



**MINISTRY OF  
TOURISM**  
TRINIDAD AND TOBAGO



**ADMINISTRATIVE REPORT OF THE MINISTRY OF TOURISM  
FOR FISCAL 2013**

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## 1. Executive Summary

During fiscal 2013, the Ministry of Tourism continued to strategically align and structure itself to achieve its mandate to catalyse and facilitate growth of the tourism sector through increased planning, policy development, strengthened public-private sector partnerships and monitoring of the trends in the tourism industry.

The Administrative Report of the Ministry of Tourism for fiscal 2013 was formulated with the input of all Divisions of the Ministry. It seeks to give a comprehensive account of the Ministry's operations and accomplishments for the reporting period, from both an operational and developmental perspective.

In fiscal 2013, the Ministry of Tourism together with the Caribbean Tourism Organization (CTO) hosted the 14<sup>th</sup> Annual Caribbean Conference on Sustainable Tourism Development (STC-14) in Trinidad and Tobago over the period April 15-18, 2013. STC-14 was themed **“Keeping the Right Balance: Enhancing Destination Sustainability Through Products, Partnership, and Profitability”**. Panel discussions, special presentations and interactive workshops created opportunities for delegates to interact with leading local, regional and international experts and tourism practitioners. Together they explored how the Caribbean can enhance destination sustainability and competitiveness in the global environment.

As part of the conference activities, a Youth Forum segment was held. This Youth Forum was staged in the format of a Drama Competition. This differed from previous conferences where the forum's format included debates, submission and presentation of academic papers. The Ministry was desirous of stimulating interest in tourism in a unique and interesting way among youths between the ages of Gen- Y (16-25). This generation of youth plays an important role in the development of the regional tourism industry. As such, the Tourism Drama Competition was an opportunity for the voice of youths to be heard on several issues relating to tourism in their respective islands.

In addition to the learning aspect of STC 14, delegates were treated to a rich taste of Trinidad and Tobago's culture through a Cultural Extravaganza. STC-14 was one of the most successful sustainable tourism conferences held by the CTO.

The Southern Caribbean Cruise Initiative which comprises five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada, was approved by Cabinet in fiscal 2013. It is expected that this initiative through its innovative packaging will promote regional tourism as well as be attractive to international visitors. The proposal considers the use of cruise ships as a key strategy in the transportation of passengers between the various islands. An MOU has been prepared and is being ratified by the Office of the Attorney General. Subsequent to this, the participating countries will be required to sign the MOU for the implementation of the Southern Caribbean Cruise Initiative.

In relation to investments in fiscal 2013, approvals were granted under Tourism Development Act for sixty-one (61) renewals and one (1) new tourism taxi project. Additionally, evaluations were conducted and approvals were granted for four (4) tourism accommodation projects, which are currently ongoing. Additional approval was granted for the duty free importation of goods such as items of furniture, fittings and equipment for tourism accommodation projects that are undergoing refurbishment works. There were also two (2) tourism ancillary (other) projects granted tax concessions for this period. The total estimated capital expenditure stood at TT\$184.03 million.

In fiscal 2013, the Ministry also assisted the National Culinary Team's training at Johnson and Wales University in Miami. This training proved to be beneficial to the National Team in improving their skills and preparing them for the Competition. The National Culinary Team again brought victory to Trinidad & Tobago when they copped the "Team competition gold medal" award and received several other individual gold and silver medals, in the areas of bartending and culinary skills, at the Taste of the Caribbean Culinary Competition held in Miami in June 2013.

The Ministry continued its programme of providing a safe bathing environment at lifeguard patrolled beaches. The National Security Operations Center (NSOC) Air Division provided training to three (3) Lifeguards in helicopter terminology, NSOC aircraft types, approaching the helicopter, external and internal heli-safety, emergencies, risk management, tactical deployment, weapon safety, flight controls and helocasting. The Lifeguard Services was awarded the National Security Operation Centre (NSOC) highest performance award for Helocasting and Rescue Jumps.

In August 2013, the Ministry of Tourism embarked on a nationwide Domestic Tourism Awareness campaign to engage and inform the public in understanding the tourism industry and the opportunities therein for the growth and diversification of the local economy. The theme of the campaign, "**TOURISM - It's About ALL of Us**" is multifaceted. Its main focus is to highlight that the very nature of our people, together with the beauty, fauna, flora and culture of country are the building blocks of the tourism industry. The campaign seeks to remind every citizen that regardless of where we are, or what we do, we are representatives of Trinidad and Tobago, we are all a part of the industry - "**OUR Tourism.**"

The Ministry was able to meet its statutory obligations, particularly in its accounting and reporting functions. Significant strides were also made in establishing functional and productive public and private sector partnerships aimed at providing support to and facilitating the growth of the tourism sector.

## **2. Background**

The Ministry of Tourism was established in March 1994 to serve as a catalyst in developing Trinidad and Tobago as a premier tourist destination. The Ministry has seen a number of attachments to other Ministries and was eventually assigned its own portfolio and Minister in 2003. The Ministry of Tourism is mandated to play the lead role in the development of the tourism industry in Trinidad and Tobago, working closely with the Tobago House of Assembly (THA). It is responsible for general tourism policy development, for catalyzing and facilitating growth of the tourism sector, for encouraging investment in the sector, for building stakeholder partnerships and for monitoring and evaluating trends in the industry.

The Tourism Development Company Limited (TDC) is the implementation arm of the Ministry of Tourism. This Special Purpose Company was established in 2005 and is mandated to develop and market Trinidad and Tobago's tourism product and to grow the local tourism sector. While the Division of Tourism and Transportation of the THA is responsible for the development of tourism in Tobago, the THA works closely with the TDC in marketing the sister isle and in some areas of product development.

The Ministry of Tourism is also responsible for the Zoological Society of Trinidad and Tobago (ZSTT), which came under the purview of the Ministry in fiscal 2007, and for Lifeguard Services, which came under the purview of the Ministry in fiscal 2003. The ZSTT is responsible for the upkeep and operation of the Emperor Valley Zoo. The Lifeguard Services Division is responsible for delivering lifeguarding and water safety services, as well as maintenance and janitorial services at beaches in Trinidad which fall under its control.

The Trinidad and Tobago Gazette Vol. 51 No. 120 dated July 6, 2012 which assigned portfolios to Ministers reposed the responsibility for NAPA Hotel to the Minister of Tourism effective June 25, 2012. Accordingly, on March 22, 2013, the Minister of Tourism and the Minister of Tertiary Education and Skills Training completed the formal handover of the NAPA Hotel to the Ministry of Tourism.

The Ministry has responsibility for facilitating the use of the fifty-three (53) room NAPA Hotel and its facilities for events by Ministries, state agencies, non-governmental agencies and the private sector and for security, general upkeep and maintenance.

### **3. Financial Operations**

The Ministry of Tourism operates under the accounting system and budgeting process of the Public Service which is guided by the Exchequer and Audit Act Chapter 69:01.

The budgeting process in the Public Service is administered by fiscal years. Each fiscal year begins on October 1<sup>st</sup> of the respective year and ends on September 30<sup>th</sup> of the following calendar year. The Budget of the Ministry consists of the Recurrent Budget and the Capital Budget or Development Programme. The Recurrent Budget is used to fund expenses associated with the day-to-day operations of the Ministry and includes items such as staff salaries, utility bills, and purchase of goods and services and minor equipment. Also included in this section of the Budget are funds allocated for the operations of the TDC and the ZSTT.

The Development Programme of the Ministry consists of funds allocated to the Ministry for the implementation of various developmental projects, in keeping with the Ministry's mandate. Projects are categorized for funding under the Public Sector Investment Programme (PSIP) and the Infrastructure Development Fund (IDF). Projects may be infrastructural, that is, based on construction, refurbishment or upgrade works; or social, in terms of building awareness and capacity geared towards the development and sustainability of the industry.

The Ministry prepares Annual Estimates for both Recurrent and Capital Budgets by the end of April of each year and submits these to the Ministry of Finance in accordance with the Call Circular of the respective year. Funds are approved and allocated upon the reading of the National Budget by the Minister of Finance. Throughout the fiscal year, status reports which monitor progress in terms of project performance and expenditure are submitted to the Ministry of Finance. Monthly reports on the Recurrent Budget are also submitted to the Ministry of Finance. Reports are also submitted to the Office of the Prime Minister and the Ministry of Planning and Sustainable Development.

At the end of the fiscal year, an Achievement Report detailing all works completed under each project is prepared and submitted to the Ministry of Finance.



Upon finalization of the various Budgets for the accounting period, Appropriation Accounts are submitted to the Ministry of Finance accounting for all funds provided to the Ministry in the financial year and detailing all transfers and expenditure for the period. A copy of the Appropriation Accounts for fiscal 2013 is attached at Appendix II.

#### **4. Organisational Structure**

The roles of the Ministry of Tourism are administered by five (5) core Technical Divisions comprising:

- Research and Planning Division – the responsibilities of this Division include research, planning, advising, policy formulation, project implementation and overall monitoring of the tourism sector.
- The Tourism Policy and Advisory Unit – this Division formulates policies that guide and ensure the sustainable development of the tourism sector, as well as, provides Briefs and advice on tourism related matters.
- Investment Facilitation and Monitoring Division – this Division is primarily responsible for investment facilitation and for the administration of the provisions of the Tourism Development Act, Chapter 87:22.
- Corporate Communications Division – this Division is charged with the responsibility of public awareness, corporate communications, media relations and related project execution.
- Lifeguard Services Division – this Division is responsible for aquatic lifesaving and other forms of public water safety, and for maintaining lifeguard towers and quarters as well as some level of beach maintenance at Lifeguard – patrolled beaches.

