerate growth across the region. Improved coordination would lead to increasing the development impact of private sector development projects and programs while reducing transaction costs. These activities fall within larger donor coordination efforts to improve the quality and effectiveness of development cooperation as reflected in the Paris Declaration on Aid Effectiveness of 2005, the follow-up Accra Agenda for Action of 2008 and the Busan Partnership for Effective Development Cooperation recently agreed on by donors in November 2011.

The rest of this inception report presents information issues identified for the preparation of the TT-DMX, a description of the donor community, local stakeholders, information available for

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<sup>1</sup> This report is funded by Compete Caribbean, which is a program created to facilitate Private Sector Development (PSD) in CARIFORUM countries and sponsored by DFID, CIDA and the IDB.

<sup>2</sup> Donor Matrix Guidelines. Draft February 2012. InterAmerican Development Bank, 2012. The guidelines were created for Compete Caribbean by Carlos Elias.

the analysis of private sector characteristics, development initiatives and results. The TT-DMX also identifies opportunities to increase efficient design and execution of programs, to address omitted priority problems, and provides recommendations for increased coordination among donors and stakeholders. Importantly, the report suggests follow-up, monitoring and evaluation activities for the coordination of PSD programs and projects in Trinidad and Tobago. The report also includes four annexes: the list of people interviewed during the visit to Port of Spain in April 2012 and also the list of sources of PSD information, the survey used during the interviews in Port of Spain to collect information for the DMX; a list of relevant PSD programs and projects, and finally a list of issues that should be addressed in the next iteration of the TT-DMX. In addition to this report, the data collected has been recorded in a MS Access Database, which would be made available to the public in the Compete Caribbean website.

## 2) Description of the donor community

The largest multilateral donor in Trinidad is the InterAmerican Development Bank (IDB) with an active program of loans and technical cooperation. The InterAmerican Investment Corporation, somewhat linked to the IDB, and the International Finance Corporation (IFC), the World Bank institution specializing in lending to the private sector, are also active in funding and working on PSD programs and projects.

The IDB has a strong PSD program that is for the most part financed by the Multilateral Investment Fund (MIF). The IDB/MIF program approach is to identify priority interventions in PSD areas, and to provide grant funding to key stakeholders in resolving problems. This approach provides the IDB a strong presence in PSD programs with high value added. However, the MIF is designed to provide small grants, which limits the depth and impact of the IDB/MIF sponsored programs in Trinidad. In addition to the IDB, the IIC and the IFC are also very active in the country, providing loans to private sector companies, and in the case of the IFC, prioritizing public private partnerships. The IFC has also signed a memorandum of understanding with the Ministry of Finance for the provision of business climate improving services. These services would be provided on a fee for services basis, with a pre established schedule of fees.

The ILO, EU and UNDP also have programs in Trinidad and Tobago. It is important to highlight the permanent involvement of ILO with the Ministry of Labor in improving labor markets, the role of the EU in providing budget support to government, and UNDP in bringing to the country the UN Volunteer Program that is focusing on corporate social responsibility—the IDB/MIF also have a similar project.

In spite of a strong commitment to PSD demonstrated by the various programs supported by the donor community, donor coordination is very limited and at best it is informal. This is a problem for PSD programs because the donor community has limited resources available for Trinidad and Tobago, the richest country in the Caribbean. Decision makers focus their limited grant resources in poorer Caribbean countries, which also exhibit larger PSD challenges than Trinidad and Tobago. Better coordination between donors would probably result in fewer and larger programs, with a higher probability of success and sustainability than current disorganized efforts. This would also apply to gender considerations, which are formally included in the

purpose of most PSD programs, but that do not have real actions because efforts are dispersed within individual projects with few resources allocated to the collection of data, its analysis, and the design of gender specific projects. For example, better coordination among the donor community would allow for the identification of a few PSD issues in Trinidad and Tobago, one of which would be how to improve the participation of women in business or other gender issues related to male youth unemployment and related large high school dropout rates.

In general monitoring and evaluation of PSD programs and projects is limited. The donor community recognizes the importance of monitoring and evaluation of results, however, the amount of resources allocated to programs—the vast majority of projects is smaller than US\$500 thousand—is too small and does not leave room for proper monitoring and evaluation mechanisms. Improved coordination among the donor community would significantly improve monitoring and evaluation if agreements about investing in data collection and analysis can be reached, and resources may be pooled for this purpose—for example, an agreement by the donor community to focus on access to credit to SMEs would also be related to an agreement on monitoring and evaluation of combined efforts.

**Table 1: List of donor community actors with PSD programs**

Name of institution	Brief description	Area of PSD activity
<b>Donor community (multilateral)</b>		
InterAmerican Development Bank (IDB)	Coordinates with the Ministry of Finance, which is the Governor of the Bank. It has a 2006 private sector development strategy.	The IDB provides general and specific PSD funding for projects through loans and technical cooperation. An important tool used by the IDB is the Multilateral Investment Fund (MIF) that focuses on facilitating private sector development with non-reimbursable technical cooperation. MIF is very active in Trinidad and Tobago providing direct support to resolve PSD bottlenecks such as, among others,; improving governance of companies listed in the Trinidad and Tobago Stock Exchange; improving access to finance to small and medium enterprises; improving public private partnerships to increase investment in infrastructure.
InterAmerican Investment Corporation (IIC)	Finances directly to private sector individual projects	The IIC does not have an overall strategy for supporting PSD in Trinidad and Tobago and focuses on loans to private sector companies. Programs that are in place include: a program to deepen the provision of credit to SMEs. The financial transaction is structure to reduce risk to lending risk to RBTT, a local bank, whereby the ICC would buy selected assets from the bank and the bank would expand credit to local companies that meet certain criteria, these companies would not have access to credit without this operation.
World Bank (WB)	The World Bank graduated Trinidad and Tobago in 1984, indicating that the country had reached a development level that did not require support from the World Bank. Subsequently, the World Bank de graduated	None.

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Name of institution	Brief description	Area of PSD activity
	<p>the country in 1990 and is not considered as a high income, borrowing member of the World Bank. At present the country does not borrow from the country, and the World Bank does not have a country strategy assistance with Trinidad and Tobago. The last loan approved by the World Bank was a project in basic education approved in 1995.</p>	
<p>International Finance Corporation (IFC)</p>	<p>The IFC has a representative in Port of Spain Trinidad and Tobago. He oversees operations in the Caribbean. Trinidad and Tobago was “graduated” by the WB due to its high per capita income level. All support to government is provided on a fee for services basis. It is not clear if the IFC has an active portfolio in Trinidad and Tobago.</p>	<p>Funding for private sector projects and technical assistance on a fee for services basis. A recent agreement signed between the Minister of Finance and the IFC indicates their willingness to work together on improving the business environment. As noted, support would be provided on a fee service for basis. In addition, the IFC is actively seeking opportunities for public private partnerships, especially to build infrastructure.</p>
<p>Caribbean Development Bank (CDB)</p>	<p>The CDB website reports no active projects in Trinidad and Tobago. Source: <a href="http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/5FF1DEFF9DA584B58725733800708050?OpenDocument">http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/5FF1DEFF9DA584B58725733800708050?OpenDocument</a></p>	<p>None</p>
<p>Corporacion Andina de Fomento (CAF)</p>	<p>Trinidad and Tobago join CAF in 1994. In 2011 CAF provided grant funding (US\$96K) to strengthen the office of the Prime Minister.</p>	<p>None.</p>
<p>United Nations Development Programme (UNDP)</p>	<p>UNDP has an office in Port of Spain. The UNDP focus is to improve: Democratic Governance; Poverty Reduction; Crisis Prevention and Recovery; Energy and Environment; and HIV and AIDS.</p> <p>UNDP has been present in Trinidad and Tobago for over fifty (50) years and is governed by a Standard Basic Assistance Agreement of 1976. While a Standard Basic Assistance Agreement has also been signed for Suriname, there is none for Aruba, Curacao, and St Maarten.</p> <p>The Country Programme Document (CPD) 2012 - 2015, outlines the proposed programme for UNDP's support to Trinidad and Tobago along with development objectives. This cycle aims to emphasise collaboration with the Government, the United Nations system, civil society organisations, and the private sector in order to achieve effective and sustainable programmes, with national ownership of the results, and capacity development as well as gender equity as the cross-cutting criteria of the programme. UNDP will continue to work</p>	<p>From the Country Programme Document 2012-2015:</p> <p><b>Knowledge Intensive Economy including Environment issues (Pillar 5):</b> Sharing the government’s view that “the energy sector, while vital to T&amp;T’s sustenance now, cannot be viewed as the basis of our sustainability”, UNDP will contribute to the country’s efforts to <b>manage the transition towards a more diversified economy. UNDP aims to support Tourism development particularly on the island of Tobago and on a national level through the GEF/Small Grants Programme.</b></p> <p>A highlight of UNDPs supported activities in Trinidad and Tobago is to facilitate the participation of the UN Volunteer Programme. The focus of the volunteer program is on expanding corporate social responsibility (CSR) practices throughout the country, growing inclusive markets initiative (global UNDP program), and working with the energy sector. In 2008 teamed up with the Energy Chamber to prepare a CSR mapping report, which was jointly produced by UNDP and the chamber. The report found that more than TT\$17 million was spent on CSR, but the majority were large energy sector</p>

