



September 2023

BUSINESS AND COMMUNITY RESILIENCE PRIVATE SECTOR MAPPING IN TRINIDAD AND TOBAGO

Final Report

Presented by
Dawn Byng

TABLE OF CONTENTS

Executive Summary	4
Background	6
Methodology	7
Overview of the Participants	9
Findings	12
<i>Previous Disaster Experience and Emergency Response Activities.</i>	12
<i>Private Sector Participation in Future Emergency Response Activities.</i>	18
Comparison with the 2022 Mapping Survey	20
Conclusion	21
Next Steps	26
Appendix A: Mapping Questionnaire	27
Appendix B: Post Disaster Needs Identified by the Trinidad and Tobago's ODPM	37
Appendix C: Company Size	38

Executive Summary

Private sector actors, whether large, or small are present before humanitarian crises occur and as crises unfold. While they are amongst the first responders to emergencies, they are also some of the first to be impacted, which in turn affects market stability and community livelihoods. They have a comparative advantage in their local communities such that they can leverage their expertise, resources, and influence, to address humanitarian needs and are therefore positioned as key leaders in long-term community resilience, peace and sustainable development.

In Trinidad and Tobago, the private sector continues to prove itself to be strategic partner in humanitarian situations, often providing resources for relief and recovery. Recognizing the critical role it plays in building resilience, and more specifically in disaster response and recovery, a strategic approach for engagement between the private and public sectors for disaster risk management is necessary.

Through a tripartite arrangement, Trinidad and Tobago's Office of Disaster Preparedness and Management (ODPM) together with the American Chamber of Commerce (AMCHAM) Trinidad and Tobago, and the United Nations Children's Fund (UNICEF) sought to leverage the private sector to establish an operational approach in support of national disaster response.

Facilitating such an initiative required that opportunities for private sector engagement in humanitarian action and resilience building were analysed, along with an identification of the priorities that ought to be addressed. The result was an initial study to map the resources of the Trinidad and Tobago Energy Chamber (the representative organization for the Trinidad and Tobago oil, gas, petrochemical, and heavy industrial sectors) in 2022. This gave rise to the current exercise which engaged Trinidad and Tobago's wider business community, and where the objective was to map the resources, services and equipment available among the members of the private sector, which could be utilised in a disaster response.

The exercise involved three interrelated phases:

1. A literature review (completed in June 2023).
2. Telephone and focus group discussions with professionals experienced in disaster response (July - August 2023), and
3. An online mapping survey (July - August 2023)

Key findings revealed that there is interest by the private sector in both local and regional response activities inclusive of the delivery of essential products and services. Available goods and services were indeed listed by participants; however, the ad-hoc nature of engagement activities highlighted the challenges faced by the sector to include repeated requests for similar items and stifling bureaucracy levels.

Recommendations involved inclusion of private sector members in the National Disaster Prevention and Preparedness Multi-Sectoral Committee (NDPPMC), the establishment of coordination mechanisms for better integration of the private sector in National Emergency Operations Centres (NEOC), the establishment of a resource tracking system and the establishment of memoranda of understanding.

The findings here echo those of the survey of Trinidad and Tobago's energy chamber undertaken in 2022.

Background

The private sector is a fundamental component of local communities affected by humanitarian crises, and it has long been engaged in humanitarian preparedness, response and recovery. This collaboration is now even more apparent given that the number of people being affected by crises continues to increase. As a result, the complexity of the world's emergencies requires the coordinated action of diverse actors, which includes the private sector.

In the Caribbean, the sector typically responds to disasters with financial or in-kind contributions to support the immediate needs of local communities or employees. They may also implement their own business continuity plans or contribute to one-off initiatives. Such interventions are often not tied to core business objectives, the company's bottom line, nor are they aimed at more sustainable targeting of disaster risk reduction (DRR) activities.

Hence, despite the importance of the private sector's role in disaster risk management (DRM), there is still room for discussion about how and where the private sector should contribute, whether the processes are clear enough for when the private sector should engage, and whether there is any real clarity about how private-sector contributions will address community resilience, as households and whole communities emerge from the disaster response and recovery phases.

This mapping exercise was conducted within this context and was supported by a tripartite arrangement of AMCHAM T&T, the Office of Disaster Preparedness (ODPM) and the United Nation's Children Fund (UNICEF). It was a key part of a broader project intended to gauge current thinking on public/private sector engagement in DRM and to initiate the development of a system that provides an inventory of, and monitors the use of existing resources, assets, expertise and networks that are available to the national emergency response mechanism in Trinidad and Tobago.

It follows on a similar mapping of private sector organisations led by the Energy Chamber of Trinidad and Tobago in 2022 (hereinafter "the 2022 mapping").

Methodology

Following a literature review and discussions with local stakeholders and professionals experienced in disaster response, a survey questionnaire was designed to map current disaster response perspectives as well as to clearly identify in terms of assets, what the private sector can contribute in the event of a national emergency. An online survey provided the best option to achieve this given the project's time constraints and as surveys allow for collection of opinions, experiences, and subjective feelings of a sample of the broader target population. Some of the main issues within the questionnaire were additionally addressed during a focus group that met to discuss the development of a standard operational protocol (SOP) for public, private sector partnerships in disaster response. The aim through this triangulated method was to reveal different dimensions of the data and to enhance the legitimacy of current observations regarding resilience and private sector engagement in Trinidad and Tobago's DRM system.

The survey questionnaire included a combination of 25 open and closed ended questions which asked respondents to choose from a predefined set of responses, typically one-word answers such as "yes/no", or from a set of multiple-choice responses. The "other" option was included in questions to avoid survey bias. Appendix A provides the final survey instrument. Question numbers were not viewable by participants but are referenced throughout the report for ease of cross-referencing results with questions.

The survey was developed iteratively. It began by drawing questions from similar surveys, including some from the 2022 mapping exercise. Local disaster response needs were additionally taken into consideration (see Appendix B) which were loosely aligned to the sectors of the United Nations humanitarian cluster system.

Questions recommended by project stakeholders were

incorporated, and the first draft of the survey was then reviewed by the tripartite team. Revisions were noted and the second draft of the questionnaire was uploaded to the Kobo Toolbox online platform and then shared for pretesting to estimate levels of appropriateness, length and timeliness of the survey instrument. The survey was revised after this feedback and again shared with the tripartite team for final validation.

An online dissemination method was chosen because the target population are professionals who regularly receive communication from AMCHAM T&T via email. Targeted was the membership of AMCHAM T&T and the members of the local ARISE network. Survey dissemination began on July 21st, 2023, by AMCHAM T&T with recommendations on the timeframe for survey reminders. In addition, phone communication was used to contact a random sample of AMCHAM T&T's membership to provide clarification on survey questions if required, and to encourage participants to respond to the survey.

The survey closed on August 20th, 2023, approximately 1 week after the final survey reminder was sent. The survey had 62 participants. This equates to a response rate of 21.53%. The survey questionnaire applied a branching format, allowing respondents to skip over areas of questioning not relevant to their own experiences. Accordingly, there was a different number of responses to each question.

Overview of the Participants

Of the 62 respondents, 4 fully completed each question of the survey. Analyses below include all responses available. Respondents who provided partial surveys were kept to maximize the amount of data available for each question. The total number of respondents answering each question will be indicated with those results. Almost 70% of respondents were from AMCHAM T&T's membership.

As illustrated in Figure 1, Middle management were the most represented with a total of 18 respondents and the least represented were board members at 2 responders. 11 respondents listed as "Other" specifically articulated their roles which are illustrated in Figure 2

