TRINIDAD AND TOBAGO: SAN FERNANDO URBAN PROFILE

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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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FOREWORD

According to research published in UN-Habitat's[1] flagship report, The State of the World's Cities 2010-2011, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

Dr. Joan Clos
Executive Director, UN-Habitat

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1   UN-Habitat - United Nations Human Settlements Programme

EXECUTIVE SUMMARY

INTRODUCTION

The urban profiling is a rapid and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa, the Caribbean and Pacific states. Urban profiling uses a structured approach in which priority interventions are agreed upon through a consultative process. It consists of three phases: (1) a rapid participatory urban profiling at national and local levels, focusing on governance, informal settlements, urban services, urban safety, local economic development, disaster management, environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation.

Urban profiling in Trinidad and Tobago encompasses a national profile, as well as profiles for Port of Spain, Scarborough, and San Fernando, each published as a separate report. This is the San Fernando report, and it constitutes a general background, a synthesis of specific themes – Governance; Slums, Shelter, Land, and Tenure; Basic Urban Services; Inclusive and Safer Cities; Local Economic Development; and Disaster Management, Climate Change, and Environment – and priority project proposals.

BACKGROUND

San Fernando is the second-largest city in the Republic of Trinidad and Tobago and has been dubbed the country's industrial capital. As a result of the presence of oil and natural gas, a significant amount of income has been generated within the area. The sustained economic power of the area and its contribution to the gross domestic product resulted in the elevation of the former borough to a city on 18 November 1988. The city functions as the main transportation hub for the south of the island of Trinidad and is identified as a regional urban centre in the National Physical Development Plan of 1984. This indicates the significance of San Fernando as the key urban centre after the national capital, and denotes a concentration of urban amenities and employment opportunities and a high level of social services. The main landscape feature is the San Fernando Hill. The rugged topography of this central landmark has influenced the city's road and settlement patterns. Like Port of Spain and Scarborough, San Fernando is a coastal city. There are many lower-level government and administrative offices, in addition to a thriving central business district. However, as commercial land uses continue to encroach upon the existing residential areas, the character of the city continues to change, and residents are affected by the increasing lack of community services.

GOVERNANCE

The main governing body for the city is the San Fernando City Corporation. This is a local government body and its major focus is infrastructural maintenance and service provision under the Municipal Corporations Act 21 (1990). The corporation has two major arms, the San Fernando City Council and the administrative arm. The city council is responsible for physical infrastructure, public health, financial planning, and allocation of resources and personnel. The administrative arm comprises public servants who implement policies and deliver services based on the Municipal Corporations Act 21 (1990). Governance at this level is important to ensure that communities are not neglected.

SLUMS, SHELTER, LAND, AND TENURE

The urban poor are concentrated in pockets throughout the city, mainly in marginal areas and in some areas adjacent to government housing schemes such as Pleasantville and Embacadere. In these pockets, the housing stock does not reflect well on the city in terms of aesthetics, as it is often structurally unsafe, derelict and compromised as a result of the poor building materials and construction. There are areas in San Fernando that display slum characteristics such as inadequate access to potable water and sanitation, and deficiencies in physical infrastructure. There are four main squatter sites: Blitz Village, Embacadere, Bayshore, and Tarouba. In these areas, the houses are of poor structural quality, and the residents have insecure tenure.

BASIC URBAN SERVICES

In many areas of San Fernando, the provision of basic services such as water, sanitation and shelter is considered to be of a good standard and level. For example, in 2000 there was a relatively higher supply of piped water in San Fernando (86 percent) compared with Port of Spain (81 percent). The same year, approximately 8.7 percent of households in San Fernando used pit latrines, while 40 percent used septic tanks/soakaways. These present an environmental risk if the waste is not properly managed.

INCLUSIVE AND SAFER CITIES

Inclusiveness is an issue, as San Fernando is not conducive to the movement of persons. Many areas are not pedestrian-friendly, particularly for women, children or the handicapped. The layout of communities also limits access, with no centres to cater to the different needs of the public. Safety is an issue,

particularly during carnival and major holidays, when petty crime usually increases. There are many criminal activities in the Bayshore and Embacadere areas, as drug traffickers use the coast for access.

LOCAL ECONOMIC DEVELOPMENT

Almost half of the working population is employed in the private sector, while government and state-owned agencies account for 24.8 percent of the workforce. This is reflected in the dominance of private businesses in the city centre and along the major roadways. Cipero Street, Coffee Street, Royal Road, and Mucurapo Street all contain a high proportion of private commercial land uses. In contrast, government offices are limited to certain areas. The proximity of the Point Lisas Industrial Estate to the north of the city encourages the outward migration of workers, with San Fernando and its environs providing the catchment for entities such as the state-owned Petroleum Company of Trinidad and Tobago (Petrotrin).

DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

There are many disaster management and climate change issues for the city, particularly given its coastal location. Sea level rise is a concern, as land to the south of San Fernando, at the Godineau Bridge, is being reclaimed by the sea. Meanwhile, the Pointe-a-Pierre refinery to the north of the city pumps aerosol and carbon into the atmosphere. As a result, the carbon footprint of the island is very high, and the surrounding areas are severely affected. Improper waste disposal and the presence of a dump close to Embacadere also contribute to the contamination of the water table.

BACKGROUND

URBAN PROFILING

The Trinidad and Tobago urban profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects, all aimed at urban poverty reduction. Urban profiling is being implemented in many African, Caribbean, and Pacific countries.

In Trinidad and Tobago and the other Caribbean countries, the urban profiling is being done in partnership with the University of the West Indies. This offers an opportunity for comparative regional analysis, with particular customization to the Caribbean context and history, which holds particular relevance in the formulation of the themes.

METHODOLOGY

Urban profiling consists of three phases:

Phase one consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small city are selected and studied to provide a representative sample in each country. The analysis focuses on the following themes: governance; slums, shelter, land, and tenure; basic urban services; inclusive and safer cities; local economic development; and disaster management, climate change, and environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOTs) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops, and consensus is reached regarding priority interventions. National and city reports synthesize the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening and replication. This report presents the outcomes of Phase One of the urban profiling in San Fernando.

URBAN PROFILING IN SAN FERNANDO

Urban profiling in San Fernando is one of three such exercises conducted in Trinidad and Tobago. Similar exercises are being undertaken in Port of Spain, the capital city, and Scarborough, a small city in Tobago. Each urban profile is published as a separate report.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in San Fernando, based on the findings of the desk study undertaken, interviews, and a consultation that was held in San Fernando on 9 September 2011. The background includes data on administration, urban planning, economy, the informal sector, the private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health, and education.

2. an assessment of the areas of governance; slums, shelter, land, and tenure; basic urban services; inclusive and safer cities; local economic development; and disaster management, climate change, and environment, in terms of the institutional set-up, regulatory framework, resource mobilization, and performance. It is to be noted that gender was not identified as a specific issue since it was felt that gender issues permeate every community level. This second section also highlights agreed priorities emerging from the city consultation working groups, and includes a list of identified projects.

1. a SWOT analysis and outlines **priority project proposals** for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

MAP 1: SAN FERNANDO IN DATA

SAN FERNANDO PUSP STUDY AREA BOUNDARY

LEGEND: SAN FERNANDO BOUNDARY

Total population - 55,419

Households - 16,016

Population density - 2,964 persons per sq km

Average household size - 3.6

Number of buildings - 13,893

Continuing population growth in peripheral areas has led to the expansion of the city boundaries on various occasions to include the growth.