Name of institution	Brief description	Area of PSD activity
	<p>with the Ministry of Planning as its main partner and with key line ministries. UNDP's five areas of focus provide specific entry points to support Trinidad and Tobago's development agenda. Concentration of efforts in these areas has been mandated by the United Nations Development Assistance Framework 2008-2011 for Trinidad and Tobago and is consistent with the national development priorities as outlined by the Government's 7 Pillars for Development.</p> <p>Included in all UNDP support is the transfer of knowledge and skills to nationals to ensure that national capacity is developed to prevent a reversal of gains achieved on conclusion of a development programme. Trinidad and Tobago's rich natural resources and high per capita income have positioned the country as an economic powerhouse in the Caribbean region. The country's rapid economic development needs to be supported by sound policy and programme design to reduce inequality and ensure sustainable human development.</p> <p><b>Trinidad and Tobago as Net Contributor Country (NCC)</b></p> <p>Trinidad and Tobago has achieved NCC status. <b>By decision 85/40 of the UNDP Executive Board, countries with a per capita Gross National Product (GNP) of USD4,700 or higher are categorized as NCC and grant funding is no longer available. As at 31 December 2007, all costs for delivery of technical assistance to Trinidad and Tobago have been borne by the Government of Trinidad and Tobago.</b> Source: <a href="http://www.undp.org.tt/index.html">http://www.undp.org.tt/index.html</a></p>	<p>companies. Recently the Volunteer Program is trying to develop a national CSR policy.</p>
<p>International Labor Organization (ILO)</p>	<p>The regional office for the Caribbean is located in Port of Spain. The ILO runs its programs from Port of Spain. They are very active in the region, but not as much in Trinidad and Tobago. For example, the following programs are sponsored by the ILO regional office, but are not available in the country: Starting a SME and improve your business with modules that train people on how to start and how to stay in business; system for the improvement of productivity is a tool that involves employers and employees on how to improve productivity;</p>	<p>ILO provides technical assistance to the Ministry of Labor. There is a productivity survey executed in TT. Also, the ILO has baseline survey on employment. ILO teamed with the CSO with statisticians for the design and execution of the surveys.</p> <p>TT National Training Agency has a connection with the energy sector.</p> <p>Upstream and downstream skill development opportunities. Industrial parks--E-Tek, Ministry of Education</p>

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Name of institution	Brief description	Area of PSD activity
	<p>women entrepreneurship; green jobs</p> <p>Strong regional emphasis in skills development. <i>The International Labour Organization's work in this region continues to focus on: building the capacities of the national training agencies, and technical and vocational training institutions, through technical advice and support on curriculum review; delivery of education and training through competency-based education and training (CBET), quality assurance management of TVET, inclusive vocational education and training, the use of ICT and programme evaluation; and skills development policies in line with the ILO Recommendation concerning Human Resources Development: Education, Training and Lifelong Learning, 2004 (No. 195), the Decent Work Agenda, and the CARICOM Regional Strategy for Technical and Vocational Education and Training (TVET).</i> Source: <a href="http://www.ilocarib.org.tt/index.php?option=com_content&amp;view=article&amp;id=1107&amp;Itemid=982">http://www.ilocarib.org.tt/index.php?option=com_content&amp;view=article&amp;id=1107&amp;Itemid=982</a></p> <p>Source: <a href="http://www.ilocarib.org.tt/">http://www.ilocarib.org.tt/</a></p>	
Donor community (bilateral)		
European Union	<p>The EU 2008-2013 Country Strategy Paper, under the 10<sup>th</sup> EDF, notes an allocation of €25.5 million for the A-allocation, macroeconomic support, sectoral policies, programs and project in support of the focal or non-focal areas of Community Assistance, and €0.4 million for the B-allocation, to cover unforeseen needs such as emergency assistance.</p> <p>Source: <a href="http://eeas.europa.eu/delegations/guyana/index_en.htm">http://eeas.europa.eu/delegations/guyana/index_en.htm</a></p>	<p>Most of the EU support is provided via budget support, and it is difficult to assess the allocation for PSD objectives.</p> <p>The EU Country Strategy Paper allocates €16.34 million to support the development of a modern and sustainable non-energy economy. The main areas mentioned in the strategy include: enterprise-university cooperation to support the development of knowledge-based industrial and service sectors; technical assistance to SMEs to encourage competitive, high valued-added, innovative and export-oriented activities; and educational and regulatory initiatives to stimulate an innovation culture to develop and link risk capital, market-oriented R&amp;D, and entrepreneurial skills. The main instrument will be Sector Budget Support (SBS), subject to compliance with eligibility criteria..</p>
United States (USAID)	<p>No program in Trinidad and Tobago</p> <p>Source: <a href="http://www.usaid.gov/locations/latin_america_caribbean/">http://www.usaid.gov/locations/latin_america_caribbean/</a></p>	None
China	<p>China has an embassy in Port of Spain but there is no specific information about PSD support.</p> <p>Source: <a href="http://tt.china-embassy.gov.cn/">http://tt.china-embassy.gov.cn/</a></p>	None

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Name of institution	Brief description	Area of PSD activity
	<a href="http://embassy.org/eng/zt/3rdCNCForum/">embassy.org/eng/zt/3rdCNCForum/</a>	
Brazil	Brazil does not have a PSD program in Trinidad and Tobago.	None
India	<p>The High Commission of India, in Port of Spain, Trinidad and Tobago.</p> <p>Historical Perspective: The relationship between India and Trinidad &amp; Tobago started on 30 May 1845, when the first ship 'Fatel Razack' carrying 225 indentured workers from India reached the shores of Trinidad, then a British colony. Their numbers increased with subsequent arrival of more ships from India. The descendents of those workers, now in their fifth generation, form nearly 42% of the population and are part and parcel of the economic, political and social fabric of the country. They have maintained their traditional Indian cultural and religious customs. The presence of a substantial population of Indian origin (the largest ethnic group) has contributed greatly to bilateral relations between the two countries.</p> <p>The Indian Technical and Economic Cooperation (ITEC) programme was launched on 15th September, 1964 as a bilateral programme of assistance of the Government of India. It is the flagship programme of the Indian Government's technical cooperation effort, not only because of its wide geographical coverage but also for innovative forms of technical cooperation. Being essentially bilateral in nature, ITEC is about cooperation and partnership for mutual benefit. It is demand-driven and response-oriented. It is focused on addressing the needs of developing countries.</p> <p>Under ITEC and its corollary SCAAP (Special Commonwealth Assistance for Africa Programme), 158 countries in Asia &amp; the Pacific, Africa, Latin America &amp; the Caribbean and East &amp; Central Europe are invited to share in the Indian development experience, acquired since its Independence. It has six components, viz. (i) Training (civilian and defence) in India of nominees from ITEC partner countries; (ii) Projects and project related activities such as feasibility studies and consultancy services; (iii) Deputation of Indian experts abroad; (iv) Study tours; (v) Gifting/Donation of equipment; and (vi) Aid for Disaster Relief. The training programmes have contributed to</p>	None

Name of institution	Brief description	Area of PSD activity
	capacity building and human resource development in many parts of the world. The ITEC/SCAAP programme is a visible symbol of India's role and contribution to South-South Cooperation Source: <a href="http://hcipos.net/hci/index.php?option=com_content&amp;view=article&amp;id=12&amp;Itemid=34">http://hcipos.net/hci/index.php?option=com_content&amp;view=article&amp;id=12&amp;Itemid=34</a>	
Japan	No programs for Trinidad and Tobago. Source: <a href="http://www.tt.emb-japan.go.jp/">http://www.tt.emb-japan.go.jp/</a> and JICA <a href="http://www.jica.go.jp/english/countries/america/">http://www.jica.go.jp/english/countries/america/</a>	None

Source: Internet webpages and interviews in Port of Spain in April 2012

### 3) Description of local stakeholders

The four most important PSD institutions in Trinidad and Tobago are fully funded by the private sector and represent commerce and industry, manufacturing, energy and trade and investment with the USA. Each one of these institutions provides its members services and information to facilitate growth, and also represent private sector interests in negotiations with the authorities. Of particular relevance to this report is the existence of services that are provided by these institutions, such as dispute resolution that is provided by the Trinidad and Tobago Chamber of Industry and Commerce. This is a key service that lowers transaction costs and avoids lengthy and inefficient legal battles in the judiciary. In addition to dispute resolution, the Chamber of Industry and commerce offers a business directory, bulletins and advisories, information about certification, facilities rental, lobbying, mediation training, member advisory, training, and trade and investments. The Chamber represents large and small companies, and is a major sounding board for government initiatives with potential impact on PSD. Importantly the Chamber monitors the business climate indicators that determine Trinidad and Tobago rankings in the WEF GCR, and actively interacts with stakeholders to improve them.