These Divisions are operationally supported by seven (7) other Divisions, namely, Legal, Human Resources, General Administration, Accounts, Audit, Information Technology and Monitoring and Evaluation. The roles of these Divisions are as follows:

- Legal Division – this Division is responsible for providing legal advice and legislative review.
- Human Resources Division - the primary responsibilities of this Division are to handle all Human Resource issues relating to filling of vacant positions, facilitating

the creation of new positions, training and developing staff, administering staff benefits and supervising the IHRIS system.

- General Administration Division – this Division is responsible for the administration of records management via the Registry, messenger and mail support; procurement of office machines and supplies; facilities management; and the provision of a safe and comfortable work environment for staff.
- Accounts Division – the main responsibility of this Division is to ensure that the financial resources of the Ministry are prudently managed in keeping with the Ministry’s mandate and in accordance with the Exchequer and Audit Act.
- Internal Audit Division – this Division has been charged with the responsibility of safeguarding the financial and physical assets of the Ministry and ensuring that operations of the Ministry are compliant with the Financial Regulations.
- Information Technology Division – this Division has responsibility for the effective design, implementation, maintenance and strengthening of institutional technologies that improve service quality, and increase efficiency/effectiveness in the operations of core and administrative units.
- Monitoring and Evaluation Division – which has responsibility for the development, implementation and maintenance of a Results-Based Performance Management System at the Ministry.

**The Ministry’s Organisational Chart is attached at Appendix I.**

## **5. Human Resources**

The Ministry of Tourism has sixty-three (63) permanent positions on its Establishment. Of these, twenty-six (26) are Professional and Technical, four (4) are Administrative, twenty-eight (28) are Clerical and Secretarial and five (5) are Manipulative.

In addition, the Ministry has thirty-nine (39) contract positions, twenty (20) of which were filled and nineteen (19) of which were vacant in 2011. The Ministry also had three (3) On – the- Job Trainees, six (6) interns on short term employment and five (5) officers employed on short term contract. Three (3) returning scholars were assigned, on contract, as Associate Professionals to the Ministry. A total of 242 daily-rated workers belong to the Lifeguard Services Division and comprise various categories of Lifeguards and Maintenance workers, which are classified as permanent, regular or casual.

## 6. Summary Report On Training And Development

Representatives of the Ministry of Tourism attended the following in fiscal 2013:

### Conferences/ Trade Shows/ Seminars

- World Travel Market
- ITB Trade Show and Convention
- 19<sup>th</sup> FCCA Conference and Trade Show
- Seatrade Cruise Shipping Miami Convention
- CTO's 14<sup>th</sup> Annual Caribbean Conference on Sustainable Tourism Development
- World Conference on Drowning Prevention (*WCDP*) in Potsdam, Germany.
- VII Americas Competitiveness Forum
- CTO's Caribbean Week
- CTO's Business Meeting and State of the Industry Conference
- 19<sup>th</sup> World Route Americas / World Development Forum
- Participation in the UNWTO General Assembly
- 9<sup>th</sup> China Folk Art Festival
- Cruise Meetings
- Singapore Commonwealth 3<sup>rd</sup> Country Training on Developing viable Sustainable Tourism Product
- International Workshop of Disaster Risk Management associated with Natural Phenomenon hosted by the Government of Mexico and the Council of Ministries of the Association of the Caribbean
- Meeting to Update efforts of the Caribbean Tourism Organization on Sustainable Tourism
- Taste of the Caribbean

## Training

- Salary Administration in the Public Service: Award of Increments
- Introduction to Industrial Tribunal Procedure
- Degrees of Deception: Fighting Credential & CV Fraud
- Protocol for Public Officers
- Launch Captain and Diving Certification
- Terms of Reference and Requests for Proposals
- Competency- Based Interviewing Skills
- Inventory Management
- Key Updates for a Successful Auditor
- Sensitization Programme For Deputy Permanent Secretary
- Sharpening the Saw- Tools for Enhancing Audit Value
- Registry Procedures
- Effective Speech Writing

## **7. Procurement**

The Ministry of Tourism's procurement system operates under statutory law and ensures that the principles of transparency, accountability and value for money guide all decisions. The Central Tenders Board Ordinance No. 22 of 1961 outlines procedures to be followed to obtain the most suitable supplies and services.

In the purchase of goods and services, the Permanent Secretary has the authority to expend up to one million dollars (\$1,000,000) and the Ministerial Tenders Committee has authority for expenditure between one million dollars (\$1,000,000) and two million dollars (\$2,000,000). Purchase of any goods or services over the cost of two million dollars (\$2,000,000) is managed by the Central Tenders Board. The Permanent Secretary also has the authority to procure consultancy services up to a maximum of two hundred thousand dollars (\$200,000).

### **Tender Procedures used by the Ministry of Tourism**

The General Administration Division purchases goods and services for the Ministry. The Ministry has various methods of procuring goods and services, the most common of which is the use of the three-quotation system. This is where a minimum of three quotes are received for the required good or service. These are then evaluated and suppliers are selected based on lowest cost for the required quality of good or service.

The Ministry also uses Open Tendering as a method of procuring goods and services of higher value. This is done by inviting tenders through advertisement in the local media. Bids are evaluated upon receipt and selection is made based on lowest cost for the required quality of good or service.

Selective tendering is used when only a few firms are able to supply the required good or service. These firms are given letters of invitation and terms of reference which detail specifications and instructions to tenderers. Within ten working days all bids must be submitted and as above, bids are evaluated upon receipt and selection is made based on

lowest cost for the required quality of good or service. The procedure for a Sole Tender is the same as that for Selective Tendering but in this case only one bid is received but the procedure remains the same.

In the case of an emergency, a Sole Selective Tender procedure is used to procure goods and services required within a short time.



## 8. Reporting Functions

This section details the type and purpose of Reports produced by the various Divisions of the Ministry of Tourism and the various users of this information. Reports are normally prepared on a daily, monthly, quarterly, half yearly and annual basis as follows:

### 1. Daily Reports

- Notification of Expenditure Report- this Report is prepared by the Accounts Division and submitted to the Treasury Division of the Ministry of Finance. It details all records of expenditure by the Ministry on a daily basis.

### 2. Monthly Reports

- PSIP Status Reports – this Report is prepared by the Research and Planning Division and reflects actual expenditure, commitments and project performance on a monthly basis. This report is submitted for the consideration of the Permanent Secretary, Ministry of Tourism and subsequently submitted to the Ministry of Finance.
- Return of Expenditure – this Report details expenditure on each Vote of the Ministry. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Reconciliation Statements – this Report reconciles the records of expenditure of the Ministry held at the Ministry of Tourism with those records held at the Ministry of Finance. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Application for Credits – this Report is used to apply for funds/ releases under the Consolidated Fund. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Transfer of Funds – this Report is prepared by the Accounts Division and submitted to the Ministry of Finance. It identifies and requests approval for transfer of funds

between Votes with surpluses and shortfalls, to meet the financial commitments of the Ministry.

- Internal Audit Reports – Reports on the work of the Internal Audit Division are prepared and submitted to the Permanent Secretary.
- OPM Reports-this report is prepared by the Research and Planning Division and Human Resource Division. It shows all PSIP Projects as well as HR data. The report is submitted to the Permanent Secretary and subsequently submitted to the Office of the Prime Minister.

### 3. Quarterly Reports

- Report on Tourism Investment – this Report details the investment incentives granted, revenue foregone and employment generated for the period through investment in Tourism infrastructure or ancillary services. This Report is prepared by the Investment Facilitation and Monitoring Division and submitted to the Ministry of Finance.
- Freedom of Information Act (FOIA) - this Report is prepared by the Legal Division and details a status of applications for information under the FOIA as well as the number of applications responded to under the various categories of requested information.

### 4. Half Yearly Reports

- Tourism Statistical Database – This Report, which is an internal document prepared by the Research and Planning Division and submitted for the information of the Minister and Permanent Secretary, presents a statistical overview of performance in the tourism industry covering areas such as tourism arrivals, room stock, airlift and contribution to Gross Domestic Product.

- National Performance Framework (NPF) Report- This report is based on the National Performance Framework (NPF) which was developed by the National Transformation Unit, Ministry of Planning and Sustainable Development. This Report measures the Ministry's performance on implementation of its development program and its overall contribution to the priority areas assigned in the NPF. The Report is prepared by the Monitoring and Evaluation Unit in collaboration with Research and Planning Unit, Lifeguard Unit, Tourism Advisory Unit, Investment Monitoring and Facilitation Unit and Tourism Development Company (TDC). It is submitted to the National Transformation Unit, Ministry of Planning and Sustainable Development.

#### 5. Annual Reports

- Annual PSIP Achievement Report – This Report is prepared by the Research and Planning Division and details all works completed, expenditure and allocations under each project for the fiscal year. It is submitted to the Ministry of Finance.
- Report on Project Performance under the IDF - This Report is prepared by the Research and Planning Division and details all works completed, expenditure and allocations for all projects funded under the Infrastructure Development Fund for the fiscal year. It is submitted to the Ministry of Finance.
- Annual Administrative Report – this Report is prepared by the Research and Planning Division with inputs from each Division of the Ministry of Tourism. It gives an overview of the strategic focus and daily operations of the Ministry; highlights all achievements by Division for the year in review and any challenges that may have been experienced in the execution of the Ministry's mandate. This report is a statutory obligation for every Ministry and is submitted to Parliament annually.
- Freedom of Information Act - this Statement is prepared by the Legal Division and is published in the newspapers. It describes the Ministry's mandate and the resources used to implement the strategic goals and objectives of the Ministry.