Sources: 2000 Census, Ministry of Local Government Strategic Planning Framework for San Fernando

Project: San Fernando City Profile

PROJECT: SAN FERNANDO CITY PROFILE
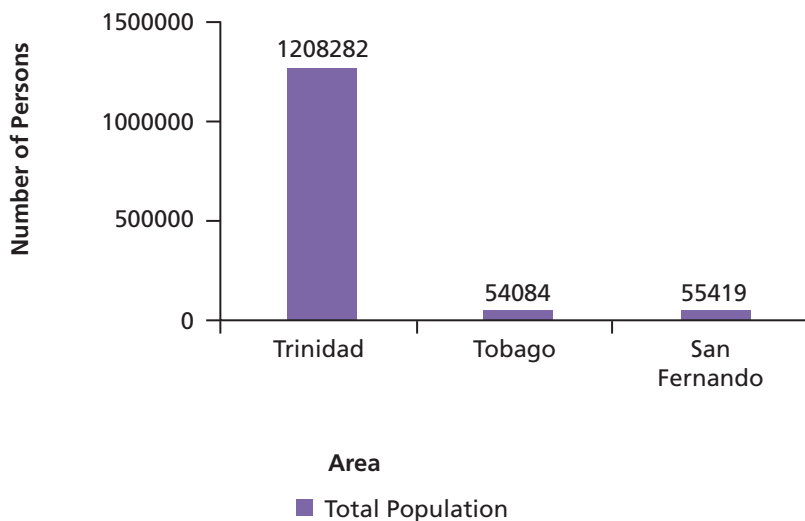
Source: IKONOS Satellite Imagery

Geographic Coordinate System: GCS_WGS_1984

Datum: D_WGS_1984

Prime Meridian: Greenwich

Angular Unit: Degree

GRAPH 1: SAN FERNANDO TOTAL POPULATION IN 2000

Source: Central Statistical Office, 2000

TABLE 1:

CITY	POPULATION	AREA (SQ KM)	DENSITY (PER SQ KM)
San Fernando	55,419	19	2,917
Port of Spain	49,013	12	3,966
Tobago	54,084	300	180

Source: Central Statistical Office, 2000.

ADMINISTRATION

The San Fernando City Corporation is a local government body and the primary administrative body for the area. There is a highly centralized, top-down approach regarding the main decision-making processes. The corporation is responsible for physical infrastructure, including maintenance of roads, drains, public cemeteries, public grounds, and cleaning of cesspits. It also deals with the approval and inspection of residential and commercial building plans and other public health functions.

The administration is headed by the Chief Executive Officer, who is assisted by the Deputy Chief Executive Officer, City Engineer, Treasurer, Principal Medical and Health Officer, and Corporate Secretary. They work together with the aid of other public servants to fulfil the mandate set out by the Municipal Corporations Act 21 (1990).

The autonomy of the central government in the planning and decision-making process means that the corporation acts as an implementation agency. This is not efficient, since the views and decisions of stakeholders should be taken into account in the interests of ensuring more effective participatory planning, particularly at the local level.

POPULATION

The population of San Fernando relative to that of Port of Spain and Tobago is set out in table 1.

San Fernando experienced continuous growth between 1960 and 1980. This was followed by a decline between 1980 and 1990, during which time the population fell to 27,041 persons. This may have been due to outmigration as residential areas became more commercial in character. Increasing land values may have further supported the transition to commercial uses in central areas and along the main roads. There was then a 60 percent increase in the population between 1990 and 2000, which may have been a response to the better provision of services in the city.

GRAPH 2: POPULATION IN DISTRICTS
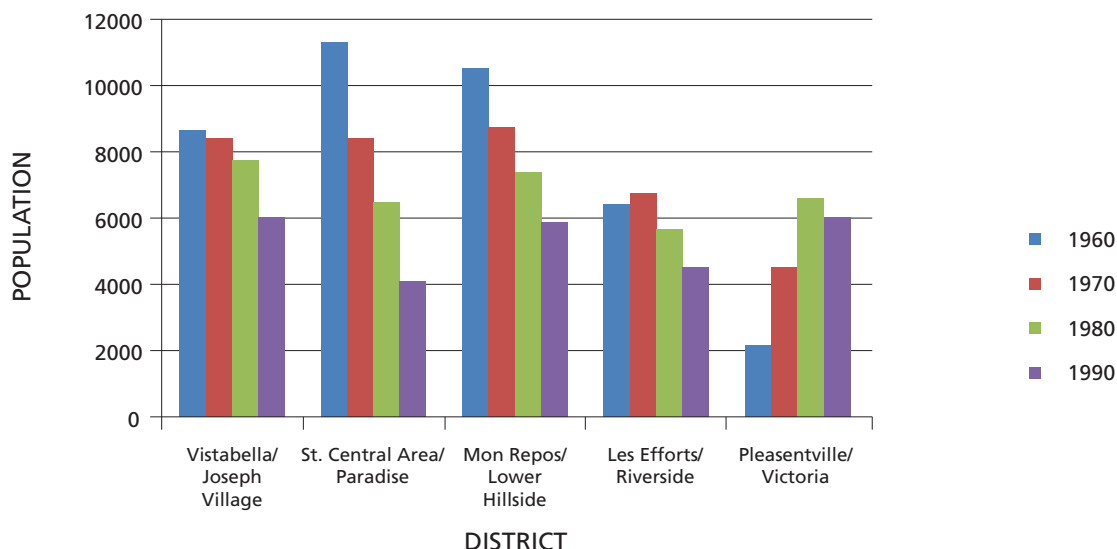
Data Source: San Fernando Greater Land Use Plan (1992)

Data available from the Greater San Fernando Land Use Plan (1992) shows a population decrease in the districts of Vistabella/St. Joseph Village, Central Area/Paradise, Mon Repos/Lower Hillside, and Les Efforts/Riverside over the period 1960 to 1990. As with the more general trend mentioned above, this may have been due to the encroachment of commercial uses into traditional residential areas. The Pleasantville/Victoria region was the only area to show an increase of up to 1990, after which the population slowly declined. That increase may have been attributed to government accommodation being built and the consequent in-migration.

URBAN PLANNING

Development planning and control falls under the Ministry of Planning, Economic and Social Restructuring, and Gender Affairs and is executed by the Town and Country Planning Division. The division's South Regional Office is located in San Fernando and is responsible for processing and approving all land development and change of use applications. Both the planning division and independent consultants have done a number of plans for the area, including the following:

• Planning for Development: The San Fernando Region, 1975

• The Greater San Fernando Land Use Plan, 1992

• San Fernando Area Plan Review, 1998

• The San Fernando Development Plan, 2010

The last of these is yet to be formally implemented. It promotes the development of San Fernando via the creation of a "metropolitan area" of varied types of development and land uses, to assert the dominance of the city.
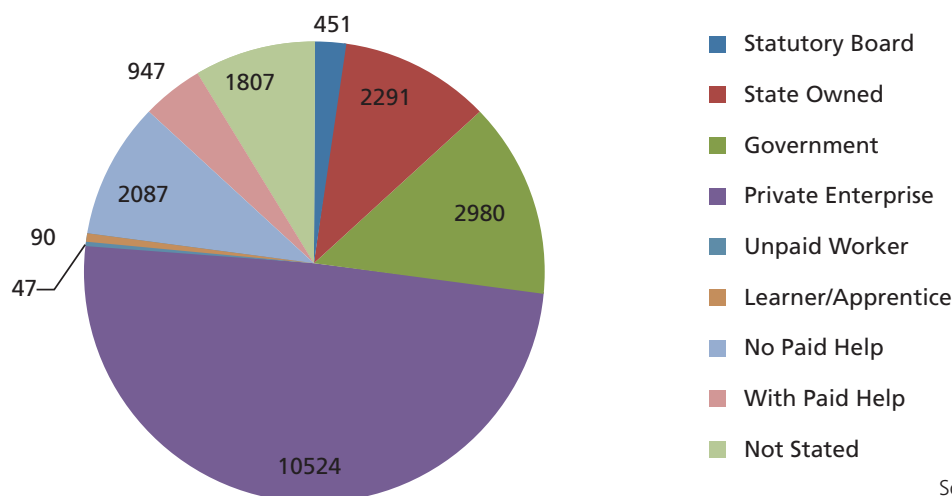
These plans have been developed to ensure the sound economic performance of the city and the sustainable development of the area. While some proposed projects have been implemented, the San Fernando Waterfront Area has not received much development. Attempts are being made to address this via a Waterfront Development Plan.