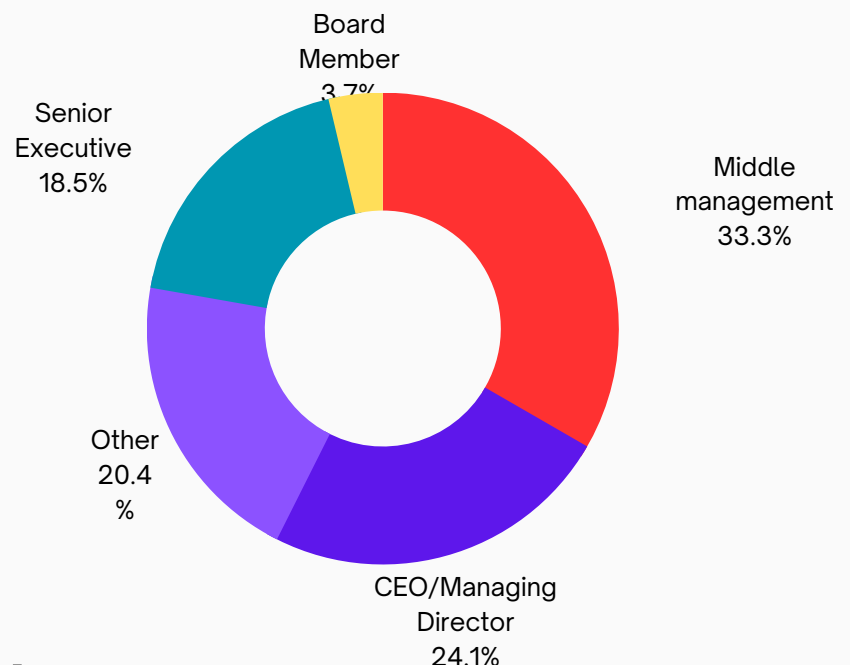


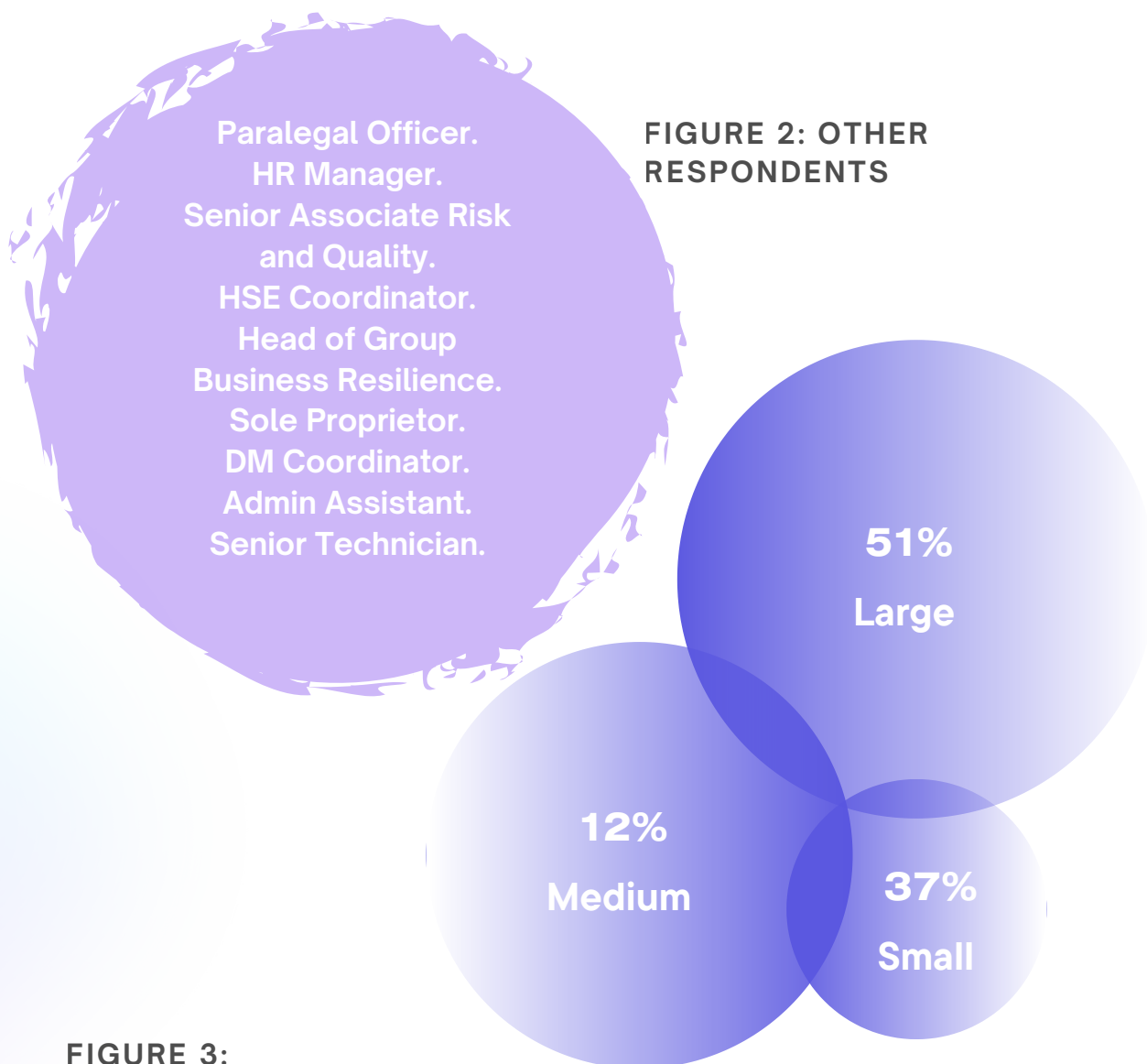
FIGURE 1: PARTICIPANT ROLES

69.35%

of participants were from AMCHAM T&T's membership overall

30.65%

made up the balance of non member participants



**FIGURE 3:
RESPONDENTS'
COMPANY SIZE**

Companies ranged in size from small at 6 - 25 employees, medium at 26 - 100 employees to large at greater than 100 employees. Figure 3 provides an overview of respondent's company sizes and Appendix C aligns company size to their asset and revenue levels.

There was representative spread across industry sectors with 59 out of 62 respondents in total for question 4. The most representative industry grouping was Oil & Gas Extraction and Processing at 15 responses and the least at 2 responses under Utilities and Agriculture/Agri-Processing respectively. There were 11 Consultancy responses, 9 for Technology, 8 for Retail and Construction, 7 for Shipping and Logistics, 6 for Transport, Telecommunications and Food

and Beverages respectively, 5 under Banking Insurance and Wealth Management, 4 each for Consumer Goods, Chemical Manufacturing and processing and Biomedical/HealthCare, and 3 representing the Consumer Services industry (See figure 4 for industry sectors). Persons responding to “other” industries constituted the remaining 15 respondents who listed a range of supplemental services.

While modest, the overall level of participation of the sector was quite positive, particularly in comparison to the mapping survey conducted in 2021, which received a total of 31 responses and a relative response rate of 8%.

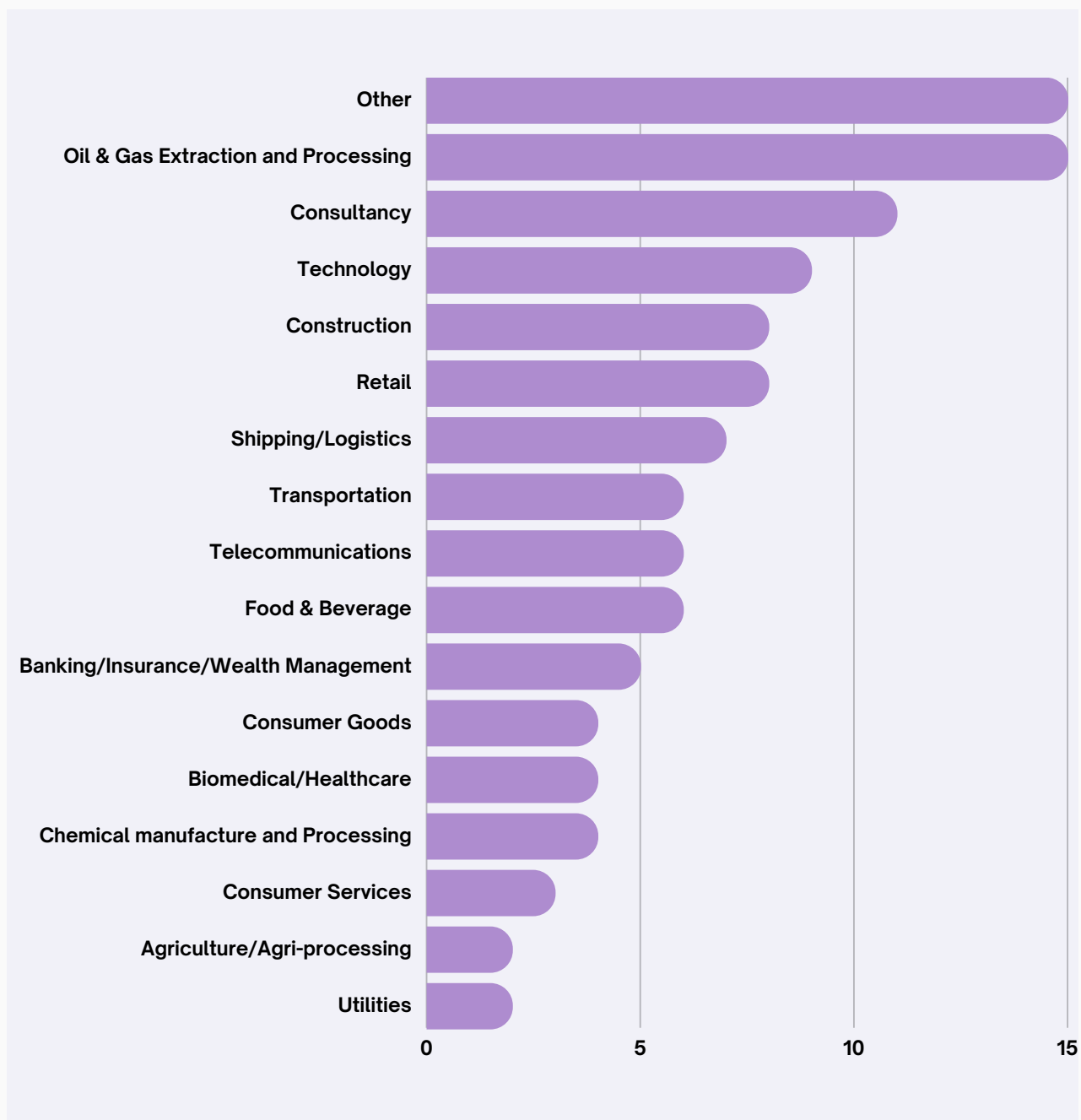


FIGURE 4: INDUSTRY SECTORS

Findings

The findings of the survey are divided into two sections that relate firstly to Trinidad and Tobago's private sector perspectives and their experience of disaster response activities. The second section looked more specifically at the sector's potential for participation in future responses through their delivery of good and services.

Previous Disaster Experience and Emergency Response Activities.

Previous disaster experience and emergency response activities were assessed using 9 questions related to the respondents' previous emergency experience and contributions to response activities. This information is useful to provide an initial understanding of the broader experience of the private sector both locally and regionally, as it relates to disaster response activities.

All 62 participants responded to question 7 regarding the value placed on the partnership between the ODPM and the private sector with 83.87% of persons rating partnership as extremely important (See figure 5). Still, participants' satisfaction levels with current partnerships (See figure 6) were found to be significantly low, with 17 respondents indicating Dissatisfaction and 18 suggesting that they were "Somewhat Satisfied".