- ICT Inventory Questionnaire- This Report is prepared by the Information Technology Division and submitted to the Ministry of Public Administration. It details all IT hardware, software processes and expenditure for the Ministry of Tourism.
  
- Input into the National Budget – this Report is prepared by the Research and Planning Division and submitted to the Ministry of Finance. It identifies key programme and project achievements and future plans with timelines and cost estimates.

## **9. Internal Audit Procedure**

The main function of the Internal Audit Division is the conduct of audit exercises throughout the Ministry. The audit exercise must be identified and scheduled with the department which is to be audited. The audit is based largely on items of a financial nature which may include the audit of Vote Books, Pay Record Cards and the Advances Ledger. These items are then examined and compared with supporting documents such as the Schedule of Accounts, Salary Sheets etc. in order to verify the accuracy and authenticity of all records and to protect the Government's financial and physical assets.

If records do not comply with the Audit and Exchequer Act and the Financial Regulations, an audit query is issued to which the non-compliant Department must respond. External Auditors from the Auditor General's Department conduct annual audits on the Ministry, and the relevant Departments must assist in the conduct of the exercise by producing the supporting documents for examination.

## **10. Divisional Accomplishments for Fiscal 2013**

This section identifies the role and responsibilities of each Division of the Ministry of Tourism, the achievements of each Division for fiscal 2013 and the challenges faced by each Division during the year.

### **I. Research and Planning Division**

#### **Role**

The Research and Planning Division plays an important role towards achieving the Ministry's mandate of facilitating the development of the tourism industry in Trinidad and Tobago, so as to increase its contribution to the country's economic and social development. The Division is involved in research and data collection to facilitate the planning and policy formulation process. The Division also facilitates and executes a number of Public Sector Investment Programme (PSIP) projects, and has a monitoring and control function as it relates to the PSIP. The Division also provides technical advice to the Permanent Secretary and Minister and collaborates in policy formulation and implementation and in facilitation of growth of the tourism sector.

#### **Responsibilities**

- To undertake economic research that facilitates advice and the effective and efficient monitoring of the industry.
- To prepare annual PSIP Budget Estimates for the Ministry
- To administer the release of funds from Ministry of Finance to the Tourism Development Company Ltd. (TDC) and Zoological Society of Trinidad and Tobago (ZSTT), and towards the Ministry's PSIP
- To execute PSIP projects which contribute to the strategic development of the tourism sector
- To monitor the progress of the Ministry's and the TDC's achievements under the PSIP
- To maintain a Statistical Database of visitor arrivals and other crucial tourism statistics

- To undertake research to facilitate the preparation of Cabinet Notes, Speeches, Media and other Briefs, Position Papers, and Comments on tourism related issues
- To facilitate industry training to stakeholders including hoteliers, culinary practitioners and community groups
- To work with stakeholders in building awareness of career opportunities in tourism
- To assist in Strategic Planning for the Tourism Industry
- To work with Local Government Bodies and Community Groups to foster community tourism development
- To represent the Ministry at Inter-Ministerial Committees and local, regional and international conferences/workshops

## **Achievements**

### **1. Industry Support**

- Professional culinary training was provided to the National Culinary Team, staff of hotels and culinary students. The National Culinary Team again brought victory to Trinidad & Tobago when they copped the “Team competition gold medal” award and received several other individual gold and silver medals, in the areas of bartending and culinary skills, at the Taste of the Caribbean Culinary Competition held in Miami in June 2013.
- Brochures on sites and attractions printed including rivers and waterfalls.
- Participation in FCCA’s Essay Competition
  - Two participants from Trinidad and Tobago received cash awards for reaching the final rounds of the respective competitions. One student placed third in the senior division and would receive a cash reward as well as the school and the others student would receive a cash award for reaching the final rounds.
- Representation on the Integrated Coastal Zone Management (ICZM) Steering Committee

Cabinet appointed a multi-sectoral Steering Committee in April 2012 to develop an Integrated Coastal Zone Management Policy Framework, Strategies and Action Plan. The terms of reference for the Steering committee are to:

- Review and analyze all existing policies, strategies, legislation and institutional arrangements related to ICZM
- Formulate an ICZM Policy based on the review of the policy, legislative and institutional arrangements for coastal zone management
- Solicit oral and written comments from all stakeholders and the general public on the ICZM Policy
- Co-ordinate, manage and implement a public consultation process for the formulation of the ICZM Policy
- Ensure that the ICZM Policy addresses the concerns of the stakeholders and the general public as indicated at the public consultations
- Establish ICZM working groups for the thematic areas and develop work plan and co-opt any relevant expert representation on an as needed basis

The committee embarked on a thrust to co-ordinate, manage and implement a public consultation process for the formulation of the ICZM Policy. A media sensitization workshop was held in August 2012 and pre-policy consultations began in July 2013. In fiscal 2013, consultations were held in the following coastal communities Diego Martin, Moruga, Cedros, Grande Riviere, Toco, Mayaro, San Fernando and Siparia.

The main issues raised as being important to coastal communities were:

- The need to enhance public education and awareness on the importance of the coastal environment and the issues facing it.
- Inadequate compliance and regulation of existing laws and policies concerning the environment and coastal zone management.
- Unplanned and/or poorly regulated developments along the coastline. i.e. squatter settlements, high-end dwellings and development for industrial and business purposes.
- The use of science to guide management and more effectively to influence policy.

The Committee is using these views to draft the ICZM Policy Framework.



- Representation on the Establishment of a Labour Heroes Park in Fyzabad Committee

The Working Committee for the Establishment of a Heroes Park and Musuem in Fyzabad, Trinidad was established in the first instance for a period of one (1) year to undertake the necessary consultations, assessments and oversee the process of planning and implementation of a heroes Park and Museum.

The objective of the Heroes Park and Museum is that it would serve to recognize and showcase the contributions of great labour leaders through various educational forms such as documented information, the arts and theatre, exhibitions and public lectures that would be targeted at schools and students, researchers, and the general public. In addition to the Museum, it is proposed that the facility would also serve as a community Park that would facilitate recreational activities for families and children. It is foreseen that the Heroes Park and Museum would become a significant local and tourist attraction which provides educational, recreational and employment opportunities.

## **2. Air Lift**

Increased airlift has a direct effect on numbers of arrivals, hotel occupancy and hotel rates. Airlift and accessibility are ranked high among travelers to the Caribbean and it is therefore critical that airlift capacity be expanded and increased to get visitor arrivals up. Increasing the number of tourist arrivals is vital to the travel and tourism sector, especially for Tobago, which is highly dependent on the tourism sector. Increased airlift and arrivals to the island will contribute to the economic recovery and tourism plan for the island.

The Ministry of Tourism recognizes the critical role that airlift plays in the travel and tourism industry. Since taking office, the Minister of Tourism has meet with various stakeholders and initiated discussions with a number of airports and airlines to increase airlift into Trinidad and Tobago.

The Ministry also increased its presence in the international arena and continued to attend the World Routes Development Forum which is the largest annual international event

developed specifically to encourage airports and airlines to meet directly to discuss new routes, global growth potential and challenges facing the global aviation industry. The Forum provided opportunities to explore air services, meet with all the major airlines, airports and cargo operators all under one roof.

**The major outcomes were:**

- **South African Airways:**South African Airways was considering Trinidad and Tobago as a destination in the medium term. They proposed to begin by code sharing with JetBlue possibly via JFK. South African Airways also flies to Brazil therefore if there were service between Rio de Janeiro or Sao Paulo and POS consideration would have been given to routing passengers through Brazil.

South African Airways owns a tour operator called SATC. South African Airways is to put the Airports Authority in touch with South African tour operators.

- **Japan:** ANA Airlines of Japan has a subsidiary that is a tour operator. They see potential in Trinidad and Tobago as a destination for Japanese tourists. ANA is to put the Authority in contact with its subsidiary to take discussions further on possible chartered flights from Japan to Trinidad and Tobago.

- **Birmingham, Manchester, Washington Airports:** Birmingham Airport's marketing department had done research into the feasibility of a service between the Piarco International Airport (POS) and Birmingham. It believes CAL would be the best airline to service this route.

Birmingham Airport would also like to enter a cooperation agreement with Airports Authority of Trinidad and Tobago. Under this agreement their airport will be twinned with POS and there will be the avenue for technical cooperation and staff exchanges.

The Ministry of Tourism agreed to issue an invitation to Birmingham Airport to visit this country for meetings with CAL on this route.

- **West Jet**

WestJet's representative indicated that the first year of service to POS was challenging. They contended that the yield per mile was below expectations. However some improvement was observed. The airline experienced 77% load factor in summer and 83% in winter. They indicated that they are still in the process of learning market characteristics.

### **3. Establishment of a Sugar Heritage Village and Museum**

The Sugar Heritage Village and Museum project was formally launched on May 16, 2011. To date, the following activities have been undertaken in respect of the establishment of the Sugar Heritage Village and Museum:

- Continued development of the Sugar Museum at Sevilla House
- Collection of Historical Artefacts and Materials
- Upgrade of Sevilla Club and Sporting Facilities
- Website development
- Continued refurbishment of the ex-Brechin Castle Factory
- Installation of Signage
- Conduct of cadastral survey of site
- Stakeholder engagement

### **4. Yachting**

The Ministry continued to work with stakeholders, under the direction of the Ministry of Trade and Industry, towards development of the Yachting industry.