ECONOMIC SITUATION

San Fernando lives up to its name as the "Industrial Capital" since it is in close proximity to both the Point Lisas Industrial Estate and the Port of Point Lisas. The main national gross domestic product earner, crude oil and natural gas, is refined to the north of San Fernando at Pointe-a-Pierre. Within the San Fernando boundary, there is a high level of commercial retail activity concentrated along the main roads, namely Cipero Street, High Street, Coffee Street, Royal Road, and along the Southern Main Road to Marabella.

A report on San Fernando in 1998 showed that in 1996, 10.4 percent of the city's population was unemployed. This was comparatively lower than the national average of 16.5 percent for that year. The monthly income in San Fernando of TTD 2,500 at that time also indicated a relatively higher standard of living than the rest of the nation, which had an average monthly income of TTD 1,800. The city has been described as gravitating towards the private and government sectors to provide employment opportunities (San Fernando Local Government Plan, 2010). As can be seen in the following pie chart, most persons are employed in private enterprise (49.6 percent), followed by government (14 percent) and state-owned agencies (10.8 percent).

CHART 1: ECONOMIC SITUATION

- Statutory Board
- State Owned
- Government
- Private Enterprise
- Unpaid Worker
- Learner/Apprentice
- No Paid Help
- With Paid Help
- Not Stated

Source: Central Statistical Office, 2000

INFRASTRUCTURE AND BASIC URBAN SERVICES

The existing infrastructure is outdated and inefficient for the type and extent of modernization in San Fernando, as well as its capacity demands. Power lines and cables are strung on utility poles above the streets, water leaks from existing pipes, and distribution is a challenge. Coupled with the increase in the intensity of use of buildings and the increased consumption of the population, there is strain on the available resources. Furthermore, basic services are lacking in a number of communities. For example, in 2000 Victoria Village, Broadway, Navet, and Tarouba did not have pre-schools or parks within the communities.

DRAINAGE

With the increase in built development, the ability of the natural drainage systems to respond has been compromised. Flooding in the city is due to clogged waterways, the inability of drains to support the volume of water entering at high flow rates, and the steep terrain in certain areas, where flash flood-type surface water runoff has become common. The problem is compounded by development on the floodplains of the Guaracara, Cipero, Vistabella, and Marabella Rivers, the increased paving of surfaces, and improper building practices, which impact on natural drainage mechanisms.

WATER

The Water and Sewerage Authority is responsible for distribution of water. In San Fernando, water is mostly piped into dwellings (86 percent). In 1980, approximately 3.3 percent of homes did not have piped water supply, and instead utilized private catchments, public standpipes and other sources. The increased figure for 1990 of 6.6 percent may have been due to the increasing number of houses in slum areas in the city and gaps in service provision over time.

SANITATION AND REFUSE COLLECTION

The San Fernando City Corporation is responsible for waste and refuse collection. It works in collaboration with the Trinidad and Tobago Solid Waste Management Company Limited, which developed a faecal waste system for the corporation. The Community Environmental Protection and Enhancement Programme is another agency responsible for sanitation, but at the community level. The programme ensures that roadways and parks are clean; this work provides employment for unskilled and poor people, especially women.

PUBLIC TRANSPORT

Private car ownership continues to increase, and those without access to cars (mostly women, children and the elderly) are disadvantaged. The cost of public transportation (buses and taxis) has been rising. With

the introduction of a greater number of Public Transport Service Corporation buses, however, there has been an increase in routes from the city centre to the outlying districts, at a cheaper price. In 2010, routes from San Fernando to various parts of south Trinidad were added, to improve the accessibility of public transport. There is also a water taxi service between San Fernando and Port of Spain. Its use reveals a growing awareness of the benefits of using public transport, which include reducing congestion in the city and on intercity roads.

SOURCES OF ENERGY

The main power source in Trinidad and Tobago is natural gas. The majority of the onshore oil and gas reserves are located in the south of the island – especially Penal, Siparia, and Point Fortin – and also in south-eastern offshore areas. The Trinidad and Tobago Electricity Commission is responsible for distributing electricity in the study area; its administrative office is located on the corner of Park and Cipero Streets, San Fernando. Powergen, which is majority owned by the electricity commission, has a plant in Penal, and uses natural gas and turbines to generate electricity. As the electricity commission is state-owned, there are heavily subsidized electricity rates in the country. The 2000 census revealed that 95 percent of lighting in San Fernando was from electricity.

HEALTH

All of the government-based health institutions are under the direction of the Ministry of Health and the South West Regional Health Authority. Healthcare is a major national issue, and more so in San Fernando because the San Fernando General Hospital, one of the nation's main hospitals, is severely understaffed and lacks basic resources such as beds and blood. There are other community-based health facilities, such as the Pleasantville Health Centre, which is responsible for basic healthcare such as immunization and general check-ups. These sometimes act as the first point of contact for patients who are referred to the San Fernando General Hospital. There are also private health institutions such as Southern Medical Clinic and Gulf View Medical Centre, where specialist care can be accessed, but at a cost that is often prohibitive to the poorer sections of the population. The only other option for the poor is to go through the general hospital to see the same doctor, but they must wait for months to access the same surgeries at the expense of the government.

EDUCATION

San Fernando enjoys a high level of literacy and is home to some of the most prestigious schools in the country, including St. Joseph's Convent, Naparima College, Naparima Girls' High School, and Presentation College. However, there are a disproportionate number of schools in some communities compared with others. For instance, San Fernando proper and Les Efforts have a relatively high number of schools, with catchment areas including the south and central regions of the island.

GOVERNANCE

The San Fernando City Corporation is the main governing body in the San Fernando area and is responsible for policymaking and implementation at the local government level.

RESOURCE MOBILIZATION

- The main source of municipal revenue is the subvention from the national budget.

- Local sources of revenue include market fees, rental fees from corporation properties such as Skinner Park and City Hall, public health certificates, building application fees, and other similar administrative charges. The main source of local revenue had been the property tax system. However, this system was suspended pending legislative review, which remains unimplemented.

- The corporation considers itself to be effective at collecting local revenue.

PERFORMANCE AND ACCOUNTABILITY

- The vision of the corporation as articulated on its website is to be recognized as an outstanding provider of local government services, while remaining committed to excellence in the social, economic, environmental, and cultural development of the area.

- There has been no published document setting out a vision for the corporation since the 2002 strategic plan. In general, the priorities of the corporation change as the council changes; hence, decision making is largely political, which is at times in conflict with the administrative arm of the corporation.

- The functions of the corporation are set out in the Municipal Corporations Act 21 of 1990.

- There is no published statement or charter that acknowledges the citizens' right of access to basic services.

- There are nine democratically elected local councillors. The party with the majority then elects three aldermen, who then select the Mayor.

- Tenders that are within the Chief Executive Officer's limit or dealt with by the Central Tenders Board are not published by the corporation. Those done under the Central Tenders Board (of the central government) are published at that level. Lists of those awarded contracts are not published at any level of government. However, the opening of tenders are accessible to the public, hence information is available to interested parties or individuals.

- Money received by the corporation is for the implementation of its work plan. As such, there is no budget that is directly accessible by citizens.

- There is no independent audit of the corporation; audits of all government agencies and entities are done by the Auditor General. Once an audit is complete, a statement of findings is sent to the corporation and to parliament.

- The ombudsman function is at the national level rather than the local level. Complaints at the local level can be made in person at the corporation. In addition, there is a call centre that has been set up with the Tobago House of Assembly, which provides information on services offered by the corporation and includes a system for making complaints.

POVERTY ALLEVIATION AND SOCIAL EMPOWERMENT

- Of the nine elected councillors of the corporation, one is female. In addition, one of the three aldermen is female, and she is the Mayor of San Fernando.

- Water is provided by the Water and Sewerage Authority and the city corporation is not involved in the tariff structure. While there are no special rates for the urban poor, it is believed that the authority is establishing a register of persons over a certain age, who would qualify for a lower price.

- The corporation does not have a published crime prevention strategy.

THE INSTITUTIONAL SET-UP

- There are no specific mechanisms in place to ensure women's representation in the corporation. However, within the administrative arm of the corporation, there is evidence of more women both in employment and coming into employment (e.g. through the On-the-Job Training Programme).