The focus of the Trinidad and Tobago Manufactures Association (TTMA) is on promoting the growth of manufacturing businesses in the country. Their role is extremely relevant because Trinidad and Tobago is a dual economy that suffers from Dutch disease—as it is explained in the TT-PSAR the existence of a large and wealthy gas and oil sector appreciates the real exchange rate lowering the competitiveness of the non-gas and oil sector with negative consequences for manufacturing. The difficulties to competing in a dual economy require the constant improvement in efficiency at all levels. Therefore the Chamber promotes the use of modern methods of manufacturing and education for all of its members. The TTMA also focuses on assisting local manufacturers in the maintenance of required standards of safety, labor relations, wages and benefits, communications, public relations and advertising. Moreover, the TTMA provides assistance in the field of securing markets for both raw materials and finished products as well as in the sourcing of investment partners for members. Importantly, the TTMA is the counterpart of an IDB/MIF grant designed to improve access to credit to SMEs.

The analysis of the work of the Energy Chamber of Trinidad and Tobago reveals the most important finding of this report: the confirmation that technological spillovers related to positives externalities in the energy sector, specialization and agglomeration of activities are being reported in the industry. This is a major finding due to the risk that the economy faces related to its dependence on the energy sector. This is an issue that is fully presented in the TT-PSAR, however, it is worth mentioning in this report that for many years the main development strategy for the country was based on diversification away from the energy sector. The exact meaning of this strategy varied over time: from a strict attempt to develop non-energy related industries using the resource generated by the energy sector; to the development of downstream and upstream energy-related industries. What is happening is that a large number of small and medium enterprises are growing in the energy sector by becoming highly specialized in some niche areas in gas and oil exploration, extraction, and transformation for export. These companies follow closely the theoretical developments in what is now called the New Economic Geography developed by Fujita, Krugman and Venables. This theory predicts agglomeration of activities due to high specialization in a sector, such as oil and gas. The members of the Energy Chamber of Trinidad and Tobago report that they are selling goods and services in Africa and the Americas, in some cases doing business for the large multinational corporations that are active in the country.

The dynamism of the energy sector is also reflected in the active role that the Energy Chamber of Trinidad and Tobago plays in supporting the expansion of energy-related services into international markets. The Chamber is fully funded by contributions from its members, that use the Chamber to identify opportunities for penetrating new markets abroad. Therefore an important service provided by the Chamber is the organization of trade missions.

The American Chamber of Commerce (AMCHAM) represents private sector businesses that trade or invest in Trinidad and Tobago and in the USA. The AMCHAM includes 300 private sector companies, 25% multinational and 75% national. AmCham's member companies represent over 90% of the foreign direct investment into Trinidad and Tobago. There is overlapping between membership of these four institutions—AMCHAM, the Trinidad and Tobago Chamber of Industry and Commerce, the Manufacturers Association of Trinidad and Tobago and the Energy Chamber of Trinidad and Tobago.

In addition to these private institutions, government is also active in PSD initiatives. The most important of PSD initiatives include eTek, , and more generally the Ministry of Trade. eTek is a publicly owned corporation that reports to the Ministry of Trade. *e Tek reviewed and revised its strategic direction in October 2011, and launched a 15-year Strategic Plan (2012-2027) to better align to the Ministry of Trade and Industry's overall goal for diversification – “to drive the non-energy sectors for the sustainable long-term growth and development of diversified and knowledge-based economy that contributes to the creation of high quality jobs.” To execute on this Strategic Plan, e Tek established two new subsidiaries InvestTT Limited and Asset Optimization Company Limited (AOC). e Tek has the responsibility of achieving the following visionary mandates through its subsidiaries:*

- *To recommend and advocate sector growth policies, strategies, plans and priorities to economic development agencies*

- *To develop, coordinate and conduct national (country) branding and investment promotion to meet the needs of all Government agencies*
- *To develop and implement growth strategies for select sectors*
- *To brand and promote select sectors*
- *To source foreign and local investment for select sectors*
- *To facilitate investment and other growth initiatives in select sectors*
- *To coordinate the initiatives of economic development agencies in select sectors*
- *To foster development of the business ecosystem required to implement strategies for growth in select sectors*
- *To own, operate and manage strategic assets as required to implement strategies for select sectors*<sup>3</sup>

*eTek portfolio includes seventeen (17) existing Industrial Parks with a tenant base of over five hundred (500) companies and eTek is planning an additional eight (8) new Industrial Parks. Some of the services provided by the Property Management Division are client selection, asset valuation, lease management, infrastructure upgrade and maintenance and site selection*

The industrial parks owned and managed by eTek are: Abattoir, Beetham, Biljah, Chase Village, Diamond Vale, East Dry River, Frederick Settlement, Harmony Hall, Lady Hailes, Macoya, Morvant, O'meara, Plaisance Park, Point Fortin, Sea Lots and Trincity, and Milford in Tobago. It is unclear the level of production of these industrial parks, their value added and profits, and the profits that they bring to eTek and their net worth. POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED trades in the Stock Exchange of Trinidad and Tobago and their prices over time gives an indication of the net worth of this public company.

The Ministry of Trade is very active in the promotion of export oriented PSD activities. National export strategy. The Ministry strategy is to develop the expertise in house, but this is challenging. Many initiatives are being considered, designed and implemented at the Ministry. Among those, the Ministry is preparing a national services strategy focusing on how to diversify the economy away from gas and oil; the Ministry is negotiating access to Canada, for all CARICOM countries, and a bilateral trade agreement with Guatemala; the Ministry owns a private sector business development company; the Ministry is doing market services analysis for Panama, El Salvador, Guatemala and DR; measuring and understanding productivity and innovation; improving food safety. Importantly, the Ministry has a single electronic window created to facilitate registration of businesses in TT, including the identification of fiscal incentives, work permits, or other relevant information that may be accessed on line 24x7 at [www.ttbuslink.gov.tt](http://www.ttbuslink.gov.tt)

Finally, government is also considering reducing its participation in the economy by selling some of its commercial assets. Several public enterprises, in utilities, finance, tourism, commerce, and manufacturing are fully or partially owned by government. A recent initiative attempts to create space for private sector investment and ownership through public offerings of shares of these public companies. This program, if implemented, would also deepen the financial sector and

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<sup>3</sup> [http://www.eteck.co.tt/1content/en/e\\_corp.aspx?articleid=182&zoneid=16](http://www.eteck.co.tt/1content/en/e_corp.aspx?articleid=182&zoneid=16)

increase savings in the economy. At this stage government is considering options on how to proceed with this program, which would be financed by a US\$500 thousand grant from Compete Caribbean. An example of a public offering in Trinidad and Tobago is National Enterprise Limited (NEL). *National Enterprise Limited (NEL) is an investment holding company incorporated on August 7, 1999 by the Government of the Republic of Trinidad and Tobago. NEL was formed to consolidate the Government’s shareholding in select state enterprises, and facilitate a public offering on the Trinidad and Tobago Stock Exchange.*

*NEL has a \$600 million share capital in industries that drive the economy of Trinidad and Tobago – natural gas and energy-based manufacturing, telecommunications, and the marketing and manufacturing of food basics.*

*NEL has shares in the following companies:*

- *National Flour Mills (NFM)*
- *Telecommunications Services of Trinidad and Tobago Limited (TSTT)*
- *Trinidad Nitrogen Company Limited (Tringen)*
- *NGC NGL Company Limited (NGC NGL)*
- *NGC Trinidad and Tobago LNG Limited*

*Together, these companies employ a significant portion of the country’s workforce and act as the crucible for local innovation and expertise development. Through NEL, individual and corporate investors can share in the financial stability and staying power of these enterprises. Today, over five thousand citizens, who enjoy stead dividends and increased capital appreciation, own one million shares in NEL.<sup>4</sup>*

Coordination among public PSD initiatives is weak with the exception of those sponsored by the Ministry of Trade. In general, governance of public enterprises is weak. This is an issue that would merit revision and consolidation of efforts.

**Table 2: List of local stakeholders and areas of PSD support/interest**

Name of institution	Brief description	Area of PSD activity
Trinidad and Tobago Chamber of Industry and Commerce	<p>Mission Statement To seek the interests of our members and the wider business community by forging a sustainable framework for successful business through effective advocacy, representation, facilitation and enablement of legitimate and responsible enterprise.</p> <p>Vision Statement “To be the voice of business towards the ongoing development towards a strong sustainable national economy”.</p> <p>This institution does not receive funding from government.</p>	<p>Represents interests of members in negotiations with government, and government reaches out to them to seek advice in the design of PSD policies. The Chamber has a PSD plan based on 6 pillars which is the based for their work program and their engagement with government.</p> <p>Organizes trade missions which in some cases are coordinated with the authorities. The Chamber offers the following services: arbitration, business directory, bulletins and advisories, certification, facilities rental, lobbying, mediation training, member</p>