This is permised on the country's good yachting storage and repair facilities, strong ancillary support services, skilled workforce, and location below the hurricane belt. Accomplishments for fiscal 2013 includes:

- Review of the Strategic Plan for the industry
- Continue replacement of mooring buoys at Chaguaramas

- Enhanced marketing and promotional efforts
- Participation at major international boat shows

## **5. Cruise Industry Development**

The Ministry is continuing its efforts towards the expansion and development of the cruise industry in Trinidad. The cruise industry continues to be the fastest growing segment of the tourism industry globally, and strong growth in arrivals is being recorded across many destination. Efforts continued to be stepped up in 2013 towards fostering closer links with the cruise lines, enhancing marketing efforts, and facilitating the enhancement of the tourism product so as to encourage increased port calls. Significant achievements include:

- Stepped – up efforts at marketing the destination and attracting the cruise lines through direct sales efforts and attendance at major cruise shows and conferences
- Enhanced cruise visitor experience at the Port of Port of Spain
- Brochure profiling Ports of Trinidad and Tobago with details on port specifications and amenities
- Full page advert in Seatrade Cruise Review/Cruise Business/Cruise Insight/FCCA’s publications
- Destination profile in the FCCA’s 20<sup>th</sup> Anniversary publication
- Hosting of Cruise Journalist which delivered a 5 page destination profile entitled Treasures of Trinidad and Tobago in Cruise Insight
- Site visit by TUI Cruises Shore Ex Manager in Trinidad and Tobago to identify tour products for cruise passengers
- Cruise ship calls for the Cruise Season 2013 generated 32,915 cruise passengers to destination Trinidad and Tobago

- ***Southern Caribbean Cruise Initiative***

This proposal will comprise five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada and through innovative packaging, will promote regional tourism as well as be attractive to the international visitor. The proposal considers the use of cruise ships as a key strategy in the transportation of passengers to the various islands included in the project. Initial dialogue with cruise line executives, have indicated that the Southern Caribbean Cruise Initiative is a viable option, and that there is interest to participate. Trinidad is expected to be the homeport and business opportunities will be made available to local companies that are able to provide goods and services necessary for cruise ship operation. This project is being led by the Ministry of Tourism

## **6. Culinary**

The Culinary Committee of the Trinidad Hotels, Restaurants and Tourism Association (THRTA) was established in 1997 with a view to developing professional and international standards for its membership. The Committee comprises members of the THRTA, Ministry of Tourism, the TDC, the Trinidad & Tobago Hospitality & Tourism Institute (TTHTI) and private sector sponsor Malabar Farms and former title sponsor, Angostura Ltd.

The local competition is funded by THRTA and sponsors from the private sector. The Culinary Committee receives support from the TDC for the team to compete in the regional competition. The Ministry of Tourism has been rendering assistance with training of the participants prior to the local and the regional competitions.

As part of the development process, the Culinary Committee has been hosting local culinary competitions for chefs, bartenders, waiters and pastry chefs. At the local competition, professionals from the various hotels and restaurants challenge each other with their culinary and bartending skills. Winners in each category move on to form the National Team for Trinidad & Tobago and compete with other Caribbean islands at the regional competition. Teams from Trinidad & Tobago have participated in the regional competitions over the years 1997, 1999, 2003 to 2007. In 2008, no regional competition was held. The competition was

restarted in 2009. In 2011, the National Culinary copped the “Team of The Year” award in Miami, Florida at the Hyatt Regency Hotel & Conference Centre and received several other individual gold and silver medals, in the areas of bartending and culinary skills.

In fiscal 2013, training continued as usual at the Johnson and Wales University in Miami which has proven to help the National team members improve their skills and prepare themselves for the competition. The National Culinary Team again brought victory to Trinidad & Tobago when they copped the “Team competition gold medal” award and received several other individual gold and silver medals, in the areas of bartending and culinary skills, at the Taste of the Caribbean Culinary Competition held in Miami in June 2013.

## **7. Regional and International Initiatives**

### Conferences/Trade Shows

Representatives of the Research & Planning Division attended the following conferences in fiscal 2013:

- 19<sup>th</sup> FCCA Conference and Trade Show
- Taste of the Caribbean
- Cruise Meeting
- Meeting to update efforts of Caribbean Tourism Organization (CTO) on Sustainable Tourism
- CTO’s Caribbean Week
- CTO’s 14<sup>th</sup> Annual Conference on Sustainable Tourism Development
- CTO’s Business Meeting and State of the Industry Conference
- 19<sup>th</sup> World Route Development Forum and Strategy Summit

## **II. Tourism Policy and Advisory Division**

### **Role**

The Tourism Policy and Advisory Division works with stakeholders in Trinidad & Tobago’s tourism industry to formulate policies that guide and ensure the sustainable

development of the tourism sector. The Division collaborates with stakeholders, State Agencies and other Ministries to ensure that the needs of the local tourism sector are considered in all areas of policy development.

### **Responsibilities**

- To spearhead the formulation of tourism policy, sub-policies and guidelines that advance the country's tourism vision;
- To provide technical support on tourism-related issues to the Ministry through reports, briefs and other documents;
- To research and analyze tourism issues and trends in order to inform policy decisions and direction;
- To collaborate with other Ministries, particularly the Ministry of Foreign Affairs and the Ministry of Trade and Industry, in forging policy positions relating to bilateral and multilateral international negotiations and Agreements;
- To collaborate and partner with other Ministries, industry stakeholders, NGOs and other agencies to ensure linkages are developed and pursued among all sectors of the economy in pursuit of sustainable tourism development;
- To collaborate with regional organizations, such as the Association of Caribbean States (ACS) and the Caribbean Tourism Organization (CTO), on initiatives impacting the tourism industry in the Caribbean;
- To collaborate closely with the TDC and industry stakeholders in the implementation of various projects/events;
- To strengthen stakeholder relationships through the hosting of consultations, workshops and conferences on relevant tourism issues;
- To represent the country at local, regional and international seminars, workshops, conferences, trade shows and other fora to share the country's views on various tourism-related and policy issues;
- To represent the Ministry on Cabinet-appointed and other committees and working groups concerned with tourism issues.

### **Achievements**

In accordance with National Tourism Policy main thrust of developing tourism as a priority that will be a base for the economic and social transformation of Trinidad and Tobago, the Tourism Policy and Advisory Division has, during Fiscal 2013, completed activities that support the national objectives for economic diversification, job creation and development of a viable and sustainable tourism sector that will benefit all citizens. These achievements are outlined as follows:

### **1. Development of a Tourism Growth Strategy and Implementation Plan**

In the 4<sup>th</sup> quarter of 2013, The Tourism Advisory Division, with input from the Research and Planning and Investment, Facilitation and Monitoring Divisions submitted a Draft Implementation Matrix for the Tourism Growth Strategy. The Implementation Matrix was forwarded to the Tourism Development Company Limited for comments in the 1<sup>st</sup> quarter of 2014. These comments were submitted to the Ministry of Tourism in the 2<sup>nd</sup> quarter of 2014 and are currently under review by the aforementioned departments in the Ministry of Tourism.

### **2. Development of One Year Business Plan and Action Plan**

In the 4<sup>th</sup> quarter of 2013, the Tourism Advisory Division prepared and submitted a Business Plan and Action plan for the period 2013 – 2014. This Business Plan and Action Plan were developed in keeping with the goals, objectives and strategic imperatives of the Ministry of Tourism's Three-Year Strategic Plan.

### **3. Development of Draft Sub-Policies to the National Tourism Policy**

- **Sport Tourism:** A preliminary draft of the policy was presented in the 3<sup>rd</sup> quarter of 2013 and 2<sup>nd</sup> quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft Policy are currently in progress with the intention



to present the revised draft to sport tourism stakeholders A final draft is expected to be completed in the 3<sup>rd</sup> quarter of FY 2014.

- **Ecotourism:** A revised draft of the policy was presented in the 3<sup>rd</sup> quarter of 2013 and 2<sup>nd</sup> quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft Policy are currently in progress with the intention to present the revised draft to ecotourism stakeholders A final draft is expected to be completed in the 3<sup>rd</sup> quarter of FY 2014.
- **Community-Based Tourism:** A revised draft of the policy was presented in the 3<sup>rd</sup> quarter of 2013 and 2<sup>nd</sup> quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft policy are currently in progress with the intention to present the revised draft to community-based tourism stakeholders. A final draft is expected to be completed in the 3<sup>rd</sup> quarter of FY 2014.

#### **4. Development of Desk Manuals**

- The Division developed and submitted desk manuals to the Human Resources Division for the current complement of staff in the 3<sup>rd</sup> quarter of FY 2013.

#### **5. Stakeholder Outreach**

- The Ministry's **Standing Committee for the Sustainable Development of Tourism in Trinidad** reconvened in the 4<sup>th</sup> quarter of FY 2013 to address and resolve tourism sector issues that impact upon the development of the local tourism sector. The Division performs the role of Secretarial to the Standing Committee. To date three (3) meetings have been held. The Standing Committee identified two critical issues that needed to be addressed. These issues were as follows:
  - ❖ Decline in hotel occupancy levels
  - ❖ Difficulties in obtaining loans under the Tourism Development Fund

The Standing Committee established a Sub-Committee comprising some of its members to meet with the Ministers of the Ministries of Finance and the Economy,

Planning and Sustainable Development and Trade, Industry and Investment in order to identify possible solutions in relation to these two key issues. During the fiscal year of 2014, further discussions will be ongoing between the Ministry of Tourism, the Standing Committee and the aforementioned Ministers in relation to these issues, as well as, other pertinent matters concerning the tourism sector.