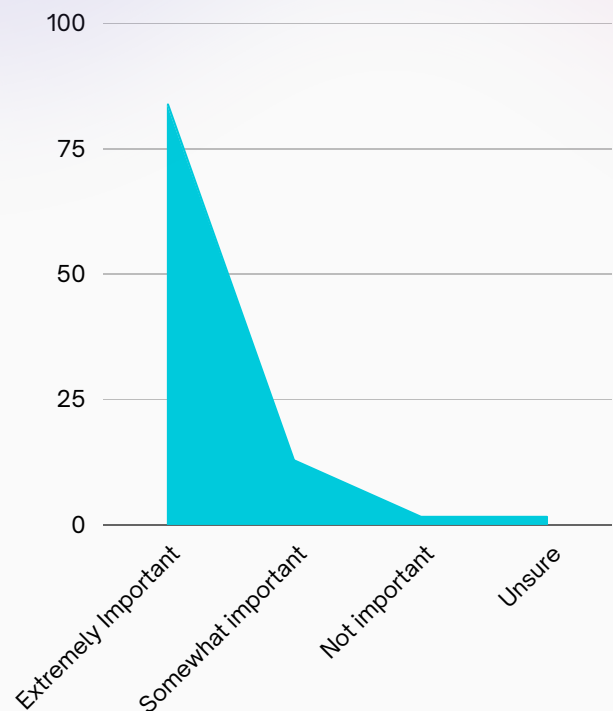


FIGURE 5: VALUING PUBLIC/PRIVATE PARTNERSHIPS

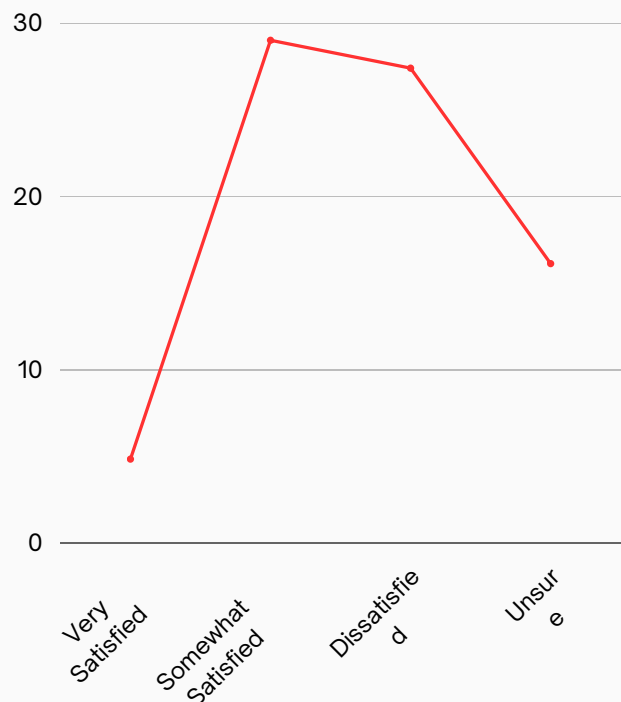


FIGURE 6: SATISFACTION WITH CURRENT PARTNERSHIP ARRANGEMENTS

In terms of improving satisfaction levels participants spoke to the need for improved community involvement, particularly for individuals within the more vulnerable groups (i.e., the elderly and persons with disabilities). They indicated a need for a more coordinated approach where the private sector is included in national disaster response discussions and where clear lines of communications are adhered to.

Communications is also key, with recommendations towards the use of digital technology as it relates to the sensitisation of communities and the private sector on any collaboratives exercises. It was felt that national response times are too slow and finally that increased resources ought to be invested in partnership development between the sectors.

Specific to emergency response experience 9 out of 62 (14.52%) respondents never participated in emergency response initiatives in the Caribbean region

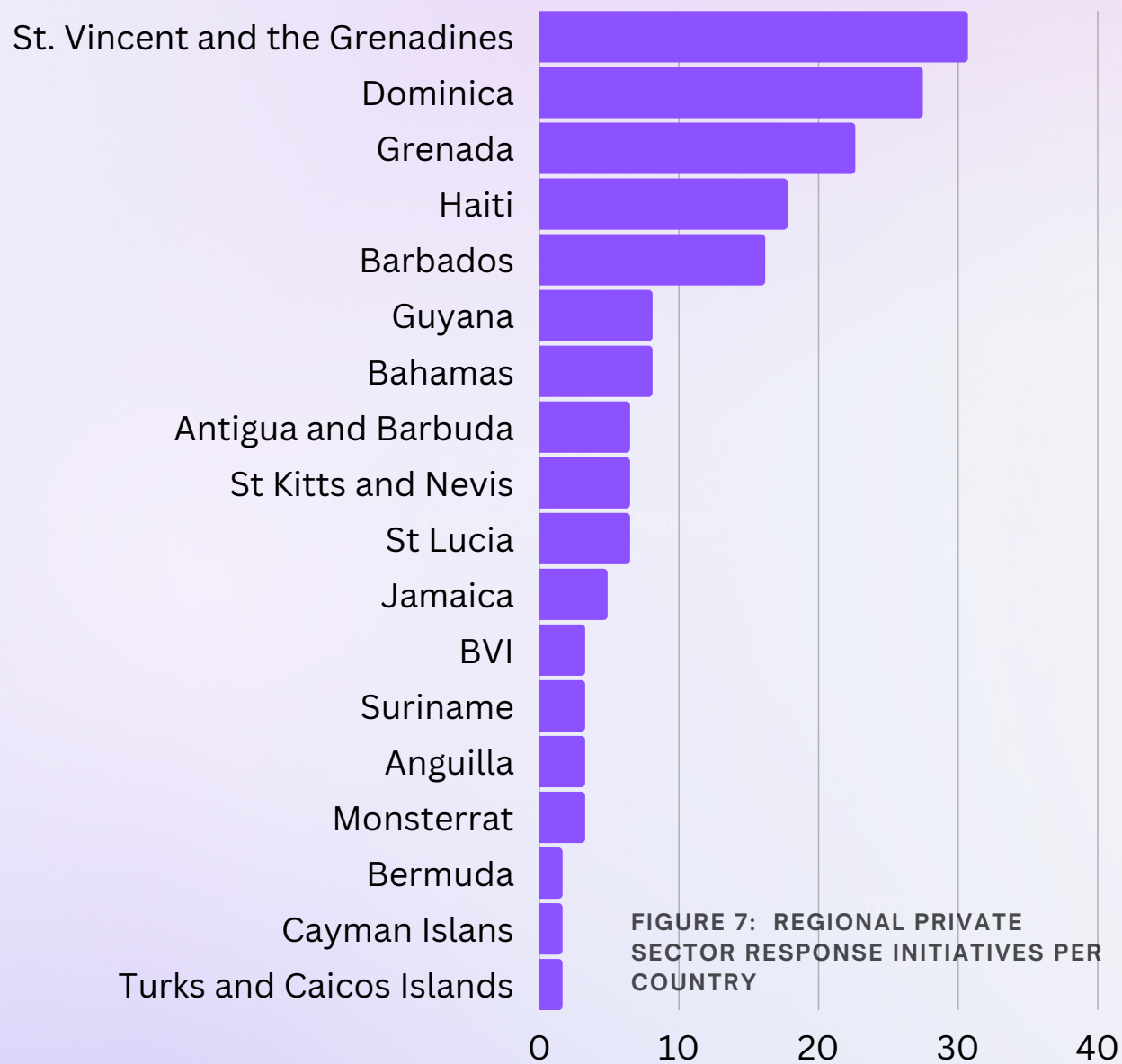


FIGURE 7: REGIONAL PRIVATE SECTOR RESPONSE INITIATIVES PER COUNTRY

whereas 32.26% of respondents indicated that they have participated in the last 0 - 5 years and 22.58% within the last 6 - 10 years. Figure 7 shows the countries where private sector response initiatives have taken place, but the data additionally shows that more than half (51.61%) of the respondents have participated in local (i.e., local to Trinidad and Tobago) response activities in the last 0 - 5 years. See figure 8 for a breakdown of private sector participation in response activities over the last 20-year period. In terms of the type of aid or assistance provided by the private sector, most listed were in-kind donations of essential products (56.45%) followed by financial contributions at 30.65%. In kind services were also key at 24.19% as was the provision of technical support (14.52%) which was targeted at building the capacity and effectiveness of the national response agency. “Other” respondents to this question referred more specifically to the assistance they provided such as health and volunteer support, vehicles and further relevant consumables.

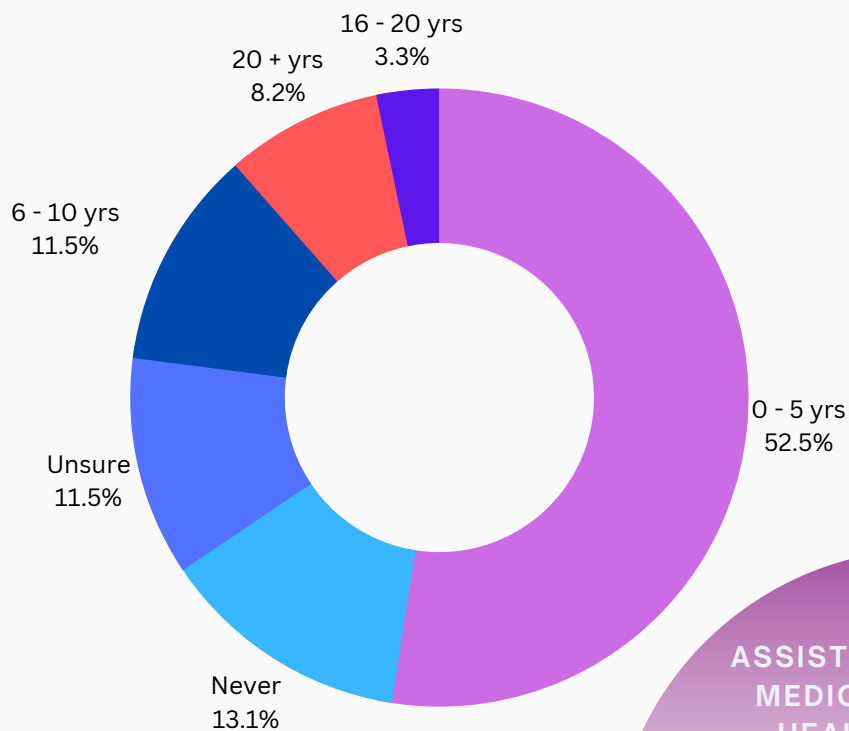


FIGURE 8: PRIVATE SECTOR RESPONSE INITIATIVES IN TRINIDAD AND TOBAGO

**ASSISTANCE INCLUDED:
MEDICAL AND PUBLIC
HEALTH SERVICES
VOLUNTEERS FOR CLEAN-UP
AND COORDINATION
SUPPORT
BOATS, VEHICLES AND
FIELD HOSPITAL EQUIPMENT
PROVIDED TO THE TRINIDAD
AND TOBAGO DEFENCE
FORCE.**

The value of the assistance provided can be seen in figure 9, with 13 respondents indicating their company's contributions at over twenty-five thousand United States Dollars (USD\$ 25,000.00) and the largest number of respondents (15) contributing between USD\$1.00 and USD\$ 5,000.00

Respondents selected from a list of eight options to indicate how their participation in emergency response activities were coordinated. 44 persons responded to this question. 38.71% of them cited coordination through personal contacts and 24.19% indicated coordination via informal/ad hoc groupings (See figure 10).