- While there is general training for all new local government councillors, there are no specific mechanisms to promote the greater participation of women in decision making at the municipal level or provide empowerment training.

- The corporation consults with non-governmental organizations (NGOs) but otherwise does not involve civil society in participatory planning and budgeting.

- Gender concerns are not specifically addressed in planning and budgeting.

- Local women's groups do not participate in decisions on the provision of urban services. Such groups do not rely on the corporation when carrying out their work.

- The administrative arm of the corporation is headed by the Chief Executive Officer. There are five departments: Administration, Accounting, Public Health, City Engineer, and Assessment.

CAPACITY BUILDING AND TRAINING

- Local governance could be improved by better coordination and funding within the corporation.

- There is a feeling that greater autonomy for local government in a number of areas would improve governance at the municipal level. This would necessitate legislative review.

- Within the corporation, the levels of remuneration need to be reviewed in order to attract the calibre of staff required. Related to this, there needs to be a review of the disciplinary process for corporation staff.

- Within the corporation, progress is measured by whether or not a project has been finished.

- There is room for greater involvement of civil society in participatory planning and budgeting at the municipal level. As part of this, the interaction between councillors and their constituents could also be improved.

- While Central Tenders Board regulations are complied with, the transparency of local budgets, tendering and procurement could be improved.

AGREED PRIORITIES

- Additional education of councillors to improve their understanding of their roles and responsibilities

- Regular town meetings where the public have the floor, as opposed to just being spectators (e.g. at council meetings)

- Review of the process to secure funding for project implementation

- Review of the project identification process to ensure that they address needs of the public

- Community level communication in the interests of promoting inclusiveness in local governance

SLUMS, SHELTER, LAND, AND TENURE

REGULATIONS, LEGISLATION AND POLICY

- There is no specific legislation at the city or national level addressing land rights for the poor.

- Though the poor are not specifically factored into any land use plan or zoning guidelines, the Land Settlement Agency was established to address the issue of squatting on state land and to promote access to land for those without proper legal access.

- While gender is not considered an issue, Land Settlement Agency studies have found that women head many households in poorer communities.

- Given the prominence of women, there is a perception that at times the potential exists for men to be sidelined.

- The corporation does not have a policy in place for slum upgrading; rather it goes along with the policies of the Land Settlement Agency.

- To deal with the constraints the poor face in securing land rights, the Land Settlement Agency Act addresses security of tenure. At TTD 5 per square foot, the agency land prices are considered to be reasonable.

- The development standards required by the Town and Country Planning Division do not take into account the realities of informal settlements, which by nature have evolved without reference to such standards. This acts as a constraint to the regularization of such settlements.

- Within the squatter and slum areas, encroachment is common, and this causes conflict.

- Women face particular issues regarding their security and the vulnerability of largely female households.

TENURE

In the drive for the regularization of listed squatter sites, the Land Settlement Agency has been compiling data for the four sites in San Fernando: Embacadere, Bayshore, Tarouba, and Blitz Village in Pleasantville.

- The Land Settlement Agency Act 25 of 1998 protects squatters on state lands (prior to 1 January 1998) from eviction. The agency wants to review the act and incorporate a date that protects more recent squatters. Such persons can apply for a Certificate of Comfort. However, there is a huge backlog and as a result some applications have been in the system for over ten years.

- The act does not give the right to demolish structures, and removal of squatters has to be done through the Commissioner of State Lands.

- Any eviction or demolition is subject to legislation and requires adhering to a process that includes the serving of notices.

- Once squatters are protected under the Act based on their date of occupation, they must be offered alternative accommodation when they are required to vacate.

- Within squatter settlements, the Certificate of Comfort does not guarantee tenure but is the most common informal arrangement.

- Notwithstanding the above, security of tenure is an issue even if people have a Certificate of Comfort. There is often a phobia about being evicted or having a house demolished, as squatters feel that they have nowhere to go should this happen.

- Insecurity of tenure is the key reason why people do not upgrade their houses; they fear the loss of their investment.

- Legal advice is limited and access impractical. While there is legal aid, awareness of the facility is lacking.

- The process by which squatter sites are regularized (the end result of which is an individual lease) is a highly bureaucratic, complicated and time-consuming process.

- Information on land ownership is informal and often unclear.

PROVISION OF SHELTER AND SERVICES

- There is lack of information and limited awareness of options regarding the ability to access shelter.

- There is no known programme for dealing with street dwellers in San Fernando. It is believed that there is a home set up for such persons, but it is largely used for accessing meals, and there are no other activities to encourage those making use of the facility to stay there.

- The Land Settlement Agency is conducting a site profiling exercise in all areas where there is squatting on state land. This involves collecting socio-economic data on households, as well as geographic information system/Global Positioning System spatial referencing. Once completed, it will provide information on a range of criteria, including the proportion of people living on precarious sites. The study is also expected to provide information on access to urban services in squatter areas.

- It is currently estimated that there are some 300 squatter sites nationally, consisting of approximately 50,000 households.

- In the squatter areas, one of the standard deficiencies relates to water supply. From the table below, it can be seen that the public supply of water piped into dwellings has decreased from 1990 to 2000, while private sources of water increased over the same period.

RESOURCE MOBILIZATION

- Land Settlement Agency funding comes from the national government directly and via Inter-American Development Bank loans geared towards social programmes for lower-income levels of the population.

- There are also grants from Inter-American Development Bank for funding home upgrading for those in specific low-income brackets, available

through various ministries, including the Ministry of Housing and the Environment and the Ministry of the People and Social Development.

- Accessing credit is challenging for the poor. Insecure tenure is generally an impediment to accessing loans.

- If squatters obtain security of tenure, it can be used as collateral for loans. Participation in and completion of government-run empowerment programmes would also enable participants to access loans and business assistance.

- The Land Settlement Agency is looking at reintroducing a microenterprise element into its operations, the objective of which is to support squatters to move out of poverty.

TABLE 2: Percentage distribution of dwelling units by means of water supply

YEAR	PUBLIC PIPED INTO DWELLING	PUBLIC PIPED INTO YARD	PRIVATE PIPED INTO DWELLING	PRIVATE CATCHMENT NOT PIPED	PUBLIC STAND PIPE	OTHER
1980	91.8	4.8	0.2	0.2	2.6	0.5
1990	91.4	1.8	0.3	0.4	4.8	1.4
2000	86.3	2.6	2.2	0.8	5.4	2.7

Source: Central Statistical Office, 2000

INSTITUTIONAL SET-UP

• The Land Settlement Agency has a key role in the provision of services in squatter communities, since part of its mandate involves the physical upgrading of communities.

• The agency works in partnership with other entities such as UN-Habitat and Habitat for Humanity in seeking to fulfil this mandate.

• The site profiling exercise will be used to inform recommendations on reviewing and updating the parent legislation.

• The number of entities involved in land regularization and the poor collaboration among them makes for a process that is neither efficient nor streamlined. Furthermore, there are often conflicts between the guidelines and policies under which the various entities operate.

CAPACITY BUILDING AND TRAINING

• Priorities for the Land Settlement Agency include the establishment of Settlements Committees in each listed site, which will incorporate training at the local level.

• Areas that could be improved in squatter communities include social issues such as crime, underage pregnancy, health, and education. The political will to address such areas also needs improvement.