- Previously, the Division served as the secretarial for cabinet-approved **Advisory Committee on Heritage Tourism established** in FY 2012. This Committee provides technical expertise and recommendations on heritage tourism development plans and proposals; informing and advising MOT/TDC on heritage issues and concerns arising within communities and; encouraging public awareness and appreciation for the rich heritage of Trinidad and Tobago and its significance to residents and visitors. In the 2<sup>nd</sup> quarter of FY 2013, the Division provided recommendations for the continuation of the Committee based on the Report on Heritage Tourism that was previously submitted by the Committee. This Report outlined the opportunities and challenges in developing this niche market, as well as, recommendations for improvement and the way forward.

#### **6. Collaboration with other Ministries/Agencies**

In keeping with the Division's role to provide technical advice to Ministries and other organizations as it pertains to tourism issues, and to collaborate with such Ministries and Agencies towards increasing and enhancing linkages with other industries, the Division provided comments, recommendations and support to:

- **The Ministry of Foreign Affairs and Communications:**
  - Provided input and participated in negotiations leading to the completion of the bilateral tourism cooperation agreement between the Republic of Trinidad and Tobago and El Salvador
  - Submitted comments for the bilateral tourism cooperation agreement between the Republic of Trinidad and Tobago and Cuba

- Submitted comments for the bilateral tourism cooperation agreement between the Republic of Trinidad and Tobago and Korea
  - Submitted comments for the bilateral tourism cooperation agreement between the Republic of Trinidad and Tobago and Singapore
  - Submitted comments for the Memorandum of Understanding and bilateral tourism cooperation agreement between the Republic of Trinidad and Tobago and China
  - Submitted Input for the 43<sup>rd</sup> Organization of the American States (OAS) General Assembly for the Report of the XX Inter-American Congress of Ministers and High-Level Authorities of Tourism and Holding of the XXI Inter-American Congress of Ministers and High-Level Authorities of Tourism
- **The Ministry of Trade, Industry and Investment:**
    - On the CARICOM-Canada Trade and Development Agreement in the area of Tourism Services – Options for Modalities for Services Liberalization
    - On the World Trade Organization (WTO) Services Negotiations
- **The Ministry of Sports and SportTT:**
    - The Division convened a sport tourism stakeholder committee meeting in the 3<sup>rd</sup> Quarter of FY 2013 to provide comments on the Draft Sport Tourism Policy. The Division continues to liaise with the Committee in soliciting feedback with regard to the Draft Policy
- **The Association of Caribbean States (ACS):**
    - The Division in collaboration with the ACS facilitated the hosting of the 24<sup>th</sup> Meeting Special Committee on Sustainable Tourism which was held during the period July 16<sup>th</sup> - 17<sup>th</sup> 2013 at the ACS' Head Office. The Division performed the role of Rapporteur for the 24<sup>th</sup> Meeting. The Division completed and submitted the Rapporteur Report to the ACS in the 3<sup>rd</sup> Quarter of 2013

- The Division represented the Ministry of Tourism (in the capacity as an observer) on the Ad Hoc Working Group for the Promotion of Languages and Culture

▪ **Representation at Conferences/Meetings Seminars/Workshops**

The Division represented the Ministry of Tourism at the following committees/meetings/ conferences/seminars/workshops:

- Standing Committee for the Sustainable Development of Tourism in Trinidad
- Ministry of Trade, Industry and Investment Services Sub-Committee
- Advisory Committee on Heritage Tourism
- First Peoples Development Committee
- Yachting Services Committee
- Association of Caribbean States (ACS) Special Committee on Sustainable Tourism and Ad Hoc Working Group on the Promotion of Languages and Culture

## **7. Challenges**

Challenges faced by the Tourism Policy and Advisory Division included:

- Shortage of staff due to vacancies in the Division
- Current quota of staff are employed on a short-term basis due to the absence of established contract positions in the Division.
- Re-prioritization of work assignments at various times within the Tourism Advisory Division impacted upon the revision of the Draft Policies and the development of the Tourism Growth Strategy and Implementation Plan
- Lack of sufficient statistical data from local, regional and international sources to provide in-depth analysis of trends for specific niche markets to be included in the Draft Policies lead to delays in their revision.

### **III. Investment Facilitation and Monitoring Division**

## **Role**

This Division is primarily responsible for the facilitation of investment into the tourism sector through the administration of the Tourism Development Act, Chapter 87:22. In addition, the monitoring of investment incentives offered and overseeing financing mechanism which have been established to increase the competitiveness of the industry. The activities of this Division are carried out in collaboration with the Tourism Development Company (TDC) Investment Section and the Ministry's Legal Division.

## **Responsibilities**

- To appraise projects recommended for incentives by the TDC based on the provisions of the Tourism Development Act, Chapter 87:22
- To prepare Final Orders based on the Tourism Development Act, Chapter 87:22 so that investors could access final benefits and concessions
- To maintain an up-to-date and accurate database of approved tourism projects
- To represent the Ministry of Tourism on Committees dealing with Investment and Investment Agreements
- To facilitate the creation of a favourable investment climate for Trinidad and Tobago to be competitive with other Caribbean islands
- To formulate guidelines to facilitate the administration of the Tourism Development Act, Chapter 87:22
- To represent the Ministry at local, regional and international conferences/workshops relating to Investment issues.

## **Achievements**

In Fiscal 2013 approvals were granted for one (1) new and sixty-one (61) renewals of tourism taxi projects. In addition, evaluations were conducted and approvals were granted for four (4) tourism accommodation projects that are currently ongoing, and for duty free entry for the importation of goods such as items of furniture, fittings and equipment. Two (2) tourism ancillary (other) projects were also granted tax concessions for this period. The total estimated capital investment amounted TT\$184.03 million.

## **Accommodation**

For the period October, 2012 to September, 2013, the accommodation sector saw:

- interim approval extended for incentives for the construction and operation of:
  - Financial Complex Suites Limited
- additional approval for duty free importation of items for refurbishment works at:
  - Capital Plaza Hotel Limited
  - Chaguaramas Terminals Limited trading as CrewsInn Limited
  - Long Beach Hotel Limited t/a Turtle Beach by Rex Resorts

The total estimated capital investment was TT\$174.1 million dollars while the revenue forgone was estimated at TT\$ 45.1 million

## **Tourism Ancillary (Taxis)**

For the period October 2012 to September, 2013 sixty-six (62) tourism taxi projects were granted incentives. The total estimated capital investment was TT\$ 9.2 million dollars while the revenue forgone was estimated at TT\$ 2.02 million in Custom Duty and TT\$3.1 million in Motor Vehicle Tax.

## **Tourism Ancillary (Other)**

For the period October 2012 to September, 2013 there were two (2) tourism ancillary (other) projects for this period, namely:

- Rajesh Boodoo t/a Aqua thrills and Trails
- R & Sea Divers Company Limited

The total estimated capital expenditure was TT\$.73 million dollars while the revenue forgone was estimated at TT\$.99 million.

## **Challenges**

The Division is unable to fulfill the breath of its function since the position of Business Analyst has been vacant since October 2011. The Division is currently manned by two (2) technical officers and therefore the filling of this position would greatly assist the Division in functioning to its full capacity.

#### **IV. Lifeguard Services Division**

##### **Role**

The Lifeguard Services Division is divided into two sections, the Lifeguards Unit which deals with lifeguarding operations and the Facilities Management Unit which is responsible for the maintenance of lifeguard towers and facilities at patrolled beaches. The main responsibility of the Division is to provide a safe environment at lifeguard patrolled beaches in Trinidad and to disseminate information on water safety in an effort to educate and protect visitors to the beaches and save or resuscitate lives.

##### **Responsibilities**

- To provide a safe bathing environment at the beaches in Trinidad that are patrolled by Lifeguards
- To encourage and use preventative lifeguarding methods which include marking safe and unsafe bathing areas and informing the public of the dangers that exist in and around beaches
- To assist bathers in distress and provide preliminary after-care and transport to a public health institution
- To maintain life-saving equipment
- To maintain lifeguard towers, facilities and surrounding environment
- To maintain a safe and clean beach environment

##### **Achievements**

- Contract awarded for refurbishment work on lifeguard quarters at: Quinam and Las Cuevas
- Refurbishment work was conducted on lifeguard towers at Maracas Las Cuevas, Salybia, Toco, Mayaro

- Construction of lifeguard quarters and two lifeguard towers at Toco completed
- Infrastructure repairs conducted on the Gate at the Salybia lifeguard unit and the cesspit at the Toco Lifeguard Unit
- Installation of lockers and cupboards at the Toco and Las Cuevas lifeguard units
- Installation of aluminum doors at Quinam, Los Iros and Vessigny and steps at Salybia
- Marker Buoys installed at Maracas Las Cuevas and Tyrico

## **Training**

- Jet Ski Assessment Training conducted to determine the competency of persons to operate the jet skis.
- Training conducted to obtain the Launch Captain License, which is required by lifeguards for the operation of the rescue crafts. This training includes navigating, navigating rules, safety and rescue procedures and rescue drills.
- Training Conducted in First Responder Training, which provides the recipient with the necessary training to provide first medical aid to a patient in any emergency situation.
- PADI open water Scuba Diving training, which is necessary training and provides the recipient with the skills to conduct open water and rescue dives to aid in deep water retrieval of victims.
- NSOC 2013, conducted under the Ministry of National Security. The National Security Operations Center Air Division provided 3 Lifeguards with the following training, helicopter terminology, NSCO aircraft types, approaching the helicopter, external and internal heli- safety, emergencies, risk management, tactical deployment, weapon safety, flight controls and helocasting
- Physical Training Instructor programme, hosted by the Trinidad and Tobago Defense Force outfits the recipient with the necessary skills to conduct physical training , instruction and education.