<sup>4</sup> <http://www.veridansolutions.com/webmaster/nel2/aboutus.html>

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Name of institution	Brief description	Area of PSD activity
	<p>Source: <a href="http://chamber.org.tt/about-the-chamber/">http://chamber.org.tt/about-the-chamber/</a></p>	<p>advisory, training, and trade and investments. They are very active working with relevant agencies to address the main PSD bottlenecks identified in the WEF GCI in order to improve Trinidad and Tobago's ranking.</p>
<p>Trinidad and Tobago Manufacturers Association (TTMA)</p>	<p>The Vision Statement of the Trinidad &amp; Tobago Manufacturers' Association The TTMA is the voice for business enterprise, articulating policy, providing quality service and contributing to sustainable economic growth and success.</p> <p>The TTMA has become an integral part of Trinidad and Tobago's Manufacturing Sector and is dedicated to the development and promotion of local industries. The TTMA does not receive government funding.</p> <p>Source: <a href="http://www.ttma.com/about/about_the_ttma/">http://www.ttma.com/about/about_the_ttma/</a></p>	<p>The TTMA promotes, encourages and assists the growth and development of manufacturing industries in Trinidad and Tobago. The TTMA also acts as a representative for industries in dealing with Government and in the monitoring of legislation affecting manufacturers. The TTMA is also responsible for the generation of market expansion both regionally and internationally through the mounting of local, regional and international trade fairs, exhibitions and foreign trade missions.</p> <p>The TTMA promotes the use of modern methods of manufacturing and education for all of its members. The TTMA also focuses on assisting local manufacturers in the maintenance of required standards of safety, labour relations, wages and benefits, communications, public relations and advertising. Moreover, the TTMA provides assistance in the field of securing markets for both raw materials and finished products as well as in the sourcing of investment partners for members.</p>
<p>The Energy Chamber of Trinidad and Tobago</p>	<p>This institution has 312 members, 26 of these are very large energy companies with investments in gas and oil industry. The balance are gas and oil downstream and upstream small and medium enterprises that have developed by providing goods and services to the large companies. These SMEs are highly specialized businesses that have found niches. An interesting development is that these SMEs are exporting their goods and services to other emerging gas and oil countries in Africa and the Americas. The Chamber organizes overseas trips, trade missions, to present opportunities to these SMEs to expand their markets.</p> <p>Vision: To guide the energy sector of Trinidad &amp; Tobago and the wider Caribbean from extraction to sustainable development.</p> <p>Mission: To represent and promote our members' interests to the benefit of Trinidad &amp; Tobago and the wider Caribbean region;</p>	<p>Market expansion of SMEs that are highly specialized in the provision of goods and services to the gas and oil industry. Main tool is trade missions.</p>

Name of institution	Brief description	Area of PSD activity
	<p>to provide members with information, data, training and advice; and to create networking and business development opportunities.</p> <p>The Chamber does not receive funding from government.</p> <p>Source:  <a href="http://www.energy.tt/index.php?category_id=258&amp;p2_articleid=27">http://www.energy.tt/index.php?category_id=258&amp;p2_articleid=27</a></p>	
American Chamber of Commerce of Trinidad and Tobago (AMCHAM)	<p>The American Chamber of Commerce of Trinidad and Tobago (AmCham) represents 300 private sector companies, 25% multinational and 75% national. AmCham's member companies represent over 90% of the foreign direct investment into Trinidad and Tobago and AmCham has, in its short 20-year history, become the de facto preferred point of private sector representation for local, US and multinational companies.</p> <p>Source: <a href="http://www.amchamtt.com/">http://www.amchamtt.com/</a></p>	<p>They have two youth programs targeting children in Form 5 and 6. The Amcham invites about 100 students and presents to them opportunities available to them. The second program is related to an on-line, in Facebook, debate about productivity and competitiveness. Participants develop school projects and the best receive prizes.</p>

Source: Internet webpages and interviews in Port of Spain in April 2012

#### 4) Description of information available for the analysis of private sector characteristics, development initiatives and results

The following are sources of information that have been identified with relevance for the analysis of PSD issues in Trinidad and Tobago.

##### InterAmerican Development Bank

- From Growth to Prosperity, policy perspectives for Trinidad and Tobago, 2006, InterAmerican Development Bank, Edited by Liliana Rojas Suarez and Carlos Elias.
- IDB Country Strategy with Trinidad and Tobago 2010
- Private Sector Development and Competitiveness Sector Note
- Trinidad and Tobago Minister of Finance Budget Statement 2010 and 2011
- Trinidad and Tobago Private Sector Development Strategy 2006

##### Compete Caribbean

- Webpage <http://www.competecaribbean.org/>
- Measuring the competitiveness of selected CARICOM countries, October 2009
- Policies for achieving structural transformation in the Caribbean, October 2009
- Institutions and legal framework for business development in the Caribbean

##### European Union

- Country Strategy Paper 2008-2013

#### International Monetary Fund

- Trinidad and Tobago Staff Review of Article IV Consultations, August 2011

#### Corporacion Andina de Fomento

- Informe anual 2010

#### Caribbean Development Bank

- Annual report 2010

#### Central Bank of Trinidad and Tobago

- Financial Stability Report December 2011
- Monthly Statistical Digest December 2011
- Statistical Digest June 2011

#### World Bank and International Finance Corporation

- Trinidad and Tobago Ease of Doing Business 2012
- Trinidad and Tobago Country Profile 2010, Enterprise Surveys
- World Bank DataBank <http://data.worldbank.org/>

#### Relevant papers and documents

- The Product Space Conditions the Development of Nations, July 2007, Science Magazine, by Hidalgo et al
- Export promotion policies in CARICOM: main issues, effects and implications, November 2005, CEPAL by Perez
- Economist Intelligence Unit: Trinidad and Tobago Country report, March 2012
- World Economic Forum Global Competitiveness Report 2011-2012
- Caribbean Human Development Report 2012: Human development and the shift to better citizen security, UNDP
- Jobs, Gender and Small Enterprises in the Caribbean: Lessons from Barbados, Suriname and Trinidad and Tobago, ILO 2001, edited by Carol Ferdinand
- Scoping Study of Gender and Enterprise Development in the Caribbean: Volume 2 Background Papers and Appendices, DFID 2009

#### 5) Identification of opportunities to increase efficient design and execution of programs

The single most important opportunity for coordination is to identify a small set of prioritized actions that would facilitate private sector development. The four largest private sector institutions are providing good services to their members. What is not being done, however, is to focus the attention of decision makers in some high value-added set of actions that would

significantly improve the probability of success of private sector investments. Although these issues are presented in the TT-PSAR, from a coordination perspective the following may be considered priorities for private sector stakeholders:

- Identification and prioritization of activities that would facilitate PSD in all sectors of the economy
- Alignment of resources—funding for filling in knowledge gaps, lobbying—around a selected few activities and formal agreement with decision makers on a time table for the execution of a work program
- Focus on specialization and understanding the virtuous process in upstream and downstream energy-related companies

Public sector stakeholders are also very active in PSD activities. A highlight are the efforts of the Ministry of Trade in expanding opportunities for private companies to penetrate markets. This report recommends that these efforts should be continued and that additional resources should be devoted to strengthen and accelerate the work program of the Ministry.

This report identifies important information gaps that are presented in the next section.

#### 6) Identification of information gaps

The information provided in Section 4) gives a sound overall picture of the economic condition of Trinidad and Tobago and some general PSD issues. However, it is insufficient to focus in the specific issues. Trinidad and Tobago is an economy that is growing and decision makers need good quality information to decide on priorities and work programs. Therefore, PSD prioritizing would benefit from filling in the following information gaps:

- A mapping of private sector activities by sector, especially the identification of the virtuous cycle being generated in upstream and downstream energy activities. Opportunities for further specialization would probably demand a skill base that needs to be built, the analysis would identify the demand for those highly specialized skills that would facilitate growth in the energy sector.
- A mapping of financial sector products available to the private sector—such as banking services on factoring, secured transactions, discount of letters, long-term lending terms and options, stock exchange bond issue conditions, credit ratings of people and companies
- A mapping of trade-related information relevant to companies in the upstream and downstream energy sector, with an emphasis on trade bottlenecks, such as intellectual property rights for the protection of Trinidad and Tobago companies' innovations
- A complete description and analysis of labor markets
- A complete description and analysis of the tax system
- A complete description and analysis of registries, real estate and movable property
- A complete mapping of licensing requirements by sector
- A complete mapping of bottlenecks for private sector development, including the impact of large involvement of the public sector throughout the economy, such as public ownership of productive assets and regulatory overreach

## 7) TT-DMX follow-up, monitoring and evaluation

The TT-DMX includes the database of PSD programs and project for future monitoring and evaluation. Of particular interest is to be able to determine savings related to improved coordination when donors jointly focus their work programs, and on results related to more focused and larger PSD interventions. Therefore, Table 3 provides a baseline to use for the monitoring and evaluation of the TT-DMX, the data for these indicators is included in the MS-Access Database that accompanies this report.