• Within San Fernando, slums could be improved by:

    • Relocating persons from areas that are neither fit nor appropriate for Habitation, such as Marabella Trainline, supporting people in becoming self-sufficient (but not through financial handouts) and providing access to opportunities

    • Educating people on basic human values

AGREED PRIORITIES

• Relocating people from Trainline and regularizing those in areas deemed fit for habitation

• Education about the impacts of squatting

• Providing opportunities for empowerment via education

• Removal of the attitude of dependence

• Amending legislation to allow post-1998 squatters to be regularized and to enable tenancy to be given prior to physical infrastructure and social service upgrades

• Allowing people to build homes for themselves and providing training

• Monitoring to prevent and control the incidence of squatting

• Restructuring of social development programmes

BASIC URBAN SERVICES

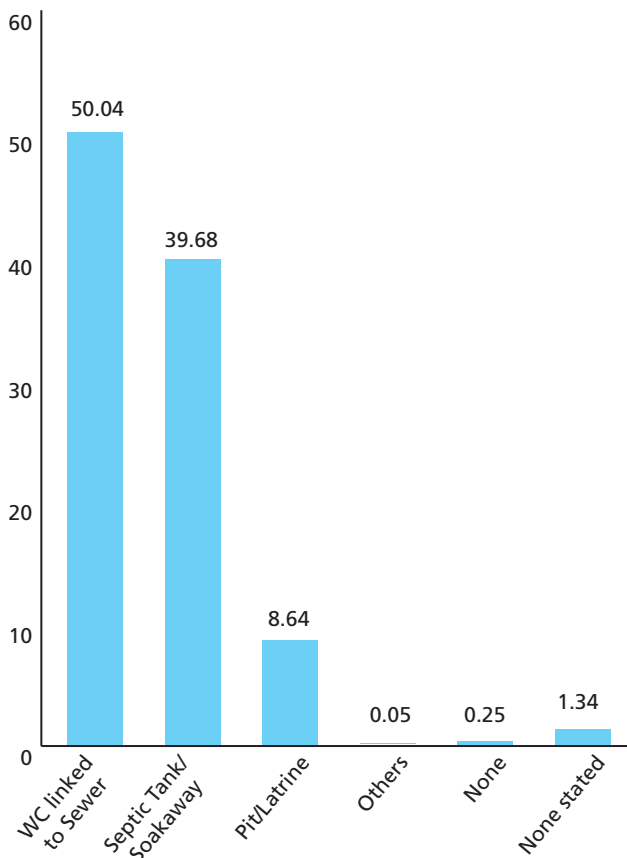- Within San Fernando, the San Fernando City Corporation considers water supply to be adequate. In 2000, approximately 89 percent of people in San Fernando received water from a public supply while the rest relied on private means.

- Waste management is also considered to be good, with residential garbage collection even in the squatter areas. However, the attitude of individuals towards waste management practices vary according to the socio-economic level of the community. Given the layout of the squatter communities, curbside collection is at times challenging, and communal garbage disposal areas are often not respected.

- The number of new corporation employees does not match the spatial expansion of the corporation, which has resulted in additional drains and watercourses to be cleaned and cleared.

- Central Statistical Office statistics for 2000 reported that approximately 50 percent of houses are linked to the sewage system. This system is largely restricted to the original borough limits. Within the squatter areas, there are still pockets that rely on pit latrines.

- To get water connection, the first step is to fill out a water service form. This presents a problem for persons with insecure land tenure, as the owner name, tenant name, and land and building number must be provided. Furthermore, there is a non-refundable deposit and a connection fee of approximately USD 150, which may be difficult for poor persons to pay.

- The corporation conducts periodic clean-up campaigns around the city. In addition, at times of celebration (e.g. Christmas and Carnival) there are drives to clean up garbage.

- The Water and Sewerage Authority deals with the disposal of sewage, while the corporation offers a pit latrine and septic tank cleaning facility.

- Solid waste and "white waste" is dealt with by the corporation.

- There are no known surveys on access to services. However, Public Health Officers of the corporation take routine samples of water from taps to monitor the quality provided by the Water and Sewerage Authority. Vector Control Officers also do house-to-house monitoring on a regular basis, during which other information (e.g. on the state of the premises) emerges.

CHART 2: TYPE OF WATER SUPPLY (PERCENTAGE)

- Public Piped into Dwelling
- Public Piped into Yard
- Private Piped into Dwelling
- Private Catchment not Piped
- Public Stand Piped
- Other
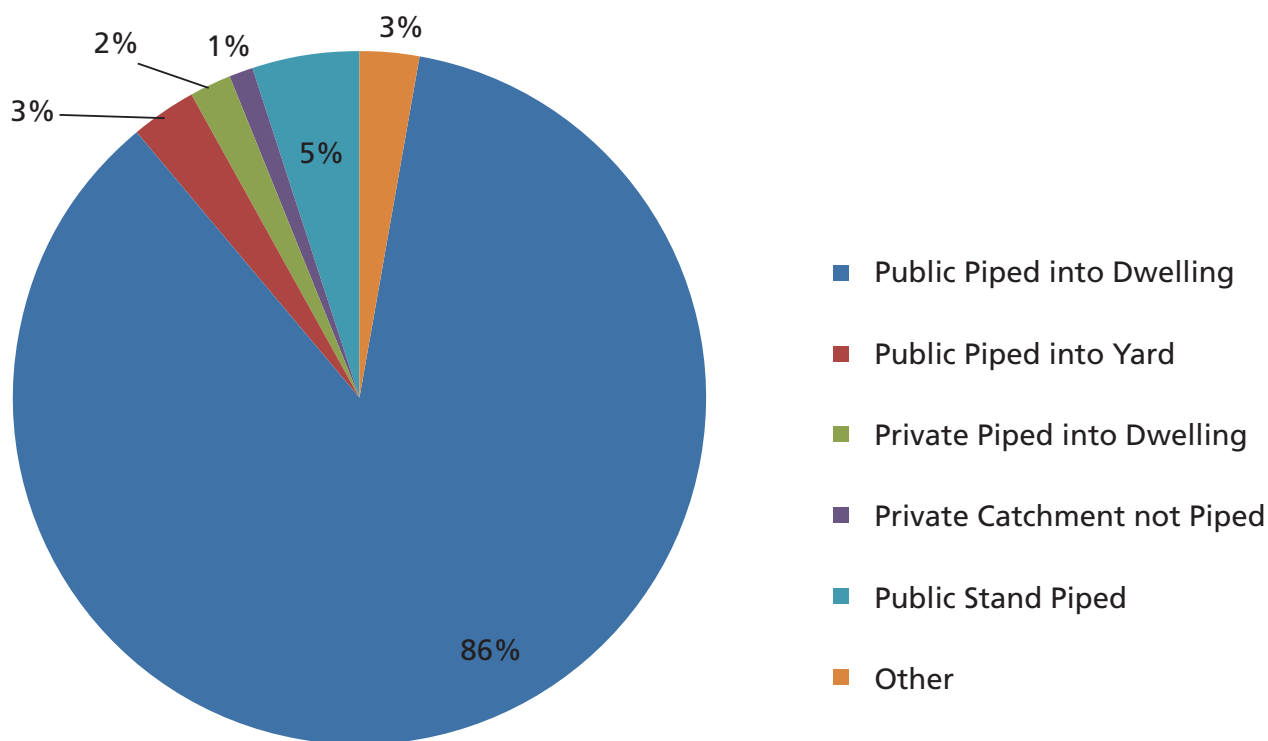
Source: Central Statistical Office, 2000

GRAPH 3: WASTE MANAGEMENT

Bar chart showing:
- WC linked to Sewer: 50.04
- Septic Tank/Soakaway: 39.68
- Pit/Latrine: 8.64
- Others: 0.05
- None: 0.25
- None stated: 1.34

Source: Central Statistical Office, 2000

RESOURCE MOBILIZATION

- The bulk of the corporation's resources come from the budget received from the Ministry of Local Government. Community Environmental Protection and Enhancement Programme workers are funded by the Ministry of Housing and the Environment.

- The poor face many constraints in accessing basic urban services. Insecure tenure is a key impediment to securing water and sewerage connections. As a result, illegal and often unsafe connections are prevalent.

INSTITUTIONAL SET-UP

- The laws regulating the provision of services include:

  i. Water and Sewerage Act

  ii. Trinidad and Tobago Electricity Commission Act

  iii. Public Health Act

- The corporation provides residential waste collection services in partnership with the Solid Waste Management Company Limited. The corporation also provides a bulk waste collection service and a septic tank cleaning facility. It additionally monitors water quality.

- The Water and Sewerage Authority supplies water and sewage treatment.

- The corporation partners with the Community Environmental Protection and Enhancement Programme at the community level, using plants and greenery to ensure that the town is clean and aesthetically pleasing.