- **Equipment**



Equipment was purchased for all sites, these include:

- Kayaks
- Lifeguard Uniforms
- **Administrative**
  - Continued re-engineering of the lifeguard service to overcome the challenges associated with the role and functions of lifeguards as defined by the Collective Agreement.
  - Review of all sites including SWOT Analysis to feed into policy and regulations development.
  - Two delegates travelled to World Conference on Drowning Prevention (*WCDP*) in Potsdam, Germany. The purpose of this visit was to enrich the operation, infrastructure, equipment, training and recruitment process to assist in the re-engineering of the Lifeguard Service.
  - One delegate travelled to the International Workshop of Disaster Risk Management associated with Natural Phenomenon hosted by the Government of Mexico and the Council of Ministries of the Association of the Caribbean, which emphasized the importance of being prepared for natural phenomenon and the mitigation responses that governments should implement.
- **Awards**
  - National Security Operations Centre (NSOC) highest performance award for Helocasting and Rescue Jumps
- **Water Safety Education**
  - In fiscal 2013, Water Safety lectures and demonstrations were conducted at 35 Schools, 5 camps, 4 Ministries, 12 Companies and NGO's, 14 Display Booths and 1 Church.

- Water Safety interviews were conducted at seven (7) radio stations and two (2) television stations.
- Continued functioning of the Junior Lifesaving Club.

### **Challenges**

- Administration Procedures
  - ❖ The unit has communication issues whereby information is not passed on efficiently.
  - ❖ Re-engineering and Restructuring, Policy Development, Code of Conduct and Terms and Conditions of employment for daily rated workers in the Lifeguard service is required.
  - ❖ Collective Agreement is not suited for the Life saving and emergency nature of the Lifeguard Service and therefore a restructuring of the Collective Agreement is required.
- Inadequate staffing for the Lifeguard Service.
- Security is not effective or sufficient on most beaches.
- Recruitment and training of new lifeguards.
- Delinquency of Lifeguards within the service.

## **V. Human Resource Management Division**

### **Role**

The Human Resource (HR) Services Unit is responsible for ensuring that Public Service Rules, Regulations and Guidelines are adhered to in the management of the functions relevant to HR Planning which addresses staffing matters, training and development to facilitate opportunities to upgrade and retool staff skill sets and employee relations to administer benefits. Similar functions are also carried out by the HR Unit for the daily-rated workers in accordance with the Collective Agreement.

### **Achievements**

- In fiscal 2013 the Ministry of Tourism's functions were carried out by 95% established officers, 52% contract employees and with the support of 2 additional Associate Professionals assigned to the Ministry.
- Staff members and daily-rated workers participated in training programmes which were offered by the Public Service Academy, public/private institutions and by international organizations. The members of staff who benefitted from the training include staff from the Technical Units, Administrative Units, as well as, from the Lifeguard Services Unit.
- The Ministry continues to hold regular meetings with the National Union of Government and Federated Workers (NUGFW). In respect of the daily rated life fund and Maintenance Workers.

### **Challenges**

- The lack of appointment of persons to vacant positions on the establishment has severely constrained the Ministry in carrying out its mandate.
- The Ministry is experiencing difficulty in acquiring replacements from the Service Commission Department for the following positions: Engineering Assistant 111, Research Officer 1, Lifeguard Supervisor 1, Accounting Executive 1, Accounting Assistant, Clerk Stenographer 1 and Clerk 1. This is seriously affecting the smooth functioning of the Ministry.
- The salary, and terms and conditions of employment offered by the C.P.O. for contract positions are not enough to attract the most suitable candidates for the positions. Hence, the reason a lot of the contract positions are not filled.
- The attendance at numerous meetings is time consuming leaving little time to focus on strategic issues.

## **VI. General Administration Division**

### **Role**

The primary responsibility of the General Administration Division is to provide timely administrative services in the areas of records management, messenger and mail support,

procurement of office machines and supplies, staff safety and comfort, and facilities management.

### **Responsibilities:**

- To procure goods and services.
- To procure office machines and supplies.
- To ensure the maintenance of a safe and clean working environment.
- To ensure proper operation and maintenance of office equipment and vehicles.
- To maintain an effective Registry system.
- To provide an efficient messenger and mail support system.
- To ensure adherence to proper Procurement procedures.
- Maintenance of sick bay for staff.

### **Achievements:**

- Provision of security services to external sites.
- Implemented strict file movement procedures.
- Completion of the following deliverables which facilitate compliance with the OSH Act 2004.
  - Regular representation at building Occupational, Health, Safety and Security Committee meetings.
  - Inspection of building with the Fire Services.
  - Selected fire wardens.
  - Representation at first meeting for fire wardens.
  - Registry and Records Management Training facilitated In-House by Records and Inventory Manager for Ministry of Tourism Staff.
  - Arrangements made for the disposal eco-friendly of plastic bottles and shredded paper.

### **Challenges**

- Filling of vacant posts.

- Delivery of goods and equipment to the Ministry are often hindered:-
  - HYATT Security.
  - Parliament Security.

## **VII. Accounts Division**

### **Role**

The role of the Accounts Division is to ensure that the financial resources of the Ministry are prudently managed in keeping with the Ministry's mandate and in accordance with the Exchequer and Audit Act. The functions of the Division range from applying for the release of funds from the Ministry of Finance to giving an account to Parliament at the end of the financial year for all funds appropriated.

### **Responsibilities**

- Budgetary Control
- General Accounting
- Payroll Accounting
- Reporting – Appropriation Account
- Financial Advice

### **Achievements**

- Estimates of Expenditure completed within stipulated time frame.
- Appropriation Accounts submitted to the Auditor General's Department within stipulated time frame for Recurrent Expenditure and Infrastructure Development Fund.
- TD4's completed and distributed in a timely manner.
- Timely submission of monthly Statement of Expenditure for Recurrent Expenditure & Development Programme to Ministry of Finance.
- Timely submission of quarterly and yearly projections, as well as, Requests for Releases to the Ministry of Finance.
- Timely payment of salaries, wages and bills.

- Payment of arrears of Wages and Cola to Lifeguard and Maintenance Workers as per Collective Agreement.
- Savings Statement and mid year review submitted within stipulated time frame.
- Timely submission of Deposit Vouchers in respect of Treasury Deposits to the Comptroller of Accounts.

### **Challenges – Staffing Arrangements**

## **VIII. Audit**

### **Function:**

The main function of the Internal Audit Department is to assist management in the effective discharge of its responsibilities, by furnishing objective recommendations and pertinent comments on the soundness of the accounting and operational controls within the Ministry and also to ensure that there is strict compliance with the Financial Regulations, Instructions and relevant Financial circulars.

### **Role:**

The role of the Internal Audit is primarily one of examining and reporting.

### **Responsibilities:**

Provides management with the assurance that adequate financial and management controls have been established and are operating effectively.

Examines and evaluates the Accounting and Administrative Records to ensure compliance with Financial Regulations and Instructions.

Ensures that all assets of the Ministry, including cash are properly recorded and safeguarded.

### **Achievements:**

- (i) Completion of Audit Work Programme for 2012/2013.

- (ii) Examination and verification of the financial statement (appropriation account) for 2012/2013.
- (iii) Examination and verification of arrears of salaries and overtime for daily paid workers for the period 2008 to 2012.

**Challenges:**

- Inadequate information on pay record cards.
- Untidy condition of pay record cards.
- Kalamazoo cards not properly maintained ( inadequate information).
- Ineffective internal controls in the accounting unit.
- Insufficient reduction in repeat work.
- Staff's inadequate familiarity with accounting procedures.

**IX. Information Technology Division**

**Role**

The main focus of the IT department is to facilitate the achievement of the Ministry's goals by implementing and supporting functions and systems that introduce strengths and opportunities which aid in increasing productivity.

**Responsibilities**

- To match technological solutions and IT support functions with the mission, vision, strategic goals and objectives of the Ministry.
- To coordinate the strategy of the IT department with the other departments for the synchronization of planning and implementation of projects.
- To implement and maintain efficient and effective channels to exchange information.
- To leverage IT to address challenges and opportunities in the Tourism Industry.

- To implement best practices to improve efficiency and assign additional resources to more strategic activities.
- To optimize internal ICT infrastructure to load balance resources.
- To engender a user friendly technical environment with knowledge based tendencies.

### **Achievements**

- Upgrade of end user equipment
- Weekly maintenance of the MOT website

### **Challenges**

- Unfilled positions in the Division militated against fulfilment of the Division's mandate.
- Lack of financial resources precluded the introduction of new initiatives

## **X. Monitoring and Evaluation Division**

The role and function of the Unit includes the development, implementation and maintenance of a Results-Based Monitoring and Evaluation System which determines whether the Ministry's policies and strategies are aligned to the national goals and whether the performance of the Ministry, the Tourism Development Company Limited (TDC) and the Zoological Society of Trinidad and Tobago (ZSTT) are achieving the desired outcomes. According to the Medium Term Policy Framework, the Ministry of Tourism, and therefore the tourism sector, is responsible for contributing to the priority areas of Economic Growth, Job Creation, Competiveness and Innovation. The Unit therefore ensures that all performance data with respect to these areas are collected, collated and analyzed for input into the various reporting requirements of the Ministry. These reports include the Quarterly Report which is submitted to the National Transformation Unit of the Ministry of Planning and the Economy and the Office of the



Prime Minister's Report which requires major action items and deliverables of the Ministry, TDC and ZSTT to be reported.