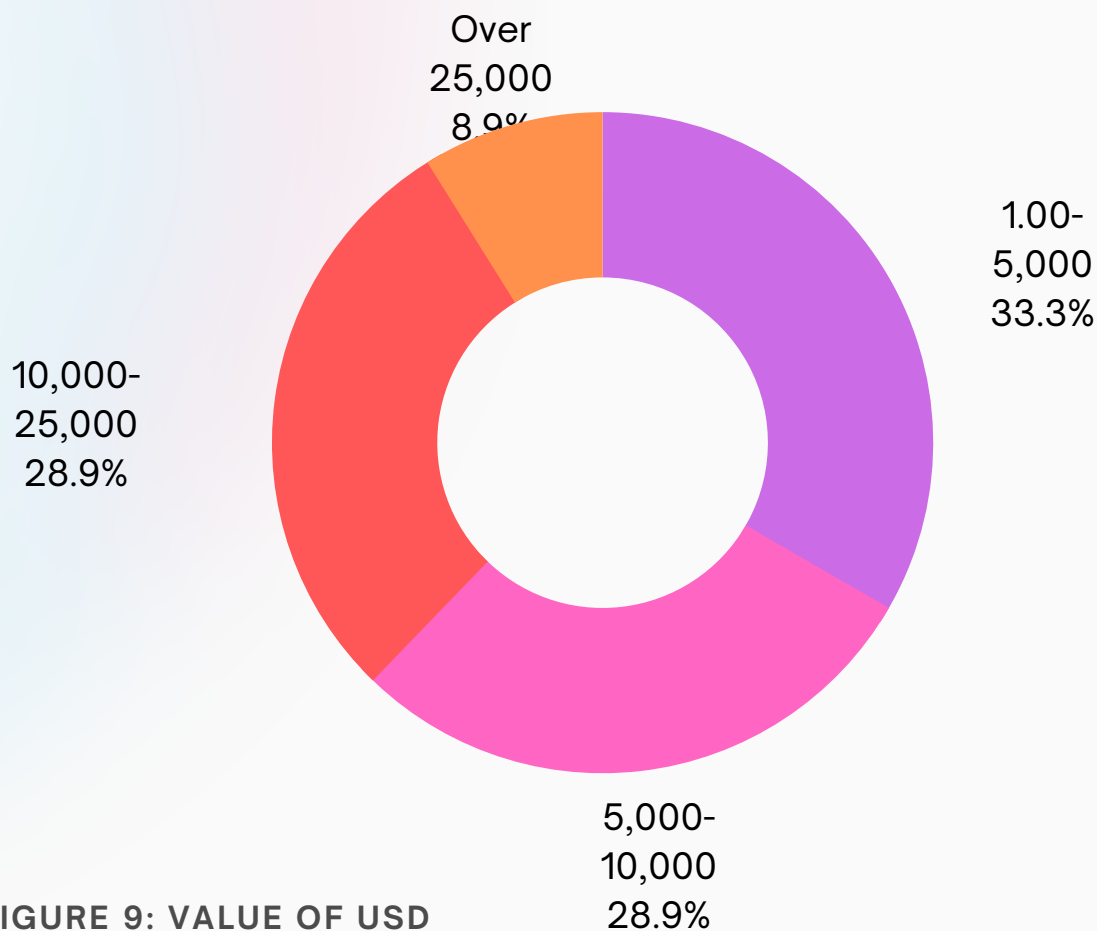


FIGURE 9: VALUE OF USD CONTRIBUTIONS

The top five responses were 1st individual/personal contacts, 2nd informal/ad hoc groupings, 3rd with the local emergency management agency e.g., the ODPM, 4th by your respective chambers, and 5th through a regional disaster response program. "Other" responses included coordination through the Ministry of Health and Regional Health Authorities, through the Trinidad and Tobago Defence Force and coordination by the ANSA Mc Al group of companies for response services made directly to employees.



FIGURE 10: PRIVATE SECTOR COORDINATION

Figure 11 illustrates the 7 most prominent challenges experienced when private sector agencies attempt to provide aid. 50% of respondents indicated an inability to ascertain local needs post disaster followed by a lack of adequate communication at 40.32%. The receipt of multiple requests for similar items came in at 30.65%, limited human resource capacity at 27.42%, and a lack of available equipment came in at 17.74%. 14.52% of respondents were challenged by prohibiting regulations or bureaucratic systems and 11.29% of respondents were simply unable to spare resources to assist in an emergency response.

“Other” responses included a lack of finances, limited capital responses, and corruption as a challenge as both community members and persons in authority have been known to capitalise on disaster situations. It is additionally felt that little importance is placed on prepositioned stock which poses a challenge when said stock is required in a disaster situation.

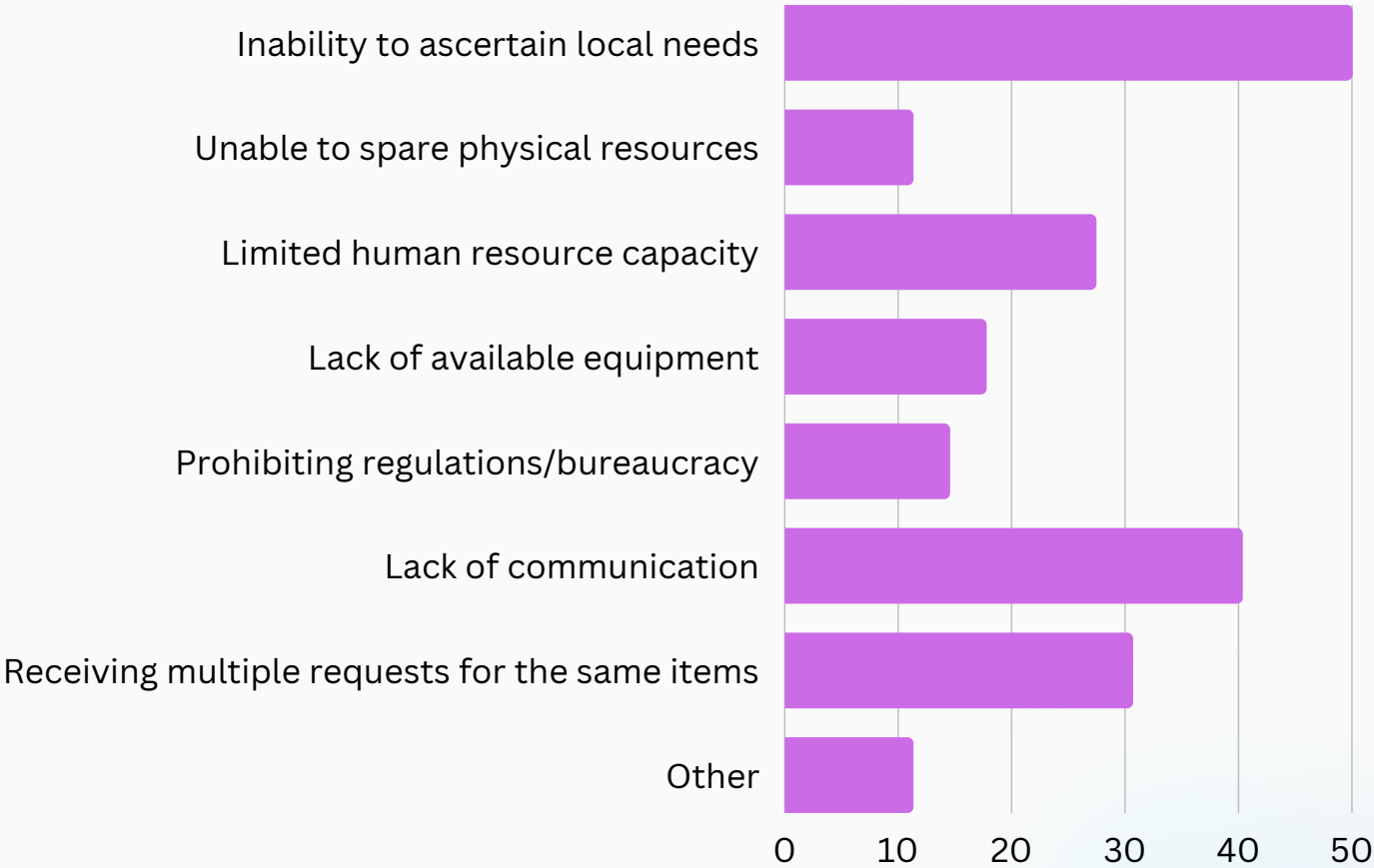


FIGURE 11: CHALLENGES TO THE EMERGENCY RESPONSE PROCESS

Private Sector Participation in Future Emergency Response Activities.

The subsequent 10 questions sought to map the private sector's capacity to support future emergency response systems and to identify a catalogue of the commodities (goods, services and equipment), which can be made available to Trinidad and Tobago's national authorities during an emergency. Questions took local disaster response needs into consideration which was then aligned to the list of choices provided to respondents per sector. The areas or sectors under which participants could respond, were loosely based on the United Nations humanitarian cluster system.

The first two questions (See figure 12) addressed company's ability to participate in future response efforts both locally and regionally. Almost 70% (69.35%) of respondents indicated that they could support response efforts local to Trinidad and Tobago and 59.68% confirmed supporting emergency response systems in the Caribbean region. 2 respondents indicated that their companies would not support regionally with "unsure" responses for prospective local and regional participation at 29.3%, and at 37.1% respectively.