**Table 3: TT- DMX monitoring indicators**

Purpose of the DMX	Indicator	Output	Outcome
Provide an inventory of programs and projects	Number of programs and projects	X	
	% of complete information about programs and projects in the DMX Database relative to the total number of programs and projects	X	
Facilitate access for stakeholders and representatives of the donor community to the inventory of programs and projects	Website usage metrics (among others number of visits, queries, frequency of updates, repeat visits)	X	
Classify programs and projects according to the PSAR guide	Number of programs and projects classified	X	
Identify duplication and overlapping initiatives to improve efficient private sector support by the donor community	Number and amount of programs and projects that duplicate or overlap initiatives	X	
	Number and amount of programs and projects that have been merged/consolidated		X
	Number and amount of new multi-donor efforts in areas in which duplication or overlapping had been identified		X
Identify omissions and gaps in donor supported programs that need to be filled to accelerate private sector development	Number and amount of new programs and projects that have been identified as omissions and gaps in the DMX report		X
	Number and amount of new multi-donor efforts in areas identified as omissions and gaps in the DMX report		X

Annex 1: List of people interviewed during the mission

Julian Belgrave, Neeca Brathwaite, InterAmerican Development Bank, Country Office Port of Spain, Trinidad and Tobago

Giovanni di Cola, International Labor Organization, Officer in Charge, [dicola@ilocarib.org.tt](mailto:dicola@ilocarib.org.tt)

Hassan Ndahi, International Labor Organization, Senior Specialist, Skills and Employability, [hdani@ilocarib.org.tt](mailto:hdani@ilocarib.org.tt)

Kelvin Sergeant, Specialist, Sustainable Enterprise Development, [sergeant@ilocarib.org](mailto:sergeant@ilocarib.org)

Desiree Gobin-Seecharan, American Chamber of Commerce (AMCHAM), Executive Director, [execd@amchamtt.com](mailto:execd@amchamtt.com)

Daniela Tramacere, Delegation of the European Union to Trinidad and Tobago, Minister Counsellor and Charge d'Affaires, [Daniela.tramacere@eeas.europa.eu](mailto:Daniela.tramacere@eeas.europa.eu)

Terhi Karvinen, Delegation of the European Union to Trinidad and Tobago, [terhi.karvinen@eeas.europa.eu](mailto:terhi.karvinen@eeas.europa.eu)

Thackwray (Dax) Driver, The Energy Chamber of Trinidad and Tobago, [dax@energy.tt](mailto:dax@energy.tt)

Jens-Ulrich Poppen, United Nations Development Programme, UNV Programme Officer, [jens.ulrich.poppen@undp.org](mailto:jens.ulrich.poppen@undp.org)

Kirk Ifill, International Finance Corporation, Resident Representative, [kifill@ifc.org](mailto:kifill@ifc.org)

Pedro Andres Amo, International Finance Corporation, Operations Officer Investment Climate, [pandresamo@ifc.org](mailto:pandresamo@ifc.org)

Miguel Carrillo, Arthur Lok Jack Graduate School of Business, Executive Director and Professor of Strategy, [Miguel.carrillo@gsb.tt](mailto:Miguel.carrillo@gsb.tt)

Richard Ramsawak, Arthur Lok Jack Graduate School of Business, Team Leader Cluster Development Initiatives, [r.ramsawak@lokjackgbs.edu.tt](mailto:r.ramsawak@lokjackgbs.edu.tt)

Andrew Sabga, Trinidad and Tobago Chamber of Industry and Commerce, President, [president@chamber.org.tt](mailto:president@chamber.org.tt)

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Sharon McIntosh, Ministry of Trade and Industry, Programme Coordinator Trade Implementation Unit, [mcintosh@gov.tt](mailto:mcintosh@gov.tt)

Paulo Sergio Traballi Bozzi, Embassy of Brazil in Port of Spain, Ambassador, [Paulo.bozzi@itamaraty.gov.br](mailto:Paulo.bozzi@itamaraty.gov.br)

Malay Mishra, High Commission of India, High Commissioner of India, [hcipos@tstt.net.tt](mailto:hcipos@tstt.net.tt)

Mahavir P. Bhardwaj, High Commission of India, First Secretary, [fshci@tstt.net.tt](mailto:fshci@tstt.net.tt)

Annex 2: Survey to use during the meetings to collect information for the DMX

The following list of questions will guide the interviews during the first mission to Port of Spain. These questions are designed to **complement and clarify** the information already collected and presented in this report. For this reason the objectives of meeting stakeholders and donor community representatives are: (i) ensure that the DMX and PSAR include up to date, accurate and complete information for programs and projects in Trinidad and Tobago; (ii) identified missing information; (iii) identified past programs and projects that should be included in the analysis; (iv) identify future programs and projects in the planning process; and (v) identify coordination efforts among stakeholders and representatives of the donor community.

Overall, strategic, topics to discuss in each interview:

- Does your organization have an overall strategic approach for PSD in Trinidad and Tobago? (such as an strategy or other guiding document?). Follow up questions about the period for the strategy, the total funding envelope, areas of specialization, past and present
- Does your organization formally or informally coordinates efforts with the donor community or stakeholders? Please explain.
- Does your organization have a women or gender focus in the PSD programs or projects? Any specific projects on gender or direct investments on women in business? Please explain.
- Review the list of programs and projects already captured in this report. Validate data collected and clarify any pending classification issues. In particular, the validation should focus on the information about programs and projects

Therefore the survey would request information about each individual government, stakeholder, and donor overall strategic approach to support PSD in the country following the information requirements presented in Table 4.

**Table 4: DMX record field name, description and options**

Field name	Description	Options
ID	Primary key	
P_name	Program or project name	
P_description	Program or project description	
P_approval_year	Program or project date of approval	
P_status	Program status	Concluded, Active, and in Preparation
P_execution	Program or project execution summary	
P_link	Hyperlink to donor or stakeholder website where this program or project can be found	
Country	Name of CARIFORUM country, use "Regional" if the	Antigua and Barbuda, The Bahamas, Barbados, Belize,

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Field name	Description	Options
	program or project is regional in scope	Dominican Republic, Dominica, Granada, Guyana, Haiti, Jamaica, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Trinidad and Tobago, Trinidad and Tobago
P_objective_1 through 5 (i.e. P_objective_1; P_obejective_2; P_objective_3; P_objective_4; P_objective_5)	Classification following <i>Private Sector Development Assessment Guide</i> , note that a program or project may be classified on up to five objectives, with the first classification considered more important than the second, the second more important than the third, up to the fifth.	<ul style="list-style-type: none"> <li>• the business supportive institutional infrastructure (Business)</li> <li>• coordination and access to donors and other international entities (Coordination)</li> <li>• access to finance (Finance)</li> <li>• the corporate tax framework (Tax)</li> <li>• the business environment (Business_environemnt)</li> <li>• investment in research and innovation, including technology transfers (R&amp;D)</li> <li>• trade and foreign direct investment (FDI)</li> <li>• labor flexibility (Labor)</li> <li>• supply of infrastructure communications and energy (Infrastructure)</li> <li>• environmental concerns including the regulatory framework (Environment)</li> <li>• gender equality including the elimination of discrimination and equal access to opportunities (Gender)</li> <li>• other (Other)</li> </ul>
P_timeframe	Classification into short, medium and long-term	Number of months of expected execution
P_geography	Classification by geographic reach	National, Sub_regional, Municipal
P_sector	Classification by sector	Agriculture, Industry, Services
P_funding	Classification by funding source	Multilateral, Bilateral, Domestic_private, Domestic_public
P_amount_original	Amount of the program or project	In US\$
P_amount_1	Amount funded by donor 1	In US\$
P_amount_2	Amount funded by donor 2	In US\$
P_amount_3	Amount funded by donor 3	In US\$
P_amount_4	Amount funded by donor 4	In US\$
P_amount_5	Amount funded by donor 5	In US\$
P_donor_1	Name of donor or cofinancing agency 1	In US\$
P_donor_2	Name of donor or cofinancing agency 2	In US\$
P_donor_3	Name of donor or cofinancing agency 3	In US\$
P_donor_4	Name of donor or cofinancing agency 4	In US\$
P_donor_5	Name of donor or cofinancing agency 5	In US\$
P_amount_executed	Amount of the program executed as of the date of the	In US\$

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Field name	Description	Options
	publication of the DMX	
P_reporting_unit	Name of the unit to which this program or project reports	
P_executing_agency_typ	Classification by type of executing unit	Public_non_financial, Public_financial, Public_decentralized, Private_non_financial, Private_financial, Academia, Other
P_loan_or_grant	Classification by repayment requirement	Grant, Loan, Mixed
P_type	Classification into a Program or a Project	Program, Project
P_attachment1	Attachment	File attached to the record
P_attachment2	Attachment	File attached to the record
P_attachment3	Attachment	File attached to the record
P_attachment4	Attachment	File attached to the record
P_attachment5	Attachment	File attached to the record
P_attachment6	Attachment	File attached to the record
P_attachment7	Attachment	File attached to the record
P_attachment8	Attachment	File attached to the record
P_attachment9	Attachment	File attached to the record
P_attachment10	Attachment	File attached to the record

## Annex 3: List of relevant programs and projects preliminary classification

**Table 5: List of relevant programs and projects**

Sponsoring institution	Name	Brief description
IDB/MIF	TT-M1025 : Improving Corporate Governance in Trinidad and Tobago Source: <a href="http://www.iadb.org/en/projects/project,1303.html?id=TT-M1025">http://www.iadb.org/en/projects/project,1303.html?id=TT-M1025</a>	<p>Project Description: <b>The project aims to address excessive risk to the economy due to the non-transparency of public and private publicly-listed companies by increasing understanding of and compliance with current legislation that governs the business environment. The overarching goal is the eventual creation of ethical, non-corrupt business environments which fosters business integrity and results in a competitive and stable economy.</b> Components include:1. Develop `Plain English` Version of Legislation and Electronic Educational Materials ; Covering such topics as ethics, induction guidelines for new directors, frequently asked questions, and instructive guide for implementation of guidelines (including standard board performance management, compliance and regulatory frameworks); utilising website access to video materials, electronic booklets, podcasts and Blackberry applications;2. CEO/Directors/Senior Management Training Workshops ; To introduce the electronic educational materials and engage in training/sensitization about the value of improved corporate governance to business practices. Approximately 100 large public interest groups will be targeted for participation, these include publicly traded companies, state enterprises etc. 4. Awareness Workshops- 1-2 sessions geared towards members of the media and civil society to enhance their understanding of the legal framework that governs the private sector and their rights as citizens. 2-3 sessions will also be devoted to enhancing governance practices in SMEs specifically focusing on family run enterprises5. Monitoring and Evaluation of Implementation of Guidelines ; Baseline and post-project electronic surveys</p>