### **Responsibilities**

- To develop, implement and maintain a Results-Based Monitoring and Evaluation System including M&E policies, guidelines, performance indicators, methods, formats and analytical processes for the Ministry.
- To monitor and evaluate the Ministry's and TDC's projects and programmes to ensure alignment with National Goals and the National Tourism Policy.
- To ensure that all performance data from these systems are collected, reviewed submitted to the central M&E system under the National Transformation Unit of the Ministry of Planning and the Economy, the Office of the Prime Minister's Report and any other Report as required.
- To develop proper data collection techniques and ensure that data is timely and relevant.
- To analyze Tourism data to determine whether trends in the data are as a result of Ministry's programmes and strategies.
- To represent the Ministry on various Committees, conferences and workshops as it relates to Monitoring and Evaluation.
- To Monitor the implementation of the National Tourism Policy and the Ministry's Strategic Plan.
- To review the performance of the Public Sector Investment Projects (PSIP) and Infrastructure Development Fund (IDF) projects of the Ministry of Tourism, TDC and ZSTT, and Marketing and Administrative Expenditure of TDC and ZSTT.

### **Achievements**

- Development of a results based Monitoring and Evaluation System focussed on the deliverables under the stated priority areas of Economic Growth, Job Creation, Competitiveness and Innovation.
- Collected, compiled and analyzed data with respect to projects and marketing strategies submitted by the Ministry and the TDC for the fiscal year ending

September 2013. This data was submitted quarterly as required to the National Transformation Unit of the Ministry of Planning and the Economy.

- Implemented a new system for the monthly collection of data on Tourist Arrivals to Trinidad and Tobago with assistance from the Immigration Division. Based on an analysis of this data the Minister and the Ministry can more effectively determine market trends and develop strategies to boost tourism arrivals in different source markets in particular, and tourism arrivals overall.
- Collated, analysed and prepared monthly Reports to the Office of the Prime Minister (OPM) with respect to the Ministry's implementation of Projects under the development program.
- Provided feedback to the Permanent Secretary and Government Agencies on the performance of TDC based on data collected from the monitoring and evaluation framework that was developed for their projects.
- The Unit successfully worked alongside the Lifeguard Unit to improve the process of procurement and implementation of projects under that Unit.

### **Challenges**

- No clear marketing plan with stated targets and timelines for achievement.
- Inability to roll out the Tourism Baseline Survey due to lack of funding from the development program.

## **XI. Library**

### **Role**

The role of the library is to acquire and provide information, resources, tools and services for research and exploration in varying formats necessary for the achievement of the Ministry's objectives. The library is also responsible for the implementation and management of information systems which facilitate access to information resources as well as to promote life long learning, information literacy and the exchange of ideas.

## **Responsibilities**

- Reviews requests and compiles and analyses statistical data to determine reading trends; also studies reviews, bibliographies and publishers' catalogues to determine subject gaps in library resources, and compiles accession lists.
- Manages the selection, acquisition, of books, periodicals, pamphlets and similar materials.
- Maintains information resources (books, periodicals and multimedia).
- Demonstrate procedures for searching library catalogues and the use of software and programmes necessary for accessing electronic information resources.
- To organize the information resources (collection) via the processes of classification and cataloguing.
- Provides reader's advisory services and furnishes information on library activities, facilities and rules.
- Conducts ready reference, other literature research and summaries findings.

## **Achievements**

### **Information Technology Infrastructure**

The acquisition of an Integrated Library Solution.

- Companion Corporation's Alexandria v.6, Integrated Library Solution was acquired and installed in the second and third quarter of financial year 2012 /2013 respectively. Alexandria v.6 allows for more rigorous management of the library's information resources. The system will also provide staff at the Ministry with access to the library catalogue and electronic documents from their work stations.

### **Collection Development**

- The library was able to facilitate access to the United Nations World Tourism Organization (UNWTO) E-Library collection, thereby allowing staff at the Ministry of Tourism access to 1100 electronic books and reports produced by the authoritative UNWTO.

- 60 books focusing on core and niche areas in tourism and allied disciplines were acquired.
- New subscriptions to professional industry journals in electronic format were entered into. These include Tourism Planning and Development and Journal of Travel and Tourism Marketing.

### **Circulation**

The library circulated 712 information resources for the reporting period October 2012 to September 2013. During this period there was an estimated 152 instances of the library being accessed and 63 information request/ queries were recorded. The library recorded 473 off site loans , that is, removal of information resources from the library via loan procedure; 200 instance of in house use of information resources, and 39 instances of information being requested / delivered by electronic means. In addition, 27 technical officers and Heads of Departments would have received approximately 109 electronic documents comprising of tourism bulletins, reports and relevant journal articles.

### **Library Programming**

The library mounted a number of informative mini exhibits focusing on traditional and international observances.

- Exhibitions mounted:
  - Old Time Christmas
  - Traditional Carnival
  - Labour Day
  - United Nations International Nelson Mandela Day
  - Independence Day (Pt. 1 Great Estates of Trinidad / Pt. 2 Magnificent 7)
  - World Tourism Day 2013 (Tourism and Water)
- Film screening: Movie Invictus (Leadership / motivation session for the UWI undergraduate interns at the Ministry of Tourism).

### **Challenges**

The Ministry of Tourism Library department continued to face two major challenges for the fiscal year 2012/2013 that is, funding and staffing.

- Adequate funding is necessary in order to equip the Ministry of Tourism Library with current information resources as the tourism industry has proven to be rather dynamic in nature. Industry specific information resources for tourism are quite costly, specifically, current research and statistical publications which can allow for vital forecasting of international tourism industry trends. One of the goals of the library is to position the Ministry of Tourism Library as a knowledge commons in the area of tourism.
- The final challenge pertains to the staffing of the library. The library's work falls into two categories, technical and administrative. Currently there is no qualified para professional working in the capacity of Library Assistant 1 to assist in carrying out routine technical and administrative duties. The body responsible for recruiting and placing library staff, National Library and Information Systems Authority (NALIS) will seek to address staffing at the Ministry of Tourism in the financial year 2013/2014. It must be noted that at the time of this reporting NALIS is actively engaged in creating the post of Library Assistant 1 for the Ministry of Tourism Library and sourcing a suitable candidate.

## **XII. HIV/AIDS Unit**

### **Role**

The role of the HIV and AIDS department in the Ministry of Tourism is to address the impact of HIV and AIDS on the labour force. The department focuses on Prevention; Treatment, Care and Support; and Advocacy and Human Rights for persons living with HIV and AIDS (PLHIVs) and persons affected by HIV and AIDS (PABAs) within the workplace. It engages in mainstreaming HIV and AIDS within the Ministry in an attempt at reducing vulnerabilities to HIV infection and mitigating the impact of AIDS. It also contributes to the National HIV and AIDS Initiative, Office of the Prime Minister, geared toward attaining targets set for the Millennium Development Goals (MDGs), United

Nations General Assembly Special Session (UNGASS) and other internationally agreed upon developmental goals and objectives.

### **Responsibilities**

- Coordinate and mainstream HIV & AIDS activities within the Ministry of Tourism;
- Develop annual HIV & AIDS strategic plans for the Ministry of Tourism and corresponding budget plans;
- Facilitate the development of Information, Education and Communication (IEC) material and other Behavioural Change Communication (BCC) strategies on HIV & AIDS;
- Promote opportunities for mainstreaming advocacy efforts on HIV & AIDS among staff in the Ministry of Tourism, as well as among the organization's external stakeholders;
- Coordinate/facilitate programmes for the delivery of educational programmes on HIV & AIDS and other Sexually Transmitted Infections (STIs);
- Coordinate/facilitate programmes for the delivery of educational programmes on general wellness, other chronic communicable and non communicable diseases;
- Establish systems for collaborating with other stakeholders, including the HIV & AIDS Agency, Office of the Prime Minister;
- Manage and monitor the implementation of the Ministry of Tourism HIV & AIDS activities in accordance with the Ministry's strategic plan and the National HIV & AIDS Strategic Plan 2013 - 2018;
- Submit specific monthly and quarterly reports to the Permanent Secretary and to the HIV & AIDS Agency, Office of the Prime Minister;
- Develop an HIV & AIDS Workplace Policy for the Ministry of Tourism and by extension its stakeholders

### **Achievements**

- Launched **Operation Wellness Campaign**
- Hosted an In-House Health Fair in collaboration with the North West Regional Health Authority. During this activity HIV Voluntary Counselling & Testing was conducted in addition to Blood Glucose screening, Cholesterol screening, Blood Pressure screening, Nutritional Counselling and Mental Health screening and activities.

- Attended the Launch of the National HIV & AIDS Initiative, HIV Secretariat, Office of the Prime Minister. Trinidad Hilton.
- Introduced the HIV & AIDS Workplace Policy to the staff and stakeholders of the Ministry of Tourism, using several media including conducting:
  - Three (3) workshops for the internal staff of the Ministry of Tourism.
  - Two (2) workshops for the onsite supervisory staff of the Lifeguard Unit (e.g. Patrol Captains) and the onsite supervisory staff of the Facility Management Unit (e.g. Foremen).
- Five (5) workshops for the onsite Lifeguards and Facility Management Unit Staff. One (1) seminar was held with personnel from the Tourism Development Company (TDC).
- Attended 3-day Monitoring and Evaluation Workshops hosted by HIV Secretariat, Office of the Prime Minister. Venue – Crowne Plaza, Port-of-Spain.
- Attended collaborative meetings with HIV & AIDS Coordinators in the Ministries of Health, National Security, People and Social Development, Gender, Child and Youth Development.
- Facilitated two (2) training workshops for Senior Ranked Police Officers. Venue - Police Academy, Western Main Road, St. James.
- Facilitated one (1) seminar with Trainees at the Ministry of Science and Technology on *“Youth and HIV & AIDS: Risks and Vulnerabilities.”*
- Engaged in collaboration with the HIV Secretariat, Office of the Prime Minister re Training Needs Assessment and reviewing Monitoring and Evaluation Instruments for use in HIV & AIDS prevention programmes.
- Attended the Fourth Annual Life Skills Programme for *‘Youth Living with HIV & AIDS’* hosted by the HIV & AIDS Coordinator, Ministry of the People and Social Development.
- Liaised with, typed and dispatched letters to Chief Executive Officer, North West Regional Health Authority re presentations and activities for the observance of (1) International Day 2013 for the Elimination of Violence against Women & Girls, (2) International World Mental Health Day 2013 and (3) International World AIDS Day 2013.
- Conceptualized having a Ministry of Tourism Choir in an attempt at building camaraderie among staff members, mainstreaming HIV prevention programming by engaging persons

in a constructive activity and showcasing the talent among existing within staff of the Ministry of Tourism

- Facilitated interventions and provided psychosocial support to staff of the Ministry of Tourism.
- Attended to impromptu matters requiring my attention.