CAPACITY BUILDING AND TRAINING

- Priorities for the corporation include a training programme for the Vector Control Officers. It also offers lectures and advice to food handlers. However, there is little (if any) in-house training, and, for the large part, Public Health Inspectors are left to seek training on an individual basis.

- The corporation is sometimes able to access training through the Ministry of Health via funding from the Pan American Health Organization/World Health Organization.

- Within the corporation, training is not considered to be a priority. The majority of corporation employees are daily paid workers, and there is no training programme for them.

- The corporation partners with the College of Science, Technology and Applied Arts of Trinidad and Tobago, which sends students to gain practical experience within the Public Health Department. In addition, other corporations request the San Fernando City Corporation to provide training on, for example, canine, vector and rodent programmes.

- The type of improvement to the slum areas depends on whether the residents are to be regularized or relocated. If they are to be regularized, areas could be improved by providing basic infrastructure such as sewage, drainage and roads.

AGREED PRIORITIES

- Drainage improvements

- Car parking facilities

- Shuttle service

- Establishment of an Arts Centre and Museum

- Facilities for the treatment of addictions

INCLUSIVE AND SAFER CITIES

KEY ISSUES

- The main safety/security issues facing San Fernando include higher levels of crime in the city centre and poorer communities, and the limited resources of both the corporation and the Trinidad and Tobago Police Service.

- The police service is of the opinion that crime in the city is related to opportunists taking advantage of economic activity.

- The city centre is considered to be unsafe, as are areas where there is high-rise, low-cost government housing such as Embacadere and Pleasantville.

- The groups most at risk vary depending on the offence. With respect to sexual offences, women are mostly the victims. Perpetrators of violent personal crime and drug offences tend to be male.

- While there is no actual crime victimization survey or safety assessment for San Fernando, meetings take place on a fortnightly basis among senior officers, station commanders and crime analysis officers to assess and review crime statistics so that strategies and priorities for response can be decided.

- The overall involvement of the communities in this fortnightly process could be improved, although certain stations do better than others (e.g. Marabella and Mon Repos stations). The police service meets with schools on a regular basis, and the community policing division runs summer camps for children from less well-off areas.

- There is no published crime prevention policy or strategy. However, security plans are put in place depending on the time of year or occasion – Christmas through to Carnival, public events, etc.

- In terms of the potential for conflict between national and city-level policies, while the corporation is governed by the Municipal Corporations Act of 1990, national laws are likely to take precedence.

- The primary safety/security focus of the corporation is to protect all the properties of the corporation, to maintain law and order and to safely conduct general duties.

- Within the corporation, security is the remit of the City Police.

- As regards gender-specific needs, the Trinidad and Tobago Police Service will prioritize investigations into incidents against women and will ensure as far as possible that response times for domestic situations are reduced. There is also a victim support unit, to which women and men are directed as needed.

- Youth needs are taken into account via the police service liaison with schools.

- The police service does work with other stakeholders such as private security companies.

- In terms of working with the corporation, the police service will respond to requests for assistance as they are made.

RESOURCE MOBILIZATION

- The Trinidad and Tobago Police Service budget comes through the Ministry of National Security. International agencies run courses that may be offered to the police service.

- In terms of the management of resources, the police service is mandated to conduct audits in many areas of its activities on a regular basis, be it weekly, monthly, quarterly, half-yearly, or annually. Such audits include an assessment of whether reports are being dealt with; whether disciplinary actions are being managed properly; and whether income from citizens paying for licences, etc., is being reported and accounted for.

INSTITUTIONAL SET-UP

- The Trinidad and Tobago Police Service is both a civil and quasi-military body, which functions in accordance with the Police Service Act, Chapter 15:01.

- The police service is responsible for providing general safety and security through patrolling the streets, detecting crime, reducing the fear of crime, building communities, assisting schools to deal with bad behaviour, networking with stakeholders, and partnering with communities.

- There are three police stations in San Fernando: Mon Repos, Marabella and San Fernando proper.

- There are regular meetings within the police service and they will attend meetings held by external stakeholders (e.g. oil companies) when invited.

- The corporation does not involve civil society in participatory planning and budgeting for safety/security.

- The Municipal Corporations Act sets out the responsibilities of the San Fernando City Corporation regarding the provision of safety/security, while the police service is guided by national laws and policies, as well as standard operating policies.

- There are also a number of private security firms that operate in and around the San Fernando area, such as Amalgamated Security Services, Allied Security Services and Property Protectors Limited.

CAPACITY BUILDING AND TRAINING

- Officers of the Trinidad and Tobago Police Service provide advice, support and guidance to members of the public and sometimes have similar personal problems and challenges themselves. Hence there is a need for the support of officers within the police service.

- Police officers regularly interact with community members, and there is room for improvement in terms of interpersonal skills, conflict resolution, decision making, etc.

- While it is felt that there should be continuous training within the police service, the space is limited.

- Urban safety in the city centre could be improved by providing or encouraging the following:

- Greater public awareness of the urban setting and, as a consequence, more personal responsibility for safety

- More resources for the police service

- Social programmes to discourage perpetrators of crime

AGREED PRIORITIES

- Promotion of inclusivity through community centres, e.g. trade education, social programmes and skill building

- Greater involvement of the police service in communities, according to the needs of community

- Establishment of safe spaces for children

- Placing of police posts in squatter sites

LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DYNAMICS

- There is no known local economic development strategy for San Fernando, and no strategy that promotes access to jobs for the poor.

- The role of the San Fernando City Corporation in local economic development is to ensure that the city runs and is viable and sustainable. In this respect, the corporation issues licences for vending and ancillary support such as garbage collection.

- There is no known gender-specific strategy related to economic development.

- Education levels are an impediment to the poor with regard to securing a job. Another key constraint is a lack of self-belief. Lack of networking is also an issue.

- While there are a number of businesses, it is felt that San Fernando could be more entrepreneurial, with more creative and innovative business start-ups, as opposed to solely focusing on employment and income generation.

- Sectors related to petroleum and its spin-offs have been experiencing a decline in San Fernando. The retail business sectors have seen growth.

- Large capital projects in the city are related to construction, e.g. the expansion of the San Fernando General Hospital and the Southern Academy for the Performing Arts.

- There is a perception that, while it is difficult to start a new business in San Fernando, once they do start, there is good customer loyalty if the brand/product is good.

- Given its proximity to petroleum and natural gas extraction and processing plants, San Fernando is known as the energy capital of Trinidad and Tobago. It is additionally thought that San Fernando residents have a strong desire to succeed, so local business is self-sustaining.

CONCERNS

- Economic issues facing San Fernando include the need to redevelop the waterfront area around Kings Wharf to include a port and associated industries. This would facilitate more exports.

- It is difficult to terminate employment in the public service. Within the private sector, there has been an increase in the termination of employment related to HIV status.

- Assistance to businesses is largely limited to standard insurance. However, unemployed persons and bankrupt businesses are able to access assistance from the National Entrepreneurship Development Company Limited (The National Entrepreneurship Development Company) in the form of finance, training and development. The San Fernando office has a business library and offers outreach sessions on a constant basis.

- In order to acquire funding from the National Entrepreneurship Development Company, an applicant must be a Trinidad and Tobago national, have a viable business plan, and go through a fairly lengthy process to demonstrate their awareness of business realities.

- There is a growing incidence of vending in the informal sector.

- In terms of providing for and creating job opportunities, The National Entrepreneurship Development Company maintains a level playing field and does not discriminate against the disabled and vulnerable or according to gender.

- There have been no known surveys on access to jobs in San Fernando.

- There are no known local economic initiatives or activities that are specific to slum areas. In this respect, The National Entrepreneurship Development Company makes presentations as requested and has done so in areas such as Embacadere and Pleasantville.

EXISTING PROGRAMMES

- As a state-owned company, funding for The National Entrepreneurship Development Company's activities comes from the national budget through the Ministry of Labour and Small and Micro Enterprise Development.