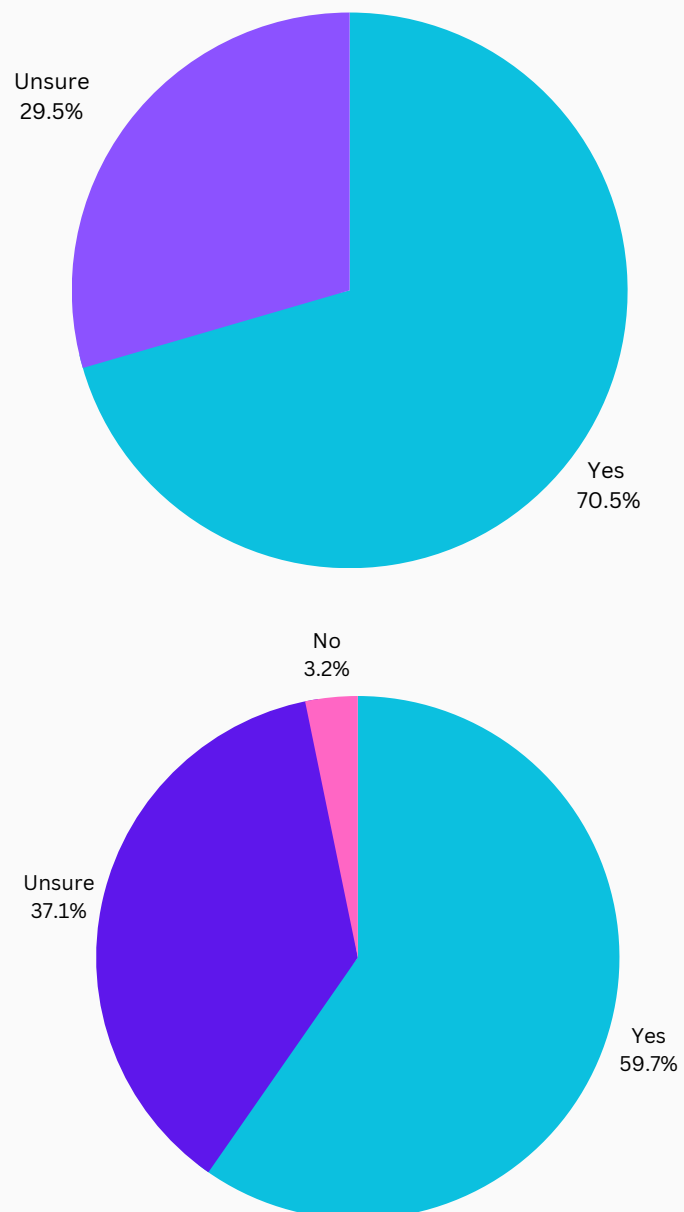
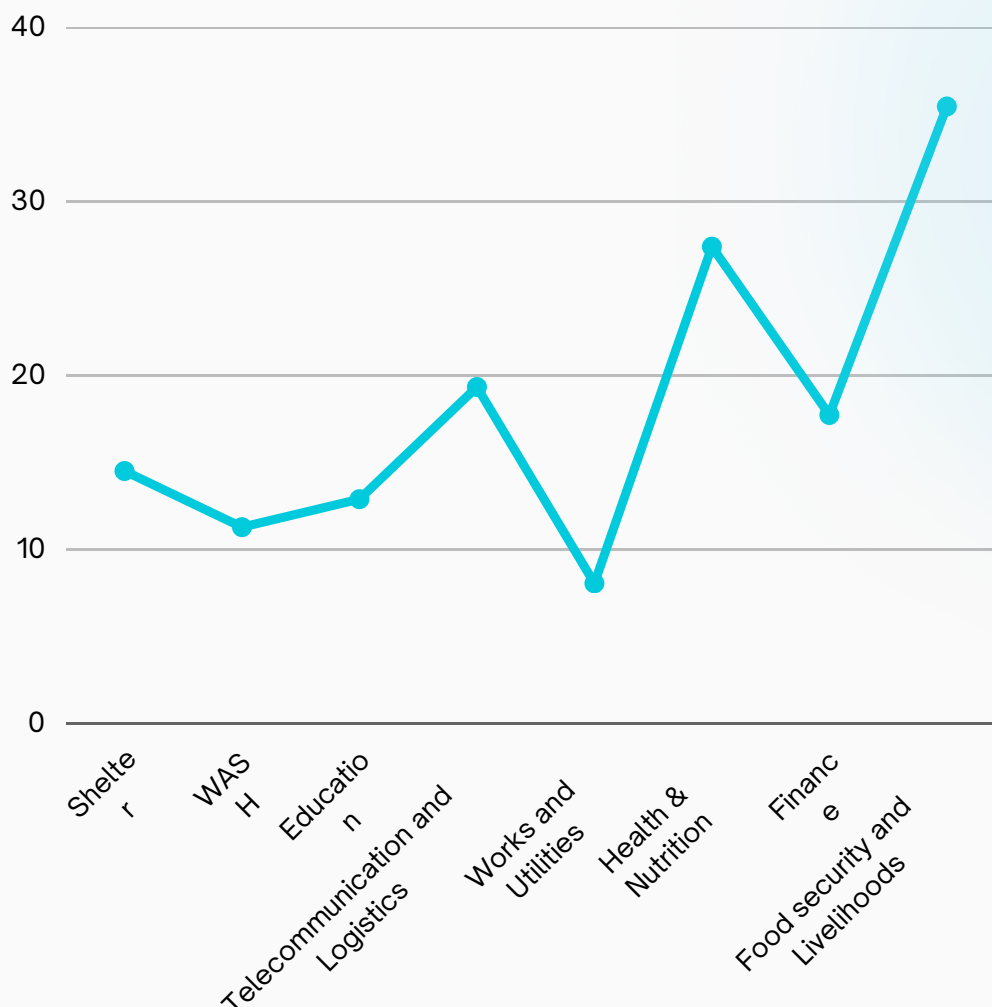


FIGURE 12: FUTURE RELIEF EFFORTS

Respondents were then asked to choose the sectors where their companies would participate. They were asked to choose from a list of the following sectors:

→		Shelter products & services - e.g., hardware, carpentry services, kit homes, tarpaulins, family tents, blankets
→		Water sanitation & hygiene (WASH) - e.g., water tanks, purification tablets, kitchen equipment
→		Education - e.g., school tents, books, bags, stationery, desks
→		Telecommunication & logistics - e.g., road/sea/air transport, warehousing, customs brokerage and tool or software access.
→		Works & utilities - e.g., electricity, large generator, construction, machinery, chainsaw
→		Food security & livelihoods - e.g., nursery & farm products, equipment & services Supply of basic foods - e.g., flour, rice, peas, tinned fish
→		Health, nutrition & medicinal products & services - e.g., drinking water, mosquito nets, First Aid kits
→		Financial Resources - e.g., for the procurement of goods and services or for the roll out of cash and /or voucher assistance

FIGURE 13: SUPPORTED SECTORS



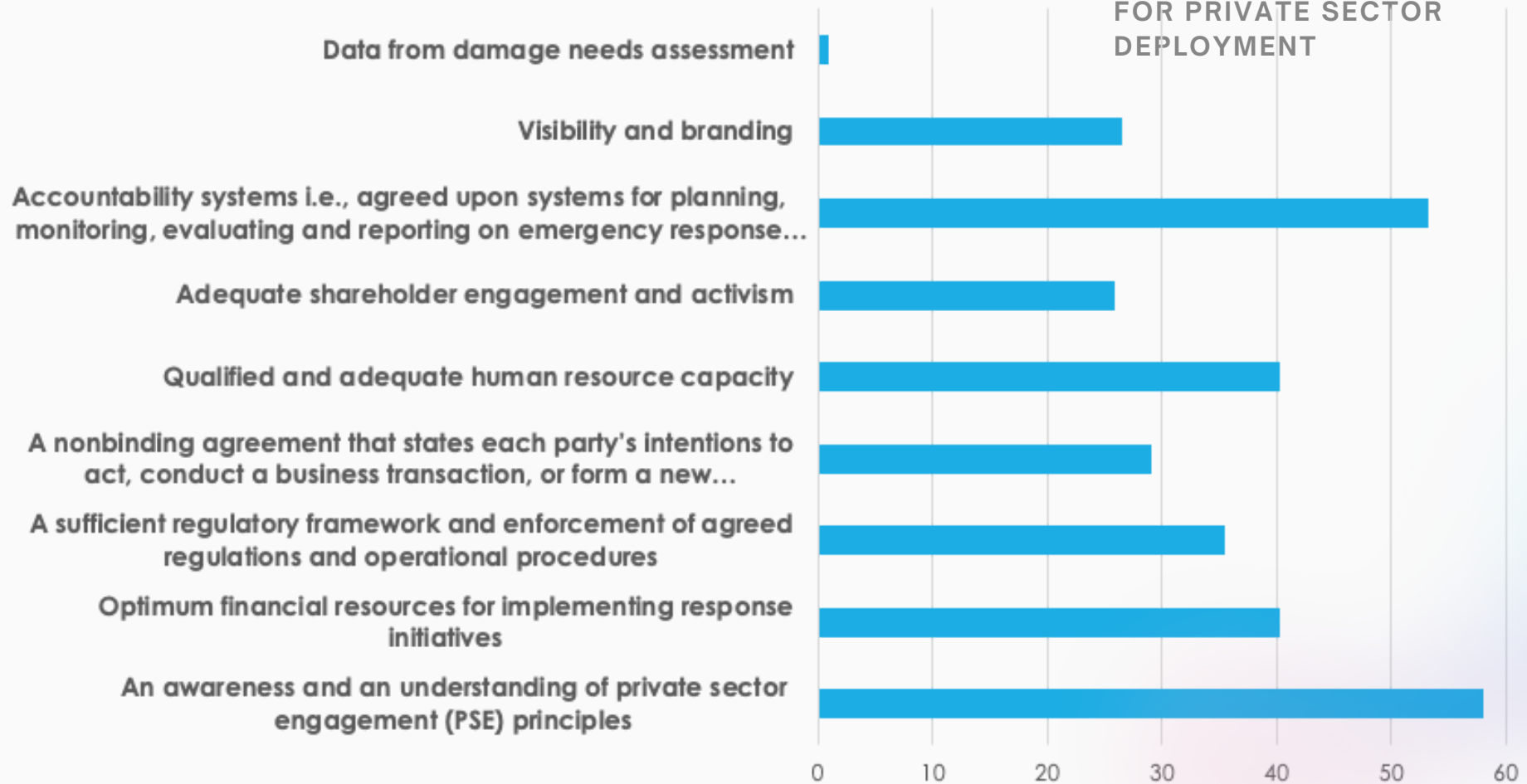
See Figure 13 where the majority respondents (35.48%) indicated support in the Food security and Livelihoods sector. For the 10 participants who chose “other” their responses would have fallen under either of the Health & Nutrition, Works and Utilities, WASH, Shelter, or Education sectors.