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		<p>to assess effectiveness of the project.</p> <p>Basic Information</p> <p>Project Number TT-M1025</p> <p>Operation Number ATN/ME-12783-TT</p> <p>Country Trinidad and Tobago</p> <p>Sector Private Sector Development</p> <p>Subsector Market Development and Functioning</p> <p>Project Type Multilateral Investment Fund Operation</p> <p>Project Subtype MIF Country Office Delegation</p> <p>Status Implementation</p> <p>Approval Date JUN 2, 2011</p> <p>Signing Date NOV 23, 2011</p> <p>Financial Information</p> <p>Total Cost - Historic USD 211,000</p> <p>Country Counterpart Financing - Historic USD 66,000</p> <p>IDB Financing</p> <p>Financing Type Non-Reimbursable Technical Cooperation</p> <p>Fund MIF-Small Enterprise Dev. Facility</p> <p>Reporting currency USD - United States Dollar</p> <p>Reporting Date MAR 31, 2012</p> <p>Approved Amount - Historic USD 145,000</p> <p>Cancelled Amount - Historic USD 0</p> <p>Undisbursed Amount - Historic USD 145,000</p> <p>Disbursed to Date - Revalued USD 0</p> <p>Roles &amp; Responsibilities</p> <p>Executing Agency Energy Chamber Of Trinidad And Tobago</p>
IDB/MIF	<p>TT-M1023 : Improving Access to Finance for Small and Medium Enterprises in Trinidad and Tobago</p> <p>Source: <a href="http://www.iadb.org/en/projects/project,1303.html?id=TT-M1023">http://www.iadb.org/en/projects/project,1303.html?id=TT-M1023</a></p>	<p>Project Description: Lack of access to appropriate credit products for financing of expansion and growth of SMEs in Trinidad and Tobago is a barrier to the development of this important sector. . In Trinidad &amp; Tobago it is estimated that there are some 18,000 SMEs in T&amp;T employing approximately 200,000 persons or close to 35% of the workforce and contributing near 28% of GDP. The development of these enterprises is dependent in part, on access to credit to finance expansion and growth, Despite high levels of liquidity in Trinidad and Tobago's financial sector, many of these SMEs are unable to access appropriate</p>

		<p>financing to fund their growth and development, either because funding institutions a priori brand them as high risk, or they themselves fail to do basic things like keep their financial records up to date, or formulate a proper business plans to facilitate some level of risk analysis. Most financial institutions do not have a structured methodology, tools or in house capacity for the evaluation of credit risk and the structuring and pricing of relevant credit facilities for the SME sector Resulting cost, structure and terms of credit result in many enterprises being unable to finance expansion and growth or to reinvest into their business. <b>The objective of this project is to improve SME access to credit by piloting an SME rating methodology that will assist financial institutions in assessing, structuring and pricing credit facilities for SME clients. 5 of the 7 main commercial banks in Trinidad and Tobago have agreed to partner with BATT to implement this initiative.</b> This pilot program will demonstrate to credit officers a proven approach to the objective assessment of SME business performance and credit worthiness.</p> <p style="text-align: center;">Basic Information</p> <p style="text-align: center;">Project Number TT-M1023          Operation Number ATN/ME-12355-TT          Country Trinidad and Tobago          Sector Private Sector Development          Subsector Small and Medium Enterprise          Project Type Multilateral Investment Fund Operation          Project Subtype MIF Country Office Delegation          Status Implementation          Approval Date SEP 16, 2010          Signing Date JAN 17, 2011</p> <p style="text-align: center;">Financial Information</p> <p style="text-align: center;">Total Cost - Historic USD 114,000          Country Counterpart Financing - Historic USD 36,000</p> <p style="text-align: center;">IDB Financing</p> <p style="text-align: center;">Financing Type Non-Reimbursable Technical Cooperation          Fund MIF-Small Enterprise Dev. Facility          Reporting currency USD - United States Dollar</p>
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		<p>Reporting Date MAR 31, 2012                  Approved Amount - Historic USD 78,000                  Cancelled Amount - Historic USD 0                  Undisbursed Amount - Historic USD 4,000                  Disbursed to Date - Revalued USD 74,000                  Roles &amp; Responsibilities                  Executing Agency Bankers Association Of Trinidad                  And Trinidad</p>
<p>IDB/MIF</p>	<p>TT-M1019 : Program to Promote Public Private Partnerships for Infrastructure in                  T &amp; T                  Source: <a href="http://www.iadb.org/en/projects/project.1303.html?id=TT-M1019">http://www.iadb.org/en/projects/project.1303.html?id=TT-M1019</a></p>	<p><b>Project Description: The goals of the project are to alleviate infrastructure bottlenecks in the T&amp;T economy by expanding the supply of infrastructure and infrastructure services delivered through public private partnerships while also improving quality and efficiency in the provision of infrastructure and infrastructure services. The specific objectives of this operation are to strengthen the capacity of the Government of Trinidad and Tobago in terms of establishing transparent and harmonized procedures to govern how the government analyzes, designs, regulates, procures and oversees PPP project performance.</b></p> <p>Basic Information                  Project Number TT-M1019                  Operation Number ATN/ME-12261-TT                  Country Trinidad and Tobago                  Sector Private Sector Development                  Subsector Infrastructure and Public Services                  Project Type Multilateral Investment Fund Operation                  Project Subtype MIF Multilateral Investment Fund                  Status Implementation                  Approval Date JUL 16, 2010                  Signing Date FEB 8, 2011</p> <p>Financial Information                  Total Cost - Historic USD 2,147,240                  Country Counterpart Financing - Historic USD 1,277,955</p> <p>IDB Financing                  Financing Type Non-Reimbursable Technical                  Cooperation                  Fund MIF-Small Enterprise Dev. Facility                  Reporting currency USD - United States                  Dollar</p>

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		<p>Reporting Date MAR 31, 2012  Approved Amount - Historic USD 869,285  Cancelled Amount - Historic USD 0  Undisbursed Amount - Historic USD 838,885  Disbursed to Date - Revalued USD 30,400  Roles &amp; Responsibilities  Executing Agency Ministry of public administration  and information  Nalis building, corner hart and abercrom By street Port of  spain Trinidad and tobago  Telephone: PBX 1 868 623 8578</p>
<p>IDB/MIF</p>	<p>TT-M1015 : Value Chain Development  Source: <a href="http://www.iadb.org/en/projects/project.1303.html?id=TT-M1015">http://www.iadb.org/en/projects/project.1303.html?id=TT-M1015</a></p>	<p>Project Description: The general objective of this project is to increase the competitiveness of SMEs and the market opportunities they face, while contributing to T&amp;T's sustainable development. <b>The specific objective is to implement CSR in manufacturers that belong to value chains in three selected strategic clusters: plastic, packaging and printing, food processing and metal processing.</b>  Basic Information  Project Number TT-M1015  Operation Number ATN/ME-11751-TT  Country Trinidad and Tobago  Sector Private Sector Development  Subsector Corporate Social Responsibility  Project Type Multilateral Investment Fund Operation  Project Subtype MIF Multilateral Investment Fund  Status Implementation  Approval Date SEP 2, 2009  Signing Date DEC 11, 2009  Financial Information  Total Cost - Historic USD 811,000  Country Counterpart Financing - Historic USD 264,500  IDB Financing  Financing Type Non-Reimbursable Technical Cooperation  Fund MIF-Small Enterprise Dev. Facility  Reporting currency USD - United States Dollar  Reporting Date MAR 31, 2012</p>

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		<p>Approved Amount - Historic USD 546,500  Cancelled Amount - Historic USD 0  Undisbursed Amount - Historic USD 491,850  Disbursed to Date - Revalued USD 54,650</p> <p>Roles &amp; Responsibilities  Executing Agency Trinidad y tobago  manufacturers' association  Ttma building, 2nd floor, # 42, tenth av Enue, barataria Port  of spain Trinidad and tobago  Telephone: 868-675-8862  Fax: 868-675-8961</p>
<p>IDB/MIF</p>	<p>TT-M1012 : Improving Labour Productivity through Internal Corporate Social Responsibility  Source: <a href="http://www.iadb.org/en/projects/project,1303.html?id=TT-M1012">http://www.iadb.org/en/projects/project,1303.html?id=TT-M1012</a></p>	<p>Project Description: Trinidad and Tobago has experienced a consistent economic growth in the last decade, mainly driven by the Energy and related industries sector. The manufacturing sector, though decreasing its contribution to the country's GDP from 8% in 2001 to around 6% in 2006, grew by over 10% in real terms over the last 4 years. Overall, this sector employs over 55,000 workers, close to 10% of the total workforce, manufacturing in Trinidad and Tobago can be characterised as labour intensive. However, several labour related challenges are affecting the future sustainability and competitiveness of this sector, for example: low levels of labour productivity, high absenteeism and turnover; shortage of skilled local employees, difficulty in retaining the best employees and low levels of technological innovation and knowledge-transfer. These challenges have contributed to Trinidad and Tobago's slide in World Economic Forum's Competitiveness Rankings and are threatening the survival of the country's labour intensive manufacturing sector. <b>The TTMA has partnered with the UN Development Program in a CSR Mapping Exercise in Trinidad and Tobago and will host the UN Global Compact Local Network</b> . Based on research to date, the TTMA and key stakeholder organisations in the business and development communities have concluded that there is scope for the initiation and strengthening of internal CSR practices within labour intensive enterprises which will yield real gains in labour productivity. <b>The project objectives are to demonstrate the gains and advantages of implementing internal CSR</b></p>