- In terms of the ability of the poor to access credit, The National Entrepreneurship Development Company offers a loan facility that is not based on collateral but on personal references and adherence to rules and requirements.

- At the municipal level, health regulations are enforced and business establishments can be shut down.

INSTITUTIONAL SET-UP

- The National Entrepreneurship Development Company was established in 2002 with the aim of developing an entrepreneurial culture in Trinidad and Tobago. It is largely geared towards the poor and women, and seeks to promote a cultural change by helping people to think differently about themselves and their potential. It offered financial assistance to start with, but in 2005 the Entrepreneurial Training Institute and Incubation Centre was launched, which focuses on business training and developing the technical capacity of individuals.

- The National Entrepreneurship Development Company collaborates with a wide range of partners and entities to promote local economic development. Lectures on entrepreneurship are given for secondary school students at Caribbean Secondary Education Certificate and Certificate of Advanced Proficiency Examinations levels, as well as for NGOs. However, there is not much partnering with the San Fernando City Corporation currently.

- Modern technology (e.g. the Internet and emails) is used in the dissemination of information on economic issues.

MARKET ANALYSIS

- Given the current boundaries of the administrative area of San Fernando, agricultural goods are imported from outside the local area. Local craftsmen also get raw materials (e.g. leather) from outside San Fernando.

- Administratively, San Fernando covers an urbanized area; hence the current trend of importing raw materials is likely to continue.

- In terms of keeping income circulating in the local area, there could be greater promotion of local business, enterprise and industry.

- In terms of the linkages needed to effectively serve existing and potential markets, there is room for improvement in communication and information dissemination, including more effective advertising.

CAPACITY BUILDING AND TRAINING

- The National Entrepreneurship Development Company is able to access support from bilateral and multilateral agencies through networking. For example, Proinvest is a programme developed and undertaken by the European Commission on behalf of the African, Caribbean and Pacific countries, the objective of which is to promote investment and technology flows to enterprises operating within key sectors in these countries. The National Entrepreneurship Development Company is able to take advantage of shared thematic best practices.

- The National Entrepreneurship Development Company offers training programmes to address capacity gaps.

- The local economy could be improved by encouraging the following:

  - More innovative businesses

  - Helping entrepreneurship be viewed as a viable economic option

  - Training and development

AGREED PRIORITIES

- Project for small entrepreneurs at Chancery Lane Complex to alleviate poverty

- Introduce an intercity bus service to ease traffic and generate pedestrian traffic in the commercial area

DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

San Fernando has a distinctive environment, with the visually prominent San Fernando Hill contributing to the unique layout of the city. In addition, San Fernando is crossed and bound by four main rivers that flow into the Gulf of Paria, which forms the western boundary of the city.

KEY ISSUES

- At the municipal level, there is no formal policy or regulation related to urban disaster risk. There is, however, an emergency response plan, which is constantly revised and updated. The San Fernando City Corporation is currently working on a new version.

- Policies for the urban environment are incorporated into planning policy documents, including most recently the San Fernando City Corporation Municipal Development Plan (June 2010).

- Hazard response and the responsibility for this has three levels: Level 1 hazards are handled by the corporation; Level 2 hazards are handled by a group of affected corporations; and Level 3 hazards are national and handled by the Office of Disaster Preparedness and Management.

- Within the city corporation, the Disaster Management Unit is the focal point for identifying, mitigating and handling disaster risk and hazards at the municipal level. There is also a subcommittee for disaster management within the corporation.

- The main disaster risk facing the city is flooding, particularly north of the Cipero River in the vicinity of Cross Crossing. Despite the city's proximity to large industrial areas, to date there have not been any large-scale industrial incidents.

- Key environmental issues for San Fernando relate to the pollution of watercourses and the impact of pit latrines on both soil and water quality. Air pollution from the adjacent industrial areas is also a problem.

- Remedial actions to address flooding should include the better maintenance of existing infrastructure, better waste management practices and enforcement of land use policies to ensure that people are not living in high-risk areas.

- The inclusion of disaster risk issues in the operation of the municipal government is limited. The Office of Disaster Preparedness and Management initiated the Communities Organized and Ready for Emergencies programme, which gets communities more involved in planning and requires the participation of local councillors. Similarly, the Community Emergency Response Team programme, which is a Ministry of Local Government initiative, requires the participation of councillors, but this remains lacking.

- While planning policy documents such as the National Physical Development Plan (1982) and the Guide to Developers (1984) did not take into account disaster preparation mechanisms, the San Fernando City Corporation Municipal Development Plan (June 2010) does address environmental and natural hazards.

- Resources for disaster management operations at the local municipal level are largely dependent on state funding and come from the Ministry of Local Government direct to the Disaster Management Unit, rather than via the corporation.

- For 2011, the cabinet approved an Emergency Relief Flood Mitigation Fund of USD 5 million for de-silting outfalls and clearing drains in Port of Spain and San Fernando.

THE INSTITUTIONAL SET-UP

- The Caribbean Disaster Emergency Management Agency (formerly the Caribbean Disaster Emergency Response Agency) is the central disaster management organization in the region. Its role includes the coordination and mobilization of emergency disaster relief for member states, awareness campaigns, and promotion of a sustainable disaster response capability.

- The Office of Disaster Preparedness and Management was established by the cabinet in January 2005 and replaced the National Emergency Management Agency. The office is responsible for protecting public health and safety, restoring essential government services, and providing emergency relief to those severely affected by hazards at the national level.

- The office coordinates a wide network of responders.

- The previous central government administration undertook local government reform, part of which spoke to there being greater prominence for disaster management at the local government level. As such, a specific unit was set up in the Ministry of Local Government to deal with disaster management and coordinate related activities at the municipal corporation level.

- The role of the Disaster Management Unit within the San Fernando City Corporation relates to education and public awareness, as well as providing a Level 1 response in collaboration with other response entities.

- The corporation's statutory functions regarding the urban environment are undertaken in large by the Public Health Department. This department is responsible for providing a wide range of services relating to the environment, including monitoring

potable water quality, maintaining vacant lots, clearing watercourses, cleaning cesspits/sewerage tanks, ensuring vector control, and engaging in public health education.

- A number of other agencies and entities are involved in the provision of services related to disaster management: Trinidad and Tobago Defence Force, Trinidad and Tobago Fire Service, Trinidad and Tobago Police Service, etc. The activities of each of these are covered by specific legislation. The activities of the city corporation in this sector are dealt with in the Municipal Corporations Act of 1990, while the Cabinet Minute of 23 May 2008 deals with the establishment of disaster management units within corporations.

- In terms of collaboration, the disaster management units within the corporations have committees that meet on a monthly basis and include stakeholders. At the national level, the Office of Disaster Preparedness and Management also has regular meetings that are attended by the disaster management coordinators from the corporations.

- The San Fernando City Corporation works mainly with public sector entities such as the Ministry of Works and Transport, Trinidad and Tobago Fire Service and Office of Disaster Preparedness and Management on disaster management.

- The corporation collaborates with the Community Environmental Protection and Enhancement Programme to undertake environmental cleaning and maintenance. This includes maintenance of the city's 49 parks.

- The disaster management units within the corporations can legally make claims on the Ministry of Finance to enable their activities to be carried out. However, budgets are largely considered to be limited and inadequate for undertaking the required duties.

- Implementation of activities to regulate urban disaster risk is hindered by apathy on the part of the different stakeholders and a lack of legislation. It is felt that compliance would be improved if there was a legal requirement to do so.

- There is no advertising budget within the city's Disaster Management Unit, so the dissemination of information about disaster risk is largely handled by the Office of Disaster Preparedness and Management.

- The Public Health Department is responsible for the maintenance of privately owned vacant lots and buildings. The cost of doing so was previously attached to the house rates of the owner. Now, the continued suspension of this revenue stream at the

national level considerably hinders the ability of the corporation to carry out this service for the city's approximately 1,150 vacant lots.

- With respect to public–private partnerships, some organizations (e.g. the Red Cross and local churches) have engaged in training for shelter management duties.

- The corporation has been approached to partner with NGOs seeking to get involved in recycling projects via the Green Fund.