Based on each of the above-mentioned sectors each respondent was asked to list the commodities (be they goods or services) that each company could provide. See Appendix D which identifies the commodities per sector inclusive of the recommended time for deployment.

Resource tracking is the process of tracking and monitoring resources in real-time. By implementing such systems, companies gain greater visibility and control over assets, particularly while enabling them to respond more effectively to emergencies. Respondents were asked to indicate if their companies had such in house systems and if so, to share any available examples of good practice. Most respondents were either unsure (41.94%) of or did not have (41.94%) resource tracking systems

When asked about systems that ought to be in place for companies to deploy goods and services during an emergency response, of 61 respondents, 36 indicated that “An awareness of and an understanding of private sector engagement” is key. See Figure 14 for an illustration of the resources or systems required by private sector organisations to deploy their services during emergencies in Trinidad and Tobago.

FIGURE 14: SYSTEMS REQUIRED FOR PRIVATE SECTOR DEPLOYMENT



Comparison with the 2022 Mapping Survey

The 2022 mapping gathered institutional responses from the Trinidad and Tobago Energy Chamber. Most respondents were from the oil and gas sector and classed themselves as energy services contractors involved in upstream (exploration and production); in midstream/downstream operations (such as in petrochemicals or in transportation) or in other associated services such as logistics and shipping or offshore vessel operation. While the current mapping process looked at a broader spectrum of business sector participants, the results yielded by this most recent exercise were similar.

Levels of participation in response activities both locally and regionally were comparatively high, with responses of more than 60% overall from the oil and gas sector. The business sector saw a 56% participation rate in the Caribbean region and 64% of local participation, both over a 10-year period. Types of assistance were also similar in the provision of food and non-food items along with any needed technical or volunteer support made available. Both earmarked and unearmarked financial assistance was provided and company size influenced the size of donations which ranged from USD\$1.00 to over USD\$25,000.00 at any given time. Coordination was mostly ad hoc, and challenges of bureaucracy, limited resources, communication and duplications of efforts were listed in both exercises.

Overall, there were high levels of interests in future response activities - 100% and 69.35% response rates respectively for the 2022 and the more recent mapping exercises. The 2022 mapping report lists the capacities in which respondents will respond. These include inter alia, potable water, PPEs, cleaning materials, warehouse space, generators etc. and these items fall in line with that recommended by participants in the more recent 2023 mapping.

It was at this point however that variances were recorded between the 2022 and 2023 mapping exercises. The survey was intended to provide an inventory of resources available for deployment however the response rate of the 2022 mapping process was at 8% making it too low for it to be statistically viable as a mapping exercise. As such, no substantive inventory was mapped in 2022. The current process espoused the same objective but included the review and use of a previous needs list based on a local Damage Assessment and Needs Analysis (DANA). This list was aligned to the sectors of humanitarian cluster system and each respondent was asked to include an inventory of resources that they could make available for national deployment. The said inventory of commodities is shown in Appendix D.

Conclusion

The last two survey questions were instructive in that they reflected on the recommendations made by participants on the way forward for public/private engagements in DRM.

The first asked of participants to identify from a list of 10, the words they would use to describe the opportunities and benefits of partnerships between the ODPM and local companies/business sector members. All 62 participants responded to this question with the highest answers focused on response, coordination, recovery planning and information sharing (see figure 15) “Other” recommendations included collaboration, nation building and synergies.

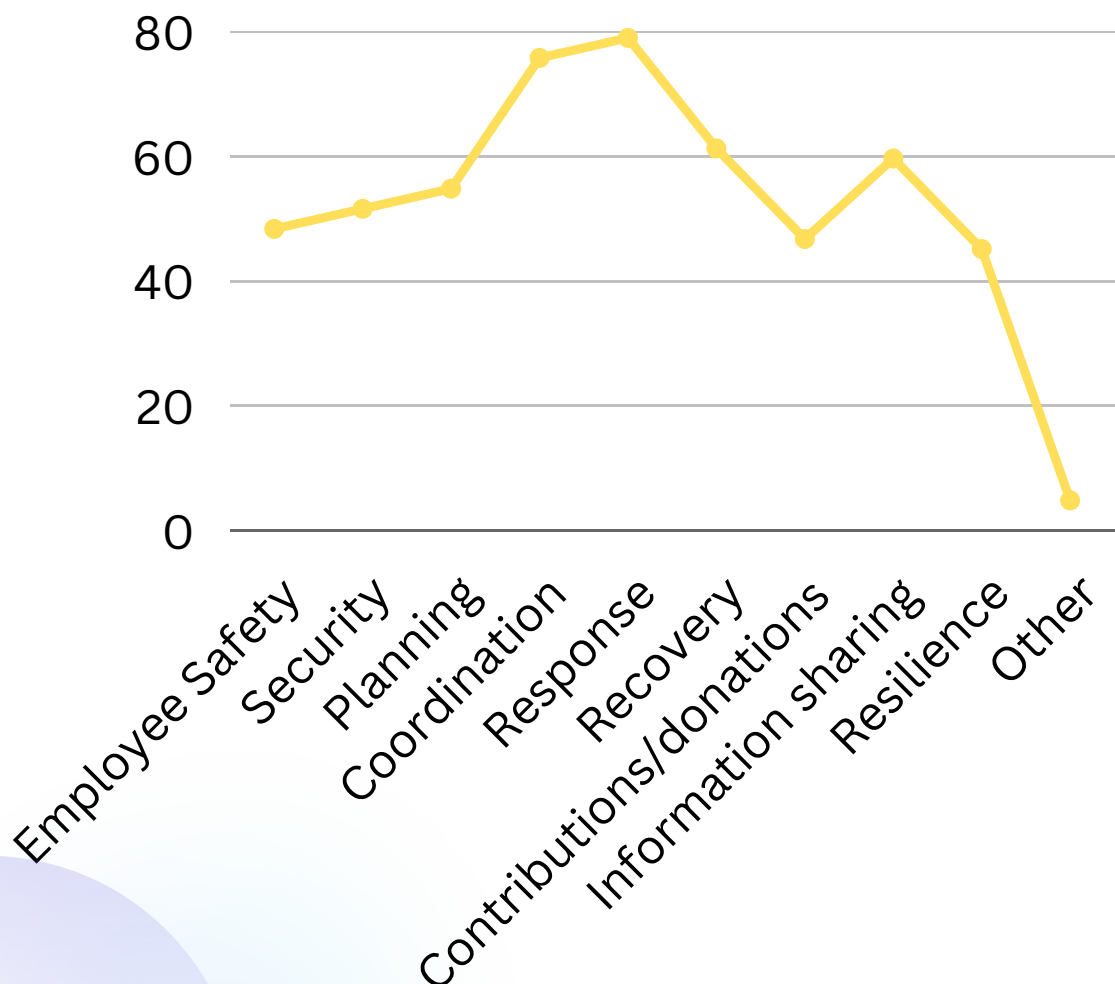


FIGURE 15: WORDS THAT DEFINE LOCAL PARTNERSHIPS BETWEEN THE PUBLIC AND PRIVATE SECTORS

The second question requested any examples of lessons learned or good practices in applying private sector interventions to disaster management during and after crises. Responses again addressed the need for better coordination, the need for improved communication between the sectors and suggested increased linkages between locally based disaster response nongovernmental organisations.

Overall, the survey findings provided insight into what both sectors need to participate more effectively in disaster response. The following recommendations were clear both from the data and from discussions with key stakeholders:

- **Formal inclusion of private sector members in the National Disaster Prevention and Preparedness Multi-Sectoral Committee (NDPPMC).** This would provide the NDPPMC with insights into private sector resources, capabilities, and will support better articulation of local needs and requirements in the event of a disaster. It would also generate a sense of ownership among the private sector, contributing to building trust and paving the way for future collaboration in the most suitable form, given any contextual factors.
- **Establish a national database or information system that tracks an inventory of emergency supplies that are stored and accessed proactively based on the level of need.** A resource tracker system is crucial for listing private sector goods and services. They can assist in the process of efficiently matching needs and can additionally incorporate a help desk/matching service for private sector donations following a disaster.

The CDEMA Logistics System (CLS) platform is such an information system. The CLS seeks to promote regional information sharing and will enable visualisation of stocks and logistics capacities to coordinate and manage emergency logistics processes digitally. The platform is due for roll out in Trinidad and Tobago and it is anticipated that national resource tracker capacities can be built into the system, therefore providing dedicated and integrated services to end users and/or national disaster response teams.