		<p><b>practices as evidenced by correspondent increases in labour productivity within participating companies, and also to develop a model through which this approach can be adopted and replicated by other companies in Trinidad and Tobago's labour intensive manufacturing and service sectors. The project will demonstrate benefits of implementing internal CSR initiatives to create safer and healthier work environments linked real labour productivity gains including increased employee motivation, reduced absenteeism and rate of employee turnover, and higher productivity and efficiency in production processes.</b> Key components of the program will include the following: 1. Select 5 pilot firms with a labour force of 100-150 within Trinidad and Tobago's manufacturing sector (via a competitive process) 2.Pilot the design and implementation of internal CSR practices to improve labour productivity within selected 5 firms 3.Measure and Evaluate Results 4.Develop a CSR-Productivity toolkit based on pilot project results 5. Disseminate CSR-Productivity toolkit across the manufacturing and service sectors in Trinidad and Tobago.</p> <p>Basic Information          Project Number TT-M1012          Operation Number ATN/ME-10800-TT          Country Trinidad and Tobago          Sector Private Sector Development          Subsector Corporate Social Responsibility          Project Type Multilateral Investment Fund Operation          Project Subtype MIF Country Office Delegation          Status Completed          Approval Date JAN 18, 2008          Signing Date APR 22, 2008          Project Completion Date FEB 15, 2012</p> <p>Financial Information          Total Cost - Historic USD 165,000          Country Counterpart Financing - Historic USD 50,000          IDB Financing          Financing Type Non-Reimbursable Technical Cooperation          Fund MIF-Small Enterprise Dev. Facility</p>
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		<p>Reporting currency USD - United States Dollar</p> <p>Reporting Date MAR 31, 2012</p> <p>Approved Amount - Historic USD 115,000</p> <p>Cancelled Amount - Historic USD 38,045</p> <p>Undisbursed Amount - Historic USD 0</p> <p>Disbursed to Date - Revalued USD 76,955</p>
<p>IDB/MIF</p>	<p>TT-M1009 : Improving performance of SMEs through the application of ICT  Source: <a href="http://www.iadb.org/en/projects/project.1303.html?id=TT-M1009">http://www.iadb.org/en/projects/project.1303.html?id=TT-M1009</a></p>	<p>Project Description: The general objective is to improve the overall business performance and competitiveness of SMEs in the food and beverage and printing and packaging industries of Trinidad and Tobago. The specific objective is to increase awareness, use and leverage of ICT by 80 SMEs in the food and beverage and in the printing and packaging sectors in Trinidad and Tobago.</p> <p>Basic Information</p> <p>Project Number TT-M1009</p> <p>Operation Number ATN/ME-12200-TT</p> <p>Country Trinidad and Tobago</p> <p>Sector Information Technology and Telecomm</p> <p>Subsector Info and Communications Technology</p> <p>Project Type Multilateral Investment Fund Operation</p> <p>Project Subtype MIF Multilateral Investment Fund</p> <p>Status Implementation</p> <p>Approval Date JUN 11, 2010</p> <p>Signing Date JAN 18, 2011</p> <p>Financial Information</p> <p>Total Cost - Historic USD 1,023,589</p> <p>Country Counterpart Financing - Historic USD 309,305</p> <p>IDB Financing</p> <p>Financing Type Non-Reimbursable Technical Cooperation</p> <p>Fund MIF-Small Enterprise Dev. Facility</p> <p>Reporting currency USD - United States Dollar</p> <p>Reporting Date MAR 31, 2012</p> <p>Approved Amount - Historic USD 714,284</p> <p>Cancelled Amount - Historic USD 0</p> <p>Undisbursed Amount - Historic USD 629,845</p> <p>Disbursed to Date - Revalued USD 84,439</p> <p>Roles &amp; Responsibilities</p>

		Executing Agency Caribbean Industrial Research Institute
IDB/MIF	TT-M1013 : Improving Financial and Business Literacy of Small and Micro Entrepreneurs Source: <a href="http://www.iadb.org/en/projects/project,1303.html?id=TT-M1013">http://www.iadb.org/en/projects/project,1303.html?id=TT-M1013</a>	Project Description: <b>The project objective is to improve the financial literacy of small and micro entrepreneurs in Trinidad and Tobago by providing small and micro entrepreneurs with the appropriate and necessary information, training and tools, which will allow for the financial sustainability, growth and development of their business operations.</b> Specific project objectives include the following:- Definition of financial literacy training needs of the micro and small business sector- Development of training materials and model that can be adapted into a mainstream business support service - Raising financial literacy of at least 300 micro and small business owners in 14 communities across Trinidad and Tobago and improve business performance of these entities via more informed financial management and decision making. Key components of the program will include the following: 1. Baseline study to define financial literacy needs as well as the dimensions and demographics of the targeted sector 2. Development of training materials including 3 manuals and web based / multimedia content on topics such as savings, investment, debt management, risk management, budgeting, interpreting financial statements, accounting and financial management principles 3. Hosting of training seminars and mini expositions to promote and raise awareness of relevant financial products and services and their impact on business performance. These seminars will target at least 300 micro and small business entrepreneurs across 14 communities in Trinidad and Tobago. Communities will be selected to facilitate equitable geographic coverage as well as coverage of areas with high concentrations of small and micro businesses 4. Evaluation of results 5. Mainstreaming financial literacy for micro and small business owners by seeking and engaging a partner to sustain this program by using existing materials to continue in training and awareness building within the targeted group. Business support organisations such as the Business Development Company or the National Entrepreneurship Development Company are examples of potential partners. These

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		<p>organisations are actively involved in providing ongoing financial and advisory services to small and micro businesses, and may be interested in mainstreaming the program based on results achieved.</p> <p>Basic Information</p> <p>Project Number TT-M1013</p> <p>Operation Number ATN/ME-11151-TT</p> <p>Country Trinidad and Tobago</p> <p>Sector Microenterprise</p> <p>Subsector Microenterprise Development</p> <p>Project Type Multilateral Investment Fund Operation</p> <p>Project Subtype MIF Country Office Delegation</p> <p>Status Completed</p> <p>Approval Date AUG 27, 2008</p> <p>Signing Date NOV 13, 2008</p> <p>Project Completion Date NOV 2, 2011</p> <p>Financial Information</p> <p>Total Cost - Historic USD 233,375</p> <p>Country Counterpart Financing - Historic USD 115,000</p> <p>IDB Financing</p> <p>Financing Type Non-Reimbursable Technical Cooperation</p> <p>Fund MIF-Small Enterprise Dev. Facility</p> <p>Reporting currency USD - United States Dollar</p> <p>Reporting Date MAR 31, 2012</p> <p>Approved Amount - Historic USD 118,375</p> <p>Cancelled Amount - Historic USD 0</p> <p>Undisbursed Amount - Historic USD 0</p> <p>Disbursed to Date - Revalued USD 118,375</p>
IDB/MIF	<p>TT-M1018 : Development of Traditional Crafts</p> <p>Source: <a href="http://www.iadb.org/en/projects/project,1303.html?id=TT-M1018">http://www.iadb.org/en/projects/project,1303.html?id=TT-M1018</a></p>	<p>Project Description: 3 coastal rural communities in Trinidad and Tobago are nesting grounds for the endangered leatherback turtle. National statistics show the corresponding areas as being the poorest in Trinidad and Tobago, and given their physical location in remote coastal areas, access to mainstream support and other services, as well as to formal employment opportunities is limited. Due to the high levels of unemployment and poverty in these communities, efforts have been made with some success to involve community members directly in the promotion and</p>