### **Challenge**

- Inadequate Staff given the nature and scope of the requirements of the job.

### **XIII. Legal**

#### **Role**

The primary focus of the Legal Unit is to advise the Minister of Tourism, the Permanent Secretary and other senior officers of all divisions and units of the legal aspects and issues involved in or arising from the discharge of their official duties.

#### **Responsibilities**

- Providing legal advice and Opinions to the Ministry of Tourism on its legal issues
- Liaising with the Chief Parliamentary Counsel, the Office of the Attorney General, with respect to all legislation pertaining to the functions and objectives of the Ministry of Tourism
- Liaising with the Solicitor General, the Office of the Attorney General on court matters in which the Ministry of Tourism is involved
- Representing the Ministry of Tourism in contract negotiation, conciliation and arbitration procedures as a member of a team or individually
- Assisting in the drafting of documents regarding policies of the Ministry of Tourism
- Assisting in promoting and disseminating legal information of the Ministry of Tourism, as required
- Preparing and/or reviewing all contracts, including contracts for services



## **Achievements**

- Preparation of Quarterly Reports as required under the Freedom of Information Act
- Drafting of agreements for employment contracts and contracts for engagements of services

## **Challenges**

- Many issues warranting the advice/ intervention of the Legal Unit could be averted through previous consultation.

## **XIII. Communications**

### **Role**

The Corporate communication department offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with the tourism stakeholder groups upon which the organization is dependent. The Unit is responsible for branding, advertising, public relations for the Ministry of Tourism in order to promote the roles and benefits of Tourism to Trinidad and Tobago.

### **Responsibilities**

The primary duties of the Communication Division include, but are not limited to:

- Coordinating all the promotions for the Ministry of Tourism to ensure consistent communication.
- Building and enhancing strong relationships with the media including organisation and management of press conferences/personal interviews, press and video news releases and responding to media enquiries.
- Coordinating and developing relationships with regional and international agencies, with the objective of ensuring maximum coverage of the projects in the media in line with brand/messages conceptualised for the Ministry.
- Organising and managing exhibitions, outreach programs and awareness sensitization.

- Supporting the other core departments within the Ministry of Tourism by providing event management, logistical, administration and delivery coordination.
- Undertaking primary market intelligence on opportunities and developments that may impact upon the tourism industry.

## **Achievements**

### **Domestic Tourism Awareness Campaign- August 2013**

- Radio, Newspapers, Television and Social Media
- Branding of Lifeguard Vehicles with Campaign “Its About All of Us”
- Branding of public Buses with Campaign

### **Beach Water safety campaign (ongoing).**

- Radio, Newspapers, Television.
- World Tourism Day 2013: Media interviews on Television, Radio, Newspapers promoting tourism.
- World Travel Market 2013 (London)
- Celkon mobile tri nation series partnership with Trinidad and Tobago Cricket Board and Ministry of Tourism as a sponsor, hospitality booth.
- Caribbean Tourism Organisation (CTO): STC 14 2013 Youth Forum Drama Competition

### **Press conferences and Media Launches**

- Domestic Tourism Awareness Campaign: It about All of Us
- Sponsor of TT Red Force to World Champions league 20/20 in India
- World Tourism Day 2013
- Launch of Marker Buoys at nation’s beaches
- Swedish Media Film crew Familiarization Tour (FAM tour)
- Emperor Valley Zoo Media Launch introduction of new animals
- Maracas Public Consultation

- Southern Caribbean Cruise Initiative Meetings

#### **IVX. National Academy for the Performing Arts (NAPA)**

The Trinidad and Tobago Gazette Vol. 51 No. 120 dated July 6, 2012 which assigned portfolios to Ministers reposed the responsibility for NAPA Hotel to the Minister of Tourism effective June 25, 2012. Accordingly, on March 22, 2013, the Minister of Tourism and the Minister of Tertiary Education and Skills Training completed the formal handover of the NAPA Hotel to the Ministry of Tourism.

The Ministry has responsibility for facilitating the use of the fifty-three (53) room NAPA Hotel and its facilities for events by Ministries, state agencies, non-governmental agencies and the private sector and for security, general upkeep and maintenance. The Hotel is not operational and therefore the Ministry has to meet all costs incurred. NAPA is an integrated support facility which includes electricity, air conditioning, safety and security. The responsibility for NAPA spans three Ministries namely, Arts and Multiculturalism, Tourism and Tertiary Education and Skills Training.

Since the handover, the Ministry has conducted an audit of the Hotel which included a general inventory and overview of the existing state of the utilities, rooms and exterior of the Hotel. Some of the areas that have been addressed are general cleaning of rooms, beds, carpets, restaurants, furniture and fixtures. A partial repair of the air-condition system was conducted and damaged internal lighting and fixtures were replaced. Purchase of linens and toiletries were also done and exterior cleaning of the glass at the front of the hotel was completed. There have been a number of maintenance issues that the Ministry has dealt with at short notice. These included the flooding of the Hotel as a result of a broken line on the third floor of the Hotel, the repair of the elevator shaft, repairs to toilets, electrical repairs and addressing voltage issues.

The Ministry therefore developed a rental policy in order to create a revenue stream to assist in offsetting some of the expense of maintenance and upkeep of the hotel.

#### **NAPA HOTEL RENTAL POLICY**

## **Common Areas**

Rental of the facility refers to the use of the following common areas:

- Chinese Restaurant
- Atrium
- Western Canteen
- Lobby
- Lounge
- Corridors, Entrances, Rest rooms on the Ground Floor
- Parking lot assigned to the NAPA Hotel

The Ministry or its representatives retains the right to impose rules regulating or controlling the use of the common areas.

## **Rental of the Common Areas**

A three tiered system is used for Ministries, State Agencies and the Private Sector as follows:

- **Office of the President-** All rental costs incurred for Events hosted by the President at the Hotel will be absorbed by the Ministry of Tourism
- **Ministries-** A minimum rental fee of Seven Thousand Dollars (\$7,000.00) for the hosting of Seminars and other Events
- **State Agencies-** A minimum rental fee of Ten Thousand Dollars (\$10,000.00) for the hosting of Seminars and other Events
- **Private Sector-** A minimum rental fee of Twelve Thousand Dollars (\$12,000.00) for the hosting of Seminars and other Events

For periods of high demand (defined as Holiday periods, Festivals and auspicious occasions) all rental fees will be increased by fifteen percent (15%).

## **Rental of Rooms**

The rental of rooms has been restricted to visitors associated with visiting Heads of State, Diplomats and other foreign governmental agencies. The cost is be determined based on existing market prices.

Consideration is given to other requests for rental in extenuating circumstances only.

## **Hotel Rules**

Rental of the common areas is based on the following guidelines:

- Any furniture that is removed from its existing location for an event must be replaced after the Event
- Maintenance of the areas used upon completion of the Event
- Caterers are not allowed to use any open flames on the hotel premises. Use of the Hotel's hot kitchen is strictly prohibited
- Smoking is not permitted in the hotel
- For security purposes the front doors to the Hotel will be locked at midnight. Any event that requires the use of the common areas beyond midnight must have written approval from the Ministry

## **Achievements**

For the calendar year 2013 the NAPA Hotel facilitated a total of Forty Six events. The facilities generated revenue of **\$264,200.00**. Payments received over the period totaled **\$219,200.00**, leaving a balance of **\$45,000.00** outstanding.

**National Academy of Performing Arts (NAPA)** facilitated many auspicious events such as The Vice President of the United States of America- Mr. Joe Biden, the Ambassador of Korea- His Excellency Wonkun Hwang and the coronation celebration of the new King of the Kingdom of Netherlands. The facility also accommodated a contingent from Osun State of Nigeria for a Diplomatic event. In addition, the NAPA facility also accommodated students who participated in the Fourteenth Annual Caribbean Tourism Organization Conference.

His Excellency Anthony Carmona hosted many Diplomatic Dinners and Luncheons at the NAPA facility. Through the facilitating of these events, it created greater ties with these countries.

An asset audit was conducted on the facilities over a four week period by Paxgenesis at a cost of **\$30,700.00**. The Ministry also incurred maintenance cost of **\$483,653.37** for the facilities. The revenue and expenditure figures indicate that revenue only covered **54.6%** of maintenance cost which were incurred.

## **11. Recommendations**

- I. Continued efforts be made to obtain accurate data in a timely manner.
- II. Efforts continue to enhance the investment climate for tourism.
- III. Efforts be made to ensure all Divisions are adequately staffed.
- IV. Restructuring of Audit and Lifeguard Services Unit

## **12. List of Appendices**

- I. Organizational Chart
- II. Appropriation Accounts for fiscal 2012





Appendix I