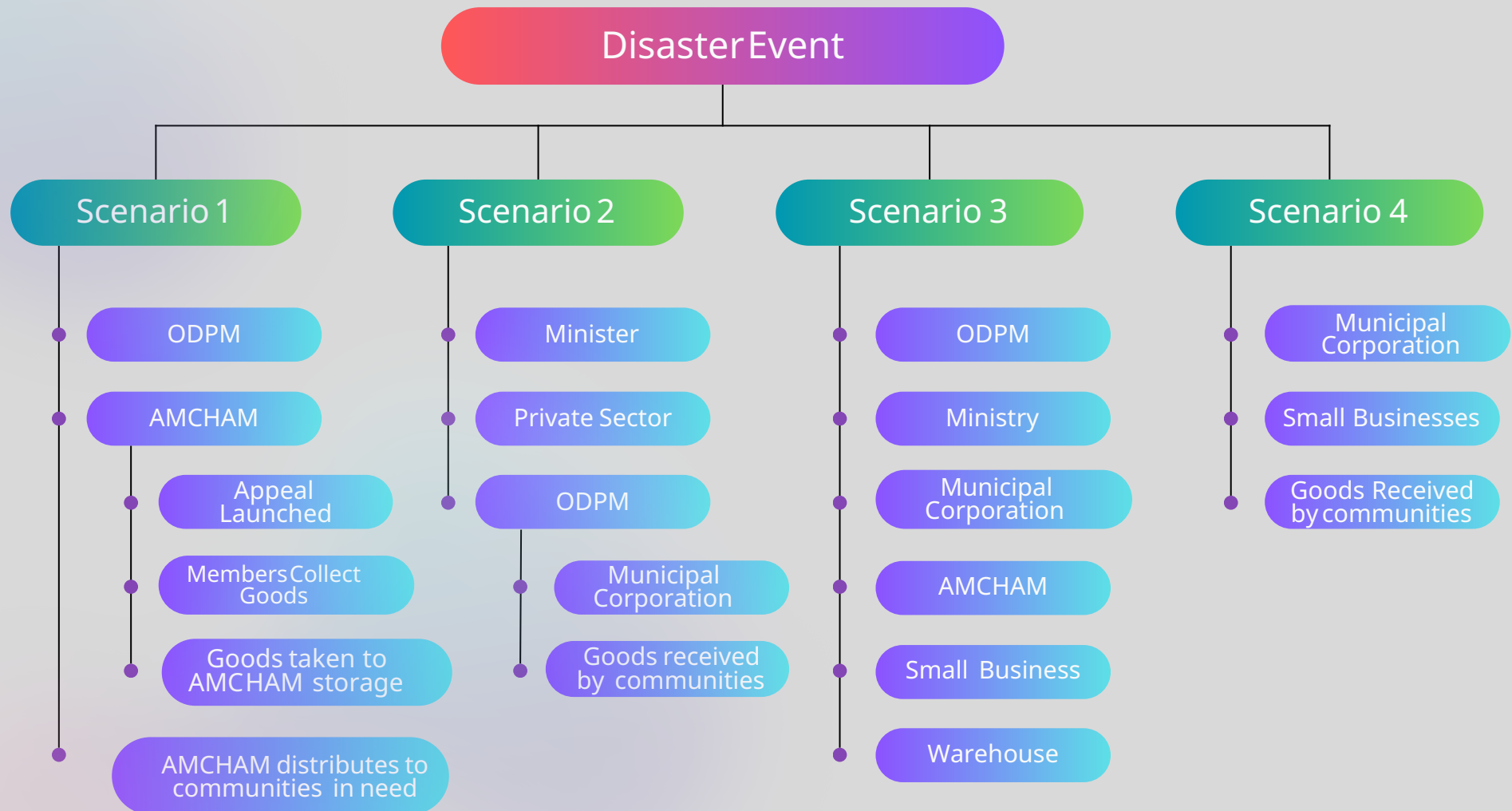
- **Trigger levels need to be established for contacting the private sector.** There should be clarity in terms of where the private sector sits within the “Three Level Mechanism” of the National Response Framework.
- **Appropriately assign responsibilities and a chain of command between the central and local governmental authorities.** This will strengthen the systems already in place within the emergency response units but should additionally be based upon establishing:

1. Who in an emergency response is responsible for making that initial contact or request for goods and services?
2. Is the contact based on a request from ODPM for private sector support?
3. Or is the contact based on an offer for support from the private sector to the national system?
4. Who is responsible?
5. What is the method for communication?

As the results of the mapping process have shown, national and private sector actors do not engage in DRR based on company policy or guidelines, but rather upon a range of ad-hoc activities and communications that eventually results in the delivery of good and services to communities. The following process flow shown in Figure 16 attempts to illustrate four scenarios where both sectors engage during an emergency event. It is believed that by reviewing and standardising activities within these scenarios, that some if not all the above-mentioned questions can be addressed.

- **Advocate for better involvement of small business owners particularly those who function at the community level.** These organizations are the major source of employment, of new jobs created and often serve as critical supply links both to the community as well as to other companies during disasters. They should be encouraged as partners to planning and response activities, and importantly can act as a catalyst to recovery following a disaster.
- **To document learning from disaster recovery experiences and ensure that lessons are effectively shared with the relevant stakeholders.** Through lessons learnt from previous disasters, national response agencies could create a resource that pools information regarding best practices, risk analysis and mapping of private sector initiatives in the country. Such a resource could define modalities for impact assessments of disaster recovery initiatives and identify gaps and strategies for further improvements to response systems.
- **Provide enhanced learning and education opportunities to stakeholders on disaster response and recovery planning and private sector engagement (PSE) through workshops, seminars, or conferences.** This particularly relates to survey findings on the systems that ought to be in place for companies to deploy goods and services during an emergency response. 59% indicated that “An awareness of and an understanding of PSE” is key.

FIGURE 16: PROCESS MAP OF PUBLIC/PRIVATE SECTOR ENGAGEMENT SCENARIOS DURING AN EMERGENCY RESPONSE.



- **Provision of an enabling legal and regulatory environment (in the form of Memoranda of Understanding - MoU) for the quick and efficient use of private sector resources and expertise.** Such documents will serve to demonstrate each party's willingness to take whatever action is necessary to move public/private sector engagement forward. It will also act as the foundation for and defines the purposes and the scope of negotiations between the two relevant sectors. Such a document is recommended between individual private business or the chamber organisations (whether between AMCHAM, the Trinidad and Tobago Manufacturers' Association, the Energy Chamber, or the chamber of Commerce) and the national disaster response agency.

In advance of MoU development, all public/private sector partners must be able to define the steps and processes required to undertake any given disaster response activity. It is understood that these steps are due for development by the ODPM upon which time and in conjunction with the activities shown in the process flow above, the standard operational protocol (SOP) for public, private sector partnerships in disaster response will be realised.

Next Steps

This stakeholder engagement and mapping exercise sought to address key issues around:

- The current thinking in Trinidad and Tobago regarding public/private partnerships in disaster risk management.
- Public and private sector partners working to define the steps or procedures required to jointly undertake humanitarian response activities and
- Establishing a clear idea of the goods and services available in Trinidad and Tobago in the event of an emergency.

Activities culminated in a presentation of the survey's findings, validation of same, and to agree on recommendations for advancing improved collaboration between the sectors along with advocacy for private sector integration within the national disaster risk management framework.

Specifically, areas for further work includes:

01 Private Sector inclusion in the NDPPMC

AMCHAM to liaise with the joint chambers (including small businesses) to identify which private sector representative will sit in this forum.

02 Review of the CLS

Further explore the capacities of the CLS particularly as it relates to the inclusion of a module that will accommodate the private sector in Trinidad and Tobago.

03 Review and development of key national disaster preparedness and response documentation where the private sector should now be included in any relevant upcoming discussions. These include:

- The National Response Framework
- The National Emergency Operations Centre, Standard Operating Procedure (NEOC SOPs).
- Standard Operating Procedures for public private sector engagement particularly as its related to risk level trigger points 1, 2 and 3.

Appendix A: Mapping Questionnaire

1. Is your company a member of the American Chamber of Commerce Trinidad and Tobago (AMCHAM T&T)?
 - a. Yes (if "yes" go automatically to question 3)
 - b. No (if "No" go automatically to question 2)
2. Please provide company details:
 - I. Company name
 - II. Company address
 - III. Operational area/s and/or region/s
3. What is the name of your company?
4. Please select your role within the organization:
 - a. CEO/Managing Director
 - b. Board Member
 - c. Senior Executive (e.g., CFO, COO, etc.)
 - d. Junior or middle management
 - e. Internal Audit
 - f. Other (please specify)
5. In which industry does your organization operate? Select all options that apply.
 - a. Agriculture / Agri-processing
 - b. Biomedical / Healthcare
 - c. Chemical manufacture and Processing
 - d. Construction
 - e. Consultancy
 - f. Consumer Goods
 - g. Consumer Services

- | | |
|---|---------------------------|
| h. Banking / Insurance /
Wealth Management | m. Technology |
| i. Food & Beverage | n. Transportation |
| j. Legal | o. Shipping / Logistics |
| k. Oil & Gas Extraction and
Processing | p. Telecommunications |
| l. Retail | q. Utilities |
| | r. Other (please specify) |

6. What is the size of your organization?

- a. Small: 6 - 25 employees with assets of TT\$ 250K - 2.0M
- b. Mid-size: 26 - 100 employees with assets of TT\$ 2.1M - 10M
- c. Large: Greater than 100 employees with assets over TT\$ 10M

7. How would you rate the importance/value of the partnership between the local emergency management agency (The ODPM) and the Private Sector?

- | | |
|------------------------|------------------|
| a. Extremely important | d. Not important |
| b. Very important | e. Unsure |
| c. Somewhat important | |

8. How would you rate the effectiveness of current partnerships between the local emergency management agency (ODPM) and private companies/industry members?