		<p>organisation of a niche eco tourism product for visitors wishing to view the endangered leatherback turtle during the nesting season. This strategy has involved communities in services linked to turtle watching activities, which deliver a stream of income from both local and international visitors.</p> <p>The approach has also heightened awareness of and implementation of conservation strategies to ensure the survival of this species and the sustainability of economic benefits to the rural communities involved in related ecotourism activities. <b>To expand the flow of sustainable economic benefits to the community, Turtle Village Trust has developed a project aimed to organise and strengthen the creation and marketing of traditional crafts by artisans in these communities.</b></p> <p>Basic Information</p> <p>Project Number TT-M1018</p> <p>Operation Number ATN/ME-11913-TT</p> <p>Country Trinidad and Tobago</p> <p>Sector Microenterprise</p> <p>Subsector Microenterprise Development</p> <p>Project Type Multilateral Investment Fund Operation</p> <p>Project Subtype MIF Country Office Delegation</p> <p>Status Implementation</p> <p>Approval Date NOV 30, 2009</p> <p>Signing Date JUN 16, 2010</p> <p>Financial Information</p> <p>Total Cost - Historic USD 238,000</p> <p>Country Counterpart Financing - Historic USD 88,000</p> <p>IDB Financing</p> <p>Financing Type Non-Reimbursable Technical Cooperation</p> <p>Fund MIF-Small Enterprise Dev. Facility</p> <p>Reporting currency USD - United States Dollar</p> <p>Reporting Date MAR 31, 2012</p> <p>Approved Amount - Historic USD 150,000</p> <p>Cancelled Amount - Historic USD 0</p> <p>Undisbursed Amount - Historic USD 19,187</p> <p>Disbursed to Date - Revalued USD 130,813</p> <p>Roles &amp; Responsibilities</p>
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		Executing Agency      Turtle Village Trust
IIC	<p style="text-align: center;">                         TT1018A-02: RBTT Financial Holding Ltd.                          Source: <a href="http://www.iic.org/projects/trinidad-and-tobago/tt1018a-02/rbtt-financial-holding-ltd">http://www.iic.org/projects/trinidad-and-tobago/tt1018a-02/rbtt-financial-holding-ltd</a> </p>	<p style="color: red;"><i>How did it end? These is the information provided in the website.</i></p> <p>                         The IIC will purchase from RBTT Merchant Bank Ltd. a portion of the senior investment notes issued by RBTT Finance Limited and guaranteed by RBTT Financial Holdings Limited. RBTT Financial Holdings Limited, through its operating subsidiaries, will direct financial resources in the amount invested by the IIC to companies that meet the eligibility criteria defined by the IIC. The RBTT group is a regional financial group that provides a full line of financial services to its clients in the Caribbean, Suriname, and Central America. <b>One of the IIC's priorities is to improve access to suitable sources of credit for SMEs. Providing financial institutions with longer-term funding for lending to such enterprises is essential for meeting this goal.</b> The transaction with the RBTT group is in line with this goal and will provide the group with the liquidity it needs to increase its SME portfolio. It will also place the IIC in a strategic position for increasing its operations in the Caribbean.                     </p> <p style="text-align: center;">Basic Information</p> <p>                         Project Name: RBTT Financial Holding Ltd.                          Project Number: TT1018A-02                          Country: Trinidad and Tobago                          Sector: Financial Services                          Approval Date: 11/26/2007                          Date of First Disbursement: 12/09/2007                     </p> <p style="text-align: center;">Financial Information</p> <p>                         Type of Financing: Loan                          Financing Currency: United States Dollar                          IIC Financing Amount: USD \$40,000,000                     </p> <p style="text-align: center;">Contact Information</p> <p style="text-align: center;">                         IIC Project Team                          Investment Officers:                          Navas, Rodrigo                     </p>

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		<p>Beckham, John  Roa, Carlos  Briceno, Beatriz  Project Attorney: Diaz-loyola, Rafael  Environmental Engineer: Morales, Fernando  Additionality Officer: Riley, Joanne</p>
EU	<p>Support to Enabling Competitive Business in Trinidad and Tobago  Source:  <a href="http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21434_en.htm">http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21434_en.htm</a></p>	<p><i>Not much information in the website, and this is provided through budget support.</i></p> <p>Sector: Economic and development policy/planning  EU Contribution: € 16,340,000.00 (100% of total).  Description: The programme will improve the strategic management, performance monitoring and evaluation by the ministries, departments and agencies involved with improving the business climate and competitiveness of businesses, leading to improvements in the competitiveness and ease of doing business indicators.  Location : EU Development Cooperation Project managed by the Delegation of the European Union to the Republic of Trinidad and Tobago.</p>
EU	<p>T&amp;T Annual Action Plan 2007 under AMSP</p>	<p>Sector: Agricultural policy and administrative management  EU Contribution: € 5,809,186.99 (100% of total).  Description: The European Commission has also allocated ? 41.643 million to Trinidad and Tobago in order to assist in the restructuring of the sugar industry. Special attention is devoted to diversifying the economic base of the sugar dependent areas and mitigating the social, economic and environmental impacts of the restructuring process.  Location : EU Development Cooperation Project managed by the Delegation of the European Union to the Republic of Trinidad and Tobago</p>
EU	<p>T&amp;T Annual Action Plan 2008 under AMSP</p>	<p>Sector: Agricultural policy and administrative management  EU Contribution: € 9,974,000.00 (100% of total).  Description: In August 2008, the Government signed the first Financing Agreement and is now able to access the first annual allocation of ? 6 million. In 2009, a Strategic Environmental Assessment (SEA) of the restructuring measures was conducted and the main recommendations include an integrated water management plan, climate change adaptation strategy and a socio-economic assessment focusing on labor availability.</p>

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		Location : EU Development Cooperation Project managed by the Delegation of the European Union to the Republic of Trinidad and Tobago
EU	<p>T&amp;T Annual Action Plan 2009 under AMSP Source: <a href="http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21122_en.htm">http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21122_en.htm</a></p>	<p>Sector: Agricultural policy and administrative management EU Contribution: € 10,702,000.00 (100% of total). Description: After the signature of the Financing Agreement for the first annual programme in summer 2008 which foresees a grant of ? 6 million and the agreement on a second annual programme worth ? 9.974 million, the EU and the Government of Trinidad and Tobago have now agreed on the third annual programme. The funds will be used to assist the Government in its effort to restructure the formerly state owned sugar industry started in 2003 while mitigating social impact, facilitating agricultural production and maintaining environmental stability and the former sugar lands. Amongst others, former sugar workers will be offered leases for land for agricultural production, access roads on the former sugar lands will be constructed and the Ministry of agriculture's incentive programme will be revised and modernized. This year's programme is part of a multi annual programme with a total grant of ? 43.289.000. The assistance will be provided directly to the Government of Trinidad and Tobago through a budget support mechanism, and the disbursements will be triggered by achievement of performance indicators monitoring the implementation of the sector policy. Location : EU Development Cooperation Project managed by the Delegation of the European Union to the Republic of Trinidad and Tobago.</p>
EU	<p>T&amp;T Annual Action Plan 2010 under AMSP Source: <a href="http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21900_en.htm">http://eeas.europa.eu/delegations/trinidad/projects/list_of_projects/21900_en.htm</a></p>	<p>Sector: Agricultural policy and administrative management EU Contribution: € 16,551,000.00 (100% of total). Description: The implementation of the fourth annual programme of the Accompanying Measures for Sugar Protocol Countries has started in 2011. The funds will be used to assist the Government in its effort to restructure the formerly state owned sugar industry while mitigating social impact, facilitating agricultural production and maintaining environmental stability on the former sugar lands. Amongst others, the purchase of pension annuities of former sugar</p>

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		<p>workers will be completed. An action plan to combat praedial larceny will be elaborated by the Ministry of Food Production, Land and Marine Affairs and approved by Cabinet and four large scale farms will be established on lands formerly owned by Caroni (1975) Limited and in production. This year's programme is part of a multi annual programme with a total grant of more than ? 77 million. The assistance will be provided directly to the Government of Trinidad and Tobago through a budget support mechanism, and the disbursements will be triggered by achievement of performance indicators monitoring the implementation of the sector policy.</p> <p>Location : EU Development Cooperation Project managed by the Delegation of the European Union to the Republic of Trinidad and Tobago.</p>
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#### Annex 4: DMX information issues and future validation of information provided in the DMX

Although all efforts were made to validate the data and information included in the TT-DMX, the TT-DMX still needs to be validated by each individual institution, such as the EU, the Dutch delegation, and others, to ensure that data is accurately recorded. This validation task would not demand a significant effort, nevertheless, leaders of these institutions would have to give this task high priority for its completion.

The issues that need to be addressed in order to minimize the potential problems in the collection of information for the generation of the DMX include:

- Poor information about the status and results of the identified PSD programs and projects. In general the information at the time of approval of these programs is sufficient to populate the DMX. However, there is a gap, and in some cases a large one, between the original intent of programs and projects and the actual execution of work programs. Modifications and changes to programs and projects are common in Trinidad and Tobago, and it may be difficult to capture the final outputs or the real level of execution of many projects. However the number of programs and project identified appears to be small and concentrated in the InterAmerican Development Bank and the European Union. During the first mission we will concentrate on these two institutions to ensure that the DMX reflects accurate information.
- Time constraints given the large number of potential meetings during the first mission. The number of public and private representatives is very large, making it difficult to be able to meet all the potential representatives over a period of a one-week mission. To address this problem during the first mission we would prioritize meeting: (i) representatives of bilateral donors because of the relevance of their work programs, including those for which information is not available in the Internet; and (iii) representatives of multilateral institutions. It is important to meet Minister Dookeran during this visit, as he is one of the main proponents of PSD in Trinidad and Tobago.
- Time constraints will also force the first mission to focus on building the DMX and ensuring its accuracy. The follow up mission would focus on the PSAR and meeting representatives of the private sector, including leaders of associations, and business leaders.