CAPACITY BUILDING AND TRAINING

- The Caribbean Disaster Emergency Management Agency will source funding for regional activities and can thus offer resources to member countries through its national office.

- If training is needed in specific areas, the city corporation can approach the Office of Disaster Preparedness and Management to approach the agency to either provide the resources or sponsor the training as needed.

- The US Office of Foreign Disaster Assistance regional office in Costa Rica also has an annual training programme that is accessible through the Caribbean agency and other international agencies.

- Within the corporation's Disaster Management Unit, there is considered to be room for improvement in all areas. There is a need for more training and a dedicated budget to this end.

- The local councillors and political leadership could be more aware of and familiar with the role and functions of the Disaster Management Unit.

- Priorities for the Public Health Department include a training programme for the Vector Control Officers.

- Within the corporation, there is little (if any) in-house training and, for the most part, Public Health Inspectors are left to address training on an individual basis.

- Within the corporation, training is not considered to be a priority. The majority of corporation employees are daily paid workers, and there is no training programme for them.

AGREED PRIORITIES

- Educating local councillors on their role and responsibilities regarding disaster management

- Taking action in response to mitigation recommendations

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
San Fernando is proactive and forward-looking in terms of creating a sustainable city

Sense of identity and civic responsibility

211 helpline and information system | Limited participation of civic society in planning and budgeting

Conflict between administrative and political arms of the city corporation

Proper coordination hindered by poor attendance at meetings | Greater autonomy for local government

Improvement of physical infrastructure

Greater coordination within the corporation

Potential for greater involvement of civil society in planning and budgeting

Putting systems in place to enhance coordination | Inadequacy of budgets

Ongoing uncertainty regarding the property tax system

Delay between project approval and securing actual funding

Lack of coordination among institutional stakeholders

Lack of autonomy | More education and training for local councillors

Town meetings where the public have the opportunity to address and question the councillors

Review of the process to secure funding for project implementation

Review of the process of project identification to ensure that they address the needs of the public

Community-level communication in the interests of promoting inclusiveness in local governance |

SLUMS, SHELTER, LAND, AND TENURE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Accordingly to the Land Settlement Agency, relatively low incidence of squatting compared with other areas	High levels of unplanned development More squatting exists than recognized by the Land Settlement Agency High intensity of squatting within scheduled sites, with implications for public health Statistical evidence of overcrowding	Ongoing Land Settlement Agency regularization exercise in San Fernando	Additional squatting exists outside the corporation boundaries but within the functional area of San Fernando and the proposed metropolitan area Discrimination against certain communities as a whole and persons from such communities Stigma attached to label of "squatter" The inability to access basic services contributes to feeling marginalized	Relocating people from Trainline and regularizing those in areas deemed fit for Habitation Education about the impact of squatting Providing opportunities for empowerment via education Removing the dependency syndrome Amending legislation to allow squatters after 1998 to be regularized Allowing people to build homes for themselves and providing training Monitoring to prevent and control the incidence of squatting Restructuring of social development programmes

BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Good access to urban services relative to other areas General improvements in water and sanitation	Number of households still using pit latrines Repair works to water lines are often delayed, leading to more wastage Inadequate drainage infrastructure Lack of parking facilities Unreliable public transport Lack of facilities for individuals with addictions Lack of recreation facilities and youth-friendly services Lack of services for the elderly	Implementation of a project to supply salt water for fire response Redesigning the road and drainage system Public transport shuttle services in and out of the city Waterfront redevelopment is an opportunity to address deficiencies in the provision of facilities for the youth	Lack of an alternative/ additional power supply	Drainage improvements Car parking facilities Shuttle service Art centre and museum Facilities for the treatment of addictions

INCLUSIVE AND SAFER CITIES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
	Proliferation of crime Absence of proper directional and identification signage Lack of water supply for fire response Inadequate funding	Greater electronic surveillance Fiscal interventions for infrastructure and access improvements	Road safety concerns for all users	Promotion of inclusivity through community centres that are engaged in trade education, social programmes and skill building Greater involvement of the Trinidad and Tobago Police Service in communities, according to the needs of the community Establishment of safe spaces for children Placing of police posts in squatter sites

LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
San Fernando is the second-largest city in the nation The city is viable and sustainable San Fernando is the energy capital and hub for Trinidad and Tobago The city is a key commercial area for south Trinidad San Fernando is a centre for sport and culture Skilled workforce The San Fernando City Corporation is constructing a conference centre that can generate income Good customer loyalty	Lack of parking to access the main commercial area downtown Access difficulties in many areas due to the hilly nature of the city Traffic congestion The Port of San Fernando and the waterfront generally have not achieved their full potential Overconcentration of commercial development in certain areas Decline of the downtown relative to Gulf City and Marabella Unregulated vending/ hawking	Revitalize entertainment and recreational opportunities, especially for the youth Waterfront development provides opportunities for youth-focused facilities Yacht-berthing facilities could generate income Tourism potential in the waterfront redevelopment Expand the Green Expo as a revenue-generating opportunity Proximity to oil- and energy-based industries	Economic downturn Vulnerability due to the reliance on oil- and energy-based industries	Project for small entrepreneurs at Chancery Lane Complex to alleviate poverty Introduce an intercity bus service to ease traffic and generate pedestrian traffic in the commercial area

DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Distinctive environmental setting Disaster Management Unit exists within the San Fernando City Corporation	Degradation of watercourses Poorly maintained environment Lack of coordination among the key entities responsible for disaster management Coordination hampered by inconsistent boundaries relating to coverage by the various entities	Waterfront redevelopment Potential to incorporate and design "green" features into the waterfront project Upgrading of existing green spaces Improving the capacity of the Disaster Management Unit	Development in areas vulnerable to risk Air and water pollution Transfer of hazardous waste within and around the city	Evacuation plan and disaster preparedness education for areas close to Petrotrin and other industrial areas Recycling of tyres

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SAN FERNANDO CONSULTATION

ATTENDANCE LIST

NAME AND ORGANIZATION

Lisa Henry-David	Ministry of Education
Rodney Ramlogan	Ministry of Local Government
Candice Ramsaran	Town and Country Planning Division
Ruintra Hosein	Ministry of Energy and Energy Affairs
Aldwin Beddoe	The Rumshop
Samuel Haniff	Land Settlement Agency
Bernice Avis-Parris	School
Annette Valdez	Civil Society Network
Gloria Pemberton-Soames	Rape Crisis
Avis Edwards	Ministry of Housing and Environment
Marvin Richardson	Trinidad and Tobago Fire Service
David Mowlah-Baksh	Union Park Development
Daren McLeod	San Fernando City Corporation
Marlene Coudray	San Fernando City Corporation
Sherwin Timothy	Trinidad and Tobago Fire Service
G. Sinanan	San Fernando City Corporation
Winston Bramble	San Fernando Arts Council
Deborah Thomas	East Port of Spain Development Company
Michael Tang Yuk	Citizens of Service of San Fernando
Shivanie Ramcharitar	Trinidad and Tobago Police Service
Stephen Boodhram	Ministry of Local Government
James Lee Wah	San Fernando Arts Council
Paula Ferguson	Ministry of National Security
Harry Maharaj	Raja Yoga Centre
Sean Sooknanan	EMBA Limited
Hayden Alexander	San Fernando City Corporation
Margaret McDowall	EMBA Limited
Gail Kowlessar-George	Ministry of Energy and Energy Affairs
Lionel Remy	Behavioural Management Solutions
Aisha Donaldson	Ministry of Local Government
Seunarine Sanmook	Gulf City Mall
Calvin Weekes	Ministry of Local Government
Elton Wickham	Ministry of Housing and Environment
Camille Guichard	Town and Country Planning Division
Tracy Wilson	Planning Advisory and Consulting Services Limited
Stephanie Chai	Caribbean Network for Urban and Land Management
Carlyle Wilson	Advance Warning Systems Limited
Maria Allong	Solid Waste Management Company Limited
Daniel Melville	Caribbean Insulation Services Limited

SAN FERNANDO URBAN PROFILE

The San Fernando Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean, Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

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