- | | |
|-------------------|-------------|
| a. Extremely good | d. Not good |
| b. Very good | e. Unsure |
| c. Somewhat good | |

9. Has your company participated in disaster/emergency responses activities in Trinidad and Tobago? e.g., in the provision of food or non-food items, medical services, transportation etc

- | | |
|------------------------|--------------------------|
| a. Never | c. In last 6 - 10 years |
| b. In last 0 - 5 years | d. In last 11 - 15 years |

e. In last 16 - 20 years

g. Unsure

f. In 20 + years

10. Has your company participated in disaster/emergency responses in other parts of the Caribbean? e.g., in the provision of food or non-food items, medical services, transportation etc.

a. Never

d. In last 11 - 15 years

b. In last 0 - 5 years

e. In last 16 - 20 years

c. In last 6 - 10 years

f. In last 20 + years

g. Unsure

11. In which Caribbean territory did your company participate in disaster/emergency response activities?

12. How has your company contributed to the national disaster/emergency response? Select all options that apply.

a. Through financial contributions

d. Through technical assistance where targeted support was provided by the private sector to the national emergency response agency or NGOs

b. Through in-kind donation of essential products

c. Through in-kind donation of essential services

e. Other (please specify)

13. Please estimate the value of your company's contribution

a. US \$1.00 - \$5,000

c. US 10,001 - \$25,000

b. US 5,001 - \$10,000

d. Over US \$25,000

14. How was your participation coordinated? Select all options that apply.

a. Through a regional disaster management program

c. Through an international partner e.g., a UN organisation, or an NGO

b. Through the local emergency management agency e.g., ODPM

d. Through your respective Chambers

e. Through informal/ad hoc groupings

f. Through individual/personal contacts

g. Other (please specify)

15. What challenges has your company had in attempting to provide aid? Select all options that apply.

a. Inability to ascertain local needs

e. Prohibiting regulations/bureaucracy

b. Unable to spare physical resources

f. Lack of communication

c. Limited human resource capacity

g. Receiving multiple requests for the same items

d. Lack of available equipment

h. Other (please specify)

16. Is your company able to participate in future relief efforts in Trinidad and Tobago?

a. Yes

b. No

c. Unsure

17. Is your company able to participate in future relief efforts in the Caribbean region?

a. Yes

b. No

c. Unsure

18. In what area/category would your company be willing to participate in future relief efforts? Select all options that apply.

a. **Shelter products & services** - e.g., hardware, carpentry services, kit homes, tarpaulins, family tents, blankets

tablets, kitchen equipment

c. **Education** - e.g., school tents, books, bags, stationery, desks

b. **Water sanitation & hygiene (WASH)** - e.g., water tanks, purification

d. **Telecommunication & logistics** - e.g., road/sea/air transport, warehousing, customs

- brokerage and tool or software access to help emergency responders provide real-time updates on the emergency on the ground.
- e. **Works & utilities** - e.g., electricity, large generator, construction, machinery, chainsaw
 - f. **Food security & livelihoods** - e.g., nursery & farm products, equipment & services
Supply of basic foods - e.g., flour, sugar, rice, peas, tinned fish
 - g. **Health & nutrition medicinal products & services** - e.g., drinking water, mosquito nets, First Aid kits and services
 - h. **Financial Resources** - e.g., for the procurement of goods and services or for the roll out of cash and /or voucher assistance
 - i. Other area or category (please specify)

19. Based on the categories above, what commodities (be they goods or services) can your company provide/commit to a national emergency response?

Note that "goods or services" additionally includes any relevant technical or human resource)

a. **Shelter products & services:**

- Tarpaulins
- Family tents
- Blankets
- Mosquito Nets
- Insect Repellents
- Mattresses
- Cots
- Pillows
- Sleeping Bags
- Portable generators
- Lighting towers
- Rechargeable lanterns
- Candles
- Matches
- Flashlights
- Batteries
- Refuse bags
- Ziplock bags
- Disposable Crockery and Cutlery
- Other

b. **Water sanitation & hygiene:**

- Water tanks
- Truck borne water
- Water purification tablets
- Flexible water storage bladders
- Portable toilets
- Adult and children's diapers
- Feminine hygiene products
- Hand/body soap
- Bath Towels
- Toilet paper
- Disinfectant wipes
- Cleaning detergents
- Hand sanitisers
- Rubber and latex gloves
- Mops
- Buckets
- Refuse Bins

- Washing powder
- Disposable razors
- Shaving cream
- Toothpaste
- Shampoo

- Toothbrush
- Dishwashing liquid
- Dish washing sponges
- Tissue paper
- Other

c. Education:

- School books
- School Bags
- School stationary
- Other

d. Telecommunication & logistics:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Satellite and other non-ground-based networks • Drones • Dedicated radio network channels • Telecommunications software • Telecommunications hardware • Warehouse Tents • Warehouse space • Forklifts | <ul style="list-style-type: none"> • Hand Trucks • Pallet Jacks • Heavy duty shelving • Heavy goods vehicles - Road • Flat-bottomed dinghies and roundabouts • Outboard engines • Fuel and lubricants • Jerry Cans • Other |
|--|---|

e. Food security & livelihoods:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Seeds • Livestock • Canned food • Cereals • Edible Oils • Nutrition specialised products | <ul style="list-style-type: none"> • Cooked food products • Pulses • Infant formula • Dry foods - milk, crackers etc. • Other |
|---|--|

f. Works & utilities:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Diggers • Batteries • Cables and accessories • Generators • Lamps | <ul style="list-style-type: none"> • Solar Kits and accessories • Multipurpose tools • Power washers • Trash Pumps • Other |
|---|---|

g. Health & nutrition medicinal products & services:

- First Aid Kits
- OTC medications
- Face masks KN95 and N95
- Gloves
- Multivitamins
- Other

h. Financial Resources:

- Unearmarked funds
- Earmarked funds
- Other

i. Other goods or services not specified

20. What is the estimated time for deployment of the above?

- | | |
|----------------|---------------------------|
| a. 0 - 5 hrs | e. 48 - 72 hrs |
| b. 5 - 12 hrs | f. 72 hrs+ |
| c. 12 - 24 hrs | g. Other (please specify) |
| d. 24 - 48hrs | |

21. Does your company utilise an asset or resource tracker mechanism for its goods and services?

- a. Yes
- b. No
- c. Unsure

22. If your organisation uses a tracker mechanism that works well, please take a moment to share some of its best practices

23. What systems or resources must be in place so your company can deploy goods and services in an emergency response? Select all options that apply.

- | | |
|--|---|
| a. An awareness and an understanding of private sector engagement (PSE) principles | c. A sufficient regulatory framework and enforcement of agreed regulations and operational procedures |
| b. Optimum financial resources for implementing response initiatives | d. A nonbinding agreement that states each party's intentions to act, conduct a business transaction, |

- or form a new partnership. Also known as a letter of intent (LoI) or a memoranda of understanding (MoU)
- e. Qualified and adequate human resource capacity
- f. Adequate shareholder engagement and activism
- g. Accountability systems i.e., agreed upon systems for planning, monitoring, evaluating and reporting on emergency response initiatives
- h. Visibility and branding
- i. Other (please specify)

24. Which of the following words would you use to describe the opportunities/benefits of a partnership between the local Emergency Management Agency and local companies/industry members? Select all options that apply.

- a. Employee Safety
- b. Security
- c. Planning
- d. Coordination
- e. Response
- f. Recovery
- g. Contributions/donations
- h. Information sharing
- i. Resilience
- j. Other (please specify)

25. Does you / your office have any lessons learned or good practices in applying private sector interventions to disaster management during and after crises? yes, please specify the area, partners and briefly describe the practice.

Appendix B:

Post Disaster Needs Identified by the Trinidad and Tobago's ODPM

- **Food** – cooked meals, canned food, dried foods, nutritional bars (that contain protein, vitamins and minerals), infant formula, powdered milk, dry crisp crackers etc.
- **Potable Water** – Truck-borne water to refill storage tanks that supply emergency shelters or those that may be strategically positioned within an impacted community.
- **Sanitation and Hygiene** – Soap, toilet paper, disinfectant wipes, cleaning detergents, adult diapers, feminine hygiene products, portable toilets, water purification tablets, hand sanitiser, rubber and latex gloves, flexible water storage bladders, towels, mops, buckets, garbage bins, etc.
- **Shelter and Settlement** – Mosquito nets, insect repellent, mattresses/cots, pillows, blankets, sleeping bags, tents for setting up relief storage/distribution hubs and shelter, portable generators and lighting towers, garbage bags, zip lock bags, rechargeable lanterns, candles, flashlights w batteries, paper cups, plates, paper towels, plastic utensils, matches (in a waterproof container), multi-purpose tools, trash pumps, power washers, etc.
- **Health** – Multi-vitamin packets, first-aid kits, OTC medication, surgical/N95 face masks.

Appendix C:

Company Size

	Company Name	Assets/Revenue
SMALL	Mary King & Associates Ltd	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	HM KITCHENWARE DISTRIBUTORS	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Heavy Equipment Technical Training Institute Limited	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	SVA Maintenance Sales & Services Co. Ltd.	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Kronus Geological Services Limited	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Sewa International Trinidad and Tobago	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	ECT Solutions Ltd.	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	La Brea Industrial Development Company Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Phi-Onyx Services Limited	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Phillips General Contracting Limited	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Green Engineering Trinidad and Tobago	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Smart Vibrations Limited	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Ecotox Environmental Services Limited	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Kronus Geological Services Limited	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Regency Recruitment and Resources Limited	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
MEDIUM	Contractors Warehouse Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	L&S Surveying Services Limited	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Rahamut Enterprises Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Trinidad Generation Unlimited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	A.M Marketing Co. Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M

LARGE	Company Name	Assets/Revenue
	Guardian Holdings Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	DigitalEra Group	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	ANSA McAL Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Caribbean Bottlers (Trinidad & Tobago) Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Point Forting Borough Corporation	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	Port Authority of Trinidad and Tobago	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	NIMA Group of Companies	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Environmental Management Authority	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	National Gas Company of Trinidad and Tobago Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Yara Trinidad Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Phoenix Park Gas Processors Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Agostini's Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Cargo Consolidators Agency Limited	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	PROMAN Trinidad	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Digicel (Trinidad & Tobago) Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	ANSA Merchant Bank	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	Scotiabank Trinidad & Tobago Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M
	United Independent Petroleum Marketing Co. Limited (UNIPET)	Assets of TT\$ 2.1M to 10M / Annual Revenue of TT\$ 5.1m to 20M
	Caribbean Industrial Research Institute (CARIRI)	Assets of TT\$ 250K to 2.0M / Annual Revenue of TT\$ 250K to 5.0M
	ANSA McAL Limited	Assets over TT\$ 10M / Annual Revenue of TT\$ 20M

Appendix D:

Commodities per sector

Given the size of the data illustration, Appendix C can be accessed via the following link:

https://docs.google.com/spreadsheets/d/1MGJkW7hK7HR0nD7jQY4ENXxdlokjEQ7/edit?usp=share_link&ouid=105031791823798267372&rtpof=true&sd=true

Thank you for taking the time to read this report. If you have any questions or would like to discuss our findings further, please don't hesitate to contact us.



UNICEF Office for the Eastern Caribbean Area
First Floor, UN House, Marine Gardens, Hastings
Christ Church, Barbados



(+1 (246) 467 6000



bridgetown@unicef.org



www.unicef.org/easterncaribbean